

Date of issue: Friday, 12 February 2021

MEETING:	CABINET (EXTRAORDINARY)
	Councillor Swindlehurst Leader of the Council and Cabinet Member for Regeneration & Strategy
	Councillor Akram Deputy Leader of the Council and Cabinet Member for Governance & Customer Services
	Councillor Anderson Sustainable Transport & Environmental Services
	Councillor Bains Inclusive Growth & Skills
	Councillor Carter Children & Schools
	Councillor Mann Planning & Regulation
	Councillor Nazir Housing & Community Safety
	Councillor Pantelic Health & Wellbeing
DATE AND TIME:	MONDAY, 22ND FEBRUARY, 2021 AT 6.30 PM
VENUE:	VIRTUAL MEETING
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	NICHOLAS PONTONE 07749 709 868

NOTICE OF MEETING

You are requested to attend the above Meeting at the time and date indicated to deal with the business set out in the following agenda.



JOSIE WRAGG
Chief Executive

AGENDA

PART I



**AGENDA
ITEM**

REPORT TITLE

PAGE

WARD

Apologies for absence.

1. Declarations of Interest

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All Members who believe they have a Disclosable Pecuniary or other Interest in any matter to be considered at the meeting must declare that interest and, having regard to the circumstances described in Section 4 paragraph 4.6 of the Councillors' Code of Conduct, leave the meeting while the matter is discussed.

2. **Revenue Budget 2021/2022 and MTFS 2021-2025**

To
Follow

All

3. **Capital Strategy 2021-2026**

To
Follow

All

4. **Treasury Management Strategy 2021/22**

To
Follow

All

5. **Five Year Plan 2021-26 and Slough 2040 Vision**

1 - 26

All

6. **Council Energy Contract 2021-22 to be tendered value above £180k**

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All

Press and Public

This meeting will be held remotely in accordance with the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020. Part I of this meeting will be live streamed as required by the regulations. The press and public can access the meeting from the following link (by selecting the meeting you wish to view):

<http://democracy.slough.gov.uk/mgCalendarMonthView.aspx?GL=1&bcr=1>

Please note that the meeting may be recorded. By participating in the meeting by audio and/or video you are giving consent to being recorded and acknowledge that the recording will be in the public domain.

The press and public will not be able to view any matters considered during Part II of the agenda.

Note:-

Bold = Key decision

Non-Bold = Non-key decision

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 22 February 2020

CONTACT OFFICER: Dean Tyler, Associate Director, Place Strategy & Infrastructure
(For all enquiries) (01753) 875847

WARDS: All

PORTFOLIO: Cllr James Swindlehurst, Leader of the Council and Cabinet Member for Regeneration and Strategy

PART I
KEY DECISION**FIVE YEAR PLAN 2021-26 & SLOUGH 2040 VISION****1 Purpose of Report**

To recommend to the Council to agree the new Five Year Plan, and to seek the Cabinet's endorsement of the Slough 2040 Vision.

2 Recommendation

The Cabinet is requested to:

- (a) Recommend that the refresh of the Five Year Plan (attached as Appendix A) be approved.
- (b) Endorse the Slough 2040 Vision (attached as Appendix B), on behalf of Slough Borough Council, as laid out in section 5.2.

3. The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan**3a. Slough Joint Wellbeing Strategy Priorities**

The Five Year Plan and Slough 2040 Vision relate to all aspects of the Joint Wellbeing Strategy.

3b Five Year Plan Outcomes

This refresh of the Five Year Plan has updated the long term priorities which sit underneath the Five Year Plan's priority outcomes:

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

4 **Other Implications**

(a) Financial

The Five Year Plan is important in determining the priority outcomes against which resources will be allocated. The time frame for the Five Year Plan is aligned with our medium term financial planning and will roll forward each year, i.e. the new Plan looks ahead for the five years 2021/22 to 2025/26.

(b) Risk Management

There are no identified risks associated with the proposed actions

(c) Human Rights Act and Other Legal Implications

There are no direct legal implications to the proposed action. The specific activities taken to implement the Five Year Plan, 2040 Vision and other plans may have legal implications which will be brought to the attention of Cabinet separately. There are no Human Rights Act Implications.

(d) Equalities Impact Assessment

There is no requirement to complete an Equalities Impact Assessment (EIA) in relation to this report. EIAs will however be completed on individual aspects of any actions taken to implement the Five Year Plan, 2040 Vision and other plans, as required.

5 **Supporting Information**

5.1 Five Year Plan

The Five Year Plan was launched in 2015 to define the Council's ambition; the opportunities and challenges we face; the role of the Council in meeting these and the priority outcomes against which resources will be allocated.

The Five Year Plan is therefore an important element of our strategic narrative in explaining our ambitions for Slough's future. It also describes the role of the Council in achieving this, recognising the importance of working with our communities and putting people first in everything we do.

The Plan is updated every year and we also produce an Annual Report so that we can check progress.

The Five Year Plan will now also represent SBC's contribution towards the delivery of the Slough 2040 Vision over the next five years (see section 5.2). The long-term priorities that sit underneath the five priority outcomes, have therefore been updated to reflect the vision's objectives, as well as the council's COVID recovery priorities.

Further amendments have been made to reduce the amount of text, to make the Five Year Plan more accessible to residents and others.

5.2 Slough 2040 Vision

Over the last year, SBC has also been working with our strategic and voluntary partners to develop an ambitious shared vision for the next twenty years – ‘Slough 2040’. The work to create the vision has been overseen by a group of leaders drawn from across the agencies who serve Slough, and includes representatives from:

- Frimley NHS Foundation Trust
- NHS East Berkshire CCG
- Public Health Berkshire
- Slough Borough Council
- Slough Council for Voluntary Service
- Thames Valley Berkshire Local Enterprise Partnership
- Thames Valley Chamber of Commerce
- Thames Valley Police
- Windsor Forest Colleges Group

In order to develop this vision, the project team conducted an extensive programme of engagement with residents, members, businesses, officers and partners – to develop a picture of what local stakeholders thought Slough should be like in 20 years’ time. The team spoke to people from many different backgrounds, from all age groups and from all parts of the borough.

The feedback was subsequently analysed, and the leaders’ group have agreed the following vision statement:

Slough will be a vibrant, thriving and innovative town, where people are supported to live happy and fulfilled lives. People will feel safe and valued in their local communities, and proud to call Slough home.

This vision statement will be underpinned by eight priority areas, which will be the focus for delivery:

- *Slough will have a vibrant town centre, brimming with diverse and exciting culture.*
- *Slough will have attractive, green neighbourhoods, which bring people together.*
- *Slough will be a globally connected town, with a transport system which prioritises public and active transport.*
- *Slough will be a carbon-neutral and sustainable town.*
- *Slough will have a strong, globally renowned economy, which supports its people to prosper and live well.*
- *Slough will be a place of lifelong learning and aspiration for all.*
- *Slough will be a healthy town, where people are supported to live empowered lives.*
- *Slough will have a strong, diverse community where differences are celebrated, and everyone feels safe.*

The full text of the Slough 2040 Vision can be found in Appendix B. Please note that Appendix B presents the Slough 2040 Vision content in a slide deck, as the visual strategy is currently being finalised. A visual version of the strategy will be presented to cabinet in the meeting.

The Slough 2040 Vision will be a joint strategy – delivered and overseen in partnership. The leaders group are therefore requesting that all partner organisations sign up to its objectives. Once the vision has been endorsed, a delivery plan will be developed. The also group hope to be able launch the vision more widely with our partners and communities later in the year.

6 **Measuring progress**

- 6.1 We produce an Annual Report of progress against the Five Year Plan with case studies and performance indicators setting out how we are delivering our priority outcomes.
- 6.2 The refresh of the Five Year Plan includes a summary of the success measures as a Balanced Scorecard of key performance indicators that will be used to keep track of how we are achieving the outcomes. These have been updated for 2021-26.
- 6.3 Performance reports are also taken to Cabinet and Scrutiny on a quarterly basis.

7 **Comments of Other Committees**

This report is yet to be seen by any other committee.

8 **Conclusion**

The refreshed Five Year Plan will provide the strategic direction for the Council over the next five years and will enable a clear focus of resources and activity. The Slough 2040 Vision will allow us to work in concert with our partners to deliver an ambitious shared vision for the future of our town.

Appendices Attached

- 'A' - Five Year Plan 2021-26
- 'B' - Slough 2040 Vision

Five Year Plan 2021 – 2026
‘Growing a place of opportunity and ambition’

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1. Leader's Foreword – to be inserted

DRAFT

2. Introduction – Chief Executive

The Five Year Plan sets out the council’s vision and ambition; the opportunities and challenges we face; the role of the council in meeting these and the priority outcomes against which resources will be allocated.

As our corporate strategy the Five Year Plan is important as we use it to:

- drive the decisions made in the medium and long term financial strategy
- focus on delivery of outcomes by prioritising resources
- provide a basis for discussions with partners about the services they provide
- develop a performance framework to which services and staff will be held accountable

The Five Year Plan is also important in explaining how and why the council is changing.

The role of the Council

We have worked in recent years to meet the challenges and opportunities we face by:

- demonstrating community leadership
- enabling people to help themselves
- supporting the most vulnerable
- shaping and managing the changing place

Our Futures

2019/20 has seen us make good progress on the ‘Our Future’s’ transformation programme – our journey towards becoming a world class organisation. The programme aims to:

- **Make it easy:** We make self-service, independence and dealing with us easy
- **Make it count:** We put our scarce resources where they do the most good today and tomorrow
- **Make it work:** We join up information and work with our partners to get the right outcome first time
- **Make it rewarding:** Residents, businesses, communities and SBC employees benefit from Slough.

Over the next year we continue to develop and roll-out our new operating model, which will ensure that our new technology, assets and organisational structure and work together to support our ambitions. This model will deliver:

- Increased self-service through new digital platforms and better use of technology.
- Locality-based delivery – working closely with local partners to bring services to the heart of communities.
- Better customer service - resolving as much at first point of contact as possible
- A holistic approach to prevention - enabling a joined-up response to those who are most vulnerable or most in need.
- A growth in strategic capability, building the ability of the council to plan and act.
- Better team synergies and improved opportunities for staff
- Savings through efficiency - reducing our operating costs, reducing agency spend and streamlining management.

Slough 2040 Vision

Over the last year, Slough Borough Council has been working with our strategic and voluntary partners to create an ambitious shared vision for the next twenty years – ‘Slough 2040’.

This has been developed by engaging with the people of Slough – our residents, elected councillors, and the organisations that serve the town. By listening to their voices, we are creating a bold vision of Slough’s future.

This vision is currently being finalised, and the Five Year Plan will now represent Slough Borough Council’s contribution towards its delivery over the next five years. We will come together again as a town in 2021 to launch this vision, and take our first steps forward in this exciting new chapter for Slough.

COVID-19

The COVID-19 crisis has presented unprecedented challenges to local authorities across the country. Slough Borough Council has risen to meet these challenges and we are proud of our achievements over the past year.

We responded quickly to the first lockdown with flexibility and agility – accelerating our digital ways of working and helping our customers to access services in new ways.

We have worked effectively alongside our partners as OneSlough to deliver support for our most vulnerable residents, and the work of our Community Champions network has been recognised nationally.

Despite the uncertainty for what the next year will hold and the scale of the challenges in front of us, we are optimistic about the future for Slough as a place of opportunity and ambition for all. Slough Borough Council will lead the way on our town’s post-COVID recovery and we will come out of this crisis stronger and better.

Josie Wragg
Chief Executive

3. Our priority outcomes – putting people first

Outcome 1: Slough children will grow up to be happy, healthy and successful

The first of our priority areas focuses on the children and young people of Slough. Slough is a young town, with a high proportion of children aged 0-16 years. We are working to provide excellent health, wellbeing and educational opportunities in our town, to ensure that Slough is a great place for children to grow up and lead healthy, successful and fulfilled lives. We will also work to develop a more integrated end to end service for children and young people, through the creation of a council-owned children's services company.

Our long-term priorities are to:

- Work with our partners to ensure excellent educational, health and wellbeing outcomes for children and young people in Slough.
- Further develop our early help and early intervention offer for children and families.
- Support the creation and promotion of pathways to high quality employment for all young people.
- Enhance facilities and services for young people in Slough, and provide them with new opportunities.

Outcome 2: Our people will be healthier and manage their own care needs

Our second priority area focuses on the health and social care needs of our population. Slough has relatively high levels of ill health, and over recent years, we have experienced increased demand for services. We are working to improve the health and wellbeing of our residents, and ensure that those people who need support are empowered to live happy, active and independent lives. Over the next few years we will also work to support our residents to manage both the short and long-term consequences of the COVID-19 crisis, to both health and mental health.

Our long-term priorities are to:

- Improve the health and wellbeing of our residents and reduce health inequalities through prevention and early intervention.
- Increase levels of activity through the use of our parks, green spaces and leisure facilities.
- Enhance mental health and wellbeing and reduce loneliness and isolation.
- Reduce the need for long term social care by mobilising our community, engaging in effective partnership work, and ensuring care users are empowered to manage their own care need.

Outcome 3: Slough will be an attractive place where people choose to live, work and stay

Our third priority area focuses on our neighbourhoods and the public realm. We know that there is more to do to make our town more visually appealing, enhance our local environment and improve perceptions around safety. In five years time, Slough will be a more attractive, safer and more sustainable place to call home.

Our long-term priorities are to:

- Work with our communities and partners, to ensure Slough's neighbourhoods are strong, healthy, attractive and safe.
- Invest in infrastructure to have a positive impact on the regeneration and development of the town so Slough remains a place where people can live, work, shop and enjoy.
- Improve air quality in the borough with innovative solutions.
- Encourage greater levels of recycling and sustainability – working towards becoming a carbon-neutral town.

Outcome 4: Our residents will live in good quality homes

Our fourth priority area focuses on housing. Over the last few years, levels of homelessness and rough sleeping have risen across Slough, and housing demand continues to increase. We are working to ensure that Slough has high quality housing and accommodation that meets the needs of our residents.

Our long-term priorities are to:

- Ensure that housing in the town caters for all our residents, by increasing supply and making the best use of the borough's existing properties.
- Work with the private sector and our partners to improve the standard of housing.
- Prevent and reduce the number of rough sleepers, hidden homeless and households in temporary accommodation.

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

Our final priority area focuses on the economy, skills and transport. The COVID-19 crisis has affected businesses and employees across Slough, and we have seen a sharp increase in the number of residents claiming Universal Credit, and large numbers of jobs being furloughed. We are working to enhance our support for businesses and employees, improve our transport links, and make Slough an exciting place to do business.

Our long-term priorities are to:

- Make the most of our location and the benefits of Heathrow, Crossrail, proximity to London and integrated transport - to be the best place to do business.
- Work towards delivering our clear vision and masterplan for the 'Square Mile' centre of town, regenerating major sites and attracting investors and occupiers.
- Maximise growth potential beyond the town centre including in Burnham, Langley and Colnbrook.
- Encourage modal shift to sustainable forms of transport - including walking, cycling and public transport - reducing traffic congestion and emissions and ensuring Slough is a disability-friendly town.
- Work with our partners to provide residents with opportunities to improve their skills and secure quality jobs.

4. The budget – **to be inserted**

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5. Keeping track of progress – balanced scorecard

Five Year Plan outcome		Performance measure
Outcome 1 Slough children will grow up to be happy, healthy and successful		The percentage attainment gap between all children and bottom 20% at Early Years Foundation Stage
		The percentage gap between disadvantaged pupils and all others at Key Stage 2 in Reading, Writing and Maths
		Percentage of Child Protection Plans started in the past year that were repeat plans within 2 years
		Percentage of 16 to 17 year olds not in education, employment or training (NEETs)
		Number of Year 6 aged children classified as obese in the National Child Measurement Programme as a proportion of all children measured
Outcome 2 Our people will be healthier and manage their own care needs		Number of adults managing their care and support via a direct payment
		Uptake of targeted health checks The percentage of the eligible population aged 40-74 who received a NHS Health Check
		Number of people inactive The percentage of people aged 16 and over who do not participate in at least 30 minutes of sport at moderate intensity at least once a week
Outcome 3 Slough will be an attractive place where people choose to live, work and stay		Level of street cleanliness: Average score for graded inspections of Gateway sites (Grade options from best to worst are: A, A-, B, B-, C, C-, D)
		Percentage of household waste sent for reuse, recycling or composting
Outcome 4 Our residents will live in good quality homes		Number of homeless households accommodated by SBC in temporary accommodation
		Number of permanent dwellings completed in the borough during the year
		Number of licenced mandatory Houses in Multiple Occupation (HMOs)
		Number of empty properties brought back into use (by Council intervention)

Five Year Plan outcome		Performance measure
Outcome 5	Slough will attract, retain and grow businesses and investment to provide opportunities for our residents	Business rate income: Business rate in year collection (amount & percentage rate accrued)
		Access to employment Proportion of resident population of area aged 16-64 claiming JSA and NI or Universal credits
		Journey times Average journey time from Heart of Slough to M4 J6 (M-F 16:30-18:30)
Corporate health		SBC staff survey: Percentage of staff proud to work for the council
		Council tax in year collection (amount & percentage rate accrued)

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SLOUGH 2040 VISION

Final Vision Content



The Slough 2040 Vision outlines our ambitions for the future of Slough. This vision has been created by engaging with the local people of Slough – our residents, elected councillors, and the organisations that serve the people of the town. By listening to their voices, we have created a bold and ambitious shared vision of Slough’s future. Over the next 20 years, we will work in partnership with the residents, public bodies, charities and businesses of Slough to transform this vision into reality.

OVERARCHING VISION STATEMENT



Slough will be a vibrant, thriving and innovative town, where people are supported to live happy and fulfilled lives. People will feel safe and valued in their local communities, and proud to call Slough home.

EIGHT SUB STATEMENTS

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	<p>Slough will have a vibrant town centre, brimming with diverse and exciting culture.</p>		<p>Slough will have a strong, globally renowned economy, which supports its people to prosper and live well.</p>
	<p>Slough will have attractive, green neighbourhoods, which bring people together.</p>		<p>Slough will be a place of lifelong learning and aspiration for all.</p>
	<p>Slough will be a globally connected town, with a transport system which prioritises public and active transport.</p>		<p>Slough will be a healthy town, where people are supported to live empowered lives.</p>
	<p>Slough will be a carbon-neutral and sustainable town.</p>		<p>Slough will have a strong, diverse community where differences are celebrated, and everyone feels safe.</p>

VISION STATEMENT ONE



Slough will have a vibrant town centre, brimming with diverse and exciting culture.

DETAIL:

By 2040, Slough's town centre will be a destination of choice – a place where people come from afar to enjoy the vibrancy and diversity of the local culture. The town centre will be an attractive and modern space, which is fully accessible to all. It will blend together retail, leisure, business and housing to create a space that is exciting, busy and thriving throughout the day. Culture will be at the heart of the town, with world-class performance spaces, street art and a museum woven into the built environment.

RESIDENT IDEAS:*

Town square lined with cafes and restaurants. Co-working spaces. Rooftop gardens. Amphitheatre. Museum celebrating local culture. Busking and street entertainment. An accessible built environment.

*These inspired ideas all come from Slough residents. In the Vision we would make it clear that these are not policy commitments, but instead give a flavour of the things residents would like to see in the future.

VISION STATEMENT TWO



Slough will have attractive, green neighbourhoods, which bring people together.

DETAIL:

In the future, Slough will have high-quality housing and accommodation which meets the needs of our local population. Different types of housing will exist together, with affordable housing, family housing and social care accommodation built alongside one another to create diverse neighbourhoods. All our residents will have access to attractive green spaces, including parks, allotments and children's play facilities. The neighbourhoods of Slough will feel clean, well-maintained and welcoming.

RESIDENT IDEAS:

Street trees. Colourful buildings. Homes with space to work from home. Community gardens and allotments. Green gyms and skate parks. Community litter picking events.

VISION STATEMENT THREE



Slough will be a globally connected town, with a transport system which prioritises public and active transport.

DETAIL:

The Slough of the future will be an internationally connected town, with strong transport links to Heathrow, London and other major cities. Locally, Slough will have a world-class public transport system which meets the needs of our residents by being well-connected, reliable and affordable. Cycling and walking infrastructure will be improved, with safe cycling and walking routes embedded throughout the town. There will be fewer cars in Slough, and the cars that remain will largely be low-emission vehicles.

RESIDENT IDEAS:

Car-free town centre. World-class public transport system. Rail link to Heathrow. Park and Ride system. A Slough payment card for all public transport. Car-free cycle paths. A town centre bike hub. Rickshaw hire for journeys within the borough.

VISION STATEMENT FOUR



Slough will be a carbon-neutral and sustainable town.

DETAIL:

By 2040, the town of Slough will be entirely carbon-neutral. Pioneering renewable power and energy efficiency technology will be incorporated throughout the built environment. Trees will grow across the town - both in green spaces and woven into our streetscapes. Biodiversity will be encouraged through the use of sensitive planting schemes and the creation of wildlife havens. Sustainable lifestyles will be promoted, and recycling facilities will be world-class.

RESIDENT IDEAS:

Solar panels on rooftops. Buildings designed to be water efficient. Green walls and rooftops. Bee-friendly planting scheme. Wildlife corridors and road crossings. Grass verges allowed to re-wild. Increased kerbside recycling.

VISION STATEMENT FIVE



Slough will have a strong, globally renowned economy, which supports its people to prosper and live well.

DETAIL:

In the future, Slough will have a global reputation as a place to do business. Slough's economy will be thriving and diverse, home to a mix of businesses and different employment types. Businesses will feel connected to the wider town, and employers in Slough will be integral to high-quality education and training schemes. Local people will be employed in good jobs – jobs that offer them fulfilment, fair wages and support their wellbeing. Poverty will be alleviated, and everyone in Slough will have the opportunity to flourish and live well.

RESIDENT IDEAS:

Slough is known for its reputation for business. Small businesses and start-ups supported. Employers encouraged to support flexible working for carers. Training courses aligned with the needs of employers.

VISION STATEMENT SIX



Slough will be a place of lifelong learning and aspiration for all.

DETAIL:

Slough schools and colleges will provide a high-quality and inclusive education, which encourages aspiration in our young people, and prepares them for their adult lives. Students will be able to choose between vocational and academic pathways, with technical training centres sitting alongside a world-class university presence in the town centre. Education will continue into adulthood, with training facilities offering people of all ages the chance to up-skill, retrain or receive careers advice.

RESIDENT IDEAS:

Life skill lessons in schools, that cover topics such as career advice, financial skills and relationship education. Volunteer tutors to level-up disadvantaged young people. Adult training centre with childcare and a café on site.

VISION STATEMENT SEVEN



Slough will be a healthy town, where people are supported to live empowered lives.

DETAIL:

The people of Slough will be encouraged to live healthy and active lives. Slough will have a wide range of excellent leisure facilities, including gyms, pools, and an ice rink. There will be high-quality and timely healthcare for those who need it, provided through GP surgeries, mental health services and other settings embedded in the local community. Health and social care will be integrated, and social care services in Slough will be innovative and inspiring as they support people to live empowered and independent lives.

RESIDENT IDEAS:

Holistic wellbeing hub. Wellbeing. Healthier eating options in the town centre. Outdoor swimming pool. Inclusive sport leagues. More sheltered accommodation and extra-care housing. Positive billboards.

VISION STATEMENT EIGHT



Slough will have a strong, diverse community where differences are celebrated, and everyone feels safe.

DETAIL:

In 2040, Slough will be known for its cohesive and inclusive community. Different cultures and identities will live together with tolerance and respect. Crime rates will be low, and people will feel safe and welcome in their local neighbourhoods. Communities will be involved in local decision-making, and will be empowered to manage their own needs and take ownership of their local area. There will be facilities for local community groups, and the town will have a prominent central youth centre which provides an exciting space for the young people of Slough.

RESIDENT IDEAS:

Funding and affordable facilities for community groups. Service to match people to voluntary opportunities. Carnival celebrating diversity. Equality events such as Black History month recognised and marked.

2040 VISION END SECTION

SLOUGH2040
#OneSlough

The Slough 2040 vision outlines the shared ambitions of organisations working in partnership in this town, including:



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SLOUGH2040

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 22nd February 2021

CONTACT OFFICER: Savio DeCruz, AD Place Operations

(For all enquiries) (01753) 875640

WARD(S): All Wards

PORTFOLIO: Lead Member for sustainable transport and environmental services, Councillor Anderson

PART I
KEY DECISION**COUNCIL ENERGY CONTRACT 2021-22 TO BE TENDERED VALUE ABOVE £180K****1 Purpose of Report**

To advise the Cabinet that the corporate energy contracts, and associated energy management services with an estimated revenue value of £2 million per annum, is proposed to be tendered in the 2021/22 financial year. The existing contracts expire on 31st March 2021. The new contract will start on 1st April and will be a fixed 12-month contract.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to:

- a) Delegate authority to the AD of Place Operations to access a legally compliant framework, award call-off contracts and agree and finalise terms and conditions with suppliers, for a 12-month fixed price corporate energy contract .
- b) Note that this is an urgent key decision and in line with Part 4.2 Rule 16.1 – Special Urgency Access to Information Procedure of the Council’s Constitution, the approval of the chair of the Overview and Scrutiny Committee has been obtained that the making of the decision cannot be reasonably deferred.
- c) Note that the Chief Executive exercised her powers under rule 1.4 part 3.6 of the Constitution (Urgency Provisions) to approve the commencement of the procurement process.
- d) Note that the AD of Place Operations will initiate and execute an energy procurement strategy for the period 2022-2025 for report and approval by no later than July 2021, for execution by no later than October 2021.

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

The corporate energy contracts, by nature enables staff to contribute to all of the priorities of both the Wellbeing Strategy and the Five-Year Plan and enables residents to use Council assets, i.e. community facilities.

4. **Joint Strategic Needs Assessment (JSNA)**

The JSNA will be considered at the time of letting each contract.

5. **Other Implications**

(a) Financial

The energy contracts outlined in Appendix A will be procured by an external broker service on behalf of the Council via a legally compliant framework agreement to ensure the best market rate is obtained at the time of tendering. The Council will be entering into 12-month fixed price energy contracts for electricity and gas, which will assist with managing budgets.

The cost of the contract along with all associated framework fees and energy management services are included within approved budgets. The expected value of the contracts is estimated at £2 million per annum, the final value is dependent on energy usage, new meters connections and the agreed market unit fixed rate.

Failure to award the contract by 1st April 2021 will mean our existing energy contracts will expire and move to ‘out of contract rate’. These rates are nearly double the current market rate and this will place a significant financial pressure on revenue budgets. It would be equivalent to doubling the contact value to £4 million per annum, and each month we remain out of contract will incur additional costs averaging £167,000 per month. Therefore, it is essential we enter new energy contracts by 1st April 2021 to ensure we do not incur financial penalties.

(b) Risk Management

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
Economic/Financial				
Delegated Authority to access a legally compliant framework agreement to procure corporate energy contracts/ Services	Failure to obtain delegated authority will mean we fall outside of the existing energy contract and will incur significant additional costs	Procure the energy via a broker through a legally compliant framework to obtain the best market rate for 12-month fixed term	18 (Severity would be critical if contract is not secured and probability of financial impact is very high)	Investigate the opportunity to procure energy on a flex-based procurement model that are responsive to market changes and may yield more cost savings.

Delegated Authority to sign off supplier terms and conditions and enter into agreements in consultation with HB Public law	Failure to complete this in a timely fashion, i.e. the same day and within normally within 2 hours of price setting, means the price may change	Delegate to AD to sign off on same day price is secured	12 (severity would be marginal if contract is not signed in time and probability of financial impact is very high)	None
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(c) Human Rights Act and Legal Implications

Human Rights Act and Legal Implications

The estimated value of the Council's spend for the energy services exceeds the OJEU procurement threshold of £189,330 which would require a full EU Procurement under the Public Contract Regulations 2015 (the Regulations). However, accessing a framework that is already OJEU compliant means that a further procurement exercise need not be undertaken by the Council

The Council is satisfied that the Framework Agreement to be utilised was tendered in accordance with the Public Contracts Regulations 2015 and lists the Council as one of the authority that could access this Framework Agreement. Officers must follow the process set out in the Framework Agreement in selecting the supplier and must also adhere to the procurement principles of equal treatment, fairness and non-discrimination.

Procurement Implications

Energy contracts fall within the Public Contract Regulations 2015 (PCR) therefore energy must be procured via a compliant legal framework.

All contracts are let in accordance with the Council's agreed Contract Procedure Rules.

(d) Equalities Impact Assessment

There are no known EIA implications tendering and entering a new contract for cooperate energy.

(e) Workforce

There is no known workforce implication from tendering and entering a new contract for corporate energy.

(f) Property

The corporate energy contracts will cover over 500 MPANs (meters) and more than 100 Council assets across the Council portfolio, it is essential we obtain the best value for money on the energy contracts to enable the efficient and cost-effective operation of these assets, failure to do so may risk the long-term financial sustainability of the assets.

(g) Carbon Emissions and Energy Costs

There may be a slight increase in energy costs as wholesale energy markets are extremely vulnerable and subject to daily fluctuation. Procuring energy through a legally compliant energy framework benefits from significant aggregated purchase power.

The carbon emissions from procured electricity are reducing in carbon emissions each year as the grid transitions away from fossil fuel power generation to more renewable energy generation. We will consider the opportunity to procure renewable electricity if this is financially viable.

6. **Supporting Information**

Council's Constitution

Article 13 of the Council's constitution defines a key decision as an executive decision which is likely to either result in the Council incurring expenditure which is, or the making of savings which are, significant, having regard to the Council's budget for the service or function to which the decision relates; or to be significant in terms of its effects on communities living or working in an area comprising two or more wards within the Borough and any expenditure or savings of £250,000. The decision being sought under this report meets these requirements and should follow the procedure for approving a key decision as set out in the Council's constitution.

Part 4.2 Rule 16.1 (Special Urgency - Access to Information Procedure) of the Council's Constitution allows for an urgent key decision to be taken outside of the key decision procedure if such a decision cannot be deferred and approval of the chair of the Overview and Scrutiny Committee is obtained. This provision also allows for the requirement for notification to be deferred. However in line with Part 4.2 Rule 16.2 of the Council's constitution, officers must ensure that as soon as reasonably practicable after the decision maker has obtained agreement under Rule 16.1 they make available at Observatory House and publish on Slough.gov.uk a notice setting out the reasons that the decision is urgent and cannot reasonably be deferred.

The Council's Contract Procedure Rules requires all contracts with a value greater than £50,000 to be sealed. Following the appointment of the suppliers, officers in consultation with HBPL will finalise and seal the contracts procured.

Corporate Energy Contracts

- 6.1.1 The current corporate Energy Contracts, with TGP, Eon, Opus and EDF expire on 31st March 2021. These contracts cover our corporate gas and electricity. The details are presented in Appendix A. These contracts cover over 500 meters across our corporate asset's portfolio, including all our corporate buildings, PFI schools, community schools, community buildings, car parks, street lighting, EV charging, communal lighting.
- 6.1.2 Failure to award a new corporate energy contract from 1st April 2021 will incur significant 'out of contract' charges for remaining with current suppliers out of contract, this will give rise to significant adverse financial impacts, and will cost the

Council approx. £170k/month in additional revenue expenditure for electricity and gas until a new contract is entered into.

7. **Comments of Other Committees**

Cllr Dhaliwal, Chair of Overview and Scrutiny has approved under Part 4.2 rule 16.1 Special Urgency Access to Information Procedure of the Council's Constitution that the procurement process cannot reasonably be deferred to cabinet, in order for the energy contracts to be in place by 1st April 2021 it must now be initiated.

8. **Conclusion**

The Cabinet are requested to:

- a) Delegate authority to the AD of Place Operations to access a legally compliant framework, award contracts and finalise terms and conditions with suppliers, for a 12-month fixed price corporate energy contract based on the best available market price.
- b) Note that this is an urgent key decision and in line with Part 4.2 Rule 16.1 – Special Urgency Access to Information Procedure of the Council's Constitution, the approval of the chair of the Overview and Scrutiny Committee has been obtained that the taking of the decision cannot be reasonably deferred.
- c) Note that the Chief Executive exercised her powers under rule 1.4 part 3.6 of the Constitution (Urgency Provisions) to approve the commencement of this procurement.
- d) Note that the AD of Place Operations will initiate and execute an energy procurement strategy for the period 2022-2025 for report and approval by no later than July 2021, for execution by no later than October 2021.

9 **Appendices Attached**

'A' - Energy Contracts to be let in 2020/21 in excess of £180,000.

10 **Background Papers**

None

APPENDIX A

LIST OF CONTRACTS TO BE LET IN 2020/21 IN EXCESS OF £180,000

	Contract Title	Description
1	Corporate Energy Contracts	Corporate Energy contracts with suppliers of gas and electricity for our Corporate Assets, including all corporate buildings, community buildings, community schools, PFI schools, communal lighting HRA assets, street lighting, car parks, EV chargers, street assets.
1a	Gas contract	Equivalent to approx. 11,500,00 kwh per annum
1b	Electricity Contract NHH	Equivalent to approx. 2,300,000 kwh per annum
1c	Electricity Contract HH	Equivalent to approx. 8,600,000 kwh per annum
1d	Street Lighting	Equivalent to approx. 2,600,000 kwh per annum