

## **Cabinet – Meeting held on Monday, 15th April, 2019.**

**Present:-** Councillors Swindlehurst (Chair), Hussain (Vice-Chair), Anderson, Carter, Mann, Nazir, Pantelic and Sadiq (until 7.27pm)

**Also present under Rule 30:-** Councillors Dar and A Sandhu

### **PART 1**

#### **141. Declarations of Interest**

No declarations were made.

#### **142. Minutes of the Meeting held on 18th March 2019**

**Resolved –** That the minutes of the meeting of the Cabinet held on 18<sup>th</sup> March 2019 be approved as a correct record.

#### **143. SBC Transformation Programme**

The Chief Executive introduced a report that sought agreement for the Council's Transformation Programme business case.

A transformation programme was necessary for a variety of reasons including the continued reductions in Government funding; rising demand for key services, particularly social care; and the expectations of residents and customers in the digital age. The vision and case for change was summarised. The ambition was for the Council to be a world class organisation, delivering seamless services to customers and with the agility to respond to future changes and demand. The Transformation Programme would deliver a new operating model for the Council and work to date had been led by the Transformation Board involving relevant Lead Members. The business case was the 'blueprint' for the programme which included the high level organisational design and a costed implementation approach and plan.

The programme would be implemented by March 2022 in three phases, the first of which included the exit from the Arvato contract, the HQ office move, new website and improved processes by December 2019. The second phase, beginning in January 2020 would include structural changes to implement the new operating model and key changes to customer and locality working. The business case sought funding of £4.2m to deliver the programme which included the costing for a Transformation Team.

Lead Members supported the ambition programme in principle and emphasised the importance of a resident centric approach to improve services for local residents and be financially sustainable. The Council was in a strong position to begin the Transformation Programme with a three year balanced budget and the opportunities arising from the HQ move. Officers were asked whether the funding envelope would be enough to achieve the objectives set out and assurance was provided that robust plans were in place

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and sufficient resources were in place at this stage. The Cabinet also discussed the work being done to involve staff and work with partners to maximise the effectiveness of the programme. It was agreed that culture change was important with new ways of work in conjunction with the necessary investment in technology.

At the conclusion of the discussion, the Cabinet welcomed the programme and agreed the recommendations, subject to an amendment to recommendation (c) that implementation be delegated to the Chief Executive following consultation with the Leader and relevant Lead Members.

### **Resolved –**

- (a) That the business case be agreed for a Transformation Programme to deliver a new Operating Model for the Council as attached as Appendix A to the report, including the procurement of a delivery partner to provide external capability and capacity as part of a Transformation Team.
- (b) That a budget of £4.2m be agreed to be made available to fund this programme - this funding would be provided from the Council's Transformation Fund in accordance with its Flexible Capital Receipts Strategy as agreed by Full Council in February 2019.
- (c) That the Chief Executive, following consultation with the Leader of the Council and the relevant Lead Member, be given delegated authority for delivery and implementation of the Transformation Programme.

## **144. SUR Partnership Business Plan 2019/20**

The Cabinet considered a report that updated on the progress of Slough Urban Renewal (SUR) and sought agreement for the Partnership Business Plan for the period to December 2024 and performance targets for the next year.

Lead Members reviewed the progress that had been made on key schemes in the past year, as set out in paragraph 5.4 of the report. Good progress had been made on projects such as Wexham Green, the small sites housing programme and redevelopment of leisure facilities. Updates were provided on schemes that had not progressed as planned or been subject to delay. Key future priority schemes were noted as the hotels schemes on the Old Library Site and the former Thames Valley University (TVU) site. Lead Members commented on the overall success of the SUR approach in both regenerating the town and generating a financial return to the Council. Schemes totalling £500m had already be delivered or were in progress and this would be doubled if it delivered the TVU site scheme. Revenue from SUR had helped the Council protect frontline services to residents in recent years and in future, it was planned to use such revenue to support the Council's reserves.

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At the conclusion of the discussion, the Cabinet agreed the Partnership Business Plan.

### Resolved –

- (a) That the performance of SUR as set out in Section 5.4 of the report be noted;
- (b) That the performance targets for SUR for 2019/20 as set out in Section 5 of the report be agreed;
- (c) That subject to (b), to agree the Partnership Business Plan for the period to December 2024 subject to the amendment described in paragraph 5.26 of the report;
- (d) That it be noted that the SBC board representatives for SUR would be subject to review.

*(Councillor Sadiq left the meeting)*

### 145. Community Investment Fund 2018/19 Update and 2019/20 Budget

The Lead Member for Corporate Finance & Housing introduced a report that updated the Cabinet regarding the 2018/19 Community Investment Fund and proposed how the scheme would operate in 2019/20.

In 2018/19, each Councillor had an allocation of £20,000 capital and £5,000 revenue with a Cabinet allocation of £210,000 revenue and £210,000 capital. Spending had to be in accordance with the parameters of the scheme to further the outcomes in the Five Year Plan. A summary of schemes was provided in the appendix to the report which showed the investment made in a wide range of Member led community projects across the Borough.

The Leader tabled proposals to invest in the following schemes from the 2018/19 underspend:

- Replacement of lost trees (£40k revenue)
- Green gyms (£25k revenue, £5k capital)
- Defibrillators in parks (c. £8k)
- Langley and Farnham Road shopping areas – public realm improvements (£24k)

It was also proposed to make the following investments from the 2019/20 Cabinet allocation:

- Replace signs in parks and public spaces (£100k)
- St Mary's Church War Memorial restoration/improvements (up to £15k)

The remainder of the Cabinet's £210k capital would be allocated later in 2019/20 via the update report scheduled to be considered by the Cabinet on

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18th November 2019. It was suggested that the Cabinet allocate some CIF resources over the year to ensure there was at least one piece of disabled access play equipment in each ward across Slough.

The Cabinet agreed that the fund was a valuable way of identifying and supporting relatively small neighbourhood level schemes. However, some anomalies in the appendix were highlighted and it was agreed that the process could be further tightened up. Members commented on the need to accelerate the delivery of schemes once identified. The revised guidance and procedure for the CIF was set out in Appendix B and the Director of Finance & Resources clarified that the scheme would start from 6<sup>th</sup> May each year, after local elections, to ensure the ward allocation wasn't committed prior to this time.

The recommendations and proposed use of the 2018/19 underspend and 2019/20 Cabinet allocations were agreed.

### **Resolved –**

- (a) That the expenditure to date from the Community Investment Fund 2018/19 be noted; and
- (b) That it be agreed that any unused funding from 2018/19 will be rolled-forward into 2019/20 and allocated on the basis of the Cabinet requests in line with the scheme as tabled at the meeting.

### **146. Business Improvement District for Slough Town Centre**

The Service Lead for Economic Development introduced a report outlining the progress of the Business Improvement District (BID) for Slough town centre and sought approval on the balloting and revenues collection procedures.

The BID would be a business-led initiative which would place a levy on business rate payers in the town centre to support a programme of measures aimed at making the centre safer, cleaner and more welcoming. The introduction of the levy was subject to a ballot of business ratepayers and this was planned to be held in June 2019. In the event of a 'yes' vote, the BID would begin in April 2020 with ratepayers receiving a single bill inclusive of the levy.

Members asked what had been done to engage town centre businesses in the process of developing the BID prospectus. Consultants had been commissioned to speak to businesses and surveys had been carried out to identify their priorities. A business-led BID steering group had been formed and it had developed the BID proposal. The Cabinet welcomed the principle of BID in empowering businesses to take ownership in shaping plans to make the town centre more vibrant and attractive to visit. The additional resources the levy would generate was expected to be circa £2m over the five years of the BID. In response to a question about the impact on small businesses, it

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was noted that businesses with a rateable value of less than £10,000 would be exempt from the levy.

At the conclusion of the discussion, the Cabinet agreed that the BID could have a positive role in engaging businesses in the town centre and funding activity to make the town centre more attractive. The recommendations were approved.

### **Resolved –**

- (a) That the progress of the Slough BID development phase be noted;
- (b) That the responsibility of casting a Yes vote, on behalf of the Council in the Slough BID ballot to be held in June 2019, be delegated to the Director of Regeneration following consultation with the Leader of Slough Borough Council and portfolio holder for Regeneration & Strategy;
- (c) If a No vote was recommended by Cabinet, a further report would be delivered to Cabinet to note the next steps;
- (d) That the Director of Regeneration and / or his nominee(s) be nominated as the Council's officer representatives on the BID Company Board once it was set up following a successful ballot;
- (e) That subject to a Yes vote at ballot by the business community of Slough town centre, the Council as relevant local billing authority would manage the billing and collection of the additional levy, and its transfer to the Slough BID company;
- (f) That it be noted that the Authority would pay a levy of approximately £155,000 over the five year term of the BID against a total approximate levy income of £2,050,000;
- (g) That the start date for the BID be noted as 1st April 2020.

### **147. Transport Vision - SMaRT Off-Peak Bus Pilot**

The Service Lead Major Infrastructure Projects introduced a report that sought approval for a twelve week pilot offering free travel to residents on the Slough Mass Rapid Transit (SMaRT) service. The pilot was part of the Transport Vision approved by Cabinet in February 2019.

The SMaRT service operating on the A4 was now an open service and whilst the scheme was working well overall, the level of public use was relatively low with most passengers from businesses that had signed up to the service. The off peak service was not well used and the proposed pilot was to increase this by offering free travel to Slough residents on the service between 10.05am and 3.55pm. The estimated cost of the pilot was a maximum of £30k which

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would be met from existing budgets and the trial would start on 7<sup>th</sup> May to 2<sup>nd</sup> August 2019.

Members supported the principle of the pilot to contribute to the aims of modal shift from private cars to public transport. The Cabinet highlighted the importance of promoting the service more widely and discussed how it would work in practice. Residents would need a QR code or the Slough App to enable access to the service and anyone with a concessionary travel pass could already use this from 9.30am. It was agreed to introduce the pilot and evaluate the impact after twelve weeks to determine the benefits.

### **Resolved –**

- (a) That a three month/twelve week pilot for Slough residents on the SMaRT service between O2 and Slough Station be approved.
- (b) That free travel for Slough residents be approved between 10:05 and 15:55 Mon-Fri using QR codes or similar in line with the Slough App.
- (c) That a spend from existing transport budgets of up to £30K be approved for the trial with analysis of usage and related outputs such as carbon saving etc.

## **148. Contracts in Excess of £250,000 in 2019/20**

The Cabinet considered a report detailing the contracts with an estimated value of over £250,000 that were proposed to be let in the 2019/20 financial year.

The contracts listed in Appendix A to the report were included in approved budgets and all contracts would be let in accordance with the Financial Procedure Rules. It was proposed that two further contracts be added to the list for the Matrix contract for agency workers and the external printing contract. After due consideration, the Cabinet endorsed the list of contracts at Appendix A and the two further additions.

**Resolved –** That the list of contracts attached at Appendix A be endorsed, subject to the addition of the following two contracts:

- Matrix contract
- External printing

## **149. References from Overview & Scrutiny**

There were no references from Overview & Scrutiny.

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### **150. Notification of Forthcoming Decisions**

The Cabinet considered and endorsed the Notification of Decisions published on 15<sup>th</sup> March 2019 which set out the key decisions expected to be taken by the Cabinet over the next three months.

**Resolved** – That the published Notification of Key Decisions for the period between April to June 2019 be endorsed.

Chair

(Note: The Meeting opened at 6.36 pm and closed at 8.06 pm)