

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** May 18th 2020

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PORTFOLIO: Leader of Council and Cabinet Member for Regeneration and Strategy - Cllr Swindlehurst

PART I **KEY DECISION**

SLOUGH URBAN RENEWAL – PARTNERSHIP BUSINESS PLAN 2019-2024

1 Purpose of Report

- 1.1 The purpose of this report is to update Cabinet on the progress of Slough Urban Renewal (“SUR”). Whilst the report summarises the content of the Partnership Business Plan (“PBP”) for the five-year period from 2020 to 2025, it focusses on performance over the past 12 months and highlights Key Performance Indicators for 2020/21

2. Recommendation

Cabinet is requested to resolve:

- 2.1 That the performance of SUR for 19/20 as set out in Section 5.4 be noted;
- 2.2 That the performance targets for SUR for 2020/21 as set out in Section 5.11 to 5.14 be agreed; and to note the intention for SUR Board to review KPI’s for this period.
- 2.3 Subject to 2.2, that the Partnership Business Plan for the period to 2025 be agreed.

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

SUR delivers on the following priorities:

- Regeneration and environment – SUR is a limited liability partnership (LLP) that will help deliver a range of regeneration projects and improvement to the environment across the town. The actions of SUR are contributing to improving the image of the town. Having completed over 18 projects including the Curve, Arbour Park, the Ice Rink and the Old Library Site (OLS) under construction, the Council has demonstrated ongoing commitment to the regeneration of the Heart of Slough through substantial public investment in the town centre and through a considered and innovative approach to design of new developments on key sites.
- Housing – The first two residential developments delivered 177 new homes and with the small sites portfolio this has reached 235. Upon completion of OLS, Alpha St and Phase 4 small sites this will bring the total to 350 new

homes. SUR has three further residential schemes in design and planning that are expected to provide a further 500 new homes over the next 3 years.

- Economy and skills – the completion of a range of Community Projects, including Centre Leisure and the development of identified sites for housing have brought direct benefit to the local economy and skills base from a concerted effort to engage local businesses in the supply chain and integrating training opportunities for people employed in the construction process. Evidence has already highlighted how the Curve, Arbour Park, and other SUR projects has given confidence to investors and developers that Slough is a place to do business. The construction of two Marriott Hotels and 64 apartments on the Old Library Site has more recently indicated the face of Slough is changing.
- Value for money – SUR is expected to achieve a higher rate of return when assets are disposed, than comparable traditional routes for disposal together with being a streamlined route for procurement.

3a. Slough Joint Wellbeing Strategy Priorities

SUR will contribute as follows:

- Increasing life expectancy by focusing on inequalities – The range of projects being delivered by SUR includes integrated community facilities that combine community, health care and commercial services. This is closely linked to One Public Estate Services that seek to improve services to local people.
- More active healthy lifestyles – SUR has delivered the Council's investment in new leisure facilities including Arbour Park CSF, the Ice Arena, Langley Leisure, Centre Leisure and Salt Hill Activity Centre.
- Housing – Via SUR, the Council has the potential to build over 2,000 new homes within 10 years providing a mix of house types and tenures to meet the growing demand for people to live and stay in Slough.
- In light of Covid 19 SBC and SUR will be reviewing impact on Health & Wellbeing and adapting strategies and our approach to regeneration and placemaking to ensure that lessons learned are embedded and projects adapt to the need of the community and economy. Our emerging strategies and action plans will also be aligned to the Council's emerging short, medium and long term recovery strategy.

3b. Five Year Plan Outcomes

- **Outcome 1** - The PBP includes the capacity to support the further delivery of new community facilities. Combined with improved housing, enhanced public realm and job creation, SUR is making a material contribution to assist children and young people to thrive in Slough.
- **Outcome 2** - The Council has delivered the property related aspects of the leisure Strategy via SUR. The new Centre leisure, refurbished Ice Arena and new Community Sports Facility, combined with other projects, will assist to realise the objective of getting more people more active, more often.
- **Outcome 3** – The redevelopment of the Old Library site and the proposals being developed for Stoke Wharf and Montem Lane are indicative of how SUR will greatly improve the built environment and make Slough a location of choice.

- **Outcome 4** - By working through SUR the Council is able to ensure that good design and quality of new homes on Council land assets is achieved at the same time that a full mix of tenures is provided.
- **Outcome 5** - Using the development expertise of the Morgan Sindall Group, enhanced private sector knowledge and understanding is being used in developing the vision and implementation plan for the future of the centre of Slough.

4 **Other Implications**

a) Financial

The SUR Business Plan has a significant financial implication for the timing of major capital schemes and receipts to the Council. The PBP Financial Model indicates that the Council will receive capital receipts (land value and share of development profits) that exceeds £18m over the next five years (please note this projection excludes the redevelopment of the former NWQ/TVU site).

There are three key financial elements contained within the SUR Business Plan which have implications for the Council:

- 1) **Residual Land Value:** The mechanism for establishing the value of Council sites on transfer to the Partnership is set out in the Option Agreement. Indicative figures from the latest PBP have been included within the capital strategy; however, the Council will need to ensure that these reflect best value at the time of disposal. These numbers will likely to change over the course of the development process dependent on factors including specific site conditions and planning/affordable housing obligations.
- 2) A share of the development profit, which is returned to the Council at the completion of each individual site. Whilst this is typically 50% of net profits, this is subject to variation for larger schemes and dependent on SBC taking an equal share of risk and providing additional funding. The PBP Financial Model shows net profit receivable to the end of 2024, based on the completion of projects set out in the Financial Appraisal. This figure is subject to change over the course of the development process.
- 3) The scale of the capital development of the Council's infrastructure that it decides to procure through SUR.

b) Risk Management

Recommendation from section 2 above	Risks/Threats / Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
<p>2.1 Note the performance of SUR as set out in Section 5.4;</p>	<p>Legal - Some detailed legal issues have arisen as SUR has gained momentum and the complex legal framework that supports it has been tested.</p> <p>Procurement- SBC has the ability to quickly initiate project delivery through the vehicle based on agreed forms of contract without the need for individual OJEU procurement. There is now a tried and tested suite of legal documents enabling rapid project initiation.</p> <p>Health and Safety-major construction works creates risk both to the workforce and the general public</p>	<p>Legal advice is sought in all cases to ensure the interests of the council are protected.</p> <p>SUR has a strong culture and ethos of effectively managing H&S risks and adopting industry best practice with over 2 million safe hours worked. It is also supported by a robust management and reporting regime. SBC has full visibility of the H&S reporting and conducts reviews</p>	<p>L: 3 I: 3 = 9</p> <p>L:2 I:3 =6</p> <p>L:3 I:3 =9</p>	<p>Continued and robust legal input on all SUR projects</p> <p>Through a managed programme of construction it enables SUR and the Council to carefully monitor any emerging patterns or concerns.</p>

		regularly.		
2.2 Agree the performance targets for SUR for 2020/21 as set out in Section 5.11 to 5.14; and note the intention for SUR Board to review KPI's for this period.	Project Capacity – inability for Council to fulfil its obligations in the partnership at a Board level or officers to manage the SUR pipeline.	The Council has explored options and increased internal resources to manage the SUR portfolio and resulting workload associated with key regeneration initiatives that will arise within the next 10 years. SUR is utilising MS Group development expertise and resources to progress major regeneration schemes. An up to date communications and PR plan.	L: 3 I:4 =12	Ongoing review of SBC capacity and resource input needed to efficiently deliver SUR projects
	An opportunity to review SURs KPIs- in light of Covid 19 and the Council's emerging Inclusive Growth Strategy and Recovery Strategy	Ensuring SBC and SUR work collaboratively in the upcoming months to ensure that new SMART KPIs are produced and presented to SUR board for ratification.		Continue to periodically review KPI's to ensure they are SMART, including being linked to the Council's Corporate policies and strategies
2.3 Subject to 2.2, agree the Partnership Business Plan for the period to 2025.	Continued delivery of positive and impactful schemes through the SUR vehicle	Ongoing legal & H&S policies applied. Continued oversight and steer from the SUR Board and SUR DM team and SBC officer interface	L:3 I:3 =9	Ongoing legal & H&S policies applied. Continued oversight and steer from the SUR Board and SUR DM team and SBC officer interface
	Communication	A Communications and Community	L:3	Continued review of

	<p>s – ineffective or inadequate communication about the benefits of SUR to Slough, potential delays to programme due to Covid-19 leading to misinformation disseminating in the community and to partners.</p> <p>SBC has the ability to promote its regeneration agenda and the positive PR of the town through projects delivered by SUR and commercial developments that raise the profile of the borough. SUR continues to build its PR profile and attracts considerable interest across Local Government and the property sector.</p>	<p>involvement plan is part of the suite of documents that makes up the Partnership Business Plan and is approved by SBC. There are multiple regular reporting and liaison interfaces between SUR DM and SBC officers [for all projects].</p> <p>There are monthly client meetings on all live construction projects with Main Contractors and SBC Representation.</p> <p>Increased liaison and co-ordination have been implemented to carefully manage and mitigate the impact of Covid 19.</p>	<p>l:3 =9</p>	<p>Communications and Community involvement plan, in particular in the face of impacts of Covid 19</p>
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c) Human Rights Act and Other Legal Implications

The Partnership Agreement dated 22 March 2013 (“the Agreement”) made between The Council (1) Community Solutions for Regeneration (Slough) Limited (the Morgan Sindall entity for the purposes of the Agreement) (2) and SUR (3) provides for there to be in place a rolling five year “Partnership Business Plan”.

The Agreement also provides for there to be a business plan in place, in respect

of each site being redeveloped under the Agreement known as a Site Development Plan (“SDP”) or a business plan for each community project known as a Community Project Plan (“CPP”).

The Partnership Business Plans and Site Development Plans together constitute the Business Plans under the Agreement.

The Business Board of SUR are required, under the Agreement, not earlier than three months and not later than one month after 31 December in each year to prepare, agree and circulate for the approval of the Council and of the Morgan Sindall entity, which is party to agree a draft Partnership Business Plan for the next five financial years containing detailed content for the next two years and outline content for the following three years.

The Council and the Morgan Sindall entity must then use all reasonable endeavours to agree the plan including any amendments by unanimous vote within 20 business days of the plan being first circulated.

Once the draft plan is agreed by unanimous vote it becomes the “Partnership Business Plan” for the purposes of the Agreement. Any amendments can only be effective if unanimously approved by the Council and the Morgan Sindall entity. Failure by the Council and the Morgan Sindall entity to agree upon the draft Business Plan within 20 working days would constitute a “Deadlock Matter” under the Agreement, which would then invoke an escalation procedure under the Agreement designed to lead to a resolution.

Continuing disagreement would constitute a “Deadlock Event” under the Agreement leading ultimately to a winding up of SUR.

The draft Business plan update was circulated on 17 Dec 2019 and subsequently the SUR LLP Business Board approved the updated PBP on 10th March 2020. Morgan Sindall Investments Ltd (the PSP) was expected to approve the updated PBP by the 31st March.

There are no Human Rights Act implications associated with this report.

d) Equalities Impact

An Equalities Impact Assessment was completed at the point at which SUR was established, SUR has since established an Equality and Diversity Policy. The approval of the PBP does not require a separate EIA.

e) Property

See section 5 below.

5. Supporting Information

Background

- 5.1 Slough Urban Renewal (“SUR”) is a Local Asset Backed Vehicle (“LABV”) formed on a 50:50 limited liability partnership between Slough Borough Council (“SBC” or “the Council”) and a wholly owned subsidiary of Morgan Sindall Investments Limited (“MSIL”), itself a subsidiary of Morgan Sindall Group PLC. The over-riding objective

of SUR is to assist the Council to meet its objectives in regenerating the residential, educational, leisure, social and commercial infrastructure of Slough.

The Partnership Business Plan

- 5.2 The first Partnership Business Plan (“PBP”) was adopted by Cabinet in March 2013 at the time of entering the joint venture with Morgan Sindall Investment Limited (“MSIL”) and was most recently approved by Cabinet in April 2019.
- 5.3 The PBP is a core document for SUR, which covers the strategic, operational and governance framework for the joint venture company. It sets out the strategic direction of the Partnership, with governance arrangements, operational business arrangements and provides a rolling 5-year plan of activities. The Partnership Agreement requires that the PBP is updated annually and formally agreed by both partners. For SBC, Cabinet is the identified decision-making body.

Summary of SUR Performance 2019/2020

5.4 In approving the PBP in April 2019, Cabinet agreed a set of performance indicators for each project. The table below highlights actual performance against these agreed targets, as follows:

No.	Project	Description	Agreed Performance Target 2019/2020	RAG Status
1	Wexham Green	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 sale and an affordable element purchased by the Council of 33 houses and one 'lifetime home' bungalow (33%).	Handover to SBC of Section 6 (16 affordable houses) by Spring 2018. Construction completion by the end of 2018. Sales complete by December 2019.	GREEN
2	Stoke Wharf	The current scheme now comprises 312 homes (17 mews/ townhouses and 295 apartments). In addition significant enhancements will be delivered to the canal area open space	SDP Update approved December 2018 – JV Agreement executed March 2019. Planning application submitted by November 2019 – not achieved – subject to viability and approval by Stoke Wharf JV Board.	RED See 5.5 below.
3	Alpha Street	14 apartments which (subject to planning) will be developed simultaneously with the hotels project to provide affordable housing.	Planning application approved by July 2018. Construction in conjunction with 85 High Street; started Dec 2019. Achieved; PC forecast Dec 2020.	GREEN
4	85 High Street – Hotels Project	The redevelopment of the old library site to provide two Marriot branded hotels, circa 62 residential units and two ground floor restaurants.	Enabling works started April 2019. Contract Close achieved 5 th July 2019. MSCI ahead of construction contract programme as at March 2020.	GREEN See 5.6 below
5	Montem Lane	The redevelopment of the Montem car park and former Leisure Centre site to provide circa 130 new homes.	Approval of the DI SDP, design and development to enable the submission of a planning application by November 2019 – SDP approved Sept 19, planning application expected May 20.	RED See 5.7 below
6	Wexham South	Proposed residential development of 24 two- and three-bedroom homes for private sale adjacent to the Wexham Green development	Achieve Contract Close and commence construction by June 2019. - May 19 scheme on hold - delayed due to SBC legal proceedings re vacant possession	RED See 5.8 below.

7	North West Quadrant (former TVU site)	A potential mixed-use scheme providing residential, commercial and leisure uses	Commence masterplanning by year end subject to viability and scheme scope as defined in conjunction with SBC as landowner. Subject to SBC approval, execution of the Option Agreement and progression of the master planning. Option executed Nov 19' between Muse and SBC.	N/A See 5.9 below
8	Haymill	Prepare a preliminary planning and concept designs for a circa 35 two and three bedroom residential development.	Concept design prepared by year end in conjunction with the Haybrook College extension project. Subject to SBC discharging the 'Haymill condition' for the satisfactory disposal of the site - DI SDP approval and subsequent design and development to enable a planning submission in 2019- Awaiting submission of land disposal request by SBC from DoE. Project not initiated.	N/A See 5.10 below
9	The Centre	New wet and dry leisure centre	Completed February 2019.	GREEN
10	Small Sites Phase 3	Third phase of new Council homes and will provide 25 new homes on 6 sites across the Borough	On site by April 2018 and completion in May 2019. Final site handed over March 2020.	AMBER
11	Small Sites Phase 4	With 36 new build homes in this phase, it brings the total of homes delivered through this initiative to 94 homes over a three-year period.	Contract Close 29th Oct 2019. In construction first site completed and handed over, 5 sites under construction with phased completion until Jan 2021.	AMBER
12	Wexham Secondary School	New large annexe.	Completion and handover by December 2018. Final section completed in March 2019.	AMBER

5.5 Stoke Wharf is a hybrid SUR project that involves a partnership with Waterside Places, which in itself is a joint venture between the Canal & Riverside Trust and Muse (a company within the Morgan Sindall Group). In terms of progress and delays to the scheme; the JV agreement was 6 months late, being executed (Mar 2019 rather than Sept 2018) as additional time was required to gain agreement between the shareholders for the business case particularly about the provision of affordable housing. The LPA introduced a requirement to undertake a Design Review; which added a month to the timetable to include in the design sequence and then a further two months as part of the PPA to address their comments. The viability of the scheme is challenging (due to fixed land values and the amount of infrastructure and

public open space) and this has caused a further four month delay whilst it is being reviewed by the shareholders and approval being sought to proceed.

- 5.6 Old Library Site, SUR secured a satisfactory planning permission for the mixed-use project that includes two hotels, 64 apartments and ground floor retail in November 2018, with Cabinet signing-off the financial business case in December 2018. Work commenced on site in April 2019, with both the hotels and residential schemes, ahead of schedule as of March 2020. Pre Covid 19, the residential and hotel elements of the scheme were twelve and nine weeks ahead of schedule, respectively. The impact of Covid 19 on the construction programme as of mid May '20 is an estimated 2-3 weeks loss on the aforementioned lead.
- 5.7 The opening of the new Leisure Centre at Farnham Road took place in March 2019, with Practical Completion in June 2019. This enabled the Montem Leisure Centre to be decommissioned in April 2019 and demolished by July 2019. When SUR confirmed that the planning application for the Montem site would be submitted in November 2019, the timetable for the project was revised. The design progress was delayed in 2018/19 whilst SUR were asked by SBC to consider wider land assembly including SMP (for affordable housing) and Church St in the masterplan and development viability assessments. Additional delays have been incurred whilst the Council considered the provision of Ice Arena event car parking and future proofing for a bus route. The current anticipated deadline for planning application submission is June 2020, with on site works commencing early 2021.
- 5.8 SUR submitted a planning application for the 24 unit scheme at Wexham South within agreed timescales and was prepared to achieve Contract Close in Jul 2019.
- 5.9 On 15th Nov 2019, the Option Agreement and associated suite of documents were approved by the SUR Board and subsequently the option was secured by NWQ LLP, a subsidiary formed of Muse and SBC, the delivery of the project is being led by MUSE as the Development Manager. Update on the progression of the NWQ work programme will be reported to Cabinet separately and not as part of the SUR PBP and work programme, updates.
- 5.10 Haymill Site is a small residential development of surplus land at the Haybrook college site. Further to SBC determining the amount of space required to futureproof the college in 2019 an application was made in March 2020 to the SoS for Education to enable the disposal of the surplus land.

Future Development Opportunities & Performance Targets 2020/21

- 5.11 Section 4 of the PBP sets out the future development opportunities for SUR. Sections 5.12 - 5.14 below set out the targets for Commercial, Leisure and Affordable Housing projects for the 12 month period from 1/4/20. As follows:
 - 5.12 Commercial (Residential) Projects Targets

No.	Project	SUR Description	Performance Target 2020/21
1	Wexham Green	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 sale and an affordable element purchased by the Council of 33 houses and one 'lifetime home' bungalow (33%).	Secure the sale of the final plot by March 2020 Ensure the site is handed over fully to the Managing Agent by Dec 2020 (year-end) Construction complete Mar 19, Last unit sold Mar 20; returns achieved in line with forecast.
2	Old Library Site (OLS)	The redevelopment of the old library site to provide two Marriot branded hotels, circa 62 residential units and two ground floor restaurants.	Management during construction to maintain programme throughout 2020 Progress the sales strategy of resi/retail; either through sale to Herschel Homes (target March 2020) or implement an Open Market Sale Strategy by Sept 2020. Practical completion anticipated April 2021
3	Stoke Wharf	A circa 250 unit development consisting of 1 and 2 bed apartments and 3 bed houses, extensive landscaping, public realm and community use.	Submit a planning application (target May 2020) and secure planning consent by March 2021
4	Wexham South	Proposed residential development of 24 two- and three-bedroom homes for private sale adjacent to the Wexham Green development	Achieve Contract Close within 6 months of vacant possession availability being confirmed by SBC.
5	Montem Lane	The redevelopment of the Montem car park and former Leisure Centre site to provide circa 160 new homes.	Submit a planning application (target June 2020) and secure planning consent by March 2021.

5.13 The SUR description for the scheme at Montem Lane (Section 5.4, project 5) in 2018 was based on a feasibility study originally undertaken in 2015. This proposal predated the Planning Authority's condition of disposal for 160 car parking spaces for the Ice Arena and did not take account of a Cabinet decision in 2012 to provide some form of bus route into Chalvey. Despite this, a revised feasibility and capacity study has been undertaken that show the potential for a scheme with 30 additional units. Accordingly the Draft Indicative Site Development Plan ("DI SDP), the scheme layout and development costs have been revisited to enable more housing and to future proof the masterplan for a potential bus route if required.

5.14 SBC Small Sites Targets

No.	Project	SUR Description	Performance Target 2019/20
6	Phase 4	Fourth phase of new Council homes will provide 36 new homes on 6 sites across the Borough and a working men's club at Wentworth Ave.	Construction began in 2019 across the 6 sites - phased completion is expected over 2020 and by Jan 2021.
7	Alpha Street	14 Apartments under construction as a donor site for affordable housing for the OLS - purchased by SBC.	Completion 15 Dec 2020

Links to Economic Development

- 5.15 SUR's development activity will support the Council's drive towards achieving a Social Return On Investment ("SROI"), linking property-led investment (whether residential or community) to the creation of jobs, contributing to the wider economy or adding social value. SUR will continue to have input and align its Economic Development strategy with the Council's Inclusive Growth Strategy
- 5.16 SUR will participate in Partnerships and collaborative working, which support employment and skills as well as Place Marketing as outlined in the Council's emerging Inclusive Growth Strategy. This will ensure the economic development work of SUR is aligned and supportive of related initiatives led by SBC. The KPI's are set out at Section 6 of the Economic Development Strategy and are CITB KPIs (Industry Training Board for the construction industry).
- 5.17 The role of SUR's Community Benefits Employment & Skills Coordinator, has had a positive impact over the last two years in 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 engaging with over 18,000 students.
- 5.18 Across the delivery partners and the supply chain, over 25 apprenticeships/training positions have been achieved including trades, administrative and degree/ management level positions. SUR also supported the successful completion of 4 apprentice/training positions. As a result, when SUR received its annual CITB national Skills academy for Construction review it achieved 50% of the 36 month target in the first year alone. SUR hit a new milestone as the team has now engaged with over 18,000 school pupils since the start of our joint venture in Slough. This achievement exemplifies SUR's commitment to engaging with key stakeholders in all projects delivered via the vehicle. SUR community engagement has corresponded with its development activity over the last year concentrating on the Old Library Hotel /residential project, phase 4 small sites and most recent project at Alpha Street. SUR continues to concentrate on benefits to the community and have a distinct focus on Creating Social Value and delivering local benefits through the following;
- Opening up opportunities and awareness of the construction industry
 - Changing the perception of apprenticeships
 - Enhancing engagement with schools/education

- Creating a pipeline of talent and addressing skills shortages
- Co-ordinating a programme of employer engagement – employability and life skills
- Creating job opportunities – in construction and new facilities for local people

Details on the SUR Economic Development Strategy are outlined in App C.2. Each SUR project/development has specific targets set against it. SUR uses the CITB Framework and has already surpassed the achievements of many national contractors. The progress and numbers are detailed in Section 7 and 8 of the aforementioned appendix document.

- 5.19 The SUR supply chain through Morgan Sindall companies and other main contractors have made positive inroads to deliver community benefits over past projects. Existing staff have steadily moved across our sites to work on new SUR projects, we have now reached completion of the majority of the Community projects. We are proud to have significantly over achieved in many areas of our national Skills academy targets with outstanding results in the target area of construction information advice & guidance. At its most recent CITB National Skills Academy review in June 2019, they had accomplished 100% of our first phase £90M CITB National Skills benchmark Academy targets. SUR is working steadily on the second £90M phase currently at 60% achievement which includes Old Library Hotel and Phase 4 small sites projects. SUR has reached out to an excess of 18,000 young people since the start of our JV in Slough. These interactions have ranged from career fair participation, simulated careers guidance activity, question & answer sessions, site visits, speed networking, taster days and work experience placements. Through these various initiatives SUR has helped to support young people in early careers planning and career progression pathways, by providing them with an opportunity to get an insight into the varied and exciting projects.
- 5.20 These KPI's will be regularly reviewed to make sure that SUR and the Council realise objectives associated with maximising benefits to local people and the local economy. A review of KPI's following an assessment of the impact of Covid 19, will be essential in order to ensure that appropriate measures and outputs are in place to support local people and Slough's economy.
- 5.21 SBC and SUR are placing emphasis on the Post Covid 19 recovery strategy the Council is progressing. It is anticipated that any new SMART objectives and KPIs discussed and agreed by the SUR Board and MSIL will reflect both, the Council's emerging Inclusive Growth Strategy and key actions and aspirations, short, medium and long-term as outlined in SBC's recovery strategy. It is expected therefore that the next iteration of the SUR PBP, will be reflecting on the impact of Covid 19 and the area of emphasis for SUR around upskilling, training and helping tackle issues such as joblessness, which will be highlighted in the emerging month and years. Subject to agreement by the JV Board, SUR will be outlining further opportunities for the local economy through the delivery of its projects and training and skills programmes. The current SUR KPI schedule, including potential future KPI's, which are due to be reviewed by the SUR board, can be seen below:

Key Performance Indicator	Description	Delivery route
CITB accredited Framework KPI's: NOTE the specific targets are defined in band 12 of the following table.		
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	This KPI can be achieved in partnership with Learning to Work, Langley College students, Slough Young Peoples Services & multiple partners, JCP and

	<p>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 opportunity includes internships.</p>	<p>direct requests from individuals.</p>
<p>KPI 2. Jobs Created new entrants</p>	<p>Creation of new & sustainable job opportunities for new entrants into the sector.</p> <ul style="list-style-type: none"> • Persons who are employed as Apprentices • Persons previously unemployed / unskilled or new entrants • Graduates (up to three years following graduation) 	<p>This KPI is achieved via direct links with Colleges, Universities, Schools, Career Fairs, Apprenticeship talks, local training providers, COTRAIN shared apprenticeship scheme</p>
<p>KPI 3. Construction Careers Information, Advice & Guidance (CCIAG)</p>	<p>Organisation and delivery of events focused on improving the image of the sector/ increasing awareness of opportunities within the industry. The key target groups:</p> <ul style="list-style-type: none"> • 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). 	<p>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.</p>
<p>KPI 4. Number of Apprenticeship Training Weeks on Site</p>	<p>Apprenticeships, Traineeships, New entrants undertaking higher qualifications. Contractors must collate the number of training weeks</p>	<p>This KPI is calculated for the duration of an Apprenticeship. 1 working week = 1 training week on site.</p>

	<p>undertaken on site for new entrants following a recognised syllabus of study</p> <ul style="list-style-type: none"> • Undertaking traineeships • Undertaking a technical/higher level qualification. 	
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
KPI 6. Training Plans	The Main Contractors must collate the number of new or annually renewed training plans including from sub-contractors to demonstrate upskilling of the existing workforce including graduates and interns.	Contractors gather this information including from subcontractors.
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.	Bespoke case studies are agreed with Main Contractor on a project by project basis. SUR produces a project summary/case study on each project at completion.
STRATEGIC PARTNERSHIPS KPI		
Place Promotion	Engage in activities with SBC and partners that support place based branding and promotion	KPI metrics to be specified and may include number of projects and endeavours that SUR engages in that actively promote Slough and its wider placemaking aspirations.
Strategic Partnership and Board activity	Participate and join relevant boards and forums that shape future economic prospects of Slough	KPI metrics to be specified and may include the actual, annual activity of SUR on relevant boards and forums.
SUPPLY CHAIN		
No of businesses within 25 miles radius that have supplied into project	This is to encourage local suppliers to enter the supply chain. Promotion of opportunities through local, 'meet the buyer' type events.	KPI metrics may include actual number and type of business that have supplied to SUR projects.
Total value of money spent in economy of Slough and 25 miles radius, compared to value spent on total project	As above	KPI metrics may include SUR direct contribution to Slough's GDP

Governance

- 5.22 Delivery of the objectives in the PBP is the responsibility of the Partnership Business Board. To ensure the shared governance arrangements of SUR (and deadlock provisions), the Board has equal representation from SBC and MSIL (three members each). The General Manager of SUR is responsible for the day-to-day management of the Partnership's activities.
- 5.23 The Council confirmed SUR Board representation in early 2020, with the new, Board meetings programme having been established for 20/21.
- 5.24 A special purpose joint venture partnership, known as North West Quadrant LLP (NWQ LLP), has been created under the SUR umbrella to deliver the NWQ project. Muse Developments has been appointed by NWQ LLP as the Development Manager for the project. The project team will be managed by a Steering Committee that will meet on a monthly basis, and which will report directly to the NWQ LLP Board.

6. Comments from other Committees

None

7. Conclusions

- 7.1 Having been introduced in 2013, SUR is now an established vehicle delivering a series of regenerative, social, economic and financial benefits for Slough. This PBP indicates how SUR will evolve over the next 5 years and is predominantly focussed on commercial development activity. However before doing so, Cabinet should also consider actual, against planned performance over the past 12 months and the ability to bring forward projects through the partnership is also subject to development risk and factors outside the JVs control.
- 7.2 Reviewing the performance of projects listed in the table at Section 5.4, SUR has successfully completed 4 projects and has three currently under construction. Three commercial developments are in design and planning of which Montem Lane and Stoke Wharf have been subject to delay for a variety of reasons. Based on the existing schedule, which shows three projects completing in 2020/21, 50 out of 112 (45%) completions will be affordable.
- 7.3 Importantly, the plan balances property and financial-led objectives with strong commitment on how SUR will create jobs, introduce training places and maximise opportunities for people in Slough. SUR has delivered over 19 projects in the last six years, of which 17 have been Community Projects. Concurrently it has been progressing Site Developments and is now entering a period where it will significantly progress its residential and commercial developments as part of a series of key regeneration sites.
- 7.4 In light of Covid 19, it is anticipated that SUR will play a more active and important role in assisting SBC in delivering its recovery strategy for the Borough. In light of this, new and updated KPI's will be reviewed by the SUR board, which will have been informed by relevant Council strategies including the emerging, Inclusive Growth Strategy and SBC Corporate Recovery strategy and action plans.

8. **Appendices**

- 8.1 Confidential Appendix One – Extract from Partnership Business Plan (contains exempt information, see Appendix Pack)

Note: A copy of App E1-2020 Financial Information for the LLP, of the SUR Partnership Business Plan 2019-2024 (which contains commercially sensitive information) can be viewed by Councillors (contact Cassandra Polyzoides - 01753 - 875852 or kassandra.polyzoides@slough.gov.uk).