Slough Borough Council

Report To:	**Cabinet**
Date:	20th July 2026
Subject:	Pride in Place – Britwell and Foxborough
Lead Member:	Leader- Cllr Wal Chahal
Chief Officer:	Kelly Evans, Interim Executive Director of Public Health and Protection, Engagement and Communities
Contact Officer:	Sonia Khan, Director of Strategy, Communities and Engagement
Ward(s):	Langley Foxborough and Britwell
Purpose of report:	For decision
Key Decision:	YES
Exempt:	NO
Subject To Call In:	YES
Appendices:	None

1. Summary and Recommendations

1.1 This report sets out the Pride in Place programme for Slough, including funding, delivery requirements and mobilisation activity for the two identified neighbourhoods (Britwell and Langley Foxborough). It seeks approval to accept the funding and establish the governance and delivery arrangements required to implement a 10-year, community-led regeneration programme.

1.2 The programme represents a significant opportunity to embed place-based working, tackle inequalities and improve long-term outcomes through sustained investment and community empowerment.

Recommendations:

Cabinet is recommended to:

(a) Approve the acceptance of Pride in Place funding for Britwell and Langley Foxborough areas as referenced in section 2.1.4 below.

(b) Accept role as accountable body for Pride inn Place II funds.

(c) Approve the establishment of Neighbourhood Boards in line with programme requirements, including recruitment of independent Chairs.

(d) Delegate authority to the Interim Executive Director of Public Health and Protection, Engagement and Communities, in consultation with the Executive Director for Regeneration, Environment and Planning, Director of Legal, the Leader of the Council , to finalise all governance, delivery arrangements and submission of required plans to government with the Chair and Board once appointed, this is set out at 3.3 and 3.6.

Reason:

To enable Slough to secure and deliver up to £40m of long-term external investment and implement a compliant governance model required to access and retain funding

This programme provides a significant opportunity to deliver community-led regeneration and place-based working in these two areas, aligning existing council powers and partnerships, and invest in long-term improvements in health, wellbeing and local environments. The investment creates the opportunity to develop the capacity and capability to apply these approaches in other areas.

Commissioner Review

The programme objectives clearly encapsulate the strategic priorities within the Council's Corporate Plan and aims to deliver lasting change in the borough beyond the 10 years of investment.

By supporting the Pride in Place Programme (Britwell and Langley Foxborough) and accepting the associated funding, the Council will be required to act as the accountable body for the funds, at least at the start of the Programme, which will come with certain obligations. MHCLG will require the Council to ensure that funds are managed in line with the Nolan Principles, the Equality Act 2010, Public Sector Equality Duty, and Managing Public Money including public procurement laws, subsidy control, and state aid requirements. The Council will be responsible for ensuring that robust financial management, governance, monitoring, compliance and risk management is in place and effective, and accept the overarching accountability on behalf of the partnership.

Key deadlines will need to be achieved, and Cabinet will need to ensure appropriate delegations or forward planning is in place to prevent programme and funding delays.

An MoU will be set up between the Council and the MHCLG following the Council's submission and the MHCLG's approval of the Pride in Place in advance of the financial year 2027-2028. This is expected to more clearly set out the Council's obligations in its role as the accountable body and will need to be reviewed by Legal Services before being signed to ensure the terms are understood and adhered to.

Commissioners are content for this report to be considered.

2. Report

Introductory paragraph

Slough has been selected as part of the third national cohort of the Pride in Place programme, with funding awarded to two neighbourhoods: Britwell and Langley Foxborough. Across the UK, 284 areas will benefit from up to £5.8bn over 10 years, aimed at addressing longstanding neighbourhood decline and supporting communities that feel overlooked. Slough was included in third cohort and areas were identified by central government through a data exercise that took into account- relative deprivation, community need and belonging and cohesion data.

This programme provides a significant opportunity to deliver community-led regeneration and place-based working, align existing council powers and partnerships, and invest in long-term improvements in health, wellbeing and local environments

Options considered

- **Option 1: Accept funding and deliver programme (Recommended)**
 Enables the Council to secure long-term investment and deliver improved outcomes through a structured, place-based approach.
- **Option 2: Decline funding (Not recommended)**
 Would result in loss of significant external investment and missed opportunity to address inequalities in priority neighbourhoods

2.1 Background

<u>2.1.1 Programme Overview</u>

The Pride in Place Programme (PiPP) is a UK-wide programme providing a 10-year investment to disadvantaged neighbourhoods. Phase 1 is providing 75 towns across the UK with up to £20 million each (totalling £1.5 billion) over 10 years. Phase 2 is providing 169 neighbourhoods across Great Britain with up to £20 million over 10 years.
On 20th March 2026, the expansion to PIP Phase 2 was announced with an additional 40 neighbourhoods in England with their own £20 million over 10 years, and this included the two neighbourhoods in Slough – Britwell and Langley Foxborough.

In summary:
- **Up to £20m has been identified per area over 10 years** (£40m total for Slough)- noting this commitment crosses parliamentary terms
- The funding split is: **63% capital / 37% revenue**
- Phased delivery: starting at **£0.39m in 2026/27**, rising to **~£2.2m annually from 2028/29**
- Long-term, flexible funding to adapt to local needs over time

The programme is underpinned by principles of being:
- Community-led
- Long-term and flexible
- Focused on capacity building and empowerment

This is different from the £1.5m Pride in Place Impact Fund which was awarded to Slough for the whole town and is subject to a separate Cabinet report.

2.1.2 Key features of the Pride in Place Phase 2 programme

- There are **three overarching aims of this programme**:
  - **"Stronger communities"** – tackling root causes of social division, strengthening belonging, social mixing and safety.

- **"Thriving places** "– revitalising high streets and neighbourhoods; redesigning public services so they are responsive, tailored to local needs, and particularly effective at addressing inequalities.
- **"Taking back control** "– empowering local people to shape their area and influence local decision-making- (including public services).

2.1.3 Governance and delivery

- **As set out in governance guidance an independent Chair** will need to be appointed by local authority and MP who will lead the process of **establishing a diverse Neighbourhood Board**, supported by local authority and MP. The board should be made up of a majority of local people / workers as well as at least one ward Councillor and the MP. An investment plan for the first four years is required to be submitted by 26th February 2027.

- **The Board** must demonstrate that the Pride in Place Plan is genuinely co-designed with the local Investment Plan community or funding can be withheld – outlining a community vision for change over the next 10 years and to keep reviewing progress and impact with the community. This must be based on extensive engagement with local residents– e.g. community conversations, workshops, listening exercises – so the Board is a conduit to community engagement not the vehicle for engagement in of itself.
- **The Plan will guide programme delivery** – to enable greater flexibility approval will not be required if programmes align to an existing list of interventions
  - Regeneration, High Streets and Heritage
  - Housing
  - Work, Productivity and Skills
  - Cohesion
  - Community Power
  - Health and Wellbeing
  - Transport
  - Safety and Security
  - Education and Opportunity

For the purposes of planning and to allow for periodic review, the programme will be divided into 3 investment periods.

- Period 1: the 2026 to 2027 financial year to the 2029 to 2030 financial year (4 years)
- Period 2: the 2030 to 2031 financial year to the 2032 to 2033 financial year (3 years)
- Period 3: the 2033 to 2034 financial year to the 2035 to 2036 financial year (3 years

An investment plan for the first four years is required to be submitted by 26th February 2027.

Commitments can only be made, however, for funding confirmed in the grant determination letter. This table sets out the allocations **for each area; the total is therefore totalling £300,000 for capacity building** and £505,208 for delivery, a total of £805,208. All funding can be profiled into future years. There is no annual claw back.

	2025/26	2026/27	Total	Notes
Revenue capacity building	£150,000	£150,000	£300,000	Can be rolled over and is being used to create in house capacity for engagement and programme management
Revenue - delivery	0	£270,000	£270,000	
Capital – delivery	0	£235,208	£235,208	
Total delivery (sub total)	**0**	**£505,208**	**£505,208**	
Total	**£150,000**	**£655,208**	**£805,208**	

This grant funding should be used to support:

- Establishing the Council's role as the accountable body – with regards to programme support, financial, legal and procurement support and engagement advice
- establishing and running the Neighbourhood Board, including any process to establish the board as a charity, community interest company, or other bottom up organisational model, to sustain long-term investment
- performing high quality community engagement, which could include passporting money directly to voluntary and community sector groups to assist with engagement, to inform the Pride in Place Plan
- developing Pride in Place Plan
- securing advice and expertise for Neighbourhood Boards for the technical elements of plan development and delivery, noting that support is available from the department and the guidance to curb public sector use of consultants
- capital and infrastructure interventions to hit the ground running, for example, by kickstarting the planning application process, securing architectural plans and
- obtaining legal advice, or any other activity that local authorities and Boards consider will progress their plans

Capital funding must be used solely for capital expenditure, in accordance with the applicable local government capital finance legislation.

Accountable bodies should ensure that spending is made in line with the published Pride in Place Programme prospectus and programme guidance:
Pride in Place Programme: funding profiles and timelines - GOV.UK

2.1.4 Geographies chosen

The Pride in Place Programme (PiPP) is a UK-wide programme providing a 10-year investment to disadvantaged neighbourhoods. Phase 1 is providing 75 towns across the UK with up to £20 million each (totalling £1.5 billion) over 10 years. PIP Phase 2 is providing 169 neighbourhoods across Great Britain with up to £20 million over 10 years.

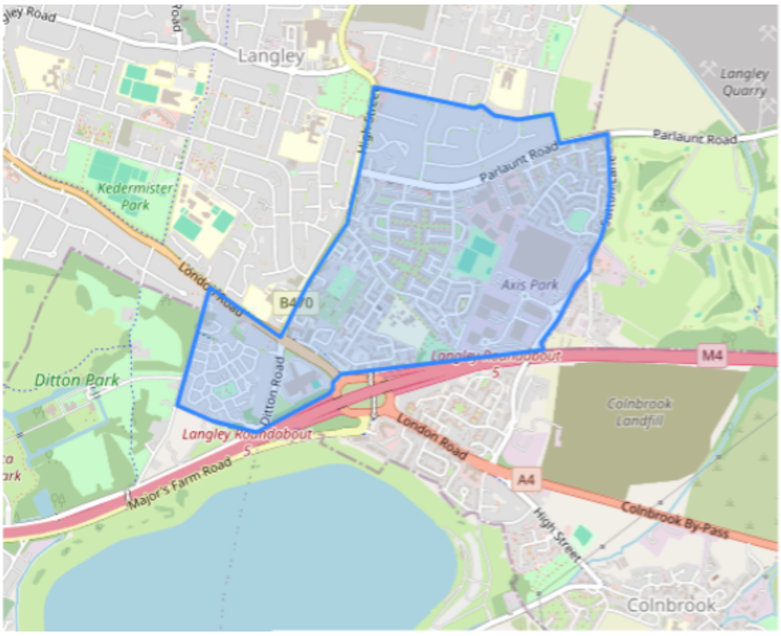
On 20th March 2026, the expansion to PIP Phase 2 was announced with an additional 40 neighbourhoods in England with their own £20 million over 10 years, and this included the two neighbourhoods in Slough – Britwell and Langley Foxborough. The method used to identify these 40 additional areas was analysis of a combination of government data sets:

Index of Multiple Deprivation (IMD)
Community Needs Index (CNI)

These were used to identify areas with the poorest social and economic outcomes and create a single index of need. The Community Life Survey (CLS) measures for cohesion were then also applied to identify the 20% of local authorities with the lowest scores.

The areas are not wards or neighbourhoods – they are areas used to by government statisticians to present national data, for example for Census and are called "Middle layer Super Output Areas." There is scope to propose boundary changes so that work can be done in an area that makes more sense to the community, and takes in any key community assets in the area – to be submitted to MHCLG by 28/8/26.

Britwell MSOA



Langley Foxborough

2.1.5 Opportunity for Slough

The programme enables Slough to:

- Embed **place-based working** across systems
- Align with existing initiatives (e.g. Family Hubs, Safer Langley)
- Leverage council powers such as **Assets of Community Value and Neighbourhood Planning**
- Build **long-term sustainable change** in priority communities

The culture of the Council and partners will need to develop to make the most of the opportunity. It will be necessary for teams to be prepared to work differently with residents to have an impact on places. This is not just about making the best use of external investment but also of the way current services are led and delivered.

2.1.6 Response to date:

For the additional 40 places announced in March – including the Slough areas the timelines are as follows. These are later than the PIP “phase 2” areas announced earlier in 2026:

- **31 March 2026 -** capacity payment.
- **May 15 2026**– capital payment (for quick wins) and first half revenue payment
- **28 August 2026** – Boards to submit finalised Chair & Board membership and boundaries
- **August/Sept 2026** – Once Board & Boundary is approved, balance of year 1
- Payment
- **26 February 2027 –** Deadline for submitting your Regeneration Plan (guidance for this is currently being drafted)
- **Spring 2027 –** Plan assessment and approval

- **Onwards**: payments to be made at start of each FY until 2036 [c. £2m a year – 37% RDEL, 63% CDEL, like rest of PIP phase 2]

In response, mobilisation activity has focused on early groundwork:

- Stakeholder mapping and asset analysis completed
- Recruitment process launched for Chairs and Neighbourhood Boards
- Programme capacity us being established (programme manager, engagement lead)
- Engagement activity initiated (webinars, briefings, community conversations)
- Governance structures and support materials in development

4. Financial Implications of the Recommendation

The Pride in Place funding is set at £40m over ten years, with £20m allocated to each of Britwell and Langley neighbourhoods weighted 63% capital investment and 37% revenue funds provided in the initial years to support programme set up and any feasibility works. These neighbourhoods are within the third cohort to receive this type of funding from the Department for Ministry of Housing, Communities & Local Government (MHCLG). Funding post financial year 2028/29 will be reviewed at the next Spending Review.

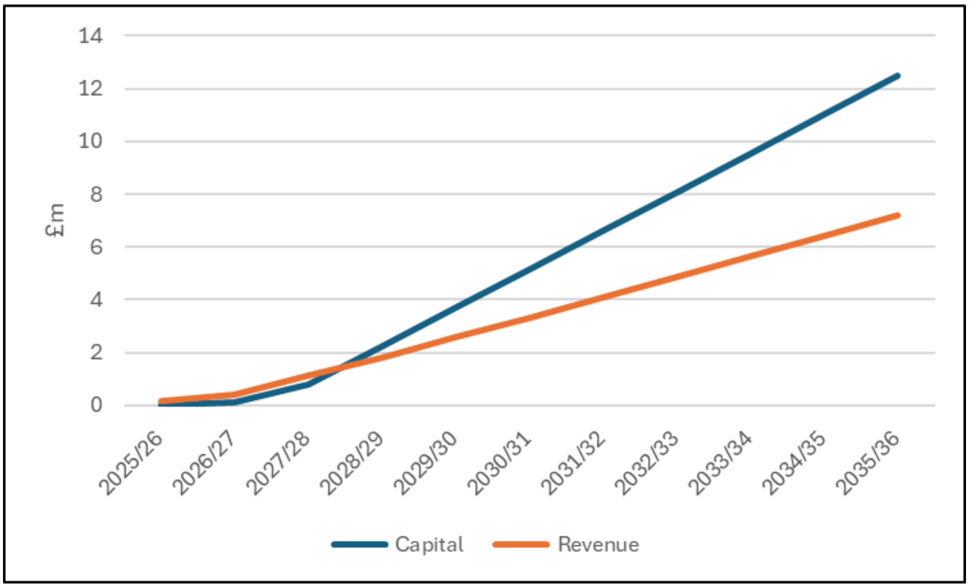
The MTFS refresh report coming being presented to Cabinet in July 2026 will request approval to add £117,604 of planned capital expenditure to the capital programme which will be spent during 2026/27. Approval from Cabinet is required before the capital expenditure can be committed in line with the Council's constitution and financial regulations.

Capital and Revenue funding assumptions will need to be flexed annually within future Medium Term Financial Strategy budget plans to reflect the allocations (detailed within the table below).

From 2027/28, funding will be paid to Slough on an annual basis at the start of each financial year (as set out in the table below).Planned expenditure will require approval from MHCLG and the Executive Director for Regeneration, Environment & Planning and in consultation with the Council's Section 151 Officer, Director of Legal, the Leader and Chair of Neighbourhood Board (once the role is established), subject to value this would also require cabinet approval in line with the Council constitution. The expected spend profile for 2027/28 and onwards will be presented to Cabinet for approval as part of the budget setting report in February 2027.This funding will be held on the balance sheet and drawn down once the expenditure has been incurred.

The chart and table below set out the cumulative ten-year Programme Funding for capital & revenue.

Ten-year Programme Funding



Grant type (£m)	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	Total	%
Capital funding	0.0	0.1	0.7	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	12.7	63%
Revenue funding	0.2	0.3	0.7	0.7	0.8	0.8	0.8	0.8	0.8	0.8	0.8	7.3	37%
Total	**0.2**	**0.4**	**1.4**	**2.2**	**2.2**	**2.2**	**2.2**	**2.2**	**2.2**	**2.2**	**2.2**	**20.0**	**100%**

The Neighbourhood Board is the central decision making and delivery body in the Pride and Place programme setting the vision and controlling the allocation of funding whilst the Local Authority is the accountable body responsible for:

- Receiving and holding the funding
- Ensuring proper use of public money (audit, compliance, subsidy control etc.)
- Entering into funding agreements with MHCLG
- Disbursing funds to delivery partners/projects
- Financial reporting and assurance

Budget management will be maintained through regular monitoring of expenditure and income against the approved delivery plan, with financial reporting tracking commitments, manage variances and provide assurance that spend remains within the funding conditions to minimise the risk of any allocation not being utilised.

The following link to the Pride in Place Programme prospectus which sets funding arrangements:

[Pride in Place Programme: prospectus - GOV.UK]

3.2 Legal implications

The Council will act as the accountable body for programme funding and must comply with programme requirements, including governance, engagement and delivery expectations, and for ensuring that all funding is managed in accordance with relevant public procurement laws, subsidy control, and state aid requirements as applicable.

Failure to meet specified requirements (e.g. genuine co-production) may result in withdrawal of funding.

3.3 Risk management implications

Opportunities	Risks	Mitigations
£40m long-term investment	**Funding at risk if programme requirements not met**	**Strong programme governance; early assurance with MHCLG; clear delivery plans and milestones; regular compliance reviews**
Shift to place-based working and new delivery models	**Hidden internal costs (staff, legal, comms)**	**Early resource planning; align existing budgets and roles; phased mobilisation; monitor cost pressures through programme board**
Targeted investment enabling deep impact	**Increased demand on corporate services (procurement, finance, legal)**	**Dedicated programme support; forward pipeline planning; prioritisation within corporate services; clear governance routes**
Building internal capability in engagement and delivery	**Opportunity cost (diversion from other priorities)**	**Align with existing strategic priorities (HWB, ICS, regeneration); ensure dual-benefit delivery; regular senior oversight**
Long-term prevention and reduced demand	**Programme limited in scope (community project focus)**	**Integrate with mainstream services (health, housing, VCS); align with prevention agenda; use programme to influence wider system change**
Community-led delivery reducing reliance on council	**Over-dependence on council if community capacity not built**	**Invest early in community development and leadership; capacity-building funding; clear**

		transition to community ownership
Stronger partnerships with VCS and external organisations	**Perception of inequity across the borough**	**Clear communications strategy; transparency on selection criteria; share learning and scale approaches borough-wide**
Whole-place, integrated approach	**Fragmentation or duplication with existing initiatives**	**Map existing activity; align governance with HWB/ICS/locality structures; single shared vision and outcomes framework**
Focus on cohesion and community power	**Alienation of borough-wide or communities of interest**	**Ensure inclusive engagement approach; link neighbourhood work to borough-wide strategies; targeted outreach to underrepresented groups**
Britwell and Langley neighbourhoods	**Funding post financial year 2028/29 will be reviewed at the next Spending Review.**	**Planned expenditure to be agreed annually and can be amended subject to any funding decisions about the spend review.**

3.4 Environmental implications

The programme provides opportunities to improve local environments, public spaces and sustainability through community-led regeneration. Interventions will be determined through local plans.

3.5 Equality implications

The programme is expected to have a **positive equality impact**, targeting neighbourhoods with higher levels of deprivation and inequality and enabling residents to shape solutions that reflect their lived experience.

Plans have been developed to target diverse communities to be part of the board, with localised segmented communications and engagement plans.

An Equality Impact Assessment has been undertaken to inform the design of this initial phase of the programme which is to engage residents locally to establish the board. This Equality Impact Assessment has found that both areas have:

    - High ethnic diversity and religious variation
    - Higher levels of deprivation and benefit claims
    - Higher rates of disabled residents
    - Significant child poverty and income deprivation

The programme presents the opportunity to

- Increase access to decision-making via inclusive Board recruitment
- Broaden participation
- Improve reach to diverse communities via trusted local venues and networks
- Reduce socio-economic barriers through hyper-local, free engagement
- Build community trust and cohesion in under-served neighbourhoods
- Empower underrepresented groups into leadership roles

The EqIA identifies the need to ensure that the following groups who share protected characteristic and may be disadvantaged from participating, who will be targeted for engagement in the board:

- **Age:** younger people may not engage; older residents may be digitally excluded
- **Disability:** accessibility of walkabouts, materials, venues
- **Ethnicity:** language barriers; under-representation of minority communities
- **Sex:** limited participation in formal settings for women, who are more likely to be in caring roles
- **Faith:** risk of missing groups without targeted engagement
- **Sexual orientation:** lack of explicit visibility or tailored outreach. Given the socio-economic barriers identified in the EQIA, consideration will need to be given to residents who may face additional barriers, such a travel and childcare costs and digital exclusion.

The plan includes the following approaches:

- Accessible, local drop-ins and venues
- Flyers and offline methods alongside digital channels
- Use of trusted community and faith networks
- Translation and plain-language communication
- Flexible engagement formats (events, walkabouts, informal settings)
- Targeted outreach via schools, youth services and community leaders

3.7 Procurement implications

The Council will act as accountable body for the funding and awards of contracts or grants. Any investment would need to be in line with Council's procurement requirements and UK laws on subsidy.

3.8 Workforce implications

Additional capacity is required to support programme delivery, particularly in:

- Programme management

    - Community engagement
- Governance and coordination

Any roles will be fully funded by Pride in Place Funding. This is expected to include two full time roles - a grade 7 Community Engagement lead and a grade 8 Programme Manager.

The culture of the Council and partners will need to develop to make the most of the opportunity. It will be necessary for teams to be prepared to work differently with residents to have an impact on places. This is not just about making the best use of external investment but also of the way current services are led and delivered.

4. Background Papers

None