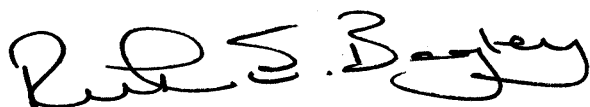


Date of issue: Wednesday, 26<sup>th</sup> October 2016

<b>MEETING:</b>	<b>NEIGHBOURHOODS AND COMMUNITY SERVICES SCRUTINY PANEL</b> (Councillors Plenty (Chair), Morris (Vice Chair), Anderson, Davis, N Holledge, Rana, Rasib, Swindlehurst and Wright)
<b>DATE AND TIME:</b>	THURSDAY, 3RD NOVEMBER, 2016 AT 6.30 PM
<b>VENUE:</b>	VENUS SUITE 2, ST MARTINS PLACE, 51 BATH ROAD, SLOUGH, BERKSHIRE, SL1 3UF
<b>DEMOCRATIC SERVICES OFFICER:</b> (for all enquiries)	DAVE GORDON  01753 875411

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.



**RUTH BAGLEY**  
Chief Executive

AGENDA

**PART I**

**APOLOGIES FOR ABSENCE**

1. Declarations of Interest

*All Members who believe they have a Disclosable Pecuniary or other Pecuniary or non pecuniary Interest in any matter to be considered at the meeting must declare that interest and, having regard to the circumstances described in Section 3 paragraphs 3.25 – 3.27 of the Councillors' Code of Conduct, leave the meeting while the matter is discussed, save for exercising any right to speak in accordance with Paragraph 3.28 of the Code.*

*The Chair will ask Members to confirm that they do not have a declarable interest.*

*All Members making a declaration will be required to complete a Declaration of Interests at Meetings form detailing the nature of their interest.*

**CONSTITUTIONAL MATTERS**

2. Minutes of the last meeting held on 8th September 2016 1 - 8

3. Member Questions

*(An opportunity for panel members to ask questions of the relevant Director / Assistant Director, relating to pertinent, topical issues affecting their Directorate – maximum of 10 minutes allocated.)*

**SCRUTINY ISSUES**

- |    |  |          |
|----|--|----------|
| 4. | Slough Real Time Passenger Information                       | 9 - 14   |
| 5. | Neighbourhood Services Garage Licences & Repair Of Garages   | 15 - 26  |
| 6. | Housing Revenue Account Business Plan 2016 - 46              | 27 - 60  |
| 7. | Repairs, Maintenance & Investment Contract - Progress Update | 61 - 76  |
| 8. | Resident Involvement   | 77 - 120 |

**ITEMS FOR INFORMATION**

- |     |  |           |
|-----|--|-----------|
| 9.  | Forward Work Programme                   | 121 - 124 |
| 10. | Attendance Record                        | 125 - 126 |
| 11. | Date of Next Meeting - 17th January 2017 |           |

**Press and Public**

You are welcome to attend this meeting which is open to the press and public, as an observer. You will however be asked to leave before the Committee considers any items in the Part II agenda. Please contact the Democratic Services Officer shown above for further details.

The Council allows the filming, recording and photographing at its meetings that are open to the public. Anyone proposing to film, record or take photographs of a meeting is requested to advise the Democratic Services Officer before the start of the meeting. Filming or recording must be overt and persons filming should not move around the meeting room whilst filming nor should they obstruct proceedings or the public from viewing the meeting. The use of flash photography, additional lighting or any non hand held devices, including tripods, will not be allowed unless this has been discussed with the Democratic Services Officer.

This page is intentionally left blank

**Neighbourhoods and Community Services Scrutiny Panel – Meeting held on Thursday, 8th September, 2016.**

**Present:-** Councillors Plenty (Chair), Morris (Vice-Chair), Anderson, Davis, N Holledge, Rana, Swindlehurst and Wright

**Also present under Rule 30:-** Councillors Brooker, Coad, Amarpreet Dhaliwal, Matloob, Nazir, Sohal and Strutton

**PART 1**

**11. Declarations of Interest**

Cllr Plenty declared that he had submitted a letter to the local press regarding Hollow Hill Lane.

**12. Minutes of the last meeting held on 21st July 2016**

**Resolved:**

1. That the minutes of the meeting held on 21<sup>st</sup> July 2016 be approved as an accurate record.
2. That for subsequent meetings of the Panel, an actions arising sheet be added to the agenda.
3. That the proposed membership from the Residents' Board be amended to include 3 tenants and 1 leaseholder.

**13. Slough Real Time Passenger Information**

The members had received an update on detection rates for the 7 series routes, with rates remaining in the range of 56 – 65%. As a result, the Panel wished to move towards a resolution of the issue given the amount of discussion it had generated in previous meetings.

First Bus shared many of the Panel's reservations. It also ran a similar service in Hampshire and Dorset, where detection rates were far higher; however, it had encountered a similar pattern in Southampton. The cause of this was assigned to the supplier (JMW), whose system did not offer the reporting or remote access available in Hampshire and Dorset. In addition, the system used in these areas held historical data, which allowed for analysis on punctuality.

The Panel raised the following points in discussion:

- Given the relatively recent decision to adopt Real Time Passenger Information (RTPI), members questioned the value it represented. Officers replied that, whilst at the time of the decision (2010) the system may have been adequate, there were questions as to whether the supplier had upgraded to mirror the IT which was currently available.

## Neighbourhoods and Community Services Scrutiny Panel - 08.09.16

- JMW acknowledged the issue with real time systems. Software and equipment would be upgraded in September 2016, which was expected to have a swift impact on detection rates; this would be evaluated in the autumn of 2016. However, JMW used different technology to that it employed in Southampton, with the issue centring on bus equipment. They would be discussing the situation with First Bus and report back to the Panel.
- The various iterations of systems also had an impact on detection rates. The service in Portsmouth had received a significant outlay of capital but saw little improvement. However, once they adopted the system used in the rest of Hampshire a significant increase in detection rates occurred. The Hampshire system had been constructed on the basis of a one-off grant, and was now run by First Bus which allowed local authorities to save money.
- As an example of the expenditure to be expected, in Hampshire 240 buses used the system. It cost £900,000 in 2014, and as well as offering RTPi it provided on-bus WiFi and announcements on the next stop. Slough would be looking to install any system in a fleet of 57 buses.
- Once installed, the local authority would manage the infrastructure and First Bus the equipment on buses.
- The current contract with JMW was due to end in March 2017. SBC was looking at the next action after this; for example, retrofitting could be requirement of any retendering exercise. However, there could be a significant cost regarding information boards at bus stops, as these cost approximately £1,500 per unit.
- Prior to any retendering process, SBC would review the cost of hosting the system. They would also undertake a visit to Hampshire to review their system and evaluate retrofitting options.
- 80% was the target for detection rates by the end of September 2016 once the upgrade had been completed. However, members expressed concerns that improvement may not be enough to justify the system; even a rate of 80% would leave a typical commuter in possession of erroneous information twice a week.
- RTPi was not showing on display boards because of the interaction with ticket machines on buses. It was an automatic system, so could not be blamed on drivers failing to operate it.

**Resolved:** that the Panel receive an update on RTPi on 3<sup>rd</sup> November 2016, to include actions taken by the supplier, possible protection for SBC in any future retendering and information on the visit to evaluate the system used in Hampshire.

## 14. Member Questions

The written answers to questions submitted by members were circulated to the Panel. In addition, the following points were made:

- Regarding the safety of bus routes, each route had an analysis undertaken on its impact on both safety and traffic. This analysis included known 'hot spots'. However, on occasions encroachment of buses over road markings was inevitable. At present, there were no major concerns although the situation was continually monitored.
- A question was raised regarding a sharp turn at a 'hot spot'. This had raised concerns over its impact on the route used by emergency services to access Wexham Park Hospital and the potential for road blocking. The member raising this question was minded to refer this to the Traffic Commissioner for the region.

**Resolved:** that the formal risk assessment regarding the turn out of Haymill Road onto Lower Britwell Road be shared with the Panel.

## **15. Hollow Hill Lane - Experimental Scheme**

The Panel raised the following points in discussion:

- The 18 months referred to in the experimental scheme did not dictate that the road closure would last 18 months. Instead, the scheme would see the first 6 months used for gathering information on the closure, followed by 12 months to consult and formulate a future plan. By the end of the 18 months a final decision would need to be made; however, it could be made sooner.
- Members asked if the closure could be terminated after 3 months. SBC was not looking to assess the closure itself, but rather the wider impact on traffic across neighbouring areas. This would take time to become clear as road users adapted to the closure. Ultimately, SBC did not have a range of options; the bridge would either remain open or close. Discussions with partners had been ongoing and mitigation had been assessed, and the public had been asked to identify areas subject to traffic pressure since the closure.
- 2017 may see Western Rail submitting an application for works. As a result, in the long term closure may prove to be inevitable, regardless of residents' views.
- SBC was committed to engagement with residents throughout the process. As a result, traffic surveys had been designed to be open ended to allow for full information to be gathered on the wider impact on traffic.
- Other closures had a duration of 3 months. Officers agreed that we could review the closure similar to other closures.
- Royal Assent for the HS2 rail link was due to be given by the end of 2016. Subsequent to this, a contractor for the related work could well be appointed in the spring of 2017. This would involve the commencement of work on the Heathrow Express depot, and this site should be operational before the end of 2019. Network Rail was likely to submit an application in 2017, with a decision possible in early 2018. Once this was approved, work could commence in 2019 – 2020; at this stage, the road was likely to be closed permanently.

- A replacement road under the bridge would involve a significant amount of expenditure. The figure of £20 million was just to cover the road work for HS2 and the movement of their equipment. Given the fact that Western Rail was also undertaking excavation work, any such replacement road would have to start beyond the canal in the area. As a result, it was impossible to give a precise estimate on the cost but it was likely to prove extremely expensive.
- Members raised concerns over the size of the area affected by the closure. SBC had made it clear in the consultation document that it wanted residents to share their experience of the closure, and was simultaneously collecting data and using Western Rail's information to analyse the impact. The recent re-opening of schools after the summer holidays was also now a factor.
- SBC was committed to clarity and transparency. However, given the nature of this initiative, negotiations with third parties which were not disclosable were involved. At present, a number of partners were contributing to the compilation of a mitigation package. The area under discussion included the Colnbrook bypass and the Langley High Street. However, not all areas may be possible to cover in the final package, hence the need to prioritise work based on the analysis currently being undertaken. Members would also be involved in the selection of these priorities.
- Members also raised concerns over the other impacts which could be felt by Langley residents. Given that gravel extraction would be required during the future construction work, questions were raised as to whether this would also be routed through Langley, and whether cost considerations would see the area seen as the cheapest option for any infrastructure work. There were concerns that road safety was being compromised as drivers became aggressive to exit side streets.
- Western Rail would receive funding from the Department for Transport, meaning that there was likely to be £600 – 700 million of public money to help deliver the scheme. As a result, SBC would need to react as soon as possible, plan and negotiate the best package; if it left planning later, its position with Western Rail would be weaker. Given that this was a national project, it could also become less of a priority in planning if SBC did not clarify its position in the near future.
- Members also raised concerns as to whether Local Neighbourhood Action Groups had been made aware of this meeting, and whether the scheme had an impact on local residents' health, the local economy, safety or the image of Slough.
- Members also raised concerns over the possibility of mitigation schemes, given the limited potential for road widening in Langley. The closure would end a route used for 50 years and impact on road users across the area. In response, SBC and South Bucks District Council had explored options on a new bridge and also involved HS2 and Network Rail. A location had been identified and the work assessed to be possible; however, it was also extremely expensive. Given the future work, it would require 5 metres of clearance for the embankment, another 3 for the trains and an additional 2 metres for electrification equipment. Land in the area would also require



sterilisation, and neighbouring local authorities withdrew support when the size of work needed became clear.

- Members also raised concerns regarding the use of the bridge by a local farmer whilst it remained closed to emergency services. Regarding this matter, the farmer had not been notified of the closure by the neighbouring local authorities. The issue was raised with SBC when the farmer's need to harvest his land was brought to officers' attention; the possibility of using alternative machinery was discussed but the timescales involved did not allow for this. Access for the farmer has been granted to enable the harvesting of the fields; this means that a second visit will be granted. The arrangement was strictly one-off in exceptional circumstances; however, members did raise the potential image this could portray to local residents.
- SBC officers requested that local residents contact them to help shape the mitigation. At the time of the meeting, SBC had received over 100 responses although this figure did not include social media. There would also be a series of public meetings throughout the autumn of 2016, and sessions with the Stakeholders Working Group and ward members. Issues caused by the closure would be clear before discussions with Network Rail took place.
- Members could scrutinise the proposed mitigation package once it was compiled; officers had delegated authority with regards to completing the arrangement.
- Members raised concerns over communications regarding the closure; were they given sufficient notice or only informed 48 hours beforehand, and were they made aware prior to this that closure was likely at some stage?
- A local resident had noted blocked traffic from Junction 5 of the M4 to Langley High Street on 7<sup>th</sup> September 2016, and Harrow Market to St Bernard's School on 8<sup>th</sup> September. In addition, the area from the Red Lion to Harrow Market was blocked. Local residents were concerned that this did not need to continue for the whole period; would SBC have gathered enough information by the end of 3 months?
- Information gathered by local residents before the closure also suggested that there would now be an extra 1,000 vehicles using other roads in Langley between 7am and 8.30am. This additional pressure on a system already prone to traffic problems was causing major hold ups, with many in the area feeling that the impact on their lives was not acceptable. Equally, a letter had been sent to SBC on 3<sup>rd</sup> August 2016 but no response had yet been received.

**Resolved:** The Panel recommend that Cabinet review the experimental scheme within the first 3 months and assess whether Slough Borough Council will have compiled sufficient information by this date to make an informed decision on the matter.

**16. Neighbourhood Services Garage Licence Review**

The Panel raised the following points in discussion:

- 960 letters regarding parking bays had been sent; of these, 601 had been returned and 297 approved.
- The Panel wished to conduct an inquiry into a fraud audit; this would be taken later in the Municipal Year.

**Resolved:**

1. That the Panel take an item on garages on 3<sup>rd</sup> November 2016, to scrutinise a model licence and discuss which party is liable for the upkeep of garages.
2. That the Panel scrutinise a Fraud Audit on 4<sup>th</sup> April 2017.

**17. Forward Work Programme**

In addition to the points made earlier regarding the Panel's work programme, the following decisions were made:

**Resolved:**

1. That the item on Service Charges be taken on 17<sup>th</sup> January 2017.
2. That the Scrutiny Officer arrange a date for the item on RMI with officers.
3. That the item on the HRA Business Plan be taken on 3<sup>rd</sup> November 2016.
4. That the Overview and Scrutiny Committee would decide how to allocate scrutiny of the Local Plan on 17<sup>th</sup> November 2016.

**18. Attendance Record**

**Resolved:** that the attendance record be noted.

**19. Date of Next Meeting - 3rd November 2016**

Chair

(Note: The Meeting opened at 7.01 pm and closed at 9.24 pm)

## Matters Arising – Neighbourhoods and Community Services Scrutiny Panel, 8<sup>th</sup> September 2016

Minute:	Action:	For:	Report Back To: Date:
12	That for subsequent meetings of the Panel, an actions arising sheet be added to the agenda.	Scrutiny Officer	NCS Scrutiny Panel All future meetings
12	That the proposed membership from the Residents' Board be amended to include 3 tenants and 1 leaseholder.	Housing	NCS Scrutiny Panel 3 <sup>rd</sup> November 2016
13	Software and equipment would be upgraded in September 2016, which was expected to have a swift impact on detection rates; this would be evaluated in the autumn of 2016. Target: 80% detection rate.	Transport / First Bus / JMW	NCS Scrutiny Panel 3 <sup>rd</sup> November 2016
13	<b>Resolved:</b> that the Panel receive an update on RTPI on 3 <sup>rd</sup> November 2016, to include actions taken by the supplier, possible protection for SBC in any future retendering and information on the visit to evaluate the system used in Hampshire.	Transport / First Bus / JMW	NCS Scrutiny Panel 3 <sup>rd</sup> November 2016
14	<b>Resolved:</b> that the formal risk assessment regarding the turn out of Haymill Road onto Lower Britwell Road be shared with the Panel.	Transport	NCS Scrutiny Panel 3 <sup>rd</sup> November 2016
15	Not all areas may be possible to cover in the final package, hence the need to prioritise work based on the analysis currently being undertaken. Members would also be involved in the selection of these priorities.	Transport	Councillors During final stage of process (i.e. Spring 2017 onwards)

15	<b>Resolved:</b> The Panel recommend that Cabinet review the experimental scheme within the first 3 months and assess whether Slough Borough Council will have compiled sufficient information by this date to make an informed decision on the matter.	Cabinet 19 <sup>th</sup> September 2016	NCS Scrutiny Panel 3 <sup>rd</sup> November 2016
16	<b>Resolved:</b> That the Panel take an item on garages on 3 <sup>rd</sup> November 2016, to scrutinise a model licence and discuss which party is liable for the upkeep of garages.	Neighbourhoods	NCS Scrutiny Panel 3 <sup>rd</sup> November 2016
16	<b>Resolved:</b> That the Panel scrutinise a Fraud Audit on 4 <sup>th</sup> April 2017.	Neighbourhoods	NCS Scrutiny Panel 4 <sup>th</sup> April 2017

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Neighbourhood and Community Services Scrutiny Committee

**DATE:** 3<sup>rd</sup> November 2016

**CONTACT OFFICER:** Eric Stevens, Assistant Transport Planner  
Regeneration, Housing and Resources

**(For all enquiries)** (01753) 875662

**WARD(S):** All

**PART I**  
**FOR COMMENT & CONSIDERATION**

**SLOUGH REAL TIME PASSENGER INFORMATION (RTPI)**

**1 Purpose of Report**

The purpose of this report is to examine information on the effectiveness of the Real Time Passenger Information (RTPI) system in Slough and to seek ways to improve it.

This report is designed to provide the Committee with information relating to the following issues:

- To examine the low detection rate of local buses on the RTPI system, and what can be done to improve upon this current level,
- To enquire what improvements have been made to the RTPI detection rates since the September 2016 Overview and Scrutiny Committee,

**2 Recommendation**

That the Committee note the progress made since September 2016 by increasing the detection rates from an average of 50% to 72%.

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

Priority – Regeneration and Environment

The RTPI roll-out across the borough is an integral element for improving the local economy and environment by making bus travel a more attractive mode of transport. By encouraging commuters in Slough to travel by bus instead of car, it will lead to a healthier and more accessible Slough through reduced congestion and carbon emissions.

**4 Other Implications**

(a) Financial

There are no financial implications arising from this report.

(b) Risk Management

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
None	None	There are no risks, threats or opportunities arising from the report.

(c) Human Rights Act and Other Legal Implications

There are no legal or Human Rights Act implications relating to the content of this report.

(d) Equalities Impact Assessment

There is no identified need for the completion of EIA relating to this report.

5 **Supporting Information**

5.1 Why is there a low detection level for buses using the system, and what steps can be taken to raise detection?

Slough's RTPI software and hardware were conflicting and not communicating as intended therefore having a direct impact on the overall detection rates. This was primarily due to the use of obsolete equipment and software programming. Changes to the First Bus fleet also had an impact on the number of buses detected and subsequently reflected in the bus network detection rates.

The Slough bus depot received new vehicles two weeks after the September 2016 Overview and Scrutiny Meeting. This required the installation of three new RTPI bus kits to enable bus detection in Slough and for the RTPI displays to show accurate information.

5.2 What has been done since the September 2016 Overview and Scrutiny Committee?

Fleet changes have been dealt with as they have arisen through internal council management systems. There have been noticeable improvements to detection rates since September 2016 as a result of software changes to Slough's RTPI.

The conflict between hardware and software has since been managed and since resolved this issue. An immediate improvement was noticeable but did not meet the target 80% detection rate average agreed by JMW.

6 **Conclusion**

That the Committee note the report.

7 **Background Papers**

None.

8 **Appendices**

'A' - Detection Rate Data, 27<sup>th</sup> September – 24<sup>th</sup> October 2016

Week 27 - Journey Summary Report - Detected/Missed

Route No.	Status	Max journeys	Tue %	Wed %	Thu %	Fri %	Sat %	Sun %	Mon %	Weeks Average %
			27/09/16	28/09/16	29/09/16	30/09/16	01/10/16	02/10/16	03/10/16	
1	Detected:	126	71	88	68	60	79	69	89	75
10	Detected:	32	31	100	100	53	97	95	53	76
11	Detected:	4	0	100	100	50			50	60
12	Detected:	56	71	57	66	86	98		95	79
13	Detected:	42	93	98	95	57			71	83
14	Detected:	96	76	98	61	84	92	100	64	82
2	Detected:	72	53	78	96	93	74	90	92	82
3	Detected:	80	56	63	65	80	67	68	68	67
4	Detected:	64	73	100	100	63	60	82	100	83
5	Detected:	27	59	96	100	67	64	100	89	82
6	Detected:	110	42	90	65	60	80	61	33	62
7	Detected:	186	60	66	75	66	76	69	68	69
8	Detected:	60	65	62	85	53	82	66	65	68
N7	Detected:	22	5	18	96	41	36	23	36	36
X74	Detected:	55	93	96	76	41	96	100	69	82

Total									
Vehicle									
Journeys	1032	1032	1032	1032	1032	854	433	1032	6447
Detected		645	825	794	707	662	321	731	4685
Missed		387	207	238	325	192	112	301	1762
Detection Rate (%)		63	80	77	69	78	74	71	73%

Week 28 - Journey Summary Report - Detected/Missed

Route No.	Status	Max journeys	Tue %	Wed %	Thu %	Fri %	Sat %	Sun %	Mon %	Weeks Average %
			04/10/16	05/10/16	06/10/16	07/10/16	08/10/16	09/10/16	10/10/16	
1	Detected:	126	79	85	82	71	69	25	74	69
10	Detected:	32	78	63	34	47	100	67	47	62
11	Detected:	4	50	50	50	50			50	50
12	Detected:	56	80	82	48	66	74		64	69
13	Detected:	42	88	71	79	93			81	82
14	Detected:	96	98	95	84	92	81	73	100	89
2	Detected:	72	97	60	63	64	96	68	90	77
3	Detected:	80	68	83	70	74	67	48	58	67
4	Detected:	64	81	92	88	69	98	53	67	78
5	Detected:	27	56	67	74	33	36	89	70	61
6	Detected:	110	55	62	89	88	79	29	70	67
7	Detected:	186	49	58	74	69	78	69	70	67
8	Detected:	60	80	68	67	75	62	63	55	67
N7	Detected:	22	41	36	50	32	23	23	18	32
X74	Detected:	55	64	78	60	65	100	100	96	80

Total									
Vehicle									
Journeys	1032	1032	1032	1032	1032	854	433	1302	6717
Detected		738	750	763	742	653	246	1017	4909
Missed		294	282	269	290	201	187	285	1808
Detection Rate (%)		72	73	74	72	76	57	78	73%



Week 29 - Journey Summary Report - Detected/Missed

Route No.	Status	Max journeys	Tue %	Wed %	Thu %	Fri %	Sat %	Sun %	Mon %	Weeks Average %
			11/10/16	12/10/16	13/10/16	14/10/16	15/10/16	16/10/16	17/10/16	
1	Detected:	126	71	86	81	85	91	90	56	80
10	Detected:	32	69	97	66	47	42	14	50	55
11	Detected:	4	50	100	100	0			50	60
12	Detected:	56	75	79	66	59	74		55	68
13	Detected:	42	81	83	86	100			88	88
14	Detected:	96	97	45	88	19	77	93	99	74
2	Detected:	72	75	76	69	56	93	90	75	76
3	Detected:	80	36	36	68	40	61	68	68	54
4	Detected:	64	95	3	69	94	35	65	84	64
5	Detected:	27	67	33	67	100	100	0	30	57
6	Detected:	110	35	88	24	89	71	35	83	61
7	Detected:	186	52	80	52	49	57	81	68	63
8	Detected:	60	70	53	73	68	87	84	62	71
N7	Detected:	22	27	18	36	32	41	36	27	31
X74	Detected:	55	85	71	62	91	65	100	58	76

Total									
Vehicle									
Journeys	1032	1032	1032	1032	1032	854	433	1032	6447
Detected		676	680	659	661	594	333	713	4316
Missed		356	352	373	371	260	100	319	2131
Detection Rate (%)		66	66	64	64	70	77	69	67%

Week 30 - Journey Summary Report - Detected/Missed

Route No.	Status	Max journeys	Tue %	Wed %	Thu %	Fri %	Sat %	Sun %	Mon %	Weeks Average %
			18/10/16	19/10/16	20/10/16	21/10/16	22/10/16	23/10/16	24/10/16	
1	Detected:	126	64	90	59	92	70	31	66	67
10	Detected:	32	25	50	100	100	42	81	88	69
11	Detected:	4	25	50	100	100			50	65
12	Detected:	56	88	61	71	96	65		50	72
13	Detected:	42	33	69	100	86			98	77
14	Detected:	96	58	59	88	97	67	33	85	70
2	Detected:	72	74	65	89	96	79	40	100	78
3	Detected:	80	53	56	46	60	41	60	74	56
4	Detected:	64	64	55	59	34	87	74	52	61
5	Detected:	27	85	93	96	96	72	100	30	82
6	Detected:	110	90	63	19	27	64	47	84	56
7	Detected:	186	74	67	71	68	78	81	64	72
8	Detected:	60	82	97	85	77	68	31	57	71
N7	Detected:	22	27	41	23	55	36	36	36	36
X74	Detected:	55	51	60	76	78	83	100	67	74

Total									
Vehicle									
Journeys	1032	1032	1032	1032	1032	858	435	1036	6457
Detected		688	697	692	757	587	254	729	4404
Missed		344	335	340	275	271	181	307	2053
Detection Rate (%)		67	68	67	73	68	58	70	68%

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Neighbourhood and Community Services Scrutiny Panel

**DATE:** 3<sup>rd</sup> November 2016

**CONTACT OFFICER:** Liz Jones – Neighbourhood Manager (South)

**(For all Enquiries)** (01753) 875703

**PART I**

**FOR COMMENT & CONSIDERATION**

**NEIGHBOURHOOD SERVICES GARAGE LICENCES & REPAIR OF GARAGES**

1. **Purpose of Report**

This report informs the Panel about the new licence being issued to customers who rent garages from the Council. The report highlights the rights and responsibilities of the Council in relation to repair, refurbishment or redevelopment of garages.

2. **Recommendations**

- a) That the Panel endorses the renewed licence.
- b) That the Panel endorses the repair responsibilities of the Council in relation to garages.
- c) That the Panel requests Cabinet to support the development and rolling out of community based parking schemes for parking areas on Housing land.

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

3a. **Slough Joint Wellbeing Strategy Priorities**

The adopted Garage Strategy includes an overview of how the licence arrangements for letting garages will be refreshed. In general the strategy requires the council to provide a popular and well-managed community facility.

The strategy therefore contributes towards the Slough Joint Wellbeing Strategy priorities in the following areas:

- Safer communities – by implementing inspection and management processes that inspects garage sites on a regular basis and delivers prompt responses to incidents of anti-social, fly-tipping and other behaviours affecting residents' perception of safety and security. This includes reviewing details of people who rent garages from us and ensuring that we have robust licence agreements in place.

3b. **Five Year Plan Outcomes**

- Slough will be one of the safest places in the Thames Valley by the reduction of anti-social behaviour and enviro-crime and improving the perception of retained garage sites and decommissioning sites with no long-term viability. The licence review will allow us to identify garages that may have been sub-let and being used without our permission.
- The Council's income and the value of its assets will be maximised by the decommissioning of loss-making assets, returning sites into more productive community use and ensuring correct charges are made for the rental of garages.

4. **Other Implications**

(a) **Financial**

There are no financial implications of proposed action. The licence review does not include increasing rental charges, however, if the review identifies that a customer has been charged an incorrect VAT amount this will be rectified.

(b) **Risk Management**

<b>Recommendation</b>	<b>Risk</b>	<b>Mitigations</b>
Review and update licence agreements for garage rental.	Not carrying out this action creates a risk that we do not have a clear, robust and common legal agreement with all customers who use these facilities.	To terminate and reissue all parking facility licence agreements to harmonise various agreement types and ensure they are all covered by the same terms and conditions. The new licences will be issued by April 2017.
	Not carrying out the review creates a risk that customers continue to be charged the incorrect rate of VAT.	To audit usage of garages will allow us to identify garages being used illegally and we can then take appropriate action to reduce any associated crime and disorder.
	Not carrying out the review creates a risk that we do not identify garages that are being used illegally.	The audit will be complete by February 2017.

(c) **Human Rights Act and Other Legal Implications**

None.

(d) Equalities Impact Assessment

There are no changes to customer-facing aspects of the garage management service so new Equalities Impact Assessments are not required.

5. **Supporting Information**

Garage licences

- 5.1 In September 2015 Neighbourhood and Community Services Scrutiny Panel endorsed the Council's new Garage Strategy. A further information report was presented to the Panel in September 2016 that described in more detail the process for terminating current licence agreements and reissuing new licences (as per Section 2 of the Garage Strategy).
- 5.2 At the September 2016 meeting the Panel resolved to scrutinise a model license and discuss which party is liable for the upkeep (management, maintenance and repair) of the garages.
- 5.3 The new licence agreement is included at Appendix A of this report. This licence has been prepared with advice from the Council's Legal Services. The new licence does not commit the council to keep garages at a standard level of repair.
- 5.4 Section 5 of the new licence deals with repairs of the garage. Although the licence does not explicitly state what repairs the council will carry out, Section 5.1 requires that licensee reports all repair issues to the council. Neighbourhood Services are committed to ensuring that garages are in a safe condition.

Garage repairs and refurbishment

- 5.5 Because there is so much variety in condition across the stock each site has been inspected by Neighbourhood Services and costs of repair, refurbishment or redevelopment of the whole garage compound are being sought from our technical advisors (Property Services). Our value for money evaluation will include costs to repair/refurbish garages plus work to ensure the wider compound satisfies secure by design standards (for example, gating entrances and upgrading lighting) to reduce anti-social behaviour around the compounds – including fly tipping and groups congregating. Some sites (green on our “Red Amber Green” assessment) will be redeveloped as housing so carrying out short-term repairs may not represent good value for money to the Housing Revenue Account (HRA). In assessing the cost effectiveness of carrying repairs or refurbishments we take into account:
  - a. The current occupancy of the garage/garage block
  - b. The income generated from the garage
  - c. The cost of repairing the garage
  - d. The cost of demolition of garages and conversion of site to parking bays
  - e. The likelihood of the site being redeveloped to provide new housing
  - f. Design of garages (i.e. can an average sized modern car be parked and allow driver and passenger to open car doors)
  - g. Level of anti-social behaviour and it's impact on the local community

- 5.6 If the garage site does not have redevelopment potential we may carry out repairs depending on the cost of the repair and whether this offers value for money when considering the income generated and the competing demands on the HRA.
- 5.7 Wherever possible Neighbourhood Services pay for repairs that reduce the risks to health and safety of garage users and/or are repairs to existing locks and doors. For example, in some instances it has been cost effective to patch repair garage roofs, but we generally have not replaced whole garage roof runs. We also consider other costs required to make the garage compound secure and not vulnerable to attracting anti-social behaviour.
- 5.8 If it is not cost effective to use the HRA to repair a garage the licensee is offered the option to terminate their agreement on the damaged garage and rent another garage from us (or rent another facility from another provider). In these instances we will consider offering licensees a short rent free period to help them move their goods from one garage to another.
- 5.9 In all cases Neighbourhood Services are working towards providing well managed parking facilities in garage blocks, car parks or on housing estates.
- 5.10 One of the issues Neighbourhood Services will consider when deciding whether to repair garages is the likelihood of the site being redeveloped to provide new housing. Savills have been appointed by Neighbourhood Services to assess all the garage sites that have been highlighted as possibly having housing development potential ("amber" sites). At the end of this project Neighbourhood Services will be able to add the likelihood of redevelopment into the general site assessment.

#### Community based parking facilities

- 5.11 Neighbourhood Services are aware of the pressure residents face finding parking spaces. Residents have requested that the Service looks at introducing community parking facilities that would be available for the exclusive use of tenants.
- 5.12 Neighbourhood Services are proposing to work in conjunction with Transport and Highways to identify how both services can co-ordinate the provision and management of on-street and off-street parking on council housing land.

#### Costs to HRA of repairing garages

- 5.13 Each standard garage has a rental charge of £10.30 per week, council tenants do not pay any VAT in addition to this charge, but non-council tenants pay 20% VAT. New large garages have a rental charge of £13.81 per week.
- 5.14 If 100% of all the garages available were let this would generate income to HRA of £21,161 per week. However, as of week 29 (week ending 21 October 2016) only 933 are let (42.4% of total available).
- 5.15 On current occupancy levels, HRA is actually receiving approximately £10,183 per week from garage rental.

5.16 Neighbourhood Services take the rental income for each garage block into account when deciding the level of repair or refurbishment to be carried out. The table below outlines the value for money appraisal that would typically be carried out to assist with the decision about refurbishment or repair.

<b>Garage block of 14 standard garages (4 occupied/28% occupied)</b>	
Income generated from block (current occupancy)	<p>£41.20 per week / £2,142 per annum (14 standard garages)</p> <p>£41.43 per week / £2,155 per annum (10 large garages)</p>
Income generated from block (100% occupancy)	<p>£144.20 per week / £7,450 per annum (14 standard garages)</p> <p>£138.10 per week / £7,181 per annum (10 large garages)</p>
<b>Option A:</b> repair doors/locks/roofs/guttering	<p>Cost £18,000</p> <ul style="list-style-type: none"> <li>On the current occupancy levels of 28% it would take just over 8 years for this garage block to generate enough income to recoup the cost of repair.</li> <li>If 100% occupancy it would take 2 ½ years for this garage block to generate enough income to recoup the cost of repair.</li> </ul>
<b>Option B:</b> demolish and replace with 10 large garages (£13.81 rent per week)	<p>Cost £30,000</p> <ul style="list-style-type: none"> <li>On the current occupancy levels of 28% it would take 15 years for this garage block (10 large garages) to generate enough income to recoup the cost of the redevelopment.</li> <li>If 100% occupancy it would take 4 years for this garage block (10 large garages) to generate enough income to recoup the cost of repair.</li> </ul>
<b>Prevent ASB:</b> for both options above to gate (vehicle & pedestrian gates) entrance to garage compound to prevent ASB.	<p>Cost £60,000</p> <ul style="list-style-type: none"> <li>On current occupancy levels of 28% it would take approximately 28 years to generate enough income to recoup the cost of the gating.</li> <li>If 100% occupancy it would take approx. 8 years to generate enough income to recoup the cost of the gating.</li> </ul>

## Garage waiting list

- 5.17 As of week 29 there are 136 people waiting to rent a garage from the council. Langley and Kedermister have the highest waiting list with 63 people waiting. 72 (53%) people on the waiting list are waiting for garages in specific blocks to become available.
- 5.18 Neighbourhood Services are currently auditing the waiting list to ensure we have up to date information about where people want to rent garages and whether they still want to rent a garage from us.

## 6. **Comments of Other Committees**

This report is not required by other committees.

## 7. **Conclusion**

- 7.1 Work has begun with Savills to assess the redevelopment potential of all amber garage sites and provide guidance to Neighbourhood Services about the likely cost of repairing or redeveloping them.
- 7.2 Neighbourhood Services will continue to work with people who rent garages, residents, ward councillors and Highways and Transport to facilitate the creation of well managed community parking facilities for residents and tenants. By the end of 2016/17 at least 2 community parking facilities in each Neighbourhood will have been identified.
- 7.3 Work will continue to identify garages that require repair and assess the value for money of carrying out these repairs. Our contractor has provided outline costs of repair for each garage site. Within the next 3 months Neighbourhood Services will be able to present ward councillors with assessments of each garage block.

## 8. **Background Papers**

Garages Strategy 2015 – 2020

## 9. **Appendices attached**

‘A’ – New garage licence template



# LICENCE AGREEMENT FOR A GARAGE/PARKING FACILITY

## DETAILS OF GARAGE/PARKING FACILITY

Type of Facility	Garage <input type="checkbox"/>	Garage base <input type="checkbox"/>	Car port <input type="checkbox"/>	Parking space <input type="checkbox"/>
------------------	---------------------------------	--------------------------------------	-----------------------------------	--

Location	Number	
	Street	
Location Plan		as shown edged red on the attached plan

## COMMENCEMENT DATE OF AGREEMENT

Agreement Start Date	
	All facilities are charged licence fees weekly running from Monday to Sunday
Term of Licence	Twelve months commencing on and including the Agreement Start Date

## DETAILS OF LICENSEE

Name(s)	(1)	
	(2)	

Home address	
Postcode	

Home number		Mobile number	07424713831
Email address			

## LICENCE FEE DETAILS

	Amount
Weekly Licence Fee:	£
VAT *	£
<b>TOTAL</b>	£

Council agreement	<input type="checkbox"/>
Private agreement	<input type="checkbox"/>

\*VAT is only payable on  
Private agreements

## SIGNATORIES

By signing this agreement you accept the terms and conditions set out overleaf.

Licensee:	
Council official:	
Name:	
Position:	Customer and Business Support Officer

## **CONDITIONS OF LICENCE**

Slough Borough Council ("the Council") and the Licensee agrees that the Facility will be used by the Licensee strictly subject to the following conditions:

### **1. Minimum term of Licence**

- 1.1 The minimum term of this Licence is twelve months from the Agreement Start Date unless otherwise determined in accordance with the provisions of clause 8 of this Licence.

### **2. Restrictions as to use**

- 2.1 The Facility must be used **solely** for the keeping of Private Light Goods class motor vehicles, bicycles, motor cycles which are owned or leased by the Licensee. If the Facility comprises a garage, it may also be used for the storage of domestic or non hazardous goods which are owned or leased by the Licensee.
- 2.2 The Licensee is **not permitted** to use the Facility for the storage of any dangerous, explosive or flammable materials, chemicals, Light or Heavy Goods vehicles, construction machinery, or carry out commercial car repairs within the Facility, or use the Facility to store goods which are owned by a third party unless the same are leased by the Licensee by way of a formal lease or hire agreement
- 2.3 The Licensee is **not permitted** to use the Facility in connection with any business activities.
- 2.4 The Licensee is **not permitted** to park his/her vehicle in front of the Facility, or any other garage, for any purpose other than temporarily loading/unloading goods.
- 2.5 This Licence **is personal** to the Licensee. The Licensee is not permitted to assign this Licence or to underlet or share possession or occupation of any part of the Facility.
- 2.6 **No alterations or additions** may be made to the Facility without the Council's prior written consent.
- 2.7 The Licensee is **not permitted** to reside in the Facility or allow any other person to do so.
- 2.8 The Licensee is **not permitted** to keep any animals in the Facility.

### **3. Payment of Licence Fee**

- 3.1 The Licensee shall pay to the Council the Weekly Licence Fee (plus VAT if applicable) without any deduction or set off for the use of the Facility during the term of this Licence. The Licence Fee must be paid monthly by Direct Debit only. Acceptance of a payment other than by Direct Debit will only be considered if the Licensee provides evidence that he/she does not hold a bank account with the necessary facility to operate direct debit instructions.
- 3.2 The Licensee shall pay the equivalent of 8 (eight) weeks' of the initial Weekly Licence Fee by either cash or debit or credit card before entering into this Licence. The advance payment must have cleared by the Agreement Start Date.

- 3.3 If a Direct Debit payment is returned unpaid by the Licensee's bank a charge of £12.00 (or whatever charge is current at the time of the returned payment) will be added to the account. This amount will be treated the same as outstanding licence fee charges.
- 3.3 If the Licensee cancels the Direct Debit this Licence may be terminated by the Council on one week's Notice by the Council to the Licensee. Charges will be added to the Licensee's account for the cost of disposal of any possessions and lock change as a result. The Council will not be held liable for any loss incurred.
- 3.4 The Weekly Licence Fee is subject to annual review on the first Monday in April each year. The Licensee will be notified in writing of the proposed new Weekly Licence Fee and its commencement date. The Weekly Licence Fee set out on this Licence is the Weekly Licence Fee in force from the start of this Licence until the next review date.
4. **No liability**
- 4.1 All vehicles and/or goods are stored in the Facility entirely at the Licensee's own risk. The Council shall not be liable whatsoever for any injury sustained or for any loss or damage to any vehicles and/or goods during the period of this Licence.
- 4.2 The Licensee should arrange for its own contents insurance for any vehicles or goods stored in the Facility. Insurance cover should include risks such as fire, theft, water damage. The Council does not accept any responsibility for supplying and/or fitting any locking mechanisms required by any insurance company. Any locking mechanisms required by an insurer must not be fitted or installed without the Council's prior written approval and at the Licensee's own cost and risk.
- 4.3 If the Licensee loses its keys to the Facility (if any), the Council will upon reasonable prior written request change the locks and recharge the sum of £100 to the Licensee's account. The Licensee is encouraged to keep a copy spare key to avoid such charges.
5. **Repairs**
- 5.1 The Licensee **is responsible** for notifying the Council in writing of any repairs required to the Facility of which the Licensee becomes aware.
- 5.2 The Licensee is **not permitted** to withhold the Weekly Licence Fee or part thereof for any reason including periods of its own non-use of the Facility.
- 5.3 The Council **will not** reimburse any part of the Weekly Licence Fee should there be any repairs required to the Facility or for any periods of time that the Licensee may not have access to the Facility.
- 5.4 The Council **will not** reimburse any part of the Weekly Licence Fee:-
- 5.4.1 Should loss or damage to your contents or vehicle be caused due to repairs required to the Facility.
- 5.4.2 as a result of fly-tipping or vehicle obstructions which may restrict access to the Facility.
- 5.4.3 for any reason whatsoever.
6. **Access and inspection by the Council**

6.1 The Council **reserves** the right to open and enter any Facility at any time upon 24 hours prior notice being given to the Licensee, or without notice if it suspects that any conditions of this Licence are being breached. Any refusal by the Licensee to allow inspection of the Facility to take place will result in the immediate termination of this Licence without notice.

6.2 The Council **will not** be liable for any loss or damage incurred as a result of the Council's re-entry. The Council will not be responsible for any temporary restrictions of access to the Facility and its contents.

7. **Transfer to surviving Licensee**

Upon **the death** of a Licensee this Licence shall automatically vest in the surviving Licensee(s) named above (if any).

8. **Terminating this Licence**

8.1 If **either the** Council or the Licensee wishes to terminate this Licence it must give one week's written notice to the other of such intention.

Notices to the Licensee will be sent to the address provided above or by email if an email address has been provided. Notices to the Council will be sent to Council's Neighbourhoods business support team (Landmark Place) , St Martin's Place, 51 Bath Road, Slough SL1 3UF or by email to: [garages@slough.gov.uk](mailto:garages@slough.gov.uk).

A standard licence termination form with guidance notes may be used and is available from the Council free of charge upon request. If there is more than one person stated as Licensee above a termination notice by any one of them will be accepted as being provided by all Licensees.

8.2 The **Council may** terminate this Licence:-

8.2.1 at any time upon one week's notice

8.2.2 Immediately with no notice should access to the Facility be refused in accordance with clause 6.2 above

8.2.3 Upon one week's notice in the event that the Licensee cancels its Direct Debit in accordance with clause 3.3

8.2.4 Immediately with no notice upon the death of the Licensee unless there is more than one person named as Licensee in which case the Licence vests in the remaining Licensee(s)

And for the avoidance of doubt no part of the Weekly Licence Fee shall be reimbursed to the Licensee

8.3 The Weekly Licence Fee **will continue** be charged until such time that all property, vehicles, goods, possessions and any additional security devices have been removed, keys returned, and the Facility is returned to the Council with vacant possession.

8.4 **If following** the termination of this Licence any property or goods of the Licensee remain in the Facility and the Licensee fails to remove the same within fourteen days after being requested in writing by the Council so to do the Council may as the agent of the Licensee (and the Council is hereby appointed by the Licensee to act as such) sell such property and will then hold the proceeds of sale (after deducting the costs and expenses of removal storage and sale reasonably and properly incurred by it) to the order of the Licensee PROVIDED THAT the Licensee will indemnify the Council against any liability incurred by the

Council to any third party whose property has been sold by the Council in the bona fide mistaken belief (which will be presumed unless the contrary is proved) that such property belonged to the Licensee and was liable to be dealt with as such under this clause 8.4

- 8.5 **In addition** if the Licensee fails to comply with this to clause 8.4 above, the Council will change the locks at the Facility and recharge the sum of £100, which will be applied to the Licensee's account. The Licensee will also be recharged for any repair, cleaning or clearance works required to return the Facility to a lettable condition if necessary.

9. **General**

- 9.1 The Licensee uses the Facility as a licensee only and no relationship of landlord and tenant is created between the Council and the Licensee by this Licence.
- 9.2 A person who is not party to this Licence shall not have any rights by virtue of the Contracts (Rights of Third Parties) Act 1999 to enforce any term of this Licence.
- 9.3 If there is more than one person included in the expression "Licensee" the covenants by them will be joint and several.
- 9.4 Where any act is prohibited the Licensee will not allow or suffer such act to be done.
- 9.5 The Licensee must inform the Council promptly following in respect of any change of address.

Confirmation of receipt of Terms and Conditions pages

Facility:	
-----------	--

Signed:	
---------	--

This page is intentionally left blank

:

## **SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Neighbourhood and Community Services Scrutiny Panel

**DATE:** 3<sup>rd</sup> November 2016

**CONTACT OFFICER:** Mike England, Interim Strategic Director, Regeneration,  
Housing, and Resources  
**(For all enquiries)** (01753) 875300

**WARD(S):** All

### **PART I** **FOR COMMENT AND CONSIDERATION**

#### **HOUSING REVENUE ACCOUNT BUSINESS PLAN 2016-2046**

##### **1 Purpose of Report**

Council housing in the Borough is managed through a separate financial account – the Housing Revenue Account (HRA). This report presents the draft HRA Business Plan. It is a requirement for local authority landlords to publish a HRA Business Plan setting out its financial commitments and spend priorities for the following 30 years. It is proposed that this draft, if approved by Cabinet, be issued for consultation with residents before being finalised.

##### **2 Recommendations**

The Panel is requested to consider the following matters;

- a) The draft Housing Revenue Account Business Plan and its suitability for consideration by the Residents Board and other residents groups.
- b) The development programme set out on Section 8 of the Business Plan.
- c) The policy on rents to be charged on new build homes as set out in Paragraphs 8.11 and 8.12 of the Business Plan.

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

Good quality homes are integral to the wellbeing of everyone. The provision of low cost, affordable social (Council) housing therefore plays a fundamental role in supporting the delivery of Slough's Joint Wellbeing Strategy. The forthcoming Housing Strategy will set out how the Council sees its role in improving housing conditions and opportunities in the borough, including in social housing.

Housing and Neighbourhood Services have a wide range of skills, knowledge and legal powers available to officers to take action to address anti-social behaviour and work in partnership with Thames Valley Police to tackle crime and domestic abuse. The Tenancy Sustainment Team work closely with council colleagues to support vulnerable residents, offering a free handyperson service aimed at carryout DIY work to prevent falls and other risks of injury within residents' homes. The service takes a

holistic approach to responding to the needs of the borough's neighbourhoods and the communities that live in them. Access and customer care are key principles underpinning the Regulatory Framework which applies to the Council's landlord services, requiring Neighbourhood Services to ensure that services are open and accessible to all.

3a. **Slough Joint Wellbeing Strategy Priorities**

The HRA Business Plan links to the following Slough Joint Wellbeing Strategy priorities:

- Health – the links between decent housing and health are well documented.
- Regeneration and Environment – the HRA Business Plan sets out how the service will contribute to regenerating and investing in improvements to the built environment.
- Housing – The repair, maintenance and investment in the Council's housing assets is funded directly by the HRA.
- Safer Communities – The HRA funds the Council's anti-social behaviour service to manage problems that is caused or suffered by the Council's tenants or leaseholders

**Cross-Cutting themes:**

The Council's approach to managing its housing assets is based on encouraging and supporting its tenants and leaseholders to be accountable and responsible for their actions and take civic responsibility for their homes, their neighbourhoods and the communities they live in. Residents are supported and encouraged to maintain their neighbourhood and their home which, in turn, contributes towards improving the image of the town.

3b **Five Year Plan Outcomes**

The HRA Business Plan will help to deliver the following Five Year Plan outcomes:

- There will more homes in the borough, with quality improving across all tenures to support our ambition for Slough
- Slough will be one of the safest places in the Thames Valley
- More people will take responsibility and manage their own health, care and support needs
- Children and young people in Slough will be healthy, resilient and have positive life chances
- The Council's income and the value of its assets will be maximised

4 **Other Implications**

a) **Financial**

At the core of the HRA Business Plan is a series of 30 year financial projections. The key financial issues are therefore dealt with in the Business Plan itself.

b) **Risk Management**

Risk management issues are set out in Section 11 of the Business Plan.



c) Human Rights Act and Other Legal Implications

There are no Human Rights Act implications relating to this Business Plan. There may be legal implications as the details of emerging Government policy are made clear. For this reason the Business Plan will be reviewed in March 2017 to fully understand any legal implications.

d) Equalities Impact Assessment

Equality Impact Assessments are routinely carried out as part of operational service delivery and reviews. There are no equality related issues in relation to the Housing Revenue Account Business Plan.

e) Property

The HRA Business Plan supports the Council's ambition to maintain and invest in its current housing assets whilst continuing to deliver a development programme to build new, affordable homes in Slough. Detailed descriptions of the implications on property are included in the body of the Plan.

f) Carbon Emissions and Energy Costs

The re-commissioning of the repairs, maintenance and investment contract will provide opportunities to reduce carbon emissions in Council owned homes.

## 5 Supporting Information

### Background to the HRA Business Plan

- 5.1 Slough Borough Council owns and manages over 7,100 rented and leasehold homes. This is the Council's most valuable physical asset. A wide and diverse range of residents are accommodated in council homes across a range of income groups. However, they are a particularly important resource for households on low or modest incomes who cannot afford to house themselves in homes available on the private market. Its significance is increasing as house prices and private sector rents escalate. Demand for council homes is high and far outstrips supply. Council housing is also vital for the economic future of Slough in that it provides affordable accommodation for people who work in the borough.
- 5.2 The Council's ambition is to retain ownership of its good quality housing stock, regenerate areas where this is necessary, build new homes and offer homes to residents at affordable rents. The Your Homes, Our Homes Project will see the re-commissioning of repairs, maintenance and investment services which will offer opportunities to invest in Slough's neighbourhoods and communities further and to provide truly customer focussed services to residents. It will also provide the opportunity to build a local, in-house capacity to undertake maintenance work. The Council remains committed to realising its vision of ensuring that neighbourhoods provide a safe and healthy environment for all residents and visitors.

- 5.3 The management and maintenance of council homes is funded through the Housing Revenue Account (HRA.) It is a requirement for local authority landlords to publish a HRA Business Plan setting out its financial commitments and spend priorities for the following 30 years. Slough's draft HRA Business Plan 2016- 2046 can be found at the Appendix to this report.

#### Key Points from the Business Plan

- 5.4 In the short term the HRA is strong and this will allow the Council to continue to invest £100 million over the next 7 years to repair, maintain and invest in its current stock, whilst realising its ambition to invest £40 million in developing new, affordable, homes over the next 4 years. However, there are significant uncertainties and threats in the near future, including:
- The long term impact on income of the Government taking control of rent setting. Council rents will fall by 1% in each of the 4 years from 2016/17 and the Government's intentions beyond this are unknown.
  - The effect of 'Pay to Stay' proposals which will require tenants with a combined household income over £31,000 to pay more.
  - The impact of the forced sale of some 'higher value' Council homes as they become empty to fund the discounts offered to housing association tenants under the Voluntary Right to Buy.
  - The effect on HRA income of welfare reforms and, in particular, the introduction of Universal Credit and further caps on the total amount of benefits that a household can receive.
  - The results of the Stock Condition Survey (due in January 2017) which will reveal precisely how much needs to be invested together with the viability of the Council's housing assets over the next 30 years.
- 5.5 The plan shows that if the impact of these, operating either singly or in combination, is significant, this could threaten existing investment plans and lead to the Council being faced with difficult choices on how to prioritise investment.

#### Further Review of the Business Plan and Proposal for an Option Appraisal

- 5.6 Taken together, these developments mark the endpoint of the agreement that the Council believed it had made with the Government when the HRA "Self-Financing" arrangements were put in place in 2012. This Business Plan has therefore been produced at a time of unprecedented uncertainty for the HRA. It is anticipated that the impact of the various Government changes described above will be known by early 2017. The results of the Council's stock condition survey will be available in January 2017. It is therefore proposed that a major review of the Business Plan takes place in March 2017.
- 5.7 In addition to this, it is proposed that now is the time for the Council, in open and transparent partnership with residents, to undertake a comprehensive Options Appraisal to look at the future of the housing stock over the next 15 to 20 years. This Options Appraisal would commence immediately, would be informed by the revised Business Plan in March 2017 and would be completed by December 2017.

## Development Programme

- 5.8 Section 8 of the Business Plan brings together the indicative HRA programme for the building of new council homes. Cabinet is asked to confirm and approve the programme.

## Rents for New Build Homes

- 5.9 Paragraphs 8.11 and 8.12 of the Business Plan set out a proposal for charging rents on newly-built homes that are higher than existing council rents. They also set out the rationale for doing so, which relates primarily to the impact on the Business Plan of changes and policies introduced recently by the Government. It is proposed that this be reviewed alongside the review of the HRA Business Plan in March 2017. Cabinet is requested to approve this proposal.

## **6 Comments of Other Committees**

This report was considered by Cabinet on 17 October 2016 and may be subject to call-in.

## **7 Conclusion**

- 7.1 In the medium and longer term the Council may need to make some tough decisions about priorities for investment and how to mitigate risks to the HRA. Careful management of the HRA up to this point means that the Council is in a position to manage this change successfully and to ensure the Council's housing finances are sustainable in the long-term. The challenge will be to establish whether it can do this without losing its ambition both to maintain existing homes to a high standard and to build new affordable homes for the residents of Slough.
- 7.2 Emerging Government policy, legislative changes, a crucial upgrading in the Council's data around the condition of its housing stock and the potentially transformational impact of a new repairs, maintenance and investment contract, will all take their course during the year following the publication of this Plan. For this reason this Plan should be seen as providing a baseline against which a further review of the Business Plan will be completed in March 2017.
- 7.3 In addition to this, it is proposed that the Council, in partnership with residents, undertake a comprehensive Asset Management Review/Options Appraisal looking at the future of its housing stock and at how the Council can best achieve its ambition to provide more and better homes for the benefit of the people of Slough. It is further recommended that the draft Business Plan be issued for consultation to the Residents Board and other residents' groups.

## **8 Appendices Attached**

'A' - Housing Revenue Account Business Plan 2016-2046

## **9 Background Papers**

Budget papers to Full Council – 25 February 2016

This page is intentionally left blank

# **Slough Borough Council Housing Revenue Account Business Plan 2016-2046**



# **Housing Revenue Account Business Plan 2016-2046**

<b>Index</b>	<b>Page No</b>
1. Executive Summary	3
2. Introduction	5
3. Governance and Resident Involvement	6
4. Neighbourhood and Housing Stock Profile	7
5. External Operating Environment	8
6. Landlord Services	9
7. Repair, Maintenance and Investment Priorities	11
8. Development and Regeneration Programme	12
9. Financial Modelling and Projections	17
10. Looking Forward	21
11. Risk Management	23
Appendix 1. Action Plan	
Appendix 2: Budget	

# 1. Executive Summary

Slough Borough Council owns and manages over 7,100 rented and leasehold homes funded within a separate financial account – the Housing Revenue Account ('the HRA'). Its ambition is to retain ownership of its good quality housing stock, regenerate areas where this is necessary, build new homes and offer homes to residents at affordable, but realistic, rents.

In the short term the HRA remains financially strong and will allow the council to continue to invest £100 million over the next 7 years to repair, maintain and invest in its current stock, whilst investing £40 million in directly developing new, affordable, homes over the next 4 years.

This follows the regeneration of Britwell, which saw the Council investing significantly in improving the infrastructure and safety of the area as well as delivering a new community hub and 258 new homes.

The Your Homes, Our Homes Project will see the re-commissioning of repairs, maintenance and investment services which will offer opportunities to invest in Slough's neighbourhoods and communities further and to provide truly customer focussed services to residents. It will also provide the opportunity to build a local, in-house capacity to undertake maintenance work. The Council remains committed to realising its vision of ensuring that neighbourhoods provide a safe and healthy environment for all residents and visitors.

The Council's priorities for service delivery will be to:

- Design and commission an innovative repairs, maintenance and investment service;
- Engage and empower residents to influence decisions that affect them, their home or their neighbourhood;
- Deliver efficiencies to maximise income and commercial opportunities to generate additional income to invest in the Council's housing stock and contribute to the development of new, affordable, homes;
- Achieve value for money through the rigorous management of contractors and other agencies;
- Take prompt, effective action to tackle anti-social behaviour and enviro-crime to ensure that all neighbourhoods provide a safe and healthy environment for all residents and visitors

## Case Study: 'Milestone'

'Milestone' is the first resident-led development project to be delivered by Slough Urban Renewal, which is a 50:50 joint venture company that is owned by the Council and Morgan Sindall Investment Ltd.

The development, which started on site in Spring 2015, is located between Ledgers Road and Montem Lane. It includes a mix of private properties and 23 affordable homes for rent (a mix of apartments and houses) which will be acquired by the Council upon completion.

With a high quality internal and external specification and impressive landscaping, Milestone is the first of a pipeline of projects to be delivered on the Council's behalf by Slough Urban Renewal that will increase the supply of modern, energy efficient and affordable homes for rent.

- Deliver a focussed landlord service that meets the Council's statutory housing duties and complies with current legislation and which is accessible to all of the Council's current and potential tenants and leaseholders
- Review the Tenancy Strategy and the Allocations Policy to reflect the Council's aims and ambitions as well as residents' needs and expectations.

Priorities for investment of HRA resources will be:

- Repairs, maintenance and investment programmes for Council owned homes
- £40 million developing new homes for residents in need of affordable homes.
- Compliance with regulatory and legislative requirements in relation to services delivered
- Shifting the money spent on works to property away from reactive day to day repairs and towards planned and cyclical maintenance and investment works
- Modernising and maximising the use of IT systems to achieve efficiency savings

The Council has taken an ambitious but responsible approach to the management of its housing finances. An important part of this is its approach to borrowing and debt. The Government has set a limit of £177 million on the total amount of debt the council can use for the HRA. None of the current commitments will trigger borrowing up to this level. Our Treasury management is responsible and prudent and focussed on lowering the amount of debt in order to reduce interest payments. The Council is committed to repaying as much of its debt as possible but acknowledges that we are not in a position to pay off debt in its entirety at the present time.

Over the next 4 years the Council is committed to using its reserves to fund the programme to build new homes whilst maintaining at least £1 million in reserves to protect the HRA from unexpected fluctuations in income and expenditure. Beyond this the Council will need to decide on the right balance between investing in new and existing homes in the short and medium term, which will increase liabilities, and containing or reducing debt. One factor in this decision will be the rent levels to charge on newly-built homes.

Although the HRA is strong in the short term, there are significant uncertainties and threats in the future, including:

- The long term impact on income of the Government taking control of rent setting, including 'Pay to Stay' proposals which will require tenants with a combined household income over £31,000 to pay more
- The impact of Government policy to forced the sale of 'higher value' Council homes as they become empty
- The effect on HRA income of welfare reforms and, in particular, the introduction of Universal Credit and further caps on the total amount of benefits that a household can receive
- The results of the Stock Condition Survey (due in January 2017) which will reveal more precisely how much needs to be invested in Council owned homes over the next 30 years

The Business Plan shows that if the impact of these, operating either singly or in combination, is significant, they could threaten existing investment plans and lead to the council being faced with difficult choices on how to prioritise investment. Together these uncertainties and threats represent



the endpoint of what had previously been regarded as a long-term agreement with the Government over the self-financing of the HRA.

It is anticipated that the impact of these matters will become clearer over the next few months. For this reason this Plan should be seen as providing a baseline against which a further review of the Business Plan will be completed in March 2017.

In addition to this, it is proposed that now is the time for the Council, in partnership with residents, to undertake a comprehensive Asset Management Review/Options Appraisal looking at the future of its housing stock and at how the Council can best achieve its ambition to provide more and better homes for the benefit of the people of Slough. This Options Appraisal would commence immediately, would be informed by the revised Business Plan in March 2017 and would be completed by December 2017.

## **2. Introduction**

- 2.1 Slough Borough Council owns and manages 7,100 rented and leasehold homes across the borough. This is the Council's most valuable physical asset. A wide and diverse range of residents are accommodated in council homes across a range of income groups. However, they are a particularly important resource for households on low or modest incomes who cannot afford to house themselves in homes available on the private market. Its significance is increasing as house prices and private sector rents escalate. Demand for council homes is high and far outstrips supply. Council housing is also vital for the economic future of Slough in that it provides affordable accommodation for people who work in the borough.
- 2.2 Council homes are financed through a special account – the Housing Revenue Account (HRA) - which is separate from the rest of the Council's finances. The Council is required to produce a plan setting how it intends to manage and utilise its homes in the long term. This HRA Business Plan provides the Council's forecasts for utilising HRA funds over a 30 year period to effectively manage and maintain the Council's housing stock and contribute towards the development of new affordable homes in the borough.
- 2.3 The Slough Joint Wellbeing Strategy states that "by 2028 Slough will possess a strong, attractive and balanced housing market which recognises the importance of housing in supporting economic growth". This HRA Business Plan contributes to how the Council will achieve this ambition. The 5 Year Plan defines the Council's ambitions, opportunities and challenges together with the priorities and resources available to achieve the Council's vision. Homes and housing are one of its key themes. The Housing Strategy describes how the 5 Year Plan outcomes will be achieved and should be read in conjunction with this Business Plan.
- 2.4. The Localism Act 2011 introduced a "Self-Financing" regime for council homes whereby local authorities were able to retain HRA funds and have the ability to decide locally how this money is spent. Slough Borough Council has grasped these freedoms and flexibilities and embarked upon an ambitious programme of development, regeneration and improvement. However, the

opportunities introduced through self-financing have been undermined since the summer of 2015 by emerging government policy, which has effectively taken control of council rents, will require some tenants on higher incomes to pay more and will require councils to sell some of their higher value homes.

- 2.5. These fundamental changes at a national level are being accompanied locally in Slough by a major drive to improve the Council's capacity and ability to manage its assets effectively. A full stock condition survey, currently in train will update information about the Council's homes. In parallel the Your Homes, Our Homes Project is recommissioning the repairs, maintenance and investment contract so as to deliver these services more comprehensively and effectively over the next 7 to 10 years.
- 2.6 In view of the pace of change this Business Plan has been produced as a baseline position and it will be reviewed by March 2017, when it is anticipated that the full impact of the changes and initiatives referred above will be known and understood. It is also a major recommendation of this Plan that the Council should use this opportunity to undertake a full Option Appraisal of the future of its housing stock, in full collaboration and partnership with tenants and leaseholders.
- 2.7 The Plan contains a number of sections which start out by describing the homes within the HRA in Slough and how they are managed and go on to set out the external operating environment within which this Plan has been developed. The report describes current investment priorities and the ambitious development programme currently underway. The core of the Business Plan is a set of 30 year financial projections and sensitivity analyses which serve to summarise the overall financial outlook for the HRA and the risks which it faces over the life of the Plan. It concludes with an Action Plan setting out the Council's priorities for action.

### **3. Governance and Resident Involvement**

- 3.1 Slough consists of 15 wards governed by 42 elected Councillors. The Council's Cabinet is responsible for strategic decisions and comprises 7 Commissioners, including a Commissioner for Housing and Urban Renewal.
- 3.2 Housing and Neighbourhood Services are overseen by the Strategic Director, Regeneration, Housing and Resources through the Head of Neighbourhood Services and the Head of Housing Services.
- 3.3 The Council's landlord function is regulated by the Homes & Communities Agency who set out their required outcomes and specific expectations in the Regulatory Framework for Social Housing in England. The framework contains specific requirements and expectations relating to resident involvement in the Tenant Involvement and Empowerment Standard. Delivery of the Consumer Standards that apply to local authority landlords is underpinned by the principles of co-regulation and resident led scrutiny.
- 3.4 In Slough the Resident Board ('the Board') is the principal resident-led group responsible for co-regulating and scrutinising the Council's landlord function. The Board delegates the day-to-day co-regulatory and scrutiny functions to the Repairs & Maintenance Panel and the

Neighbourhood & Complaints Panel who are able to commission scrutiny activities from the wider resident community.

- 3.5 The current re-commissioning of the repairs, maintenance and investment services presents an opportunity to modernise and enhance resident involvement and engagement at a local level to offer residents, Councillors and key stakeholders an opportunity to influence priorities to reflect local needs and aspirations. The Resident Board, Panels and Neighbourhood Forums will form an integral part of the governance of these services, allowing residents to monitor and scrutinise service delivery.

## **4. Neighbourhood and Housing Stock Profile**

- 4.1 Slough has a fast growing population and its proximity to London contributes to the high demand for affordable housing across all tenures. The Right to Buy means that the Council no longer manages large, purely Council owned estates, however there continues to be a higher density of Council owned homes in Britwell, Langley, Foxborough and Chalvey.
- 4.2 The borough has a high number of properties built between 1930 and 1939 (18%) and from 1955 onwards (20%). These homes are often smaller on average than the norm with an average 4.7 rooms per household. The average household size in Slough is 2.8 people (the second highest in England) with 20% of households being overcrowded compared to 8% across England.
- 4.3 Slough is one of 162 English Councils (around half of the total) still owning housing stock. Slough Borough Council owns and manages 6,093 rented properties and a further 1,091 leasehold properties across the borough. Demand for affordable housing in Slough remains high with over 250<sup>i</sup> households being housed in temporary accommodation at the time of writing this plan. The implementation of a new allocations scheme in January 2014 resulted in a reduction of over 5,000 applicants on the Housing Register. Of the 1,780 applicants currently on the waiting list, 30% require a one bedroom property, 31% require 2 bedrooms and 33% require 3 or more bedrooms. The average waiting time for a council property ranges from 74 weeks for over-50s accommodation to 234 weeks for a 4/5 bedroom home.
- 4.4 The Council's housing stock comprises a mix of flats, houses, maisonettes, bungalows and mobile home bases. The teams also manage 1,946 garages on 161 garage sites and a further 28 garages scattered across the borough. There is a programme of redevelopment to regenerate garage sites that are no longer fit for purpose. The stock also consists of 9 ex-sheltered complexes situated almost entirely (7 out of the 9 complexes) in the East of the borough.

### **North Neighbourhood**

- 4.5 The North Team manage 2,669 council owned, rented properties in the North of the borough, including 50.6% of homes in Britwell which is the second most deprived ward in Slough. The most common type of housing is terraced and semi-detached houses. However, there are a significant number of blocks of flats within the council's housing stock.

## South Neighbourhood

- 4.6 The South Team manage 1,188 council owned rented properties in the South of the borough, including Central Slough and Chalvey which is the most deprived ward in Slough. Whilst the South contains the lowest number of council owned properties in the borough, it has the greatest number of Houses in Multiple Occupation (HMOs)

## East Neighbourhood

- 4.7 The East Team manage 2,407 council owned, rented properties in the East of the borough, including 50% of Council owned blocks of flats. Wards in the East of the borough show the lowest levels of deprivation.

## 5. External Operating Environment

- 5.1 The social housing sector has been through a period of unprecedented change in recent years. The changes have presented some challenges and opportunities for the Council and will continue to do so throughout the lifespan of this Business Plan. Under the self-financing regime (introduced by the Localism Act 2011) the Council particularly welcomed the freedom to develop new homes in the borough and aims to expand its development programme in response to the growing demand for affordable homes in Slough.
- 5.2 The Housing & Planning Act 2016 and the Welfare reform and Work Act 2016 will have a significant impact on the Council's housing services over the coming years. Whilst much of the detail is yet to be issued, the legislation contains the following provisions that will present challenges for the Council:
- **Pay to Stay** requires households with a (combined) income of £31,000 or more to pay higher rents. From April 2017, qualifying households will see their rent increase by 15p per pound earned above the threshold<sup>1</sup>. Taxable income must then be reviewed annually and rents uprated in line with the Consumer Price Index. Work is currently underway to identify qualifying households and to analyse the impact that increased rents will have on the HRA.
  - Local authorities will be required to **pay a levy based on an estimate of the high value homes that they own**. The Council awaits clarity from the Government on the definition of 'high value', however the surplus generated by these sales will be used to compensate housing associations for the discounts offered to their tenants under the Voluntary Right to Buy. It is expected that homes that are sold for this purpose will be replaced on a 'one for one' basis.
  - The **reduction of council rents by 1%** in each of the 4 years beginning with 2016/17. The impact of this is discussed in detail in Section 9 of this Plan.

---

<sup>1</sup> This figure may change as the details of the Housing & Planning Act are developed.

- The impact of the **end of lifetime tenancies** means that the Council need to review its Tenancy Strategy and this is included in the Action Plan at Appendix 1.

- 5.3 Slough's proximity to London makes it an attractive alternative to households that are unable to afford the capital's high property prices and rents. The borough's excellent travel links and plans for HS2 and Crossrail have driven significant increases in local house prices and market rents over the past 2 years. The opportunity for private landlords to charge higher rents mean that the cost of renting privately is increasingly exceeding the Local Housing Allowance, making them out of reach for many low income households. This, combined with the London Borough's capacity to pay the higher rents plus additional incentives to private landlords to encourage them to accept nominations from their Housing Registers, has had a significant impact on the Council's capacity to discharge its homelessness duties to private rented accommodation.
- 5.4 The introduction of the Under-Occupation Penalty introduced by the Localism Act 2011 impacted on an estimated 485 households in Slough. However, the majority of households affected have since found work and are either able to pay any shortfall in their housing related benefits or their rent in full. Of the remaining households affected, 21 households are claiming Discretionary Housing Payments to cover the shortfall and 13 are looking to downsize.
- 5.5 An estimated 600 households in Slough are likely to be affected by the reduced benefit cap when it comes into effect in 2016. At the time of writing this plan there is no indication of when Universal Credit will be introduced for families and it is only currently being claimed by single people. The impact of these reforms is being closely monitored.

## 6. Landlord Services

- 6.1 Housing and Neighbourhood Services deliver the Council's responsibilities as a social housing landlord. The services sit within the Regeneration, Housing and Resources directorate and are managed by the Head of Neighbourhood Services and the Head of Housing Services.
- 6.2 A number of major contracts and agreements are in place to deliver services, including:
- The **Interserve plc** contract extension to deliver the responsive repair, void property works, planned maintenance, external decorations and out-of-hours repairs services. Interserve also provide a free Handyperson Service for vulnerable residents. These services are currently being re-commissioned pending the end of the contract extension with Interserve in November 2017.
  - The **Amey contract** delivers a range of grounds maintenance services, including street cleaning, grounds maintenance, waste collection, graffiti removal and fly-tipping disposal. The contract is due to end on 31 March 2017 and an options appraisal for the delivery of these services is currently being prepared.

- The contract with **Arvato plc** is a 10 year contract which commenced in 2012 for the delivery of a range of front and back-office functions on behalf of the Council. Service delivered on behalf of Housing and Neighbourhood Services, includes the assessment of Housing Benefit claims, a Digital Image Processing service, invoice payments, administration of Discretionary Housing Payments and local welfare provision, rent accounting and the Cashiers Service. In 2013 the Customer Service Centre (MyCouncil) and IT functions were added to the Arvato contract.

- 6.3 Housing management services are delivered by three Neighbourhood Teams with patches aligned to the Thames Valley Policing Sectors in the North, South and East of Slough. The Leasehold Services Team manage service charges and major works billing as well as Right to Buy applications. The day to day management of leasehold properties is carried out by the Neighbourhood Teams in liaison with the Leasehold Services Team.
- 6.4 Service priorities and improvements are designed and delivered in collaboration with the Resident Board and Panels. Resident led scrutiny activities, customer insight and market research are used to enhance the decision making process. In recognition of the financial impact of repairs, maintenance and investment works on leaseholders, the Council will continue to meet its legal obligations to consult leaseholders on these works and offer a range of payment options to allow them to spread the costs.
- 6.5 The Neighbourhood Teams combine the Council's Housing and Enforcement Officers who work collaboratively to tackle anti-social behaviour and enviro-crime. Together they are able to use the range of powers available to the Council to take action to tackle problems regardless of the cause or location where they occur.
- 6.6 Over the coming year the following areas will be prioritised for service development and improvement;
- Design and commission an innovative repairs, maintenance and investment service that embraces the use of new technology and digital media to enhance residents' experience of these services and improve the quality of their homes.
  - Engage and empower residents to co-regulate the Council's landlord function and to influence decisions that affect them, their home or their neighbourhood to enhance their experience
  - Identify and deliver efficiencies to maximise income and commercial opportunities to generate additional income to invest in the Council's housing stock and contribute to the development of new, affordable, homes for Slough's residents
  - Monitor and manage contractors, partners, external agencies and services provided internally to achieve Value for Money and to improve residents' experience of services
  - Make full use of all of the powers available to the Council to take prompt, effective action to tackle anti-social behaviour and enviro-crime to ensure that all neighbourhoods provide a safe and healthy environment for all residents and visitors
  - Deliver a focussed landlord service that meets the Council's statutory housing duties and complies with current legislation and which is accessible to all of the Council's current and potential tenants and leaseholders

- Review the Tenancy Strategy and the Allocations Policy to reflect the Council's aims and ambitions as well as residents' needs and expectations.

- 6.8 The service also manages over 1,100 leasehold properties sold under the Right to Buy. The Government's increase in the discounts available under the Right to Buy have seen applications increasing to 31 completions so far this financial year compared to a total of 51 in 2015/16. Fluctuations in house values will impact on residents' ability to afford to buy their home, however it is anticipated that there may be a slight increase in sales as the Government continues to incentivise home ownership.
- 6.9 The introduction of 'Pay to Stay' may also encourage some tenants into home ownership, as market rents and mortgage payments align. Right to Buy sales will be closely monitored and adjustments will be made to the HRA, as appropriate over the lifetime of this Plan.

## **7. Priorities for Repairs, Maintenance and Investment**

- 7.1 The Council has successfully delivered a fully funded Decent Homes programme of works since 2005/06 that has had a significant impact on the quality of the Council's housing stock and the built environment. The Council aims to maintain the quality of its housing stock and ensure that any future investment is effectively planned and managed.
- 7.2 The Council currently spends around £12.5 million per year on repairing, maintaining and investing in its housing stock and associated HRA assets, broadly broken down into the following service areas:
- |   |              |
|---|--------------|
| • Day to day (routine) repairs, gas servicing, empty properties, planned preventative maintenance | £5.7 million |
| • Capital investment works  | £5 million   |
| • Statutory compliance testing and maintenance (eg Fire, Water and electrical safety)             | £600,000     |
| • Pre-paint repairs and cyclical decorations  | £320,000     |
| • Estate and window cleaning  | £850,000     |
- 7.3 The capital programme for 2016/17 totals around £4.8 million. In anticipation of the re-commissioning of the repairs, maintenance and investment services contract due to commence on 1 December 2017, the Council has naturally exited most of its capital investment contracts in the run up to the new contract going live, leaving only 3 contracts in place for the:
- renewal of central heating and boiler upgrades
  - replacement of external doors and windows
  - renewal of roofs, soffits, rainwater goods and associated works
- 7.4 Other planned works programmed for 2016/17 include external lighting upgrades, garage improvements and external environmental improvements.

7.5 Looking forward, the current HRA Capital spend profile is as follows:

Programme	Year 1-5 2018-2023	Year 6-10 2023-2028
Budget	£24.95m	£32.9m

- 7.6 These costs above are indicative, based on historical investment programmes and do not necessarily reflect the actual investment required. In recognition that the Council's current stock data needed updating, a comprehensive and detailed Stock Condition Survey will be completed by January 2017. This will allow the Council to better prioritise and target investment works. The above programme will therefore be subject to change based on the outcome of the Stock Condition Survey which will enable a full options appraisal, investment profiles and a stock rationalisation programme to be developed. Residents will also be engaged and involved in setting priorities and strategic investment decisions.
- 7.7 Through the new repairs, maintenance and investment contract the Council is looking to develop a programme of works that reflects the changing needs of residents and the housing stock. The Council will ensure that resources are focussed in the correct areas and that it delivers its promises to residents in accordance with the Slough Standard and the 'Lettable Void Standard.' The Council will undertake to categorise repairs appropriately, empower officers to order discretionary repairs where appropriate and seek to achieve an appropriate balance between emergency, urgent and routine repairs.
- 7.8 In line with best practice, the Council is seeking, wherever possible, to ensure that repair orders are carried out as planned works rather than reactive tasks. The aim is to benefit residents by reducing the number of repairs they have to report and, over time, to improve and streamline delivery of the programme.
- 7.9 The nature, location and frequency of repairs will be continuously monitored to identify measures that can be taken to reduce the overall volume of repairs and to identify appropriate programmes of planned capital investment works and cyclical maintenance to maintain and enhance the housing stock.

## **8. Development and Regeneration**

- 8.1 The Council has for a number of years proactively been looking for opportunities to build more affordable homes and to regenerate areas of the Borough.
- 8.2 Work began on the regeneration of Britwell in March 2011 with the demolition of bedsit bungalows and the unpopular Wentworth block of flats. Work started on the development of the Community Hub in February 2012 and the Hub, which includes a library, café, MyCouncil offices and community meeting rooms, was opened by Her Majesty The Queen and His Royal Highness The Duke of Edinburgh in April 2013.



- 8.3 Around 300 new homes and shops have now been built on Kennedy Park, Marunden Green, Wentworth Avenue and the site of an old nursing home on Long Readings Lane. The regeneration project has significantly improved safety and security for residents living in Britwell as well as delivering more, much needed, affordable homes.

### **Current Development Programme**

- 8.4 The council has established an ambitious development programme on small, underused, HRA sites. This was assisted by an agreement with the Government which enabled the Council to retain Right to Buy receipts on the condition that they are used for the provision of new affordable housing. Up until March 2016, £12m of Right to Buy receipts have been retained for the provision of new affordable homes.

- 8.5 The indicative development programme is part funded through:

- Retained Right to Buy receipts
- The Council's Housing Development Fund
- Section 106 funding
- Borrowing

- 8.6 The total potential commitments from the development pipeline below are estimated to be £40m, excluding the cost of redeveloping the Tower and Ashbourne Houses site in central Slough (see below).



- 8.7 The table below shows the indicative affordable housing development programme:

Site	£m	Units	Ward	Anticipated final completion date
Former Wexham nurseries	7.2	34	Wexham	2018/19
Milestone/Ledgers Rd	3.6	23	Chalvey	2017/18
94-102 Stoke Rd - acquisition	0.8	6	Central	2018/19
Britwell Regeneration	0.4			completed
Eschle Court Pilot	2.1	11	Elliman	2017/18
93 Bryant Ave –Phase 1	0.2	1	Baylis & Stoke	2017/18
23 Mansel Cl –Phase 1	0.4	2	Wexham Lea	2017/18
116 The Frithe – Phase 1	0.2	1	Wexham Lea	2017/18

1 The Cherries – Phase 1	0.2	1	Wexham Lea	2017/18
Rochfords Hostel	3.8	20	Wexham Lea	2017/18
Belfast Avenue		7		TBC
r/o 40 Pemberton –Phase 2	1.9	1	Britwell & Northborough	2017/18
r/o 14 Gasgons – Phase 2	Incl ab	2	Britwell & Northborough	2017/18
r/o 8 Egerton – Phase 2	Ince ab	2	Britwell & Northborough	2017/18
Thirlmere – Phase 2	Incl ab	4	Haymill & Lynch Hill	2017/18
Wordsworth – Phase 2	Incl ab	1	Haymill & Lynch Hill	2017/18
Lynch Pin – Phase 2	1.1	6	Haymill & Lynch Hill	2017/18
Brook Path – Phase 3	0.6	3	Cippenham Gr	2018/19
Pendeen Ct – Phase 3	0.9	5	Cippenham Meadows	2018/19
324 Trelawney Ave – Phase 3	0.6	3	Langley Kedermister	2018/19
Fox Rd – Phase 3	1.1	6	Langley Kerdermister	2018/19
r/o 7-9 Mansel Cl – Phase 3	0.8	4	Wexham Lea	2018/19
Adj 7 Moreton – Phase 3	0.8	4	Cippenham Green	2018/19
Adj 130 The Normans – Phase 3	0.2	1	Wexham Lea	2018/19
Bowyer Rd – Phase 3	0.6	3	Cippenham Green	2018/19
Sheehy Way car park – phase 4	1.3	7	Wexham	2019/20
Blandford Cl - phase 4	4.3	23	Langley	2019/20
Turton Way garage site SL1 2ST - phase 4	1.1	6	Chalvey	2019/20
Newport Rd - phase 4	0.4	2		2019/20
adj 35 Layburn Cres - phase 4	0.4	2		2019/20
Merrymakers – pipeline	1.9	7	Langley	2019/20

Buybacks-indicative	3	12	various	N/A
<b>Total</b>	<b>39.9</b>	<b>c 190-210</b>		

## Future Programme

- 8.8 The Tower House and Ashbourne House tower blocks are already being decanted prior to the site being redeveloped, a total of 120 flats. The majority of tenants and leaseholders have now been resettled in Council or other suitable accommodation of their choice and the tower blocks are at the demolition planning stage. An Options Appraisal is being carried out to determine which is the most economically viable option for the HRA in the longer term, whilst maximising the number of replacement units on the site.
- 8.9 The current development programme is focussed on derelict or underused sites so is subject to available HRA land supply. The delivery of new homes is projected for 2017 to 2019. However, in addition, work is underway for more ambitious regeneration programmes through stock rationalisation and densification of existing assets, open market land acquisitions and partnership working. The Stock Condition Survey and further Options Appraisals will yield a potential development programme beyond 2019. Initial high-level analysis has suggested that over the next 15 years and including the existing development programme, it may be possible to achieve a net gain of up to 1,000 homes on existing HRA land. This is subject to detailed further analysis.
- 8.10 This Plan proposes that in the light of the financial position of the HRA set out in Section 9 below the Council, in close partnership with residents, should undertake a comprehensive Asset Management Review/Options Appraisal looking at the future of its housing stock and at how the Council can best achieve its ambition to provide more and better homes for the benefit of the people of Slough. One focus of this study would be how to maximise the delivery of high quality new homes on HRA land.

## Rents Policy

- 8.11 The Council has reviewed its policy on the rents to be charged on its newly-built homes. This does not affect the rents of existing tenants. By preference, the Council would wish to charge rents on new properties which are at the same level as those for existing tenants. However, it has had to review this position for three reasons;
- First, there is now no national Government funding for affordable rented homes and the Council is therefore dependent on generating its own resources to fund a development programme. While there is funding within the HRA for the existing development programme, these funds are a one-off. Charging a higher level of rent may allow for an extension of the existing programme;
  - Second, the financial analysis which follows in Section 9 demonstrates that on certain assumptions, the HRA is unstable over the 30 year span of the Business Plan. Furthermore, given that the Government has effectively taken control of the rents charged on existing homes, rents to be charged on new homes are the only significant

respect in which the Council can increase its income go the HRA. This income may be required not only for extending the development programme but for funding essential works to *existing* homes;

- Third, the introduction of the Government's "Pay to Stay" policy means that for a significant number of tenants, rents will rise anyway with all of the benefit flowing back to the Treasury rather than being used for the benefit council tenants in Slough.

8.12 For these reasons, rents on new homes will be at 80% of market rent levels or maximum Local Housing Allowance rates, whichever is the lower. This will at least mean that the new homes are still within the reach of households in receipt of Housing Benefit. This position will be reviewed alongside the review of this Business Plan proposed for March 2017,

### Case Study – Eschle Court

The fabric of the building of the old block of flats at Eschle Court was identified as being in very poor condition. The block was becoming hard to let and it would have taken a significant amount of Decent Homes budget to remedy the defects.

With the introduction of the new HRA freedoms and flexibilities it made sense for the Council to retain its asset and develop the site itself rather than involve private developers.

Works on the new development are underway and will provide a mix of affordable homes for rent, ranging from one and two bedroom apartments as well as a much needed three bedroom, wheelchair accessible, apartment. The block of 11 apartments with a parking courtyard is anticipated to complete in August 2018.



## 9. Finance Modelling, Assumptions and Projections

- 9.1 In preparing this Business Plan the Council has produced detailed financial projections for the HRA over the 30 year period 2016 to 2046.
- 9.2 The budget set for 2016/17 has already included the effect of a major change in Government policy on council rents. Until recently rents have been determined under Government guidance with annual increases around the level of inflation plus 0.5%. However under the recent Welfare Reform and Work Act , rents are subject to a 1% reduction each year until 2019/20. the Government's intentions beyond 2020 are unknown. This policy change has already been assumed to have reduced rental income over the 30 year Business Plan by a total of £36m.
- 9.3 The Table below summarises two scenarios for the 30 year Business Plan.
- The first scenario - the "Base Case" - shows the Business Plan as it stood at March 2016, just as the 2016/17 budget had been set;
  - The second scenario shows the integrated effect of sensitivity analysis undertaken based on a number of assumptions on a number of key variables.

HRA 30 Year Financial Projections 2016 to 2046 ( £m)		
	Base Case (March 2016)	Integrated Sensitivity Analysis
Income	(1183.7)	(1103.5)
Expenditure	904.3	952.6
Net Cost/(Surplus)	(279.4)	(150.9)
Cumulative Balance	(19.0)	109.7
Note; Capital Expenditure	176.8	176.8
Note; Debt Repayment	112.7	112.7

### The Base Case

- 9.4 A number of points form important background to the Base Case projections:
- As part of the "Self-financing agreement with the Government in 2012 the Council agreed to "buy" out of its housing debt and it's pre-2012 debt. Current borrowing is around £157m and will have to be repaid as the various loans become due or over time as funding permits;
  - Revenue Contributions to Capital are "surplus" income which is used to fund the capital programme, including new building;

- The more that can be paid off as loans mature or as funding permits, the lower the annual interest costs will be;
- The HRA currently has £14m in the Housing Development Fund, which has been earmarked for building new council homes.

9.5 The Base Case assumes that:

- After the 4 years of 1% rent reductions from 2016/17, rents increase at 0.9% per annum
- The Council undertakes a programme of capital works (decent homes and planned works) to existing homes totalling £176.8m over the 30 year period;
- Debt repayment of £112.7m takes place over the 30 year period.

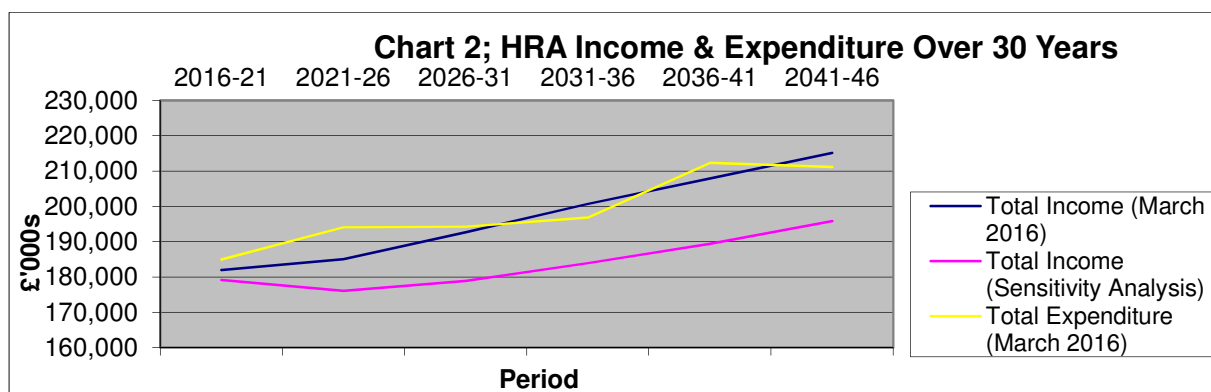
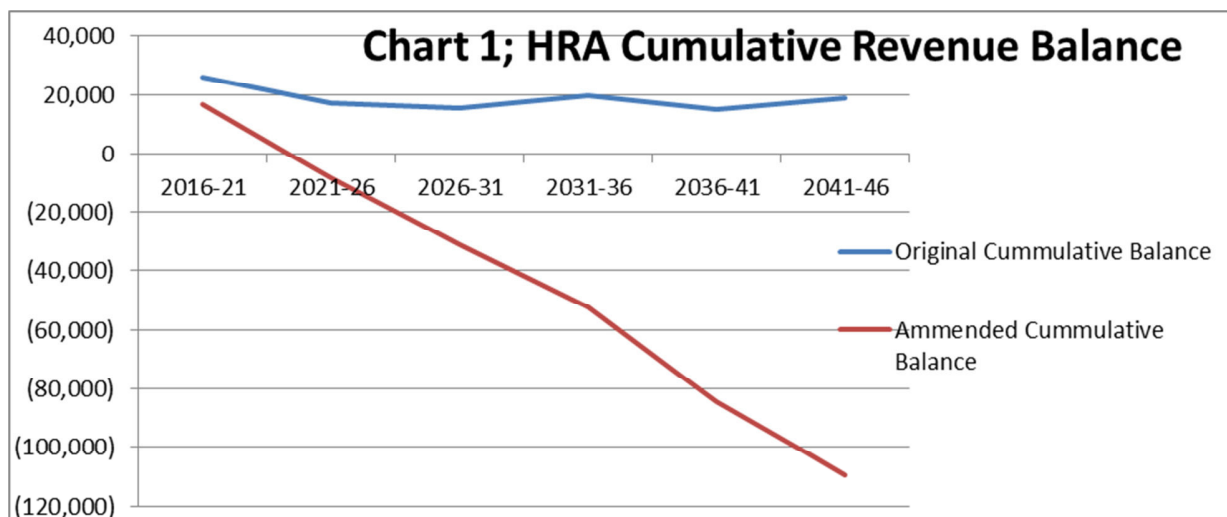
9.6 On this basis the HRA avoids a deficit in each of the years of the Plan and a cumulative balance of £19m is available. It is assumed that this sum is available to fund a programme of new building.

### **Integrated Sensitivity Analysis**

9.7 The second scenario on the Table above illustrates the combined effect of a number of factors which could have a negative impact on the HRA over the life of the Business Plan. The assumptions are as follows:

- After the first 4 years of the rent reduction of 1%, there is no increase for the next 6 years, then a gradual increase of 0.6% per year for the next 10 years and 0.9% per year for the following 10 years. These assumptions take around £57m of income out of the HRA over the 30 year period. This is in addition to the loss of income already built into the Plan due to the 1% reduction. Since Government has given no indication so far of how the rent policy will proceed after 2020 these are not unreasonable assumptions;
- A reduction in income from shops and a 25% reduction in income from garages;
- A 10% increase in the costs of repairs and maintenance, either resulting from the outcome of the stock condition survey or from increasing demand for repairs arising from the condition of existing homes. This is assumed to add £28m over the life of the Business Plan;
- A doubling in the provision for bad and doubtful debts arising from the non-payment of rent. This could arise from a number of factors, but principally difficulties in collecting higher rents under the Government's new "Pay to Stay " and welfare reform policies, including the rollout of Universal Credit and the reduction in the Overall Benefit Cap.
- It is assumed that the capital programmes of £176.8 and debt repayment of £112.7m continue as in the Base Case.

9.8 The charts below illustrate the position in two different ways. Chart 1 shows the cumulative balance from the Table as it develops over the life of the 30 year Plan. Chart 2 shows total income and expenditure on the HRA assumed in the Business Plan as it was at March 2016 and compares this with total income from the sensitivity analysis.



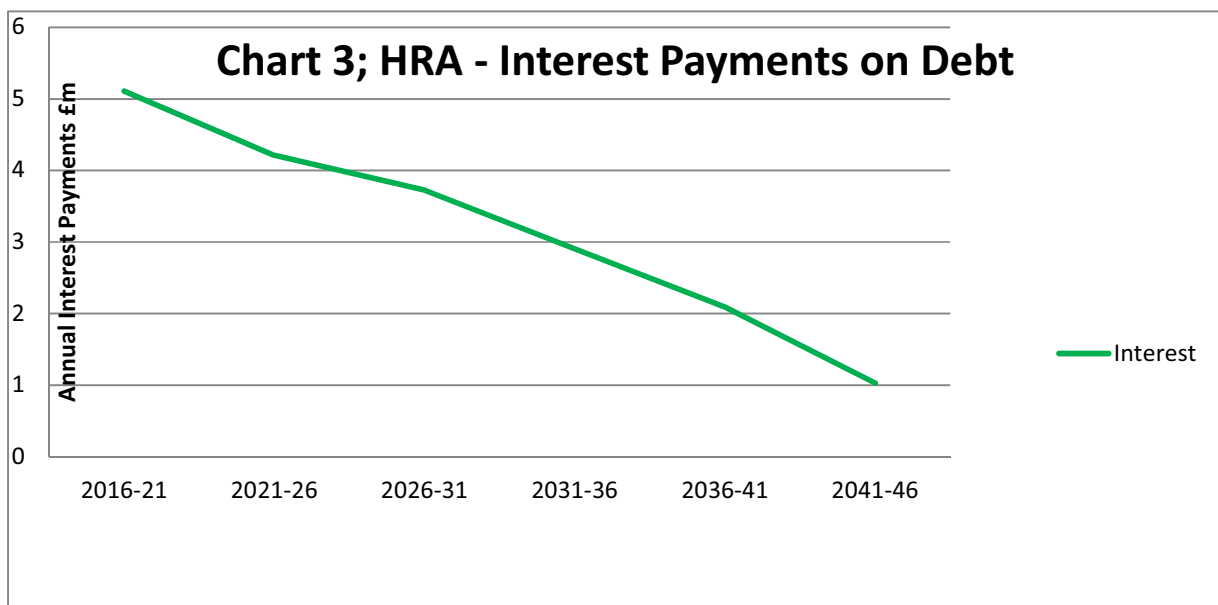
- 9.9 The Table and charts show, that on the basis of this combined sensitivity analysis, the HRA would not be viable with a cumulative deficit of £109.7m over the 30 year period. On this basis there would be no resources available for a programme of new building. Chart 1 shows that on these assumptions the cumulative balance becomes negative in around 2021/22. Chart 2 shows a position in which on *existing* plans resources are depleted in the early years (as the reserves for the new build programme are used) while the position under the sensitivity analysis is unstable.
- 9.10 In reality, the HRA would never reach this position. By law the Council is not permitted to budget for a deficit in the HRA and remedial action would be required. The detail of the financial projections which have been made show that even on these very negative assumptions the HRA is "viable" over the first 5 years of the Business Plan. It is in the second 5 years, between 2021 and 2026 that the account runs into deficit.
- 9.11 However, what the projections show is, that if these assumptions turned out to be valid in the way assumed, the Council would be faced with a limited number of difficult alternatives in order to avoid a deficit on the account. Chief amongst these would be:
- Cutting back on the level of day to day repairs and staffing;
  - Reducing the capital programme of works to existing homes;
  - Slowing the level of debt repayment;
  - Increasing income by other means;

- Disposing of property.

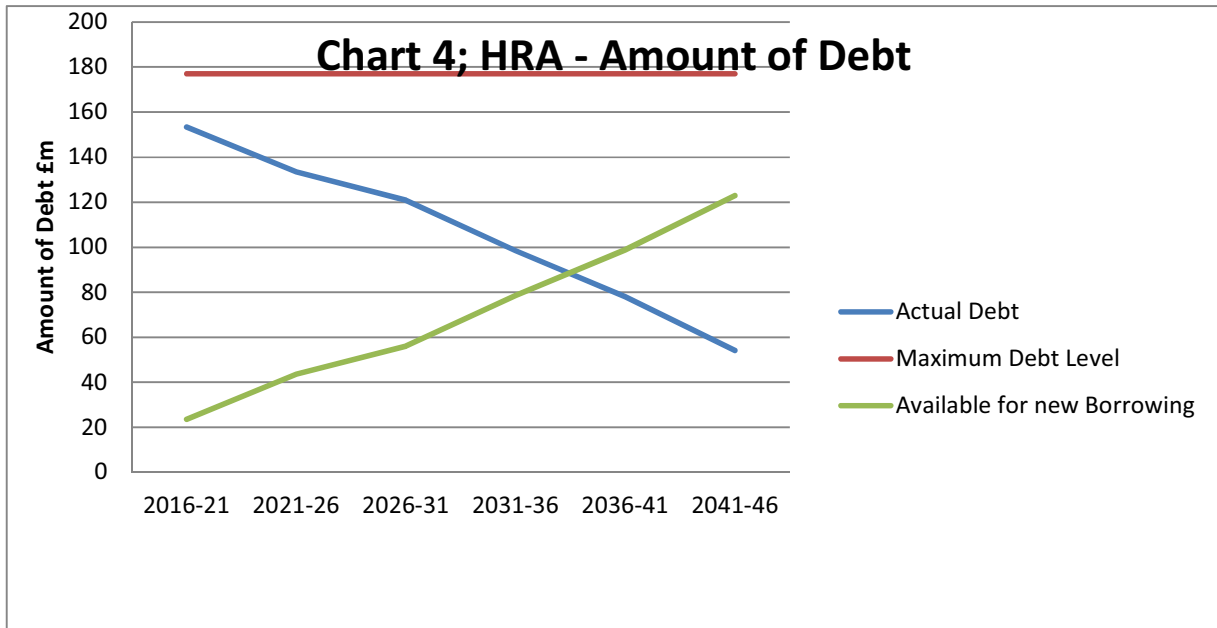
- 9.12 None of these assumptions are unduly pessimistic in their own right. However, it is probably unlikely that all of these negative factors would actually turn out to impact on the HRA in this way all at the same time. Nevertheless, this sensitivity analysis is useful in setting out the risks that the Council's housing finances face over the next few years. They also show that at the time of writing (August 2016) the HRA Business Plan is in a period of unprecedented uncertainty.
- 9.13 This is why it is a key recommendation of this Plan that a major review take place in March 2017 when some of the key uncertainties should have been resolved - particularly Government policy on rents and the outcome of the Council's stock condition survey.

## Borrowing and Debt

- 9.14 In 2012, the Council had to borrow a substantial amount of money (£135.8m) in order to 'acquire' its homes from the Government; the debt is costing the HRA almost £5.5m every year in interest charges. By repaying this debt, the HRA's annual interest costs will reduce therefore 'releasing' more of the rental income to be spent on repairs, maintenance and investment etc. In the current Business Plan, certain assumptions have been made with regard to the repayment of the debt over the 30 years and this is illustrated in the charts below.







- 9.15 If the current planned debt repayments have to be delayed or cancelled, whilst it might allow those debt repayments to be used for other priorities instead, it will also mean that the annual interest charges will remain close to their current levels of almost £5.5m a year. Debt will therefore continue to be a financial ‘burden’ on the HRA for many decades to come, diverting rental income away from other priorities and needs.
- 9.16 By continuing to maintain a planned programme of debt repayment, should the Council need to make a substantial investment sometime in the future to address an unforeseen critical need, it could meet that need by undertaking new borrowing.

## 10. Looking Forward

- 10.1 Over the last few years the Council has shown considerable ambition in managing its HRA, particularly in launching a programme of building new Council homes. In the short term the account remains strong, however the stress-testing within this Plan has shown that, under a number of scenarios, it is possible this stability could be threatened and that mitigating action might be required. The Housing & Planning Act, together with other legislation, will have a significant impact not only on the Council’s landlord function, but also on tenancies and household incomes. At the time of writing these impacts are not yet clear, but more detail should emerge during 2016/17.
- 10.2 The Government’s decision to reduce rents in the 4 years from 2016/17 has already taken substantial sums from the 30 year Business Plan. Over the next few months the Government is likely to announce its intentions for the years beyond 2020.

- 10.3 During the coming months it will become clearer how the Government intends to define 'high value' properties, how much money the Council will need to pay to the Treasury under the terms of the Housing and Planning Act and how many homes it will need to sell and replace. This in turn will inform the Council's programme for building new homes.
- 10.4 The Government's current intention is to introduce higher rents for tenants with a gross household income of more than £31,000 ("Pay to Stay") from April 2017. Regulations are still awaited on this but in addition to having a substantial impact on a significant number of household budgets the policy will impose additional burdens on the Council, including establishing for the first time what tenants earn. The effect on the HRA is currently unknown but one risk is that rent collection levels will fall.
- 10.5 Welfare reform will place additional pressure on the HRA, mainly on rent collection performance. The reduction in the level of the overall Benefit Cap from Autumn 2016 will reduce the income of some Council tenants with the reduction being taken, initially, from Housing Benefit (or the housing element of Universal Credit). The roll out of Universal Credit, when it occurs, will mean payments being made direct to tenants rather than the landlord. Data from other authorities has shown that this will affect rent collection levels and, as a consequence, require higher provision for bad debts.
- 10.6 As the management of the Council's housing stock becomes more complex, it will be vital that IT systems are fit-for-purpose and capable of supporting new ways of working. The mobilisation of the new repairs, maintenance and investment contract will prove an opportunity to review the multiple IT systems currently in use and consider whether a one-system solution might support efficiencies in the management of the Council's housing stock, whilst delivering a better customer service and

### One Public Estate

The Council has been considering how local services could be delivered in the future. In 2014/15 work commenced on a collaborative strategy between SBC, Slough Clinical Commissioning Group, GPs and NHS England to develop proposals for a community hub at Trelawney Avenue, Langley. The Council is the freeholder of the Merrymakers public house and the HRA acquired the leasehold in 2012 to assemble a site to provide affordable housing for rent. Whilst the site is designated for residential use, the Council is keen to take a more strategic view that would see the introduction of a mixed-use development that would introduce housing and a community hub. This new facility will combine integrated health services with Housing Services, Library Services and Adult Social Care, as well as creating flexible space to deliver voluntary and community based services. The remainder of the site will accommodate up to 10 SBC properties for affordable rent

Looking forward, this proposal could shape the future delivery of Neighbourhood Services. It could provide the model for a flexible and integrated approach where front-line staff co-locate with public, private and voluntary sector providers in a neighbourhood setting and free up sites for additional affordable housing.

achieving financial savings to strengthen the HRA.

- 10.7 The outcome of the Stock Condition Survey in January 2017 will establish the priorities and level of investment required to maintain the Council's current housing stock in the short and longer term. This will need to be balanced against the Council's ambitions to build new affordable homes. The data from the survey will be used to develop an Asset Management Strategy to set out; the scope for stock rationalisation; opportunities for regeneration and in-filling to deliver new affordable homes; and opportunities to acquire new sites for the development of new affordable homes.
- 10.8 In the medium and longer term the Council may need to make some tough decisions about priorities for investment and how to mitigate risks to the HRA. Careful management of the HRA up to this point means that the Council is in a position to manage this change successfully and to ensure the Council's housing finances are sustainable in the long-term. The challenge will be to establish whether it can do this without losing its ambition both to maintain existing homes to a high standard and to build new affordable homes for the residents of Slough.
- 10.9 These major developments, legislative changes, a crucial upgrading in the Council's data around the condition of its housing stock and the potentially transformational impact of a new repairs, maintenance and investment contract, will all take their course during the year following the publication of this Plan. For this reason this Plan should be seen as providing a baseline against which a further review of the Business Plan will be completed in March 2017.
- 10.10 In addition to this, it is proposed that now is the time for the Council, in partnership with residents, to undertake a comprehensive Asset Management Review/Options Appraisal looking at the future of its housing stock and at how the Council can best achieve its ambition to provide more and better homes for the benefit of the people of Slough. This Options Appraisal would commence immediately, would be informed by the revised Business Plan in March 2017 and would be completed by December 2017.

## 11. Risk Management

	Category	Risk	Mitigation	RAG
1.	Financial	Government rent policy threatens viability of the HRA and requires reductions in services.	<ul style="list-style-type: none"> <li>- Review of the Business to take place in March 2017 when Government plans for rents should be known.</li> <li>- Option Appraisal for council homes to complete by December 2017.</li> <li>- Prudent approach to borrowing and debt allows scope for adjustment.</li> </ul>	
2.		Results of the Stock Condition Survey increase costs on the HRA and threaten viability	<ul style="list-style-type: none"> <li>- RMI project is anticipating dealing with new data arising from the survey.</li> </ul>	

			<ul style="list-style-type: none"> <li>- Review of the Business to take place in March 2017 when results of survey will be known.</li> </ul>	
3.		Provisions of the Housing & Planning Act, particularly sale of high-value voids and "Pay to Stay", impact negatively on the HRA.	<ul style="list-style-type: none"> <li>- Review of the Business to take place in March 2017 when regulations on the implementation of the Act should have been issued.</li> <li>- Prudent approach to borrowing and debt allows scope for adjustment.</li> </ul>	
4.	Property	Overall condition of HRA property deteriorates and does not meet modern standards.	<ul style="list-style-type: none"> <li>- Stock condition survey to complete in January 2017 to provide comprehensive update on the position.</li> <li>- Review of Business Plan in March 2017 will aim to resource works to existing homes over the life of the plan.</li> </ul>	
5.		Failure to make best use of HRA assets in the long term.	<ul style="list-style-type: none"> <li>- Option Appraisal to look at the options for the future of the housing stock and report by December 2017.</li> </ul>	
6.		There are insufficient resources to continue a new build development programme.	<ul style="list-style-type: none"> <li>- Review of Business Plan in March 2017 will look at scope for further new build.</li> <li>- Policy on rent levels in new build properties will partly determine scale of the future programme.</li> </ul>	
7.	Health & Safety	Insufficient resources are deployed on council homes to ensure compliance with statutory obligations.	<ul style="list-style-type: none"> <li>- Capital programme to adopt health &amp; safety works as a priority.</li> <li>- Corporate project on building compliance will ensure sufficient priority is afforded to Health &amp; Safety issues.</li> </ul>	
8.	Community Support	Tenants and leaseholders are not fully engaged and involved in the development of services and in decisions about the future of council homes.	<ul style="list-style-type: none"> <li>- Programme to widen engagement to start in November 2016</li> <li>- Asset Review/Option Appraisal to include full involvement of residents.</li> </ul>	
9.	Communications	Tenants are not fully informed about the impact of the Government's "Pay to Stay" legislation.	<ul style="list-style-type: none"> <li>- Communications to be issued as soon as possible when detailed Government proposals are known. Implementation is due for April 2017.</li> </ul>	

## Action Plan

	Action	Lead Officer	Target Deadline	RAG
1.	Publish a baseline 30 year Business Plan for the Housing Revenue Account	Strategic Director	Autumn 2016	
2.	Undertake a comprehensive survey of the condition of the Council's housing stock	Head of Neighbourhood Services	January 2017	
3.	In light of the results of the Stock Condition Survey and the implementation of the provisions of the Housing & Planning Act, produce an updated HRA Business Plan	Strategic Director	March 2017	
4.	In partnership with residents, undertake a formal asset management review and options appraisal of the Council's housing stock	Strategic Director	December 2017	
5.	Confirm the existing development programme to deliver 190 new homes on Housing owned land and plan an extended programme beyond 2020.	Strategic Director and Head of Housing Services	March 2018	
6.	Adopt the following priorities for improving services to residents: <ul style="list-style-type: none"> <li>Award a new repairs, maintenance and investment contract for council owned homes to improve the quality and responsiveness of these services for residents and to act as a catalyst for the development of local and in-house capacity to provide maintenance services</li> <li>Engage and enable residents to</li> </ul>	Strategic Director and Head of Neighbourhood Services	New contract to start in December 2017.  Programme to begin in	

	create a culture of accountability and responsibility and to broaden opportunities for the Council's tenants and leaseholders to be involved in the development and monitoring of services		November 2016 and complete in December 2017.	
7.	Implement the "Pay to Stay" provisions of the Housing & Planning Act in the budget-setting process for 2017/18.	Strategic Director	January 2017	
8.	Develop a new Tenancy Strategy for Council tenancies to reflect the provisions of the Housing & Planning Act	Head of Housing Services	March 2017	
9.	Undertake a formal review of the scheme for the allocation of social housing in Slough	Head of Housing Services	March 2017	
10.	Develop proposals for the more effective use of Council owned homes by increasing the number of tenants choosing to downsize when their family circumstances change	Head of Housing Services	March 2018	
11.	Review service charges and the value for money provided to leaseholders in the light of the stock condition survey and the new RMI contract.	Head of Housing Services	March 2018	
12.	Continue to offer leaseholders a range of payment options to recover the cost of major works, together with incentives for prompt payment.	Head of Housing Services	March 2017	

# Housing Revenue Account Business Plan – March 2016

	Budget	Business Plan					
	2016/17	2016/2021	2021/2026	2026/2031	2031/2036	2036/2041	2041/2046
<b>Income</b>	–	–	–	–	–	–	–
Rent Income – Dwellings	(32,730)	(159,589)	(160,371)	(165,390)	(170,575)	(174,586)	(178,259)
Rent / Other Income – Non Dwellings	(1,762)	(9,169)	(10,123)	(11,176)	(12,340)	(13,624)	(15,042)
Charges for Services & Facilities – Tenants	(1,934)	(10,063)	(11,110)	(12,188)	(13,329)	(14,684)	(16,212)
Charges for Services & Facilities – Leaseholder	(612)	(3,186)	(3,518)	(3,963)	(4,503)	(5,078)	(5,658)
	<b>(37,038)</b>	<b>(182,007)</b>	<b>(185,121)</b>	<b>(192,718)</b>	<b>(200,746)</b>	<b>(207,972)</b>	<b>(215,172)</b>
<b>Expenditure</b>	–	–	–	–	–	–	–
Repairs & Maintenance	8,500	42,600	43,519	45,650	47,978	50,426	52,998
Supervision & Management	7,243	37,560	42,359	47,926	54,224	61,349	69,411
Special Services	2,084	10,957	12,396	14,025	15,868	17,883	20,214
Depreciation	5,560	27,800	27,800	27,800	27,800	27,800	27,800
Impairment (FARR)	1,000	5,000	5,000	5,000	5,000	5,000	5,000
Increase/Decrease in Provision for Doubtful Debts	458	2,407	2,723	3,081	3,486	3,944	4,462
	<b>24,845</b>	<b>126,323</b>	<b>133,798</b>	<b>143,482</b>	<b>154,356</b>	<b>166,401</b>	<b>179,884</b>
<b>Net Cost of Service</b>	<b>(12,193)</b>	<b>(55,684)</b>	<b>(51,323)</b>	<b>(49,236)</b>	<b>(46,390)</b>	<b>(41,571)</b>	<b>(35,288)</b>
Capital Charges	5,785	28,222	24,116	21,748	17,616	13,656	9,365
Contribution to Housing Development Fund	0	0	0	0	0	0	0
Revenue Contributions to Capital	4,967	18,908	14,209	8,500	7,500	6,500	5,000
<i>Compensation to tenants re: water commission</i>	1,500	1,500	0	0	0	0	0
<b>Net Operating Expenditure / (Income)</b>	<b>59</b>	<b>(7,054)</b>	<b>(12,998)</b>	<b>(18,988)</b>	<b>(21,274)</b>	<b>(21,415)</b>	<b>(20,923)</b>
<b>Reserves</b>							
Balance – Brought Forward	(14,574)	(9,699)	(11,627)	(2,626)	(1,114)	(5,038)	(612)
Housing Development Fund	(12,000)	(14,000)	(14,000)	(14,000)	(14,000)	(14,000)	(14,000)
Debt Repayment	4,000	10,000	22,000	20,500	17,350	25,841	17,000
<b>Balance – Carried Forward</b>	<b>(22,515)</b>	<b>(20,753)</b>	<b>(16,626)</b>	<b>(15,114)</b>	<b>(19,038)</b>	<b>(14,612)</b>	<b>(18,535)</b>





**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Neighbourhood & Community Services Scrutiny Panel

**DATE:** 3<sup>rd</sup> November 2016

**CONTACT OFFICER:** Kamal Lallian,  
Repairs Maintenance and Investment Project Manager  
**(For all Enquiries)** (01753) 875695

**WARD(S):** All

**PART I**  
**FOR COMMENT & CONSIDERATION**

**REPAIRS, MAINTENANCE & INVESTMENT (RMI) CONTRACT – PROGRESS UPDATE**

**1. Purpose of Report**

This report updates Members on the progress made in recommissioning the provision of repairs, maintenance and investment services for the council's housing stock.

**2. Recommendations**

- (a) The Panel is requested to note the report.
- (b) The Panel is invited to attend a Members Briefing scheduled for Thursday, 24<sup>th</sup> November 2016 at 6.30pm in Venus 2, St Martin's Place, advising the outcome of Stage 1 of the procurement process, which follows on from the Members briefing which took place on 10<sup>th</sup> August 2016 on the outcome of the PQQ stage.
- (c) The Panel is also invited to attend presentations by the final 3 bidders on their proposals on Tuesday, 17<sup>th</sup> January, 9.00am – 5.00pm. in Venus 2, St Martin's Place. This will provide an opportunity to consider the proposals, ask questions and provide feedback for further dialogue meetings with each of the bidders before they submit their final solutions.

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

Good quality homes are an integral part to the wellbeing of Slough residents. The provision and maintenance of good quality, affordable housing therefore, plays a fundamental role in supporting the delivery of Slough's Joint Wellbeing Strategy and contributes to the identified priorities of the JSNA by increasing the availability of good quality accommodation in Slough. The Council's Five Year Plan has a target of achieving value for money and this initiative contributes to that by maximising value for money through the purchasing power of the council, supporting the council to be better placed to respond to the wider needs of the community.

### 3a. **Slough Joint Wellbeing Strategy Priorities**

Broadening the scope of current service provision will assist in meeting the aspirations of tenants, leaseholders, elected members and the council as a whole, through the application of a holistic approach to services and commitment to Social Return on Investment (SROI) which, through collaborative working with the new service partner, will contribute to all five of the wellbeing priorities.

Priorities:

- Health – the links between decent housing and health are well documented.
- Economy and Skills – making (SROI) an integral part of the RMI contract will create job opportunities, skills, local supply chains and re-investment of the Slough £.
- Regeneration and Environment – The stock condition survey underpins the RMI commissioning project and will improve the council's ability to effectively manage its assets and invest in sustainable communities through neighbourhood and community projects.
- Housing – providing secure, good quality accommodation will improve health and wellbeing by providing affordable homes for people who live and work in Slough.
- Safer Communities – effective asset management and estates management including implementing re-charges, improving private sector accommodation will ensure effective measures are taken to safeguard vulnerable people, build pride in communities and deal with ASB and enviro crime through joint working with tenants, residents and leaseholders.

#### **Cross-Cutting themes:**

Commissioning a good quality, responsive repairs, maintenance and asset management service will ensure the quality of homes and the environment are improved across the borough. Tenants and leaseholders will be encouraged to take civic responsibility for their homes and be held accountable and responsible for their homes and neighbourhoods which will contribute to improving the image of the town.

### 3b. **Five Year Plan Outcomes**

Through the re-commissioning of a comprehensive service for responsive repairs, programmed maintenance and investment to over 7,100 rented and leasehold homes across the borough, ensuring that they are fit for purpose, warm and safe makes a positive contribution to the targets within the Five Year Plan. Whilst the recommissioning of the service is not intended as a cost savings exercise, it does seek to procure a value for money contract, delivering quality services on behalf of the council for its residents. Improving quality of services, applying best value principles, reducing expenditure and exploiting income opportunities all contribute to the Five Year Plan. The new RMI service will embrace the use of new technology and digital media to enhance tenants and leaseholders experience and simultaneously ensure effective contract management, performance management and provide residents with open and transparent access to services.

The specific targets are:

- There will be more homes in the borough, with quality improving across all tenures to support our ambition for Slough
- The Council's income and the value of its assets will be maximised
- The Council will be a leading digital transformation organisation

#### 4. **Other Implications**

##### (a) **Financial**

- RMI budget of £100m, HRA funded, over the initial contract term of 7 years, with an option to extend for a further 3 years.
- Opportunities to generate income through establishing a Framework Agreement for other housing providers is being established as part of the RMI project.
- Opportunities for private landlords to procure value for money services from the RMI provider are included within the scope of services.

##### (b) **Risk Management**

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>	<b>RAG</b>
<b>ITC</b> - There is a risk there will be insufficient resources in IT (SBC/arvato) to support the project implementation of SBC internal requirements before interface/integration with the RMI service partner are fundamental to delivering value for money and robust contract management	<ul style="list-style-type: none"> <li>• Raised at Information Governance Board to ensure prioritised</li> <li>• arvato to call upon specialist capita resources as required</li> </ul>		
<b>ITC</b> - There is a risk that it will not be possible integrate IT systems within the costs and timescales of the project	HRA funded specialist member of staff supporting the RMI project as required	To utilise sophisticated service partner IT systems to deliver enhanced customer service	
<b>Lack of data</b> - insufficient (or no) data resulting in the Council being unable to achieve best value from the market – will prevent effective data analysis essential to develop concise, cost effective programming for future years	Stock Condition Survey commissioned by Neighbourhood Services.	Greater understanding of current stock for programming capital works and consider options appraisal to inform HRA Business Plan review in March 2017	
<b>Legislative Changes</b> - unknown/unquantified legislative changes which may have a negative impact on the objectives e.g. £350k property value threshold for disposal	Keep up to date with key legislation and ensure that any proposed changes are taken into consideration and worked into appropriate plans. Impact on right to repairs on tenure changes considered as part of HRA Business Plan		
<b>Legal</b> Risk of challenge to procurement process	Early engagement of legal and procurement expertise and		

	mitigating actions		
<b>Financial</b> - Final tenders are of a considerably higher value than was anticipated and budgeted for and are therefore outside the affordability envelope	Ensure the procurement documentation is clear about what is a 'must have' and what is subject to dialogue		
<b>Resident Engagement</b> - Failure to effectively consult, engage, and involve residents may attract regulatory intervention that would have a negative impact on the service and the council's reputation and attract financial (or other) penalties.	Consultation and Engagement Strategy developed and Repairs Panel set up. Communications strategy also developed to ensure consistent message communicated to all affected/interested stakeholders.		
<b>Leasehold Engagement</b> - Failure to undertake Section 20 LTA consultation within the appropriate procurement timeframe may cap the recovery of responsive and major repairs costs from leaseholders during the life of the contract	Consultation and Engagement Strategy developed and Repairs Panel set up in conjunction with development of communications strategy.		
<b>Mobilisation</b> - backlog of work which may arise throughout the existing contractor's termination period as they may be less motivated. The impact will be felt on operations and on the mobilisation of the new contractor	Define an exit approach including: <ul style="list-style-type: none"> <li>• close engagement with existing provider</li> <li>• close management of works including timely reporting and enforcement of payment mechanism</li> </ul>		

(c) Human Rights Act and Other Legal

This report has been shared with the project's external legal advisors and we are satisfied there are no Human Rights Act or other legal implications arising from this report.

(d) Equalities Impact Assessment

A full Equality Impact Assessment and action plan have been completed and are monitored/re-assessed regularly throughout the process.

(e) Workforce

There are workforce implications arising from the project. A number of staff will be subject to TUPE arrangements and all affected staff have been, and will continue to be, fully consulted and supported throughout the process.

## 5. **Background Information**

- 5.1 The impending expiry of the current contract in March 2016, led to a review of the current repairs and maintenance contract in January 2015. It was agreed that in order to align with the Five Year Plan, greater emphasis would need to be placed on achieving improved financial and performance outcomes, improved cohesion and transparency, greater flexibility, improved customer care, opportunities to generate income and the development of the Slough £, and as such various options would be explored for future re-provision. As part of this, consultation took place with tenants, leaseholders, members, staff and partners with evidence gathered to provide a holistic summary of the aspirations for provision of services in the future.
- 5.2 On 9<sup>th</sup> March 2015 Cabinet agreed to grant an extension to the existing service provider, Interserve plc, with delegated authority to the Strategic Director, Regeneration, Housing and Resources and the Leader of the Council, to agree a suitable period of extension and allow the Council an opportunity to explore all possible options for future service provision. A deed of variation was agreed, signed and sealed for an extension of the existing contract until 30<sup>th</sup> November 2017.
- 5.3 A scoping exercise was undertaken and market testing carried out in May 2015, in conjunction with service partners, to establish the future scope and services to be contained within the future contract.
- 5.4 Funding was agreed by Capital Strategy Board on 27<sup>th</sup> October 2015 to secure the internal and external resources required to support the project until the new contract start date of 1<sup>st</sup> December 2017.
- 5.5 In November 2015, the RMI Project Board was established to make key project decisions, with the Strategic Director, Regeneration, Housing and Resources, appointed as Project Sponsor, along with a number of other key stakeholders. Noted that membership has since been revised following the departure of the Strategic Director in March 2016, to provide a more strategic oversight of the project, with the Strategic Director, Customer & Community Services undertaking the role of Project Sponsor since that date.
- 5.6 A number of workshops were undertaken throughout January and February 2016, where the vision and objectives, scope and model of the future contract were agreed – the agreed preferred model being a strategic partnership, involving the management and delivery of the repairs, maintenance and investment service by a service partner that would also undertake a collaborative role in asset management and future investment, identify and deliver efficiencies to maximise income generation and commercial opportunities, offer SROI and investment in local communities and the local economy.

An innovative repairs, maintenance and investment service that embraces the use of new technology and digital media to enhance residents' experience of these services and improves the quality of their homes. An independent agency would be established in partnership to review and report on customer care and offer an opportunity to influence and prioritise local aspirations.

An internal client function would monitor the partnership with periodic internal and external audits. Contract management would sit with the Client and Contract Administrator, John Griffiths and Kamal Lallian will be the Contract Manager. A governance structure which encompasses Neighbourhood Forums to monitor and influence priorities, supported by reports from the Independent Agency is attached at Appendix A.

5.7 In March 2016, the Project Manager (PM) left the Council and an interim PM was appointed until in May, when the Neighbourhood Business Services Manager (Kamal Lallian) was asked to take on the role of PM to drive the project forward to meet the challenging procurement deadlines. John Griffiths, Head of Neighbourhood Services was appointed Client and Contract Administrator for the new contract.

5.8 The OJEU notice was published on 3<sup>rd</sup> June 2016, together with supporting documentation comprising in excess of 90 documents including the draft contract, framework agreement, draft specifications, Pre-Qualification Questionnaire (PQQ) and Invitation to Submit Detailed Solution (ISDS) and noted the following services as in scope:

- Responsive repairs
- Gas repairs and servicing
- Void property repairs
- Mechanical and electrical planned preventative maintenance
  - (i) Communal and emergency lighting
  - (ii) CCTV repairs and maintenance
  - (iii) Sump and water booster pump maintenance
  - (iv) Door entry repairs & maintenance
  - (v) Roof cradles and fall arrest system maintenance
  - (vi) Communal television aerial maintenance
- Statutory compliance services:
  - (i) Asbestos surveys, analysis and removal
  - (ii) Firefighting equipment maintenance
  - (iii) Fire risk assessments
  - (iv) Water hygiene treatment
  - (v) Lightning conductor testing & maintenance
  - (vi) Lift maintenance, including any resulting remedial works, refurbishment or replacement of passenger lifts in housing blocks
- Capital works investment programme comprising a mix of internal and external component renewal and repair
- Garages and environmental programmes
- Pre-paint repairs and cyclical decorations
- Estate services for cleaning and window cleaning

- Contract preliminaries – general facilities, obligations and restrictions relating to the contract
- General requirements – common across all specifications e.g. conduct of employees, service standards, energy management principles etc.
- Resident customer services
  - The vision to deliver excellent customer services to residents using the latest technology
  - An independent agency set up as a social enterprise to modernise, and enhance resident involvement and engagement at a local level, offering residents, Members and key stakeholders with the opportunity to influence priorities to reflect local needs and aspirations. The agency will measure, monitor and report to the Resident Board, Panels and Neighbourhood Forums, and form an integral part of the governance of the RMI contract, allowing residents to monitor and scrutinise service delivery.
- SROI – the means to secure wider social, economic and environmental benefits for Slough including;
  - The service partner publishing a five year community investment plan setting out their commitment and financial investment in the communities, supported by governance arrangements and KPI's
  - Apprenticeships and collaborative working with local education establishments such as East Berkshire College to provide advanced NVQs and apprenticeships
  - Local supply chains to include supporting SME's and social enterprises in delivering services in the Borough and developing their skills and capacity and promote opportunities for local businesses to bid for work
  - Local employment for local people
  - Realistic, sustainable employment and skills development opportunities to disadvantaged people in the Borough e.g. people with learning disabilities, NEET, lone parents, unemployed over 50's and kick-start programmes for unemployed adults
  - Opportunity to create a National Skills Academy in Slough
- Information Technology (IT) – the vision to use information and technology to provide:
  - improved services for tenants and stakeholders
  - technology to deliver transparent and accessible reporting of repairs online and through the use of mobile technology
  - resident engagement and monitoring of customer satisfaction with services using innovative practices
  - transparent service charges
  - recharges for negligence and wilful neglect
  - digitalisation – digital vision for transformation of the services.

- Improved asset management;
  - planned maintenance over responsive repairs through effective analysis and monitoring of repairs using technology and modelling of assets
  - decisions based on accurate, complete and timely data;
  - strategic partnership with service partner to retain viable stock and sustain the Housing Revenue Account (HRA)
  
- Investment services
  - a key part of the contract is the provision of advice and assistance to the council by the successful service partner in relation to how the council manages its housing stock effectively and efficiently to achieve best value. The successful service partner will be required to provide strategic consultancy advice to the council so as to retain viable stock, sustain the HRA and create additional revenue income generation.
  - Savills have been commissioned to develop the initial 24 months capital investment programme for the RMI service partner upon completion of the stock condition survey in January 2017 and provide technical support to the council, inclusive of review of risk & commitments so as to enable a mobilisation plan and transition from Interserve to new provider
  
- Income Generation
  - Income generation through the development of a framework agreement and call off contract
  - Offering services to leaseholders such as gas servicing and private sector landlords services

5.9 In response to the OJEU notice, 12 prospective bidders submitted completed PQQ's. Following a robust evaluation process, group moderation and independent moderation, a shortlist of 5 bidders was agreed and invited to participate in the first stage of competitive dialogue which commenced in August 2016. The selected bidders were:

- Kier Services Ltd
- Mears Group
- Mitie Property Services (UK) Ltd
- Osborne Property Services
- Willmott Dixon Partnerships

5.10 A full Members briefing on the outcome of the PQQ process was undertaken on 10<sup>th</sup> August 2016, 6.30pm, together with updates to the Residents Board and Repairs Panel, staff and those in scope of TUPE. The current repairs and maintenance provider, Interserve were not taken through to the second stage. Mitigation of risk to ongoing service provision has been managed within Neighbourhood Services with the Business Delivery Team, co-locating with the contractor as necessary.



- 5.11 Stage 1 competitive dialogue included specific dialogue sessions on SROI which included the Interim Chief Executive, Commissioner for Housing and Urban Renewal and representatives from the Children's Trust, Adult Learning and Enterprise and Economic Development. Relevant people will be engaged in evaluation of this part of the submissions received.
- 5.12 Stage 1 has now closed and at the time of writing this report we are awaiting submission of the detailed solutions (deadline 5.00pm, 24<sup>th</sup> October 2016). Bids will be evaluated, moderated and shortlisted to 3 Bidders, who will be taken forward to the stage 2 dialogue process. As per PQQ stage, detailed communications have been planned to ensure all stakeholders are engaged and members are encouraged to attend the briefing session scheduled for Thursday, 24<sup>th</sup> November, 6.30pm in Venus 2, St Martin's Place.
- 5.13 Stage 2 of the competitive dialogue process will commence 30<sup>th</sup> November 2016 and will include resident presentations, Member presentations and reference site visits. The dates have been diarised to ensure key stakeholders meet the final 3 bidders and have an opportunity to consider the proposals, ask questions and provide feedback for further competitive dialogue. Members are encouraged to attend the presentations on Tuesday, 17<sup>th</sup> January 2017, 9.00am – 5.00pm in Venus 2, St Martin's Place.
- 5.14 The Call for Final Tenders will be issued late January 2017 and final bids will be submitted, evaluated and moderated, with a view to the preferred bidder being identified by 31<sup>st</sup> March 2017.
- 5.15 Subject to section 20 consultation, feedback, and contract signature, mobilisation of the new contract will begin from 1<sup>st</sup> June 2017.
- 5.16 The key milestones timetable is attached as Appendix 'B', for information.

## 6. **Comments of Other Committees**

This report has not been considered by any other Committees.

## 7. **Conclusion**

In conclusion, this report highlights the significant progress made since the commencement of the project, and outlines the key future milestones up until the appointment of the new service partner.

## 8. **Appendices Attached**

- 'A' - Governance Structure for the RMI contract
- 'B' - RMI Key Milestones

## 9. **Background Papers**

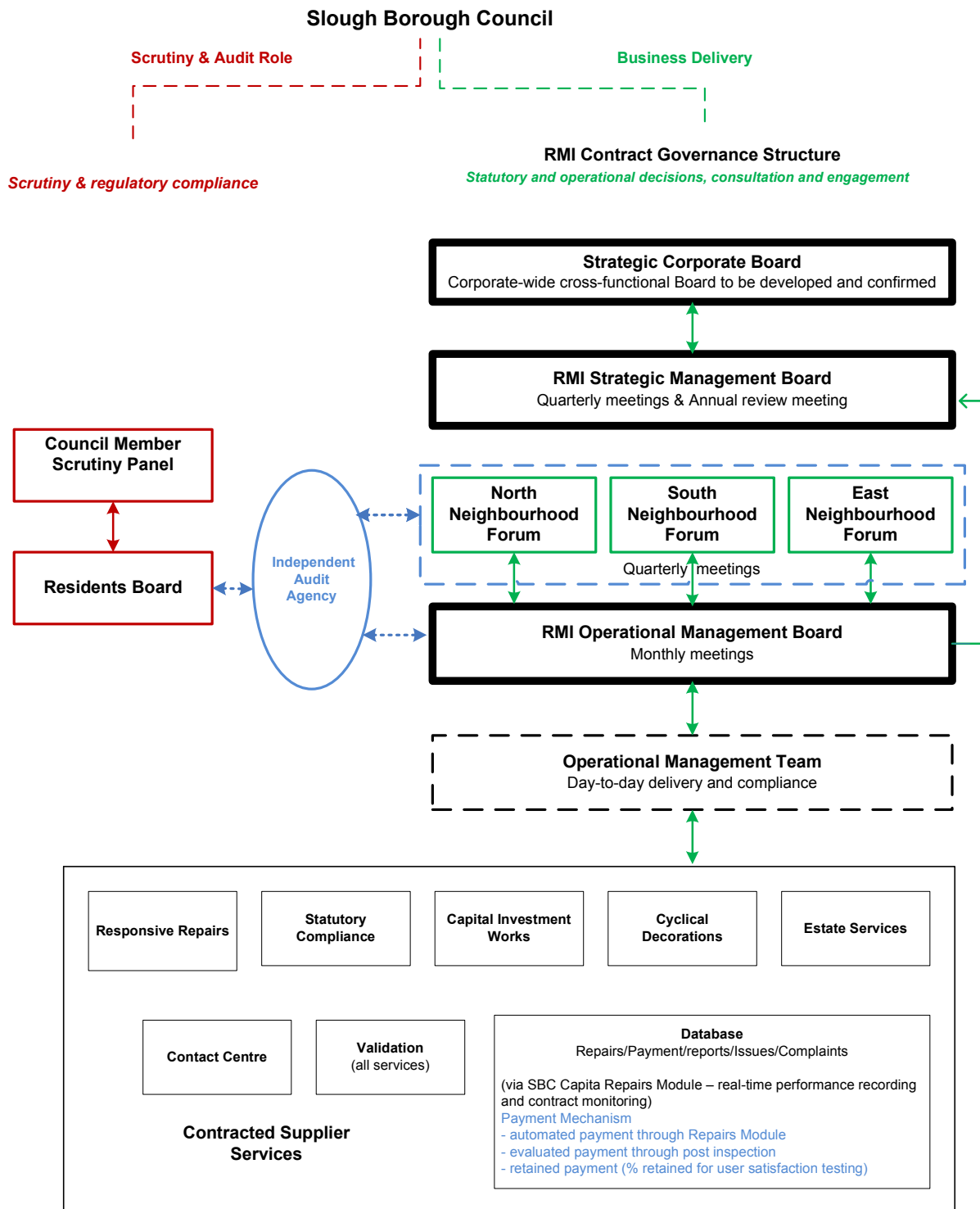
None

This page is intentionally left blank

## Appendix A

## RMI Governance Structure

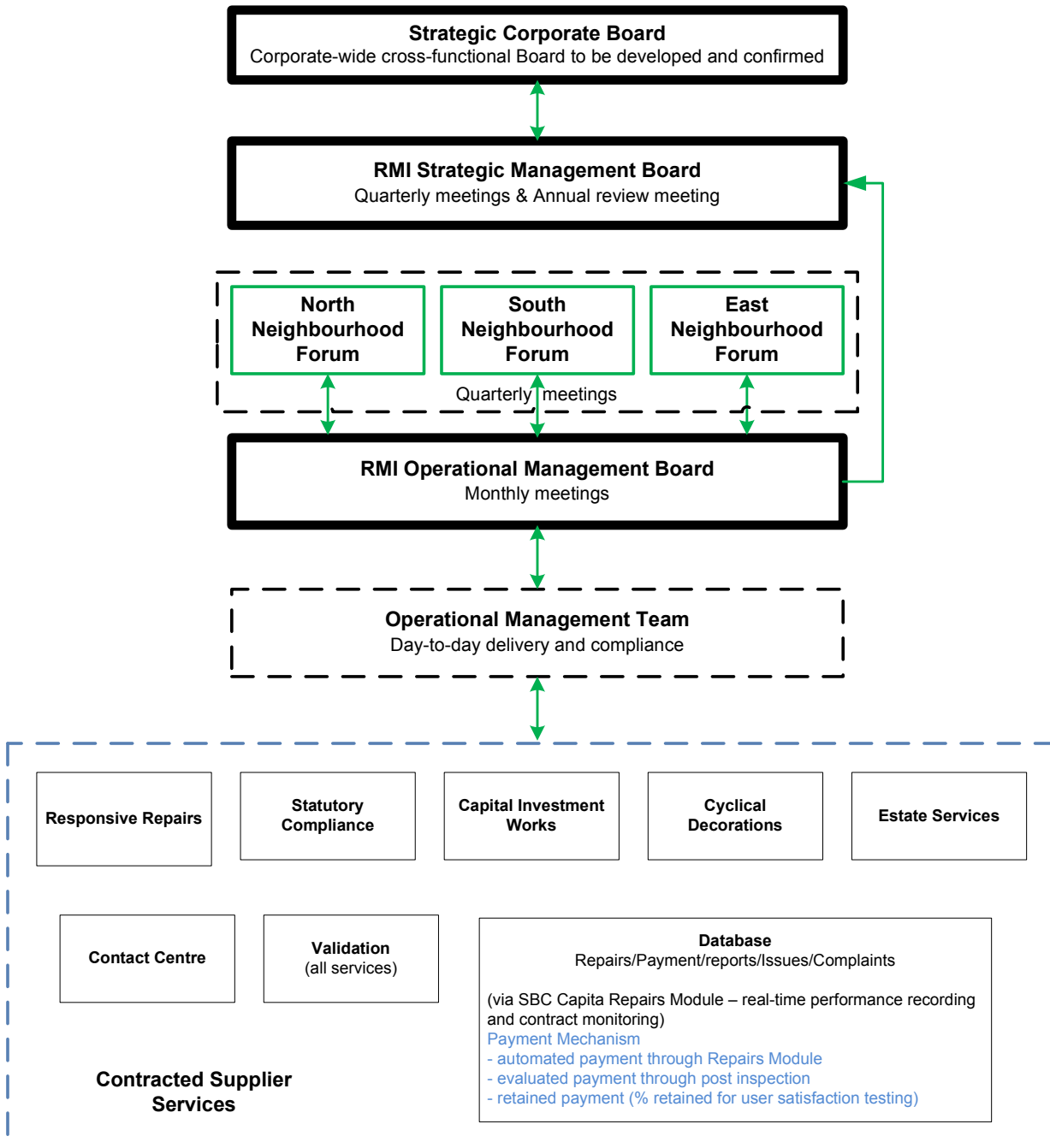
Inclusive of  
Client and Service Partner Engagement with Residents  
& Client Co-Regulation and Scrutiny



## Slough Borough Council

### RMI Contract Governance Structure

*Statutory and operational decisions, consultation and engagement*



## Appendix B

RMI TIMETABLE - KEY MILESTONES		
Task Name	Start	Finish
<b>Pre-Procurement</b>	<b>Sun 01/05/16</b>	<b>Tue 31/05/16</b>
Workstream Leads Meeting - final document sign off	Wed 25/05/16	
RMI Project Board - procurement document final review	Thu 26/05/16	
Section 20 consultation - responses evaluated	Sun 29/05/16	Tue 31/05/16
RMI Project Board - procurement documentation sign off for OJEU	Tue 31/05/16	
Populate Data Room	Sun 01/05/16	Tue 31/05/16
Cultural change programme ongoing	Sun 01/05/16	Fri 01/12/17
Highlight Report prepared	Tue 31/05/16	
<b>Procurement Process</b>	<b>Wed 03/06/16</b>	<b>Sun 30/04/17</b>
Start of Procurement Process	Wed 01/06/16	
OJEU Notice Published	Wed 07/06/16	
PQQ Published	Wed 07/06/16	
Bidders Day	Tue 14/06/16	
Project Board Meeting	Thu 19/05/16	Thu 30/11/17
Project Board Meeting	Thu 30/06/16	
Final date for Bidder Submissions	Wed 06/07/16	
Competitive Dialogue Training	Mon 11/07/16	
Client PQQ Evaluation Period	Thu 07/07/16	Fri 22/07/16
Intend Training for PQQ Evaluators	Fri 08/07/16	
Competitive Dialogue Training	Mon 11/07/16	
Staff Briefings	Mon 18/07/16	
PQQ Procurement Moderation	Mon 25/07/16	Fri 29/07/16
Procurement to prepare evaluation report for Project Board	Mon 01/08/16	
Project Board Meeting - to agree Longlist of Bidders (Procurement to attend)	Fri 05/08/16	
Members Briefing on Outcome of PQQ evaluation	Wed 10/08/16	
Procurement to send out letters to successful & unsuccessful Bidders	Wed 10/08/16	
Stock Condition Survey data available in Data Room for Bidders (based on 30% completed surveys)	Wed 10/08/16	
Stock Condition Survey <b>cloned data</b> available in Data Room (Based on 30% completed inspections for purpose of 20 year HRA Business Plan Budget Profile)	Wed 10/08/16	
Communications - Briefing note issued to R&M Panel and Resident Board/Staff Briefing in Neighbourhood News - Update on Progress	from 11/08/16	
Procurement Review of Final docs for ISDS	Mon 08/08/16	Thu 18/08/16
<b>Issue ISDS</b>	<b>Fri 19/08/16</b>	
<b>Dialogue Stage 1 Period</b>	<b>Tue 30/08/16</b>	<b>Thu 29/09/16</b>
Stage 1 Competitive Dialogue Introductory Session with all Bidders	Wed 24/08/16	
Stage 1 First Competitive Dialogue	Wed 31/08/16	Fri 02/09/16
Project Board Meeting	Tue 06/09/16	
Stage 1 Second Competitive Dialogue	Wed 14/09/16	Fri 16/09/16
Stage 1 Third Competitive Dialogue	Tue 27/09/16	Thu 29/09/16
Dialogue stage 1 closes	Fri 30/09/16	
Deadline for Bidders Questions	10/10/2016	
ISDS Evaluation Training by Procurement	Tue 11/10/16	Fri 14/10/16

Stock Condition Survey data available in Data Room (60%)	Wed 12/10/16	
Deadline for ISDS Submission	Mon 24/10/16	
ISDS Evaluation Period	Tue 25/10/16	Fri 18/11/16
Project Board Meeting	Thu 27/10/16	
Procurement Moderation of ISDS	Mon 14/11/16	Fri 18/11/16
Procurement to prepare evaluation report for Project Board	Mon 21/11/16	
Procurement prepare feedback letters for Bidders	Mon 21/11/16	
Project Board - Agree shortlist of Bidders (Procurement to attend)	Tue 22/11/16	
Members Briefing on Outcome of ISDS evaluation	Thu 24/11/16	
Procurement to send out letters to successful & unsuccessful Bidders and commence Stage 2 Dialogue with remaining 3 bidders	Fri 25/11/16	
Communications - face-to face briefing with R&M Panel/Residents Board & Staff Briefings	Tue 29/11/16	
<b>Dialogue Stage 2 period</b>	<b>Wed 30/11/16</b>	<b>Fri 25/01/17</b>
Stage 2 First Competitive Dialogue (A,B,C)	Wed 30/11/16	Fri 02/12/16
Site Visits to reference sites	Mon 05/12/16	Fri 09/12/16
Commissioners & Directors Meeting	Tue 06/12/2016	
Stage 2 Second Competitive Dialogue (A,B,C)	Wed 14/12/16	Fri 16/12/16
Stage 2 Third Competitive Dialogue (A,B,C) (includes presentation to Residents)	Mon 09/01/17	Wed 11/01/17
Members presentations	Tue 17/01/17	
Stock Condition Survey data available in Data Room (100%)	w/c Mon 09/01/17	
Stage 2 Fourth Competitive Dialogue (A,B,C)	Mon 23/01/17	Wed 25/01/17
<b>Dialogue stage 2 closes</b>	Fri 27/01/17	
Procurement to send out letters formally advising Bidders of close of dialogue)	Fri 27/01/17	
<b>Call for Final Tenders</b>	<b>Fri 27/01/17</b>	
Final Date for Bidder Questions	Fri 10/02/17	
Final Date for Bidder Submissions	Mon 20/02/17	
Client Evaluation of Final Bids	Mon 20/02/17	Fri 17/03/17
Procurement Moderation of Final Bids	Mon 20/03/17	Fri 24/03/17
Prepare Section 20 letters	Mon 27/03/17	Fri 31/03/17
Procurement prepare feedback letters for Bidders/evaluation report	Mon 27/03/17	
Project Board Meeting - to agree Preferred Bidder (Procurement to attend)	Tue 28/03/17	
HRA Business Plan review based on full stock condition survey data	31/03/2014	
<b>Preferred Bidder Stage</b>	<b>Fri 31/03/17</b>	
Preferred Bidder Identified - Unsuccessful Bidders notified and Preferred Bidder notified	Fri 31/03/17	
Approve & send S20 consultation letters for Printing	Fri 31/03/17	
Standstill Period commences (10 clear calendar days)	Tue 04/04/17	Thur 13/04/17
Submit Recommendation to CMT	Wed 05/04/17	
Submit Recommendation to Commissioners & Directors	Wed 05/04/17	
Section 20 consultation (30 calendar days)	Fri 07/04/17	Sun 07/05/17
Standstill Period Ends	Thu 13/04/17	
Cabinet (Information report)	Tue 18/04/17	
Attend Residents Board	date tbc	
Attend Repairs & Maintenance Panel	date tbc	
Review S20 responses & produce summary report	Mon 08/05/17	
Contract Signature	Wed 31/05/17	
<b>Mobilisation Period</b>	<b>Thu 01/06/17</b>	<b>Thu 30/11/17</b>



This page is intentionally left blank



**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Neighbourhood & Community Services Scrutiny Panel

**DATE:** 3rd November 2016

**CONTACT OFFICER:** Karen Lewis, Information & Participation Manager  
**(For all Enquiries)** (01753) 875437

**WARDS:** All

**PART I**

**FOR COMMENT & CONSIDERATION**

**RESIDENT INVOLVEMENT**

1. **Purpose of Report**

This report has been written in response to a request from the Panel and sets out Neighbourhood Services' approach to engaging with the wider resident community in Slough.

2. **Recommendation**

That the Panel recommend to Cabinet that the Commissioner for Housing and Urban Renewal lead a Consultative Commissioning Group. This will consist of Councillors, Council tenants and leaseholders and will review the Housing Revenue Business Plan, the Housing Strategy and act as lead consultative group on the Options Appraisal for the Council's housing stock.

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

Engaging and involving residents to influence decisions, set priorities and monitor performance against those priorities links to the following JSNA priorities:

- Economy and Skills – engaging and empowering residents enables residents to gain new skills and confidence, increasing their employability
- Regeneration and Environment – involving residents in establishing local priorities for maintenance and investment helps to improve the environment and ensures that improvement works meet residents' needs and expectations
- Housing – offering residents the opportunity to influence decisions about their homes and communities ensures that the service is meeting residents' needs and expectations and improves the quality of their homes and environment
- Safer Communities – involving residents helps officers to understand issues that impact on communities and ensures that resources are directed appropriately and effectively to address any problems that occur

Cross-Cutting themes:

Engaging and empowering residents encourages people to be responsible and accountable for their homes and environment and to understand the role they can play in creating and maintaining their neighbourhood and community.

3b. **Five Year Plan Outcomes**

- *There will more homes in the borough, with quality improving across all tenures to support our ambition for Slough*

Resident engagement has been built into the governance structure for the new repairs, maintenance and investment contract to ensure that residents have the opportunity to influence and monitor the performance of the new Service Partner. This will allow them to contribute to improving the quality of homes in the borough and influence investment programmes to improve their local environment.

- *Slough will be one of the safest places in the Thames Valley*

Engaging with residents will increase officers' understanding of local concerns and issues that impact on residents' safety and ensure the effective and appropriate deployment of resources to address residents' concerns.

- *The Council will be a leading digital transformation organisation*

Using digital media to engage with residents is a cost effective and simple way to engage with a broad range of residents whilst minimising the need for face to face meetings which do not appeal to the majority of residents.

4. **Other Implications**

(a) **Financial**

A budget of £72,000 was allocated to resident involvement in 2016/17 (excluding salary costs). Within this, £25,000 was assigned to tenant participation and a further £39,500 to project work which included the cost of the annual resident satisfaction survey. This equates to approximately £8.00 per household, 14% of which (£3,660) was re-charged to leaseholders as part of their annual service charges.

(b) **Human Rights Act and Other Legal Implications**

There are no Human Rights Act implications in relation to this report.

(d) **Equalities Impact Assessment**

Using digital media to engage with residents as far as possible will increase accessibility to involvement opportunities by avoiding the need to attend face to face meetings. Wherever more in depth involvement opportunities are needed, a full Equalities Impact Assessment will be carried out to mitigate any risk of potential discrimination against any of the 9 protected characteristics.

## 5. **Supporting Information**

- 5.1 Neighbourhood Services are responsible for the delivery of the Council's landlord function. As a registered provider of social housing, the service is regulated by the Regulatory Committee of the Homes & Communities Agency. The regulator sets out the standards that registered providers must meet in the Regulatory Framework for Social Housing in England, which includes the Tenant Involvement and Empowerment Standard (attached at Appendix 1).
- 5.2 Whilst co-regulation and resident led scrutiny groups are well established in Slough, the service has recently struggled to engage with the wider community. This is not uncommon amongst registered providers as research has shown<sup>1</sup>:
- L&Q Housing Association manage 71,000 homes, only 68 (0.09%) residents were actively involved in 2014/15
  - Catalyst Housing Association manages 21,000 homes however they have just 125 (0.59%) were involved
  - Thames Valley Housing Association manage 15,000 homes however only 235 (1.56%) residents were involved
  - Moat Housing Association manage 20,000 homes however they have just 11 (0.05%) Scrutiny Panel members and just 51 (0.2%) residents attended their annual resident conference
- 5.3 Neighbourhood Services believe in involving and engaging tenants and leaseholders, offering them opportunities to influence services, agree local priorities and monitor performance against those priorities. In order to understand residents' views on getting involved, the 2013, 2014 and 2015 annual satisfaction surveys were used to get residents' feedback.
- 5.4 In 2013, residents told us that:
- Whilst 46% of residents would complete a survey, 46% of residents indicated that they were not interested in completing surveys
  - Just 22% of residents said that they would attend a meeting organised by the Council and just 17% would attend a Tenants & Residents' Association meeting
  - 38% of residents said that they were not interested in getting involved in any way
- 5.5 This feedback was explored further in the 2014 satisfaction survey which revealed that:
- 60% of tenants and 64% of leaseholders were too busy to get involved, however just 9% of tenants and 3% of leaseholders indicated that they were not interested in taking part
  - 31% of tenants and 44% of leaseholders said that knowing more about activities would encourage them to get involved whilst 47% of tenants and 33% of leaseholders said that nothing would encourage them to get involved

---

<sup>1</sup> Taken from organisations' annual reports as published online

- 5.6 With this feedback in mind, a series of articles have been published in the residents' newsletter, Streets Ahead, aimed at raising awareness of opportunities to get involved and describing what various activities (ie Mystery Shopping) involved. This resulted in over 200 registering their e-mail addresses with Neighbourhood Services indicating their interest in learning more about involvement opportunities. These residents receive regular newsletters promoting involvement opportunities as well as giving feedback on what their involvement has achieved.
- 5.7 Neighbourhood Services developed the Resident Involvement Strategy with resident groups which was implemented in 2014. The approach to engaging with the wider resident community is based on the use of digital media wherever possible and in order to test residents' capacity to engage using online tools, residents' internet access and use was tested in the 2014 satisfaction survey. The results of the survey revealed that:
- 62% of tenants and 82% of leaseholders had access to the internet at home
  - 22% of tenants and 29% of leaseholders accessed the internet through friends and families
  - The main reasons given for not access the internet were:
    - No wish to (48% of tenants and 49% of leaseholders)
    - Too old to learn (36% of tenants and 26% of leaseholders)
    - Don't know how to (26% of tenants and 21% of leaseholders)
- 5.8 Whilst there is clearly some work to do to encourage residents to access the internet, the approach to engaging with residents using digital media supports the Council's 5 Year Plan objective of becoming a digital transformation organisation. As such, the service has been working with the Digital Transformation Manager to explore online tools for engagement.
- 5.9 In June 2016, the Chartered Institute of Housing (CIH) published a report<sup>2</sup> which concluded that the range of opportunities to get involved has become increasingly unattractive to all but a minority of tenants. The report concluded that the use of customer insight (intelligence captured from tenants on a routine basis) should be seen as the primary source of experiential evidence on which service decisions could be based. The report recommended that evidence informed decision making should be underpinned by reliable and corroborated evidence.
- 5.10 In July 2016, the Tenant Participation Advisory Service (TPAS) published their national tenant engagement standards<sup>3</sup> recommending that information and insight data combined with new technologies should form the foundation of effective engagement.
- 5.11 In September 2016, Neighbourhood Services commissioned Phil Morgan (cv attached at Appendix 2) to carry out an independent review of resident participation in Slough. The review included a desk top review of documented

---

<sup>2</sup> "Working together to challenge the future of tenant involvement, CIH, June 2016

<sup>3</sup> National Tenant Engagement Standards, TPAS, July 2016

evidence together with interviews with members, officers and Resident Board/Panel members.

- 5.12 The recommendations arising from the independent review are attached at Appendix 1 of this report.
- 5.13 The contract with the new repairs, maintenance and investment Service Provider contains requirements for resident involvement with resident involvement clearly set out in the governance arrangements for this contract. Neighbourhood Forums will be established to facilitate local engagement opportunities, based on using digital technology as far as possible.
- 5.14 The proposal for resident engagement will act as the catalyst for engaging at every level. Three Resident Forums will be created, one for each of the management areas and will act as a conduit for resident consultation. The Options Appraisal will act as the catalyst for engagement and meaningful dialogue with residents as to the future management arrangements for the Council's housing stock.

## 6. **Conclusion**

The recommendations made following the independent review of participation in Slough will be used to drive forward improvements to ensure that the service complies with the Regulatory Framework and to strengthen the links between resident groups and the Council. The creation of a Consultative Commissioning Group led by Phil Morgan, as an independent agent, together with the Commissioner for Housing and Urban Renewal and residents to review the HRA Business Plan and the Housing Strategy and to act as the key consultative group for the Options Appraisal.

Neighbourhood Services accept the recommendations of the independent review, as follows:

1. That SBC restate its commitment to co-regulation and involvement with the objectives of a customer focussed culture, improving services and meeting regulatory requirements.
2. That to fulfil the requirements of co-regulation and the Tenant Involvement and Empowerment Standard that a conduit is set up between the Council and the Resident Board.
3. The Terms of Reference for the Resident Board and Panels need updating including the conduit between the Council and the Resident Board, the new roles within the RMI, Options Appraisal and accountability to residents.
4. The 2016/18 Involvement Strategy cover the new areas of Options Appraisal, Neighbourhood Forums, Independent Agent for the RMI contract and Digital Inclusion.
5. That there be an Annual Review of the Involvement Strategy including the Resident Board with a clear emphasis on outcomes.
6. That the Gap Analysis be reviewed annually and reported to the Resident Board and Neighbourhood and Communities Scrutiny Panel. This will form the basis of the Council demonstrating regulatory compliance. An Action Plan should be put in place for any outstanding issues and monitored by the Council and Resident Board.

7. That the RMI Independent Agent is appointed and by and accountable to a group including Councillors and Resident Board members.
8. That work begin immediately on a Project Plan for the Options Appraisal.
9. That members of the Resident Board and the Steering Group be given laptops and internet access to support their role. Support should be given to ensure that disabled resident members are able to operate on an equal footing to able bodies resident members.

7. **Appendices Attached**

- 'A' - Review of Co-Regulation, Resident Involvement and Scrutiny, Phil Morgan BSc CMCIH
- 'B' - Phil Morgan's Curriculum Vitae
- 'C' - Regulatory Framework Gap Analysis

8. **Background Papers**

- '1' - The Regulatory Framework for Social Housing in England
- '2' - "Working together to challenge the future of tenant involvement", CIH, June 2016
- '3' - National Tenant Engagement Standards, TPAS, July 2016
- '4' - "Changing Places: how can we make resident involvement More relevant?", Family Mosaic, June 2016

## Appendix A



**Phil Morgan BSc CMCIH**

Apartment 146, NV Buildings, 98 the Quays, Salford M50 3BD

Website [www.philmorgan.co.uk](http://www.philmorgan.co.uk)

Mobile Number 07831-131021

Email [pjsunited@gmail.com](mailto:pjsunited@gmail.com)

### **Review of co-regulation, resident involvement and scrutiny**

#### **Executive Summary**

I was commissioned to conduct this review into Slough BC's approach to co-regulation, resident involvement and scrutiny. Slough BC has a co-regulatory approach working through the Residents Board and Panels.

**Recommendation 1 – That Slough Council restate its commitment to co-regulation and involvement with the objectives of a customer focused culture, improving services and meeting regulatory requirements.**

**Recommendation 2 - That to fulfill the requirements of co-regulation and the Tenant Involvement and Empowerment Standard that a conduit is set up between the Council and the Resident Board.**

**Recommendation 3 - The Terms of Reference for the Residents Board and Panels need updating including the conduit between the Council and the Residents Board, the new roles with RMI, Options Appraisal and accountability to residents.**

**Recommendation 4 - The 2016/18 Involvement Strategy cover the new areas of Option Appraisal, Neighbourhood Forums, Independent Agent for the RMI contract and Digital Inclusion.**

**Recommendation 5 – That there be an Annual Review of the Involvement Strategy including the Residents Board with a clear emphasis on outcomes.**

**Recommendation 6 – that the Gap Analysis be reviewed annually and reported to the Residents Board and Neighbourhood and Community Scrutiny Panel.**

**This will form the basis of the Council demonstrating regulatory compliance. An Action Plan should be put in place for any outstanding issues and monitored by the Council and Residents Board.**

**Recommendation 7 – that the RMI Independent Agent is appointed by and accountable to a group including Councillors and Resident Board Members.**

**Recommendation 8 – that work begin immediately on a Project Plan for the Option Appraisal.**

**Recommendation 9 – that members of the Resident Board and the Steering Group be given laptops and internet access to support their role. Support should be given to ensure that disabled resident members are able to operate on an equal footing to able bodied resident members.**

## **Approach**

I reviewed Terms of Reference for the Resident Board and Panels, relevant Cabinet and Scrutiny Committee reports, minutes and reports to the Resident Board and Panels, current policies and procedures, the last three satisfactions surveys and Performance Information. The list of documents are at Annex 1.

I carried out a full consumer compliance check, using the useful Gap Analysis prepared by Karen Lewis as a starting point (Annex 2). I visited Slough BC and met with:

John Griffiths, Head of Neighbourhood Services  
Liz Jones, Phil Brady and Tony Turnbull, Neighbourhood Managers  
Cllr Darren Morris  
Barbara Goldstein, Chair STAG  
Four Residents Board members  
Karen Lewis, Information and Participation Manager

I also spoke with three Residents Board members by phone. I am grateful for the time and positive commitment to this review from all I met.

## **Background**

The current structure was put in place following a review in 2014. As a result the then Slough Customer Senate agreed to disband and instead a new structure was agreed with a focus on co-regulation and resident scrutiny. All social landlords, including Slough BC, are subject to regulation and four consumer standards. Co-regulation places the responsibility for delivery of landlords' objectives and compliance with the regulatory standards with councillors, subject to being held to account by tenants.

The four customer standards are covered by the Repairs and Maintenance Panel (Home Standard), Neighbourhood and Complaints Panel (Neighbourhood and Community Standard, Tenancy Standard) all reporting to, through resident Vice Chairs, the Resident Board (the Tenant Involvement and Empowerment Standard).



The intention is for Slough to be co-regulatory in its approach. There is also a wider ambition shared by residents and staff alike for Slough to be a first rate landlord.

**Recommendation 1 – That Slough Council restate its commitment to co-regulation and involvement with the objectives of a customer focused culture, improving services and meeting regulatory requirements.**

### **Current Structure**

Slough BC has a Cabinet system, with both an Overview and Scrutiny Committee and a Neighbourhood and Community Scrutiny Panel. Although reports are received around housing issues, there is currently little scope for resident input.

The **Neighbourhood Services Resident Board** has Terms of Reference (TOR) dating from 2014/15 which refer to the then title of Transformation Board. The Board has overarching responsibility for the following:

- Co-regulation and scrutiny monitoring
- Scrutinise the Tenant Involvement and Empowerment Standard
- Formal sign off of housing policies
- Access and Customer care

The Terms of Reference for the Board and Panels were approved by the Panels and signed off by the Board. There was no councillor input or approval. There is no link with councillors at the moment.

This is inconsistent with the principles of co-regulation.

**Recommendation 2 – That to fulfill the requirements of co-regulation and the Tenant Involvement and Empowerment Standard that a conduit is set up between the Council and the Resident Board.**

One option is for three Resident Board members to join the Neighbourhood and Community Services Scrutiny Panel and for the Resident Board to have an agreed route to the Panel (and Cabinet) for reports, policies, recommendations and annual reviews of regulatory compliance and the Board's own performance.

A distinctive characteristic of the Board and Panels is their joint membership of residents and Officers (although residents have to be in the majority) and the Chair being the Information and Participation Manager (with no voting rights). I did question resident Board members about the arrangement for the Chair. They were clear that this supported their understanding of issues, interaction with the Council and had led to a positive approach, which was confirmed separately by officers.

The Board has signed off policies such as Tenancy Management, Mobility Scooter and Pets. The Board also signed off the Tenant Involvement Strategy 2015/17 jointly with the head of Neighbourhood Services. It would be helpful for clarity about the role of the Board in approving, or recommending policies for approval.

Membership includes 5 tenants, 3 leaseholders and 3 Neighbourhood Managers all with equal voting rights. This includes residents with a range of backgrounds and skills. Residents must be in a majority for meetings to take decisions. There is no clarity about membership or appointment of additional resident members in the TOR. Although not in the TOR the Panel Vice Chairs are resident members of the Board. The TOR refers to a final meeting on 24<sup>th</sup> June 2015.

**Recommendation 3 - The Terms of Reference for the Residents Board and Panels need updating including the conduit between the Council and the Residents Board, the new roles with RMI, Options Appraisal and accountability to residents.**

This should include:

- a. Relationship with Neighbourhood and Community Services Scrutiny Panel (membership and sending reports)
- b. Delegation about their role in agreeing and/or recommending policies and strategies
- c. Repairs, Maintenance and Investment (RMI) selection process
- d. Role as a Designated Person for Complaints
- e. RMI Independent Agent appointment and overseeing body
- f. Options Appraisal Steering Group
- g. Key Performance Information
- h. Gap Analysis of Consumer Regulatory Compliance and Action Plan
- i. Involvement Strategy
  - i. Approval
  - ii. Monitoring
  - iii. Annual review including impact
- j. Resident Board Annual Review
- k. Council Annual Report to Tenants
- l. Accountability to residents through
  - i. Annual Review
  - ii. Links to Neighbourhood Forums
  - iii. Links to wider involvement

The Board also receives reports on the Satisfaction Survey and updates on the RMI commissioning. There are regular updates from the Vice Chairs on the Panels plus from the 3 Neighbourhood Managers. Key Performance Indicators are reported to the Board quarterly. These are, by request, by exception reports.

The **Repairs and Maintenance Panel** is responsible for the Home Standard which includes quality of accommodation, repairs and health and safety. It holds monthly meetings. Their Terms of Reference cover explicitly the recommissioning of the RMI contract. Their agendas include voids, recharges, current and proposed repairs contract, Slough Standard for repairs, gas servicing and compensation policy The Panel reports quarterly to the Board.

There was a Repairs workshop following the 2014 Satisfaction Survey. This set out 7 recommendations for improvement. These were used at a staff Repairs and Maintenance Conference to help structure debate and solutions.

The **Neighbourhood and Community Panel** was responsible for the Neighbourhood and Community Standard including neighbourhood management, local area co-operation and ASB. The agendas included Street Drinkers, Tenancy Sustainment, Resident Satisfaction Survey, Neighbourhood Managers, Estate Inspections, ASB and Public Space Protection Orders.

**Complaints and Information Panel.** The Panel was responsible for complaints, enquiries, information, Equality and Diversity, allocations and policies generally. It is a Designated Panel recognised by the Housing Ombudsman. The agendas included Complaints performance and monitoring, Complaints procedure, relaunch of mystery shopping, communications, Introductory Tenancies, Pets Policy, Tenancy Standard and the Arvato Contract. Two complaints have been heard and addressed.

**Neighbourhood and Complaints Panel** is a recent amalgamation of the Neighbourhood and Community, and Complaints and Information Panels.

The **Service Improvement Team** comprises over 200 Mystery Shoppers on topics identified by the Board and Panels. There is a Mystery Shopping Report from January 2016 covering 28 calls. It outlined clear issues with call answering. There are some issues about how this can be progressed. There was an earlier exercise about responding to complaints. Feedback was given to members of the Service Improvement Team on both exercises.

**Virtual Readership Panel.** The Panel is responsible for a range of documents including the Annual Report, newsletters and surveys. The Resident Approved stamp is a sign of easily readable documents.

The **Resident Involvement Strategy 2015-17** is a 24-page strategy with very clear coverage of four consumer standards through the Panels. The Strategy is a Resident Approved document. The broad intent is for residents to:

- Influence decisions
- Test quality of services and experiences
- Have a wide range of opportunities to be involved
- Co-regulate and scrutinise

It seeks clear service standards, including local standards, and range of opportunities including a Participation Toolkit. However the Service Standards are out of date and the Participation Toolkit has not yet been developed. There are some deliverables in Section 5. Monitoring is through the Board quarterly meetings and annual renewal of the Strategy.

Over time traditional involvement approaches such as Tenant and Resident Associations have declined and now cease to be the main route for involvement. Satisfaction Survey returns show substantial interest in three avenues for involvement – resident inspectors, commenting by email and giving views on tenders.

There is an opportunity to put in place a wider approach to involvement including digital inclusion. Access to the internet in 2014 stood at 74% for tenants and 87% for

leaseholders in Slough. This will have increased further in line with Slough BC's on-going Digital Transformation project. Some residents cannot, or will not access the Internet. For them other involvement mechanisms will still apply.

There are further opportunities around both the RMI commissioning and monitoring, and the forthcoming Option Appraisal. There are proposed to be Neighbourhood Forums set up to support accountability and monitoring of the RMI contract. Likewise the Option Appraisal will require a comprehensive approach to engaging residents.

It is important that the rationale for involvement is set out clearly in the Strategy and emphasises the Council's commitment to both the cultural and service delivery benefits of involvement.

**Recommendation 4 - The 2016/18 Involvement Strategy cover the new areas of Option Appraisal, Neighbourhood Forums, Independent Agent for the RMI contract and Digital Inclusion.**

It is important that that there is accountability for the Council's investment in the Involvement Strategy. This has been notoriously difficult to demonstrate in terms of outcomes and few landlords have done so convincingly. This may have led to investment in resident involvement nationally falling sharply over the past five years. A robust approach will need to be taken to demonstrate to councillors and residents those benefits of involvement. One good example was the role of the Residents Board in proposing the use of injunctions for access which led to a marked improvement in outstanding gas safety checks.

There also needs to be accountability for the Board and Panels through an annual review, including appraisal, as part of the annual review of involvement and an annual report (in addition to the Annual Report to tenants). These should be made publicly available.

**Recommendation 5 – That there be an Annual Review of the Involvement Strategy including the Residents Board with a clear emphasis on outcomes.**

### **Satisfaction Surveys**

There have been three thorough satisfaction surveys in 2013, 2014 and 2015. These show a fair level of satisfaction generally but with some specific areas needing improvement. These include mutual exchanges, listening to tenant views, ASB resolution, getting hold of the right person, complaint handling and leaseholders generally. The issues raised in the 2015 survey were well addressed (if not resolved) in Streets Ahead.

### **Consumer Compliance Check**

The Gap Analysis prepared by the Involvement and Participation Manager is well considered and formed the basis of my check. I have proposed some technical changes to the format, which can help future Gap Analyses be more thorough. My

Consumer Compliance Check highlights a number of issues to be met by the Council to ensure regulatory compliance. The Involvement and Participation Manager has converted this into an Action Plan (Annex 3).

Although the focus of the Social Housing Regulator is on economic standards, and there is a 'serious detriment' consideration before taking any action on consumer standards the Regulator does take action on those standards. This has included a number of Housing Associations and Councils who were downgraded or issued with Regulatory Notices following issues with gas and fire safety. It also includes Circle Anglia<sup>1</sup> who were given a double downgrade following chronic failures of its repairs and maintenance service, and Blackpool Council<sup>2</sup> after a collapse of a balcony at a block of flats (for which it was fined £50,000 by the High Court). The Consumer Compliance check, and fulfilling the Action Plan will demonstrate regulatory compliance. A review of the Health and Safety policy, now overdue by 12 months, is a priority.

**Recommendation 6 – that the Gap Analysis be reviewed annually and reported to the Residents Board and Neighbourhood and Community Scrutiny Panel. This will form the basis of the Council demonstrating regulatory compliance. An Action Plan should be put in place for any outstanding issues and monitored by the Council and Residents Board.**

### **RMI bidding process**

Residents through the Repairs and Maintenance Panel have set the Slough Standard for repairs, maintenance and investment services. The bidding document has clear expectations around customer service, personalised information for residents, tenant & leaseholder engagement, incentivisation of customer satisfaction, improve understanding of customers and helping customers use digital.

There is an expectation that residents influence local works and local standards through Neighbourhood Forums. There will be joint commissioning with Residents Board of Independent Auditors. These need to be report to a group involving councillors and Resident Board members. This group might be able to take on other functions going forward for the Council.

The Neighbourhood Forums are designed around the RMI contract but will be set up in advance. The Neighbourhood Managers, supported by the Information and Participation Manager, will lead the setting up of the Forums. There was an open mind on what form the Neighbourhood Forums should take and not necessarily being a traditional meeting. The Options Appraisal process offers an opportunity to trial different routes before making a decision.

**Recommendation 7 – that the RMI Independent Agent is appointed by and accountable to a group including Councillors and Resident Board Members.**

### **Options Appraisal**

---

<sup>1</sup> <http://www.insidehousing.co.uk/regulator-slams-giant-landlord-for-chronic-repairs-failings/7009146.article?adfsuccess=1>

<sup>2</sup> <http://www.insidehousing.co.uk/landlords-exposed-tenants-to-potential-serious-harm/7007711.article>

The Options Appraisal will require a step change in tenant and leaseholder involvement in Slough. Given current Government policy there will need to be a more nuanced set of options rather than the usual choices of Stock Transfer, retention, ALMO and PFI. It will also be important to consider the best ways of residents playing a role in these options including community led models. There will be tenant and leaseholder engagement at all stages of the Option Appraisal.

The Council will want to be open about the drivers for the Options Appraisal and update tenants and leaseholders as information comes from the stock conditions survey and other advisors. The Council will also want to ensure understanding and support for tenants and leaseholders during the process.

It would be important to set up a Consultative Commissioning Group consisting of members and Council tenants and leaseholders to review the Housing Revenue Business Plan, the Housing Strategy and to be the lead consultative group on the Options Appraisal for the Council's housing stock. This should include members of the Resident Forum as well as other residents recruited specifically for the Commissioning Group. The Commissioning Group will be supported and I have been asked to provide support.

This will require an initial and flexible project plan to ensure the consultation is informed and robust. Immediate issues would include key messages, setting up on-line forum, Facebook page and twitter feed. These would help with an initial invitation to the Housing Strategy event and begin the process of identifying how residents want to be involved.

The Housing Strategy event on 6<sup>th</sup> December would be an opportunity to 'launch' the Options Appraisal consultation and there should be a second event on an evening for those unable to make the daytime event. These events will be an opportunity to be clear about the drivers and seek views about the consultation methods to be used. It is also an opportunity to identify people for the Steering Group (and the Board and Panels).

There would need to be an evolving engagement plan for the Option Appraisal dependent on feedback from residents and the Steering Group. The Council will want to try a range of methods of involvement including traditional meetings and digital involvement. There should be meetings in each of the three areas designated for the Neighbourhood Forums which should help with options for how best those Forums progress. It will also be worth trying some innovative approaches such as Participatory Forums, where residents are faced with the situation councillors have in 2022 and handheld voting pads at meetings for quick feedback. Other approaches to be considered include a survey of tenant and leaseholder priorities, utilising the Council's wider community development approach and engaging local stakeholders with access to groups that are harder to involve.

**Recommendation 8 – that work begin immediately on a Project Plan for the Option Appraisal.**

Members of the Resident Board have a busy year ahead of them. As well being members of the Board they may also be asked to play roles on the Neighbourhood and Community Services Scrutiny Panel, RMI Independent Agent group and the Option Appraisal Steering Group. Currently they receive expenses. They, and other resident members of the Option Appraisal Steering Group should have access to laptops or tablets and the internet. Experience elsewhere shows that it can be difficult to progress this basic principle. In addition there is currently a registered blind member of the Residents Board who would benefit from a software programme that would help them operate on the same basis as abled bodied members.

**Recommendation 9 – that members of the Resident Board and the Steering Group be given laptops and internet access to support their role. Support should be given to ensure that disabled resident members are able to operate on an equal footing to able-bodied resident members.**

This page is intentionally left blank



## Appendix B



### **Phil Morgan BSc CMCIH**

Apartment 146, NV Buildings, 98 the Quays, Salford M50 3BD

Website [www.philmorgan.co.uk](http://www.philmorgan.co.uk)

Mobile Number 07831-131021

Email [pjsunited@gmail.com](mailto:pjsunited@gmail.com)

### **Experience**

I have worked at a senior level in housing for 17 years including 9 years as Chief Executive of TPAS and then 2 years as Executive Director of Tenant Services at the TSA, the social housing regulator.

### **Career to date**

#### **2010 to date Director, Phil Morgan Limited**

Working in resident scrutiny, resident involvement and regulatory compliance.

Current clients include:

- C&C – setting up, recruiting, reviewing, training and mentoring their Scrutiny Panel since 2010. Review of resident involvement and consumer compliance.
- Genesis HA – setting up, recruiting, training and mentoring their Scrutiny Panel since 2015, setting up and closing Service Reviews and training staff.
- Kingston Council – training staff, setting up and closing Service Reviews, mentoring their Scrutiny Panel.
- Rooftop Housing Group – recruitment of Scrutiny Panel and developing an on-line Forum.

Former Clients include:

- LB Hammersmith and Fulham – written review of Resident Involvement including setting up and recruiting to their Scrutiny Panel
- Medway Council – reviewing their approach to tenant involvement & scrutiny
- Waltham Forest HA – full governance review and consumer regulation check.
- Wrekin Housing Trust – co-regulation review and consumer regulation check
- Rooftop Housing Group – impact assessment of their resident involvement
- Jephson – *Winner of Best Newcomer category* at Customer Service Involvement Awards, setting up, recruiting and reviewing their Scrutiny Panel.
- LB Croydon – *Runner Up of Best Resident Scrutiny Panel South* at Customer Service Involvement Awards training, setting up and closing Service Reviews,

Judge for the Housing Innovation and Excellence Awards, and Customer Scrutiny and Involvement Awards 2016.

**2009 - 2010 Executive Director Tenant Services, Tenant Services Authority (TSA), the Social Housing Regulator**

I was one of the team of three who led the detailed development of the new Regulatory Framework and worked with the TSA Board on its content.

**1999 - 2009 Chief Executive Tenant Participation Advisory Service (TPAS)**

I was responsible to the TPAS Board for the operation of TPAS business in support of its mission, led relationships with all the leading external stakeholders and Government ministers in housing and beyond. Inventor of Tenant Scrutiny.

**1998 - 1999 Assistant Director Centre for Local Economic Strategies**

**1982 – 1998 Government Office North West & North West Development Agency**

**Education and Professional Qualifications**

- Chartered Institute of Housing Distinguished Professional 2008
- Mersey Common Purpose Graduate
- BSc (Honours) Liberal Studies In Science 2:2 Manchester University 1981

**Non-Executive positions of note**

- Chair Salford Healthwatch 2016 to date
- New Prospect Homes ALMO Board Member 2004-2006
- Wulvern Housing Board Member 2010 to date and Chair 2016 to date
- Trafford MBC Councillor 1986 – 1992
- Chair of Old Trafford Primary School Governors 1994-1998

## **National Consumer Standards Housing Regulatory Framework Self-Assessment and Gap Analysis**

These standards apply to all registered providers. Providers' boards and councillors are responsible for ensuring their organisation meets the consumer standards. The regulator's role is limited to setting the consumer standards and intervening only where failure of the standard could lead to risk of serious harm to tenants (the 'serious detriment test').

This document lists all the elements of the four Consumer Standards and provides for each a performance 'position statement' and an independent assessment of the degree to which SBC is currently compliant

The independent assessment was based on a desktop review based on simple scans for key documents, both internal and external, Service Plans, the KPI Framework, and online information. The rationale for this was to simulate the accessibility to relevant information on the part of both residents and staff.

# Tenant Involvement & Empowerment Standard



= Inadequate compliance with the standard



= Partial compliance and/or good prospects for improvement



= met to a satisfactory or higher degree

Required Outcome/Specific Expectation	Self Assessment 2016/17	RAG
<p>Registered providers shall provide choices, information and communication that is appropriate to the diverse needs of their tenants in the delivery of all standards.</p> <p>Registered providers shall provide tenants with accessible, relevant and timely information about:</p> <ul style="list-style-type: none"> <li>• how tenants access services</li> <li>• the standards of housing services their tenants can expect and how they are performing against those standards</li> <li>• the service choices available to tenants, including any additional costs that are relevant to specific choices</li> <li>• progress of any repairs work</li> </ul>	<p>There are no resident information leaflets and information on the website is patchy. Whilst this has been factored into the review of policies and procedures, this area has not been a priority for the service. The customer services system is scripted and the scripts have been updated to ensure that information is up to date and correct. However, in general, residents are aware of how to access services and the MyCouncil approach appears to work fairly well.</p> <p>‘Specialist’ services such as Tenancy Sustainment and the Handyperson Service are promoted in the bi-monthly tenants’ newsletter, Streets Ahead. Officers are pro-active in referring residents to services to support them to sustain their tenancy.</p> <p>Following a tenant conference held in 2010, some basic service standards were developed which broadly reflect the Regulatory Framework. However these standards have not been updated nor published for tenants to understand what they can expect or how the service is performing against those standards.</p> <p>The council currently provides a standard cleaning specification across all of its housing blocks. It has discussed with resident representatives the potential for offering tiered services, with costs relative to the number of visits required or carried out. This is planned for implementation with the re-commission of estate services through the repairs and maintenance service. Additionally, the council will be offering tenants access to the</p>	

<ul style="list-style-type: none"> <li>• how tenants can communicate with them and provide feedback</li> <li>• the responsibilities of the tenant and provider</li> </ul>	<p>repairs service partner's workforce to carry out tenant-responsibility repairs. The cost of using these services will be clearly set at the outset of the request. Additional services such as gas safety inspections, repairs and other maintenance/inspection visits will also be made available to leaseholders.</p> <p>There are no other services provided to tenants in addition to our standard housing management and tenancy support services.</p> <p>Fail. Residents are able to call Interserve to check the progress of any repairs work. This will be a feature of the re-commissioning of the repairs and maintenance service and the digital transformation programme. The new contract specification is explicit in that residents will be able to request information and have access to information through digital means. Residents will therefore be able to book and track repairs as well as being able to give feedback on their satisfaction with the service.</p> <p>The MyCouncil approach means that tenants are aware of how to communicate with Neighbourhood Services, although there is a level of dissatisfaction with residents being able to contact the correct person and/or having their calls returned. This was the subject of mystery shopping in 2015/16 which confirmed telephone communication as being problematic. The front of house and call centre are outsourced to Arvato. Neighbourhood Managers are in the process of developing an SLA with Arvato to drive improvement in these service areas.</p> <p>Tenants' right and responsibilities are published on the website and have also been published in the tenant newsletter, Streets Ahead. That said, the number and level of rechargeable repairs reported that are due to the tenant's wilful neglect or damage, would suggest that residents are not aware of their responsibilities. The introduction of rechargeable repairs in 2016/17 will aim to resolve this. The implementation of the new repairs module and a stronger rechargeable repairs process will be a priority for the new repairs, maintenance and investment Service Partner to focus on. This new process will ensure that any rechargeable repairs identified within a property, whether they are landlord or tenant responsibility, are checked to ensure they are completed to a satisfactory standard with tenancy enforcement action considered for those that are not attended to or for tenancies with regular damage or neglect to the property.</p>
---	--

	<p>The tenancy agreement is currently under review and is due to be completed in late 2017. The Tenants' Handbook is also significantly out of date and will be reviewed in 2016/17 to provide residents with the information they need to manage their tenancy.</p> <p><b>Actions</b></p> <ol style="list-style-type: none"> <li><b>1. Implement Mystery Shopping recommendations and Board monitor</b></li> <li><b>2. Consider how best to publicise information about the service including information leaflets and website</b></li> <li><b>3. Consider new set of service standards with resident input for Board and councillor approval</b></li> <li><b>4. Review Tenancy Agreement by end of 2017 for Board and councillor approval</b></li> <li><b>5. Review Tenants Handbook by April 2017 for Board and councillor approval</b></li> <li><b>6. R&amp;M Panel monitor impact of introduction of recharges</b></li> <li><b>7. Consideration of introduction of tiered services by set date</b></li> </ol>
<p>Registered providers shall have an approach to complaints that is clear, simple and accessible, that ensures that complaints are resolved promptly, politely and fairly</p> <p>Providers shall offer a range of ways for tenants to express a complaint and set out clear service standards for responding to complaints, including complaints about performance against the standards, and details of what to do if they are unhappy with the outcome of a complaint. Providers shall inform tenants how they use complaints to</p>	<p>Neighbourhood Services' follow the corporate complaints process up to Stage 2. Team Leaders respond to complaints at Stage 1 and Neighbourhood Managers review complaints and respond at Stage 2.</p> <p>At Stage 3 of the process, residents have the choice (in most cases) to have their complaint reviewed by the resident led Complaints Panel who are registered with the Ombudsman as the Designated Person in Slough. The Panel review the complaint and make recommendations to remedy the situation (where appropriate) or to uphold the Council's response prior to the complainant approaching the Ombudsman.</p> <p>Resident awareness and satisfaction with the complaints service has been consistently low, as demonstrated by feedback from the 2013 and 2014 resident satisfaction surveys. This is despite routinely meeting 100% of targets. In December 2014, residents completed a review of complaints to test the quality of the responses to see if this was the cause of the low satisfaction. Residents determined that the quality of responses was variable and, in some cases, very poor. Work therefore needs to be done to</p>

improve their services. Registered providers shall publish information about complaints each year, including their number and nature, and the outcome of the complaints. Providers shall accept complaints made by advocates authorised to act on a tenant's/tenants' behalf.	improve the quality of responses.  A process is in place to ensure that learning from complaints is routinely shared and publicised to residents, however due to workload and changes in staff over the course of the year, the spreadsheet has not been updated to record quarter 4 complaints. Work to update the spreadsheet is currently underway and the process will be re-launched with the new managers as soon as this has been completed.  Due to staffing issues, performance in relation to complaints has fallen considerably over the past 5 months. The situation is now being considered by the Strategic Director to determine a way forward.  <b>8. Introduce a new approach to complaints drawing on 2014 review and 2015 satisfaction survey results. NCP to monitor progress.</b>	
Registered providers shall ensure that tenants are given a wide range of opportunities to influence and be involved in:		
<ul style="list-style-type: none"> <li>the formulation of their landlord's housing related policies and strategic priorities</li> </ul>	<p>In 2014, a dedicated resource was recruited to undertake a comprehensive review and redevelopment of all Neighbourhood Services' operational policies and procedures. This work is now underway and residents have been engaged and involved in the development and sign off of the over-arching policy document.</p> <p>In 2014/15, the Neighbourhood Services Transition Board approved the Gas Safety, Tenancy Management Policy and the Keeping Animals Policy which now bear the "Resident Approved" stamp.</p> <p>Residents have not been involved in the annual service planning process. This year, all plans had to set out actions and objectives based purely on achieving the council-wide 5 Year Plan, rather than service specific objectives.</p>	



	<p>In terms of workstream priorities, these are very much led by legislation and regulation as well as local pressures and demands. Residents are, however, involved in the re-commissioning of the repairs and maintenance service which is a strategic, longer term project.</p> <p><b>9. Involve residents in the annual service planning process</b></p> <p><b>10. Cycle of policy and procedure reviews through Board and Panels</b></p> <p>The Panels and Board were involved in developing and approving the Slough Lettable Standard (for voids) and the Slough Standard for repairs, maintenance and investment services. A 'Resident Approved' stamp is used to indicate residents' approval and involvement.</p> <p>An area of weakness is the lack of engagement at a local level to determine service standards. This is being addressed through the re-commissioning of the repairs, maintenance and investment services where resident involvement and engagement is built into the governance arrangements of the new contract. This includes local Forums who will work with officers and the new Service Partner to determine local priorities and investment works. It is anticipated that the local Forums will set and monitor service standards and performance will then feed up to the resident Board and the appropriate Panel.</p> <p><b>11. Development of Local Forums alongside new Repairs and Maintenance contract</b></p> <p><b>12. Terms of Reference for Local Forums to reflect route to Repairs and Maintenance Panel and Board</b></p> <p><b>Also see 3 earlier</b></p> <p>The Resident Board, Repairs &amp; Maintenance Panel and the Neighbourhoods and Complaints Panel have been operating for 18 months now following the implementation of the revised approach to co-regulation and resident led scrutiny. Exception reporting is used (at residents' request) to highlight areas of concern and to prioritise training and agenda items. The division of service areas between the Panels has enabled residents to focus on aspects of the service without over-burdening them.</p>	
<ul style="list-style-type: none"> <li>the making of decisions about how housing related services are delivered, including the setting of service standards</li> </ul>		
<ul style="list-style-type: none"> <li>the scrutiny of their landlord's performance and the making of recommendations to their landlord about how performance might be improved</li> <li>arrangements for tenant involvement and scrutiny</li> </ul>		



<ul style="list-style-type: none"> <li>• supporting the formation and activities of tenant panels or equivalent groups and responding in a constructive and timely manner to them</li> <li>• the provision of timely and relevant performance information to support effective scrutiny by tenants of their landlord's performance in a form which registered providers seek to agree with their tenants.</li> </ul>	<p>The high level scrutiny of performance is working well. The Service Area Panels have delegated authority to monitor performance and make recommendations for improvements which are then signed off by the Resident Board. Residents have chosen to receive exception reports to highlight areas of concern, however the full management Performance Reports are circulated at meetings should residents wish to see them. Reference is made to the full reports when presenting exception reports to familiarise residents with the reports and how to read/analyse them.</p> <p>In 2015/16, residents were made aware of a drop in performance relating to gas safety. They then worked with officers to review the approach to gaining access which resulted in a change in policy. Injunctions are now sought to gain access when it is denied and performance is now at 100%.</p> <p>The Board and Panels have access to the 'Service Improvement Team' which consists of 200+ tenants who have registered their e-mail address with the service as being interested in getting involved. In response to feedback from the annual satisfaction surveys, this approach allows residents to dip in and out of involvement activities without having to commit to attending meetings.</p> <p>It is envisaged that the Council will continue to develop digital media solutions to engaging with residents as part of its 'Digital Transformation' programme. In 2015/16, residents were able to test the quality of responses to complaints and carry out mystery shopping exercises to test Customer Service by communicating with the Council via e-mail.</p> <p>The over-arching tenant led group responsible for co-regulating and scrutinising the Council's landlord function is the Resident Board. The Board consists of tenants, leaseholders and the three Neighbourhood Managers and meets quarterly to monitor and oversee the work of the Service Area Panels. The Repairs &amp; Maintenance Panel consists of 5 leaseholders and 1 tenant and has delegated responsibility for scrutinising repairs and maintenance services. The Panel is currently scrutinising the capital works programme which is proving problematic. The Neighbourhood &amp; Complaints Panel scrutinises housing and neighbourhood management services. Both the Board and</p>
--	---

	<p>Panels are able to commission scrutiny activity (mystery shopping, quality testing) from the 'Service Improvement Team' which consists of 200+ residents who have registered their e-mail addresses with the service. The team receives regular e-newsletters promoting involvement activities as well as news on how their feedback has been used to improve services.</p> <p>Full management performance reports are made available to the Board and Panels who have chosen to receive exception reports highlighting areas of concern. Performance information is not routinely published in newsletters or the website, however members have asked that a Working Group be established to facilitate performance monitoring by members and residents. This idea was discussed at the recent Repairs &amp; Maintenance Panel meeting and residents were asked to volunteer to be a part of the Working Group, however there was little appetite for this on the night.</p> <p><b>13. Need for clear terms of reference for Board and Panels</b>  <b>14. Need for clarity around roles for new Working Group to monitor KPIs. May also be a conduit for Board to Councillors.</b></p>	
<p>supporting their tenants to exercise their Right to Manage or otherwise exercise housing management functions, where appropriate (the management of their homes, where applicable)</p>	<p>N/A. No applications or expressions of interest were received from residents wishing to manage their own homes.</p>	
<ul style="list-style-type: none"> <li>the management of repair and maintenance services, such as commissioning and undertaking a range of repair tasks, as agreed with landlords, and the sharing in savings made</li> </ul>	<p>The Repairs &amp; Maintenance Panel co-regulate and scrutinise the repairs, maintenance and investment services. They have recently received a report in terms of service issues relating to capital and investment works where officers have concerns. The current contract is a fixed-price contract, managed by Property Services whereby the contractor is paid the same amount each month regardless of the number of repairs undertaken. As such there has been no appetite to encourage residents to undertake their own repairs. Presently we are now in a period where we are looking to demobilise the current contractor whilst procuring a new Service Partner and contract. We have been in discussion (through Competitive Dialogue) regarding training and information for residents regarding their rights and responsibilities in terms of repair and improvements</p>	

	which will, potentially, be built into the new contract.  <b>see 13. above</b>	
<ul style="list-style-type: none"> <li>• agreeing local offers for service delivery</li> <li>• Registered providers shall consult with tenants on the scope of local offers for service delivery. This shall include how performance will be monitored, reported to and scrutinised by tenants and arrangements for reviewing these on a periodic basis.</li> </ul>	<p>Attempts at developing local offers were made in 2011, however the outcome merely replicated the Regulatory Framework and added in the corporate customer service targets.</p> <p>Area Panels were created in 2012/13 for the purpose of developing and monitoring local offers, however this was never clearly understood and, as such, the Panels failed.</p> <p>In 2016/17 Neighbourhood Forums will be created to offer residents the opportunity to influence service delivery locally. These arrangements have been built into the contract for the new Service Partner to deliver repairs, maintenance and investment services. Residents have been consulted and engaged in the procurement process and developing the specification for the new contract.</p> <p><b>see 13. above</b></p>	
<p>Registered providers shall treat all tenants with fairness and respect. Registered providers shall demonstrate that they understand the different needs of their tenants, including in relation to the equality strands and tenants with additional support needs.</p> <p>Registered providers shall demonstrate how they respond to tenants' needs in the way they provide services and communicate with tenants.</p>	<p>The 2015 annual satisfaction survey indicated that 73% of tenants and 72% of leaseholders felt that they are treated fairly and with respect. 28% of tenants and 30% of leaseholders indicated they were very satisfied that they were treated fairly and with respect whilst 7% of tenants and 6% of leaseholders were very dissatisfied with this aspect of the service. Our analysis of the quality of our response to complaints as well as learning from complaints will be used to drive improvement in this area.</p> <p>There are a range of language skills amongst officers to provide telephone or face to face translation and interpretation services for residents. There are no records of any requests from residents for written translation services, however the council has commissioned TheBigWord to provide these services if required.</p> <p>The council's website does not provide information in other languages, this must be requested by the person or their advocate. However, the website does contain</p>	<div>T</div> <div>L</div>

<p>Page 104</p>	<p>information to help people with visual impairments to adjust their computer display.</p> <p>Expectations in terms of translation and interpretation services is hazy. The latest guidance suggests minimising these services in order to encourage non-English speakers to learn to speak English, which is the general rule, however there are occasions when important information must be given and it would be impossible to do this without providing translation and interpretation services. Where this is the case, we have been able to meet these requirements in-house.</p> <p>A pro-active approach is not taken to routinely producing information in different formats, eg large print. More could also be done to improve writing skills and to encourage the use of Plain English.</p> <p>Previous attempts have been made at profiling residents, however recording and using the information has proved problematic. The CAPITA IT system does not flag up personal information that would assist in meeting this standard. Caution Before Contact markers are held on a corporate system, making the process somewhat disjointed.</p> <p>Officers' awareness and understanding of residents is good on the whole. Residents with specific needs tend to be well known to officers who are then able to respond to their particular needs.</p> <p>Equality Impact Assessments are not routinely used to mitigate the risk of actual or potential discrimination, however no complaints were received from residents who felt that they had been discriminated against.</p> <p>Officers routinely adapt their approach to residents based on their individual needs. This can be evidenced through our response to complaints and, in particular, the service's response to a particular tenant who had complex health needs. The resident was fully supported to move out of their home and into hotel accommodation that could cater to her specific needs and supported throughout the process of repairing and cleaning her home to a very specific standard.</p>

	<b>15. Review current % of profiling and methods to improve this. 16. Consider use of Equality Impact Assessments</b>	
Registered providers shall support their tenants to develop and implement opportunities for involvement and empowerment, including by:		
<ul style="list-style-type: none"> <li>supporting their tenants to exercise their Right to Manage or otherwise exercise housing management functions, where appropriate</li> <li>providing support to tenants to build their capacity to be more effectively involved</li> </ul>	<p>No applications or expressions of interest were received from residents who want to exercise their Right to Manage.</p> <p>The Board and Panels are working well and residents have attended training sessions to empower them to participate in discussions on the more technical aspects of housing management, eg Introductory Tenancies.</p> <p>Training and learning needs will now be factored into all involvement opportunities. Having officers as Subject Matter Experts on each of the Panels and the Board will support this aim. Training sessions are held prior to meetings to increase residents' understanding of the more technical aspects of housing management to enable them to participate in and understand discussions.</p> <p><b>17. Clear training plan in place, monitored by the Board.</b></p>	
Registered providers shall consult with tenants, setting out clearly the costs and benefits of options, if they are proposing to change their landlord or when proposing a significant change in their management arrangements.	Not applicable.	
Registered providers shall consult tenants at least once every 3 years on the best way of involving tenants in the	The service carries out an annual satisfaction survey which has contained questions about involvement opportunities each year. The feedback has been used to trigger a review of the involvement framework which was redeveloped in 2014. This review also	

governance and scrutiny of the organisation's housing management service.	
Such provision must include the publication of an annual report which should include information on repairs and maintenance budgets	<p>constitutes consultation.</p> <p>Annual Report published in Streets Ahead. 2 page version with very basic facts around service and size of Repairs and Maintenance budget. Adequate cover of requirement but some way behind the best Housing Association reports.</p>



## Neighbourhood & Community Standard

<p>Registered providers shall keep the neighbourhood and communal areas associated with the homes that they own clean and safe. They shall work in partnership with their tenants and other providers and public bodies where it is effective to do so.</p> <p>Registered providers shall consult with tenants in developing a published policy for maintaining and improving the neighbourhoods associated with their homes. This applies where the registered provider has a responsibility (either exclusively or in part) for the condition of that neighbourhood. The policy shall include any communal areas associated with the registered provider's homes.</p>	<p>Cleaning services for blocks and communal areas are delivered by a combination of Interserve and the in-house caretaking service. The current caretaking standard was developed with resident representatives. It is intended to be displayed in each block, along with the attendance schedule and signing-in sheets; however, for a number of reasons this is not consistently in place in all blocks. Consultation about changes to the caretaking service, including changes to the delivery schedule and the caretaking and cleaning standard was carried out in February 2016. These changes were implemented in April 2016. Prior to these changes, satisfaction with the caretaking service was variable, with 71% of tenants indicating they are satisfied with the standard of the service, but only 54% of leaseholders agreed.</p> <p>Estate inspections are carried out, but the frequency of these inspections is variable across teams and dependent on the weather/time of year. Whilst all front line staff are now trained in the Housing Health &amp; Safety Rating System (HHSRS), more needs to be done to improve the estate inspection regime. This will be picked up as part of the programme for reviewing and redeveloping the operational policy suite.</p> <p>The Estate Services Policy is a considered and detailed policy but dates from 2012. It covers the basis for estate inspections (in KPIs), Health and Safety and monitoring.</p> <p>The Neighbourhood &amp; Community Panel was developed to address this gap. The creation of Neighbourhood Services was triggered by the increasing need to take a tenure blind approach to managing neighbourhoods that are now multi-tenure, largely due to the Right to Buy. This will also be factored into the programme of operational policy development.</p> <p><b>18. Display Caretaking standard in all blocks. Neighbourhood and Complaints Panel to monitor.</b></p>
---	--

<p>Registered providers shall co-operate with relevant partners to help promote social, environmental and economic wellbeing in the areas where they own properties.</p> <p>Registered providers, having taken account of their presence and impact within the areas where they own properties, shall:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> identify and publish the roles they are able to play within the areas where they have properties</li> <li><input type="checkbox"/> co-operate with local partnership arrangements and strategic housing functions of local authorities where they are able to assist them in achieving their objectives</li> </ul>	<p><b>19. Review estate inspection approach and Policy. Neighbourhood and Complaints Panel to monitor.</b></p> <p>We routinely work with a range of council colleagues, partners and third sector organisations to promote social, environmental and economic wellbeing. We work closely with the police and fire service, attending regular meetings to take a joined up approach to managing neighbourhoods. The Tenancy Sustainment Officers work with charities and third sector organisations to develop support packages for vulnerable residents.</p> <p>We work in partnership with Interserve to deliver free caretaking services to vulnerable residents.</p> <p>Following a period of high staff turnover, patch updates that include details of the staffing changes were published in the November edition of Streets Ahead (the residents' newsletter). The newsletter contains information about the role that Neighbourhood Services plays in areas where the Council owns properties.</p> <p>This is applicable to housing associations.</p>	
<p>Registered providers shall work in partnership with other agencies to prevent and tackle anti-social behaviour in the neighbourhoods where they own homes.</p> <p>Registered providers shall publish a policy on how they work with relevant partners to prevent and tackle anti-social behaviour (ASB) in areas where they own properties.</p>	<p>As above. Neighbourhood Managers attend regular meetings with the police and fire service to tackle anti-social behaviour. This has become a particular problem at two of the tower blocks in the centre of Slough. A dedicated team was created to focus on managing these blocks and close links have been built with the police to respond to these issues.</p> <p>However, the 2014 satisfaction survey revealed that although just 63% of tenants and 54% of leaseholders being satisfied with our response to anti-social behaviour, 84% of tenants and 86% of leaseholders said that they felt safe in their neighbourhood.</p> <p>The Crime &amp; Policing Act introduced a raft of changes to the way that anti-social behaviour should/could be tackled in 2014. Dedicated resources are now in place to update and refresh the anti-social behaviour policies and procedures to ensure</p>	



<p>In their work to prevent and address ASB, registered providers shall demonstrate:</p> <ul style="list-style-type: none"> <li>• that tenants are made aware of their responsibilities and rights in relation to ASB strong leadership,</li> <li>• commitment and accountability on preventing and tackling ASB that reflects a shared understanding of responsibilities with other local agencies</li> <li>• a strong focus exists on preventative measures tailored towards the needs of tenants and their families</li> </ul> <p>Page 109</p> <ul style="list-style-type: none"> <li>• prompt, appropriate and decisive action is taken to deal with ASB before it escalates, which focuses on resolving the problem having regard to the full range of tools and legal powers available</li> <li>• all tenants and residents can easily report ASB, are kept informed about the status of their case where responsibility rests with the organisation and are appropriately sign-posted where it does not.</li> </ul>	<p>that we comply with the new legislation and take effective and proportionate action to tackle anti-social behaviour. ASB Policy is up to date (July 2016) and covered by an impressive list of documents. Reviewed annually with Service standards, monitoring by staff and link to involvement strategy. ASB Manual also in place. Series of Fact Sheets covering legislation.</p> <p>Streets Ahead is routinely used to publish information about the work of the Neighbourhood Teams in relation to ASB and enviro-crime. The Resident Board and Panels receive detailed information on ASB, including presentations from Thames Valley Police on crime and ASB hotspot mapping and the work of the Enforcement and Resilience Team.</p> <p>The creation of Neighbourhood Services bringing housing and enforcement teams together demonstrates the commitment of senior managers to tackling anti-social behaviour. Service Plans clearly communicate our aim of supporting residents to be accountable and responsible for their behaviour. All tenants are asked to sign a Good Neighbour Agreement at the start of their tenancy.</p> <p>Tenants are assessed at the start of their tenancy to identify any support needs. The use of Introductory Tenancies offers opportunities to provide support, where necessary or to take action to address any anti-social behaviour. The opportunity of extending the probationary period allows additional time for tenants to change their behaviour and sustain their tenancy.</p> <p>The creation of Neighbourhood Services brought together housing and enforcement officers to embrace the full range of powers available to the council to respond to anti-social behaviour. All officers have achieved a BTEch Level 5 qualification in managing anti-social behaviour and focus on early intervention to resolve problems before they escalate.</p> <p>Neighbourhood Services are responsible for monitoring the Anti-Social Behaviour Hotline and responding to Community Triggers. Residents are not always kept as informed as they would like whilst cases are being managed. This may be for a</p>
--	---

	variety of reasons, including Data Protection issues or service failure.	
	<b>20.ASB Policy 2017 review for Neighbourhood and Complaints Panel input and Board approval.</b>	
<ul style="list-style-type: none"> <li>Provision of support to victims and witnesses</li> </ul>	The Tenancy Sustainment Service offers support to victims and witnesses of anti-social behaviour. Additional security measures are routinely offered to victims, eg fire proof letter boxes and panic buttons. Managers and officers work with the police and other agencies to ensure that appropriate support is given to victims and witness and that information is shared to support this.	

## Tenancy Standard

<p>Registered providers shall let their homes in a fair, transparent and efficient way. They shall take into account the housing needs and aspirations of tenants and potential tenants. They shall demonstrate how their lettings:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> make the best use of available housing</li> <li><input type="checkbox"/> are compatible with the purpose of the housing</li> <li><input type="checkbox"/> contribute to local authorities' strategic housing function and sustainable communities</li> </ul> <p>There should be clear application, decision-making and appeals processes.</p> <p>Registered providers shall publish clear and accessible policies which outline their approach to tenancy management, including interventions to sustain tenancies and prevent unnecessary evictions, and tackling tenancy fraud, and set out:</p>	<p>An updated Tenancy Management Policy was implemented in 2015 and all officers received training (or an overview depending on their role). The policy document (not the detailed procedures) was approved by the Neighbourhood &amp; Complaints Panel and then ratified by the Board. Resident approved document.</p>	
--	---	--

<ul style="list-style-type: none"> <li>The type of tenancies they will grant</li> </ul>	<p>The Tenancy Strategy clearly sets out the type of tenancies we will grant. All new tenants are offered a 12 month Introductory Tenancy which, if completed satisfactorily, will convert to a 5 year, fixed term tenancy. Transferring tenants will be offered tenancies in line with legal requirements. The tenancy agreement is currently being reviewed and updated to reflect emerging legislation arising from the Housing &amp; Planning Act 2016.</p> <p><b>21. Review tenancy agreement for approval by the Neighbourhood &amp; Complaints Panel and then ratified by the Board</b></p>	
<ul style="list-style-type: none"> <li>Where they grant tenancies for a fixed term, the length of those terms</li> </ul>	<p>New tenants are given a letter setting out the terms of their fixed term tenancy at sign-up. However it is unclear whether or not they understand the type of tenancy they have been granted.</p> <p><b>22. Check new tenants awareness of terms of fixed term tenancy during new tenancy visits. Neighbourhood and Complaints Panel to monitor.</b></p>	
<ul style="list-style-type: none"> <li>The circumstances in which they will grant tenancies of a particular type.</li> </ul>		
<ul style="list-style-type: none"> <li>Any exceptional circumstances in which they will grant fixed term tenancies for a term of less than five years in general needs housing following any probationary period.</li> </ul>	<p>The tenancy strategy sets out the circumstances under which we will grant a 2 year fixed term.</p>	
<ul style="list-style-type: none"> <li>The circumstances in which they may or may not grant another tenancy on the expiry of the fixed term</li> </ul>	<p>5 Year Flexible Tenancies were introduced in 2014 when all new tenants were given a 12 month Introductory Tenancy. The new fixed term tenancies will expire in 2019, whilst the policy and procedures for managing fixed term tenancies</p>	

	when they expire is in place, further training will need to be delivered to ensure that officers are aware of how to manage the process.	
	<b>23. Begin process for policy and procedures for managing fixed term tenancies in 2017. Neighbourhood and Complaints Panel to monitor.</b>	
<ul style="list-style-type: none"> <li>The way in which a tenant or prospective tenant may appeal against or complain about the length of fixed term tenancy offered and the type of tenancy offered, and against a decision not to grant another tenancy on the expiry of the fixed term</li> </ul>	<b>See 23.</b>	
<ul style="list-style-type: none"> <li>Their policy on taking into account the needs of those households who are vulnerable by reason of age, disability or illness and households with children, including through the provision of tenancies which provide a reasonable degree of stability</li> </ul>	Information is regularly published in the residents' newsletter, Streets Ahead, to promote tenancy sustainment and services available to vulnerable residents. Vulnerability criteria are set to provide clarity on eligibility criteria for these services.	
	<b>24. An Equality Impact Assessment will be carried out as part of the policy review process. Neighbourhood and Complaints Panel to monitor.</b>	
<ul style="list-style-type: none"> <li>their policy on granting discretionary succession rights, taking account of the needs of vulnerable household members</li> </ul>	We do not grant discretionary successions, however we will take the opportunity to fully assess failed successor's housing options.	
Registered providers must grant general needs tenants a periodic secure or assured (excluding periodic assured shorthold) tenancy, or a tenancy for a minimum fixed term of five years or exceptionally, a tenancy for a minimum fixed term of no less than two years, in addition to any probationary tenancy period.	This is our policy in relation to Flexible (fixed term) tenancies.	
Before a fixed term ends, registered providers shall provide notice in writing to the tenant stating either that they propose to grant another tenancy on the expiry of the existing fixed term or	We are currently testing our IT system to make sure that it prompts officers to take action at this trigger point. The first Flexible (fixed term) tenancy will not reach this trigger point	

that they propose to end the tenancy.	until 2019. This is a risk for the service that we are looking to mitigate.	
Where registered providers use probationary tenancies, these shall be for a maximum of 12 months, or a maximum of 18 months where reasons for extending the probationary period have been given and where the tenant has the opportunity to request a review.	We currently offer 12 month Introductory Tenancies to new tenants, however we are aware that we have not always managed these well. The new Tenancy Management Policy was introduced in 2015 and sets out clear procedures for managing Introductory Tenancies. The policy is currently being reviewed to reflect legislation emerging from the Housing & Planning Act 2016.	
Where registered providers choose to let homes on fixed term tenancies (including under Affordable Rent terms), they shall offer reasonable advice and assistance to those tenants where that tenancy ends.	<b>See 21. above</b> This won't be tested until the first Flexible (fixed term) tenancies reach the trigger point in 2019.	
Registered providers shall make sure that the home continues to be occupied by the tenant they let the home to in accordance with the requirements of the relevant tenancy agreement, for the duration of the tenancy, allowing for regulatory requirements about participation in mutual exchange schemes.	A dedicated Fraud Officer responds to all concerns or suspicions of unlawful sub-letting and takes appropriate action to regain possession of properties where it is proved to be unlawfully occupied. Neighbourhood Services subscribes to Homeswapper to support residents who want to move to mutually exchange their tenancy. However, resident satisfaction with the way that we manage exchanges remains low.  A fraud hub service is in place with Call Credit in order to proactively check for fraud and subletting. Mutual Exchange policy dates from 2012 and is out of date.  <b>25. Review Mutual Exchange policy. Neighbourhood and Complaints Panel to monitor.</b>	
Registered providers shall develop and provide services that will support tenants to maintain their tenancy and prevent	The Tenancy Sustainment Service was introduced in 2011 and resources increased in 2012. The service was enhanced	



unnecessary evictions.	in 2013 with the introduction of a free handyperson service for vulnerable residents. We also offer assisted gardening and decorating services to vulnerable residents. The service was reviewed in 2015 and recommendations made to the Head of Neighbourhood Service as to potential changes that could be made, including the recruitment of additional resources to support private tenants and the Income Recovery Team.	
Registered providers shall grant those who were social housing tenants on the day on which section 154 of the Localism Act 2011 came into force and have remained social housing tenants since that date, a tenancy with no less security where they choose to move to another social rented home, whether with the same or another landlord. (This requirement does not apply where tenants choose to move to accommodation let on Affordable Rent terms).	We fully comply with this, however this will change as details of the Housing & Planning Act legislation emerge.	
Registered providers shall grant tenants who have been moved into alternative accommodation during any redevelopment or other works a tenancy with no less security of tenure on their return to settled accommodation.	We are in the process of decanting two tower blocks in Central Slough with a view to redeveloping the land. The process has seen all secure tenants being moved to new, secure, tenancies. Lessons learned from any complaints received in relation to the decant process, will be collated once the blocks are empty.	
Registered providers shall co-operate with local authorities' strategic housing function, and their duties to meet identified local housing needs. This includes assistance with local authorities' homelessness duties, and through meeting obligations in nominations agreements Registered providers shall develop and deliver services to address under-occupation and overcrowding in their homes, within the resources available to them. These services should be focused on the needs of their tenants, and will offer choices to them. Registered providers' published policies shall include how they		

<p>have made use of common housing registers, common allocations policies and local letting policies. Registered providers shall clearly set out, and be able to give reasons for, the criteria they use for excluding actual and potential tenants from consideration for allocations, mobility or mutual exchange schemes.</p> <p>Registered providers shall provide tenants wishing to move with access to clear and relevant advice about their housing options</p>		
<p>Registered providers shall enable their tenants to gain access to opportunities to exchange their tenancy with that of another tenant, by way of internet-based mutual exchange services.</p> <p>Registered providers shall subscribe to an internet based mutual exchange service (or pay the subscriptions of individual tenants who wish to exchange), allowing:</p> <ul style="list-style-type: none"> <li>□ a tenant to register an interest in arranging a mutual exchange</li> <li>□ through the mutual exchange service without payment of a fee</li> <li>□ the tenant to enter their current property details and the tenant's requirements for the mutual exchange property they hope to obtain</li> <li>□ the tenant to be provided with the property details of those properties where a match occurs</li> </ul> <p>Registered providers shall ensure the provider of the internet based mutual exchange service to which they subscribe is a signatory to an agreement, such as HomeSwap Direct, under which tenants can access matches across all (or the greatest practicable number of) internet based mutual exchange services.</p> <p>Registered providers shall take reasonable steps to publicise the availability of any mutual exchange service(s) to which it subscribes to its tenants.</p> <p>Registered providers shall provide reasonable support in using the service to tenants who do not have access to the internet</p>		

Registered providers shall develop and deliver allocations processes in a way which supports their effective use by the full range of actual and potential tenants, including those with support needs, those who do not speak English as a first language and others who have difficulties with written English	See earlier section of diversity	
Registered providers shall minimise the time that properties are empty between each letting. When doing this, they shall take into account the circumstances of the tenants who have been offered the properties.	<b>Voids process</b> is covered by a two-page diagram. No policy and procedures.  <b>26. Voids process to be updated with the Neighbourhood and Complaints Panel.</b>	
Registered providers shall record all lettings and sales as required by the Continuous Recording of Lettings (CORE) system.	No evidence as yet.	



# Home Standard

<p>Registered provider shall:</p> <ul style="list-style-type: none"> <li>ensure that tenants' homes meet the standard set out in section five of the Government's Decent Homes Guidance and continue to maintain their homes to at least this standard</li> </ul> <p>Registered providers may agree with the regulator a period of noncompliance with the Decent Homes Standard, where this is reasonable. Providers shall ensure their tenants are aware of the reasons for any period of non-compliance, their plan to achieve compliance and then report on progress delivering this plan</p>	<p>The Decent Homes programme was completed in 2012. All council owned homes now meet that standard. However, it is acknowledged that the Decent Homes Standard is very basic, however our investment works programme will continue to improve the quality of homes and neighbourhoods</p>	
<ul style="list-style-type: none"> <li>meet the standards of design and quality that applied when the home was built and were required as a condition of publicly funded financial assistance, if these standards are higher than the Decent Homes Standard</li> </ul>	<p>A full Stock Condition Survey is currently underway and due to conclude in January 2017. The outcome of the survey will be used to update the HRA Business Plan and inform repair, maintenance and investment priorities ahead of the commencement of the new contract.</p> <p><b>27. Stock condition survey report to Neighbourhood and Complaints Panel? in January 2017.</b></p> <p><b>28. Implications of survey on HRA Business Plan to be discussed with Board in 2017.</b></p>	
<ul style="list-style-type: none"> <li>in agreeing a local offer, ensure that it is set at a level not less than these standards and have regard to section six of the Government's Decent Homes Guidance</li> </ul>	<p>Local offers will be developed once the Service Area Panels and Resident Board are confident that they have a good understanding of current performance against the regulatory standards, together with the outcome of the Stock Condition Survey.</p> <p><b>29. Local offers to be part of Local Forum remit.</b></p>	
<p>Registered providers shall:</p>		

<p>provide a cost effective repairs and maintenance service to homes and communal areas that responds to the needs of and offers choices to tenants, and has the objective of completing repairs and improvements right first time</p> <p>Registered providers shall ensure a prudent, planned approach to repairs and maintenance of homes and communal areas. This should demonstrate an appropriate balance of planned and responsive repairs, and value for money. The approach should include: responsive and cyclical repairs, planned and capital work, work on empty properties, and adaptations.</p>	<p>The payment mechanism built into the new contract will introduce a performance related payment method. Residents will be able to influence this by completing satisfaction surveys.</p>	
<p>meet all applicable statutory requirements that provide for the health and safety of the occupants in their homes</p>	<p>KPIs monitored by Resident Board. Also in Repairs and Maintenance Terms of Reference.</p> <p><b>Health and Safety Policy</b> is covered by the Health and Safety Policy Statement from 2011, one page and out of date and the Health and Safety Policy from 2013, due for review October 2015.</p> <p><b>Fire Safety</b> is handled by Property Services Team which is a different Directorate. There are 300 fire risk assessment reports. KPIs show 100% in-date fire assessment report. Neighbourhood Services will be procuring the new contract and ensure central records</p> <p><b>Gas Safety Policy</b> is in date and resident approved. Comprehensive and shows enforcement powers.</p> <p><b>30. Review Health and Safety Policy as matter of urgency.</b></p>	

<p>Registered providers shall co-operate with relevant organisations to provide an adaptations service that meets tenants' needs.</p>	<p><b>Aids and Adaptations</b> policy is loosely captured in a Service Level Agreement 2011/21 between Slough Council and the Slough Home Improvement Agency.</p> <p><b>31.Review Aids and Adaptations Policy for Neighbourhood and Complaints Panel consideration and Board approval.</b></p>

This page is intentionally left blank

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Neighbourhoods & Community Services Scrutiny Panel

**DATE:** 3<sup>rd</sup> November 2016

**CONTACT OFFICER:** Dave Gordon – Scrutiny Officer  
**(For all Enquiries)** (01753) 875411

**WARDS:** All

**PART I**

**FOR COMMENT AND CONSIDERATION**

**NEIGHBOURHOODS & COMMUNITY SERVICES SCRUTINY PANEL  
2016/17 WORK PROGRAMME**

**1. Purpose of Report**

For the Neighbourhoods and Community Services Scrutiny Panel (NCS Scrutiny Panel) to discuss its current work programme.

**2. Recommendations/Proposed Action**

That the Panel note the current work programme for the 2016/17 municipal year.

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

3.1 The Council's decision-making and the effective scrutiny of it underpins the delivery of all the Joint Slough Wellbeing Strategy priorities. The NCS Scrutiny Panel, along with the Overview & Scrutiny Committee and other Scrutiny Panels combine to meet the local authority's statutory requirement to provide public transparency and accountability, ensuring the best outcomes for the residents of Slough.

3.2 The work of the NCS Scrutiny Panel also reflects the priorities of the Five Year Plan, in particular the following:

- There will more homes in the borough, with quality improving across all tenures to support our ambition for Slough
- Slough will be one of the safest places in the Thames Valley

3.3 In particular, the NCS Scrutiny Panel specifically takes responsibility for ensuring transparency and accountability for Council services relating to housing, regeneration and environment, and safer communities.

4. **Supporting Information**

- 4.1 The current work programme is based on the discussions of the NCS Scrutiny Panel at previous meetings, looking at requests for consideration of issues from officers and issues that have been brought to the attention of Members outside of the Panel's meetings.
- 4.2 The work programme is a flexible document which will be continually open to review throughout the municipal year.

5. **Conclusion**

This report is intended to provide the NCS Scrutiny Panel with the opportunity to review its upcoming work programme and make any amendments it feels are required.

6. **Appendices Attached**

A - Work Programme for 2016/17 Municipal Year

7. **Background Papers**

None.

**NEIGHBOURHOOD AND COMMUNITY SERVICES SCRUTINY PANEL**  
**WORK PROGRAMME 2016/17**

Meeting Date	
3 November 2016	
<ul style="list-style-type: none"> <li>• Wider engagement strategy – housing</li> <li>• Garages</li> <li>• Real Time Passenger Information</li> <li>• HRA Business Plan</li> <li>• RMI</li> </ul>	
17 January 2017	
<ul style="list-style-type: none"> <li>• Allotments</li> <li>• Housing KPIs</li> <li>• Service Charge information</li> </ul>	
2 March 2017	
<b>Proposed date - Crime and Disorder Reduction Panel</b> Sexual assaults (reference from Council – 26 <sup>th</sup> July 2016)	
<ul style="list-style-type: none"> <li>• Safer Slough Partnership</li> <li>• Traffic Policing</li> </ul>	
4 April 2017	
<ul style="list-style-type: none"> <li>• DISH</li> </ul>	

To be programmed:

- Local Plan
- Regeneration strategy – to include ‘Pay To Stay’



**MEMBERS' ATTENDANCE RECORD**

**NEIGHBOURHOODS & COMMUNITY SERVICES SCRUTINY PANEL 2016 – 17**

	MEETING DATES					
COUNCILLOR	21/07/2016	08/09/2016	03/11/2016	17/01/2017	02/03/2017	04/04/2017
Anderson	P	P				
Davis	P	P				
N. Hollidge	P	P				
Morris	P	P				
Plenty	P	P				
Rana	Ap	P				
Rasib	Ap	Ab				
Swindlehurst	P	P				
Wright	P	P				

P = Present for whole meeting  
 Ap = Apologies given  
 P\* = Present for part of meeting  
 Ab = Absent, no apologies given

This page is intentionally left blank