

Date of issue: Wednesday, 28 August 2019

MEETING:	NEIGHBOURHOODS AND COMMUNITY SERVICES SCRUTINY PANEL (Councillors Plenty (Chair), Wright (Vice Chair), Ajaib, Gahir, M Holledge, Hulme, Matloob, Minhas and S Parmar) <u>Non-Voting Co-Opted Members</u> Paul Fuller (Residents Panel Board) and Morris Sless (Residents Panel Board)
DATE AND TIME:	THURSDAY, 5TH SEPTEMBER, 2019 AT 6.30 PM
VENUE:	VENUS SUITE 2 - ST MARTINS PLACE, 51 BATH ROAD, SLOUGH, SL1 3UF
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	DIFAF SHARBA 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.



JOSIE WRAGG
Chief Executive

AGENDA

PART 1

Apologies for absence

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1. Declarations of Interest

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



AGENDA
ITEM

REPORT TITLE

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SCRUTINY ISSUES

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| 3. | Member Questions

<i>(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.)</i> | | |
| 4. | Key Worker Housing | 7 - 10 | All |
| 5. | Maintenance and Investment (RMI) Update | 11 - 48 | All |
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| 10. | Date of Next Meeting - 31 October 2019 | | |

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.

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Neighbourhoods and Community Services Scrutiny Panel – Meeting held on Monday, 24th June, 2019.

Present:- Councillors Plenty (Chair), Wright (Vice-Chair), Ajaib, Ali, Gahir, Minhas and S Parmar

Non-voting co-opted members:- Morris Sless

Apologies for Absence:- Councillor Hulme

PART 1

1. Declarations of Interest

Councillor Gahir declared his employment as a taxi driver in connection with the Member question on bus lanes.

2. Election of Chair for 2019/20

Resolved: That Councillor Plenty be elected as Chair of the Panel for the 2019/20 municipal year.

3. Election of Vice-Chair for 2019/20

Resolved: That Councillor Wright be elected as Vice Chair of the Panel for the 2019/20 municipal year.

4. Minutes of the last meeting held on 3rd April 2019

Resolved: That the minutes of the meeting held on 3 April 2019 be approved as a correct record.

5. Member Questions

Members noted the tabled response to Members questions regarding School Streets, Bus Lanes, Tree Planting, and Osborne. Responses were given to a number of supplementary questions from Members.

Resolved:

1. That a report be submitted to the Panel in six months on the performance of Osborne with regard to missed appointments;
2. That it be noted that the Overview and Scrutiny Committee had requested a report on bus lanes to its meeting on 11 June 2019 which Panel Members could attend and speak in accordance with rule 30;
3. That the responses to the members' questions be noted;

6. The Home Improvement Agency

The Panel received a report which summarised the work of the Slough Home Improvement Agency and which highlighted some of the challenges faced by this work and the impacts on the community. The Service Lead – Housing (People) Services introduced the report and outlined the background and the processes involved. He reported that the main challenge was the timescales involved in delivering adaptations to customers and that, as it was taking too long, housing and adult social care had commissioned a review. It was anticipated that consultants would be appointed in August and some recommendations presented about October.

The Panel were advised that the Slough HIA did not receive a budget at the beginning of the year and only derived income through charging a 15% fee on the works they carried out which resulted in a budget pressure.

In response to questions from Members, it was noted that:

- the officer was unaware of any residents being unable to be discharged from hospital pending an adaptation. Arrangements were made with a care home or other facility until their home was ready;
- the waiting list of 61 and only 5 adaptations in progress for council properties was a historical issue and was being reduced. Definite improvement was expected in the next month;
- the bottleneck had arisen from only one officer undertaking financial assessments. However staffing had been increased since the beginning of the financial year;
- Slough did not offer all the services provided by a Home Improvement Agency, as listed in the report, as it did not have the capacity. The top priority was homelessness and temporary accommodation;
- with regard to the case study 2 in appendix 2, discussions were taking place to try to resolve the matter;
- the financial assessment took into account everything except the home.

Resolved:

1. That an update report be submitted once the consultant's report was available;
2. That the report be noted.

7. Progress with implementation of Housing Asset Management Strategy and HRA Investment Programme

The Panel received a report which provided details of further progress made on HRA investment programmes and the continued application of the Council's Asset Management Strategy.

The Service Lead Housing, Development and Contracts introduced the report highlighting that the Housing Development and Contracts (HDC) team implemented a programme of investment via the RMI partnership in 2018/19 of £10m. The Housing Development and Contracts New Homes Development Programme, as at 14 June 2019, was tabled.

In response to questions, the Panel was informed that:

- the need for 618 boiler replacements had resulted from design failures that had led to internal rust. The newer models were more efficient as they reduced future maintenance and CO2 emissions and reduced gas bills for residents;
- the 189 new roofs reflected the age of the stock together with the stock condition survey and had been logged to undertake the contract in batches;
- fire risk assessment surveys were undertaken for all communal areas across the housing stock. The Royal Berkshire Fire Service dealt with tower blocks including sprinkler systems;
- the 100% voids completions when measured against targets from October to March was an improvement;
- the residents' survey was analysed in conjunction with Internal Audit and the results given were contractual figures. In order to take forward the feedback from colleagues and members of a possible differentiation between perception and reality it was proposed to hold a programme of events, member walkabouts and meetings with residents in order to obtain the perception of Osborne on the ground. The information obtained would be circulated to Councillors and broken down by ward. It would be available on the external website together with the Osborne monthly performance;
- 1932 appointments had been booked and 35 had been missed but this needed to be considered in the context of normal repairs maintenance. Members were invited to contact the officer with regard to any specific query;
- complaints were not closed until the following month to enable investigation and response;

- out of hours appointments for emergencies were for exceptional circumstances only. Residents had the flexibility of an early morning or last appointment.

The Panel noted that:

- information on all investment programmes would be available for members to access via SBC InSite which would be updated on a monthly basis by the RMI Client Team. Information would be available on a ward basis;
- it was proposed to make a presentation to the Panel on the draft development strategy.

The representative from Osborne undertook to feedback comments that Members had seen operatives sitting in cars for long periods and asked that Osborne be notified of any future such observations. Members were informed that work was allocated to all operatives and sub contractors via PDAs. Dynamic scheduling enabled oversight of job acceptance, en route, when at the property and completion. The next job was allocated from a prescheduled drop down list which could not be viewed until completion of the previous job. There was a fixed fee per job. The completion of 3-4 jobs a day prior to the contract with Osborne had increased to 6-8 per day.

Resolved: That the update be noted.

8. Waste charges and co-operation with Bucks CC

The Panel received a report on the issues surrounding SBC's provision of Household Waste and Recycling Centre Services. Particular mention was made of the impact to Slough and to Slough residents of changes to HWRC services provided to Buckinghamshire County Council at Burnham HRC and Langley HRC.

The Service Lead Environmental Services stated that Bucks CC were testing to ascertain whether sufficient savings could be achieved without the need to completely close Burnham HRC. No operational or financial impact for Chalvey HRC had resulted from the changes at BCC, therefore there were no plans to change the current SBC policy. The flytipping on the road to Burnham HRC could have resulted from lack of knowledge of the closure.

In response to questions, the Panel was informed that:

- in order to control use of SBC sites, evidence of Slough residence, such as a utility bill, was required. In addition number plate recognition was used and the operatives identified frequent users;

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- the aim was to control DIY and tyre waste. Whilst sofas were accepted at the sites collection was normally arranged;
- in order to work economically the waste teams collected the household waste in their area before returning for recycling and special collections. Concessions were available for the disabled and age 65+.

The Service Lead Environmental Services undertook to report back on:

1. how Langley HRC presented its recycling statistics
2. the arrangements for the disposal of knotweed

RESOLVED: That the report be noted

9. Forward Work Programme

The Panel reviewed its work programme and discussed potential items listed for inclusion, including clarification of their expectations of item titles raised at the scrutiny training session which took place on 13 June 2019.

9Details of the potential items as listed in the agenda were as follows:

- Residents' experiences –frontline services including the one stop shop
- Housing development strategy – update from the discussion earlier at the meeting
- Five Year Plan Outcome 4 – to include oversight of residents living in good quality homes, homelessness
- The items on Licensing of Houses in Multiple Occupation and the Landlords' register to be taken together
- High Street redevelopment update
- Langley High Street infrastructure and impact on businesses, to include a report back from Network Rail
- Impact of personalised charges on tenants – an information report on recharges
- Local Plan update – if appropriate
- Low emissions strategy – to include electric charging points
- Leisure Centre – the impact of the leisure centre upgrade

The Chair reinforced that Members could suggest items for consideration by the Scrutiny Panel at any stage.

Resolved: That

1. the Work Programme be noted as circulated apart from the Neighbour Services Scrutiny Indicators and Housing Services Scrutiny Indicators being taken together at the 31 October 2019 meeting
2. the potential items as discussed be added to the Work Programme as appropriate.

10. Date of Next Meeting - 5th September 2019

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The date of the next meeting was confirmed as 5 September 2019.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 8.30 pm)

SLOUGH BOROUGH COUNCIL

REPORT TO: Neighbourhoods & Community Services Scrutiny Panel

DATE: 5th September 2019

CONTACT OFFICER: Colin Moone, Service Lead, Housing (People) Services
(For all enquiries) (01753) 474057

WARD(S): All

**PART I
FOR COMMENT AND CONSIDERATION**

Key Worker Housing**1. Purpose of Report**

This report provides scrutiny with an update on key worker housing and progress made via a pilot scheme currently underway.

2. Recommendation(s)/Proposed Action

The Neighbourhoods & Community Services Scrutiny Panel is requested to note this report and the ongoing work with this particular group.

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

Housing is one of the key priorities of Slough's Joint Wellbeing Strategy (SJWS). It contributes to reducing inequalities in health through access to high quality housing. There are clear links between housing and the JSNA priorities around improving health conditions so people can manage their own health and wellbeing and live independently in their communities. Slough is also committed to providing the public services required by residents. It is recognised, however, that securing key workers is adversely impacted by the high cost of housing in the Borough.

3b. Five Year Plan Outcomes

Outcome 4 of the Five Year Plan states: "Our residents will live in good quality homes".

Key workers may not qualify under the Council's Housing Allocations Scheme for social housing and are therefore more likely to rely on the private rented sector for rented homes. This is why the pilot is offering homes through the Council's housing company, James Elliman Homes.

3c. Housing Strategy

Slough's Housing Strategy 2016-2021 sets out the council's shared vision and priorities to provide sufficient, good quality, affordable housing.

The strategy includes a priority to deliver homes that people can afford, which is supported by the provision of affordable properties that are suitable for key workers. The current Housing Strategy is now out of date and the Council has commissioned consultants to refresh/rewrite the strategy. This is due for completion around December 2019.

4. **Other Implications**

(a) Financial

There are no direct financial implications arising from this report.

(b) Risk Management

There are no risk management implications arising from this report.

(c) Human Rights Act and Other Legal Implications

There are no Human Rights or other Legal Implications directly arising from this report. However, it must be noted that those households who may be allocated accommodation under the key worker scheme, may not attract sufficient priority if they were to be allocated accommodation through the normal housing register route.

(d) Equalities Impact Assessment

The Council has a public sector duty under the Equalities Act 2010 to eliminate discrimination, harassment and victimisation and to promote equality of opportunity to all persons and to those who share a protected characteristic under the legislation. It is considered that an equalities impact assessment is not necessary for this report.

(e) Workforce

There is likely to be a positive impact of any key worker accepting a property under this scheme. Although James Elliman Homes can only offer assured shorthold tenancies, the type and quality of accommodation is genuinely of a better standard than that in the private sector. Successful tenants will also resolve their housing need issues and they will, it is assumed, be happier in their work place.

5. **Supporting Information**

5.1 Slough has one dedicated Intermediate Rent Scheme for key workers. It is located at Regional House, High Street, Slough. This scheme is owned and managed by A2 Dominion Housing Association with all nomination rights for vacancies, in the first instance, to Slough Borough Council. The scheme has been running for approximately ten years.

5.2 The Housing Service is currently trialing a pilot scheme for key workers who are:

- Qualified teachers or social workers (although we have only been dealing with teachers at present) employed by Slough Borough Council;
- have a contract or offer of employment for at least twelve months and
- must be employed for a minimum of 18 hours per week.

- 5.3 The pilot scheme, although not confined to private sector properties, started with six new build properties. These are a mix of 1, 2 & 3 bedroom flats, at Stoke Road which are owned and managed by James Elliman Homes, the Council's housing company. Rental for these properties is calculated on Slough Living Rent, which is currently no higher than 80% of the open market rent. The Council reserves the right to end any assured shorthold tenancy should employment with the council cease.
- 5.4 The properties at Stoke Road were directly marketed through the schools, and interested key workers were able to complete a Key Worker Housing Application Form. This was on a first-come, first-served basis. To date, take up on the scheme has been minimal. There have been only two confirmed allocations. Five applicants either declined an offer of property or could not be considered for the following reasons:
- Couple asking for a 2 bedroom property with parking spaces for 2 cars – unable to help (only eligible for one bedroom accommodation);
 - Couple with 2 children – refused offer of 2 bedroom property (eligible for a two bed);
 - Couple with 2 children – refused offer of 2 bedroom property wanting 3 bedrooms with parking (eligible for a two bed);
 - Single applicant with 2 children – refused offer of 2 bedroom property (eligible for two bed) and
 - Couple with 2 children – refused offer of 3 bedroom flat as wants house only.

6. The Scheme Going Forward

- 6.1 Although the scheme is still in its pilot phase, a number of things should be noted about the Stoke Road properties. The properties were marketed to teachers in August 2018 and they only became ready to occupy in June 2019. There were big delays associated with snagging, landscaping and other legal issues. As a result of this, a number of the original key workers had found their own accommodation or were unable to be contacted.
- 6.2 The administration of the scheme has been difficult. Schools only wanted to be responsible for minimal administration and therefore a basic system was put in place, which enabled the scheme to progress. Housing did not want to be responsible for managing a key worker waiting list, with the issues of managing demand and expectations.
- 6.3 Given the information available from the refusal of some of the properties at Stoke Road, key workers seem to have expectations, which may be seen to be reasonable but not so in the context of social housing. The properties at Stoke Road were bought from the Developer as the Section 106 Affordable Housing Contribution for the general scheme. These were bought through the Council's Housing Company, James Elliman Homes, who will offer Assured Shorthold Tenancies and will also manage them.
- 6.4 The properties had white goods supplied, which is something not available in Council owned properties. The properties are in the private sector but they represent better quality than would be generally available in the private sector within the price range, which is on average £680 (Slough Living Rent) a month. Taking into account the key

workers who accepted these properties, were couples, this represents very affordable access to accommodation.

- 6.5 James Elliman Homes has bought 15 different flats on the same Stoke Road Development although a different phase. These properties are likely to be available at the beginning of October 2019, however, there is a site visit being organised to ensure the same issues of delay are not experienced as previously. There is an intention that at least 10 of these units are made available for key workers depending on take-up. Officers will broaden the pool of key workers available by extending the scheme to social workers in Adults and Communities and the Children's Trust.

7. Conclusion

- 7.1 The pilot Key Worker Scheme launched last year has not had much success but this was due in the main to the development at Stoke Road being delayed for almost a year. Coupled with some administration issues with schools, officers believe that the issues have now been resolved and will wait and see the outcomes of the next phase of properties, which will become available in October 2019.
- 7.2 Unfortunately, our experience is that key workers, like those households on the housing register have high expectations. Some have seen this as an opportunity to leave the private sector and move into a council property. This being the case, however, officers must ensure that, given the different priority system, that offers to key workers are as consistent and as fair as possible.

8. Appendices Attached (if any)

None.

SLOUGH BOROUGH COUNCIL

REPORT TO: Neighbourhoods and Community Services Scrutiny Panel

DATE: Thursday, 5th September 2019

CONTACT OFFICER: Kamal Lallian, Neighbourhood Contracts & Business Services Manager
Contracts: 01753 875695

WARD(S): All

PART I

FOR COMMENT AND CONSIDERATION

REPAIRS, MAINTENANCE & INVESTMENT (RMI) UPDATE

1. **Purpose of Report**

To provide the Neighbourhoods and Community Services Scrutiny Panel with an update on RMI contract management, with a detailed update on the specific areas of housing repairs, maintenance and customer experience.

2. **Recommendation(s)/Proposed Action**

The Panel is requested to consider and comment on the report.

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

The robust management of the RMI contract underpins the delivery of the Strategy's priorities, namely:

- Protecting vulnerable children
- Increasing life expectancy by focusing on inequalities
- Improving mental health and wellbeing
- Housing

3b. **Five Year Plan Outcomes**

The RMI contract directly contributes to all outcomes contained in the Council's Five Year Plan (2019-2024), namely:

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

4. Other Implications

(a) Financial

Since 1st April 2019, the budget management for the RMI contract has been split under two service areas:

1. Housing Development & Contracts – responsible for:

- Contract Establishment Costs
- Statutory Compliance
- Capital Investment

2. Housing (People) Services – responsible for:

- Customer Contact Service
- Repairs
- Voids
- Caretaking & Cleaning
- Aids and Adaptations (pending review)

After the first quarter of 2019/20, it should be noted that the repairs and voids budgets are currently approximately 20% overspent and Housing (People) Services (HPS) are in consultation with Osborne to mitigate the risk of an overspend at the end of the financial year.

(b) Risk Management

Recommendation from section 2 above	Risks/Threats/Opportunities	Current Controls	Score	Future Controls
Economic/ Financial	Overspend of HPS budget following transition of services to HPS from 01.04.19	Budget monitoring through monthly applications	18 Critical impact. Very High probability	HPS to establish robust processes for expenditure and monitoring
Political	Reputational risk to council due to negative perception of Osborne	Work is underway to put in place targeted communications – namely Members, staff workshops, and resident engagement	15 Critical impact. High probability	Establish clear communications strategy to include regular Member briefings/surgeries/resident engagement (neighbourhood forums to be re-established by HPS as part of RMI governance) activities targeted by neighbourhoods and regular targeted communications through SBC corporate communications team. Plan established.

Health & Safety	Vulnerability/ warning flags Information not updated in Capita – exposing SBC and Osborne employees to risk.	Interface between Capita and Accuserv provides weekly updates but reliant upon manual input to Capita.	18 Catastrophic impact. Significant probability	HPS to prioritise and commit resources to upload historical vulnerability/ warning flags information onto Capita and set clear deadline for completion. Raised with SBC H&S Team and monitored by RMI Operational management Board, monthly.
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(c) Human Rights Act and Other Legal Implications

There are no Human Rights Act implications or other legal implications connected to this report.

(d) Equalities Impact Assessment

The compilation of this report has not required an Equalities Impact Assessment.

5. **Supporting Information**

5.1 Contract Management

A contract management audit was undertaken by RSM Tenon in February 2019, which reported there were adequate controls in place to address the key risks associated with the management of the Osborne RMI contract, although it did identify 6 recommendations where improvements were required – 5 were identified as low priority and 1 as medium priority. These were as follows:

Audit Control	Management Action	Status
Responsibility for managing the contract (Medium Priority)	To ensure that the responsibilities, authorities and limitations are communicated in writing to the named representatives and monthly updates are presented to the service partner with details of any changes to the named representatives in place to manage the contract, namely where individuals have left or have been replaced.	Completed – Schedule 2 of the contract - Governance Arrangements updated to reflect the roles and responsibilities of key personnel for both SBC and the Service Partner. Changes will be communicated to the Service Partner as they arise. Additionally, Schedule 2 and the terms of reference for Strategic Management Board (SMB) and Operational Management Board (OMB) contained within it, are reviewed annually.

		MoU produced by RMI client team to support dual contract management by two service areas underpinned by a detailed operations manual and accompanying process maps.
Whether KPIs have been agreed as part of the contract and the frequency of how these are monitored (Low Priority)	The Contract Manager will review the forward plan to ensure that sufficient time has been allocated at the Performance Sub-group, RMI Operational Management Group and RMI Strategic Management Group for review of the performance of KPIs. This will include a standard agenda item being implemented at each respective forum for this activity.	Completed. A full suite of KPI's were agreed as part of the contract, and are reviewed annually to ensure they continue to meet business need and incentivise contract performance. A standard agenda item is included on SMB, OMB and Performance Sub Group to support robust monitoring and reporting of KPIs.
Monitoring / Validation of Performance Data (Low Priority)	A check on the complete KDI performance data as per Accuserv will be undertaken in the month following the KDI reporting to identify the actual level of performance, and to ensure any potential failing performance is picked up once the complete data set is analysed.	Ongoing. Verification approach being considered by Performance sub-group for process across each KDI.
Payment Mechanisms in place, including approval of works and payment of invoices (Low Priority)	The Contract Manager will ensure that all payment documentation is accurately completed, ensuring that invoices are reviewed upon receipt, confirming that the invoice date accurately reflects the date that it was sent. The Council will liaise with Osborne to create an agreement, clearly detailing the required timescales for the payment process, in order to support the Slough/ Osborne RMI contract.	Complete. Process in place and being implemented and monitored monthly
The establishment of a group / board for reporting and review of performance of the contract (Low Priority)	We will ensure that the terms of reference for the performance monitoring forums include version control as well as dates of creation and dates of next review, with the fora required to self-assess their effectiveness as part of reviews to inform any	Complete. Terms of reference created for each sub group and review dates added. Action also assigned to sub group chairs with governance guidelines. Monitored by Contract Governance Officer.

	amendments to the terms of reference.	
Relevant reports and performance information is stored on a shared drive so all relevant parties can access it. Access is limited to only those relevant individuals to protect sensitive information. (Low Priority)	We will ensure that user access to the shared drive is monitored on a periodic basis to ensure that user access is appropriate.	Complete. Ongoing 6 monthly reviews of user access programmed by Contract Governance Officer.

Robust governance arrangements are in place and this includes monitoring of 9 sub groups which formally report into OMB on a monthly basis. Reports are prepared by each sub group highlighting emerging risks or issues and also identifying any potential changes required to existing contractual arrangements which would require formal consideration by OMB/SMB.

5.2 Perception of the RMI Contract

At SMB on 16th May, the Chief Executive raised concerns about the perception of the RMI contract and Osborne amongst members and residents reflected in the correspondence received directly and indirectly by her office. The RMI Contract Manager, Osborne Account Director and HPS RMI Client Representative held a white board session to develop a plan for communication and engagement to address perception concerns which were not reflective of current service delivery.

The areas identified that are contributing to the negative perception of the contract are;

- Complaints and Enquiries
- Void Turnaround
- Cleaning and Caretaking
- Repairs – what Interserve where contracted to do ‘v’ Osborne
- Recharges.

A plan was developed to address perception at every level – staff, members and residents, working alongside the SBC Communications Team who will centrally bring together communications, internal and external, to residents, staff, press and social media in relation to the RMI partnership and seek out opportunities to publicise and engage on the RMI. The following actions were agreed:

- **Communication with Housing (People) Services – Internal Staff**
To ensure understanding of the contract, expectations of service delivery and engagement with Osborne to deliver the service and customer experience that is set out in the contract and continuous service review.

These workshops will ensure clarity of the RMI contract, the responsibilities of residents and the service that Osborne deliver/are contracted to deliver.

Action: HPS RMI Client Representative and Osborne Account Director to co-produce and co-deliver workshops to meet the specific needs of HPS staff. A joint communication from service leads requiring mandatory attendance will be issued to staff.

Progress: HPS to progress with Osborne.

- **Engagement with Residents**

The contract governance set out in Schedule 2 of the contract, attached at Appendix A, requires quarterly engagement with residents via Neighbourhood Forums in each locality, North, South, East. These had not been programmed by the HPS neighbourhood teams since September 2018. Whilst HPS worked toward an alternative proposal for the forums, Osborne initiated a plan to determine a range of opportunities to engage directly with residents, to include:

- Estate days
- Pop-up events
- Neighbourhood Guardian Walkabouts
- An Estate Team
- Resident Surgeries (to book repairs and undertake small handyman jobs whilst on site)
- Performance Portal – made available to all residents and further developed to include information that residents requested to see.

In addition, HPS will update the Tenants Handbook (which still refers to Interserve and is out of date) and join up Housing Highlights (quarterly newsletter sent to all tenants) with RMI news and opportunities to participate and engage, including information sharing to support managing the perception of the RMI.

Progress:

- Osborne have developed a programme to engage with residents, attached at Appendix B. These will be regular and ongoing activities throughout the year, and already form part of Osborne's service delivery plans.
- "Estate days" seek face-to-face interaction with Slough residents, providing information on the service Osborne deliver, community developments and activities in each neighbourhood and local investment. Once established, it is hoped that these would be established as opportunities where all services in the council share what is happening in each neighbourhood.
- In addition, Osborne are engaging with residents through walkabouts, estate days, community events, onsite handyperson for 'on the spot' repairs for minor jobs and consultation for new repairs to be logged and

appointments made whilst onsite with residents. These events will also provide an opportunity to find out about Osborne processes, e.g. what happens when things go wrong.

- Some estate days will be run in collaboration with other events. The first took place on Wednesday 7th August at Slough Play Day (Salt Hill Park). Osborne hosted a fun stall with activities for children, such as archery, hook the hoop on the peg, and other activities and offered prizes. This attracted people to the stall and gave residents the opportunity to engage with Osborne.



- **Engagement with Members**

Communication on the RMI needs to engage with Members and management. Platforms to engage include:

- Member Walkabouts – Linked into Estate Days (see above)
- Member Workshops and Surgeries – set up per ward/individual
- Members Performance Portal – made accessible to everyone
- Members Casework Process
- Members Understanding of the RMI Operation and who does what

Action: The RMI Client Team are taking the lead on engagement with Members and SBC management through workshops and surgeries and website development with the communications team to provide information on the RMI.

Progress:

- A series of dates were issued to members via the Members Bulletin to provide opportunities to meet individually or at ward level, but take up has been very limited so we will be canvassing individual ward members to come and meet with us at Hawker House to understand the RMI operation and raise any specific queries they may have.
- The website pages (internal and external) are with the SBC developer and will be launched in September, providing links to information about the RMI service and the performance portal where information is broken down to ward level and updated monthly. We will also publish the MoU produced by the RMI Client Team to support dual contract management by two service areas. The MoU sets out the respective responsibilities of each service.

Work also continues to publicise tenant responsibilities in order to dispel some of the myth's which have emerged since the change in service provider from Interserve to Osborne. Whilst there are some service issues which require ongoing management, some of the negativity has arisen due to a lack of understanding of tenant responsibilities and Osborne's contractual obligations.

- The management of Members case work has been reviewed and confirmed to align with SBC processes so Osborne work to SBC timescales for responses to casework raised by Members.
- A template has been agreed for monthly reports to the Lead Member for Housing & Community Safety which will also be published on SBC InSite and will include information on housing developments as well as the RMI contract.

5.3 Capital Investment Programme

An update on the capital investment programme was presented to the Panel as part of the Asset Management Strategy progress report on 19th June 2019 and will be updated in future reports.

5.4 Landlord Statutory Compliance

On 21st August 2019, a report was presented to CMT (Appendix C) to provide assurance in regards to HRA tenanted stock managed by the RMI Client Team in response to the letter received by the council on 17th May 2019 (Appendix D) from the Regulator of Social Housing (RSH) reminding the council of our responsibilities under its consumer standards, specifically part 1.2 (b) of the Home Standard, which requires that registered providers shall meet all applicable statutory requirements that provide for the health and safety of occupants in their homes, and specifically of the need to ensure that Member awareness and scrutiny of performance in this area is adequate.

Compliance is the highest priority for the RMI Client Team and a considerable amount of work and resources have been committed to addressing shortcomings in the position inherited at the start of the RMI contract in December 2017. To assess the progress made and provide an assurance position statement required by CMT and Members, the report (attached at Appendix B) sets out how the RMI Client Team is undertaking a review of the current position for assessment, works undertaken, recording and reporting against the consumer standards.

The report also presented the HRA Tenanted Stock Landlord Compliance Strategy (Appendix D) which was accepted by CMT and sets out a clear internal 'route map' and governance approach as to the audiences to receive updates and performance information in order to ensure that effective oversight and scrutiny takes place within SBC (including at Member level) of performance and service delivery relative to the council's statutory, legislative and regulatory obligations.

Regular updates to the panel will be provided as set out in the strategy (point 7.2). It should be noted that whilst the RMI Client Team are able to offer assurance on the 6,000+ properties managed within its HRA stock, the Council owns and manages a number of other properties e.g. through its housing companies, temporary accommodation etc. which are not covered by the compliance measures outlined within this report. As such, further assurance should be sought from all other managing agents in this regard.

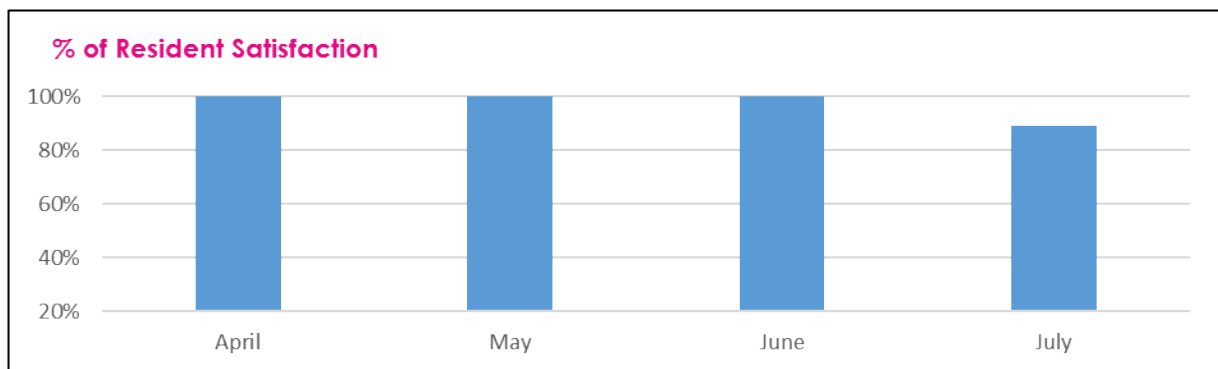
Compliance Performance 2019/20

- Following on from the fire risk assessments (FRAs) undertaken in 2018/19 a major investment of FRA works are now underway to all blocks of flats with an initial budget of £3m. Works include new signage, fire stopping, repair and replacement of fire doors.
- A major programme of electrical tests (EICR) to 3800 properties is underway with any repairs identified being done at the same time.
- A review of all statutory compliance areas is about to be completed, policies and management plans will be updated and reporting of performance indicators for corporate governance.

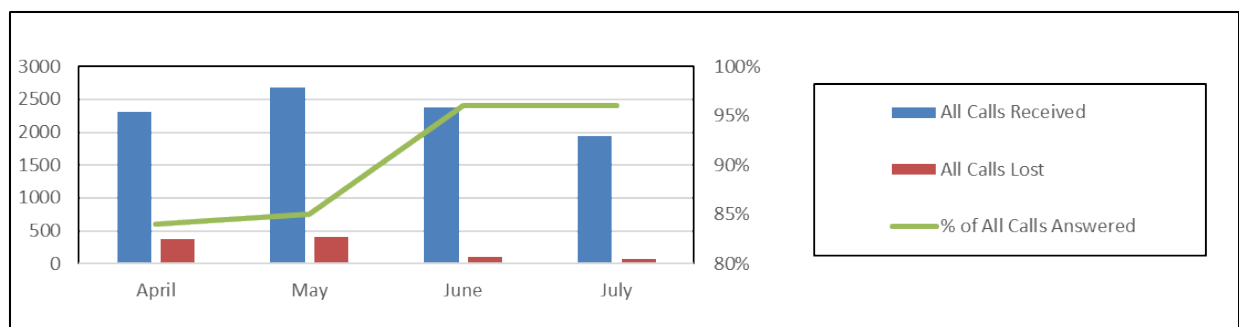
Since 01.04.19 the following areas have been managed by HPS RMI Client Representative; Tony Turnbull

5.5 Customer Experience Performance 01.04.19 – 31.07.19

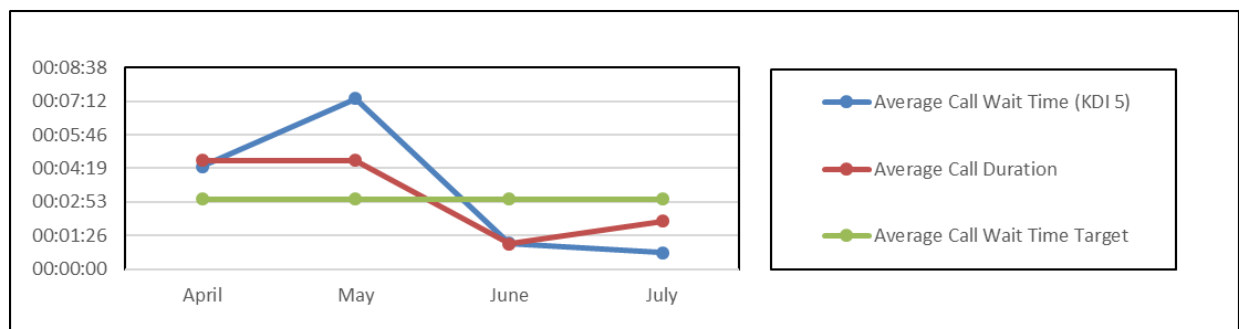
KPI	Target	April	May	June	July	YTD
% of Resident Satisfaction		100%	100%	100%	89%	97%
All Calls Received		2313	2691	2375	1943	9322
All Calls Lost		367	416	101	69	953
% of Calls Lost (KDI 4)	4%	15%	15%	4%	4%	10%
Average Call Wait Time (KDI 5)	00:03:00	00:04:24	00:07:18	00:01:06	00:00:42	00:03:23
Average Call Duration		00:04:39	00:04:39	00:01:05	00:02:03	00:03:07
Complaints (S1,S2,S3)		10	21	2	25	58
Compensation Payments Made		1	0	1	0	2



Calls made to the contact centre



Average time to answer calls



5.6 Response Repairs & Maintenance Performance

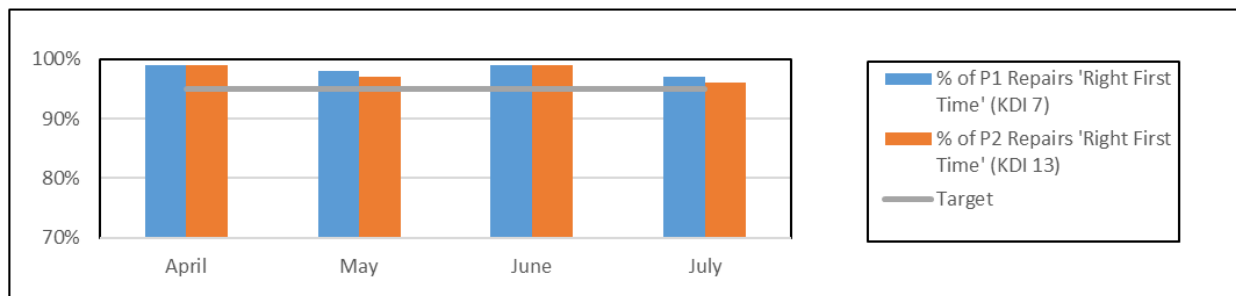
	Target	April	May	June	July	YTD
Jobs Completed		1417	1356	1336	1564	5673
Jobs Completed in Target		1291	1285	1270	1443	5289
% of Jobs Completed		91%	95%	95%	92%	93%
% of Appointments Kept (Emergency & Urgent) (KDI 6)	97%	97%	97%	97%	98%	97%
% of P1 Repairs 'Right First Time' (KDI 7)	95%	99%	98%	99%	97%	98%
% of P2 Repairs 'Right First Time' (KDI 13)	95%	99%	97%	99%	96%	98%
Average Repair Time		10	8	7	8	33

Key:

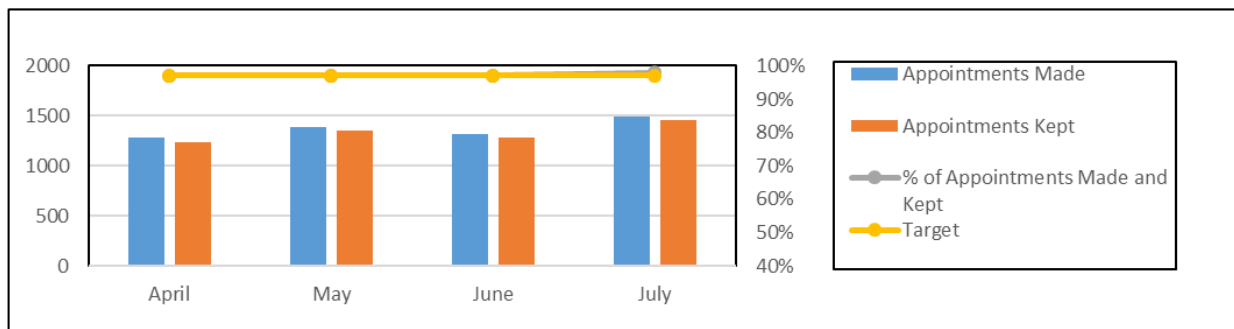
P1 – Emergency – 2 hours attendance, complete within 24 hours

P2 – Urgent – 3 days

Repairs right first time



Appointments made and kept



5.7 Voids Performance

KPI	Target	April	May	June	July	YTD
% of Voids Completed in Target (V1,V2,V3) (KDI 12)	98%	100%	100%	100%	100%	82%
% of Voids Completed in Target (All Priorities)		100%	100%	100%	100%	82%
Voids Received (All Priorities)		31	25	24	27	107
Voids Completed (All Priorities)		31	25	24	27	107
Voids Completed in Target (All Priorities)		31	25	24	27	85
Zero Day' Voids delivered						
One Day' Voids delivered						

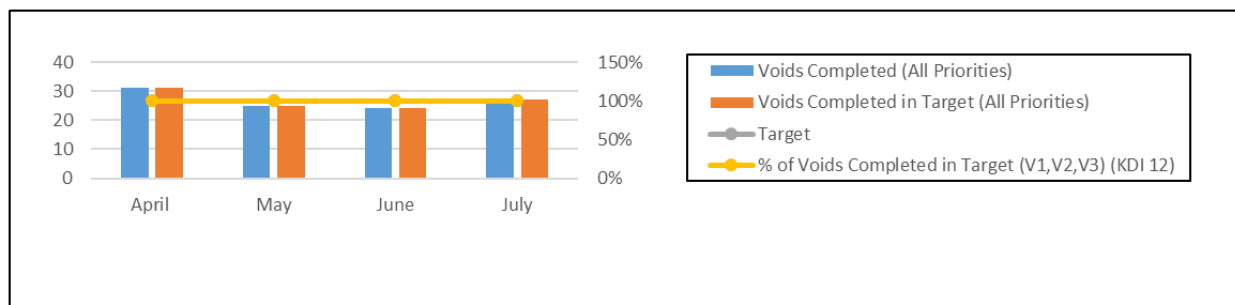
Key:

V1 – 5 Days

V2 – 10 Days

V3 – 20 Days

Void completions v target



5.8 Caretaking & Cleaning

Cleaning and Caretaking Performance				
	Apr-19	May-19	Jun-19	Jul-19
Visits Completed	2263	1778	1904	2380
Visits Missed due to Bank Holiday	117	126	0	0
Visits Missed due to Training	0	0	0	0
Total No. of Attempted Visits	2380	1904	1904	2380
% of Completed Visits	95%	93%	100%	100%

6. Comments of Other Committees

No other committees have seen this report.

7. **Conclusion**

The RMI contract continues to deliver its services and meets its performance targets with the exception of noted failures in the contact centre in April and May; KDI 4 (average number of calls lost) and KDI 5 (average call wait time), these were primarily due to a lack of resources in the contact centre; measures were put in place by Osborne which have mitigated the risk and performance is now back on target and will continue to be closely monitored.

The HRA Tenanted Stock Landlord Compliance Strategy sets out how the Panel will scrutinise compliance performance as set out by the Regulator of Social Housing consumer standards and a reporting programme will be developed for the Panel and Cabinet.

8. **Appendices Attached**

Appendix 'A' - RMI Contract Governance (flow chart)

Appendix 'B' - Osborne Engagement Programme

Appendix 'C' - CMT Report on HRA Landlord Statutory Compliance

Appendix 'D' - Letter to Local Authorities - RSH consumer standards - May 2019

Appendix 'E' - HRA Tenanted Stock Landlord Compliance Strategy

Appendix 'F' - HRA Tenanted Stock HS Incident Escalation Reporting - August 2019

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Appendix A

RMI Governance Structure

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

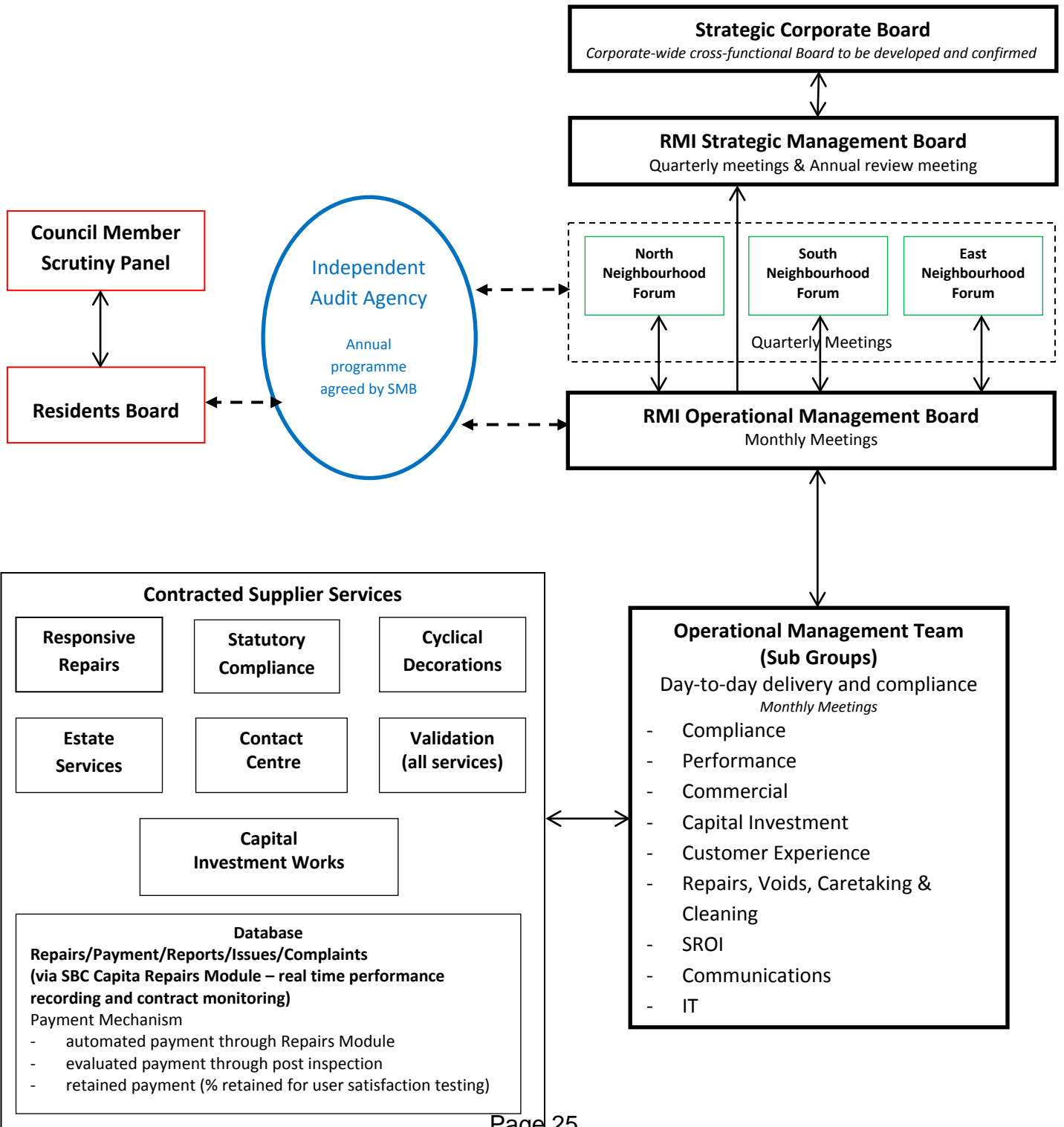
Slough Borough Council

Scrutiny & Audit Role

Business Delivery

Scrutiny & regulatory compliance

RMI Governance Structure
 Statutory and operational decisions, consultation and engagement



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Appendix B

The aim of this paper is to bring together a series of planned activities that will together create a programme to raise the profile of the RMI contract within Slough.

There is a strong need/desire to change the perceived perceptions of our service delivery with members, residents and internal staff.

Following on the recent 'white board' storming session, we have devised a framework that sets out the steps to coordinate the planning of our Engagement Programme through to implementation and measurement.

Stakeholder Analysis and Mapping

Identify Key Stakeholder

Define Stakeholders concerns, issues & blockers

Assess their level of commitment and resistance

Communication Strategy & Planning Process

Review our methods to inform audience groups including timing / frequency

Use the communication plan and create continuous dialog with all stakeholders

Obtain feedback

Engagement Strategies to Target

Define and design the techniques to create maximum impact of key messages

Continuous Learning and Feedback

This paper sets out an Engagement Programme, designed to work across our partnership to support key business messages, celebrate and share success.

The areas identified that are contributing to the negative perception of the contract are;

- Complaints and Enquiries
- Void Turnaround
- Cleaning and Caretaking
- Repairs – what Interserve were contracted to do 'v' Osborne
- Recharges

With these areas being the main consideration and focus, we have determined the requirements for engagement for each Stake holder as being:

Our people

Housing People Services – Internal Staff

- Mandatory workshops (to be held early July) via the e-learning porta
- Pre-workshop questions so these can be addressed as part of the delivery at the workshops.
- A joint communication from Colin and John will be sent to staff requiring mandatory attendance.
- These workshops are paramount to ensure clarity of the RMI contract, the responsibilities of the residents and the service that Osborne deliver and are contracted to deliver.
- Engage with Managers in HPS to review specific areas of work including updating the Tenants Handbook (which still refers to Interserve and is out of date)
- Joining up Housing Highlights with RMI news and opportunities to participate and engage.
- Information sharing to support the partnership and nurture relationships with Osborne through co-location or key personnel.

Our Residents

Whilst HPS are working toward an alternative proposal for the Neighbourhood Forums, which have not been held since September 2018, we have initiated a plan to determine a range of opportunities to engage directly with residents

These include:

- Estate days
- Pop-up events
- Neighbourhood Guardian Walk Abouts
- An Estate Team
- Resident Surgeries (to book repairs and undertake small handyman jobs whilst on site)
- Performance Portal – to be further developed to include any specific information required – made available to all residents

Some of which are demonstrated in the events timeline on pages 5-7.

These will be regular and ongoing activities throughout the year, and are already part of Osborne's on-going commitments to Slough.

Members

It is imperative that the same messages are delivered across Slough Members and management, and some platforms to engage have been suggested as being:

- Member Walkabouts – Linked into Estate Days
- Member Workshops and Surgeries – set up per Neighbourhood Area
- Members Performance Portal – to be further developed to include any specific information required
- Members Casework Process

What are we aiming to achieve?

- The Stakeholder Engagement Strategy aims to work across the partnership to drive collaboration and improve clear and consistent messaging outcomes.
- Assurance of regular updates on events and communications to manage and change the perception of this partnership.
- Face-to-face interaction is a must, and providing access to information on housing developments and activities in each Neighbourhood and what our Asset Management programme looks like for 2019/20 is paramount for communications.
- The RMI Client Team wish to take a lead on engagement with Members and SBC Management through workshops and surgeries, and ask to act as a pilot initiative for members surgeries/briefings on repairs maintenance and development within the three localities of north, south and east.
- Once established we would hope these would become standing items where all services in the council share what is happening per Neighbourhood.
- We will develop web pages and making Osborne's monthly performance information available to all residents and slough staff.
- The SBC website will be reviewed working with both the Communications Team and HPS.
- We will work with all parties to understand and further develop information requirements and are in the process of the procurement of an Independent Audit Agent to assess and examine aspects of the contract and service delivery.
- In addition, information on mechanisms to engage with Osborne on the ground with residents through walkabouts, estate days, community events, onsite handyperson jobs completed, repairs logged and appointments made.
- As well as what happens when things go wrong and what Osborne will do and regular up-to-date information on facts and figures so Member have these to hand and can respond to residents concerns.

Stakeholder Engagement Programme

Osborne & Slough Borough Council

Some of our immediate engagement actions with residents are tabled below:

Estate days Community based approach to identify significant opportunities to support the community. Initiatives will be identified through engaging with residents and through recognising local needs.

Project -	Audience	Comms Platform	Desired Outcome / Message	Date of Project / Activity
North - Northborough Estate – 1 st Estate Day in the North	Residents	<ul style="list-style-type: none"> • Housing Highlights • Poster Campaign • Members Email 	<p>Working with Northborough residents to create a community garden (Teedale, once up and running.</p> <p>Organise community celebration event to include Osborne Surgeries, where Managers and Operatives will be available on the day to provide “on the spot” repairs and consultation</p>	<p>COMPLETED June 18th – flower bed</p> <p>August/Sept</p>
South –Central Slough - 1st in the South	Residents	<ul style="list-style-type: none"> • Housing Highlights • Poster Campaign • Members Email 	<p>Osborne Surgeries, where Managers and Operatives will be available on the day to provide “on the spot” repairs and consultation</p> <p>Fun Activity Day for Children</p>	<p>COMPLETED 7th August</p>
East – Langley – 1 st Estate Day in the East	Residents	<ul style="list-style-type: none"> • Housing Highlights • Poster Campaign • Members Email 	<p>Celebration event after the Good Grub club with Mens Matters, Hestia , Foxborough school and the residents of Redwood house</p> <p>Osborne Surgeries where Managers and Operatives will be available on the day to provide “on the spot” repairs and consultation.</p>	<p>COMPLETED August</p> <p>August</p>
East – Langley – 2nd in the East	Residents	<ul style="list-style-type: none"> • Housing Highlights • Poster Campaign • Members Email 	<p>Osborne Surgeries where Managers and Operatives will be available on the day to provide “on the spot” repairs and consultation.</p>	<p>Oct/Nov</p>
North – Manor Park – 2nd in the North	Residents	<ul style="list-style-type: none"> • Housing Highlights • Poster Campaign • Members Email 	<p>Granville Allotments - local nursery to invest in healthy eating programme, collaborating with other allotment owner, combating loneliness and isolation</p> <p>Olive Tree Nurseries - Zaid</p> <p>Where Managers and Operatives will be available on the day to provide “on the spot” repairs and consultation</p>	<p>September</p> <p>September</p>
South – Chalvey - 2nd in the South	Residents	<ul style="list-style-type: none"> • Housing Highlights • Poster Campaign • Members Email 	<p>Osborne Surgeries, where Managers and Operatives will be available on the day to provide “on the spot” repairs and consultation</p>	<p>October</p>

Stakeholder Engagement Programme

Osborne & Slough Borough Council

<p>North, East and South - Trelawny, Chalvey and Foxborough</p>	<p>Residents</p>	<ul style="list-style-type: none"> • Housing Highlights • Poster Campaign • Members Email 	<p>Resident Engagement Forums where Managers will hold Surgeries – involvement from Housing Management, community person SBC and Zulf Awan – “Creating Stronger Neighbourhoods”</p> <p>Awaiting survey results from residents to identify agenda. –</p> <p>These will commence once we have a clear understanding of the requirements after all of the Estate Days</p>	<p>COMPLETED August 2019</p> <p>June</p> <p>August 2019</p>
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Appendix C

REPORT TO: CMT
DATE: Wednesday 21st August 2019
CONTACT OFFICER: Kamal Lallian, Neighbourhood Contracts & Business Services Manager

HRA LANDLORD STATUTORY COMPLIANCE

1 Purpose of Report

To provide CMT with assurance in regards to HRA tenanted stock managed by Housing Development and Contracts in response to:

The letter received by the council on 17th May 2019 (attached Appendix A) from the Regulator of Social Housing (RSH) reminding us of our responsibilities under its consumer standards, specifically part 1.2 (b) of the Home Standard, which requires that registered providers shall meet all applicable statutory requirements that provide for the health and safety of occupants in their homes, and specifically of the need to ensure that Member awareness and scrutiny of performance in this area is adequate.

2 Recommendations

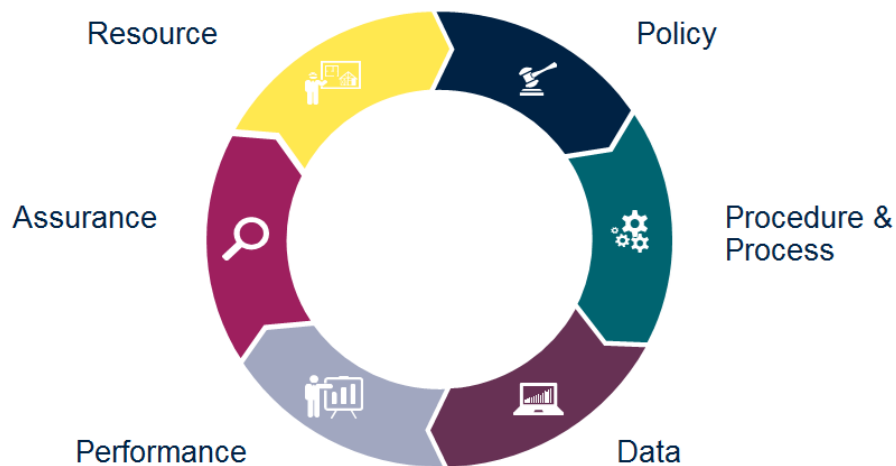
That CMT notes this position and accepts the following recommendations:

- That CMT endorses the HRA Tenanted Stock Landlord Compliance Strategy and accompanying escalation and reporting process to ensure compliance with the Statutory and Regulatory responsibilities as a Landlord and Employer and for which the Council are the 'Duty Holder'
- That whilst the Housing Development and Contracts service (HDC) are able to offer assurance on the 6,000+ properties managed within its HRA stock, it should be noted that the Council owns and manages a number of other properties e.g. through its housing companies, temporary accommodation etc. which are not covered by the compliance measures outlined within this report. As such, further assurance should be sought from all other managing agents in this regard.

3 Background

- 3.1 Compliance is the highest priority for HDC and a considerable amount of work and resources have been committed to addressing shortcomings in the position inherited at the start of the RMI contract in December 2017. To assess the progress made and provide an assurance position statement required by CMT and Members, the service is undertaking a review of the current position for assessment, works undertaken, recording and reporting against the consumer standards.

3.2 The compliance framework is assessed against 6 key components;



- **Policies** – ensuring key commitments, guiding principles, strategic roles and responsibilities and reporting are established in policy.
- **Procedure and Process** – ensure the Compliance Management Delivery Plans support the approach to implementing the Policy commitments.
- **Data** – review what is in place to ensure we understand and record the compliance requirements across the landlord tenanted stock.
- **Monitoring and Reporting** – how compliance activity is monitored and how it is reported to give visibility of performance at appropriate levels within the organisation.
- **Assurance** – what activities are in place to provide assurance that compliance activity is meeting requirements.
- **Resource** – how the organisation ensures that compliance activity is appropriately resourced, and whether staffing structures ensure that separate ***Lines of Defence*** operate.

3.3 **Lines of Defence** provide separation between;

- business operations (i.e. delivery of works)
HRA Tenanted stock requires commitment and delivery from housing management for actions arising from FRAs, undertaking estate inspections and addressing no access issues allowing compliance works to be undertaken by Osborne who undertake technical delivery of compliance works, managed by the RMI Client Team.

oversight functions (strategy, reporting) – a ***HRA Tenanted Stock Landlord Compliance Strategy*** has been developed for consideration by CMT to agree a clear internal ‘route map’ and governance approach as to the audiences to receive updates and performance information in order to ensure that effective oversight and scrutiny takes place within SBC (including at Members level) of performance and service delivery relative to the council’s statutory, legislative and regulatory obligations.

- Independent assurance and effective governance - HDC have implemented third party independent assurance of compliance activity, including 10% monthly quality assurance of all works undertaken in regards to gas servicing, electrical checks, water management, lift inspections and asbestos management. FRAs and review of actions are also commissioned independently.

This separation of function must be embedded in the culture of the organisation so we continually ensure we have 3 separate lines of defence to review and provide assurance of our statutory responsibilities.



- 3.4 SBC operates a complex, multi-ICT systems environment with Capita as the core, 'master' system but with three further systems operating across the 'Big 6' compliance areas;
- Risk Hub (Fire Safety),
 - Alpha Tracker (Asbestos Management) and
 - RAMIS (Gas, Electrical, Water and Lifts Safety).

In addition, a further separate contractor ICT system (Accuserv) operates in order to process works delivery activity (completed servicing/risk assessments etc.) by Osborne.

These multiple systems have been necessary as reliance upon RAMIS as the sole system for recording and managing compliance has proven woefully inadequate. HDC took the decision to purchase and manage compliance in our highest risk areas through different systems. There is industry acceptance that there is no single ICT system available that can manage all 6 areas effectively. HDC have provided detailed specification requirements for inclusion in the brief being prepared by Housing (People) Services to commission a new housing system for the council.

- 3.5 To mitigate the risk that is inherent in operating multiple systems HDS are commissioning a '**deep dive**' **data assessment** process in order to test the comprehensiveness and validity of both the core, 'master' system data

(Capita) and all of the landlord compliance datasets. This will provide us greater understanding of the validation of data across the various systems for us to review our data governance and data quality assurance processes and introduce any enhancements required to bolster assurance that landlord compliance data is accurate, updated and evidenced as so, on a regular, systematic basis.

3.6 HDC will also commission '*spot inspection*' akin to ofsted inspections providing 48 hour notice for scrutinising compliance across business operations to ensure effective implementation of the compliance management delivery plans by Osborne and SBC.

3.7 **HRA Tenanted Stock Landlord Compliance Strategy**

The strategy attached at Appendix B sets out clear lines of reporting at organisational level, and within the governance structure of the RMI contract. It also includes an escalation route for reporting health and safety compliance incidents ensuring immediate escalation to CMT and corporate communications team where council reputational/financial risk is identified. All other incidents will be reported via the monthly reporting updates through RMI and organisational structures.

The reporting arrangements and escalation route ensure compliance with RSH consumer standards and ensure that Member awareness and scrutiny of performance in this area is adequate..

This strategy can be adopted by other departments for reporting and providing assurance and are not contradictory but complement existing functions and arrangements, for example the functions that are core to housing management can be reported via the same structure proposed in the HRA Tenanted Stock Landlord Compliance Strategy

4 **Proposal**

CMT to accept the recommendations contained within section 2 above.

5 **Risks**

All areas of Statutory Compliance by their very nature are risks to the Council, its members, officers, residents and operatives. These risks are managed against the various categories of compliance as highlighted in 3 above.

6 **Five Year Plan**

With regular management reviews, implementing policies and procedures which contribute to achieving our five year plan and removing any risks of serious detriment to residents, staff and operatives.

7 **Transformation**

How does this align with the Transformation journey - the request is CMT reflect and refer for inclusion within Delivery Work Streams.

8 **Budget and resources**

There are sufficient budgets allocated for the maintenance equipment and services.

In addition there is a substantial budget allocated to the management and upgrading of communal areas to flatted blocks in this financial year. A major programme of works was identified by Fire Risk Assessments (FRA) and Asbestos Management Surveys undertaken in 2018; these works are now programmed in with Osborne to be completed within the financial year. One area that is still being considered are the options available to deal with large numbers of fire doors to flats, some were replaced in the last 5 years but do not meet current regulatory requirements or need to be tested to ensure they do meet required standards, others will need to be replaced and some others will need repairs or adaptations. Details are still being considered and further budgets may be required in the year ahead to deal with these issues.

9 **Key timetable**

FRA management issues and works identified to be completed by 31 March 2020.

10 **Conclusion and next steps**

A report will be presented to the Neighbourhood and Community Services Scrutiny Panel on 5th September 2019 and will include reporting on statutory compliance for HRA stock. A copy of the HRA Tenanted Stock Landlord Compliance Strategy, will also be included as an appendix, once agreed by CMT.

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17 May 2019

Dear Chief Executive

Housing stock-owning local authorities and the Regulator of Social Housing's consumer standards

You may be aware that following the Grenfell Tower fire we wrote to all registered providers of social housing to remind them of their obligations for their tenants' safety under the Regulator of Social Housing's consumer standards. Since issuing that [letter](#) you will have seen that we have issued regulatory notices to two local authorities in respect of compliance with the Home Standard (which is one of our [Consumer standards](#)), and specifically a range of health and safety requirements.

While the Regulator's Governance and Financial Viability and Value for Money standards do not apply to local authorities, the consumer standards do apply. In particular, I draw your attention to part 1.2 (b) of the Home Standard, which requires that registered providers shall:

meet all applicable statutory requirements that provide for the health and safety of occupants in their homes.

That obligation remains with the local authority where it is the stock-owning body, even if the management has been contracted to another body such as an ALMO. An extract of the above-mentioned letter is below:

Meeting health and safety obligations is a primary responsibility for registered providers. Boards and councillors must ensure that they have proper oversight of all health and safety issues (including gas safety, fire safety, asbestos and legionella). Contracting out delivery of services does not contract out responsibility to meet the requirements of legislation or standards, so providers need systems to give boards assurance of compliance.

We set out our approach to regulation in [Regulating the Standards](#); in relation to the consumer standards it is illustrated in our annual [Consumer Regulation Review](#). Should any provider find that they have systemic failings in relation to internal control of health and safety, which indicate that they are not in compliance with the Standard, based on our co-regulatory approach, we expect you to notify us as Regulator and resolve the issues immediately. We expect all providers to fully understand all their obligations in relation to tenants' health and safety. You will wish to access professional advice in the event that you are not clear on your statutory obligations.

The address for service of any legal documents on RSH is:
Level 1A, City Tower, Piccadilly Plaza,
Manchester M1 4BT



This letter is a reminder to local authorities that the consumer standards apply to them and that while we currently only consider information that is referred to us, this does not diminish the obligation on local authorities to comply with the standards. Currently, legislation only permits us to take enforcement action where there has been a breach of a consumer standard, and that breach has, or could, cause serious detriment to current or future tenants. As can be seen from our various Consumer Regulation Review publications, we most commonly find breach and serious detriment in relation to the Home Standard.

You may wish to seek your own assurance that your authority is complying with the consumer standards. I would also be grateful if you could bring this letter to the attention of your elected members.

If it would be helpful to discuss this letter, or the requirements of the consumer standards, please let me know.

Yours faithfully



Fiona MacGregor

Chief Executive
Regulator of Social Housing

Slough Borough Council

HRA Tenanted Stock Landlord Compliance Strategy

1. Purpose and Scope

The purpose of this HRA Tenanted Stock Landlord Compliance Strategy is to

- Establish and maintain an effective system to plan and deliver landlord compliance activities to manage risk to Slough Borough Council's customers, staff, contractors and third parties in HRA premises owned and managed by the Council.
- Ensure compliance with the Statutory and Regulatory responsibilities as a Landlord and Employer and for which the Council are the 'Duty Holder'

This Strategy, the Policies, and the subsequent Management Plans arising are applicable to:

- All domestic properties within the Housing Revenue Account (General Needs Housing, Supported Housing, Sheltered Housing, and Homes in Multiple Occupation including Temporary Accommodation).
- All non-domestic properties within the Housing Revenue Account (Internal and External Communal Areas, Offices, Community Rooms, Garages and Remote Plant.

Further details will be provided within the Management Plans.

Other departments (non-Housing Revenue Account) domestic properties, for which Slough Borough Council is the Landlord, are not covered by this strategy.

Where properties are leased from, and managed on behalf of 3rd party property owners, statutory responsibility will be detailed within the terms of the lease / management agreement. Where the statutory responsibility lies with the property owner, Slough Borough Council must check that the appropriate certificates are in place, and be given assurance that they are safe before being occupied.

2. Framework

This Strategy is based on an interdependent framework of

- Resources
- A suite of Landlord Compliance Policies
- Procedures and Processes to deliver each Landlord Compliance Policy
- Data Control Protocols

- Performance Management
- Quality Assurance



3. Resources

- 3.1 The Cabinet and Chief Executive Officer will ensure that the Staff Structure, and any external resource engaged on the Organisation's behalf, includes the appropriate people and skills to meet Slough Borough Council's Landlord Compliance requirements.
- 3.2 Slough Borough Council will deliver appropriate levels of staff training to embed landlord compliance policies, procedures and processes into the culture of the organisation.
- 3.3 The activities required to deliver property compliance will be funded in the HRA Business Plan and Annual Budgets.

4. Landlord Compliance Policies

- 4.1 A suite of landlord compliance policies will be maintained and reviewed to ensure that statutory and regulatory requirements are met.
- 4.2 The big six Compliance Policies are appended to this HRA Compliance Strategy:
 - Appendix 1 – Gas Safety Policy
 - Appendix 2 – Fire Safety Policy
 - Appendix 3 - Asbestos Safety Policy
 - Appendix 4 – Electrical Safety Policy
 - Appendix 5 – Water Safety Policy

Appendix 6 – Lift Safety Policy

- 4.3 Other potential areas of consideration, and policy development are as follows which are predominantly within housing management as follows:
- Play areas (if within the HRA)
 - Trees (if within the HRA)
 - Communal area safety, slips and trips (estate management)
 - Personal fall protection systems (e.g. aids and adaptations)

- 4.4 Policies include a statement of intent, an outline of regulatory standards and legal obligations, objectives, and specific high level KPIs.

5. Procedures and Processes

- 5.1 A management plan will be in place for each area of landlord compliance incorporating procedures and processes to ensure consistency of approach in the delivery of landlord compliance responsibilities.
- 5.2 Procedures will provide clear guidance on Slough Borough Council's approach to delivery, roles and responsibilities, performance standards, controls, performance reporting and assurance.
- 5.3 Process maps will detail the key end to end processes mapped out in a simple coherent fashion.
- 5.4 We will monitor the implementation of the management plans through a series of metrics and report performance in a detailed process report.

6. Data Control Protocols

- 6.1 Slough Borough Council's core database will contain all asset information and the appropriate asset hierarchy to enable effective management of all Landlord Compliance areas.
- 6.2 The core database will contain all key asset and property data including the key attributes that require managing to ensure Slough Borough Council is compliant for every asset (e.g. gas, the location of lifts, fire risk assessment requirement, etc.)
- 6.3 A hierarchy will be established between the core database and all other databases and spreadsheets to ensure that all records are aligned to the master and updates are managed according to protocols.
- 6.4 All amendments to the core database (addition of new assets, demolition, sale and disposal of its assets, changes to the type of tenure etc.) will be effectively managed and documented in line with the approved Data Protocol.

7. Performance Management

- 7.1 Landlord compliance policies and management plans will ensure that there will be visibility of performance at the appropriate levels in the business.
- 7.2 Reports on the current level of compliance will be managed by the Repairs Maintenance and Investment (RMI) Contract Client Team and reported through the governance of the RMI contract with Osborne Property Services Ltd and Slough Borough Council's own governance arrangements.

Reporting will be at appropriate frequencies and to the following key groups within the organisation

- RMI Contract Client Team via RMI operational meetings
- Heads of Housing Development & Contracts and Housing (People) Services via RMI Operational Management Board
- Cabinet Member for Housing and Community Safety via RMI Strategic Management Board (and member updates)
- Health & Safety Board
- Corporate Management Team
- Neighbourhood & Community Services Scrutiny Panel
- The Cabinet

	RMI Client Team	Heads of HDC & HPS	Cabinet Member for Housing	H&S Board	CMT	NCS Scrutiny	Cabinet
PI	Weekly	Weekly	As requested	As requested	As requested		
KPI	Weekly	Weekly	Monthly	Monthly	Monthly*	Quarterly	Six Monthly
Progress Report	Monthly	Monthly	Quarterly	Quarterly	Quarterly*	Six Monthly	Annually

*CMT will initially monitor on the same frequency and level of detail as H&S Board whilst the new approach is embedded. This will then move to reporting by exception on these frequencies with full reporting on the same frequency as Scrutiny Committee.

8. Escalation and Reporting of incidents

- 8.1 Incidents in relation to HRA stock will be reported to the RMI Client Team by Osborne or other agency. The RMI Client Team will identify if the incident presents a reputational or financial risk to the council and escalate the matter to CMT and the Corporate Communications Team. Remedial action will be taken via Osborne by the Client team.
- 8.2 Where a third party agency is involved, actions will be agreed and reported to the Health & Safety Board as part of the monthly reporting process. Actions will be agreed and monitored with the agency, Appendix 7 sets out the process for escalation and reporting of incidents.

9. Quality Assurance

- 9.1 Appropriate independent external audit arrangements will be established to test the quality of the outputs across all areas of Landlord Compliance and to give the Cabinet, as Duty Holder, reasonable assurance in relation to the level of compliance.
- 9.2 An Internal Audit Programme will test all areas of Landlord Compliance in the first twelve months following approval of the Management Plans and thereafter a programme will be set up using the following frequencies based on the level of risk to the organisation. These frequencies will be subject to review based on risk.

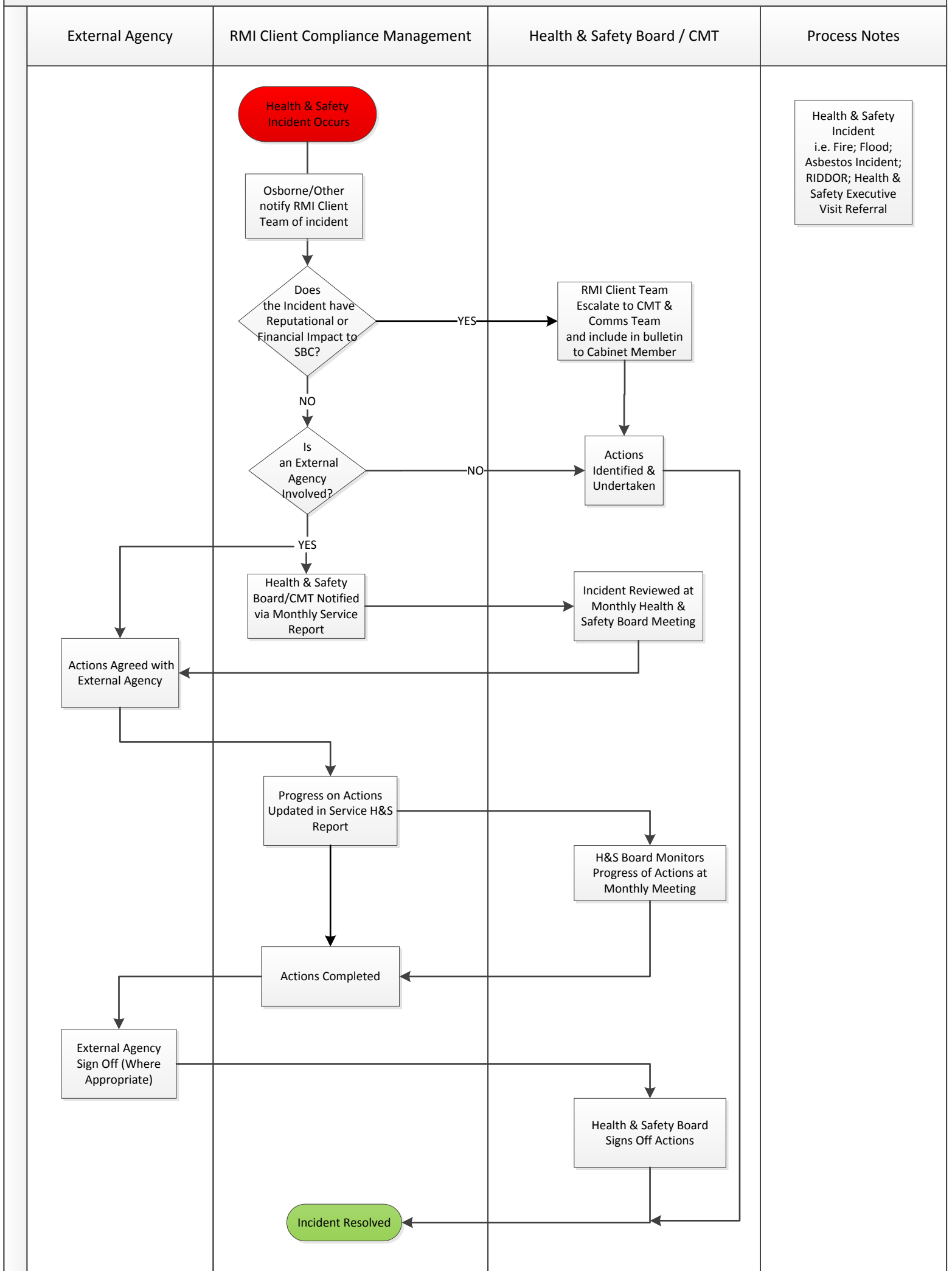
Compliance Area	Frequency
Gas	Annually
Fire	Annually
Electricity	Two yearly
Water	Two yearly
Asbestos	Three yearly
Lifts	Three yearly

- 9.3 The Quality Assurance process will have a clear link to Slough Borough Council's Risk Register.
- 9.4 A report will be prepared annually for Scrutiny Committee and the Cabinet confirming the outcome of both internal and external Quality Assurance checks.
- 9.5 The Cabinet are required to seek appropriate assurance that this strategy is being implemented.

10. Conclusion

Effective implementation and delivery of this Strategy will assist in ensuring that Slough Borough Council meets its Statutory and Regulatory requirements in relation to Landlord Compliance.

- Appendix 1 – Gas Safety Policy
- Appendix 2 – Fire Safety Policy
- Appendix 3 - Asbestos Safety Policy
- Appendix 4 – Electrical Safety Policy
- Appendix 5 – Water Safety Policy
- Appendix 6 – Lift Safety Policy
- Appendix 7 – HRA Tenanted Stock Health & Safety Incident Escalation Reporting



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SLOUGH BOROUGH COUNCIL

REPORT TO: Neighbourhoods & Community Services Scrutiny Panel

DATE: 05th September 2019

CONTACT OFFICER: Ketan Gandhi, Service Lead Communities & Leisure Services

(For all Enquiries) (01753) 875500

WARD(S): Initially Chalvey, Foxborough, Kedermister, Britwell but with a view to roll out across the borough

PART I**FOR COMMENT AND CONSIDERATION****STRONG, HEALTHY AND ATTRACTIVE NEIGHBOURHOODS**1. **Purpose of Report**

To inform the Neighbourhoods & Community Services Scrutiny Panel about the Strong, Healthy and Attractive Neighbourhoods initiative.

2. **Recommendation(s)/Proposed Action**

The Committee is requested to note the report for information and comment on it.

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

The Strong, healthy and attractive neighbourhoods initiative supports the following Slough Joint Wellbeing priorities:

- Increasing life expectancy by focusing on inequalities
- Improving mental health and wellbeing

3b. **Five Year Plan Outcomes**

The Strong, Healthy and Attractive Neighbourhoods initiative supports the delivery of both outcomes 2 and 3 of SBC's 5 year plan.

- Outcome 2 - Our people will be healthier and manage their own care needs
- Outcome 3 - Slough will be an attractive place where people choose to live, work and stay

Key objectives:

- To enhance our strategic approach to improving the health and wellbeing of our residents through improved prevention and early help

- To get people more active more often
- to improve mental wellbeing and reduce loneliness and isolation – more people, more connected – and happy
- To foster civic pride
- To improve the Slough brand and develop our identity as a safe place of opportunity and ambition, co-produced with our communities and partners

4. **Other Implications**

(a) Financial

This initiative will lead to more effective use of existing resources.

Once analysis of need and data has been undertaken, we will be better positioned to be informed about financial implications.

(b) Risk Management

None - This report is for information only.

(c) Human Rights Act and Other Legal Implications

None - This report is for information only.

(d) Equalities Impact Assessment

None - This report is for information only.

(e) Workforce

None - This report is for information only.

5. **Supporting Information**

5.1 The presentation will introduce the Strong, Health and Attractive Neighbourhoods initiative to the Neighbourhood & Communities Services Scrutiny panel and will outline the following:

- Why we have developed this initiative
- What are we trying to achieve
- How we intend to achieve this
- Learning from good practice
- How the project is expected to work

5.2 The initiative has been developed on the back of good practice in Manor Park through which the local community has been engaged with, enabled and empowered to take on a range of community development and prevention based initiatives. The approach has moved from a position where the expectation is one of the Council should respond to all need, to one where the community have taken on responsibility for a range of community activity.

5.3 The approach is built on the following principles:

- Being needs and insight led
- Taking a 'helicopter' view to a neighbourhood, resulting in a collaborative approach between agencies and the community
- Engaging, enabling and empowering communities to do more for themselves at becoming the front line to prevention work as well as making the neighbourhood a better place to live.

6. **Comments of Other Committees**

None.

7. **Conclusion**

The Strong, Healthy & Attractive Neighbourhoods initiative is integral to supporting the council meet some of the objectives within the Council's outcomes 2 & 3 of the five year plan.

Following the presentation, members of the Panel will be better informed about the initiative.

The committee is recommended to note the report and presentation for information.

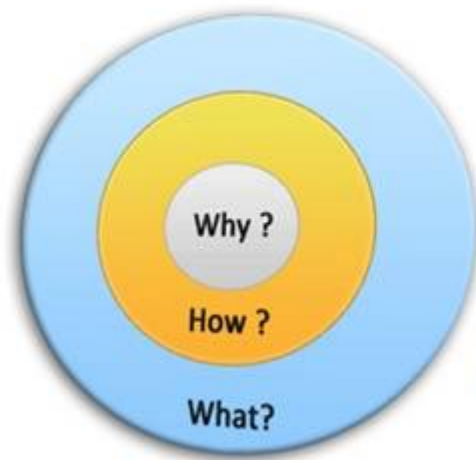
8. **Appendices Attached**

- 'A' Strong, Healthy & Attractive Neighbourhoods initiative PowerPoint presentation.

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Co-create strong, healthy and attractive neighbourhoods

Co-create strong, healthy and attractive neighbourhoods



Why = The Purpose

What is your cause? What do you believe?

How = The Process

Specific actions taken to realize the Why.

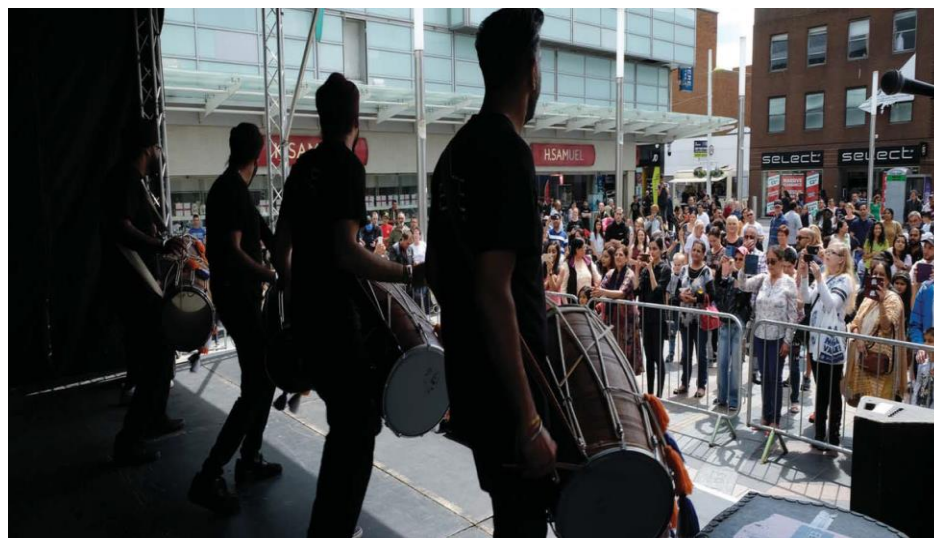
What = The Result

What do you do? The result of Why. Proof.

Co-create strong, healthy and attractive neighbourhoods – Why?

“People are proud to live, where diversity is celebrated and where residents can lead safe, fulfilling, prosperous and healthy lives.”

Page 55



Co-create strong, healthy and attractive neighbourhoods - what

Creating neighbourhoods that provide opportunities to live, work and play, with places to go, things to do and have people to talk to.

Designing out some of the key issues our communities face whilst proactively working with them to deal with the here and now through a collaborative plan

Enable people to achieve their potential to increase the resilience and wellbeing of the community as a whole

Creating a culture of pride



Co-create strong, healthy and attractive neighbourhoods – how?

Intelligence gathering including a needs analysis

Developing a collaborative plan

Creating ownership through engaging, empowering and enabling our communities

Actions speak louder than words

Manor Park example



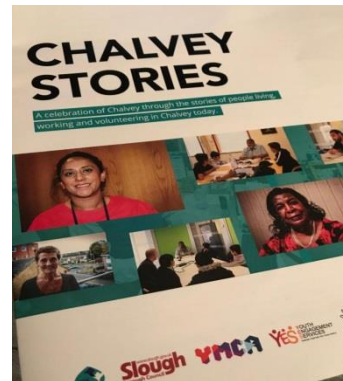
Co-create strong, healthy and attractive neighbourhoods – Where?

Chalvey

Foxborough

Trelawney Avenue

Britwell / Northborough



Co-create strong, healthy and attractive neighbourhoods – Next steps

In-Sight

Partnership working

- Residents
- Primary Care Networks
- CVS

Soft launches

Project steering group

Action Plans

Governance

Communications



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SLOUGH BOROUGH COUNCIL

REPORT TO: Neighbourhood and Community Services Panel

DATE: 5th September 2019

CONTACT OFFICER: Kassandra Polyzoides - Service Lead Regeneration Development

(For all Enquiries) (01753) 875898

WARD(S): All

PART I**SLOUGH TOWN CENTRE UPDATE****1. Purpose of Report**

To provide an update on the Clean Safe Vibrant Programme and relay the agreed British Land and Slough Borough Council (SBC) reactive statement in relation to the emerging Joint Framework Masterplan efforts for the centre of Slough.

SBC officers have been working to deliver improvements to Slough Town Centre to help improve the area and increase its appeal to visitors. The Council and partners have also been successful in establishing a BID (Business Improvement District)

Furthermore, it was confirmed to the press that British Land has undertaken Development Management functions for the Queensmere and Observatory sites in the town centre. SBC and British Land have begun discussions to establish the most appropriate ways to bring forward the development of key sites and improvement of the public realm in the centre of Slough.

2. Recommendation(s)/Proposed Action

The Committee is requested to note:

- a) The activities taking place in Slough town centre to improve the public realm and resident/visitor experience;
- b) The joint statement agreed by British Land and Slough Borough Council regarding ongoing work on the emerging Town Centre Masterplan.

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

3a. Slough Joint Wellbeing Strategy Priorities

The work being undertaken in the town centre via the Clean Safe Vibrant programme and Framework Masterplan will have a positive impact on SJWS priorities 2, 3 and 4. The two pieces of work through their public realm, safer environment and strategic site development outcomes will ensure better quality, publicly accessible urban realm including open spaces and other amenities. The strategic sites (TVU and Observatory/Queensmere) are earmarked to deliver high quality housing, including affordable and a range of employment uses to assist in delivering the economic and employment benefits for our residents and growing businesses.

3b. Five Year Plan Outcomes

The Clean Safe and Vibrant programme delivers outcomes that fulfil the five year plan objectives related to the health and wellbeing of stakeholders, by creating safer and more accessible public realm for use by all age groups in the Borough. The emerging Framework Masterplan will outline the amount and type of employment, housing and retail development and offer in the town centre. This outcome will ensure the appropriate and most needed types of development take place, ensuring that Slough town centre is a successful town, with growing opportunities for existing residents and businesses, also attracting new business and growing numbers of business ventures and visitors.

4. Other Implications

(a) Financial

There are no financial implications of proposed action.

(b) Risk Management

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
the activities taking place in Slough town centre to improve the public realm and resident/visitor experience;	No risks	Updates on project delivery are reported to the town leaders team- which have oversight and provide a steer on all workstreams		Continue to review work programme
The reactive joint statement agreed by British Land and Slough Borough Council regarding	No risks	Updates on project delivery are reported to the town leaders team- which have		Continue to review work programme

ongoing work on the emerging Town Centre Masterplan.		oversight and provide a steer on all workstreams		
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(c) Human Rights Act and Other Legal Implications

There are no Human Rights Act Implications.

(d) Equalities Impact Assessment

There has not been an Equalities Impact Assessment conducted for the pieces of work being undertaken. The work carried out in the town centre as part of the Clean, Vibrant and Safe work aims at delivering improvements for all.

5. Supporting Information

5.1 **The Clean Safe Vibrant Programme** is a set of activities that help us ensure the Town Centre remains healthy and relevant until the development of the shopping centre gets delivered. It is something we can control and deliver, as oppose to be passive and wait for something to happen – actively shaping the town and supporting businesses and our communities.

5.2 During this period, we have had a notable success of **voting in a BID (Business Improvement District) for the town centre**. A number of businesses within the set boundary have voted for the set up of a BID which means they have agreed to pay in an additional levy for a 5 year term to deliver a set of agreed priorities. The levy equates to approx. £2m over a 5 year period and is completely owned and managed by TC businesses so they will decide how and where it is spent. This is transformative for Slough and provides real investment and engagement into the TC without having to rely on dwindling council resources.

5.3 On the specific activities of this programme, the following are the highlights:

1) Clean

- Carried out deep cleans on the pavements
- Painted the street furniture to give consistency to the visual public realm
- Increased floral displays
- Worked with HOME Slough and our young people to create wonderful murals on bar walls and hoardings
- Got funding for Paradise Garden – pocket park and worked with St Ethelbert’s Church
- Used a £26K government grant for Community Clean up in the town centre and surrounding areas at sites like Curry’s Yard and working with volunteers on the Great British Spring Clean.

2) Safe

- Established a dedicated team for enforcement and warden presence in the town centre supported by increased CCTV
- Delivering an action plan to target ASB hotspots in the town centre

- Supported food businesses to improve hygiene and safety standards – achieving a 65% increase in hygiene standards
- Purple Flag – action plan to inform and shape our response
- Tackling homelessness.

3) Vibrant

- Explore Slough App: supporting businesses to attract shoppers by offering vouchers, discounts etc.
- Markets – delivering markets twice a month to support further footfall
- HOME – a partnership funded project with the Arts Council to promote Arts and Cultural activities in the TC. They have recently engaged with young people to deliver murals on hoardings and an empty wall.
- Open Doors Funding – selected as one of only 5 High Streets across the country to support an empty shop unit for a 3rd sector organisation to deliver activity and services to the community. This has inspired us to deliver a wider Meanwhile Programme where other empty units can be used to support a Social Enterprise Quarter. The shopping owners are partners of ours who will help us realise this. We are also looking for interested enterprises that can operate out of these spaces.

5.4 British Land and SBC are working together to produce a framework masterplan for Slough Town Centre. The two bodies have expressed confidence that Slough has significant potential to build on recent projects like The Curve, The Future Works and the Porter Building and become one of the strongest towns west of London. British Land welcome the fact that SBC has taken control of the TVU site, because the success or otherwise of the new town centre will largely depend upon how the Station and its adjoining sites, Queensmere, Observatory and TVU all physically connect to provide a safe and highly attractive pedestrianised area where people can work, relax, eat and shop. British Land have also expressed that they are delighted to be working collaboratively with the council's officers to deliver a transformational Master Plan and transport solution which will attract planning permission as quickly as is feasible. The aim is for high level thoughts on what the overall Vision / Master Plan for the town centre to be available and be reported to Cabinet for Member consideration and the public's information in the coming months.

6. Comments of Other Committees

No comments.

7. Conclusion

There is an ongoing Clean, Safe and Vibrant programme that is managed by the town leaders team, which aims at bringing needed improvements to the town centre. Work between British Land and SBC is ongoing with view of delivering a joint Framework Masterplan for the town centre to deliver housing, employment, retail and leisure uses in line with the Council's Five Year Plan and Local Plan.

8. Appendices

None.

SLOUGH BOROUGH COUNCIL

REPORT TO: Neighbourhoods & Community Services Scrutiny Panel

DATE: 5 September 2019

CONTACT OFFICER: Difaf Sharba, Policy Insight Analyst
(For all Enquiries) (01753) 875411

WARDS: All

PART I
FOR COMMENT AND CONSIDERATION

NEIGHBOURHOODS & COMMUNITY SERVICES SCRUTINY PANEL
2019/20 WORK PROGRAMME

1. **Purpose of Report**

For the Neighbourhoods and Community Services Scrutiny Panel (NCS Scrutiny Panel) to discuss its work programme for 2019-20.

2. **Recommendations/Proposed Action**

That the panel review the work programme and potential items listed for inclusion.

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:

- Our residents will have access to good quality homes

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 2019/20 Municipal Year

7. **Background Papers**

None.

Neighbourhood and Community Services Scrutiny Panel Work Programme - 2019/20

Task & finish group
•
Meeting Date
5 September 2019
<ul style="list-style-type: none"> • Key worker housing strategy • Housing repairs and customer care (Osborne) • <i>Strong, healthy and attractive neighbourhoods (tbc)</i> • High Street Redevelopment Update (information only)
31 October 2019
<ul style="list-style-type: none"> • Local Plan Update (if appropriate) • Licensing of Houses in Multiple Occupation • Housing Services Scrutiny Indicators • Low emission strategy update (including electric car charging points)
14 January 2020
<ul style="list-style-type: none"> • The Home Improvement Agency - findings of the review • Housing rents and Service Charges update • Market Lane Road/Hollow Hill Lane Network and the impact on Langley - update from Network Rail

27 March 2020

- Impact of the redevelopment of the leisure facilities - community
- Five Year Plan Outcome 4 progress
- Crime and disorder reduction panel
 - Safer Slough Partnership Update

1 April 2020

- Housing Services Scrutiny Indicators

To be programmed:

- Updated Housing Strategy

MEMBERS' ATTENDANCE RECORD

NEIGHBOURHOODS & COMMUNITY SERVICES SCRUTINY PANEL 2019 – 20

COUNCILLOR	MEETING DATES					
	24/06/2019	05/09/2019	31/10/2019	14/01/2020	27/02/2020	01/04/2020
N. Holledge	Ab					
Gahir	P					
S Parmar	P					
Plenty	P					
Ajaib	P					
Ali	P					
Hulme	Ap					
Minhas	P					
Wright	P					

P = Present for whole meeting
Ap = Apologies given

P* = Present for part of meeting
Ab = Absent, no apologies given

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