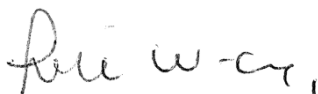


Date of issue: Monday, 9 March 2020

<b>MEETING:</b>	<b>EXTRAORDINARY NEIGHBOURHOODS AND COMMUNITY SERVICES SCRUTINY PANEL</b> (Councillors Plenty (Chair), Wright, Ajaib, Gahir, M Holledge, Hulme, Matloob, Minhas and S Parmar)  <u>Non-Voting Co-Opted Members</u> Manvinder Matharu (Residents Panel Board) Trevor Pollard (Residents Panel Board)
<b>DATE AND TIME:</b>	TUESDAY, 17TH MARCH, 2020 AT 6.30 PM
<b>VENUE:</b>	COUNCIL CHAMBER - OBSERVATORY HOUSE, 25 WINDSOR ROAD, SL1 2EL
<b>DEMOCRATIC SERVICES OFFICER:</b> (for all enquiries)	JANINE JENKINSON  01753 875018

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**

<u>AGENDA ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
------------------------	---------------------	-------------	-------------

**APOLOGIES FOR ABSENCE**

**CONSTITUTIONAL MATTERS**

- |    |  |   |   |
|----|--|---|---|
| 1. | Declarations of Interest<br><i>All Members who believe they have a Disclosable<br/>Pecuniary or other Interest in any matter to be considered<br/>at the meeting must declare that interest and, having<br/>regard to the circumstances described in Section 4</i> | - | - |
|----|--|---|---|



**AGENDA**  
**ITEM**

**REPORT TITLE**

**PAGE**

**WARD**

*paragraph 4.6 of the Councillors' Code of Conduct, leave the meeting while the matter is discussed.*

- |    |  |   |   |
|----|--|---|---|
| 2. | Member Questions<br><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> | - | - |
|----|--|---|---|

**SCRUTINY ISSUES**

- |    |   |         |                                      |
|----|---|---------|--------------------------------------|
| 3. | Mass Rapid Transport Phase 2 – A4 Widening and Sutton Lane Gyratory | 1 - 6   | Foxborough, and Colnbrook with Poyle |
| 4. | Housing Strategy Update   | 7 - 64  | All                                  |
| 5. | Highways and Parking in Slough                                      | 65 - 72 | All                                  |

**ITEMS FOR INFORMATION**

- |    |   |         |   |
|----|---|---------|---|
| 6. | Neighbourhoods and Community Services Scrutiny Panel 2019/20 Work Programme | 73 - 76 | - |
| 7. | Members' Attendance Record 2019/20  | 77 - 78 | - |
| 8. | Date of Next Meeting - 1st April 2020                                       | -       | - |

**Press and Public**

**Attendance and accessibility:** 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 any items in the Part II agenda are considered. For those hard of hearing an Induction Loop System is available in the Council Chamber.

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

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**SLOUGH BOROUGH COUNCIL**

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

**DATE:** 17<sup>th</sup> March 2020

**CONTACT OFFICER:** Savio DeCruz, Service Lead. Major Infrastructure Projects  
**(For all Enquiries)** (01753) 875640

**WARD(S):** Foxborough and Colnbrook with Poyle

**PART I****FOR COMMENT AND CONSIDERATION****MASS RAPID TRANSPORT PHASE 2 – A4 WIDENING AND SUTTON LANE GYRATORY****1. Purpose of Report**

To provide information to the NCS Scrutiny Panel arising from the request received from the Cllr for Colnbrook with Poyle:

*I request the Panel to scrutinise the impact of proposed changes to the layout of the A4 and junctions off it at Brands Hill, Colnbrook. Outline plans were released last year by SBC's Highways Department for the A4 London Road at Brands Hill to become a four-Lane highway, with two of the four lanes becoming bus lanes, and for changes to its junctions with Sutton Lane, Colnbrook By-pass, London Road connecting to Colnbrook Village, and Brands Road, including removal of a gyratory system. The A4 London Road at Brands Hill suffers the worst air pollution of any road in Slough, and before any detailed plans to make changes to this road are implemented their impact on traffic congestion and air quality should be scrutinised. Not only the changes to junctions but also the introduction of bus lanes will impact on both these indices - changes here in this highly sensitive residential area should only be given approval if the evidence shows they will significantly reduce current levels of traffic congestion and air pollution, including for each junction affected.*

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

The Panel is requested to note the report and comment on it.

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

The [Slough Joint Wellbeing Strategy](#) (SJWS) is the document that details the priorities agreed for Slough with partner organisations. The SJWS has been developed using a comprehensive evidence base that includes the Joint Strategic Needs Assessment (JSNA). Both are clearly linked and must be used in conjunction when preparing your report. They have been combined in the Slough Wellbeing Board report template to enable you to provide supporting information highlighting the link between the SJWS and JSNA priorities.

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

Whilst not directly supporting any of the wellbeing priorities, the local road network and its operation improve accessibility for all residents. This particularly applies to those with limited mobility (e.g. disability, the elderly)

3b. **Five Year Plan Outcomes**

A high quality and reliable road network supports the following Five Year Plan outcome:

- Slough will be an attractive place where people choose to live, work and stay.

4. **Other Implications**

(a) Financial

The cost for the widening along the A4 from High St, Langley to the By-pass is contained within the allocated budget assigned by the Thames Valley Berkshire LEP as part of the Business Rate Retention Pilot scheme.

(b) Risk Management

There are no risk management implications arising from this report.

(c) Human Rights Act and Other Legal Implications

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

(d) Equalities Impact Assessment

The development of a rapid transit service along the A4 corridor was an integral part of Slough's Third Local Transport Plan 2011- 2026 which was the subject of an Equality Impact Assessment (EIA) carried out in 2010. The aims of the scheme are to offer significant improvement to transport routes and public transport that will benefit all equality groups. The SMaRT Business Case has also assessed the specific social and distributional impacts of the scheme and the results were:

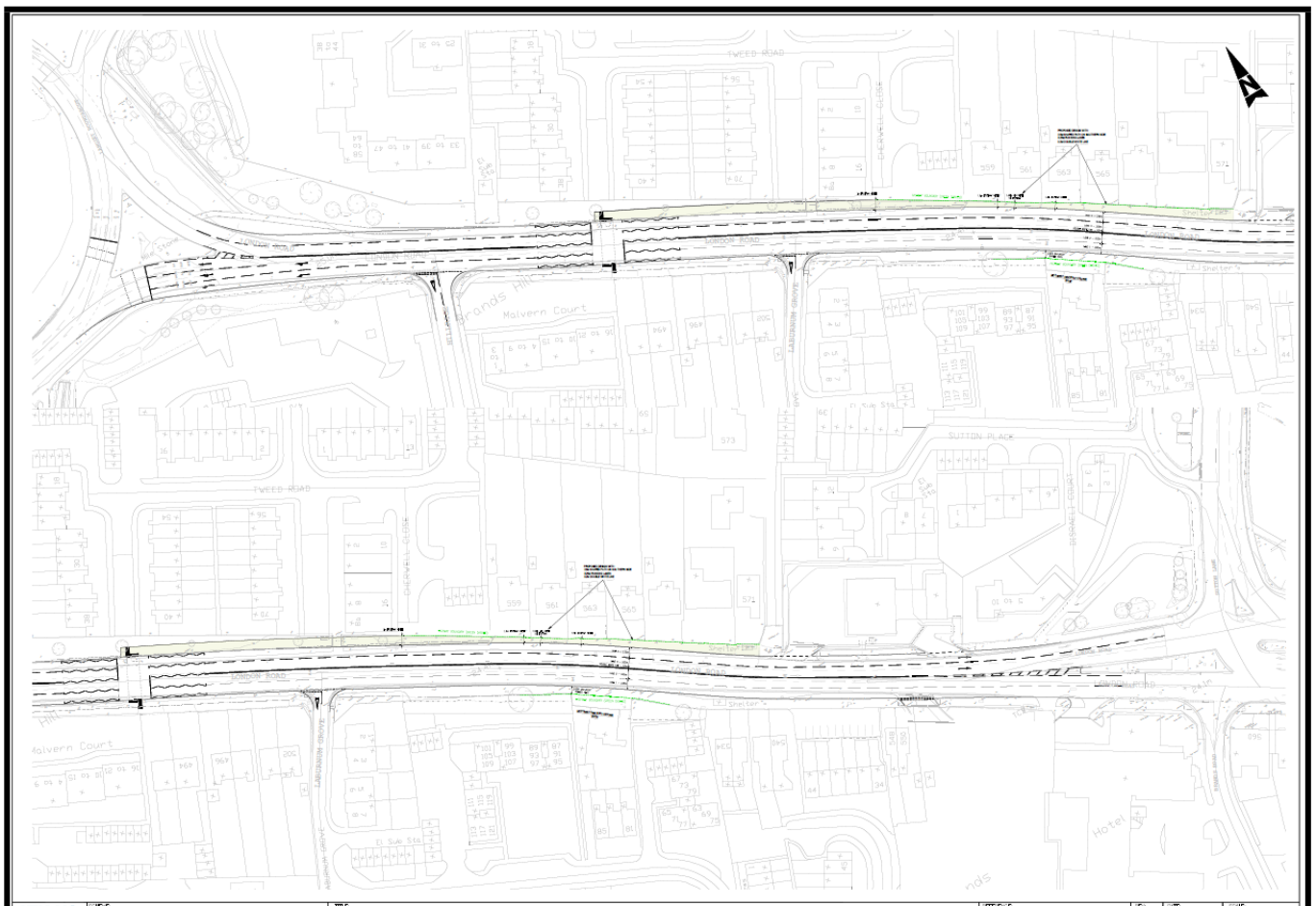
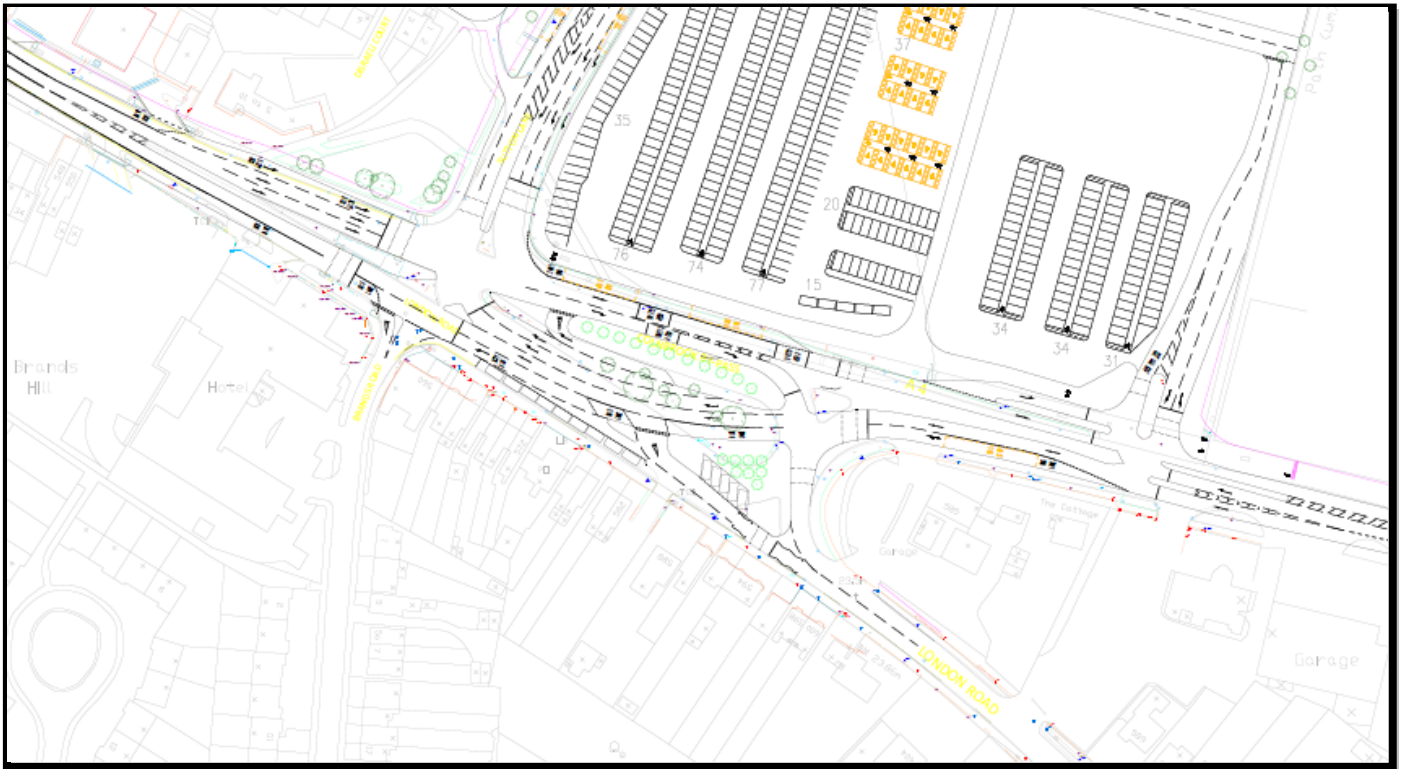
- **Severance** - The impact was found to be neutral to equality groups, due to a very small number of roads experiencing an increase and decrease in traffic flows as a result of the proposed scheme;
- **Personal Security** – The scheme is expected to have a neutral impact on security. It will improve the overall reliability of bus services and have a positive impact on personal security as people have a reduced waiting time between buses; and
- **Accessibility** - The impact on vulnerable groups was appraised as slightly beneficial because the scheme demonstrates an improved bus service frequency. Certain protected characteristics (disability, children and young people, older people and women) are more reliant on public transport than others; therefore improving access to public transport is a positive impact from the scheme. The 2011 census revealed that car ownership amongst Slough residents is lower than the regional average; therefore enhancements to public transport also address this point.

A separate EIA will be conducted on the detailed design proposals as the scheme progresses to identify, and mitigate against, any potential adverse impacts arising during the individual work programmes.

## 5. **Supporting Information**

- 5.1 The SMaRT scheme is a key element of SBC's document "A Transport Vision for the 'Centre of Slough'", and is a continuation of improvements being made by Slough Borough Council to increase the level of accessibility to, from and around the town for residents, employees and visitors. The overall scheme aims to make radical changes at key hotspots to tackle longstanding congestion and air quality issues, and build highway capacity for the future.
- 5.2 SMaRT Phase 1 focused on the A4 corridor between Slough Trading Estate, the town centre and Langley. The Phase 1 scheme delivered a combination of highway infrastructure measures aimed at delivering journey time reliability performance improvements of bus services while also improving the efficient operation of the highway network for general traffic, and complementary improvements to bus service provision.
- 5.3 SMaRT Phase 2 is designed to achieve a number of positive outcomes for the borough:
- To deliver convenient, sustainable, high quality passenger transport between Heathrow and Slough town centre;
  - To relieve congestion on the eastern section of the A4 corridor;
  - To help bring forward the delivery of housing development in the town centre over and above that previously support by SMaRT Phase 1;
  - To improve journey time reliability and enhance sustainable accessibility to the future housing and employment sites;
  - To future-proof the eastern section of the A4 for changes likely to result from the Heathrow expansion;
  - To provide an increased frequency of bus services to / from Colnbrook and the surrounding area;
  - To bring about net improvements in air quality.
- 5.4 The proposals under SMaRT Phase 2 comprise the following elements:
- Junction modifications and traffic signal provision at the London Road / Sutton Lane / Colnbrook Bypass gyratory. Pedestrian and cycle crossings on London Road will be improved and bus stop waiting areas upgraded to provide for local needs at Brands Hill including residential, commercial and hotel properties. Discussions will be held with third parties to improve road safety by relocating existing services in the vicinity of the junction.
  - The widening of London Road to 2 lanes westbound between M4 Junction 5 roundabout and Sutton Lane with the conversion of these lanes to bus lanes improve bus services to the area.
- 5.5 The design below is the latest iteration for the Sutton Lane Gyratory and is currently being modelled to ascertain whether this option will provide extra capacity but more importantly reduce the congestion that is currently faced by commuters and residents in the area.
- 5.6 The redesign of the gyratory is expected to eliminate the "exit blocking" that is experienced everyday and will incorporate a new traffic signal control layout

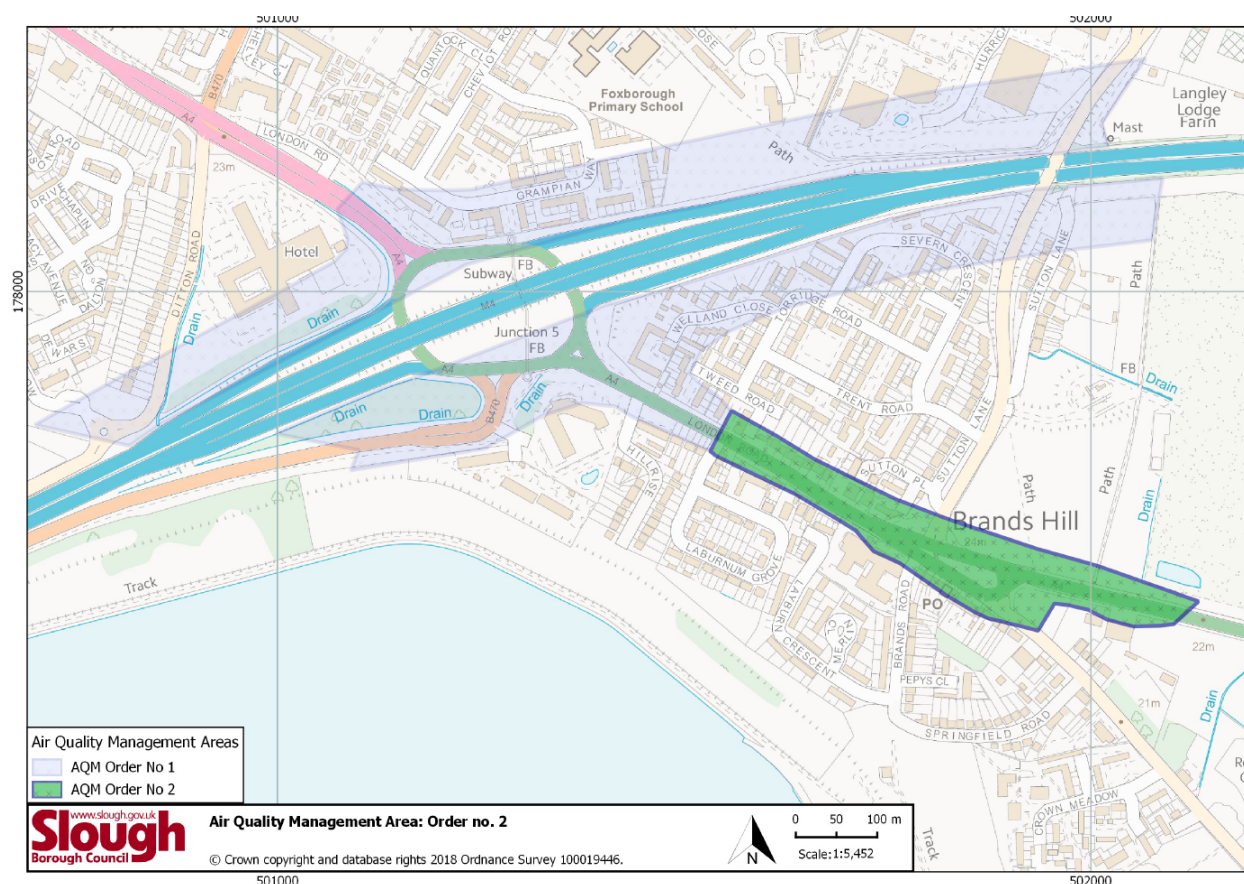
including managing the flow from the Old London Road and the By-pass to make traffic more free-flowing.



5.7 Alongside the changes to the gyratory the MRT phase 2 project is to deliver widening of the A4 to facilitate bus lanes in both directions. The Council's approved Transport Vision and more recently the approach to supporting more

bus lanes to prioritise bus services endorses the need to tackle air quality and modal shift in all transport projects.

- 5.8 The design over the next few months will be reviewed for air quality impacts utilising the standard Air Quality Assessment process. This area of the A4 (Brands Hill) was declared as an air quality management area (AQMA) in 2006 due to exceedances of the EU limit value for nitrogen dioxide ( $40\mu\text{g}/\text{m}^3$ ). A map outlining the boundaries of the AQMA is shown below. Brands Hill AQMA had the highest nitrogen dioxide concentrations in the borough during 2018 ( $53.2\mu\text{g}/\text{m}^3$ , corrected to  $47.9\mu\text{g}/\text{m}^3$  at the nearest receptor); therefore, it is important that action is taken to improve air quality in this area and that any scheme put forward is thoroughly scrutinised to ensure that the scheme does not contribute to a worsening of air quality, particularly as the scheme will result in an increase in capacity on the road network.



- 5.9 The assessment must consider the current baseline air quality in Brands Hill and compare to future scenarios with and without the scheme in place and resulting air quality impact. This would focus on both the construction and operational phases, taking into account in-combination effects with other schemes in the area. To ensure that air quality impact is avoided, appropriate mitigation shall also be sought. For example, during the construction phase, all construction related HGVs will be limited to Euro 6 and routing plans will be designed to reduce air quality impacts elsewhere.
- 5.10 It is expected that the alterations will show an improvement; however, the Council recognises this will come at the cost of longer delays on the A4 for the private car. In order to encourage more patronage on public transport, we need to provide more space for buses and with the limitations on available land this will mean better journey times for bus users but longer journey times for the car users.

- 5.11 The reduction of general traffic lanes will still have to be balanced to ensure that air quality does not deteriorate and therefore the Council will need to consider whether the bus lanes operate at peak times only or as permanent bus lanes; this will be subject to the growth in bus services along the A4. The Transport Vision and the emerging Transport Strategy are acknowledged and referred to in the Low Emission Strategy (LES) and vice-versa and therefore the council will be expecting the two strategies to support the overall objectives of modal shift and cleaner air.
- 5.12 The emerging transport strategy is not intended to penalise car users severely but to alleviate the growth in traffic by providing alternative and sustainable modes of travel to the private car. The strategy looks to provide more highway capacity but this will be for sustainable travel.
- 5.13 Evidence of the Council's commitment to improve public transport in the area of Colnbrook with Poyle is the recent Electric Bus trial and now the launch of the permanent 459 service from Heathrow to Langley and Iver. This has been a joint funding proposal by Slough Borough Council and Heathrow Airport to support bus travel and reduce the reliance on the car.

6. **Comments of Other Committees**

None

7. **Conclusion**

In conclusion, the Council is committed to improving air quality in the Brands Hill area and has secured funding to support the modal shift agenda but at the same time looking to improve capacity and traffic flow at the Sutton Lane Gyratory. It is expected that when the works are completed later in the year there will be more reliable bus services supporting the local area of Colnbrook.

8. **Background Papers**

MRT Phase 2 Cabinet Paper March 2019

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Neighbourhoods and Community Services Scrutiny Panel  
**DATE:** 17<sup>th</sup> March 2020  
**CONTACT OFFICER:** Colin Moone, Service Lead, Housing (People) Services  
**(For all Enquiries)** (01753) 474057  
**WARD(S):** All

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

**HOUSING STRATEGY UPDATE**

1. **Purpose of Report**

To provide the Neighbourhoods and Community Services Scrutiny Panel with an update on the progress of the new Housing Strategy.

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

2.1 The Neighbourhood and Community Services Scrutiny Panel are asked to comment on the draft Housing Strategy.

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 Well Being Strategy (SJWS). It contributes to reducing inequalities in health through access to quality housing. There are clear links between housing and the JSNA priorities around improving health conditions so that people can manage their own health and wellbeing and live independently in their communities.

3b. **Five Year Plan Outcomes**

The new Housing Strategy will touch all of the priority outcomes: -

Outcome 1: Slough children will grow up to be happy, healthy and successful;

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;

Outcome 4: Our residents will live in good quality homes and

Outcome 5: Slough will attract, retain and grow businesses and investment to provide opportunities for our residents.

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

##### (a) Financial

Although any financial implications of the new strategy cannot currently be quantified, the completed strategy will clearly lay out any financial requirements needed to deliver particular aspects. In order to deliver a step-change in housing supply, for example, the council must accept that investment, be it from partners or any other routes, must be increased to fulfil the ambitions of the strategy.

##### (b) Risk Management

There are no direct risk management implications arising from this report.

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

There are no Human Rights or other Legal implications arising from this report.

##### (d) Equalities Impact Assessment

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

##### (e) Workforce

It is possible that the implementation of this strategy will require some short-term capacity to give it all the chances of success.

#### 5. **Supporting Information**

- 5.1 On the 31<sup>st</sup> July 2019, an Inception Meeting was held to bring together a number of key stakeholders to kick off the work on the housing strategy. The consultants, Campbell Tickell, have since conducted over 41 interviews, either face-to-face or over the telephone.
- 5.2 A report with emerging themes was reported to this Panel on 28<sup>th</sup> November 2019, where comments were fed back for inclusion in the strategy.
- 5.3 A key feature of putting the strategy together has been the introduction of a Sounding Board to sense check the emerging work from inception. The Board proved very useful for shaping the current product.

#### 6. **The Strategy Themes**

- 6.1 The strategy is broken down into nine sections: -
  - Introduction – housing for an economically inclusive Slough
  - Successes, challenges and opportunities
  - How many homes and what sort of new homes does Slough require

- Delivering new homes to support the right housing development
- Increasing supply through better use of existing homes
- Improving access to homes
- Supporting people, improving health and well-being
- Building healthy, thriving places with Slough's residents
- Action plan.

6.2 See Appendix A to this report, the Slough Housing Strategy 2020 – 2025 (draft) and Appendix B, the Action Plan.

## **7. Completing the strategy**

7.1 There are a number of tasks still needed before the strategy is completed: -

- There are currently three meetings to be attended, which will help shape the final strategy (details contained below in 8.1);
- There are some Planning comments still needed to be included. These centre around existing frameworks and policy positions, which the strategy helps to reinforce;
- All comments and suggestions coming from the stakeholder meetings in March 2020 to be discussed and included in the strategy, where necessary/appropriate and
- The executive summary is to be completed.

## **8. Remaining Consultation**

8.1 Officers have taken the Housing Strategy in its emerging forms to a number of meetings. Currently, there are three meetings the strategy will be taken to for an opportunity for further discussion and refinement (as this report is being written). These are: -

- The Resident Board (council tenants and leaseholders) - Tuesday 10<sup>th</sup> March 2020 at 6.30pm
- Neighbourhoods & Community Services Scrutiny Panel - (Tuesday 17<sup>th</sup> March 2020 at 6.30pm
- Health & Social Care Partnership (health and social care professionals) – Tuesday 31<sup>st</sup> March 2020 at 10am

8.2 Officers expect that a number of other events or opportunities to capture any last comments will emerge during March.

## **9. Comments of Other Committees**

9.1 The draft Housing Strategy was presented to the Corporate Management Team on 26th February 2020. Below are some of their key comments: -

- There needs to be the supply and demand picture at the front of the strategy. Although the action plan suggests a proper needs assessment

for Slough, officers shouldn't just rely on the Berkshire Strategic Housing Market Assessment because this is too broad. The demand picture would enable readers to know what we needed to do and how many homes are needed to be built;

- The actions are too many and need to be prioritised and
- There was a query about funding implications of the action plan.

## **10. Conclusion**

- 10.1 This report attaches the draft Housing Strategy and its associated action plan. Officers are using March for the final round of discussions with relevant groups/meetings to draw out final comments to conclude the Housing Strategy.

## **11. Background Papers**

- 11.1 Housing Strategy Update: Neighbourhoods and Community Services Scrutiny Panel 28<sup>th</sup> November 2019.

## **12. Appendices**

Appendix A – Draft Housing Strategy  
Appendix B – Draft Action Plan

## Slough Housing Strategy 2020 - 2025

### Draft – 10<sup>th</sup> January 2020

#### Executive Summary

[Complete later, once detail agreed]

#### 1. Housing for an attractive, healthy and economically inclusive Slough

##### 1.1 Slough at the centre of Berkshire's growing economy

Already economically strong, Slough's location on the edge of London and next to Heathrow makes it a focus for international business. The completion of Crossrail and potential for a third runway will intensify this bringing increased prosperity to Berkshire's towns and villages. Good rail and road links make Slough an easy place to travel to and from, and through, so the town offers a great deal to people who live in the surrounding areas; a global business centre, employment prospects, good schools and a convenient commuting hub.

Slough's residents have benefitted less from this economic activity than people living outside the town and it has not, historically, been a place where many people aspire to live the entire course of their lives. We want this to change and have been taking steps to make this happen. For example, the number of residents gaining an NVQ level 4 qualification has increased year on year since [xxx] which is enabling more of Slough's residents to secure good jobs within the town's economy than in the past.

Slough's ambition for economic growth is reflected in the county's Local Industrial Strategy which states that **'Berkshire should grow with ambition and intent ... but we also want to see good growth ... growth that is smart, knowledge-intensive, inclusive and resilient'**. Our ambition is developed further in Slough's Five Year Plan 2020-2025 which states that **'Slough will attract, retain and grow businesses and investment to provide opportunities for our residents'**. We determined that people of all ages living in Slough will contribute to and benefit from the region's economic growth, that they will progress, prosper and flourish as the economy grows.

##### 1.2 Our vision for an attractive, healthy Slough

We want Slough to be **'an attractive place where people choose to live, work and stay'** [Five Year Plan 2019-2024].



We are working with developers, businesses and communities to develop the cultural, experience and leisure offer in Slough Town Centre so that it matches the town's impressive economy. Capitalising on the success of The Curve and new library we are building the infrastructure for lunchtime and early evening activity and theatre/film space for Slough's young people and young families, as well as others who work here and retired people. We want people to enjoy life in Slough and to happily spend their money within the local economy.

Alongside this, Slough's residents are developing a new sense of pride in the town and in their neighbourhoods. This is being supported through programmes like Stronger Healthier Attractive Neighbourhoods and is part of a rebranding exercise that involves local people in building the vision for the place.

### 1.3 The roles of housing in achieving this vision for Slough

Housing plays critical roles across all elements of the Council's ambition.

***The type, size and suitability of homes*** available and the rent or purchase price determines who accesses homes in the borough and how long they stay. Getting the right sort of homes is central for ensuring that local firms have access to a pool of labour with various skill levels and also to ensure that local people and people who move into the town for work have adequate options as their housing requirements change across their life course and into old age. Land availability is very limited within the Council's boundary, so we are asking our neighbouring boroughs to play their part in enabling this to happen. We are also looking at how we can make best use of our existing housing.

***The physical condition of Slough's homes***, the size to household-size ratio and the attractiveness of Slough's neighbourhoods is a large factor in people's health and wellbeing and their ability to thrive, gain skills and contribute productively within our growing economy. For example, overcrowding reduces children's ability to study in the family home while the link between access to green spaces and good mental health is now proven. The quality of private landlords' management practices is also critical. For this reason, we intend to take action to drive up the quality of new homes being built in the borough, the quality of the environment and the quality of homes available and professionalism within the private rented sector.

***Our ability to provide suitable homes and support*** for a range of people who would otherwise struggle to live independently is also critical. We want to minimise tenancy failures that damage people's livelihoods and give rise to large financial costs to the Council. We want to make sure our older population can access suitable housing options and/or adaptations as they grow older. And we want to do the best we can, working with our East Berkshire partners, to access suitable accommodation close to family and friend networks for people with learning disabilities, mental health and other difficulties in life.

## **1.4 The Strategy and Action Plan**

This (draft) strategy and action plan sets out how the Council will work and what it is requesting of partners in order to move closer toward an attractive, healthy and economically inclusive Slough within and beyond the town's boundaries.

Throughout, we have highlighted in green where we believe there is a particular opportunity to work smarter across the Council and with other agencies and partners within the 'Our Future' programme.

The numbered actions within the Action Plan are referenced throughout the strategy document in red bold for ease of navigation and sense-making (these may be removed in the final version). In each case, they relate to the paragraphs immediately above.

## 2. Successes, Challenges and Opportunities

### 2.1 Successes

Slough is a strong and resilient place that is not afraid of taking risks in order to achieve more for the town and wider region.

- Slough's schools are performing above the national average [find ref] and 39% of Slough's residents hold a degree-level (NVQ4+) qualification, slightly more than the national average. The numbers holding these qualifications has increased in recent years [find ref].
- Slough Borough Council has set up a housing company James Elliman Homes to buy homes and make them available at a reasonable rent for people who were either homeless or at risk of becoming homeless. So far 79 households have been helped in this way.
- Slough Borough Council has positioned itself to benefit from Slough's commercial enterprise so that it can maximise its income for reinvestment in Slough.
- Slough was the first town in the country to trial revolutionary green technology which generates electricity from plant microbes. We have continued to make improvements to our highway network and trialled the use of electric buses along the Green Line.

### 2.2 Challenges

There are some unusual dynamics in Slough's housing and land markets, that present some very significant challenges.

- The town is small and the boundary tight. Even if all the spatial options proposed in the Emerging Local Plan were implemented it would not be possible to accommodate all Slough's housing and employment needs within the Borough in a sustainable manner<sup>1</sup>.
- Slough house prices are lower than the surrounding areas [ref figures]. Development costs are equal to the surrounding areas making Slough a less attractive proposition to developers. Gaining affordable housing through the planning system (s106) is difficult because most development sites have high existing or alternative use values (e.g. for commercial use) and land-owners/developers have been over-optimistic and have over-paid when purchasing sites not factoring in the Council's affordable housing policy. This means that on site affordable housing that complies with Slough BC policies makes development schemes unviable.
- Despite house prices being lower than the surrounding areas, they are high relative to local earnings making it difficult for local residents to afford. Rent levels are also high.
- The market preference is to build small apartments and poor quality housing schemes being put forward (both new developments and office conversions) whereas a wider

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<sup>1</sup> See Issues and Options Document on the Review of the Local Plan for Slough 2013 -2036 which was the subject of public consultation in January and February 2017

range of type, sizes, tenures and affordability of homes is what is actually needed. This means that families are living in small, unsuitable homes with no open space that are uncondusive to family life.

- The town has an exceptionally large private rented sector; around 33% of homes are privately rented [Private Rented Sector: Housing Stock Condition and Stressors Report; MetaStreet 2018] compared with a national average of 18-20%. In some wards levels of private renting is as high as 50%. With several thousand small landlords this makes quality improvement and regulation challenging and potentially resource intensive.
- Homeless acceptances increased four-fold between 2013/14 and 2017/18 with the biggest jump being between 2013/14 and 2014/15 [Homelessness review 2018]. As well as providing statutory assistance to Slough's residents who become homeless, being so close to London, yet having lower rents, makes Slough a key destination for placement of homeless people by many London boroughs.
- The transition to Universal Credit has had several negative effects the legacy of which will continue even if changes are made. These include: large increase on arrears levels for council tenants [add figures here], a reduction in the number of private landlords who are prepared to let to benefit claimants (due to ending of direct payments) and an increase in the number of people presenting as homeless because their private tenancies are ending.

## 2.3 Opportunities

We have been diligent in creating opportunities where we think we can make a big difference.

- The development of a 20-year vision for Slough will provide a good context for this housing strategy enabling the whole Council and external partners to see how the housing strategy will help to achieve the town's long-term goals.
- The Council's Transformation Programme provides a significant opportunity to better coordinate our activity across the Council and with partners. This will help us to change how we work, by asking "What is the best thing for Slough?" and working across teams and services areas – and beyond the council – to think and deliver differently. See box below for further information.
- The Council is positive about growth and development and is business-minded. There are many sites in sustainable locations where redevelopment in principle is acceptable.
- There are also funding sources that the Council could optimise to support different elements of this strategy and action plan. These include: further borrowing against the Housing Revenue Account, surpluses from the activity of council-owned companies just as James Elliman Homes and other commercial vehicles, institutional investment, Homes England, fees from Selective Licensing, national schemes that oblige energy companies to provide resources to address fuel poverty.
- Slough Council has been actively buying sites and now has significant land holdings. This means that we have a degree of leverage to get the right type of new homes built

alongside development for the economy. There are opportunities for the Council to promote comprehensive redevelopment or purchase key sites.

### **The Council's Our Futures Programme – an opportunity to work smarter**

The Council has embarked on a 5-year programme to transform the way it works across the Council and with partners in order to achieve its ambition to ***work as 'One Council' and with partners as One Slough to deliver better outcomes***. We are calling this programme 'Our Futures'.

Our Futures presents a number of opportunities for improving the way the Council works to deliver this strategy including through enhanced:

- Openness and transparency
- Communications across teams
- Information-sharing across teams and partners
- Evidence-based solutions
- Cross-team and multi-agency working
- Devolvement of decision-making to the most appropriate level
- Governance arrangements for joint decisions

**[Revise - after speaking to Joe Carter ... still not managed to get a call set up]**

Shifting to a more collaborative One Council approach will help with successful delivery of this housing strategy.

Throughout this strategy we have highlighted where and how we consider Our Futures can help us to work smarter and to take us closer to achieving our ambitions.

### 3. What sort of new homes does Slough require?

We want Slough to be a place where people ‘... *choose to live, work and stay*’.

#### 3.1 What the projections are telling us?

We know, from our recent East Berkshire Housing Needs Assessment, that Slough needs an additional 893 homes per annum over the 10-year period from 2019 to 2029. However, the Council has already established that this target could not reasonably be met unless delivery of housing increases dramatically. Analysis in the Berkshire Housing Market Assessment shows a slightly higher level of 927 per annum.

Appendix 1 [to follow] summarise the findings of the Housing Needs and Market Assessments including the broad mix of homes required. This includes assessments of homes for older people and specialised homes to meet a wide range of need.

#### 3.2 What sort of homes do people want at different stages of life?

We have identified 5 stages of life each of which brings different needs and aspirations for housing and an additional category of specialised housing for vulnerable people across the life-course. These are:

1. Slough’s young residents seeking independence;
2. Young professionals;
3. People settling in Slough;
4. Maturing families;
5. Older people (both active and frail older people);
6. Specialised and supported housing for vulnerable people across the life course.

We have some knowledge about the types of homes people are looking for at different stages of life and we would like to know more. Each of them is considered further in the section below.

##### 3.2.1 Slough’s young residents seeking independence

This could include, for example:

- Purpose-built ‘Co-Living’ accommodation with some private space and some shared spaces available at social/affordable rent level to people between the ages of 16 and 30 who have grown up in Slough;
- Innovative housing solutions such as the ZEDpod, a low cost prefabricated super energy-efficient micro home designed to sit on an elevated platform above existing outdoor car

parks. Requiring only air rights, with no need for land, ZEDpods can be installed as singles or doubles and as a 'community cluster' offering an inexpensive rented starter home for young singles or couples. The entry level model costs around £65,000 and they can also be easily relocated at low cost and with minimal wastage<sup>2</sup>;

- Supported renovations. The council could buy empty and/or poor condition private homes on the open market and make them available for shared ownership through 'sweat equity'. A young person would be offered 'on the job' training through our refurbishment contractor and would be expected to participate in the renovations in return for an equity stake (of between say 20 and 50%) in the home;
- Homeshare<sup>3</sup> where a young person shares accommodation with an older person who has a spare room in their home. The Council could offer a 'vetting' and management service for older people prepared to offer a room for rent to young people;
- Foyer-style accommodation for 16-21 year olds with part-time support for young people who, although they may not have grown up in the care system, nevertheless feel the need to move out of the family home;
- A trained mediator/advisor who can help young people to find the right housing option for them either through resolving differences with their families if staying in the family home is a good short-term solution for them or by accessing suitable accommodation.

### 3.2.2 Young professionals

Some of the actions we are considering include:

- An ethical lettings scheme – actively advertised both to young professionals through local businesses and to local private landlords – to set a new standard for private rental management in the town;
- A Council-led build-to-rent and/or acquire-to-rent programme to broaden the range and increase the quality of market rental homes available for young professionals. This is about setting a high standard for property condition and safety;
- New models and designs of rented accommodation that would attract young people to live in the town – as part of the town centre strategy;
- Taking a more proactive approach to enforcement coupled with positive options for landlords such as purchase of a new ethical letting service – with a view to promoting higher standards in private lettings;
- Home ownership options such as shared ownership and/or Rent to Buy.

### 3.2.3 People looking to settle down in Slough

We are looking into a range of options including, for example:

- active encouragement and incentives for private developers to build new, high quality family homes with 2, 3 and 4 bedrooms for sale on the open market or through Rent to Buy;

<sup>2</sup> <https://zedpods.com/>

<sup>3</sup> <https://homeshareuk.org/>

- Council-led building of 2, 3 and 4 bedroom affordable homes including social homes and market homes that will allow for cross-subsidy – so that more lower income households can find a suitable home;
- encouragement of Registered Providers to build 2, 3 and 4 bedroom homes at social/affordable rents alongside market homes (enabling cross-subsidy);
- a Slough scheme, that enables key-workers such as teachers at the new academy to purchase a home and settle in the town;
- Home ownership options such as shared ownership and/or Rent to Buy;
- active promotion of the council's means-tested 'Deposit Bond' scheme that assists households to cover the deposit on a private rented home;
- Purchase, refurbishment and resale of empty homes for sale on the open market;
- Homesteading options where low cost finance is provided to support refurbishment of poor condition homes;
- Working with small local developers to establish 'self-build' – providing people with the option of building their own home (with support) or of having one built to their design.

### 3.2.4 Maturing families

The kind of options we are looking at include:

- To encourage the development of new 3, 4 and 5 bed homes with adequate parking facilities and not too far from good secondary schools and bus routes;
- To offer and promote more custom-build options for those who want to take charge of developing a home in a location they want to live in;
- A Community Land Trust development, led by members of the local community who want to live in a semi-communal environment and own property within a cooperative model of home ownership;
- Intergenerational cohousing schemes where people of different ages live in close proximity, become friends and share many aspects of everyday living;
- Building a small number of new 5-bedroom social/affordable homes for extended families who are overcrowding to 'up-size' into;
- Providing advice on the suitability of home extensions;
- To establish a 'right-sizing' programme that helps older people living in large properties (in both the social private housing sectors) to decide whether to move to a more suitable home and with the process of moving. This is partly to make more larger homes available for other families to live in Slough in the long term.

### 3.2.5 Older people

Recent consultation with the Slough 50plus Forum<sup>4</sup> confirmed that the housing situations and experiences of older people are as diverse in later life as they are for younger people.

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<sup>4</sup> This consultation took place in April 2019 and was facilitated undertaken by Care & Repair England with input from the South East Forum on Ageing (SEEFA)

Nationally 96% of older households live in general needs housing<sup>5</sup> and around 80% express a preference to live in their current home for as long as possible rather than to move<sup>6</sup>. We know that older people do better when they have level access homes and that today's older people have expectations that exceed standards in some of our former sheltered housing schemes.

The Council's approach is to provide housing and forms of support that enable older people to live well within the community for as long as possible; to reduce reliance on long-term residential care home placements, avoid crises requiring hospitalisation and reduce delays within hospital<sup>7</sup>. We prioritise 'supported living at home'. A recent study by Housing LIN argues for housing to support health and social care 'preventative' priorities and specifically to reduce residential care placements.

We are therefore looking into:

- a proportion of homes (say 10%) in Slough's larger developments that meet the 'Lifetime Homes' criteria<sup>8</sup> offering enhanced mobility and accessibility;
- making it easier for people to make timely adaptations to their current homes, including dementia features, enabling people to stay living in their current home for longer;
- a range of floating support suitable for older people with different levels of need to enable them to stay living in their own home for longer;
- developing additional extra care facilities appropriately designed with assistive technology that can provide high quality care especially for people with dementia;
- aiming for a future tenure split for older people's housing of 53% owner occupier 47% affordable housing by 2036 (SHMA);
- reinventing our (de-designated) former sheltered housing to meet modern expectations – see section 5.3;
- cohousing options, where older people choose to live 'independently together' having their own private space as well as some shared facilities<sup>9</sup>;
- support to help older people to work through their housing options and help them to make appropriate and timely decisions – see also section 5.1;
- supported Homeshare<sup>10</sup> – where an older person offers accommodation to a younger, more able person who provides low level support with day-to-day tasks;
- Developing 'student style' accommodation with some shared communal areas enables a 'shared care' approach.

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<sup>5</sup> Garrett H & Burris S, (2015) Homes and ageing in England, Building Research Establishment, Bracknell, IHS BRE Press

<sup>6</sup> Lloyd J (2015) Older Owners Research London, Strategic Society Centre

<sup>7</sup> Older People's Commissioning Strategy, Table 143 Berkshire SHMA, JSNA.

<sup>8</sup> Lifetime Homes: <http://www.lifetimehomes.org.uk/>

<sup>9</sup> See UK Cohousing for more information on cohousing: <https://cohousing.org.uk/>

<sup>10</sup> Homeshare is currently being offered through PossAbilities CIC

### 3.2 6 Specialised and supported housing for vulnerable people across the life course

Information on the needs and aspirations for specialised housing for people with a wide range of vulnerabilities is collected and handled in many places – across different council teams and partners. We are working towards better data-sharing and commissioning arrangements. The recently established Coproduction Network is helping us to understand more about what would help people with particular housing needs to live their lives well and we are looking to build connections with other grass-roots groups to understand the requirements better.

We are considering how we might:

- Bring the data about specialised housing needs and aspirations together from a wide range of sources, including partners like MHT and Turning Point, to gain an accurate picture of what is required and to improve our commissioning practice. This includes accommodation and support for
  - young people;
  - children leaving care;
  - people with learning disability, mental health problems, alcohol or substance misuse issues or dual diagnosis/complex needs;
  - older people (active and frail);
  - homeless people – including temporary, move-one accommodation and Housing First pledges from housing associations;
- Reduce distance-placements for people with a learning disability and autism, by working with our close neighbours, South Bucks and RB Windsor and Maidenhead, to draw on a broader range of specialised housing available close to Slough;
- Make sure specialised homes are in safe, well-lit locations with CCTV for example;
- Improve the process for making adaptations to homes;
- Make best use of assistive technology;
- Ensure that more Lifetime Homes are available across the borough.

We are working with the Coproduction Network to expand our knowledge and information and to find solutions that consider both the accommodation and support requirements together.

**Our Futures opportunity: to develop a joint approach to commissioning for specialised accommodation and support including support for residents in general needs accommodation and private housing across housing services, adult social care and Children's Trust and a range of partners.**

We will improve our knowledge of what sort of homes people want and can afford at different stage of life we will undertake more detailed affordability analysis and further consultation with residents.

### **Actions 1 and 2**

**Our Future opportunity:** To establish a detailed and common evidence-based for the housing needs and aspirations of Slough's residents and to consider how this might be developed alongside market-driven homes (largely for people moving into the borough) across all sites that become available over the coming years – including HRA land, Council GF sites, other public land and privately owned land.

**Our Future opportunity:** To coordinate this consultation with the 'One Council Community Engagement Group'.

#### 4. Delivering new homes to support inclusive growth

One of the biggest challenges the borough faces is making sure the right mix of new homes are built with sufficient being affordable to local residents.

The Core Strategy for Slough 2006-2026 requires between 25% and 40% of homes on new development sites of 15 or more units to be affordable housing and sets out the mix of different levels of affordability. While this is difficult to deliver in practice, we are committed to finding better ways to deliver much more new affordable housing at a range of price points, through improving our land use and investment strategies for housing. We also want a wider range of types, tenures and sizes of homes that meet residents' needs and aspirations at different stages of their lives as set out in section 3.

We will consider the potential for every development site – whether privately owned, council owned (HRA or General Fund sites) or owned by our joint venture Slough Urban Renewal – to contribute to these goals. Adopting some new measures in the latest NPPF and NPPG (National Policy Planning Framework and Guidance) should help alleviate the issue of artificially high land values and assist in establishing true viability.

This chapter sets out the range of innovative ways we will work to make the most of our financial and land assets to increase our capacity to deliver the new homes Slough needs, working flexibly with a range of partners towards Slough's vision.

##### What we are already doing

We are well into the process of redeveloping a number of large sites across the Borough, each of which includes significant numbers of new homes and has its own market, commercial and development dynamics that needs to be worked through on a site by site basis. These are listed below with further information on each in Appendix 2.

- Town Centre site
- North West Quadrant (Thames Valley University site)
- Horlicks site
- AkzoNobel
- Queensmere and The Observatory
- Canal basin
- Colnbrook
- Stoke Gardens
- Stoke Wharf
- Montem

The council has directly delivered 200 affordable homes over 26 HRA sites since 2012/13. A further 44 affordable homes will be completed on 8 sites within the next 12 months [Housing Development Strategy].

[Include a photo of the 4 new homes in Denbeigh Street (off Fox Lane).

## 4.1 Best use of land to maximise new supply

### 4.1.1 Providing clarity on viability and land value

New measures in government guidance (NPPG) makes it clear that when assessing land value this must take account of planning policy. It establishes benchmark land value as 'existing use plus a premium' in normal circumstances.

We will introduce this new consideration of benchmark land value into our pre-application discussions with developers and into our viability assessments on sites. This should help to overcome the problem of developers over-paying for land.

### Action 3

### 4.1.2 Improving land assembly and development process on large complex sites

We will change the way we work in the early stages of site development in order to improve the development process overall, maximise the volume of affordable homes through section 106 and secure development that better matches the housing and place requirements set out in this strategy.

We are considering the following additional actions to support the land assembly and development process:

- Establish a 'Large Sites Delivery Project Management System' to help standardise our approach and keep track of progress on each site;
- Offer a range of pre-applications support for potential developers, including:
  - Offer proactive communication with potential developers of the requirements of this housing strategy – especially the housing requirements in Chapter 3, our s106 policy and the place requirements in Chapter 8;
  - Seek early engagement with developers considering purchasing a site, where possible, before they make the investment of land purchase to clarify expectations and requirements and benchmark land value;
  - Identify what measures might be taken and what assistance we might provide to overcome barriers to delivery of affordable homes and attractive places – such as investment through the Slough Housing Fund – and what conditions we might place on that investment;
- Identify strategic sites for acquisition by the Council where appropriate, through negotiation or using CPO where necessary as a last resort;
- Appointing a Housing Delivery Tsar - someone with authority to bust problems over delivery including to kickstart stalled developments and revisit unstarted planning permissions.

### Actions 4, 5, 6, 7



#### 4.1.3 Best use of non-HRA council land and other publicly owned land

We intend to take a more collaborative approach to use of public sector land so that we are considering the collective impact of what is developed across a range of sites owned by different public sector bodies. This includes the council as well as health trusts and education authorities.

This requires a much more collaborative effort led by senior officers to make best use of sites across the council and beyond, for example, through working with One Public Estate to secure buy-in from other statutory bodies.

**Actions 8, 9 ,10**

**Our Futures opportunity: to maximise the potential for all public sites to support this strategy and meet Slough's housing requirements.**

#### 4.1.4 The Council's HRA (Housing Revenue Account) land

Our aim over time is to improve or replace properties that have a poor social, economic or environmental performance, because of low demand or high costs, and either improving them or replacing them with properties which are fit for purpose. We will aim to optimise the contribution of this activity to achieving the vision in this strategy including for increasing the volume and range of homes available and for supporting wider objectives such as new development supporting wider community activities.

Following a review of how we invest in HRA estates (in our 2018 Asset Management Strategy) we have produced a Housing Development Strategy for our HRA sites.

Through our current programme we will invest £140m and deliver 612 homes spread over a range of sites. Key sites include:

- Tower House & Ashbourne House in Chaveley – 193 new affordable units by Apr 2021;
- Weekes Drive in Cippenham Meadows – 114 new affordable units by Dec 2021;
- Garrick House in Foxborough – 60 new specialist units by Dec 2021.

We are creating a small sites developer and constructors' framework for local suppliers and companies to offer a key to key solution to build homes within and outside the borough.

**Actions 11 and 12**

**Our Future opportunity: To coordinate the work of Regeneration, Planning and Housing Development and Contracts Teams**

#### 4.1.5 Seeking to expand beyond Slough's boundaries

We are working with our neighbouring authorities, Berkshire and South Buckinghamshire, to develop plans that would enable all three authorities to better manage the housing implications of the economic growth planned for Slough and from which these areas benefit. We have put forward Options in the Local Plan Issues and Options document for a ***northern expansion*** in the form of a “garden suburb”.

We recognise our neighbouring districts also face significant challenges for housing delivery. As identified in the HNA 2019, the inter-relationship between our three districts points to seeking common solutions.

We will continue our work on this to make a case for a common solution as part of the duty to cooperate with adjoining Council's. We will also explore solutions with MHCLG and other third parties who may be able to help broker a solution.

#### Action 13

### 4.2 Getting smarter at financing and building new homes

#### 4.2.1 Housing Development Investment Strategy

We will develop an investment strategy to optimise how we use the resources available to build the homes Slough needs in the right places. This will be based on the matrix showing development routes, house types and potential funding sources in the table in Appendix 1.

#### Action 14

#### 4.2.2 Financing new homes on HRA and other strategic small sites

Coordinating several funding sources – the HRA, General Fund and institutional finance possibilities – will place the Council in a better position to make the most of opportunities to develop new affordable and specialised homes on HRA and other small sites.

We will test the capacity of our 30-years HRA borrowing plan to enable borrowing for new Council homes in light of the government lifting of the restrictions in borrowing against HRA assets in late 2018. We will develop a plan that is coordinated with the Council's 30 years business and borrowing plans. This will provide clarity and consistency when determining the feasibility of each project while leaving space for innovation, enterprise and negotiation to drive value for money. It will include a risk mitigation model for each project business case to be evaluated within a context of the capacity of the council as a whole.

#### Action 15

#### 4.2.3 Maximising opportunities available through national and regional programmes

##### *Our 'ask' from Homes England*

We will develop a strong relationship with Homes England so that we can be on the front-foot in seeking financial assistance through the full range of programmes. This includes:

- Continuous market engagement through the Affordable Rent Programme including development through Registered Providers
- Care and support funding
- Move-on funding
- LA small sites funding to help unlock land
- Community Housing Fund

#### Action 16

##### *Stronger Towns and Future High Street Funding*

We will work with local stakeholders such as retailers and landlords to secure funding to unlock the assets of the town centre for shopping, leisure and for accommodation.

#### Action 17

##### *Berkshire LEP funding*

[Need to complete this section]

#### Action x

#### 4.1.2 A Slough Housing Fund – for gap-funding

We will identify sources of funding that might be drawn together to create a Slough Housing Fund to provide gap funding to enable new affordable housing delivery.

Sources might include surpluses made by Council-owned company James Elliman Homes and our joint venture Slough Urban Renewal, commuted sums from s106 negotiations, Right to Buy receipts, New Homes Bonus, surpluses generated through the Council's other commercial activity and other sources.

We will use the intelligence we gain from benchmark land values and viability assessments to make good decisions about how best to invest these funds and will only provide funding when developers operate an 'open-book' policy. We will consider drawing on the fund to invest in homes that aren't otherwise funded through public subsidy and for which double subsidy rules apply to deliver a housing mix on larger sites that wouldn't otherwise be possible. We will make decisions based on best value for money.

Having this fund gives us flexibility and leverage that will bring us closer to our ambition for the right housing development in the right places.

This is in line with the Council's ambition ***to pursue commercial and other funding opportunities to maximise benefits for Slough.***

## Action 18

### 4.2.4 New PRS homes and a Slough Rent to Buy scheme

[Need to discuss whether RPS is the right thing for Slough Council to get into before recommending. Maybe something like ... We will explore the feasibility of entering the PRS market ... ]

### 4.2.5 Innovative design and construction standards including modular homes

[This section to be completed]

### 4.2.6 Community-led housing development

The Council will explore, with Slough residents, the appetite for community-led housing development. If the appetite is there, we will look at the feasibility of options that may help to meet demand.

This could include a 'self-build' offer to enable Slough residents to build their own home with support from an RP or small developer. We know that 120 people have expressed an interest so far (through the housing register application process) but it is currently unknown how many are linked to Slough.

It could also include a Community Land Trust that has the potential to remove the land value from house prices making the homes more affordable in the long term (in perpetuity).

## Action 19

## 4.3 Delivery vehicles and partnerships

### 4.3.1 Review of the roles of council-owned vehicles in improving Slough's housing offer

#### What we are already doing

In addition to purchasing homes to meet housing need, through James Elliman Homes, our joint venture between Slough Borough Council and developer Morgan Sindell, called Slough Urban Renewal (SUR) enables us to develop a wide range of homes on large sites alongside other types of development and infrastructure. SUR is a major player in the Town Centre redevelopment, Thames Valley University site, Canal Basin and others, including some small sites. Through this joint venture we benefit from commercial know-how and we share both the profits and the risks associated with the development; it provides us with a source of income that can be reinvested by the Council to support the vision for Slough, including this housing strategy.

We will review the purpose and operations of each of our existing council-owned property companies, James Elliman Homes and Hershall Homes, and our joint venture Slough Urban

Renewal. We will consider roles each might play in helping to deliver high quality new homes across the life course (as set out in section 3).

## Action 20

### 4.3.2 Optimising our delivery partnerships

Going forward, Slough Borough Council is committed to working with registered providers and development partners who are committed to ‘building a Slough where people want to live, work and stay’ including through the ambitions set out in this strategy. In particular, we want to provide better opportunities for locally-based small and medium sized housebuilders and developers and those that employ and offer development opportunities for local people who are more likely to spend their money locally and contribute actively to the local economy.

We will prioritise and incentivise registered providers and developers who demonstrate this commitment over the long-term.

## Action 21

### 4.4 Making good decisions about housing development across all sites

We will establish new governance arrangements and process for review and senior-level decision-making in respect of all new housing developments.

This is to provide a check that we are employing our finances and undertaking land acquisition and disposals optimally, choosing our partners well and negotiating proficiently with developers, land-owners, funders, partners and others to secure commitment to Slough’s vision.

We will:

- Establish a Senior Officers’ Project Review Board to appraise all developments for their impact on achieving the goals set out in this strategy;
- Develop a set of criteria to enable the Board to determine what constitutes a good housing development for third party projects. This will include, for example:
  - Were pre-application discussions undertaken and were they helpful in maximising adherence to the Council’s affordable housing policy?
  - Has the viability of the site been independently assessed?
  - Has delivery of affordable housing through planning obligations been maximised?
  - Have all external sources of funding been explored fully and optimised?
  - Is the scheme using innovative approaches to land and/or funding use and if so could that intelligence be shared more widely?
  - To what degree will the balance of house size, types, tenures, affordability help to meet the aims of this strategy?
  - What is the quality of homes and neighbourhoods being developed?

- Develop a set of criteria to enable the Board to determine what constitutes a good housing development for Council-owned housing development. This will include, for example:
  - How much of its own money is the Council investing, per unit?
  - Does this constitute a good financial return?
  - Does the development align with the Council's 30-year business plan?
  - What are the delivery outputs and to what extent does this help the Council to achieve its target for affordable homes?
  - What type/mix of affordable homes are being built?
  - What is the risk profile?
  - What is the quality of homes and neighbourhoods being developed?

As part of this, we will keep records of the types, sizes, tenure and affordability of new homes built through all our programmes so that we can check that, over time, we are building the right proportion of different homes to meet the needs and aspirations of Slough's residents and those who come to live in Slough across the life course.

The intention is to make sure we are doing all we can to deliver for Slough's residents and to provide a forum for sharing, learning about and embedding innovations widely across our Council. It is intended for this process to drive up the quality of our development approaches over time, not to impede development.

**Action 22, 23, 24**

**Our Futures opportunity: to optimise, learn from and drive up the quality of our approach to developing new homes to meet Slough's housing requirements.**

## 5. Best use of existing homes

### 5.1 Supported 'right-sizing' to enable people to live in a more suitable home

We want to help people to be able to find a home that is suitable for their changing circumstances, including through up-sizing and down-sizing. We will develop our own approach and we will also seek to work with our nearest neighbours – RB Windsor and Maidenhead and South Bucks Councils – to make a wider range of options available close to Slough.

#### *Supported Up-sizing*

While we have powers to address overcrowding *[data to follow]* we can only employ them if suitable alternatives are available or if homes can be extended to improve their suitability.

We will develop a plan to make suitable homes available and to work with overcrowded families to meet their housing needs within Slough where possible, so they are not compelled to move outside the borough.

#### **Action 25**

#### *Supported Down-sizing*

We will also encourage 'down-sizing' from larger to smaller properties, where someone is living in a home that is too big for their current needs. This can help to increase the supply of larger homes in both the owner occupied and social rented sector.

#### **What we already do**

We already have a 'Tenants Incentives Scheme' that provides a financial incentive to Slough Borough Council tenants who wish to 'downsize' from a larger to a smaller Council property. Since 2017 we have secured x vacancies of 2/3/4 bedroom homes that have become available for larger households on the housing register.

We will develop this further into a cross-tenure scheme that supports people over the age of 60 who are living in larger homes in any tenure and who are thinking about moving to a smaller, more manageable home or move into sheltered or extra care accommodation.

#### **Action 26**

### 5.2 Review the Home Improvement Agency use of Disabled Facilities Grant (DFG)

#### **What we are already doing**

Slough BC is undertaking a comprehensive review of its DFG policy in order to make better use of the flexibility it affords to enhance how we use it to support older and disabled people to live well in their homes and within their community. **[Call out to Tony Molloy who is doing the DFG review]**

In addition, we will undertake a review of our Home improvement Agency activity to ensure adaptations are made in a timely way to meet the needs of occupant. As part of this we will

explore the potential for establishing a ‘Handyperson’ service to help older frail residents living in private housing to maintain their property and outside space.

This is also a crucial element to get right when developing our Hospital to Home Scheme (see section 7.2.4).

## **Actions 27 and 28**

### **5.3 Reinventing our former sheltered housing to meet modern expectations**

Through the options appraisal we undertook for our HRA Asset Management Strategy we identified the need for a long-term strategy for the future of our former sheltered housing schemes that is now operating as ‘age-restricted’ housing since the schemes were de-designated.

We will work with residents and tenants to undertake a systematic review of our age-restricted housing schemes. For each scheme we will consider how it might best be developed, within the available resources, in order to contribute to the vision for Slough.

## **Action 29**

### **5.4 Reducing the turnaround time for void properties**

The length of time Council properties are void between lets is too long. We have undertaken a review, so we know what the problems are, and we are looking at ways of reducing the time properties are vacant between lets.

We will employ a Voids Coordinator to assist with this. Initiatives being looked at to reduce void periods are:

- Reviewing accompanied viewing practices
- Viewing properties before then are ready to let
- Reviewing the lettable standard

We have set ourselves a target to reach upper quartile relet period by March 2021.

## **Action 30**

### **5.5 Bringing empty homes back into use**

#### **What we have already done**

Over the last x years, the Council brought 40 long-term empty properties back into use that were causing problems to residents. We have recently introduced ‘Empty Property Grants’.

We are committed to spending £200,000 per annum to take this work further. We will develop a plan to identify long-term empty homes and to bring them back into use to increase supply at the same time as improving the neighbourhood. *[Insert further information from cabinet report when it’s available].*

## **Action 31**

### **5.6 Reasonable preference to Slough residents to access ‘intermediate home ownership’**

We will aim to negotiate with private developers a ‘reasonable preference’ agreement, whereby Help to Buy, Rent to Buy and shared ownership properties built by developers are initially offered to Slough’s residents for a period of 12 weeks before offering them on the open market.

#### **Action 32**

### **5.7 Encouraging sharing options where appropriate**

Sharing a home or some communal facilities is not now limited to young people and extended families. Enabled by digital technologies the ‘sharing economy’ is growing and more people are considering sharing their living space for a wide range of reasons.

We intend to support a range of sharing options where people want to go down this route, including for example Home Share, Shared lives plus<sup>11</sup> and Co-housing<sup>12</sup>.

#### **Action 33**

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<sup>11</sup> <https://sharedlivesplus.org.uk/>

<sup>12</sup> See UK Cohousing for more information on cohousing: <https://cohousing.org.uk/>

## 6. Supporting people and households with greater needs

Housing has always played roles in supporting people to live independently.

The Council supports people at many stages of life including older people with long term conditions, people with learning or physical disabilities, people with mental health, substance misuse problems or both and children leaving the care system. Some of these people require specialist or adapted accommodation while others are more suited to general needs housing and this may change throughout their lives.

Supporting people successfully requires them to have access both to accommodation that is suitable and support that is offered at the right time, in the right way and at the right level.

This section is mainly focused on people's support requirements and on timely access to suitable accommodation (Chapter 4 deals with new supply). This is because we have identified gaps in these that are contributing significantly to Slough's homelessness problem. Getting this right will require a more collaborative approach to commissioning for both housing and support across housing, social care and the Children's Trust.

### 6.1 Preventing people from becoming homeless

Homelessness acceptances in Slough have risen sharply over the last 5 years. Recent legislation (the Homelessness Reduction Act 2017) placed new duties on councils to prevent and relieve homelessness and this is changing the way we work; we are placing a greater focus on helping people to avoid being made homeless.

#### What we have already done

In late 2018 we undertook a review of our homelessness services. This told us that the focus for preventative action going forward must be:

- private renters – over half of all people who present as homeless cite loss of an assured shorthold (private sector) tenancy as the main reason;
- and 19-24 year olds facing family and friends' exclusions – 52% of those in this age group presenting as homeless cited a 'request to move out' from friends and family as being the causal factor.

Over the first 18 months of this housing strategy we will concentrate our 'homelessness prevention' efforts in four areas where we think we can make a significant difference. They are:

1. Increasing our private rented tenancy sustainment activity
2. Fail-safe accommodation and support for care leavers
3. Mediation and housing advice for young people excluded from the family home
4. People with complex needs

We will aim to get both the accommodation and the support offer right for each of these.

#### **6.1.1 Increasing our private rented tenancy sustainment activity**

We intend to develop tenancy sustainment and support for private residents to help them at an early stage and prevent them from being evicted from their home.

##### **Action 34**

We will also look into ways of helping all our private renters to equip themselves with information about their rights as tenants so that they can be better equipped to respond to landlord requests and know where to go for tenancy support. We may do this in partnership with Generation Rent or through encouraging our tenants to join self-organised groups on WhatsApp, for example.

##### **Action 35**

#### **6.1.2 Mediation and housing advice for young people excluded from the family home**

We believe that some homeless presentations could be avoided through mediation for young people and their families coupled with advice about options for moving into independence. This needs to run alongside better provision of purpose-built affordable rented shared accommodation for Slough's younger residents who are at the stage of becoming independent.

##### **Action 36**

#### **6.1.3 Fail-safe accommodation and support for care leavers [Priority]**

The Council has 'corporate parenting' duties towards children leaving care up until the age of 25 affirmed in the Children and Social Work Act 2017. This includes making provision for them to be safe, for stability in their home lives and to prepare these children and young people for adulthood and independent living.

We intend to make it virtually impossible for our care leavers to fall through the gaps and become homeless. We will do this through providing the Children's Trust with nominations to social housing, making it impossible for care leavers to be 'intentionally homeless', introduce an early warning mechanism to trigger appropriate support for care leavers up to age 25 and provide suitable support in general needs tenancies for an extended period.

##### **Action 37**

#### **6.1.4 People with complex needs**

Slough currently has too little specialised accommodation for people with complex needs – usually a dual mental health and substance misuse diagnosis. The placements that do exist require people to be clean from drugs and alcohol before they will be considered, and this is unrealistic for some people.

##### **Action 38**

### 6.1.5 A review of the housing register and allocations policy and process

We will consider what other updates might be required to our housing allocations policy and process in order to better match people to properties in a timely way. In doing this, we will take into account the social care and homelessness costs that accrue to different council departments when people are not rehoused in a timely way.

#### Action 39

**Our Futures opportunity: To develop a joint approach to commissioning a broader range of support that better meet the specific needs of individuals and households across housing, social care and the Children's Trust. To share information about who is and isn't managing to access the accommodation they need, the reasons behind that, and to collaborate to find solutions.**

### 6.2 Graded support for vulnerable people including in general needs homes

We have identified gaps in our provision for support, particularly for those living in general needs accommodation who are currently not eligible for support. This is resulting in preventable failed tenancies. For example, the Council's 'Early Help' support is only available for families, not for single people.

For many people, the type and level of support they require varies over time, so we need more flexible types of support that follows the individual or household and meets their needs at any one time.

We will undertake a fundamental review of the types of support we provide across the council that help people to live independently. Based on these findings, we will develop a commissioning and funding strategy for graded and flexible support that meets people's changing needs over time, in other words that:

- provides suitable support for both individuals of any age and families to live independently within the Borough, regardless of tenure;
- helps to prevent people from losing an existing tenancy in both social and private sectors;
- is asset-based so that it builds on what people can already do and aims to equip them with skills and confidence to connect well with others and to live their lives independently;
- is graded so that the number of hours and intensity of support can change as the person requires less or more support as their needs change;
- encourages and makes provision for community-based, peer-led, networked support wherever possible (e.g. Key-ring <https://www.keyring.org/>);

- offers more 'shared lives' opportunities for those who want to go down this route (e.g. Shared Lives Plus <https://sharedlivesplus.org.uk/> and HomeShare).

#### Action 40

### 6.3 Relieving homelessness and Rough sleeping

While we will place a bigger focus on preventing people from becoming homeless, the Homelessness Reduction Act also required councils to relieve homelessness and increases the length of time councils have responsibilities towards homeless people. It is placing a greater pressure on finding suitable temporary accommodation.

#### What we are already doing

Through our Council-owned property company, James Elliman Homes, we have bought and improved 79 homes and made them available at a reasonable rent for households who were either homeless or at risk of becoming homeless. The aim is for 230-250 homes to be owned and managed in this way over the 5 years to 2022 representing an asset of around £70m. The council might then be in a position to raise further funds for reinvestment in the town providing more options for relieving and preventing homelessness.

We provide a good advice and support network in Slough for both statutory and non-statutory households, including single homeless people.

In line with legislation, we give reasonable preference through our housing register to people who are homeless.

We intend to take further action to improve our offer to homeless households and this includes both the housing and support available. We will develop a Temporary Accommodation strategy in response to the need for higher levels of provision, which will include some new council-owned provision. We will also Develop a Housing First<sup>13</sup> approach for long-term rough sleepers who have complex needs in partnership with one of our specialist housing support providers. This will help long-term homeless people who have longstanding substance-misuse issues because the approach ensures they are not barred from suitable accommodation with appropriate support to overcome their addiction.

#### Actions 41 and 42

<sup>13</sup> Housing First is an evidence-based approach to working with people with very high and complex needs (usually mental health plus addition/substance misuse) ... those for whom other approaches haven't worked: <https://hfe.homeless.org.uk/resource/principles-housing-first>

## 6.4 Coordinated action to supporting people and households

### What we are already doing

*Enforcement of standards in private rented sector:* We respond to tenants' complaints and use our enforcement power to take appropriate action against poor private rented property condition and management practices.

#### 6.4.1 A multi-agency approach to solving local problems – a locality approach

We estimate that around 80% of Slough's residents are able to access most of our services online, such as repairs requests and rent payment.

This allows us to spend more resources working with the 20% who are not managing to access services effectively and who may need more help getting what they need to live well. We can help people with debt problems, help to apply for benefits or with hoarding problems for example.

Going further, we are starting to join up the Council's services across three localities – North, South and East, drawing on different teams to take appropriate actions altogether. This is so that our work with households makes better sense to them and makes a measurable impact on that household's circumstances and prospects.

Building on our existing multi-agency regulatory work – with policy, fire service, trading standards and others – we will involve our Housing Services team, including our Private Rented Sector enforcement team in this new multi-agency approach – in which operations are driven by the demands arising from the neighbourhood rather than through traditional line management.

### Action 43

#### Example

This might mean, for example, helping a household to apply for benefits they may be eligible for, taking action to compel the landlord to address property defects, fixing insulation in the home, enrolling the children in an after-school homework club and arranging a home-based GP consultation – all within a period of 2 weeks.

***Our Futures opportunity:* To establish systems for sharing information and taking appropriate actions at the neighbourhood level across teams and agencies to enable rapid progress to be made in addressing complex issues that emerge for households and neighbourhoods, whatever their nature.**

## 7. Creating healthy, thriving homes and places

A healthy economy needs a healthy, happy population to power it<sup>14</sup>.

Through Slough Wellbeing Board and the Council's public health teams, we are developing a new and productive partnership with the NHS and in particular the Frimley Integrated Care Service. It is well evidenced that poor or unsuitable housing can play a significant factor in poor mental and physical health and can limit their happiness and productivity. This includes problems like damp and cold homes, poor internal air quality, overcrowding and noise disturbance all of which can be a problem across all tenures. Increasing our collaboration across housing, health and care will help us to address these problems in a more comprehensive fashion going forward.

People place a high value on the quality and suitability of the public realm, facilities and services, the local education offer, cultural and leisure offer and how they get on with their neighbours. These are major considerations for people who are making decisions about whether or not to live, work and stay, and spend their time and money, in Slough.

Delivering healthy and attractive places that work for young and old, disabled and able-bodied people alike can only be achieved if we have the right partnerships, processes and systems of accountability in place, as well as the right principles.

### 7.1 Healthy place-shaping principles

To help us to improve both Slough town centre and its neighbourhoods, we will adopt the ten principles that have emerged from Public Health England and NHS England's Healthy New Towns programme<sup>15</sup>. They are:

1. Plan ahead collectively
2. Assess local health care needs and assets
3. Connect, involve and empower people and communities
4. Create compact neighbourhoods
5. Maximise active travel
6. Inspire and enable healthy eating
7. Foster health in homes and buildings
8. Enable healthy play and leisure
9. Develop health services that enable people to stay well
10. Create integrated health and wellbeing centres

<sup>14</sup> Health Foundation: <https://www.health.org.uk/news-and-comment/news/a-healthy-economy-needs-a-healthy-population-to-power-it>

<sup>15</sup> Putting Health into Place: <https://www.england.nhs.uk/ourwork/innovation/healthy-new-towns/>

These principles will flow through all of our development, regeneration and community development activity.

## Action 44

### 7.2 Healthy homes

The physical condition of Slough's housing – measured by Category 1 hazards, disrepair, fuel poverty and SAP rating – compares reasonably well to the rest of the South East region and nationally. However, it compares significantly worse for low income households.

While the total cost of mitigating all of these problems may be prohibitive<sup>16</sup> we intend to do more to improve the condition of homes for low income households living in private homes. We have good quality data about the pattern of a wide range of health outcomes, income and property condition across our neighbourhoods and we intend to move quickly to a position where we are routinely using these data-sets to guide our multi-agency response and resources.

#### What we are already doing

##### *Promotion of home energy efficiency measures*

We have a Memorandum of Understanding with Aran Services Limited who promote, assess and deliver energy efficiency measures through the government's Energy Company Obligation (ECO 2t) scheme to Slough's residents. The Council's role is to support publicity so that as many of Slough's residents as possible can benefit from the measures available through warmer homes and lower energy bills.

#### 7.2.1 Maintaining and improving Council homes

We reviewed how we invest in Slough Borough Council homes and published our Asset Management Strategy in 2018. Through this process we looked at a range of options for investing in our homes to the 'Slough Standard' to meet customer needs and regulatory requirements.

We will also upgrade our complaints process for Council tenants to raise concerns in line with the Social Housing Green Paper 2018.

[Also add Fire safety, post-Grenfell works]

## Action 45

<sup>16</sup> The total cost of mitigating category 1 hazards in Slough's private sector stock is estimated to be £11.3 million.

## 7.2.2 Proactive approach to improving standards in the private rented sector

### What we have already done

Licensing of Homes in Multiple Occupation (HMOs): We have recently expanded the mandatory licensing to a further 215 HMOs, responding to new legislation.

In July 2019 we introduced a 'Selective Licensing' scheme in a small number of neighbourhoods that have high levels of private rented homes. As we audit properties within the scheme, we will gain a much better idea of the condition of the properties and where the biggest problems lie. This will enable us to be on the front-foot in terms of finding solutions to problems that arise in these areas. The fees we charge landlords will cover the costs of our proactive enforcement work in these areas.

### *Proactive enforcement*

Building on the Selective Licensing we intend to take a more proactive approach to enforcement of standards across our whole private rented sector, seeking out where the hazards and disrepair is greatest or where management standards are being breached and addressing issues even where no complaint has been raised.

We will employ a combination of legal powers as appropriate to compel landlords to undertake the necessary works.

### **Actions 46**

### *Ethical lettings and leasehold options*

Alongside stronger more proactive enforcement, we want to offer landlords some positive options to professionalise their service to tenants.

Our main priority in this respect is to establish an Ethical Lettings Agency in the town. This could be developed and run by James Elliman Homes or through one of our RP partners. We will offer this option to private landlords as appropriate.

We will also expand options for landlords to lease their homes to the Council for a period of 3 or 5 years in return for property improvements.

### **Actions 47 and 48**

### *Information and support for landlords through the Landlords' Forum*

We will undertake a review of our Landlords' Forums to provide better information and support for landlords, so that they can be on the front-foot in terms of their approach to property maintenance and management. We may offer workshops with guest speakers (such as our health colleagues) on relevant themes of interest and sessions to inform them of our new proactive approach to hazards, disrepair and fuel poverty in order to improve health outcomes. We will also provide more information on positive steps they can take such as to purchase our ethical lettings service.

### **Action 49**



### *Home Improvement Districts*

We will identify a number of small districts where we will focus our efforts to improve both private homes and neighbourhood problems that impact on people's health. We will employ a range of proactive measures on a house-by-house basis and take an asset-based approach to caring for people.

#### **Action 50**

### **7.2.3 Towards a data-driven approach to improving homes and lives**

We already have good data on where the most vulnerable households live, who is most 'at risk' of poor health and of the causal factors for their ill health and we intend to use this to develop more evidence-led ways of targeting our limited resources to where the need is.

We will also develop more sophisticated ways of responding to problems we know exist by developing a multi-agency response across housing, support, health, policing, education or other services response. We will work with residents to find solutions in a supportive, personalised and asset-based way so that we meet their specific needs in an appropriate manner.

We are at the start of this exciting journey. This will take some time to develop but it will help us to spend our limited resources in the best way possible.

**Our Futures opportunity: To develop a more evidence-based approach to identifying and understanding problems and targeting our resources by sharing information and developing coordinated-evidence-based responses across multiple teams, agencies and partners**

#### **Actions 51 and 52**

### **7.2.4 Hospital to home scheme**

We will explore the potential for a 'Hospital to Home' scheme to assess people's housing needs while they are in hospital and necessary works undertaken to their home before or soon after discharge.

We will also look into commissioning a number of 'step down' level access flats for people whose own home may no longer be suitable for their needs where they can live temporarily while they undergo reablement and consider, with an advisor, their future housing options.

We will consider using resources available through the Better Care Fund and will consider contracting a suitable partner to deliver.

#### **Actions 53 and 54**

## 7.3 Attractive, Healthy places

### 7.3.1 Connecting, involving and empowering people and communities

Work is underway to build strong, healthy and attractive neighbourhoods through collaborations with local people.

We have already embarked on community development within a number of Slough's neighbourhoods and we intend to expand this work to other neighbourhoods. We will work in partnership with our Coproduction Network to help people to connect with each other, to reach isolated people and have their say in the future of their neighbourhood. Our ambition is to link this grass-roots community work up with our large-scale regeneration programmes so that local people are helping to shape both their own neighbourhoods and the vision and delivery for the town as a whole.

#### Action 55

##### **Stronger Healthy Attractive Neighbourhoods programme**

Slough BC is working in collaboration with the people of Manor Park and other local partners to give local people much more influence and involvement in what happens there. We undertook an assessment of both needs and assets in a locality and, based on the findings, we created a 5-year plan for the neighbourhood with the community. The difference is that:

- Individuals and community organisations are now the first point of call for prevention related work;
- Trust between the community and partners is stronger;
- New facilities have been secured for community activity;
- The community takes responsibility for organising and hosting a wide range of community events/activities and more people are now active more often;
- The community has greater ownership of their local park.

The programme will be extended to Chalvey, Trelawney Avenue and Foxborough initially, and the Oasis initiative in Britwell will adopt the same principles. The intention is to extend the programme across all Slough's neighbourhoods, embedding learning as we do so, helping to build a sense of pride, active engagement in community life and laying the foundations to make each area a great place to live.

### 7.3.2 Adopting healthy and attractive place-shaping practices in new development

Through our regeneration and housing development activity we want to make sure we're doing the best we can to develop attractive and healthy new environments that make people feel good and help them to live well. This includes embedding green spaces, nature

reserves and greenways for walking and cycling – however small – into new developments since we know these are hugely appreciated by residents.

#### *Place-shaping partnerships*

The Council will increasingly choose to work with development partners that genuinely want to create better homes, places and opportunities in Slough and that, through their actions, are committed to our vision for Slough and for Slough’s neighbourhoods.

We will require our development partners to sign up to the healthy place-shaping principles (see section 7.1) and to commit to providing employment and skills development opportunities for local people, for example through apprenticeships, through their own organisations and through their supply chains.

### **Action 56**

#### *Masterplanning new development buildings and environments*

Through a masterplan-led approach we will involve local people at all stages of life in shaping all new housing developments from the start and to influence how we invest beyond the housing – both capital and revenue – in those places. We will coordinate this with our community-strengthening work – including through our Stronger Healthier Attractive Neighbourhoods programme – involving existing communities where new development is taking place close to them.

We will build time and resource into our processes and space within our partnerships to develop this community planning approach; the aim is to create attractive places that inspire people to walk and cycle, that have access to green spaces and that have play spaces for children and that work for people, enabling them to lead happy healthy lives in the borough.

### **Action 57**

#### **Slough Town Centre**

STAR (Slough Town Association of Residents) are engaged in this improvement process.

[Complete this example]

### **7.3.3 Improving Slough’s existing neighbourhoods**

We are considering a range of measures to improve and enhance local environments, from small community-led changes to large-scale regeneration of estates.

In addition to our SHAN programme, we will invite some of our registered provider partners who have homes in the borough and who are experienced in community regeneration to work with us and our communities to deliver better outcomes that local people want.

We intend to develop effective multi-agency responses to 'hidden' crime e.g. drug-dealing, modern slavery and cuckooing that takes place behind closed doors. This will be supported by data-sharing systems, by the Safer Slough Partnership and other agencies such as the police, environmental health, trading standards.

### **Actions 58 and 59**

#### *Improving areas with Council homes (HRA sites)*

As we extend the SHAN programme, we will look at the regeneration needs of each of our neighbourhoods, with residents who live there.

## **7.4 Partnerships for healthy homes and places**

Registered housing providers and support providers are a valuable asset and want to work in partnership with them to engender support for the ambitions set out in this strategy.

Every Registered Provider has different capacities, ambitions and strengths and we want to make sure that we play to all those strengths.

We will actively manage relationships with registered housing providers, inviting each to tell us about their ambitions, strengths and roles they might play in supporting delivery of the ambitions in this strategy. We will draw up a simple statement (an MoU?) with each one that sets out the opportunity for them to contribute.

**Our Futures opportunity: To develop trust and build stronger partnerships that will enable us to deliver more of what Slough needs, together.**

### **Action 60**

## **Action Plan**

See separate action plan for a full list of proposed Actions.

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## Slough Draft Housing Strategy: Action Plan

Section 3: What sort of new homes does Slough require?				
Action	Description	Start by	Complete by	Lead
1.	We will undertake a detailed affordability analysis to establish what Slough residents at the different stages of life can afford to pay in terms of house prices and rents compared to local incomes and savings levels. This will help us both to make the case for the right mix on a site-by-site basis at public examination and to steer our funding decisions to enable this mix to emerge (for example through the Slough Housing Fund – see section 4.1).			
2.	We will undertake a programme of consultation with residents through direct engagement with a range of existing forums such as the Youth Parliament, Slough 50plus Forum and our Coproduction Network. This is to test and further develop our initial ideas and to gain a nuanced understanding about what people at different stages of the life-course aspire to for their housing and neighbourhoods and what will persuade people to 'stay' living in Slough.			

Section 4: Delivering new homes to support inclusive growth				
Action	Description	Start by	Complete by	Lead
3	We will introduce new measures in government guidance (NPPG) that establishes benchmark land value into our pre-application discussions with developers and into our viability assessments on sites to help to overcome the problem of developers over-paying for land.			
4	Establish a 'Large Sites Delivery Project Management System' to help standardise our approach and keep track of progress on each site.			
5	<p>Offer a range of pre-applications support for potential developers, and in particular:</p> <ul style="list-style-type: none"> <li>• Offer proactive communication with potential developers of the requirements of this housing strategy – especially the housing requirements in Chapter 3, our s106 policy and the place requirements in Chapter 8.</li> <li>• Seek early engagement with developers considering purchasing a site, where possible, before they make the investment of land purchase to clarify expectations and requirements and benchmark land value.</li> <li>• Identify what measures might be taken and what assistance we might provide to overcome barriers to delivery of affordable homes and attractive places – such as investment through the Slough Housing Fund – and what conditions we might place on that investment.</li> </ul>			
6	Identify strategic sites for acquisition by the Council where appropriate, through negotiation or using CPO where necessary as a last resort			

Section 4: Delivering new homes to support inclusive growth				
7	Appoint a Housing Delivery Tsar - someone with authority to bust problems over delivery including to kickstart stalled developments and revisit unstarted planning permissions			
8	Develop a council-wide land and assets strategy in order to ensure good estate management and optimise use of under-utilised land and assets, including for housing growth as detailed in this strategy			
9	Work with health, education, transport, leisure and commercial partners through the One Public Estate programme to identify existing public sector sites that might be redeveloped for housing			
10	Place responsibility for 'public sector partnerships and delivery' into the hands of a Senior Council Executive to lead on negotiations with public sector partners, drive forward discussions, take final decisions across all council land and ensure these are delivered effectively.			
11	Invest £140m to deliver 612 homes spread over a range of HRA sites.			
12	Create a small sites developer and constructors' framework for local suppliers and companies to offer a key to key solution to build homes within and outside the borough.			
13	Continue our work with neighbouring authorities on a northern expansion and explore the possibilities with MHCLG and other third parties who may be able to help broker a solution.			
14	Develop a Housing Investment Development Strategy to optimise how we use the resources available to build the homes Slough needs in the right			

Section 4: Delivering new homes to support inclusive growth				
	places, based on the matrix showing development routes, house types and potential funding sources in the table in Appendix 1.			
15	Test the capacity of the Council's 30-years HRA borrowing plan to enable borrowing for new Council homes. Develop a plan that is coordinated with the Council's 30 years business and borrowing plans and that includes a risk mitigation model for each project business case to be evaluated within a context of the capacity of the council as a whole.			
16	Develop a strong relationship with Homes England in order to maximise financial assistance through the full range of programmes. This includes: <ul style="list-style-type: none"> <li>• Continuous market engagement through the Affordable Rent Programme including development through Registered Providers</li> <li>• Care and support funding</li> <li>• Move-on funding</li> <li>• LA small sites funding to help unlock land</li> <li>• Community Housing Fund</li> </ul>			
17	Work with local stakeholders such as retailers and landlords to secure funding from Stronger Towns and Future High Street Fund to unlock the assets of the town centre for shopping, leisure and for accommodation.			
18	Establish a Slough Housing Fund to provide gap funding that can be used flexibly and rigorously to enable new affordable housing delivery.			
19	Explore, with Slough residents, the appetite for community-led housing development and, if the appetite is there, look at the feasibility of options that may help to meet demand.			

Section 4: Delivering new homes to support inclusive growth				
20	Review the purpose and operations of James Elliman Homes, Hershall Homes and Slough Urban Renewal, considering whether new roles could support delivery of some of the action in this Housing Strategy.			
21	<p>In order to provide regular communication and updates with the range of partners who we believe might actively support Slough's vision, we will:</p> <ul style="list-style-type: none"> <li>• Establish a Developers' Forum for SME developers and builders</li> <li>• Engage with our Registered Provider partners on a regular basis</li> </ul>			
22	Establish a Senior Officers' Project Review Board to appraise all developments for their impact on achieving the goals set out in this strategy			
23	<p>Develop a set of criteria to enable the Board to determine what constitutes a good housing development for third party projects. This will include, for example:</p> <ul style="list-style-type: none"> <li>• Were pre-application discussions undertaken and were they helpful in maximising adherence to the Council's affordable housing policy?</li> <li>• Has the viability of the site been independently assessed?</li> <li>• Has delivery of affordable housing through planning obligations been maximised?</li> <li>• Have all external sources of funding been explored fully and optimised?</li> <li>• Is the scheme using innovative approaches to land and/or funding use and if so could that intelligence be shared more widely?</li> <li>• To what degree will the balance of house size, types, tenures, affordability help to meet the aims of this strategy?</li> <li>• What is the quality of homes and neighbourhoods being developed?</li> </ul>			

Section 4: Delivering new homes to support inclusive growth				
24	<p>Develop a set of criteria to enable the Board to determine what constitutes a good housing development for Council-owned housing development. This will include, for example:</p> <ul style="list-style-type: none"> <li>• How much of its own money is the Council investing, per unit?</li> <li>• Does this constitute a good financial return?</li> <li>• Does the development align with the Council's 30-year business plan?</li> <li>• What are the delivery outputs and to what extent does this help the Council to achieve its target for affordable homes</li> <li>• What type/mix of affordable homes are being built?</li> <li>• What is the risk profile?</li> <li>• What is the quality of homes and neighbourhoods being developed?</li> </ul>			

Section 5: Best use of existing homes				
Action	Description	Start by	Complete by	Lead
25	<p>Develop a plan to make suitable homes available and to work with overcrowded families to meet their housing needs within Slough where possible, so they are not compelled to move outside the borough. The plan will include:</p> <ul style="list-style-type: none"> <li>• Advice on how to build quality extensions that meet high standards through permitted development and advertising the availability of that advice through relevant channels.</li> <li>• An offer of small grants on condition that the contract to build goes to a suitably qualified and registered local company that provides local jobs and apprenticeships.</li> <li>• Support for overcrowded households to take up self-build options, so they can appoint a house builder to help them</li> <li>• Better information about the availability of deposit bond/guarantees to support a move to a suitable, larger private rented home</li> <li>• Some new 4 and 5 bedroom social homes to enable more larger households to access suitable social housing via the housing register</li> <li>• Methods for sharing information to identify overcrowded owner occupying households and looking for a bespoke solution for them, including by providing financial advice on options</li> </ul>			
26	Develop a cross-tenure scheme that supports people over the age of 60 who are living in larger homes in any tenure and who are thinking about moving			

Section 5: Best use of existing homes				
	<p>to a smaller, more manageable home or move into sheltered or extra care accommodation. This will include:</p> <ul style="list-style-type: none"> <li>• Help to identify and consider the options available, for example by training volunteers to work with FirstStop HOOP (Housing Options for Older People)<sup>1</sup>;</li> <li>• Specialise outreach support in a range of languages to help older people from BME communities to know their housing options and make good choices about where they live as they age;</li> <li>• Help to administer the move – including sale and purchase as appropriate;</li> <li>• Practical support to move possessions from one home to another;</li> </ul>			
27	Undertake a review of our Home improvement Agency activity to ensure adaptations are made in a timely way to meet the needs of occupant.			
28	Explore the potential for establishing a paid-for 'Handyperson' service to help older frail residents living in private housing to maintain their property and outside space.			
29	<p>Work with residents and tenants to undertake a systematic review of our age-restricted housing schemes. For each scheme we will consider how it might best be developed, within the available resources, in order to contribute to the vision for Slough. For each scheme will consider:</p> <ul style="list-style-type: none"> <li>• how best to improve or in some cases rebuild the schemes so that they are meeting modern expectations</li> <li>• whether Extra Care is the right model for the site</li> </ul>			

<sup>1</sup>First Stop Housing Options for Older People - resources to assist people to make good and timely decisions regarding their changing housing requirements  
<http://hoop.eac.org.uk/>

Section 5: Best use of existing homes				
	<ul style="list-style-type: none"> <li>• whether other types of homes suitable for older people, or a mix of types and tenures, might be possible</li> <li>• whether the scheme might be improved through the reintroduction of dedicated support whether off-site or on-site</li> <li>• how the scheme might blend with its surrounding area; for example how older people living in the surrounding area might engage with and make use of the amenities and services it has to offer or how the scheme might blend into existing amenities close by</li> <li>• whether age-restricted housing is still the right type of housing for the sites or whether the site might best used for other type of housing for people at different stages of life in line with section 3 of this strategy.</li> </ul>			
30	<p>We will employ a Voids Coordinator to assist with this. Initiatives being looked at to reduce void periods are:</p> <ul style="list-style-type: none"> <li>• Reviewing accompanied viewing practices</li> <li>• Viewing properties before then are ready to let</li> <li>• Reviewing the lettable standard</li> </ul>			
31	<p>Develop an action plan containing the following elements:</p> <ul style="list-style-type: none"> <li>• Methods of identifying empty properties such as through Council Tax records and through complaints to out enforcement team</li> <li>• An incentive scheme to encourage owners of long-term empty homes to bring them back into useful occupation through the housing register or for a homeless household for a period of 3-5 years.</li> <li>• A survey of empty properties above shops in the town centre and consideration of how they might be developed within the town centre regeneration plans</li> </ul> <p><i>[Insert further information from cabinet report when it's available].</i></p>			

Section 5: Best use of existing homes				
32	Aim to negotiate with private developers a 'reasonable preference' agreement, whereby Help to Buy, Rent to Buy and shared ownership properties built by developers are initially offered to Slough's residents for a period of 12 weeks before offering them on the open market			
33	<p>We intend to support a range of sharing options where people want to go down this route, including for example;</p> <ul style="list-style-type: none"> <li>• Home Share – which is essentially supported lodgings</li> <li>• Shared lives plus – a CQC registered model aimed at people with a learning disability or mental health problem but which could be offered to more people irrespective of vulnerability <a href="https://sharedlivesplus.org.uk/">https://sharedlivesplus.org.uk/</a></li> <li>• Co-housing, where people live 'independently together' having their own private space as well as some shared facilities<sup>2</sup></li> </ul>			

<sup>2</sup> See UK Cohousing for more information on cohousing: <https://cohousing.org.uk/>

Section 6: Supporting people and households with greater needs				
Action	Description	Start by	Complete by	Lead
34	<p>Develop tenancy sustainment and support for private residents to help them at an early stage and the prevent them from being evicted from their home. We will do this by:</p> <ul style="list-style-type: none"> <li>• looking at national 'best practice' in private sector tenancy sustainment</li> <li>• providing tenants with information and advice about relevant matters such as tenancy, rent payment and benefit matters when they are offered a deposit guarantee through the Council's scheme</li> <li>• developing a tenancy sustainment service through which we support negotiations between private renters and landlords, for example around rent levels, and aim to mediate in any disputes with a view to finding a solution and avoiding eviction</li> <li>• publicising this service to private tenants and <i>locality workers</i>, for example through our Locality activity (see section 5.3).</li> <li>• where appropriate, covering the shortfall in rent for a limited period whilst working on an alternative housing solution with the household</li> </ul>			
35	<p>Look into ways of helping all our private renters to equip themselves with information about their rights as tenants so that they can be better equipped to respond to landlord requests and know where to go for tenancy support. We may do with in partnership with Generation Rent or through encouraging our tenants to join self-organised groups on WhatsApp, for example.</p>			

Section 6: Supporting people and households with greater needs				
36	Offer mediation for young people and their families alongside advice about options for moving into suitable housing independent from their families.			
37	<p>We intend to make it virtually impossible for our care leavers to fall through the gaps and become homeless. We will do this by:</p> <ul style="list-style-type: none"> <li>• Providing the Children's Trust with up to 20 nominations per annum to Slough BC homes for direct placement of children leaving care, foster homes or semi-independent accommodation. This is in addition to the existing route whereby children leaving care join the housing register and seek a home through the normal route. The route taken by each individual will be at the discretion of the Children's Trust in liaison with the young person.</li> <li>• Removing the possibility for care leavers to be assessed as 'intentionally homeless' (up to age 30).</li> <li>• Introduce an early warning mechanism when children who have been in the care system go into arrears (up to age 25), so that the Children's Trust is informed and a multi-agency meeting convened to look for solutions to specific cases.</li> <li>• Providing asset-based, flexible support that has an elements of peer support on commencement of a 'general needs' tenancy. We will work with the young people to shape the support offer, the aim being to equip the young person with skills, confidence and contacts with others who have had similar experiences and who can offer them ongoing advice that enables them to live independently (or interdependently with others). The support will be withdrawn gradually as the individual becomes better equipped to live successfully independently.</li> </ul>			

Section 6: Supporting people and households with greater needs				
38	Work with one or more of our specialist RPs to develop supported accommodation that is suitable for people with complex needs and that helps to prevent them from becoming homeless.			
39	Consider what other updates might be required to our housing allocations policy and process in order to better match people to properties in a timely way. In doing this, we will take into account the social care and homelessness costs that accrue to different council departments when people are not rehoused in a timely way.			
40	<p>We will undertake a fundamental review of the types of support we provide across the council that help people to live independently. Based on these findings, we will develop a commissioning and funding strategy for support that:</p> <ul style="list-style-type: none"> <li>• provides suitable support for both individuals of any age and families to live independently within the Borough, regardless of tenure</li> <li>• helps to prevent people from losing an existing tenancy in both social and private sectors</li> <li>• is asset-based so that it builds on what people can already do and aims to equip them with skills and confidence to connect well with others and to live their lives independently</li> <li>• is graded so that the number of hours and intensity of support can change as the person requires less or more support as their needs change</li> <li>• encourages and makes provision for community-based, peer-led, networked support wherever possible (eg. Key-ring <a href="https://www.keyring.org/">https://www.keyring.org/</a>)</li> </ul>			

Section 6: Supporting people and households with greater needs				
	<ul style="list-style-type: none"> <li>offers more 'shared lives' opportunities for those who want to go down this route (eg. Shared Lives Plus <a href="https://sharedlivesplus.org.uk/">https://sharedlivesplus.org.uk/</a> and HomeShare)</li> </ul>			
41	Develop a Temporary Accommodation strategy in response to the need for higher levels of provision, which will include some new council-owned provision.			
42	Develop a Housing First <sup>3</sup> approach for long-term rough sleepers who have complex needs in partnership with one of our specialist housing support providers.			
43	Involve our Housing Services team, including our Private Rented Sector enforcement team, in the Council's new multi-agency approach to multi-agency locality working.			

<sup>3</sup> Housing First is an evidence-based approach to working with people with very high and complex needs (usually mental health plus addition/substance misuse) ... those for whom other approaches haven't worked: <https://hfe.homeless.org.uk/resource/principles-housing-first>

Section 7: Creating healthy, thriving homes and places				
Action	Description	Start by	Complete by	Lead
44	Adopt the ten principles that have emerged from Public Health England and NHS England's Healthy New Towns programme <sup>4</sup> .			
45	Upgrade our complaints process for Council tenants to raise concerns in line with the Social Housing Green Paper 2018.			
46	Take a more proactive approach to enforcement of standards across our whole private rented sector by employing a combination of legal powers as appropriate to compel landlords to undertake the necessary works.			
47	Establish an Ethical Lettings Agency potentially run by James Elliman Homes or through one of our RP partners and offer this option to private landlords as appropriate.			
48	Expand options for landlords to lease their homes to the Council for a period of 3 or 5 years in return for property improvements.			

<sup>4</sup> Putting Health into Place: <https://www.england.nhs.uk/ourwork/innovation/healthy-new-towns/>

Section 7: Creating healthy, thriving homes and places				
49	Undertake a review of our Landlords' Forums to support better information and support for landlords, so that they can be on the front-foot in terms of their approach to property maintenance and management.			
50	Identify a number of small districts where we will focus our efforts to improve both private homes and neighbourhood problems that impact on people's health. We will employ a range of proactive measures on a house-by-house basis and take an asset-based approach to caring for people.			
51	Use our sophisticated data on 'at risk' households to develop more evidenced ways of targeting our limited resources to where the need is.			
52	Develop more sophisticated ways of responding to problems we know exist by developing a multi-agency response across housing, support, health, policing, education or other services response. We will work with residents to find solutions in a supportive, personalised and asset-based way so that we meet their specific needs in an appropriate manner.			
53	Explore the potential for a 'Hospital to Home' scheme to assess people's housing needs while they are in hospital and necessary works undertaken to their home before or soon after discharge.			
54	Look into commissioning a number of 'step down' level access flats for people whose own home may no longer be suitable for their needs where they can live temporarily while they undergo reablement and consider, with an advisor, their future housing options.			

Section 7: Creating healthy, thriving homes and places				
55	Work in partnership with our Coproduction Network to help people to connect with each other, to reach isolated people and have their say in the future of their neighbourhood.			
56	Require our development partners to sign up to the healthy place-shaping principles and to commit to providing employment and skills development opportunities for local people			
57	Build time and resource into our processes to involve local people at all stages of life in shaping all new housing developments from the start through a masterplan-led approach. We will coordinate this with our community-strengthening work – including through our Stronger Healthier Attractive Neighbourhoods programme.			
58	Invite some of our registered provider partners who have homes in the borough and who are experienced in community regeneration to work with us and our communities to deliver better outcomes that local people want.			
59	Develop effective multi-agency responses to ‘hidden’ crime eg. drug-dealing, modern slavery and cuckooing that takes place behind closed doors. This will be supported by data-sharing systems, by the Safer Slough Partnership and other agencies such as the police, environmental health, trading standards.			
60	Actively manage relationships with registered housing providers, inviting each to tell us about their ambitions, strengths and roles they might play in supporting delivery of the ambitions in this strategy. We will draw up a			

Section 7: Creating healthy, thriving homes and places				
	simple statement (an MoU?) with each one that sets out the opportunity for them to contribute.			

**SLOUGH BOROUGH COUNCIL**

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

**DATE:** 17 March 2020

**CONTACT OFFICER:** Kam Hothi, Team Leader – Parking  
**(For all Enquiries)** (01753) 787899

**WARD(S):** All

**PART I****FOR COMMENT AND CONSIDERATION****HIGHWAYS AND PARKING IN SLOUGH****1. Purpose of Report**

To provide the Panel with the information requested in relation to the following:

- painting of yellow lines
- car parking permits
- lack of disabled car parking spaces
- delayed works/ the length of time it takes to process issues

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

- The Panel is requested to note this report and comment on any issues raised.

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

- Slough will be an attractive place where people choose to live, work and stay
- Slough will attract, retain and grow businesses and investment to provide opportunities for our residents

**4. Other Implications****(a) Financial**

There are no financial implications of proposed action; however there are only limited budgets to deliver schemes.

**(b) Risk Management**

**The Table below must be completed fully for each recommendation from Section 2**

Recommendation from section 2	Risks/Threats/ Opportunities	Current Controls	Using the Risk Management Matrix Score	Future Controls
-------------------------------	------------------------------	------------------	--	-----------------

above			the risk	
The Committee is requested to note the information contained in the report.	None, unless any further recommendations arise from the panel discussion and the risk will then be assessed.			

(c) Human Rights Act and Other Legal Implications

Relevant legal implications are referred to in supporting information.

(d) Equalities Impact Assessment

None arising from this report.

5. **Supporting Information**

5.1 The following items have been raised for comments:

**5.1.1 Painting of yellow lines**

All lining work is carried out by a contractor of the Councils DSO division and any changes to restrictions must have gone through the statutory consultation process. The implementation of these restrictions are dependent on weather and the highway being free of parked vehicles, further delays can occur due to the contractors workload. However the parking team regularly meet with the DSO to discuss any upcoming schemes so that these can be programmed in with their contractor.

**5.1.2 Car parking permits**

The council operates a virtual residents parking permit system, residents can now apply on line with no physical permit being required to be displayed in the vehicle. This system has now in place for 1 year with minimal issues.

**5.1.3 Lack of disabled car parking spaces**

The Council has a disabled bay policy in place which allows residents to apply for a disabled bay outside their property free of charge. All pay & display bays and residents permit bays allow blue badge holders free parking on street. Furthermore, we are now looking to introduce additional disabled bays in shopping parades. All Council owned car parks' (excluding Herschel MSCP) have been awarded the disabled parking accreditation which includes the recommended number of spaces that must be allocated for disabled parking. As part of the Disability Task and Finish group one recommendation was to consider additional disabled bays in high demand areas that serve local amenities and areas such as doctors surgeries.

**5.1.4 Delayed works/ the length of time it takes to process issues**

Due to the volume of requests the parking team receive, we work from a Forward Plan which is date driven. There is only one parking engineer in post delivering all schemes and dealing with all correspondence relating to parking development queries. As part of the recent Star Chamber bid an additional engineer post has

been agreed from April to assist in this progress. The process in delivering any parking scheme is lengthy (6-9 months, see **appendix 1**) due to the statutory process involved and the number of objections that may be received. If the number of objections is significantly high it may result in suspending the scheme or re-consulting with further changes, this could further delay the process.

6. **Comments of Other Committees**

- 6.1 The matter has not been considered by any other Committees.

7. **Conclusion**

- 7.1 This report demonstrates there is currently a backlog of schemes to be delivered due to limited resources in place, however going forward the additional engineer that we are looking to recruit will result in us being able to deliver more parking schemes per year. The Leader of the Council has also requested us to look into Borough wide parking solutions and the delivery of this and a report will be provided to him with more information on this in the next month.

8. **Background Papers**

Appendix 1 – Statutory Process

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## **Appendix 1**

### **Statutory Process – Permanent schemes**

A permanent scheme would be considered in circumstances where we are confident the scheme that is being requested is suitable to deal with the obstructive parking taking place. The process for this is as follows:

- Analyse complaint received and liaise with ward councillors to ascertain if they are in support of the request
- Visit reported location to establish if parking restrictions are the best solution to the reported issue. If we feel parking restrictions are necessary, then we would move onto design phase and there would be a number of factors we would take into consideration when designing a proposed scheme. These include but are not limited to: road layout, sight lines, volume of traffic, displacement parking, impact on any local amenities in the vicinity, costs, timescales and regulations. We would also collaborate with other teams to see if they have any other schemes planned for the reported area so we can minimise costs and disruption on the highway.
- Once a proposed scheme has been established on site, this would then be designed on Autocad.
- Traffic Regulation Orders (TROs) would be written for the proposed scheme and a Notice of intent (public notice) which we are required to advertise in the local paper at the start of the consultation period as part of the legal process. The Notice of Intent states the legislation we are working by and provides information on the parking restrictions we are proposing, where copies of the proposed order can be viewed and details on how to make a representation.
- A Significant Decision (SD) report would then be written which would detail why we have designed the proposed scheme, legal implications, financial implications and the recommended decision. This would be written by the Engineer of the scheme and signed by the Engineer, Team Leader and Service Lead.
- After this we would liaise with the Legal team to check and log the TROs and Notice of Intent and once this has been done, we would contact Baylis Media to obtain a quote for the Notice of Intent to be advertised in the local paper. The Notice of intent would then be advertised on the next available Friday.
- The consultation period would start on the date the Notice of intent is advertised and lasts for a period of 21 days. During this time the public can submit representations to the proposed scheme. Our only legal obligation at this stage is to place the notice in the local paper and deliver packs with full information on the proposed scheme to the local Council offices (Observatory House, Landmark Place and The Curve) so the public can view these. We would also send an email to the statutory consultees and ward councillors at this stage to inform them of the proposed scheme and allow them to submit a representation.

However in addition to this, we would also prepare copies of the Notice of Intent and place these on the closest lamp columns to where the new restriction is

being proposed and hand deliver letters to any member of the public that would be directly impacted by the proposed scheme.

- During the 21 day consultation period any representation received would be logged and after this period has elapsed, we would analyse all the feedback obtained and a decision would be made regarding our next steps. At this stage we would have three options:
  - **Continue with the proposed scheme** – this decision would be made if the majority of the representations are in favour of the proposal. Even if we have received a few objections, these can be overridden if it is deemed it is necessary to proceed with the proposed scheme in the interest of road safety.
  - **Amend the proposed scheme** – if we have received a request to amend the scheme and the request is realistic and less onerous, we could make these changes without restarting the statutory process again.
  - **Not proceed with the proposed scheme** – if we have received a large number of objections during the consultation period and we feel we can't override these, e.g. if we design a residents permit scheme and a vast majority of the residents state they do not want this, we would not proceed with our proposals. We would then need to make a decision as to whether an alternative scheme needs to be designed and if so, the statutory process would start again.
- If we are in a position whereby we can continue with the proposal or an amended scheme that is less onerous, we would amend the TRO as necessary and also draft a Notice of Making. The Notice of Making states the order has been made, details information of the scheme that will be implemented and where copies of the order can be viewed. It also gives the public information on what they can do if they believe the order to be invalid.
- We would also write another SD report at this stage stating our decision and the rationale. Again this would be written by the Engineer of this scheme and signed by the Engineer, Team Leader and Service Lead.
- Once the TRO and Notice of Making have been written, they would be passed onto the Legal team to be logged, checked and the TRO would be sealed.
- We would then contact Baylis Media to obtain a quote and ask for the public notice to be advertised on the next available Friday.
- Finally the works would then be passed onto the DSO for implementation and a works order would be raised for this. Once the scheme has implemented on street and signed off by the Engineer, an instruction will be sent to our Enforcement Contractors for this to be enforced.

## **Statutory Process – Experimental schemes**

An experimental scheme would be considered in areas that are sensitive and where we not unsure of the impact. The process for this is as follows:

- Analyse complaint received and liaise with ward councillors to ascertain if they are in support of the request
- Visit reported location to establish if parking restrictions are the best solution to the reported issue. If we feel parking restrictions are needed then we would move onto design phase and there would be a number of factors we would take into consideration when designing a proposed scheme. These include but are not limited to: road layout, sight lines, volume of traffic, displacement parking, impact on any local amenities in the vicinity, costs, timescales and regulations. We would also collaborate with other teams to see if they have any other schemes planned for the reported area so we can minimise costs and disruption on the highway.
- Once a proposed scheme has been established on site, this would then be designed on Autocad.
- Traffic Regulation Orders (TROs) would be written for the proposed scheme which includes a legal order and a Notice of Making (public notice) which we are required to advertise in the local paper at the start of the consultation period as part of the legal process. The Notice of Making states the order has been made, details information of the scheme that will be implemented and where copies of the order can be viewed. It also gives the public information on what they can do if they believe the order to be invalid.
- A Significant Decision (SD) report would then be written which would detail why we have designed the scheme, legal implications, financial implications and the recommended decision. This would be written by the Engineer of the scheme and signed by the Engineer, Team Leader and Service Lead.
- After this we would liaise with the Legal team to check and log the TROs and Notice of Making and ask for this to be sealed. Once this has been done, we would contact Baylis Media to obtain a quote for the Notice of Making to be advertised in the local paper. The public notice would then be advertised on the next available Friday.
- The consultation period would start on the date the Notice of Making is advertised and lasts for a period of six months. During this time the public can submit representations to the scheme that has been implemented. Our only legal obligation at this stage is to place a copy of the public notice in the local paper and deliver packs with full information on the scheme to the local Council offices (Observatory House, Landmark Place and The Curve) so the public can view these. We would also send an email to the statutory consultees and ward councillors at this stage to inform them of the scheme and allow them to submit a representation.

However as well as this, we would also prepare in advance copies of the Notice of Making and place these on the closest lamp columns to where the new restrictions have been implemented and we also hand deliver letters to any member of the public that would be directly impacted by the scheme.

- In addition to the above, the scheme can be implemented and enforced on street seven days from the date of the Notice of Making being advertised. Therefore once the Notice of Making has been advertised, these works would be passed onto the DSO to be programmed in and a works order will be raised for this. Once the scheme has implemented on street and signed off by the Engineer, an instruction will be sent to our Enforcement Contractors for this to be enforced.
- During the six month consultation period any representation received would be logged and after this period has elapsed, we would analyse all the feedback obtained and a decision would be made regarding our next steps. We have up to 12 months at this stage to make this decision and at this stage we would have three options:
  - **Make the scheme permanent** – this decision would be made if the majority of the representations are in favour of the proposal. Even if we have received a few objections, these can be overridden if it is deemed it is necessary to proceed with the proposed scheme in the interest of road safety.
  - **Amend the scheme** – if we have received a request to amend the scheme and the request is realistic and less onerous, we could make these changes without restarting the statutory process again.
  - **Not proceed with the scheme** – if we have received a large number of objections during the consultation period and we feel we can't override these, e.g. if we design a residents permit scheme and a vast majority of the residents state they do not want this, we would not proceed with our proposals. We would then need to remove the scheme that has been implemented on street and make a decision as to whether an alternative scheme is required. If an alternative scheme is necessary, this would need to be designed and the statutory process would start again.
- If we are in a position whereby we can make the scheme permanent, we would amend the TRO as necessary and also draft another Notice of Making stating this scheme has been made permanent. We would also write another SD report at this stage stating our decision and the rationale. Again this would be written by the Engineer of this scheme and signed by the Engineer, Team Leader and Service Lead.
- Once the TRO and Notice of Making have been written they would be passed onto the Legal team to be logged, checked and the TRO would be sealed.
- We would then contact Baylis Media to obtain a quote and ask for the public notice to be advertised.
- Finally the works would then be passed onto the DSO for implementation if any amendments are required and a works order will be raised for this.

**SLOUGH BOROUGH COUNCIL**

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

**DATE:** 17<sup>th</sup> March 2020

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

**WARDS:** All

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

**NEIGHBOURHOODS AND 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. **Appendix 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
<ul style="list-style-type: none"> <li>Food Poverty Task &amp; Finish Group</li> </ul>
Meeting Date
1 April 2020
<ul style="list-style-type: none"> <li>Housing Services Scrutiny Indicators</li> <li>Osborne                             <ul style="list-style-type: none"> <li>➤ Missed appointments (including missed appointments by residents in the report back on performance with regard to missed performance)</li> <li>➤ Voids Update (including length of voids)</li> <li>➤ Non contractual routine repairs</li> <li>➤ Rechargeable repairs</li> <li>➤ % target for appointments kept (emergency and urgent) in a different visual to being based on volume as at present</li> <li>➤ Asbestos: Details of the contractors / analysts undertaking surveys and asbestos removal</li> </ul> </li> <li>Food Poverty Task and Finish Group interim report (for information)</li> </ul>

To be programmed:

- Key Worker Housing Update (information only) – To be rescheduled
- The Home Improvement Agency - findings of the review – To be rescheduled

- Housing allocation policy
- Homelessness prevention strategy
- Rough sleeper action plan
- Licensing of Houses in Multiple Occupation update (October 2020)
- IMD 2019 (2020/2021)
- The Hubs Strategy

## MEMBERS' ATTENDANCE RECORD

### NEIGHBOURHOODS & COMMUNITY SERVICES SCRUTINY PANEL 2019 – 20

	MEETING DATES							
COUNCILLOR	24/06/2019	05/09/2019	31/10/2019	28/11/2019	14/01/2020	27/02/2020	17/03/2020 (extraordinary meeting)	01/04/2020
M. Holledge	Ab	Ab	P	P	P	P		
Gahir	P	P*	P	P	P	P		
S Parmar	P	P	P	P	P	P		
Plenty	P	P	P	P	P	P		
Ajaib	P	Ap	P	P	P	P		
Matloob	P	P	P	P	P*	P		
Hulme	Ap	P	P	P	P	Ap		
Minhas	P	P*	P	Ap	P	P		
Wright	P	P	Ap	P	P	P		

P = Present for whole meeting  
Ap = Apologies given

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

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