

Date of issue: Friday, 12 June 2020

MEETING:	NEIGHBOURHOODS AND COMMUNITY SERVICES SCRUTINY PANEL (Councillors Hulme (Chair), Kelly (Vice-Chair), Ajaib, Gahir, M Holledge, Matloob, Minhas, S Parmar and Sabah) <u>Non-Voting Co-Opted Members</u> Manvinder Matharu (Residents Panel Board) Trevor Pollard (Residents Panel Board)
DATE AND TIME:	MONDAY, 22ND JUNE, 2020 AT 6.30 PM
VENUE:	VIRTUAL MEETING
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	JANINE JENKINSON 07511 048 406

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</u> <u>ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
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APOLOGIES FOR ABSENCE

CONSTITUTIONAL MATTERS

- | | | | |
|----|--------------------------|---|---|
| 1. | Declarations of Interest | - | - |
|----|--------------------------|---|---|

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



<u>AGENDA ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
2.	To Ratify the Appointment of the Chair for 2020/21	-	-
3.	To Ratify the Appointment of the Vice-Chair for 2020/21	-	-
4.	Minutes of the last meeting held on 27th February 2020 and the extraordinary meeting held on 17th March 2020	1 - 16	-
5.	Member Questions	-	-
<i>(An opportunity for panel members to ask questions of the relevant Director / Assistant Director, relating to pertinent, topical issues affecting their Directorate – maximum of 10 minutes allocated)</i>			

SCRUTINY ISSUES

6.	Covid-19 Response Update	Verbal	All
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8.	Homeless Prevention Strategy	25 - 46	All

ITEMS FOR INFORMATION

9.	Repairs Maintenance and Investment (RMI) Contract Update	47 - 116	All
10.	Neighbourhoods and Community Services Scrutiny Panel Work Programme 2020/21	117 - 122	-
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12.	Date of Next Meeting - 3rd September 2020	-	-

Press and Public

This meeting will be held remotely in accordance with the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020. Part I of this meeting will be live streamed as required by the regulations. The press and public can access the meeting from the following link (by selecting the meeting you wish to view): <http://www.slough.gov.uk/moderngov/mgCalendarMonthView.aspx?GL=1&bcr=1>

Please note that the meeting may be recorded. By participating in the meeting by audio and/or video you are giving consent to being recorded and acknowledge that the recording will be in the public domain. The press and public will not be able to view any matters considered during Part II of the agenda.

Neighbourhoods and Community Services Scrutiny Panel – Meeting held on Thursday, 27th February, 2020.

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

Also present under Rule 30:- Councillor Nazir

Apologies for Absence:- Councillor Hulme and co-optee Trevor Pollard

PART 1

53. Declarations of Interest

None were declared.

54. Minutes of the last meeting held on 14th January 2020

Resolved - That the minutes of the meeting held on 14th January 2020 be approved as a correct record.

55. Member Questions

None were received.

At this point in the meeting Councillor Gahir declared that he was a taxi driver. He remained in the Council Chamber throughout the meeting.

56. Impact of the New Leisure Facilities

The Leisure Services Manager introduced a report that set out the impact of the Council's Leisure Capital Development Programme, which formed part of the Council's Five Year Leisure Strategy.

Members were informed that the Leisure Strategy set out to achieve the following four priorities: to provide new, quality core leisure facilities for residents; to provide a network of improved and accessible free leisure facilities in parks and open spaces; to provide a comprehensive programme of accessible opportunities for local residents of all ages and abilities to participate in regular physical activity; to procure a new leisure operator to manage the new, core leisure facilities.

As part of the Strategy, a four year construction programme had been undertaken to provide a network of new leisure facilities. As a result the following facilities had opened: Arbour Park Community Sports Stadium, Slough Ice Arena, Salt Hill Activity Centre, Langley Leisure Centre, and The Centre. In 2017, following a procurement process, the Council awarded

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Everyone Active a ten year contract to manage the new leisure facilities. The new contract offered the Council a far more favourable financial package than had previously been in place and was expected to return in excess of £10 million to the Council during the period of the contract.

Over the last five years' sports facilities in parks and open spaces across Slough had seen significant investment, including the installation of twenty-six green gyms, seven new multiuse games areas, a skate park, a parkour, seven artificial cricket wickets, four cricket practice nets and a network of dedicated walking tracks.

In relation to the impact of the new facilities, Members were advised that in 2019, the Council had carried out the largest survey of residents' attitudes to health and physical activity. 1,600 face-to-face surveys were undertaken and this had indicated that inactivity in Slough was decreasing and activity levels were improving above those reported nationally.

The new leisure facilities were expected to receive over 1.2 million visits during 2019/20, an increase of over 400,000 visits since 2017; the year the facilities were last open to the public.

Following the conclusion of the presentation, the Chair invited Members to comment and ask questions.

During the course of the discussion, the following points were raised:

- Referring to the usage data of Everyone Active managed facilities, set out in paragraph 5.9 of the report, a Member requested a further breakdown of the usage figures for each leisure facility. In addition, it was requested that performance data was provided in the context of the performance of other comparable local authority leisure facilities. The Leisure Services Manager agreed to provide this information to the Panel.
- A Member asked, of the anticipated £10 million return, how much of the revenue the Council had currently received. It was explained that the operator had been given a two year grace period so had not yet returned a profit to the Council. From the third year of the contract, the operator was expected to return in excess of £1 million. In addition, it was explained that if the operator exceeded the expected profit return, the Council received a profit share.
- It was noted that Everyone Active ran an apprenticeship programme, offering eight placements per year for Slough residents, which allowed participants to work in a leisure centre whilst studying for level 2 and 3 qualifications in leisure management or fitness and health. A Member requested information regarding the number of apprentices currently

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employed in the Council's leisure centres. The Leisure Services Manager agreed to provide this information.

- A Member highlighted that Langley Leisure Centre had proved to be very popular with residents, and the membership and usage targets had been surpassed. It was asked if any other facilities had also exceeded targets. It was explained that swimming lessons at Langley Leisure Centre had proved particularly popular. The uptake of ice skating in the arena at Montem Leisure Centre had been slower; however ice skating was seen as a more seasonable activity and television shows such as Dancing on Ice, increased interest and popularity of this pastime. Caving at Salt Hill Activity Centre had received mixed reviews, and had not proved as popular as had been hoped.
- A Member asked if the quarterly performance reports for each leisure facility could be shared with the Panel. It was agreed that these could be shared with Members, however it was highlighted that some of the information would be commercially sensitive and could not be made public.
- It was noted that the lowest percentage of users were aged 65 and over. It was asked what could be done to increase participation in this age group. It was explained that free activities such as swimming and badminton were offered to people over 60 years old. A targeted programme of activities was also being established to encourage activity amongst the over 60s.
- A Member highlighted the importance of all forms of exercise, including activity undertaken in the outdoors, such as walking. The Leisure Services Manager was requested to consider the possibility of the Council providing dedicated dog walking areas in Slough.
- From spring 2020, Slough's Looked After Children and care leavers would be given a package of free use for all leisure facilities in the borough. A Member asked if a similar package could be provided to children from low income families. It was explained that unfortunately there was no funding available to provide this for children of low income families.
- A Member requested information about the level of obesity in Slough. The Leisure Services Manager agreed to request this information from the Council's Public Health Team and circulate the response to the Panel. In addition, it was explained that the leisure facilities contract stipulated that healthy eating options had to be provided in leisure centre vending machines and cafes.

Resolved –

- (a) That the report be noted.

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- (b) That the Leisure Services Manager be requested to circulate responses to the queries raised and undertake the action points, as detailed above.

57. Safer Slough Partnership Update

The Interim Community Safety Partnership Manager introduced a report that provided an update on the progress of the Safer Slough Partnership (SSP), in relation to the delivery of work aligned to the Partnership's 2019/2020 priorities.

Slough Borough Council's Chief Executive, in her capacity as Co-Chair of the Safer Slough Partnership introduced a Powerpoint presentation to the Panel.

Following the conclusion of the presentation, the Chair invited comments and questions from the Panel.

During the course of the discussion, the following points were raised:

- Referring to the workstreams of the Violence Taskforce, a Member requested that in future reports data be provided to indicate the performance of each workstream compared to the previous year. The Panel was advised that the Violence Taskforce had been initiated in October 2019, so the data currently available was limited. It was agreed that this was something that could be reported in future reports.
- A Member requested that the Slough Violence Taskforce and Action Plan, including tasks and achievements to date be circulated to the Panel.
- With regard to the Choices Programme, a Member sought the details of the schools that had signed up to the Programme and had hosted sessions. It was agreed that these details would be circulated to the Panel.
- It was noted that there had recently been two major knife crime incidents in Slough, perpetrated by children. The link between excluded children and knife crime was highlighted. In view of this, the Panel considered it particularly important that Haybrook College and Pupil Referral Unit (PRU) signed up to the Choices Programme. It was explained that the Choices Programme was a preventative initiative that aimed at supporting Year 5 and Year 6 pupils to understand the process of making 'good' choices and equipping them with the skills to manage issues they may encounter. The delivery of the Year 7 element of the Programme was scheduled to be piloted within the current academic year (2019/20). The design of the Year 8 element was scheduled to be rolled-out during the 2020/2021 academic year, and the delivery to Haybrook College and PRU pupils would be considered as part of the second phase.
- It was explained that the sessions were carried out in the context of a lesson and teachers were fully briefed and encouraged to follow up any concerns with pupils. Teachers were equipped with the skills to refer

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any disclosures made to them to the most appropriate authority (i.e a parent or the police).

- A Member asked what measures the Council took to tackle modern slavery. It was explained that on 18th October 2019, the Safer Slough Partnership launched wave two of its campaign to raise awareness of modern slavery. The first wave of the campaign had been rolled-out in October 2018. Over the course of the campaign, calls to the Modern Slavery helpline had increased by 400%.

The Chair then invited Councillor Nazir to address the Panel under Rule 30.

Councillor Nazir highlighted that often perpetrators of knife crime were known to each other; therefore it was important that partner agencies worked together to educate young people of the dangers of carrying knives.

Resolved –

- (a) That the report be noted.
- (b) That the Interim Community Safety Partnership Manager be requested to provide the following to the Panel:
 - Slough Violence Taskforce and Action Plan – including tasks and achievements to date.
 - Details of the schools which had signed up to the Choices Programme and had hosted sessions.

58. Neighbourhoods and Community Services Scrutiny Panel 2019/20 Work Programme

The Policy Insight Analyst presented the Forward Work Programme and updated Members on relevant items.

The Panel was informed that a request to scrutinise the Council's Hub Strategy had been received from Councillor Hulme. It was agreed that the item would be considered at a future meeting.

Resolved –

- (a) That the Policy Insight Analyst be requested to add the Council's Hub Strategy to the Work Programme as a 'To be programmed' report.
- (b) That, subject to the amendment set out above, the Forward Work Programme 2019/20 be approved, as set out in Appendix A of the report.

59. Members' Attendance Record 2019/20

Resolved - That the details of the Members' Attendance Record be noted.

60. Date of Next Meeting - (Extraordinary) 17th March 2020

Resolved - That the date of the next (extraordinary) meeting was confirmed as 17th March 2020

Chair

(Note: The meeting opened at 6.30 pm and closed at 7.31 pm)

**Extraordinary Neighbourhoods and Community Services Scrutiny Panel –
Meeting held on Tuesday, 17th March, 2020.**

Present:- Councillors Ajaib, Gahir, Hulme, Matloob, S Parmar and co-optee Trevor Pollard

Also present under Rule 30:- Councillors Smith and Strutton

Apologies for Absence:- Councillors Plenty, Wright, M Holledge, Minhas and co-optee Manvinder Matharu

PART 1

61. Election of Chair

In the absence of the Chair and Vice-Chair, the Senior Democratic Services Officer opened the meeting and sought nominations for a Chair for the meeting.

Councillor Hulme proposed Councillor Ajaib as Chair; this was seconded by Councillor Gahir and agreed by the Panel.

Resolved – That Councillor Ajaib be elected as Chair for the meeting.

62. Declarations of Interest

Councillor Gahir declared that he was a taxi driver. He remained in the Council Chamber throughout the meeting.

In relation to agenda item 4 – Housing Strategy Update, (Minute No. 66), Councillor Ajaib declared that he was a Director on the Slough Urban Renewal Board. He remained in the Council Chamber throughout the meeting.

63. Member Questions

None were received.

The Panel agreed to amend the order of the agenda and take item 5 – Highways and Parking in Slough as the first report.

64. Highways and Parking in Slough

The Team Leader, Parking introduced a report which sought to address the issues raised by the Panel at the meeting held on 14th January 2020.

Members were informed of the highways and parking issues around Slough and the reasons for the delays to complete some works. It was explained that in 2015, an experienced Parking Engineer Officer had left the Council, and

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since then the service had been managing a backlog in the delivery of schemes. Recruitment to the vacant post had been difficult, due to the labour market's shortage of experienced parking engineers. During 2018, a Parking Appeals Officer expressed an interest in career progression. The officer undertook a six month training programme and was subsequently appointed as the Council's Parking Engineer in December 2018. It was explained that the volume of emails received by the service was very high and unmanageable for one engineer to respond to in a timely manner. A recent Star Chamber bid to fund an additional engineer post had been successful and the recruitment process would commence during April/May 2020.

The Team Leader, Parking then invited questions from Members.

During the course of the discussion, the following points were raised:

- In relation to staffing, a Member queried the level of administrative support the Parking Service team had in place to deal with queries received from residents. It was explained that currently, the Parking Engineer dealt with all administrative tasks and the delivery of schemes. The recruitment of an additional Parking Engineer would assist with the current capacity issues. There was currently no financial resource in place to fund the appointment of an administration officer post.
- It was noted that the Leader of the Council had requested that the Parking Service team consider borough-wide parking solutions, and provide him with a report in April 2020. A Member requested that the report be shared with the Panel. The Team Leader, Parking advised that a draft report would be presented to the Leader for comment and a steer regarding the solutions that could be implemented.
- A Member raised concern regarding school drop off and pick up arrangements and asked what measures could be put in place to manage traffic within these localities. It was explained that London borough councils had powers to implement controlled parking zones in areas around schools. However, these powers were not available to non-London councils. Currently, the measures adopted by the Parking Service team to control areas around schools included: 'keep clear' demarcation markings to assist children to walk to school, and enforcement officer patrols around school areas each morning and evening. It was explained that a number of councils nationally had implemented zones around schools to prevent traffic movement within these areas during peak drop off and pick up times. The Team Leader, Parking was currently investigating what powers other councils had deployed to implement these measures and was investigating if a similar approach could be adopted in Slough.

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- Concern was raised about the use of electric scooters on pavements. Members were advised that such use was illegal and officers were currently discussing this matter with the Department for Transport.
- A Member asked for an example of a 'borough-wide' parking solution currently being considered. In addition, further information was sought regarding the use of Members' Community Investment Funding (CIF) for highways works. It was explained that the types of borough-wide solutions available included: yellow-line painting, and the introduction of parking restrictions, and limited waiting bays. With regarding to CIF, it was explained that the administration of the funding was being reviewed to establish whether the processes could be streamlined and resources could be better used.
- It was requested that Members be provided with a quarterly report setting out the Parking Services schedule of work, relevant to their respective wards; as this would assist communication with residents. In addition, it was recommended that staff resource within the Parking Service team be increased to enable officers to complete outstanding works as expediently as possible.

The Chair then invited Councillor Strutton to address the Panel under Rule 30.

Councillor Strutton asked if the Council's apprenticeship scheme was being utilised to train a parking services administration officer. It was explained that the apprenticeship scheme was a relatively new initiative, and there was no formal parking services training or degree courses available for people to enrol on. Discussions with the Apprenticeship team were being undertaken to consider if a scheme could be developed to incorporate highways and parking functions.

In relation to the Disabled Bay Policy which allowed a resident to apply for a disabled bay outside their property, it was highlighted that these spaces were not exclusively allocated to the resident who had requested the bay; rather the bay was available to anyone within the street, with a blue badge to use. It was explained that the Policy did not limit the number of bays per road, and each application was assessed on an individual basis.

Councillor Strutton raised concern regarding the broken lifts in Herschel Car Park, which consequently meant disabled people were unable to use the designated car parking bays. It was explained that there had been a delay repairing the lifts, due to a review of the car parking strategy throughout the town centre; however, an order for new lifts had now been placed. Councillor Strutton asked when would a pavement parking scheme and school controlled parking zones be put in place. It was explained that the British Parking Association had been lobbying Government to provide out of London local authorities with the same powers as inner London local authorities to allow officers to take action to alleviate traffic congestion around school areas.

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The Chair then invited Councillor Smith to address the Panel under Rule 30.

Councillor Smith said that in his ward there was a lot of damaged street furniture that had not been replaced. In response, it was reported that the Council's Highways Inspector had recently carried out a review of works required throughout Colnbrook and a list of issues had been compiled.

Councillor Smith asked if the Parking Enforcement Officer funded by Heathrow Airport, could be provided with additional powers to tackle issues such as: the use of laybys as waiting/sleeping areas for taxi drivers, and laybys being used as overflow car parks. It was explained that the duties of the civil enforcement officer had been agreed with Heathrow Airport and the main duty of the role was to enforce parking restrictions. If parking restrictions were not being flouted, no enforcement action could be taken.

The Chair thanked the Team Leader, Parking for the report.

Resolved –

- (a) That the Team Leader, Parking be requested to provide Members with a quarterly report setting out the Parking Services schedule of work, relevant to their respective wards.
- (b) That a report be referred to Cabinet requesting that sufficient staff resource be allocated to the Parking Service Team, to enable officers to complete outstanding works as expediently as possible.

65. Mass Rapid Transport Phase 2 – A4 Widening and Sutton Lane Gyratory

The Service Lead, Major Infrastructure Projects provided Members with a précis of the report.

The Slough Mass Rapid Transit (SMaRT) scheme was a key element of the Council's document 'A Transport Vision for the Centre of Slough', and was a continuation of improvements being made by the Council to increase the level of accessibility to, from and around the town. The overall scheme aimed to make radical changes at key hotspots to tackle longstanding congestion and air quality issues, and build highway capacity for the future.

SMaRT Phase 2 was designed to achieve a number of positive outcomes for Slough, including: delivering convenient, sustainable, high quality passenger transport between Heathrow and Slough town centre; relieving congestion on the eastern section of the A4 corridor, assisting the delivery of housing development in the town centre; future-proofing the eastern section of the A4 for changes likely to result from the Heathrow expansion; and to promote overall improvements in air quality.

The proposals under the SMaRT Phase 2 comprised of the following elements:

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- Junction modifications and traffic signal provision at the London Road/Sutton Lane/ Colnbrook Bypass gyratory. Pedestrian and cycle crossings on London Road would be improved and bus stop waiting areas upgraded to provide for local needs at Brands Hill including residential, commercial and hotel properties. Discussions would be held with third parties to improve road safety by relocating exiting services in the vicinity of the junction.
- The widening of London Road to two lanes westbound between M4 Junction 5 roundabout and Sutton Lane with the conversion of the two lanes to bus lanes to improve bus services to the area.

The design proposal set out on page 4 of the report was the latest iteration for the Sutton Lane gyratory and was currently being modelled to ascertain whether this option would provide extra capacity and reduce the congestion in the area. The redesign of the gyratory was expected to eliminate the 'exit blocking' and would 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.

The design over the next few months would be reviewed for air quality impacts utilising the standard Air Quality Assessment process. Brands Hill had been declared as an Air Quality Management Area (AQMA) in 2006 due to exceedances of the European Union limit value for nitrogen dioxide. Brands Hill AQMA had the highest nitrogen dioxide concentrations in Slough during 2018; therefore it was important that action was taken to improve air quality in this area, and that any scheme proposed was thoroughly scrutinised to ensure it did not contribute to a worsening of air quality, particularly as the scheme would result in an increase in capacity on the road network.

Assessment would consider the current baseline air quality in Brands Hill and compare it to future scenarios with and without the scheme in place and resulting air quality impacts. Both the construction and operational phases would be reviewed, taking into account the combined effects with other schemes in the area. To ensure that air quality impact was avoided, appropriate mitigation would be sought. For example, during the construction phase, all construction Heavy Goods Vehicles (HGV) would be limited to Euro 6 emission standard and routing plans would be designed to reduce air quality impacts. The Council was committed to improving air quality in the Brands Hill area and had secured funding to support the modal travel shift agenda, whilst simultaneously seeking to improve capacity and traffic flow at the Sutton Lane gyratory.

The Chair then invited comments and questions from Members.

During the course of the discussion, the following points were raised:

- A Member congratulated the Service Lead, Major Infrastructure Projects on the new regular No. 4 bus service running from Slough to

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Heathrow airport. However, it was highlighted that the return journey from Heathrow back into Slough was infrequent and only ran an hourly service; 54 minutes past the hour. Therefore, for shift workers finishing on the hour, there was a significant wait for the next bus service returning to Slough. It was requested that a more frequent bus service be provided from Heathrow to Slough. The Service Lead, Major Infrastructure Projects agreed to feedback the comments raised to the operator and Heathrow Airport for them to consider if the timings could be altered to provide a more regular return service.

- The poor air quality in the Brands Hill area was highlighted and a Member asked what measures could be taken to reduce emissions and HGV movement in this locality. It was explained that HGVs were used in this area to transport gravel freight. The gravel extraction operations were undertaken outside of Slough, but transported through the Borough. Because the extraction works took place outside of the Slough, there were no powers available to the Council to control this activity. Use of low emission HGVs was encouraged and consideration of more stringent restrictions that could be implemented was being reviewed as part of a cleaner air study.

The Chair then invited Councillor Smith to address the Panel under Rule 30.

Councillor Smith welcomed the revised Sutton Lane gyratory proposal and said it was a significant improvement on the previous scheme. He requested that Colnbrook with Poyle Parish Council be consulted on any Air Quality scheme considered. With regard to the Sutton Lane proposed Park and Ride scheme, he asked if there would be a turning circle and how buses would manoeuvre. It was explained that the area would be traffic light controlled to manage the traffic flow. Councillor Smith raised concern regarding traffic movement on Brands Hill Road, in particular vehicles turning into the BP garage. He asked if any measures could be put in place to stop this unsafe turning manoeuvre. It was explained that officers were seeking to implement a physical barrier and a traffic order to prevent vehicles turning into the garage; however, the traffic order had to be supported by the police. The Service Lead, Major Infrastructure Projects confirmed that these options would be incorporated into the design of the scheme. In addition, it was explained that consideration had been given to the exit and entrance at Hills Rise junction and proposals would form part of the scheme.

Councillor Smith raised further concern regarding the hydrology of the area. He explained that hard standing had been laid in Sutton Lane, preventing sufficient drainage, which had caused flooding in the locality. It was explained that discussions had been held with Highways England and work would be undertaken to understand the drainage requirements in the area.

The Chair then invited Councillor Strutton to address the Panel under Rule 30.

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Councillor Strutton highlighted that there had been significant flooding in Little Sutton Lane during December 2019. He queried if the appropriate Environmental Impact Assessments had been undertaken. With regard to the Park and Ride scheme, he reported that all the trees in the area had been removed, as such removing any tree surface water absorption. He asked if the removed trees would be replaced, if tree and wildlife assessments had been carried out, and whether there were any protected trees in the area.

It was explained that all the necessary environmental assessments would be carried out as part of the planning application process. Drainage issues would be addressed as part of the environmental assessment process. The planning application process required that stringent measures were in place to mitigate any flood risk. A landscaping assessment would be carried out as part of the environmental assessments; and appropriate landscaping would be implemented to shield residents from the Park and Ride scheme.

The Chair thanked the Service Lead, Major Infrastructure Projects for the report.

Resolved –

- (a) That the report be noted.
- (b) That the Service Lead, Major Infrastructure Projects be requested to liaise with the bus operator and Heathrow Airport to establish if the timings of the No.4 bus service running from Heathrow Airport to Slough could be altered to provide a more frequent service.

66. Housing Strategy Update

The Service Lead, Housing (People) Services introduced a report that sought Members views and comments regarding the Council's draft Housing Strategy and associated Action Plan.

Members were invited to comment and ask questions.

During the course of the discussion, the following points were raised:

- It was noted that an ambition of the Strategy was to prevent homelessness. A Member asked what level of staffing was in place to provide advice to tenants. It was explained that advice was provided to tenants by a range of officers. Welfare provision was delivered via the Council's Customer Services department; Welfare Officers provided advice regarding benefit payments; a Tenancy Sustainability Officer post was funded by the Government; and a key role of Housing Demand Officers was to prevent homelessness. It was agreed that this information would be reflected in the Housing Strategy document. In

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addition, it was explained that frequently tenants at risk of eviction contacted the Council too late in the process; it was important tenants and landlords were aware of the options early, so these could be worked through as soon as possible.

- The Panel was informed that the appointed consultants, Campbell Tickell, would be providing information to complete the sections of the draft Housing Strategy and Action Plan currently showing as blank or 'complete later, once detail agreed'.
- A Member queried how information was communicated to private sector and housing association tenants. It was explained that a Private Tenants' Forum meeting had been held in September 2019, but the attendance had been low. A Forum meeting would be held again and further thought would be given to publicity and how the next event was promoted. Consideration would be given to the best means of engaging with housing association tenants.
- Clarification was sought regarding the approach adopted towards key workers. It was explained that a pilot Key Worker Scheme for teachers and social workers had been trialled, but had not been successful due to the lack of take up. Further consideration of the definition of a key worker was required. A new Key Worker Scheme would include council and private sector housing, allowing tenants the possibility of purchasing a council house. Work on a new scheme would commence in the next new financial year.
- In relation to housing provision, a Member queried the term 'northern expansion'. It was explained that the term was used in recognition that current housing demand could not be met within Slough, and assistance from South Bucks District Council was required to resolve Slough's housing need. Discussions were currently being held with South Bucks District Council as part of the work being carried out in relation to the Council's Local Plan.

The Chair then invited Councillor Strutton to address the Panel under Rule 30.

Councillor Strutton raised concerns in relation to delays in transferring people from hospital to home, and the installation of mobility adaptations. He stated that there needed to be a better assessment of tenants' needs before they were housed; in particular, the availability of car parking provision for family dwellings. He suggested that job vacancies the Council found difficult to recruit to, such as parking engineers, be designated as 'key workers'.

The Service Lead, Housing (People) Services agreed that further consideration of occupations categorised as 'key worker' roles would be undertaken.

Councillor Strutton sought clarification regarding the use of short term tenancies and the Council's use of the term 'forever homes'. It was explained

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these issues related to the Council's Tenancy Strategy. Government legislation had introduced flexible tenancies, requiring every tenancy to be reviewed after three years. This requirement had proved onerous and had created a 'bureaucratic burden' on many housing associations. Members were advised that the Council's Tenancy Strategy would be reviewed in due course and consideration would be given to whether a 'flexible tenancy' or 'home for life' approach was more practical.

Councillor Strutton raised further concerns regarding the quality of housing provided to tenants, voids, and the timescales taken to bring housing stock back into use. The Service Lead, Housing (People) Services explained that the Council's housing repairs partner, Osbourne Property Services Ltd, managed property maintenance and voids issues. The Osbourne Housing Development and Contracts Services Lead was scheduled to attend the next Panel meeting on 1st April 2020.

The Chair then invited Councillor Smith to address the Panel under Rule 30.

Councillor Smith raised concerns regarding inadequate accommodation, mould, damp and infestations occurring in properties soon after a tenant had moved in. The Service Lead (People) Services reported that there had been three recent incidences of tenants having to be rehoused due to their properties becoming inhabitable. It was explained that at every stage works had been signed off, but unfortunately in these cases, issues had arisen.

A Member asked how the actions of the Housing Strategy would be prioritised. In addition, it was queried if reference to private sector health and safety compliance issues arising from the Grenfell Fire would be reflected in the Strategy. It was agreed that these issues could be included in the final Housing Strategy document. With regard to the number of action points, it was acknowledged that there were currently too many and these needed to be rationalised. The importance of robust governance arrangements, transparent targets and measures was emphasised. In addition, the necessity to deliver affordable housing, particularly on sites the Council had provided to a developer was highlighted.

The Chair thanked the Service Lead, Housing (People) Services for the report and requested that the final versions of the Housing Strategy and Action Plan be circulated to the Panel.

Resolved –

- (a) That the comments raised by Panel Members, as detailed above, be taken into consideration during the finalisation of the Housing Strategy and Action Plan documents.
- (b) That the Service Lead, Housing (People) Services, be requested to circulate to the Panel the final versions of the Housing Strategy and Action Plan.

Neighbourhoods and Community Services Scrutiny Panel - 17.03.20

67. Neighbourhoods and Community Services Scrutiny Panel 2019/20 Work Programme

Resolved – That the Forward Work Programme, as set out in Appendix A of the report, be agreed.

68. Members' Attendance Record 2019/20

Resolved - That the details of the Members' Attendance Record be noted.

69. Date of Next Meeting - 1st April 2020

Resolved – That the date of the next meeting was confirmed as 1st April 2020.

Chair

(Note: The meeting opened at 6.30 pm and closed at 8.35 pm)

SLOUGH BOROUGH COUNCIL

REPORT TO: Neighbourhoods and Community Services Scrutiny Panel

DATE: 22nd June 2020

CONTACT OFFICER: Colin Moone, Service Lead – Housing (People) Services
(For all Enquiries) (01753) 87

WARD(S): All

PART I**FOR COMMENT & CONSIDERATION****ROUGH SLEEPER WORKSHOP****1. Purpose of Report**

The Governments “All in” Covid19 request to Local Authorities (Friday 27th March 2020) saw SBC place rough sleepers into hotels, guest houses and other accommodation. In addition to satisfying the need to get this group off of the streets, this has enabled our Outreach Team to get close access to these individuals to assist with addressing health care issues and to encourage / facilitate their return to a “mainstream” way of life. This report sets out our proposed strategy to get as many individuals as possible from this cohort into long term accommodation rather than seeing them have to return to rough sleeping.

2. Recommendations

The Panel is requested to consider and endorse the following Lead Members and Directors recommendations before they go to Cabinet:-

- a) Assured Shorthold Tenancies (ASTs)/ licences be obtained from private sector landlords for each consenting individual currently in “All In” rough sleeper accommodation where practicable
- b) Serena Hall and the Mallards (or similar/alternatives) be adapted to provide interim day and night accommodation for British Rough Sleepers while we get them ready to be able to be placed in an AST
- c) A number of Council voids be made habitable (rather than lettable) to house European Nationals currently unable to demonstrate their right to public funds (NRPF – No recourse to public funds) and
- d) A Support Worker be funded by the Council to work, together with Voluntary Sector colleagues, to assist NRPF individuals in getting together the documents needed for them to demonstrate their right to public funds, which, once obtained allows us to assist them into ASTs and also into work so that they can become self sufficient.

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

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

Every reduction in the number of rough sleepers brings health benefits and opportunities to those individuals

1. *Increasing life expectancy by focusing on inequalities*
2. *Improving mental health and wellbeing*
3. *Housing*

3b. **Five Year Plan Outcomes**

Every reduction in the number of rough sleepers brings health benefits and opportunities to those individuals

- *Our people will be healthier and manage their own care needs*
- *Slough will be an attractive place where people choose to live, work and stay*
- *Our residents will live in good quality homes*

4. **Other Implications**

(a) Financial

All extra money to provide “interim homeless accommodation” and homeless schemes is unbudgeted and will draw on any Covid19 funding received from the Government and then the Councils reserves.

(b) Risk Management

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
Assured Short-term Tenancies (ASTs) be obtained from private sector landlords for each consenting individual currently in “All In” rough sleeper accommodation where practicable.	Obtaining sufficient properties	Confirmed funding to pay for ASTs	2	Current accommodation may have to remain in place
Serena Hall and the Mallards be adapted to provide interim day and night accommodation	Permission to use in this way from Facilities	Need to negotiate with Facilities to use these buildings in this way	12	Long term agreement

for British Rough Sleepers while we get them ready to be able to be placed in an AST				
A number of Council voids be made habitable (rather than lettable) to house European Nationals currently unable to demonstrate their right to public funds (NRPF – No recourse to public funds).	Identify suitable properties	Properties are Housing assets	2	Properties remain in Housing ownership
A Support Worker be funded by the Council to work, together with Voluntary Sector colleagues, to assist NRPF individuals in getting together the documents needed for them to demonstrate their right to public funds, which, once obtained allows us to assist them into ASTs and also into work so that they can become self sufficient	Identify funding	Business case	6	Government funding

(c) Human Rights Act and Other Legal Implications

There are no human right implications arising from this report.

(d) Equalities Impact Assessment

An equality impact assessment is not necessary for this report.

(e) Workforce

We wish to employ an additional Support Worker for a period of 6 months to join our Outreach Team

5. **Supporting Information**

- 5.1 On Friday 27th March 2020, the government issued a request to English local authorities to house all single homeless vulnerable people and rough sleepers within 48 hours. This has required that we find and pay for “interim homeless accommodation” for a group of people who under business as usual we would not previously have provided for.
- 5.2 This was a clear departure from homeless legislation which states that in order to be a priority for housing, five tests have to be satisfied:-
- Is the applicant homeless?
 - They have no accommodation that is available and reasonable to occupy
 - They cannot enter it
 - Is the applicant eligible for assistance?
 - Those ineligible are:
 - Asylum seekers
 - People who are leaving the country
 - People who have returned after living a long period abroad
 - Those with ‘no recourse to public funds’
 - Is the applicant in ‘Priority Need’ – examples are
 - Women who are pregnant
 - People with dependent children
 - People between 18 and 20 who have spent time in care
 - Those who are vulnerable
 - Intentionality
 - Whether they have deliberately engaged in activity, which has made them homeless
 - Local Connection
 - Whether they have lived in the borough 6 out of the past 12 months, 3 out of the last 5 years or have family or work in the borough
- 5.3 Rough sleepers and the single homeless described in the government’s request, generally will not pass these 5 tests and therefore would not usually be provided with housing by a local authority. They can be broadly categorised as:-

- (A) **British rough sleepers** – often these have once been tenants and have been evicted through deliberate acts, deeming them intentionally homeless;
 - (B) **Single homeless people** - will generally have no priority need, some will be rough sleepers others would normally be “sofa surfers” and
 - (C') **Rough sleepers with No Recourse to Public Funds** – these are EU Nationals who have not exercised their treaty rights and as a consequence can not access benefits. Although local authorities have the power to pay to house these people, in practice, where these people are supported, it tends to be by the voluntary sector.
- 5.4 Additional funding is available to local authorities to deal with costs resulting from Government intervention to control the spread of Covid19. In the case of rough sleepers and single homeless:-
- The Government direction to local authorities of 27th March 2020 required that effort be made to accommodate all rough sleepers and single homeless people
- 5.5 It follows that our Covid19 response is incurring additional new costs for our business as usual cohort as well as new costs for our new cohort.
- 5.6 We secured 40 rooms at the Manor Hotel, Datchet on the 24th March 2020. The initial period of 2 months has been extended until the end of June. We also secured a further 39 rooms across the borough in a variety of rooms/studios, so a capacity of 79 in total. At the time of writing we have 60 people in “interim homeless accommodation” of which:-
- 36 are “A” or “B” (British Rough Sleepers / Sofa Surfers)
 - 24 are “C” (No Recourse to Public Funds - mostly Polish)
- 5.7 The Government have yet to advise when the new Covid19 interim arrangements for homeless people will stop or be amended. Until this happens then we need to make appropriate provisions for them.
- 5.8 Rough sleepers are a complex cohort who for a variety of reasons, often including an element of choosing not to accept support, find themselves without a place to live.
- 5.9 There is an opportunity to positively use the new relationships, which we have developed with this “captive” cohort to bring about better future outcomes for them rather than simply turning them back out onto the street once the government reverts to the pre-covid housing legislation.
- 5.10 Under business as usual, SBC has a team of Grant Funded Outreach Workers who work directly with homeless people to support them while they are rough sleeping and also to try to assist / persuade them into emergency

accommodation and then onto more permanent accommodation and a return to a more “mainstream life”. The voluntary sector also work to do this and our Outreach Team liaise closely with a number of local voluntary groups. A number of rough sleepers do all that they can to not engage preferring to continue with their lifestyles.

5.11 Where a rough sleeper is an EU national with No Recourse to Public Funds (‘C’) then we are prevented by law (housing legislation) from receiving housing benefit to fund their accommodation. We have the power to use our own money to help such cases but this has previously been considered to be low priority. The current requirement to provide interim accommodation for this group provides us with the opportunity to work closely with individuals in this group to get them off the streets permanently. To do this we have two main options:-

- Get them to a position where they can claim benefits in this Country – exercise their treaty rights and gain paperwork allowing them to work in this Country and claim benefits
- Persuade, facilitate and pay for them to return to their Country of origin

5.12 A number of voluntary organisations work with this cohort to persuade them and enable them to exercise their treaty rights. However, this involves them being accommodated for a period of time and working with them for 3 to 6 months to complete paperwork / provide evidence etc. Once they have treaty rights then they can get to a position where they can get employment and pay their own way.

5.13 In order to create a stable environment to work with individuals to get them qualified for treaty rights we could use a number of Council void properties which are uneconomic to repair to our Tenant Lettable Standard (over £100k of repairs to bring them to a lettable standard for a Council Tenant) but are of otherwise adequate standard to live in with a few minor repairs. These properties could be provided to the Voluntary sector at a peppercorn rent. The voluntary sector would manage the properties and the people housed in the properties in order to work effectively with them to get them qualified for treaty rights. The Council could also run the scheme but the voluntary sector are more organised to deliver this type of work.

5.14 Once an individual has treaty rights then Officers will continue to support them by helping them find work (including farms requiring ‘Pickers’) and private sector accommodation which the individual will then pay for and be self sufficient.

5.15 The scheme is still being worked up but will cost the Council money that it does not currently spend. The scheme will only be suitable for those who are ready to engage and who possibly at some point will return to their home country. Many want to stay hidden, earn cash in hand and carry on with their lifestyles. Many do not want to return to their home countries because, if they have fallen on hard times and cannot support their families back home, this reflects poorly on them. At the moment we feel that we have 12 cases that we are able to support. This would need three uneconomical to repair void properties to be made available.

- 5.16 Where British Rough Sleepers / Sofa Surfers ('A' or 'B') will cooperate with us, then we are able to support them into private sector accommodation often using Assured Shorthold Tenancies (ASTs). We have already managed to do this with a number of individuals. To continue this work we need to retain this cohort in "interim homeless accommodation" including somewhere to stay during the day while we get them into the right mind set to adopt a more mainstream lifestyle and while we identify and set up accommodation on their behalf. Options include:-
- Use of Serena Hall: The upstairs could be turned into a dormitory for approximately 8 people and the downstairs could be used as a day time area
 - The Mallards: This could be used to house 11 people
- 5.17 Where Sofa Surfers ('B') are unable to persuade friends to allow them to sleep on their sofa or are unable to return to their families then they will become British Rough Sleepers ('A')

6. **Comments of Other Committees**

Subject to Cabinet approval it has been suggested at LMDs that £100k of CIF revenue and £30k of CIF capital be used to bring about better long term outcomes for rough sleepers.

7. **Conclusion**

- 7.1 To use funding for the "All in" provision of interim homeless accommodation for rough sleepers, wherever we can, to fund activity and accommodation schemes which will result in homeless people becoming self sufficient rather than returning to rough sleeping once "Covid lock down" is lifted. Schemes to include:-
- (A) British Rough Sleepers - step up efforts to engage with this group and move them into the private sector through deposits/incentive payments to landlords and through assistance in claiming benefits. Move them into Serena Hall, Mallards or similar as a first step
 - (B) Single Homeless (non-priority) people will be moved into the private sector through deposits/incentive payments to landlords and through assistance in claiming benefits. Move them into Serena Hall, Mallards or similar as a first step where they can not be persuaded to return to friends or family
 - (C) No Recourse to Public Fund cases will be encouraged / helped to exercise their Treaty rights in order that they can claim benefits and be assisted into private sector housing. This to secure 2 or more Council voids which are fit for habitation but are uneconomic to return to Tenant Lettable Standard, to be managed by the voluntary sector in return for a peppercorn rent and used as stable accommodation for approximately 12 people while they are supported to gain Treaty status and the associated paper work

8. **Background Papers**

None

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SLOUGH BOROUGH COUNCIL

REPORT TO: Neighbourhoods and Community Services Scrutiny Panel

DATE: 22nd June 2020

CONTACT OFFICER: Colin Moone, Service Lead – Housing (People) Services

(For all Enquiries) 01753 474057

WARD(S): ALL

PART I**FOR COMMENT & CONSIDERATION****HOMELESS PREVENTION STRATEGY****1. Purpose of Report**

This report updates the Scrutiny Panel on the Homelessness Prevention Strategy Action Plan and also touches on the current homelessness position.

2. Recommendation(s)

That the Panel considers and comments on the progress of the Action Plan and other homelessness issues.

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

3.1 Housing is one of the key priorities of Slough's Joint Wellbeing Strategy (SJWS). It contributes to reducing inequalities in health through access to high quality housing. There are clear links between housing and the JSNA priorities around improving health conditions, particularly mental health and protecting vulnerable children.

3.2 Five Year Plan Outcomes

Outcome 4 of Slough's Five Year Plan 2019-2024 states: "Our residents will live in good quality homes". This outcome recognises the critical links between improved health and wellbeing and affordable good quality housing.

4. **Other Implications**

(a) **Financial**

Accommodating statutory homeless households in temporary accommodation is one of the demand led services of the Council. The budget associated with this overspent last year by nearly £1m. Initial indications are that this will continue to be an issue for this year.

(b) **Risk Management**

The risk element of this report relates to temporary accommodation overspending.

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

There are no direct human rights implications arising from this report.

(d) **Equalities Impact Assessment**

An equality impact assessment is not necessary for this report.

5. **Background Information**

- 5.1 The Covid Pandemic has changed the landscape of much of what local authorities do and officers are bracing themselves when lockdown further eases and then eventually ends. There is a general fear across Councils that this will result in escalating levels of homelessness, when landlords are free to evict their tenants.

6 **Summary**

6.1 **The Homelessness Prevention Strategy Action Plan**

- 6.1.1 The Homelessness Prevention Strategy and Action Plan was endorsed at Cabinet in October 2018. It can be found on the Council's website. Appendix A shows progress on the action plan.

6.2 **The End of Year (2019/20) Homelessness Position and Current**

- 6.2.1 The wider Council may generally view the homelessness situation in terms of how many households are in temporary accommodation. That measure is the ramification of a number of things, including the initial assessment of whether someone or a family may be statutorily homeless when they approach the Council for assistance. In assessing homelessness, five conditions have to be met: -

- Whether a household is eligible – a household must meet immigration conditions;
- A household is legally homeless;

- A household has a priority need;
- A household is homeless through no fault of their own and
- A customer needs a local connection with the area.

6.2.2 Since the introduction of the Homeless Reduction Act on 3rd April 2018, homeless approaches have tripled. Last year, 1,621 homeless households approached the Council for housing assistance. This was slightly more than the 1,600 projected for the year. At the end of the year there were 761 open cases at various stages of the process. These stages are described below but it essentially means that at any stage, any one of the 761 households (if not already) could enter temporary accommodation.

6.2.3 The Act introduced three stages: -

- Prevention Duty - Take 'reasonable steps to help the household to secure that accommodation does not cease to be available';
- Relief Duty - Take 'reasonable steps to help the household to secure that suitable accommodation becomes available' and
- Main Housing Duty - Secure that accommodation is available for occupation by the household.' (s.193 Housing Act 1996).

6.2.4 Only when households enter the last stage, as described above, the Main Housing Duty, is a final decision made about accepting them for the full Housing Duty, unless they are rejected for non-cooperation, for example, at an earlier stage. Last year 265 of the 602 households who were assessed in the Main Housing Duty phase were accepted for the Main Duty. If a homeless case presents with all of the conditions described above, in 6.2.1, they have to be accepted. Rejected cases receive advice and assistance. Appendix B, shows the Reasons for Homelessness for Accepted Cases last year, 2019/20.

6.2.5 Preventing homelessness is a key plank of the new act. The act puts the emphasis on Council's preventing homelessness but this depends on the household presenting to the Council in sufficient time to make this happen. Usually, because the majority of homelessness is derived from parental evictions and those from Assured Shorthold Tenancies in the private sector, prevention measures can be hit and miss, but the Council is getting better at preventing homelessness. Last year, 329 households were prevented from becoming homeless against the target of 238. This compares favourably to the 2018/19 end of year figure of 205. This significant improvement has played its part in managing the flow of households into temporary accommodation. Appendix C is a summary of some Prevention cases.

6.2.6 This housing system only works effectively when sufficient accommodation is made available to house the homeless in. This is a mix of social housing, from the Council and Housing Associations and increasingly from the private sector. Record numbers of acceptances were achieved last year, 132 from Council and housing association properties and 141 from the private sector. This included 52 lettings through the Council's Housing Company, James

Elliman Homes. If lettings to 'permanent' accommodation are reduced, the expansion tank is temporary accommodation and usually expensive nightly paid accommodation. Table 1, summarises the 2019/20 lettings for that year.

Lettings by bedroom size – 2019/20

Bedroom breakdown	Total SBC & RSL Lets	Total Private Sector Lets incl JEH	Total cases
0	9	3	12
1	18	37	55
2	62	58	120
3	43	35	78
4	1	25	26
5	1	2	3
Total	134	160	294

Table 1. 2019/20 Lets by bedroom size. Please note that the figures slightly differ from the numbers above as the report was run at a different time.

6.2.7 The Council introduced a policy of housing homeless households outside of Slough, in December 2019. These are summarised in Table 2, below.

7. The Year So Far (2020/21)

7.1 Table 2, below, shows the position so far up to the end of May 2020. It shows progress against the 2020/21 targets. There has been a significant impact from the Covid Pandemic. The significant non-performance has been lettings of Council and housing association properties, although this is now being addressed with safe viewing practices in place.

Performance Table Extract – 2020/21: May 2020 Position

No	Performance Indicator	Year Target	Month Actual (May)	Year to Date	RAG	DoT	Comment
1	Homelessness						
1.1	Homeless Approaches	1700	140	259		↓	837 open cases
1.2	Homeless Cases	600	32	60		↓	
1.3	Preventions	270	20	39		↑	
1.4	% Agreed	40%	30% (3/10)	30% (11/37)		↑	
2	Temp' Accommodation						
2.1	Numbers in TA	277	22 in 17 out	383		↑	
5	Lettings						
5.1	Homeless	130	1	1		↑	
5.4	Private Sector	220	16	26		↑	Inc. 4 JEH Ltd
5.5	Total Out of Borough	50	5	8		↑	May: Private = 4

						Social = 1
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Table 2. Note that the numbers on the left indicate the sequential number on the monthly performance report

8. Temporary Accommodation

8.1 Temporary accommodation is currently (as at 8th June 2020) at 388. Officers have a target to reduce this to 277 by the end of the financial year. There still, however, remains a budget pressure this year.

9. Conclusion

9.1 The homeless position in Slough is predicated on a number of key drivers, which manifest into the number of households in temporary accommodation. This area is demand led and homelessness is a major crisis for the people who have to endure it.

10. Background Papers

10.1 Housing Performance reports.

11. Appendices

- Appendix A – Homelessness Prevention Strategy Action Plan
- Appendix B - Reasons for Homelessness – Accepted Cases (2019/20)
- Appendix C – Summary of Prevention Cases

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Homelessness Prevention Strategy 2019 24 Action Plan –updated June 2020

Early intervention to prevent homelessness with better partnership working					
Action	Success/outcome measure	Responsibility	Resources	Timescales	Update June 2020
Making available accessible information services, by exploring and expanding the telephone, internet and face to face sessions to improve housing advice provision	<p>Increased take up of advice before crisis hits</p> <p>Reduction in approaches and homeless acceptances</p> <p>Reduced proportion of households requiring emergency temporary accommodation placements by early intervention</p> <p>Reduced timescales to access advice available to all households threatened with homelessness</p>	Housing Demand Manager	<p>Improved Staffing Resources / Expanded funded streams</p> <p>Better self-help schemes and information provided to residents</p>	Dec 2021	<p>Improved prevention levels - monitor ongoing</p> <p>Improved triage system – customers can now self refer, online.</p>
Working collaboratively with statutory and voluntary partners to create solutions to meet the increased demand on homelessness services; developing early intervention pathways to ensure a consistency in advice and referral routes, in line with the duty to refer responsibilities	<p>Better partnership working to identify challenges or gaps in services and potential solutions</p> <p>Develop information packs for partners and clients to be accessed both online and at advice hubs</p> <p>Explore and identify best pathway for right to refer with associated training for partners agents</p>	Housing Demand Manager	Joined up training and up to date information leaflets available to referral agents	Dec 2021	<p>Duty to refer introduced with associated training</p> <p>Information and advice packs introduced</p>
Reviewing information provided by the council and partner agencies to ensure effective and consistent housing advice; identify and disseminate good practice in homelessness prevention and relief and ensure that prevention continues to target those most at risk ensuring the partners are working collaboratively with the council	<p>Provide an increased awareness of Housing Options, duties and referral routes amongst partner agencies</p> <p>Provide partners with up to date information to ensure an understanding of the roles and criteria of different services provided</p> <p>Promote local employment and training pathways in collaboration with partners for homeless households</p>	Housing Demand Manager	Regular community awareness and engagement events and exercises	Dec 2021	<p>Referral pathways now in place with partners aware – e.g. DTR</p> <p>Improved link up with local agencies to support homeless households</p>

Early intervention to prevent homelessness with better partnership working					Update June 2020
Action	Success/outcome measure	Responsibility	Resources	Timescales	Update June 2020
Work with partners to prevent incidents of repeat homelessness within Slough	<p>Develop a system for making sure the 'duty to refer' responsibilities are met and kept compliant</p> <p>Help vulnerable households who have left supported accommodation successfully sustain their tenancies for at least 6 months - with multi-agency action</p> <p>Develop self-help facilities, both online and otherwise, that are readily available to households</p> <p>Develop better relationships with local private landlords</p>	<p>Housing Demand Manager</p> <p>Social Lettings Manager</p>	<p>More local events to promote partnerships and services</p> <p>Create better online referral tools</p> <p>Empower partners with up-to-date relevant advice and information on service and legislation</p>	Apr 2022	<p>Duty to refer in operation</p> <p>More move on accommodation made available</p> <p>New customer portal now operational</p> <p>Increased Private landlord relationship</p>
Providing a coordinated service that tackles the wider causes of homelessness among young single people by working with other bodies like Slough Children's Services Trust, Health and Adult Services to ensure all service users receive appropriate assessments to determine their future housing options	<p>Partnership working to achieve best possible outcomes for the young homeless in Slough</p> <p>Prompt housing and support needs of vulnerable clients to be assessed and suitable housing and support options identified</p> <p>Ensure those placed outside of the borough are able to access local services and are provided with a temporary accommodation information pack</p> <p>Training and employment opportunities for single households</p>	<p>Housing Demand Manager</p> <p>Local Partners</p>	<p>Extend current schemes like the short breaks scheme and similar to more clients</p> <p>Develop more up to date information packs for clients, regularly update online and other information sheets given out</p>	Dec 2021	<p>More extensive partnership working, with The Trust, Early Help, DA Group etc</p> <p>Plus -16/17 year old protocol updated</p> <p>More arrangements with partner agencies for employment and training engagements</p>
Develop effective working relationships between the council and accommodation providers in Slough and authorities where affordability can be better managed in light of the continued welfare changes and budgetary constraints	<p>Ensure good communications with local authorities in which TA placements are made and that notifications are provided for all out of borough placements</p> <p>Develop effective steering groups, forums and better marketing of the positives for working with Slough Borough Council</p>	<p>Housing Demand Manager</p> <p>Social Lettings Manager</p>	<p>Better out of area placement reporting</p> <p>Regular meetings with local forums and relevant groups</p>	Dec 2021	<p>Berkshire Homeless/Rough Sleeper meetings, reintroduced</p> <p>More landlord and partner forums</p>

Increase access to housing options for residents					
Action	Success/outcome measure	Responsibility	Resources	Timescales	Update June 2020
Working to increase the supply of new build council homes for the people of Slough building on our success in this area to date	Work with planning colleagues to ensure that the affordable housing provision is secured on new developments Increased RSL and Private investment in affordable homes locally	Housing Supply Manager	More pre-planning involvement in relevant developments Increase contacts with developers and RSLs	Dec 2021	More direct contact with developers Better liaison with planning team local RSLs and developers
Working with neighbouring boroughs to improve cross borough moves for identified households	Faster cross-borough transfer options for households fleeing from one area Improved information to households in neighbouring boroughs on LHA rates Improve incentives and assistance available for out of area moves	Housing Demand Manager Housing Supply Manager Housing Allocations Manager	Agree, create and amend related policies, protocols, as required	Dec 2021	SBC have no reciprocal agreement with any other boroughs Out of borough moves introduced with added support and assistance package
Improving relationships with private rented sector (PRS) supplies both in and out of the borough	Better uptake in PRS - non TA placements Less PRS evictions with better liaison Reduced use of long term TA as better PRS Supply	Housing Allocations Manager Housing Supply Manager Social Lettings Manager	More liaison events and forums Increased publicity on partnership working benefits	Dec 2021	PRS use has improved
Providing a holistic support to households who are placed outside the borough to mitigate the impact of the move. This may include reconnection to local support services, welfare benefits transfer and a possible resettlement grant	Information packs and sign posting service for all out of area placements Relevant services informed of households specific needs so no break in service provision After placements support and monitoring to help iron out any issues for up to 3 months	Housing Supply Manager Housing Demand Manager	TA & PSL placement agreement in place with responsibilities and processes Targeted tenancy sustainment service for out of area TA placements	Dec 2021	Process in place to support households placed outside the borough and inform the LA

Increase access to housing options for residents					
Action	Success/outcome measure	Responsibility	Resources	Timescales	Update June 2020
Providing suitable incentives where needed to the landlord partners to provide affordable settled housing to the most vulnerable groups	<p>More funding for PRS prevention for those threatened with homelessness earlier</p> <p>Improved incentives to PRS for low income households reducing long term TA use</p> <p>Mix of incentives available to PRS providers - financial, bonds insurance, etc</p>	Housing Supply Manager	Improving schemes to get providers on board	Dec 2021	<p>Improved procurement and incentive For both in and out of borough Placements.</p> <p>With agreed processes</p>
Improving the tenancy sustainment support available to both landlords and homeless clients in private sector accommodation	<p>Tailored support to meet clients' needs</p> <p>Introduce pre-tenancy training for vulnerable households before they meet PRS providers</p>	Housing Supply Manager	Develop both online and face to face support	Dec 2021	<p>New support for vulnerable household to move into settled homes</p> <p>Tenancy sustainment officer employed, as of April 2019</p>
	<p>Improved early tenancy sustainment referral pathway open to partners who identify vulnerable households</p>	Housing Demand Manager			
Improving the supply of new affordable homes by partners for Slough residents through varied new funding streams	<p>Seek to maximise the use of s106 payments and other contributions for new supply of local housing</p> <p>Improved innovative ways to increase affordable homes like modular homes and infills</p>	Housing Supply Manager		Dec 2022	<p>Exploratory work now on to improve affordable housing stock</p>
Improve the borough wide HMO licensing scheme to help improve availability and standard of accommodation available	<p>Better working relation with PRS providers</p> <p>Reduced rough sleeping</p> <p>Improved standards in PRS available in Slough</p> <p>Increased uptake of PRS by the under 35s</p>	<p>Housing Supply Manager</p> <p>Housing Regulations Manager</p>	<p>Create internal systems where HMOs are first offered to clients on housing register</p>	Dec 2020	<p>HMO licensing now mandatory</p>
			<p>Improve liaison with PRS</p>	Apr 2022	<p>Improved housing standards</p>

Increase access to housing options for residents					Update June 2020
Action	Success/outcome measure	Responsibility	Resources	Timescales	Update June 2020
Develop a scheme to work with households who have been in TA the longest to facilitate move on to affordable settled housing solutions	Introduce more housing options to households in TA Reduced length of stay in TA Better empowered and informed residents	Temporary Accommodation Manager Housing Supply Manager Social Lettings Manager	Develop information on affordability in PRS for TA residents Develop regular TA tenants information liaison events to highlight benefits of various schemes	Dec 2022	Regular housing options open event now in place to promote move on options from TA.
Improved homelessness relief provision	Reduced homeless applications More prevented evictions Less use of TA	Housing Demand Manager Social Lettings Manager Housing Supply Manager	Develop new funding for relief Improve partnership working to improve prevention and relief by improving supply of alternative housing	Dec 2022	We do also provide funding for 'relief' customers, re assisting with deposits/rent in advance for properties, they find themselves Improved processes and procedures To improve customer journey and reducing homeless decision time

Reducing numbers and length of stay in temporary accommodation (TA)					
Action	Success/outcome measure	Responsibility	Resources	Timescales	Update June 2020
We will create clear pathways out of TA into settled affordable accommodation	Prevention of homelessness and minimising the upheaval for customers Fewer households in TA More joined up working between partners	Temporary Accommodation Manager Housing Demand Manager Housing Supply Manager Social Lettings Manager	Develop a scheme to get local accommodation providers to agree affordable rents Get partners and service users well informed on policies, pathways and policies	Dec 2022	LHA rates have increased significantly as of April 2020 – so no need for ‘agreed affordable rents’ Improved move on options out of TA
We will explore all potential for conversion of vacant properties for use as temporary or settled accommodation locally	Reduced costs in providing emergency TA Value for money by targeting resources at the most cost effective solution to prevent homelessness Reduced TA numbers	Housing Supply Manager Housing Regulation Manager Planning Manager	Develop good housing supply chains with developers to convert unused office spaces into interim accommodation	Dec 2022	Some work currently being undertaken to convert some SBC units for another purpose (June 2020) Other schemes being explored
We will continue to free up existing stock through tackling fraud, addressing under-occupation and promoting alternative housing options to all residents	Increased availability of family sized accommodation to those on the housing register Reduced void loss and maximising rental income to the Housing Revenue Account Reduced use of Discretionary Housing Payment budget for under occupiers will mean budget can be targeted at those in greatest need	Housing Allocations Manager Neighbourhood Housing Managers Housing Regulation Manager Housing Supply Manager	Improved tenancy monitoring and enforcement Promoting under occupancy schemes to make them relevant	Dec 2022	Improved void turn around time
We will ensure take-up from alternative queues for various groups and move on from supported accommodation and other similar accommodation to increase through-flow	Prevention of homelessness and minimising the upheaval for customers Less time in unsuitable TA Reduced TA Spend	Housing Demand Manager Housing Allocations Manager Housing Supply Manager	Improve the monitoring of allocation of all accommodation Create more flexibility in allocation	Dec 2022	Better support and improved pathways for households ready to move on into settled homes

Reducing numbers and length of stay in temporary accommodation (TA)					
Action	Success/outcome measure	Responsibility	Resources	Timescales	Update June 2020
We will review methods of communicating the allocations policy, lettings plans, outcomes and waiting times to help people make informed decisions	Households in unaffordable private rented accommodation assisted to move to affordable accommodation We will create a comprehensive directory of services and resources available online and on demand to households and all agencies	Housing Supply Manager Housing Demand Manager Housing Allocations Manager	Regular updates both online and other media giving residents current updates to make better choices	Dec 2022	Improved use of various media including council website to inform and advise residents
We will improve our working with long stay TA residents to move into affordable settled PRS locally or as close as possible	Fewer households in TA More move on support for households in TA into realistic housing options Greater use of DHP budget for rent deposits and rent in advance to reduce costs on homelessness budget Reduced TA Spend	Temporary Accommodation Manager Housing Supply Manager	Regular events to inform, advise and educate TA on the benefits of settled PRS accommodation	Dec 2021	Regular events like housing opens day to inform and promote various housing options
Develop pathways into sustained economic activities to residents in temporary accommodation	Fewer households on benefits Increased economic activity in Slough Reduced TA spend Fewer households in TA More households with employable skills	Strategic Housing Lead Housing Benefit Initiative Officer	Engagement with local employment clubs More skills development opportunities More apprenticeships	Dec 2021	More back to work and training initiative now available in conjunction with partners
We will explore TA procurement options, with other partners like children's and adults services	Improved purchasing power Reduced TA spend Improved housing options mean more affordable units can be acquired with the increased power Fewer households in TA	Strategic Housing Lead Housing Supply Manager	Develop service level agreement to minimise cost Develop joint policies for related services Better working with partners like James Ellirman Homes	Dec 2022	Improved TA procurement options and use currently being explored

Providing the right tools for staff, partners and residents to improve service delivery					
Action	Success/outcome measure	Responsibility	Resources	Timescales	Update June 2020
We will support staff with regular and relevant training opportunities	Improve staff training and supervision regime	Quality Assurance Manager	Regular training to be up to date on changes	Dec 2020	Improved training offered with tailored processes and support
We will update all the information available to residents regularly	Improved updated information available online and contact points	Housing Demand Manager	Improved training for partners including the new JIGSAW system	Dec 2020	Online service now available for customers and other agencies/partners Training – already provided to multi agencies
We will seek to create roles and improve the working conditions to attract the right skill sets to meet demand	Improve working conditions and benefits	Quality Assurance Manager	Regular review of employment conditions and local processes making them relevant	Dec 2020	Planned service restructure to improve working conditions
Improve the access to education, training and employment opportunities	Reduced use of emergency TA Reduction in Homeless acceptances Improved economic and employment activity	Housing Demand Manager Commissioning Manager(s) Communities and Leisure, Adults and Communities Lead	Improve the IT systems to include improved information of available services Improved information sharing protocols between partners to speed up service	Dec 2020	The IT system is under review as well as the remote working systems and processes
We will ensure the creation and retention and training programmes for partners to ensure a consistency in advice and referral routes	Update training as required including case law updates for both staff and partners Improved processes and procedures Improved staff knowledge Partners better aware of pathways	Quality Assurance Manager	We will hold training of key partners to educate them on the services we provide Grant access to key partners on the referral pathways	Dec 2020	New updated processes now in place with regular reviews and updates as required
Create and improve economic improvement and educational opportunities for residents including funded training places	Increased economic activity Increased local skill levels Fewer benefit claims	Strategic Housing Lead Housing Benefit Initiative Officer	More job fairs locally Better promotion of skill improvement opportunities	Dec 2020	Increased local training and skill schemes

Increase tenancy sustainment and prevent repeat homelessness					Update June 2020
Action	Success/outcome measure	Responsibility	Resources	Timescales	
We seek to secure more emergency pre-paid bed spaces; including crash pads	Fewer rough sleepers Fewer homeless clients Exploring and using innovative accommodation purchasing tools including leasing schemes	Housing Supply Manager Housing Demand Manger Commissioning Manager(s)	Get some extra funding for targeted groups Create short to mid-term accommodation available to vulnerable groups	Dec 2021	Prepaid accommodation units procured and in use – e.g. 3 x Ebeds, MHCLG funded
Work with local landlords to let spare rooms to homeless clients	Improved housing supply Fewer homeless clients Drop in TA numbers	Housing supply Manager	Targeted marketing	Oct 2020	Ongoing local marketing to recruit landlords
Expand on the range of initiatives to prevent homelessness by PRS evictions	Improved personalised prevention tools to both landlords and tenants	Housing Demand Manager Housing Supply Manager	Develop teams to target PRS trouble cases Improved support to PRS landlords and tenants	Dec 2020	Pathways and processes now developed and being trialed
Expanded mediation service provision	Reduced family exclusions Less rough sleeping Reduced single homeless applications More young people encouraged to remain at home Reduced TA use	Housing Demand Manager Commissioning Manager(s)	Improve mediation services Improve and extend short stay and time-out accommodation	Dec 2020	Mediation services proving difficult to source
Improve the supply of supported accommodation locally	Faster move on from unsuitable TA Increased housing options open to residents to improve tenancy sustainment services	Housing Supply Manager Housing Demand Manager	Increase in low level supported accommodation places	Dec 2020	New supply routes are being developed
Better early intervention schemes for at risk clients;	Improved residents resilience in managing all tenancies Faster resolution of applications More housing options open to residents	Housing Supply Manager Housing Demand Manager	Improve information sharing with partners Better intelligence sharing with partners	Dec 2020	DA complex needs worker now imbedded within Demand team – via MHCLG funding/Safer Slough partnership April 2019

Increase tenancy sustainment and prevent repeat homelessness					Updates June 2020
Action	Success/outcome measure	Responsibility	Resources	Timescales	
Explore new financial assistance for prevention	Fewer PRS evictions Fewer homeless households	Housing Supply Manager Housing Benefits Manager	More information on top up schemes like DHP	Apr 2021	DHP now better used for prevention
Develop a separate Rough Sleepers Action Plan, with partners to gain greater intelligence on rough sleeping	Fewer rough sleepers Better coordinated multi agency working	Housing Demand Manager	Creating specialist teams to deal with rough sleeping	Jan 2019	Team and Action plan in place – and expanding – June 2020
Providing more tenant empowerment	Faster resolution to homeless applications Improved economic activity locally Fewer homeless people	Housing Demand Manager	Sign posting to local training and employment opportunities Improved Local enterprise engagement	Apr 2020	Some work undertaken via the RSI Team around placements/employment schemes – this is still ongoing work – June 2020 All systems now in place including customer portal, Duty to refer and partnership referral processes

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Appendix B

Reasons for Homelessness – Accepted Cases (2019/20)

End of private rented tenancy – assured shorthold tenancy	80
Family no longer willing or able to accommodate	60
Other	51
Domestic abuse	15
Relationship with partner ended (non-violent breakdown)	11
End of private rented tenancy – not assured shorthold tenancy	8
Eviction from supported housing	7
Property disrepair	4
End of social rented tenancy	3
Friends no longer willing or able to accommodate	3
Left institution with no accommodation available	2
Non-racially motivated / other motivated violence or harassment	2
Fire or flood / other emergency	1
Grand Total	247

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Appendix C

Homeless Prevention Case Studies

No	Bedroom Need	Why Homeless	How Long Before Homeless	Prevention Measure	How Long Prevented For
1	4 bed	Family were placed in slough by Ealing , who later discharged duty and client approached SBC for assistance	Client approached on day of eviction by Ealing	Household were offered a 4 bed house outside the borough as they are benefit capped. The placement prevented long term TA use	The PRS placement is a 2 year tenancy
2	2 bed	Family were evicted by a local private landlord. Domestic Abuse occurred in the TA. Woman ended up in hospital	Family were placed into TA on eviction	Mother and baby were moved as advised by social services and police away from Slough into affordable house	The homelessness was prevented with a 2 year affordable tenancy
3	1 bed	Client left prison and could not return home due to relationship breakdown	Client was evicted from family home	Moved into affordable PRS accommodation in neighbouring borough	Prevented with a 2 year tenancy
4	1 bed	Client and partner fleeing gang violence and threat with serious assault. 3 police forces involved	Client referred by police	Clients offered accommodation in an area far from the gangs	Prevented with a 12 month AST
5	2 bed Single parent and a child	Landlord issued eviction notice Rent arrears of £5000 RSL property Secure tenancy	Matter of days They had a suspended possession order and were going to go for eviction	Advised client to apply for DHP (March 2020) for rent arrears Helped negotiate a repayment plan with the RSL LL (March 2020)	Secure tenancy Client has managed to pay off most of the arrears as DHP paid off quite a chunk
6	2 bed	Mortgage repossession leading to bailiff warrant for client who is the tenant	2 weeks	Client found a property We helped her with advance rent and deposit from prevention fund (February 2020)	1 year she has moved to High Wycombe

7	1 bed	Parental eviction COVID placement Street homeless	homeless	Client found the property We helped with advance rent and deposit from prevention fund (May 2020)	1 year
8	3 bed	Fleeing DV from another borough Moved to Slough as family lives here	homeless	Client found the property Advised client to apply for DHP, who helped with advance rent and deposit (December 2019)	3 years
9	Shared accommodation	Family eviction Street homeless	homeless	Helped him to move into YMCA (March 2020)	6 months or more
10	One bed	Single NFA	homeless	Helped him to move into Look Ahead Hostel (December 2019)	6 months or more
11	2 bed	AST, section 21 Single parent, one child	Threatened homeless	Client found the property Advised client to apply for DHP, who helped with advance rent and deposit	1 year
12	4 bed	Suitability and overcrowding in AST Romanian family with 8 children One child is undergoing Chemotherapy and supported by the NHS	Threatened homeless	Client found the property Advised client to apply for DHP, who helped with advance rent and deposit (November 2019)	1 year

SLOUGH BOROUGH COUNCIL

REPORT TO: Neighbourhoods and Community Services Scrutiny Panel

DATE: 22nd June 2020

CONTACT OFFICER: R John Griffiths

(For all Enquiries) (01753) 875436

WARD(S): All

PART I**FOR INFORMATION****REPAIRS MAINTENANCE & INVESTMENT (RMI) CONTRACT UPDATE****1. Purpose of Report**

The purpose of the report to provide an 'Information Update' on the key points on the performance of Osborne in delivery of the RMI contract to 2019/20 financial year end in March 2020 and during the Covid -19 period in April and May 2020.

2. Recommendation(s)/Proposed Action

The Panel is recommended to note:

- a) the content of the report;
- b) the requirement for Osborne to present the 2020/21 Annual Report to the Neighbourhoods and Community Services Scrutiny Panel; and
- c) the requirement for Osborne to offer the Panel the outline of the program of service improvements and service innovations and intended outputs
Osborne agree to commit to for delivery during the financial year 2020/21.

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

The provision and maintenance of good quality and affordable housing can reduce housing need for local households and contributes to the identified priorities of the JSNA. The RMI is contracted to provide investment into existing council properties through the Osborne & Council partnership approach to sustain good quality homes that will improve the safety, health and well-being of the borough's tenants.

3b. **Five Year Plan Outcomes**

The RMI contract is housing revenue funded from a 30-year business plan that has enabled the investment required to sustain an HRA Housing Asset Strategy to meet objective 4 ‘Our residents will live in good quality homes’. The RMI is intended to focus on making the best use of the borough’s existing housing stock and provide better match to needs and challenges through delivery of services, adopting excellent customer care and safeguarding and working to find solutions in partnership .

4. **Other Implications**

(a) Financial

The RMI is a 7-year contract with an option to extend for three years. The contract is funded from the Housing Revenue Account and the business plan that has set aside £100m for the Contract Administer R John Griffiths to fund the RMI, the annual expenditure of day-to-day repairs and maintenance, Voids properties refurbished for reletting and fund major works program e.g. kitchens, bathrooms, windows can be £14m per year.

The RMI has a robust performance framework of service delivery requirements and where Osborne fails to deliver there are contractual consequences and financial repercussions. The Panel is advised that since the last report, performance deductions have been applied and a remedy notice served for critical service failure within 2019/20.

(b) Risk Management

The Panel is requested to note that the contractual governance outlined in Appendix 1 offers a formal basis for management of risk through contract management, a framework for discussion intended to seek not just solutions but foster innovation through partnership initiatives. The structure of governance allows a place for raising issues, and monitoring performance as well as commercial initiatives across the breadth of the contract. The levels of escalation and accountability are set out alongside the basis for contractual scrutiny by members and for residents.

The Table below outlines the context of risk management in relation to the recommendations outlined in Section 2

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
a) to note the content of the report	RMI has the governance in place to offer committee the information required	RMI	4 Low	RMI contract governance

b) require Osborne to present their annual report for the Panel's scrutiny and refer to residents board for review	The RMI contract provides the opportunity for Osborne to provide and present reports to the Panel.	RMI contract requirements	4 Low	RMI Contract requirements
c) require Osborne to offer the Panel the outline of program of service improvements and service innovations and intended outputs Osborne agree to commit to for delivery during the financial year 2020/21.	Osborne have demonstrated a willingness in engaging with residents forums and have historically attended scrutiny to present performance reports to the Panel.	RMI Contract Governance	6 Low	RMI Contract Governance encourages Partnership working with Osborne to enable solutions

(c) Human Rights Act and Other Legal Implications

The Homes (Fitness for Human Habitation) Act 2018 (the 'Act') adds hazards listed in the government's housing health and safety-rating system (HHSRS) set out in the Landlord and Tenant Act 1985. Tenants can therefore legally compel their landlord to address any of the 29 HHSRS hazards, which range from fire safety issues to damp & mould or poor natural lighting and ventilation. The Act came into effect for new tenancies on 1st March 2019, but now applies to all existing tenancies.

(d) Equalities Impact Assessment

The contractor routinely carries out equality Impact Assessments as part of operational service delivery.

(e) Workforce

The workforces delivering the RMI are Osborne direct employees or sub-contracted services. The RMI has a contractual payment framework that offers a monthly establishment fee and there after payment is based on the work delivered.

5. **Supporting Information**

The management of The RMI has returned in full to the Housing Development & Contracts Service. The repairs and maintenance function managed by Housing (People) Services (HPS) in 2019/20 has returned to Housing Development &

Contracts Service. The engagement of HPS service within the contract continues as you would expect of a one council approach through governance at sub-group level, resident complaints panel and dialogue on service issues; the reality of the change is the onus of 'Contract Management' rests with the HDC Service.

During the Covid-19 crisis, Osborne furloughed the majority of staff, retained a core group in the contact centre, and focused on delivery of HHSRS priority repairs and statutory compliance work such as gas servicing. Throughout this period Osborne have retained regulatory compliance for gas servicing and responded to contact from residents for emergency repairs.

The remaining RMI services were withdrawn at the outset of the crisis at the start of April and commencement of commitment to their return has taken place since the 18th May. There is a backlog of 1300 repairs, the major work at Broom & Poplar remains outstanding, the garage program has been reactivated alongside key works commissioned by Osborne for the delivery of key compliance requirements, and the Osborne interim Account Director has offered plans for the improvement of services.

The performance of service delivery by Osborne has been subject to comment, including compliments, complaints and concerns. The financial year 2019/20 drew to a close at the end of March, performance deductions were applied to the March invoice, and a remedy notice was served on basis of service failure of the Osborne contact centre between December 2019 and April 2020. The Panel is advised that the RMI client team have an ongoing relationship of offering advice and assistance in discussing service delivery issues and solutions with Osborne. The partnership approach of working with Osborne is supported within the contract governance so that issues of concern, innovation-presenting opportunity have a channel for discussion, so agreement and delivery is able to take place quickly. Appendices A & B offer the Panel the detailed governance and summary diagram by which the council partner with Osborne to discuss service issues and seek solutions

The Panel is offered the following key data for service delivery for 2019/20 that outlines the performance by Osborne as :

- Maintained 100% of Regulatory Compliance Works eg Gas Servicing
- 17'496 repairs took an average of 15.7 calendar days to complete and of these 89% were completed in time.
- Kept 98% of the appointments they made. Against a target of 97%
- Completed 353 voids took an average of 26.2 calendar days to complete voids and 99% were recorded as being in time. Against a target of 98%
- received 322 compliments and had 233 complaints about the service
- took an average of 3min 12 sec to answer calls against a target of 3min
- answered 91.9% of the calls they received in the call centre, against a target of 95%
- reported a 99% satisfaction rate for the service from the surveys Osborne carried out

The 'Annual Report 2018/19' background paper alongside the draft Annual Report circulated to the Residents Board for comment are provided for the Panel for reference and comparison.

6. **Comments of Other Committees**

None

7. **Conclusion**

The Panel is requested to invite Osborne to deliver their 'Annual Plan' that outlines the performance of services in 2019/20 and to deliver to the 'Residents Board' the Annual Plan and program for service improvement and service innovation for 2020/21. Then to attend the Neighbourhoods and Community Services Scrutiny Panel to present these plans for the benefit of the Panel, and having the benefit of the resident representatives offering their feed back on the Osborne service delivery and plans for improvement and delivery.

8. **Appendices Attached**

'A' - RMI Contractual Governance Schedule

'B' - Diagram RMI Contractual Governance Schedule

9. **Background Papers**

'1' Osborne RMI 2018/19 Annual Report

'2' Osborne RMI Draft 2019/20 Annual Report

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SCHEDULE 2 – RELATIONSHIP AND CONTRACT GOVERNANCE**1. REPRESENTATIVES****1.1. Contract Manager**

- 1.1.1. The Contract Administrator shall appoint a number of representatives (the “Client Representatives”) including a Contract Manager to act in the name of the Contract Administrator for the purposes of this Contract as detailed in Annex 1 (Key Staff).
- 1.1.2. The areas of responsibility for each Client Representative, their authority to act on behalf of the Client and any limitations on their authority shall be as described in Annex 1 (Key Staff) or otherwise notified in writing by the Contract Manager to the Service Partner during the Contract Period.
- 1.1.3. The Contract Manager shall give notice in writing to the Service Partner of the establishment of further post holders as Client Representatives (in addition to those specified in this Schedule 2 (Relationship and Contract Governance) or if any of the post holders specified in Annex 1 (Key Staff) cease to be Client Representatives. Until such notice is given, the Service Partner shall be entitled to treat as the Client Representatives only those postholders specified in Annex 1 (Key Staff) or last notified to the Service Partner as being the Client Representatives.
- 1.1.4. The Contract Manager shall throughout the Contract Period ensure that they (or duly authorised deputy) are available for consultation with the Service Partner at all reasonable times.
- 1.1.5. The Contract Manager shall be deemed to be empowered on behalf of the Contract Administrator for all purposes connected with the Services and in particular (but without limitation) any notice, information, instruction or other communication given or made by or to the Contract Manager shall be deemed to have been given or made by or to the Client.
- 1.1.6. Such management may also include informal liaison between the contract representative, but shall not preclude informal liaison between “like for like” personnel on the part of the Client and the Service Partner.

1.2. Account Director

- 1.2.1. The Service Partner shall ensure that at all times from the Contract Date and throughout the Contract Period a senior person with suitable, sufficient and relevant experience and qualifications is appointed as the Account Director and is available to be contacted by the Contract Manager at all times during Office Hours (between 8am and 6pm) in each Business Day. An out of Office Hours telephone number shall be made available which provides access to the Account Director or a person acting in his place at all times.
- 1.2.2. The Service Partner shall appoint as the first Account Director the person named in Annex 1 (Key Staff). The Service Partner shall within ten (10) Business Days of the Contract Date give written notice to the Contract Manager of the identity of

any person it proposes to authorise to act for any period as a deputy for the Account Director together with details of their qualifications and experience. The Service Partner shall forthwith give written notice to the Contract Manager of any subsequent proposed appointments or authorisations with similar details. The Service Partner shall consult with the Contract Administrator prior to appointing any person as Account Director or as deputy for the Account Director.

- 1.2.3. The Account Director or duly authorised deputy shall be the authorised representatives of the Service Partner and as such are empowered on behalf of the Service Partner for all purposes connected with this Contract. Any notice, information, instruction or other communication given or made to the Account Director or deputy shall be deemed to have been given or made by or to the Service Partner.

2. CONTRACT MANAGEMENT AND GOVERNANCE STRUCTURE

- 2.1. The governance arrangement is provided at Annex 1. The governance arrangement provides clarity of the structure to be utilised for the operational contract period (including transition and exit), ensuring both the Client and the Service Partner are clear on how they will formally interface and how senior management and stakeholder input is assessed and secured.
- 2.2. The governance arrangements have been tailored to suit the Contract Administrator's specific requirements, Resident engagement arrangements and other related contract governance arrangements including:
 - 2.2.1. the Contract;
 - 2.2.2. regulatory compliance and joint scrutiny
 - 2.2.3. the wider relationship between the Client, the Service Partner and other relevant stakeholders e.g. Neighbourhood Forums
 - 2.2.4. the wider relationship between the Client, the Service Partner and other third parties e.g.
 - i. the Client's Environmental Services contract (which impacts on this contract)
 - ii. the internal (SBC) departmental Service Level Agreements (SLAs) (which impact on this contract)
- 2.3. The governance arrangements set out in this Schedule 2 (Relationship and Contract Governance) shall apply from the Contract Date for the Contract Period in order to ensure the requirements of the Contract are met and in particular:
 - 2.3.1. Establish collaborative partnership working between the Contract Administrator and the Service Partner Account Director
 - 2.3.2. Describe lines of responsibility and accountability within the Client for the delivery of the project
 - 2.3.3. Provide a forum for risk identification / issue resolution / escalation
 - 2.3.4. Management of performance and compliance monitoring
 - 2.3.5. Management of engagement at an appropriate level

- 2.3.6. Internal (Client) conformity/agreement (i.e. between different parts within the Client and third party Service Partners e.g. arvato, integration of data-bases; a need to work with IT and other third parties). There is a need to identify those interdependencies to enable the Service Partner to deliver this Contract e.g. SLA's, internal IT
- 2.3.7. Oversee Mobilisation
- 2.3.8. Benefits are realised e.g. strategic investment approach is developed and realised
- 2.3.9. Administration
 - i. The specification and Payment Mechanism / Performance Management Framework are adhered to
 - ii. A robust quality monitoring, reporting and validation system is in place
 - iii. A clear audit trail of all decisions is maintained.
- 2.3.10. Ensuring Legislation compliance e.g. checking Service Partner's compliance on water hygiene, asbestos, gas safety
- 2.3.11. Ensuring Safeguarding and risk management
- 2.3.12. The Contract programme (overall plus investment and at risk opportunities) is realised
- 2.3.13. Affordability is maintained and value for money achieved
- 2.3.14. Support stakeholders in shaping their interests and influence in the project
- 2.3.15. Stakeholder management and communication / relationships with tenants and other key stakeholders throughout the life of the contract are maintained.
- 2.3.16. Define the role of elected members
- 2.3.17. Provide meaningful information through timely reporting in order for stakeholders to effectively fulfil their roles and aspirations
- 2.3.18. Allocate appropriate resourcing (both Client & Service Partner)
- 2.3.19. Provide a framework from which the Neighbourhood Contract and Business Services Team identifies and monitors the key contract outcomes through the provision of focused resources and informed direction
- 2.3.20. Provide access to best practice and independent expert advice
- 2.3.21. Establish delegated authority
- 2.3.22. Establish an escalation process
- 2.3.23. Plan for a de-mobilisation /exit strategy
- 2.4. There are defined roles under the Contract (Client Contract Administrator and Service Partner Account Director). These roles are to ensure the Contract is administered effectively.

3. AMENDMENT OF THE GOVERNANCE ARRANGEMENTS

- 3.1. Both the Client and Service Partner need to recognise that the governance arrangements and structures set out in this document will need to be reviewed regularly throughout the period of the Contract to ensure that they remain appropriate and workable. It is not

considered that the governance meeting framework will change but attendees and timings may be amended or modified by agreement between the Contract Administrator and Service Partner through the Strategic Management Board. For example, it is considered the Strategic Management Board should meet quarterly from the outset to ensure the Contract gets effective senior management engagement and support but the frequency may be reduced going forward as the Contract and governance arrangements mature.

- 3.2. The provisions and requirements of these governance arrangements will be reviewed on an annual basis by the Operational Management Board and may be varied or amended from time to time by agreement between the Service Partner and the Contract Administrator through sign off by the Strategic Management Board.

4. JOINT WORKING AND COLLABORATION

- 4.1. The Client is keen to work in partnership underpinned by robust governance.
- 4.2. Due to the nature of the Contract (and its interrelationship with other contracts), the Client and the Service Partner must establish a working relationship built upon joint working, collaboration and cooperation between them and other internal third parties such as the Environment Services contract management team. This will ensure a cohesive, well-integrated and seamless continuum of service provision in the Borough.
- 4.3. The Client and the Service Partner will agree, establish and maintain throughout the Contract Period the following for governance purposes:
 - 4.3.1. the Strategic Management Board (SMB) ;
 - 4.3.2. Neighbourhood Forums
 - 4.3.3. the Operational Management Board (OMB);
- 4.4. Neighbourhood Operations Management Teams (North, South, East) – will oversee day to day operational level delivery, through effective joint-working, collaboration and cooperation between the Service Partner and the Client including with other departments within the Client and other relevant third parties that are responsible for the performance of supporting or related functions and/or services retained by the Client.
- 4.5. Such other boards and/or teams as the Contract Manager and the Service Partner Account Director agree are necessary to ensure that the governance of the relationship between the Client, Residents, the Service Partner and other relevant third parties shall be effectively managed and maximum benefit realised including:
 - 4.5.1. Quarterly Neighbourhood Forums (North, South & East), including Residents, Member representation, Neighbourhood Services Managers/Team Leaders and Service Partner operational managers who will work closely with the Operational Management Team.

The Forums will meet prior to the Strategic Management Board and will be chaired, facilitated and organised by the Neighbourhood Managers (by appropriate channels e.g. online). Each forum will be a consultative board to provide effective engagement/opinion for tenants/leaseholders across each area. The forums will be issued with a report on performance and planned works with recommendations from the Operational Management Board (via the Contract Manager). Feedback and recommendations provided by the forums will be considered for implementation by the Operational Management Board prior to

the Strategic Management Board. Where there are operations related issues or individual issues these will be reviewed in context e.g. Service Partner or relevant Operations Management Team or referral made to a third party. Neighbourhood Managers will also review minutes and information with the Contract Manager and publish the minutes on-line.

- 4.5.2. The report to be presented to the Forums by the Contract Manager will include:
- i. Service Partner performance, including update on complaints and lessons learnt etc.
 - ii. Quality assurance and feedback on customer surveys, online enquiries and issues raised (via the Independent Audit Agent – see Resident Customer Services Scope of Services – Schedule 9, part 8)
 - iii. Major Works update and progress including future Major Works Plans/Programmes/Initiatives
- 4.5.3. Neighbourhood Managers will chair and facilitate the forum. Attendees will include:
- i. Tenants and leaseholders who have an exclusive right to make recommendations to the Contract Manager
 - ii. Local Members
 - iii. Other Client departments
 - iv. Other Client contract providers
 - v. Recognised community groups e.g. Neighbourhood Action Groups or resident groups, leasehold forums
 - vi. Thames Valley Police
- 4.5.4. The Client's internal Strategic Corporate Board (to be developed and confirmed) to ensure that the Client's major contracts are effectively aligned and where possible, working collaboratively so there is a seamless continuum of services in the Borough
- 4.5.5. The Client's Member Scrutiny Panel will be informed by the Residents Board (the Board meets quarterly, and has responsibility for co-regulation and resident led scrutiny), that makes nominations to the Client's Scrutiny Panel (in line with the principles of council governance, there is a separation of scrutiny and operational compliance).
- 4.5.6. The Residents Board is a consultative forum, responsible for performance, reporting, complaints (officially recognised by the Ombudsman as the Client's designated person), feedback, improvement and engagement with Residents. The Board will commission scrutiny activity from its Resident-led Service Improvement Team and Service Area Panels that meet monthly or bi-monthly according to service activity.
- 4.5.7. An annual strategic review will be undertaken by the Strategic Management Board.

- 4.6. The governance arrangements should, at all times, reflect a balance between the needs of:
- 4.6.1. The Contract Administrator to ensure effective monitoring of the Contract and to be satisfied that its statutory functions are being delivered;
 - 4.6.2. the Service Partner to review and monitor the Client's (and other relevant third parties') performance of their respective services and/or statutory duties with regard to any dependencies to minimise risk to the Contract;
 - 4.6.3. The Service Partner to have the time, resources and flexibility to perform its obligations under the Contract and to pursue its improvement plan.

Proposals

- 4.7. The Service Partner shall identify service innovations, in accordance with its Service Delivery Plans as set out in Schedule 10 including Service Delivery Plan 7 – Added Value; Service Delivery Plan 8 – Added Value and Service Delivery Plan 10 – Customer Management - which it wishes to propose to the Client in accordance with paragraphs 4.8 and 4.9 (a “Proposal(s)”).
- 4.8. Where the Service Partner has identified suggestions which it wishes to propose to the Client, the Service Partner shall submit a Proposal for that suggestion to the Strategic Management Board.
- 4.9. For a suggestion to constitute a Proposal, it must meet the Proposal Requirements, as set out in paragraph 4.16 below.
- 4.10. The Service Partner shall submit a Proposal to the Strategic Management Board, it shall do so in sufficient time prior to the meeting of the Strategic Management Board so that the Client’s members of the Strategic Management Board may review the Proposal and shall, if so required, ask the Service Partner to clarify, refine or provide additional information to any part of the Proposal which the Service Partner shall provide prior to the meeting of the Strategic Management Board.
- 4.11. Where the Service Partner submits a Proposal to the Client’s members of the Strategic Management Board, the Client’s members of the Strategic Management Board shall review and the Strategic Management Board shall meet and consider the Proposal in accordance with Schedule 2 (Relationship & Contract Governance) and shall request further information (if necessary) and having considered the Proposal refer it to the appropriate decision making bodies within the Client as may be required (following which it shall be referred back to the Contract Administrator) or where no referral is required the Contract Administrator to whom the Client has given delegated authority shall consider and decide on the Proposal.
- 4.12. Having reached his decision, the Contract Administrator shall:
- 4.12.1. notify the Service Partner that the Client does not wish to proceed with the Proposal and shall provide feedback for that decision; or
 - 4.12.2. notify the Service Partner that further information is required for a decision to be made setting out what information the Client requires the Service Partner to provide for a decision to be made;
 - 4.12.3. notify the Service Partner that the Client wishes to proceed with the Proposal.
- 4.13. Where the Contract Administrator requests further information pursuant to paragraph 4.12.2, he shall consider the information provided in a timely manner and the Contract Administrator may:

- 4.13.1. notify the Service Partner that the Client does not wish to proceed with the Proposal and shall provide feedback for that decision; or
- 4.13.2. notify the Service Partner that the Contract Administrator wishes to proceed with the Proposal.
- 4.14. If the Contract Administrator decides to proceed with a Proposal the Client and the Service Partner shall agree a project plan for the implementation of the Proposal.
- 4.15. If a Proposal arises between meetings of the Strategic Management Board, the Service Partner shall send the Proposal directly to the Contract Administrator. If the Proposal is determined before the next meeting of the Strategic Management Board, it shall be reported at the next meeting of the Strategic Management Board.
- 4.16. Proposal Requirements means:
 - (a) a detailed description of the proposal including a timed project plan;
 - (b) the estimated costs of delivery of the Proposal;
 - (c) the estimated benefits of the Proposal;
 - (d) an estimate of the Client resources required to implement the Proposal;
 - (e) a description of any technology and/or new processes involved;
 - (f) delivery dependencies for the Proposal if any;
 - (g) delivery risks; and
 - (h) where applicable any gainshare percentage/income sharing attributable to the Proposal.

Transition to a Strategic Payment and Performance Mechanism for the Second Phase of Work

- 4.17. A fundamental objective for the Client in procuring a strategic Contract was to work in partnership with the Service Partner to develop a strategic way of working and paying for the Services and Works. In order to facilitate this, the Contract includes strategic contract governance in Schedule 2. The Client has commissioned an Options Appraisal Review which will provide a detailed analysis of the Client's housing stock and will identify where investment is required and on where.
- 4.18. From the Service Transfer Date the Service Partner will be providing the Works and Services and therefore the Service Partner will begin to collect data in relation to the Client's housing stock and consider alternative pricing and performance mechanisms deploying the methodology set out in the Contract Management Service Delivery plan (as set out in Schedule 10). In doing so the Service Partner shall draw on its knowledge and experience of delivering similar works and services to the Works and Services as well as other relevant considerations including the Options Appraisal Review, the data the Service Partner will have gathered since the Service Transfer Date and its discussions with the Client.
- 4.19. The Service Partner shall propose one or more strategic pricing and performance mechanisms before the Longstop Date which will deliver for the Client a more effective use of its resources.

5. STRATEGIC MANAGEMENT BOARD (SMB) TERMS OF REFERENCE

5.1. The functions of the SMB

5.2. The function of the SMB is to provide the forum in which the partnership is periodically reviewed and considered. The primary objectives and functions of the Strategic Management Board are to:

- 5.2.1. ensure that the Services are being delivered in accordance with the Contract;
- 5.2.2. provide a strategic overview to ensure long-term issues are properly considered
- 5.2.3. ensure Contract cost is within tolerance
- 5.2.4. consider the outcomes of the Annual Review presented by the OMB
- 5.2.5. work towards the transition to a revised strategic payment and performance model for the Second Works Phase
- 5.2.6. ensure effective scrutiny
- 5.2.7. ensure that the objectives of the Contract are met over the full term of the Contract
- 5.2.8. consider government and/or Client policy objectives which may have an impact on the delivery of the Services;
- 5.2.9. assess and mitigate strategic risk
- 5.2.10. ensure an ethos of working in partnership is developed and maintained
- 5.2.11. ensure alignment with both parties' business or service plans
- 5.2.12. ensure effective communication is taking place at all levels
- 5.2.13. provide a strategic overview to ensure resolution of long-term issues
- 5.2.14. consider and report on any changes in Legislation
- 5.2.15. agree proposed efficiencies and changes
- 5.2.16. set year-on-year improvement targets
- 5.2.17. promote Best Value through the management of whole-life costing, through innovation and service improvements and the investment programme
- 5.2.18. resolve any disputes

5.3. Frequency of meetings – The SMB will meet on a quarterly basis. The first meeting of the SMB will take place as soon as practicable and in any event within six (6) weeks of the Contract Date.

5.4. The SMB will hold an Annual Review meeting which may be an expansion of the quarterly SMB to discuss and agree end of year performance, further develop and agree the strategy and set tactical and strategic objectives for the year ahead.

5.5. Membership

- 5.5.1. Full time Members of the Strategic Management Board will include (quorate members asterixed):
 - i. Elected Member/Portfolio Holder *
 - ii. Strategic Director, Place & Development*

- iii. Contract Administrator – Service Lead, Housing Development & Contracts *
 - iv. Service Lead, Housing (People) Services*
 - v. Service Partner Account Director*
 - vi. Service Partner Managing Director*
 - vii. Service Partner Commercial Director*
 - viii. Service Partner Compliance Director*
- 5.5.2. Invitee members will include:
- i. Client Section 151 Officer or nominated representative
- 5.5.3. Other invitees as appropriate may be asked to attend by the Contract Administrator, including
- i. Housing Development & Contracts representative
 - ii. Housing (People) Services representative
 - iii. Environmental Services contract representative
- 5.5.4. Additional technical support will be provided as appropriate by:
- i. Local Authority Monitoring Officer
 - ii. Specialist Client support e.g. HR, legal, procurement, finance, building services etc.
 - iii. Internal Audit
- 5.5.5. External advice/feedback will be sought as appropriate from:
- i. Public Consultation Groups (local & national)
 - ii. Stakeholder Groups
- 5.6. In addition to the standing membership and invitees, other additional individuals in the employment of the Client or the Service Partner may be invited to attend meetings at the invitation or request of either the Contract Administrator or the Service Partner.
- 5.7. Representatives – It is expected that the standing members of the SMB will be in attendance at all meetings. However, in the event that a standing member of the SMB is unable to attend a meeting they may nominate a representative (an "SMB Nominee") to attend on their behalf. Any SMB Nominee will have the same rights and powers at the meeting as the standing member. However, in the event that a standing member from either party does not attend two (2) consecutive meetings the other party will be entitled to raise the matter and request that this is formally reviewed and a replacement member, with appropriate or similar authority is identified if required.
- 5.8. **Strategic Management Board Agenda**
- 5.9. The standard agenda items for SMB will be:
- 5.9.1. Minutes of last meeting and actions arising
 - 5.9.2. Service Partner's Performance Report for the previous quarter, finance report together with such other matters as the standing members will identify as of relevance to the delivery of the services and/or performance of this Contract including:

- i. Overall performance and delivery
 - ii. Customer satisfaction (including tenant engagement) / complaints/ issues via consultation with the Neighbourhood Forums and Independent Audit Agent
 - iii. Notice of Change
 - iv. Overall affordability and costs
 - v. Capital Investment Programme
 - vi. 'At risk' opportunities
 - vii. Review and mitigation of any issues/risks
 - viii. Review of transition to a revised strategic payment and performance model for the Second Works Phase.
- 5.9.3. Client update as appropriate:
- i. Client update
 - ii. Wider government priorities and Legislation
- 5.9.4. Service Partner update as appropriate:
- i. Service Partner update
 - ii. Market in general
 - iii. Business development update
 - iv. Opportunities / technological innovations
 - v. Service Partner Proposals
 - vi. Changes to Service Partner's business – mergers/ acquisitions/ changes to supply chain relevant to contracted provision
 - vii. Impact of any additional business won by the Service Partner in related areas
- 5.9.5. Consideration of and decisions in relation to Service Partner Proposals.

5.10. Minutes

- 5.11. A minute of, or action sheet for, all meetings of the SMB will be prepared by the Client and be circulated to the members of the SMB within the ten (10) days following the date on which the relevant meeting of the SMB was held. All records of the SMB will be kept by the Contract Administrator and will be open to inspection by the Client or the Service Partner at any time.

6. OPERATIONAL MANAGEMENT BOARD TERMS OF REFERENCE

6.1. The Functions of the OMB

- 6.2. The Operational Management Board (OMB) is responsible for monitoring service delivery against service levels and key delivery indicators, and also for ensuring that day-to-day contractual matters are dealt with as efficiently as possible, working closely with the Operational Management Teams. The approach and attitude of the OMB team members who form this group must therefore be ideally suited to a partnering relationship. In summary, its function is to monitor and discuss performance and statutory compliance, to

promote and consider operational changes that would increase benefits to stakeholders, and to manage minor contractual variations.

- 6.2 The OMB will be the forum for the Service Partner to report to the Client on its performance of the Services and for the Client to monitor the delivery of its statutory functions and the Services generally by the Service Partner in accordance with the Performance Measures (as defined in Schedule 13 (Payment & Performance Mechanism)).
- 6.3 The functions of the OMB will include:
- 6.3.1. reviewing the transition and implementation of the delivery of the Services to ensure that the same progresses smoothly and in a timely fashion;
 - 6.3.2. ensuring that the Services are being delivered in accordance with the Contract;
 - 6.3.3. reviewing the performance reports, including delivery against Performance Measures and the payment mechanism and matters arising from it;
 - 6.3.4. reviewing the payment report and agree and sign off payments due;
 - 6.3.5. reviewing Contract cost/affordability and budget (including reviews);
 - 6.3.6. reviewing and discussing proposed changes to the Performance Measures prior to their consideration by the SMB and providing its views to the SMB where appropriate. For the avoidance of doubt any such changes will be implemented through the Change Control Procedure;
 - 6.3.7. assess and manage risk, inclusive of Safeguarding ;
 - 6.3.8. ensuring effective engagement with tenants and resolution of issues/complaints;
 - 6.3.9. manage and resolve issues;
 - 6.3.10. resolving conflicts and disputes without the need to invoke the formal dispute resolution provisions;
 - 6.3.11. escalation of unresolved issues / disputes to SMB;
 - 6.3.12. record/discuss all issues affecting the Contract, for example, compensation events, delays, extensions of time;
 - 6.3.13. reviewing the Client's compliance with its obligations under this Contract (in particular the dependencies)
 - 6.3.14. promote partnership working;

- 6.3.15. the positive exchange of information in good faith such that the Client and the Service Partner inform one another of any events (whether external or otherwise) that may affect the Contract;
- 6.3.16. ensuring the investment programme is being developed and implemented;
- 6.3.17. assessing the delivery of benefits arising from the project;
- 6.3.18. take a forward view of the project/horizon scanning;
- 6.3.19. discussing and agreeing opportunities for sharing best practice across Services delivered by the Service Partner and services retained by the Client;
- 6.3.20. identify efficiencies and necessary changes;
- 6.3.21. reviewing and considering business cases for investment and innovation prepared by the Service Partner;
- 6.3.22. ensure Neighbourhood Forums receive monthly update reports including reports from the Independent Audit Agency identifying issues/concerns;
- 6.3.23. ensure the SMB is briefed and actions taken;
- 6.3.24. reviewing and considering any written updates/reports received;
- 6.3.25. managing the preparation of the Annual Review (or any interim reviews) undertaken by both Parties as set out in the Contract and submitting a draft Annual Report to the SMB for consideration and approval;
- 6.3.26. where agreed by the standing members of the OMB providing written updates to the SMB;
and
- 6.3.27. on an annual basis review the governance arrangements, determining any changes to them for agreement at SMB.

6.4 Membership

6.4.1. Full-time members of the OMB will include:

- i. Client Contract Manager
- ii. Service Partner Account Director
- iii. Client Manager
- iv. Service Partner Contract Compliance Director
- v. Service Partner Performance Improvement Manager

6.4.2. Invitees as required:

- vii. Client Chairs of Sub Groups (as detailed in Annex 1)

- viii. Service Partner Regional Partnership Manager
- ix. Service Partner Safety, Health and Environment Advisor
- x. Client Programme Manager
- xi. Service Partner Head of Engagement
- xii. Finance/Technical/Legal/Procurement/HR representatives as required
- xiii. Other stakeholders as appropriate

6.4.3. Additional advice will be sought as appropriate from:

- i. The wider Neighbourhood Contract and Business Services Team
- ii. Internal Audit
- iii. Insurance
- iv. Wider Local Authority expertise (e.g. legal, financial, HR, technical, procurement)

It is expected that the standing members of the OMB will be in attendance at all meetings.

6.5. However in the event that a standing member of the OMB is unable to attend a meeting they may nominate a representative (a "Nominee") to attend on their behalf. The Nominee will have the same rights and powers at the meeting as the standing member. In the event that a standing member from either party does not attend three (3) consecutive meetings either party will be entitled to raise the matter and request that this is formally reviewed and a replacement member, with appropriate or similar authority is identified if required.

6.6 In addition to the standing membership other additional individuals in the employment of the Client or the Service Partner or in partner agencies, may attend meetings at the invitation or request of either Party. Third party Service Partners and business users may also be invited to the OMB.

6.7 Meetings

6.7.1. Frequency of meetings - The OMB will meet on a monthly basis until such time as agreed otherwise by the Contract Administrator and the Service Partner. The first meeting of the Operational Management Board will take place as soon as practicable and in any event within six (6) weeks of the Contract Date.

6.7.2. Agendas - Not less than five (5) Working Days' notice in advance of each meeting of the OMB an agenda of items to be discussed at the meeting will be circulated to the standing members of the OMB.

6.7.3. Chair – The Parties may adopt such practices for determining the chairing of the OMB as they see fit.

6.7.4. Attendances at meetings - Meetings of the OMB should normally involve the attendance (in person) of the standing membership.

6.7.5. Where the parties so agree meetings may be held by telephone or another form of telecommunication by which each participant can hear and speak to all other participants at the same time.

- 6.7.6. Minutes - Minutes of the meetings of the OMB (including those made by telephone or other telecommunication form) will be made by the Client and circulated promptly to the standing membership, normally within ten (10) Working Days following the date on which the relevant meeting was held.
- 6.7.7. Agendas – the OMB will always consider the Service Partner’s Performance Report for the immediately preceding Service Period, together with such other matters as the standing members will identify as of relevance to the delivery of the Services and/or performance of this Contract.

6.8 Operational Management Board Agenda

- 6.8.1. Minutes of last meeting and actions arising.
- 6.8.2. Review of Service Partner’s Performance and Performance Measures Report for the previous month, together with such other matters as the standing members will identify as of relevance to the delivery of the Services and/or performance of this Contract.
- 6.8.3. Overall performance and delivery including incentives, performance issues.
- 6.8.4. Customer satisfaction (including tenant engagement) / complaints/ issues and recommendations via consultation with the Neighbourhood Forum.
- 6.8.5. Changes - scheduled/ implemented changes to contract, budget and requirements – reasons and implications.
- 6.8.6. Realisation of benefits.
- 6.8.7. Overall affordability and costs:
 - i. Monthly payment;
 - ii. Financial position against contract spend (Review of contract expenditure for the year to date, any deviations from the original budget and their impact on both parties; forecast for remainder of the year).
- 6.8.8. Capital Investment Programme.
- 6.8.9. ‘At risk’ opportunities.
- 6.8.10. Joint risk mitigation (risk log update).
- 6.8.11. Relationship management and development.
- 6.8.12. Service Partner’s business – mergers/ acquisitions/ changes to supply chain relevant to contracted provision.
- 6.8.13. AoB.

6.9 Minutes

- 6.9.1. A minute of or action sheet for, all meetings of the OMB will be prepared by the Client and circulated to the members of the OMB within the ten (10) days following the date on which the relevant meeting of the OMB was held. All records of the OMB will be kept by both the Client and Service Partner.
- 6.9.2. The OMB will give the respective representatives of each Party the freedom to liaise and manage the on-going relationship between the Client and Service Partner as they see fit, subject always to the constraints set by the Contract.

7. OPERATIONS MANAGEMENT TEAMS

7.1. The functions of the Operations Management Teams

The Neighbourhood Operations Management Teams meet and liaise on a regular (sometimes daily) basis and as such are the main operational interface between the Client and Service Partner Related Party, and often, when appropriate, the end users who are receiving the services. Often operations management meetings occur immediately as issues arise before, or as part of, an OMB meeting, as many of the same personnel are involved.

7.2. The main objectives for operational engagement are to:

- 7.2.1. provide early identification of issues;
- 7.2.2. produce monitoring reports and payment reports;
- 7.2.3. discuss and, whenever possible, resolve minor operational issues;
- 7.2.4. where resolution of issues cannot be achieved, escalate to OMB;
- 7.2.5. discuss day to day service provision with both the end users and Service Partner representatives;
- 7.2.6. ensure all parties are clear as to the level of service required; and
- 7.2.7. promote partnership working

Although an informal structure, it typically involves:

- i. Contract Manager
- ii. Neighbourhood representatives e.g. Neighbourhood Managers / Team Leaders / Neighbourhood Housing Officers
- iii. Environment Services representatives
- iv. Service Partner representatives delivering/managing the day to day operations

8. ACCOUNTABILITY OF THE SERVICE PARTNER THROUGH ATTENDANCE AT THE CLIENT'S INTERNAL STRATEGIC CORPORATE BOARD

- 8.1. The Client has developed a Strategic Corporate Board for the purpose of providing an overview of all the Client's contract arrangements, including the Contract. It will look at recent performance over the past year, look forward to "over the horizon" strategic issues and deal internally with any issues which have been escalated to Director/CEO level. The Strategic Corporate Board is linked to the authority's Scrutiny Panel.

[The Client is undertaking a review to develop a Strategic Corporate Board]

- 8.2. The Strategic Corporate Board will meet annually. Attendees will comprise:
 - 8.2.1. The Chief Executive,
 - 8.2.2. Leaders of Slough Borough Council (elected members including portfolio holders)
 - 8.2.3. Contract Administrators for each contract area
 - 8.2.4. Strategic representatives of the Service Partner(s)/Provider(s)
 - 8.2.5. Internal Audit
 - 8.2.6. Supplier Senior representatives by invite
- 8.3. The Service Partner will participate in the Client's Corporate Strategic Board through representative attendance (and where necessary reporting).
- 8.4. It is expected that the Service Partner's representative at the meetings will be the Chief Executive of the Service Partner or another appropriate senior member of the Service Partner's management team (in either case the "Nominee").

9. CLIENT SCRUTINY AND RESIDENTS BOARD

- 9.1. The Service Partner and Contract Administrator will be open to the Client's scrutiny process conducted by the Client's Scrutiny Panel and the Residents Board.
- 9.2. The Client's and Residents Board scrutiny function seeks to achieve greater accountability, efficiency and transparency in decision-making. The role of scrutiny is to act as a check and balance on the executive (the cabinet – the part of the Client which is responsible for the most of the day to day decisions), and to improve the quality of Client decisions and services.
- 9.3. Members of the Residents Panel and the scrutiny panels will carry out reviews of services, procedures and, where necessary, recommend changes to Client policy. This work will be carried out by task and finish scrutiny groups and the Service Partner is required to respond and engage with this process as required.

10. RISK MANAGEMENT

- 10.1. The Service Partner will provide robust risk management techniques including maintaining a Strategic Risk Register and Operational Risk Register.
- 10.2. The Service Partner will adopt the risk management processes used by the Client.
- 10.3. The Service Partner will use the risk management process to understand synergies between the work streams and opportunities for integrated asset management.

KEY STAFF

STRATEGIC MANAGEMENT BOARD (SMB)	
Client Representatives	
Role	Remit
Contract Administrator / Service Lead, Housing Development & Contracts (John Griffiths)	<ul style="list-style-type: none"> - Quorate Member of Board - Has voting rights - To manage strategic relationships and agreeing priorities for the Contract - Point of escalation for strategic and operational matters arising from the Operational Management Board - Review annual performance and agree ongoing performance indicators for the Contract - The Contract Administrator shall appoint a number of representatives (the "Client Representatives") including a Contract Manager to act in the name of the Contract Administrator for the purposes of this Contract
Service Lead, Housing (People) Services (Colin Moone)	<ul style="list-style-type: none"> - Quorate Member of Board - Has voting rights - Senior representative of Housing (People) Services responsible for the day to day management of repairs, voids management, caretaking and cleaning services
Strategic Director, Place & Development (Richard West)	<ul style="list-style-type: none"> - Quorate Member of Board - Has voting rights - Corporate Management Team representative for the council
Cabinet Member for Housing & Community Safety (Cllr Mohammed Nazir)	<ul style="list-style-type: none"> - Quorate Member of Board - Has voting rights - Cabinet Member representing Member interests for the Council
Secretary (Ian Stone)	<ul style="list-style-type: none"> - No voting rights - To draft and agree SMB agendas in liaison with the Contract Administrator and Service Partner Managing Director in advance of each meeting - To provide a contract manager update for each meeting on key areas including service partner service delivery performance, risks and Operational Management Board escalations - To monitor performance indicators of the Contract against targets and escalate to Strategic Management Board where appropriate - Early identification of service issues and risks and to formulate improvement plans - Ensure consistent financial message is cascaded throughout the partnership

Service Partner Representatives	
Role	Remit
Managing Director, Osborne Built Environment (John Craig)	<ul style="list-style-type: none"> - Quorate Member of Board - Has voting rights - Senior Service Partner representative - To manage strategic relationships and agreeing priorities for the Contract - Point of escalation for strategic and operational matters arising from the Operational Management Board - Review annual performance and agree ongoing performance indicators for the Contract
Commercial Director (Alan Baybut)	<ul style="list-style-type: none"> - Quorate Member of Board - Has voting rights - Service Partner representative empowered on behalf of the Service Partner for all purposes connected with the partnership commercial offer
Account Director (Interim) (Scott Hughes)	<ul style="list-style-type: none"> - Quorate Member of Board - Has voting rights - The Account Director or duly authorised deputy shall be the authorised representatives of the Service Partner and as such are empowered on behalf of the Service Partner for all purposes connected with this Contract. Any notice, information, instruction or other communication given or made to the Account Director or deputy shall be deemed to have been given or made by or to the Service Partner. - To monitor performance indicators of the Contract against targets and escalate to Strategic Management Board where appropriate - Early identification of service issues and risks and to formulate improvement plans - Ensure consistent financial message is cascaded throughout the partnership
Compliance Director (Simon Holmes)	<ul style="list-style-type: none"> - Quorate Member of Board - Has voting rights - To monitor performance indicators of the Contract against targets and escalate to Strategic Management Board where appropriate - Management of all statutory compliance responsibilities for the partnership - Early identification of service issues and risks and to formulate improvement plans - Ensure consistent financial and compliance message is cascaded throughout the partnership - Management of Health/Safety and Environment for the partnership

OPERATIONAL MANAGEMENT BOARD (OMB)

Client Representatives

Role	Remit
<p>Contract Manager (Ian Stone)</p>	<ul style="list-style-type: none"> - Has voting rights - The Contract Manager or duly authorised deputy shall be the authorised representatives of SBC and as such are empowered on behalf of SBC for all purposes connected with this Contract. Any notice, information, instruction or other communication given or made to the Contract Manager or deputy shall be deemed to have been given or made by or to SBC. - To draft and agree OMB agendas in liaison with the Service Partner Account Director in advance of each meeting - To manage key contractual areas including service partner service delivery, performance and risks - To present for consideration escalated risks, issues and proposed agreements for inclusion on the Agreement Register proposed through all Operational Management Board Sub Groups - To monitor performance of the Contract against targets and escalate to Strategic Management Board where appropriate - Early identification of service issues and risks and to formulate and monitor service partner improvement plans - Consider any operational agreements for addition to the contract Agreement Register, and where considered they require formal contract variation by consensus agreement of the Board escalate to SMB for formal agreement - Ensure consistent partnership message is cascaded throughout the service
<p>Client Manager (Ray Evans)</p>	<ul style="list-style-type: none"> - Has voting rights - As client performance lead to provide an update for each meeting on key performance areas, monitor performance indicators, identify emerging risks, issues and Performance Sub Group escalations where appropriate - As client financial representative to identify any commercial risks or issues and raise through Commercial Operational Management Board Sub Group - As client financial representative to explore and discuss any proposed commercial agreements to be added to the contract Agreement Register - Consider any operational agreements for addition to the contract Agreement Register, and where considered they require formal contract variation by consensus agreement of the Board escalate to SMB for formal agreement

Service Partner Representatives	
Role	Remit
Service Partner Account Director (Interim) (Scott Hughes)	<ul style="list-style-type: none"> - Has voting rights - The Account Director or duly authorised deputy shall be the authorised representatives of the Service Partner and as such are empowered on behalf of the Service Partner for all purposes connected with this Contract. Any notice, information, instruction or other communication given or made to the Account Director or deputy shall be deemed to have been given or made by or to the Service Partner. - To draft and agree OMB agendas in liaison with SBC Contract Manager in advance of each meeting - To monitor performance indicators of the Contract against targets and escalate to Strategic Management Board where appropriate - Early identification of service issues and risks and to formulate improvement plans - Consider any operational agreements for addition to the contract Agreement Register, and where considered they require formal contract variation by consensus agreement of the Board escalate to SMB for formal agreement - Ensure consistent partnership message is cascaded throughout the service
Compliance Director (Simon Holmes)	<ul style="list-style-type: none"> - Has voting rights - To monitor performance indicators of the Contract against targets - Management of all statutory compliance responsibilities for the partnership - As a member of the Compliance Sub Group to identify any compliance risks or issues and raise through the Compliance Operational Management Board Sub Group - Early identification of service issues and risks and to formulate improvement plans - Consider any operational agreements for addition to the contract Agreement Register, and where considered they require formal contract variation by consensus agreement of the Board escalate to SMB for formal agreement - Management of Health/Safety and Environment for the partnership
Performance Improvement Manager (Stanley Muguo)	<ul style="list-style-type: none"> - Has voting rights - To monitor performance of the Contract - To proactively monitor trends and forecasts and provide early warnings - To identify and agree mitigation measures where performance failures have been identified - To analyse and provide timely performance information in an agreed format - To provide monthly performance reports for OMB - To draft the Annual Performance Review Report for OMB

DAY TO DAY OPERATIONS (MANAGED THROUGH SUB GROUPS)	
Commercial & Performance Sub Group	Chair – Ian Stone, Contract Manager
Compliance Sub Group	Chair – Ian Stone, Contract Manager
Capital Investment Sub Group	Chair – Ray Evans, Programme Manager
SROI	Chair – Ray Evans, Client Manager
Communications Sub Group	Chair – Tony Turnbull, Neighbourhood Manager
IT Sub Group	Chair – Alun Dowling, Client IT Project Manager
Voids & Repairs, Caretaking & Cleaning Sub Group	Chair - Ian Stone, Contract Manager
Customer Experience Sub Group	Chair – Liz Jones, Neighbourhood Manager

Governance Structure

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

Slough Borough Council

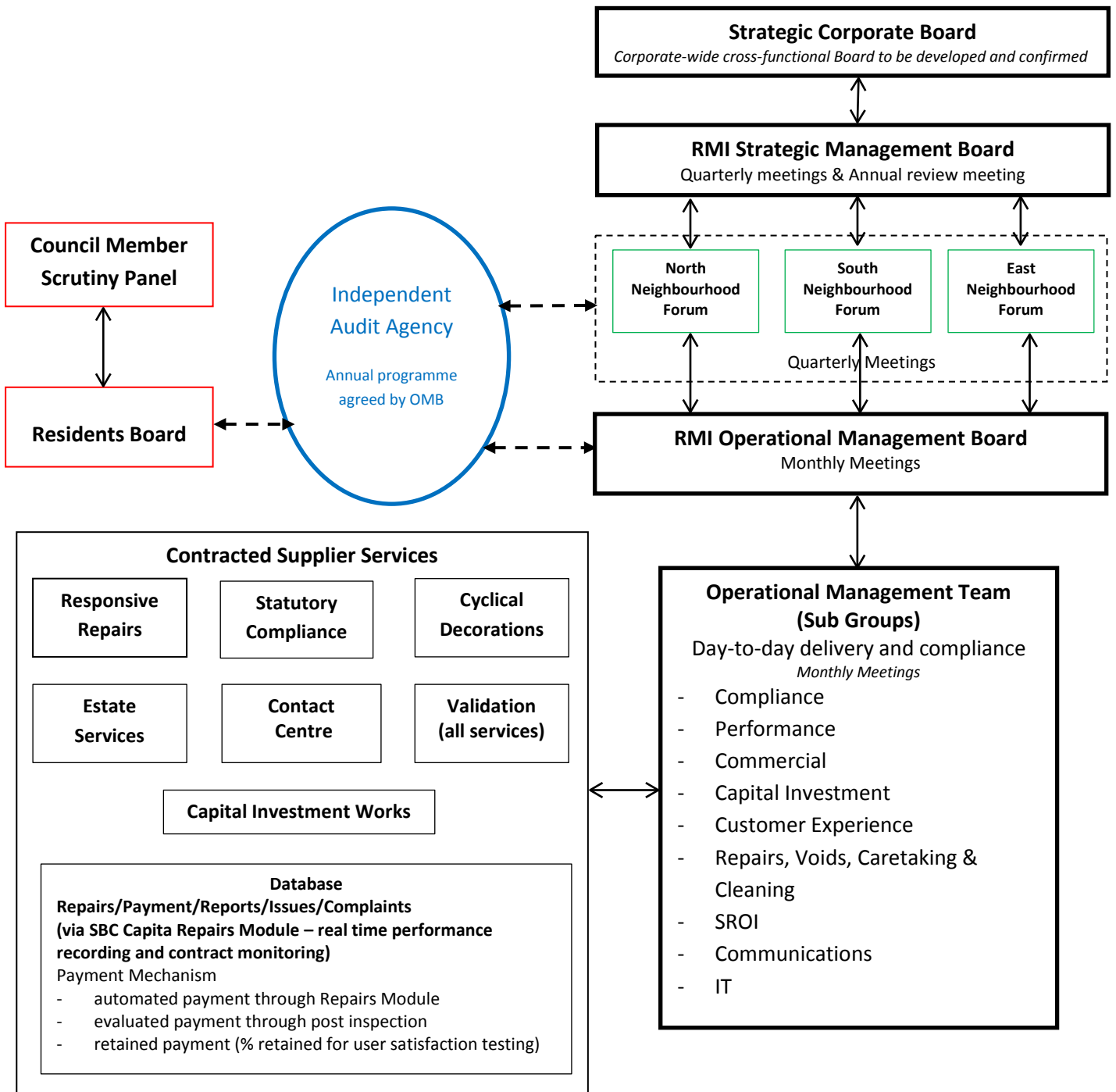
Scrutiny & Audit Role

Business Delivery

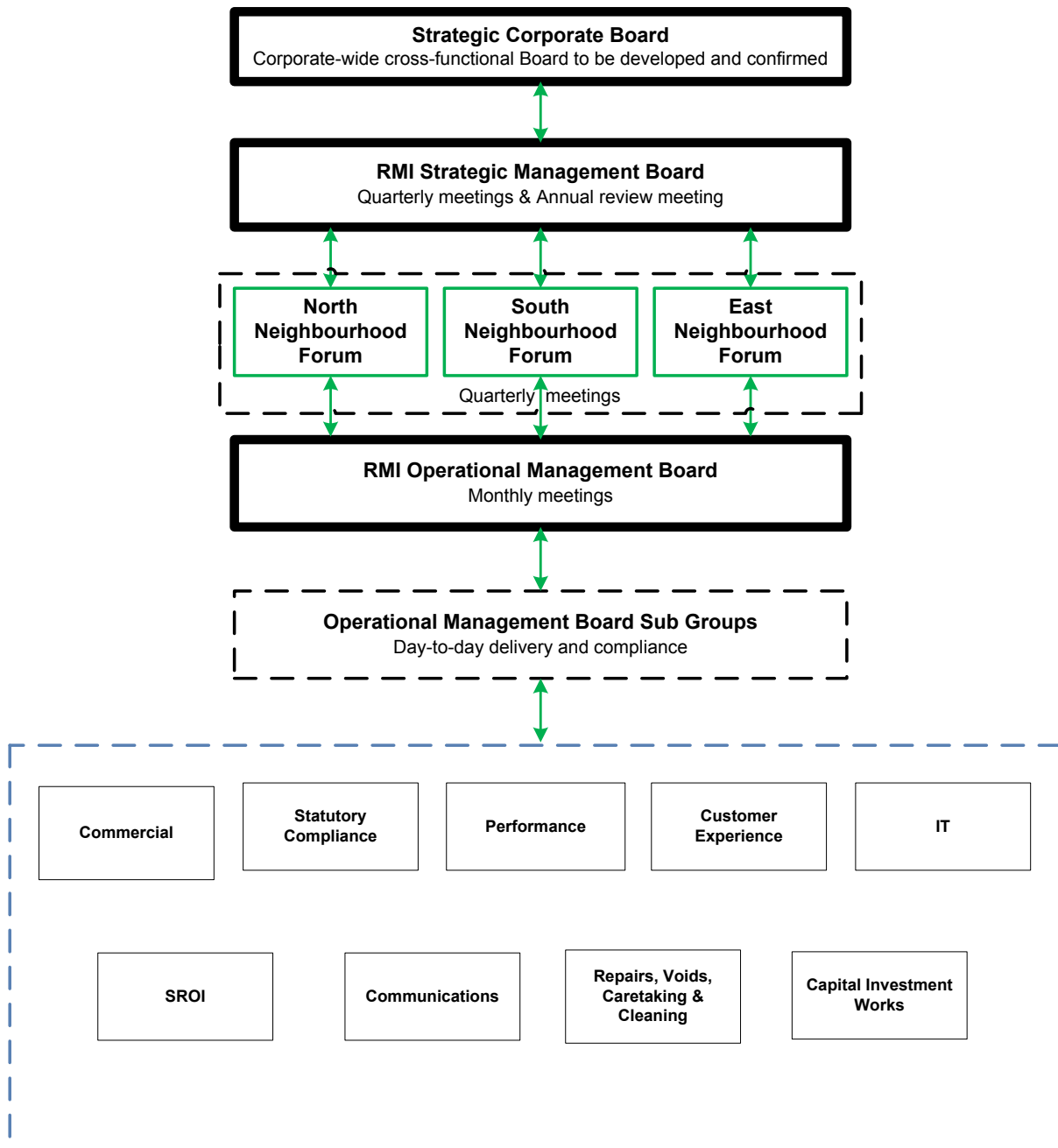
Scrutiny & regulatory compliance

RMI Governance Structure

Statutory and operational decisions, consultation and engagement



RMI Contract Operational Governance Structure



Governance Structure

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

Slough Borough Council

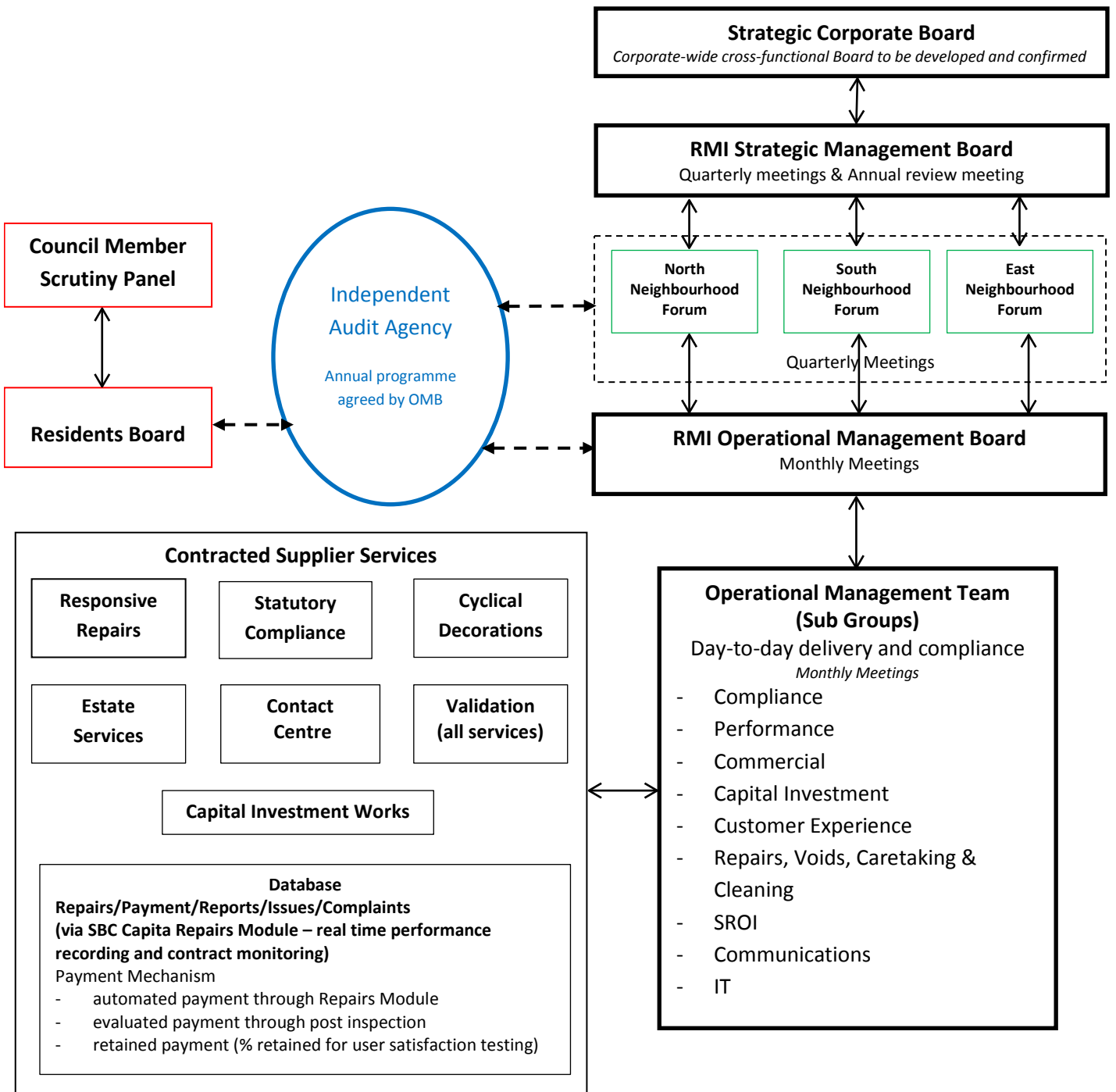
Scrutiny & Audit Role

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Repairs, Maintenance & Investment (RMI) Partnership Report

Year 1

1st December 2017 – 30th November 2018



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1. Executive Summary

- 1.1 Following the fulfilment of a 16½ year Repairs and Maintenance contract with Interserve, the Council took the opportunity to review the way its repairs, maintenance, compliance and investment services for its housing stock were delivered. After detailed consultation, consideration and review of options, Cabinet agreed to consolidate the services into a unique single contract to deliver its repairs, maintenance and investment (RMI) services to the HRA (Housing Revenue Account) stock.

A comprehensive and robust OJEU compliant, procurement exercise followed which included two stages of competitive dialogue. Osborne Property Services Limited were selected as the council's preferred Contractor and in June 2017 a £100m contract was signed for an initial 7 year period from 1st December 2017 (with the option to extend for a maximum of a further 3 years).

- 1.2 Industry best practice recognises the benefits of co-location and working closely in partnership enables swifter resolution of issues and fosters an open transparent partnership. The partnership is operational from Hawker House where both Osborne and the SBC client team are co-located to proactively support partnership working arrangements. This makes for a robust, swift, joined up and responsive service.

Currently a number of other SBC teams are also co-located at Hawker House, including the East Neighbourhood Team, Information and Participation, Resilience and Enforcement, Adult Social Care East Locality Team, ASC Occupational Therapy Long Term Team and Hestia, the council's independent domestic violence advocacy service.

- 1.3 A year on in the contract it is timely to provide Members with contextual information about the contract during its first year, including the bedding in period (1.12.17 – 31.3.18). This report outlines challenges which have arisen, areas where improvements have been made, statistical performance information collated for the first year of the partnership, together with the Partnership's forward plan for delivery and enhancements of services. Performance is measured by Key Delivery Indicators (KDIs) which have targets set within the contract. All of which provide the Partnership with the requirements necessary to understand, develop, learn and enhance the service throughout the term of the contract. A summary of service delivery performance is given in part 2 of this report. It should be noted that the client has made deductions of £70k against failure to meet performance in accordance with contractual requirements in the first 6 months of 2018/19. This will be subject to review in March 2019 in accordance with the contract and pending enhancement of service delivery necessary payments may be made.

- 1.4 In addition to the KDIs, Osborne also provide weekly and monthly reports for the SBC client team to review Mandatory Service Indicators (MSIs) which measure Osborne performance against Landlord's statutory compliance indicators for fire risk, gas safety, lifts, legionella and asbestos, and areas such as safeguarding, DBS checks and electric vehicles. Monthly reports are also reviewed for management information and performance improvement indicators which include plans for ensuring staffing levels, identifying joint initiatives and service improvements.

- 1.5 The Governance of the contract and how it is managed on a day-to-day basis has been detailed in the Overview and Scrutiny Report (section 5.12), including the roles of the Strategic Management Board (SMB), the Operational Management Board (OMB) and

the sub-groups. The neighbourhood forums are a key part of the governance arrangements and it is recognised that further work is required to ensure the engagement of residents within each area is developed and the RMI partnership would welcome Members suggestions on how they can support engagement from residents at neighbourhood level.

- 1.6 Issues encountered in the appointment of a client team are also documented in the report, nonetheless with the support of consultants (approved by Cabinet in April 2017) the contract is being robustly managed. A recruitment agency has recently been appointed to support the council to recruit to a revised client structure following the SBC restructure announcement for Housing and Neighbourhood Services on 02/11/18.
- 1.7 The Risk Register is reviewed and updated on a monthly basis at OMB. Any emerging risks and issues are escalated to OMB through the sub groups and mitigations considered and agreed. An agreement register has also been adopted to record and review any new agreements made, usually around commercial aspects of schedule of rates or changes in service provision to trial a new approach. The partnership has agreed that in such cases the agreement will be made for a specified period of time following which it will be reviewed and if acceptable to both parties a notice of variation will be issued for agreement by SMB.
- 1.8 At the early stage of the contract, and it should be noted, not unexpected or uncommon with a contract of this size and complexity, issues quickly emerged which were evidenced both in working practice and in the early performance data provided by Osborne. All of which were swiftly recognised by the Partnership, measures possible were embedded, discussions had and solutions provided by Osborne,

Some areas where challenges were identified as per the aforementioned consisted of:

- **Osborne senior management departures** during mobilisation and the bedding in period, creating unexpected pressure on the SBC client team to identify service concerns and drive performance.
- **Osborne recruitment to senior posts** proved difficult and interim measures were put in place for a longer than expected period of time.
- **Culture change** an understanding of Schedule of Rates, new ways of working, new technology – a learning curve for TUPE staff.
- **Calls lost** – staff shortages due to non transfer of some TUPE staff
- **Works in progress** (WIP) transferred from Interserve, c480 repairs on Day 1 did not help performance over the first few months of go-live.
- **Increased contact requirements with residents.** High volumes of calls, appointments made and jobs recorded in initial go-live period
- **Statutory Compliance** – no stock data from Interserve transferred to the new partnership and the Council's own database, RAMIS, had vast gaps in data not uploaded / available.
- **Appointments made & kept** - engineers arriving early to appointments was causing failures in the KDI's as logged as "missed appointment" and residents not always available. Cultural change to ensure prescribed practices followed.

- **Legacy of historic complaints** from Interserve which caused increase in issues to be addressed and allowed a poor perception of the service to be fostered.
- **Voids** – pre contract voids commenced (c100 properties) when the existing provider had been unable to meet requirements/volume of voids. The composition of voids has differed greatly from those expected, where Osborne anticipated that the majority would be the V2 Priority (10 days), the majority of all voids delivered since December 2017 have been V3 (20 days), due to the extent of work required. This has been exacerbated by lack of information on asbestos within properties.
- **Lettable voids standards** has meant extensive decorating works impacting on budget and timescales, excessive house clearances and hoarding issues compounded the problem further. Buy backs have contributed to major void refurbishment requirements.
- **Caretaking and Cleaning** – staff resources, including lack of applications to vacant posts, and improvements required in day-to-day management resulted in poor service delivery until a solution was implemented and service restored to contractual requirements.
- **Recharges Policy** – the policy endorsed at Neighbourhood & Communities Scrutiny Panel for recharging residents who request repairs resulting from wilful neglect or damage may have also contributed to a negative perception of the partnership, negating the fact that this has been an ambition for SBC with the previous provider but was not effectively implemented.

1.9 RMI Plus (additional work). A number of workstreams not part of the contract presented additional challenges and have been picked up by the partnership under the flexibility built into the agreement and following discussion, agreements put in place to provide service solutions.

These areas of challenge included:

- **Temporary Accommodation** – requirements for void management, including cleaning rooms for re-letting within 24 hours. Additionally all repairs and compliance (fire, legionella, asbestos, fire alarm testing, electrical testing) and caretaking services which were already under strain to deliver services to the HRA stock.
- **Aids & Adaptations** – requirements for major adaptations, such as level access showers, ramps were taken on and a schedule of rates agreed for an initial period of time, to be reviewed at year end to ensure VFM.
- **Refurbishments of James Elliman Home properties to create HMOs** – the partnership undertook two substantial refurbishment projects at the request of the Strategic Housing Services.
- **Chemical Commode management** – requirement to provide specialist service to ASC residents in both HRA homes and in the private sector
- **Elections** – support to the councils' election process, through onsite provision of ramps, heaters, ballot boxes, whilst maintaining day-to-day operational RMI services.
- **Support to the Building Control Team**

1.10 There have been a number of service improvements already delivered through the partnership with Osborne which have enhanced performance and provide a platform to build upon in years ahead.

Some areas where improvements have been delivered against previous service provision include:

- **Contract management and governance** – as detailed in the Overview and Scrutiny report, we have an effective contract governance system, with operational sub-groups to manage performance, monitor risk and implement improvement plans with regular reviews and quarterly SMB meetings and engagement with residents.
- **Interface between IT systems** – there is, for the first time, a live interface between Osborne and SBC IT Systems, providing up-to-date information on all repairs and status. This is a significant step change from the previous provider where 16 years of data was retained in the contractor system alone.
- **PDA's implemented** within 90% of the operational teams, with ability to monitor and update IT systems in a timely manner, take photographs, providing evidence of service delivery when challenged.
- **Co-located staff** to provide swift resolution of issues and embed partnership working with calls to the contact centre on non-RMI issues being addressed by SBC staff.
- **Statutory Compliance being effectively managed** with 100% Fire Risk Assessments (FRAs) completed across the Housing stock, 100% gas compliance, asbestos register being developed, FRA works following new regulations post-Grenfell being implemented in partnership. Revised safety policies agreed and adopted by SBC for gas, fire, electrical, water, asbestos, and management plans agreed by the SBC Health & Safety Board which will now be used to review service delivery plans to ensure they are fully aligned.
- **Safeguarding** – joint training and implementation of safeguarding best practice across the partnership with dedicated points of contact from the SBC safeguarding co-ordinator, including specific policies.
- **Training** – tool box talks and customer excellence training for all staff including SBC client team with potential for further rollout to SBC teams
- **Repairs and maintenance** – initial trend analysis to be built upon for targeted intervention
- **Budget control of Revenue and Capital Investment** – delivery against budgets being proactively managed and reported

1.11 As mentioned above and in the Overview and Scrutiny Report robust governance of the contract from day one has ensured that the partnership is fully aware of any challenges and can mobilise quickly to work in partnership to develop, implement and embed solutions. This requires continuous review and engagement and as part of this process, earlier this year, the SBC client team requested a review of delivery against each of Osborne's 15 contractual Service Delivery Plans (SDPs). An independent review was completed and subsequently a detailed action plan with timescales has been put in place by Osborne to address all areas identified for improvement. The client team and Osborne are currently working together to ensure all targets are delivered. Progress will be actively monitored monthly at OMB and quarterly at SMB. This forms a substantial part of the Partnership's **forward plan** for the partnership (**see pages 19**).

- 1.12 A negative perception of the partnership performance has emerged with a number of contributing factors, including a lack of a robust communications strategy and opportunity to share the performance and facts with Members and residents. The opportunity to present the first year indicative report to the Overview and Scrutiny Committee is welcomed and the partnership seeks to build on this through gaining a better understanding of what Members wish to see, how and when.

This is the first year of the partnership and we have acknowledged that there were issues in the early stages, however, performance has consistently improved across most areas and we have a strong base from which to build for the years ahead. The review of the SDPs has ensured that the SBC client team have a clear picture of the commitments made during dialogue and Osborne's final submission that won the tender and Osborne have responded by delivering an improvement plan which will be monitored through the governance arrangements.

We welcome any comments from the Committee to take forward to the RMI Strategic Management Board in January to review and finalise this report and agree a way forward for reporting that meets Member's requirements.

Kamal Lallian

SBC RMI Contract Manager

Michelle Davies

Osborne Account Director

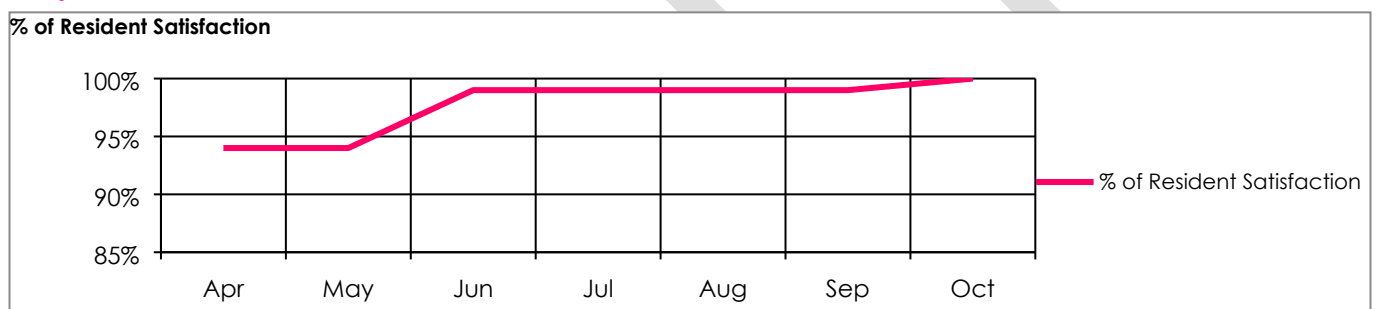
2. Service Delivery

This part of the report provides a summary of the performance of the contract in its first year of operation. Given the timing of the committee meeting, the report will be reviewed by SMB in January and actions arising, including those identified in the review of the SDPs will form part of the partnership forward plan. With one full year of operational data, we are now in a position to undertake early trend analysis of repairs.

2.1 Customer Experience

2.1.1 **Resident satisfaction** – this does not form part of the KDI suite, and formal measurement is not therefore contractually required, however since monitoring commenced in April 2018, satisfaction has remained consistent with an average satisfaction level of 98% for the year to date. We will develop independent review and verification of satisfaction levels going forward.

Graph 1 – Residents Satisfaction with service



2.1.2 **Complaints (S1, S2, S3)** – complaints have remained at a fairly consistent level since the start of the contract, with a notable increase in November 2018. It should, however be acknowledged that some complaints were historic and due to legacy issues not resolved by our previous contractor, which Osborne have been required to pick up and resolve, and a small number are due to a misinterpretation of service partner obligations where services are not part of the contractual requirement e.g. fencing repairs are only undertaken for specific cases and not a landlord requirement across our housing stock. There was a perception with some stakeholders that there was a particularly high volume of complaints, however, this is most likely a misinterpretation as the majority of cases were in fact enquiries and not complaints.

As part of service improvements identified, a lessons learnt log is now maintained by Osborne, as well as a more qualitative complaints response procedure, in order to support continual improvements in the service. Complaints are discussed in detail at the monthly Customer Experience Sub Group, including case reviews to manage and review changes in procedure and any issues or risks escalated to OMB for consideration.

2.1.3 **Compliments** – A staggering 59 compliments were received between December 2017 and November 2018. These have been received either verbally, by phone, letter or email and show expressions of praise, commendation and thanks from either residents of Slough or staff members of SBC. All kinds of feedback is strongly encouraged, and

all compliments are passed onto staff. Compliments are also used to identify areas of good practise that the partnership can learn from. Our objective is to monitor feedback, learn and improve, if and when necessary. Compliments are a great way for Osborne to understand resident requirements and needs and maintain the good working relationships with both the staff of SBC and the people of Slough. Employee of the month is an ongoing celebration for all staff.

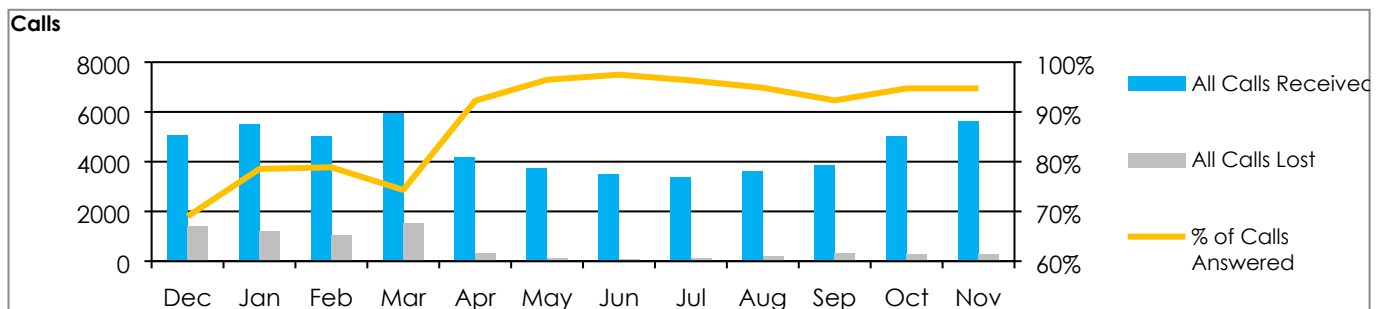
Table 1 – customer experience

Customer Experience														
KPI	Target	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	YTD
% of Resident Satisfaction		/	/	/	/	94%	94%	99%	99%	99%	99%	100%	99%	98%
% of Calls Lost KDI 4	5%	31%	21%	21%	26%	8%	4%	3%	4%	5%	8%	5%	5%	12%
Average Call Wait Time KDI 5	00:03:00	00:03:18	00:03:00	00:02:53	00:04:05	00:01:09	00:00:30	00:00:17	00:00:35	00:00:43	00:00:59	00:00:44	00:00:46	00:01:35
Average Call Duration		00:09:00	00:08:40	00:07:31	00:08:20	00:06:05	00:05:45	00:05:14	00:04:36	00:05:17	00:04:58	00:05:21	00:05:40	00:06:22
All Calls Received		5054	5494	5007	5943	4195	3737	3509	3381	3606	3866	5009	5606	54407
All Calls Lost		1391	1181	1058	1526	325	132	88	124	185	297	264	273	6844
Complaints (\$1,\$2,\$3)		7	8	12	11	5	13	13	12	12	6	13	21	133
Compliments		6	3	5	4	5	3	5	4	5	4	10	5	59
Compensation Payments Made		0	0	0	1	1	1	0	0	2	0	0	0	5

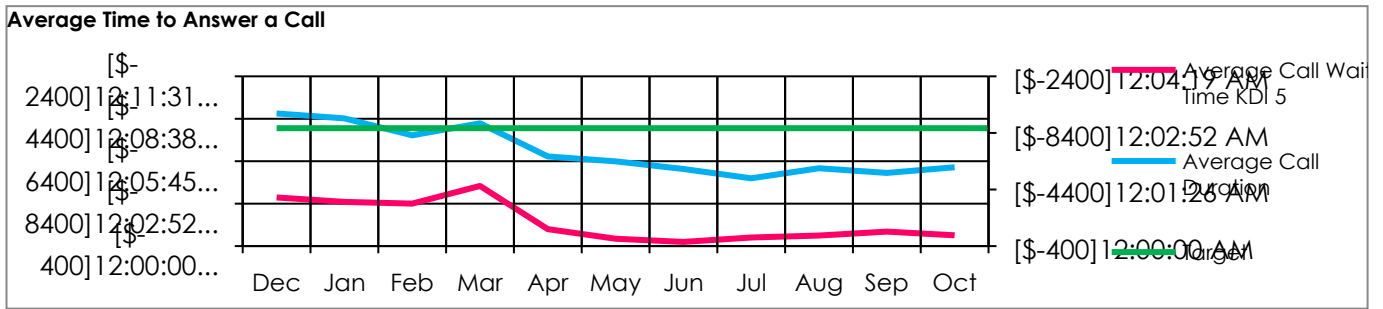
2.1.4 Calls – The target for the number of calls dropped KDI 4, has shown significant improvement since the bedding in period where issues of understaffing and experience have been resolved. It should be noted, however, that calls dropped under 30 seconds averages at 23% - if there was a tolerance set within this indicator the failures would have been significantly reduced. To mitigate the issues with these failures, Osborne have started calling back some of the residents who's calls were dropped at this early stage and identified callers who ring several times and if in a holding queue put the phone down and repeat this several times over. As part of the ongoing service improvement, Osborne will be introducing a call back facility whereby callers who select this option retain their position in the queue and are called back when their call would have been answered had they stayed within the queue, rather than having to wait until an operative is not taking calls to receive their call back.

Volume of calls drastically increased in months the early months in part due to Interserve not accepting repairs and advising residents to call back after 01/12 and also due to the winter months.

Graph 2 - calls made to the contact centre



Graph 3 - average time to answer calls



2.2 Repairs

2.2.1 **Appointments Made and Kept (KDI 6)** – The data shows a drop in performance to 66% during December 2017 reflective of the transition of services to a new service provider, and adapting to culture change and new ways of working for the operatives. In addition, an extremely high number of calls, including repairs residents were informed by the previous provider should be reported to Osborne and were not undertaken by the departing contractor. However, performance since that time has significantly improved and the latest figures for November are at 97% which achieves the set target. These figures do however include instances where operatives have attended ahead of the scheduled appointment time which counts as a failed appointment. As part of the lessons learnt, Osborne regularly host 'Toolbox Talks' where operatives are regularly reminded of the importance of attending scheduled appointments at the correct time.

2.2.2 **Priority 1 Repairs Right First Time (KDI 7)** – this area of repairs has consistently achieved above the KDI target of 95% since February 2018.

2.2.3 **Priority 2 Repairs Right First Time (KDI 13)** – although levels fell below target during the bedding in period, from April 2018, targets have consistently been achieved above the 95% KDI target.

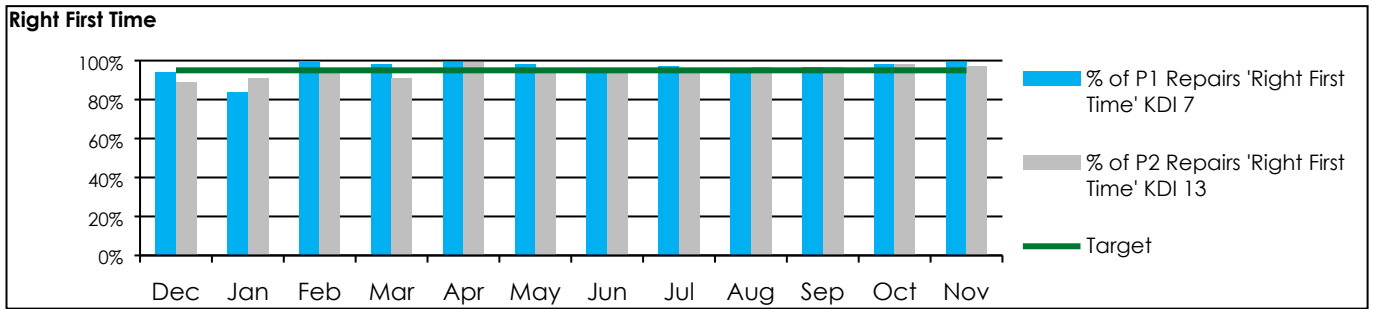
2.2.4 **Priority 3 Repairs Right First Time** – although this is not a KDI, this is monitored in the same way and current year to date performance is 88% of the priority 3, repairs totalling 10,799 were completed Right First Time.

Table 2 – responsive and heating repairs

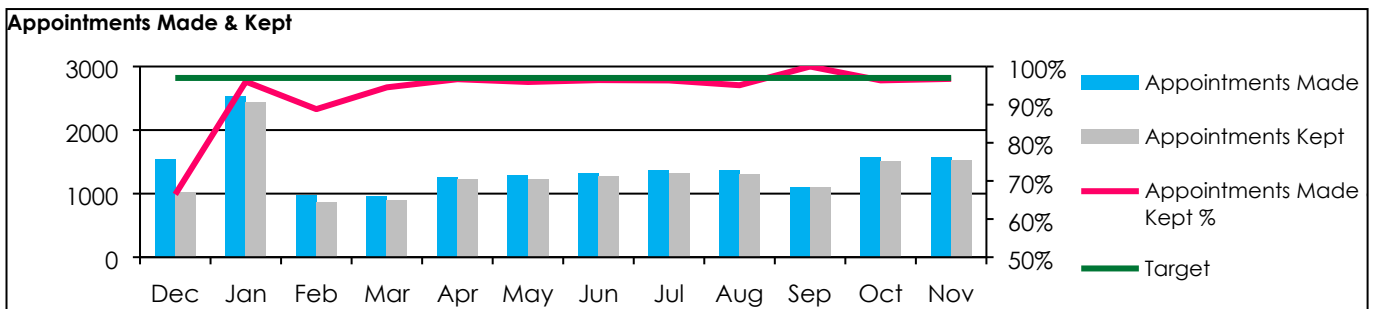
Responsive & Heating Repairs															
KPI	Target	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	YTD	
% of Appointments Kept (Emergency & Urgent) KDI 6	97%	66%	96%	95%	91%	97%	97%	97%	97%	95%	100%	97%	97%	94%	
% of P1 Repairs 'Right First Time' KDI 7	95%	94%	84%	100%	98%	99%	98%	96%	97%	96%	97%	98%	99%	96%	
% of P2 Repairs 'Right First Time' KDI 13	95%	89%	91%	96%	91%	99%	96%	96%	96%	97%	97%	98%	97%	95%	
% of Jobs Completed		80%	93%	97%	95%	95%	94%	89%	91%	94%	92%	89%	88%	91%	
Jobs Completed		1214	2040	1738	1768	1631	1623	1460	1377	1642	1412	1979	2265	20,149	
Jobs Completed in Target		966	1899	1680	1674	1543	1518	1303	1247	1546	1296	1763	2000	18,435	
Average Repair Time			5	5	8	9	8	8	7	8	7	7	10	7	

Key: P1 – Emergency – 2 hours attendance, complete within 24 hours
 P2 – Urgent – 3 days
 P3 – Routine – 20 days

Graph 4 – repairs right first time



Graph 5 – appointments made and kept



2.2.5 **Trend Analysis** – access to the first year's data has enabled some early trend analysis of the types of repair most requested and the blocks with the highest number of repairs reported. We have also identified, by postcode where the most repair requests are reported and will build on this work to review trends in individual properties and those that have not reported any repairs.

This work will support tenancy management and development of planned capital investment programmes. For example using this years completed data reports to identify trends in roofing repairs we can place this into the upcoming years programme, i.e.

SL1 = 98 roofing jobs

SL2 – 164 roofing jobs

SL3 – 78 roofing jobs

Properties with high and no repair requests can be reviewed for preventive works, tenancy verifications, safeguarding reviews. This information will be built upon as the contract progresses.

Out of 15,680 responsive repair jobs the top 10 Schedule of Rate (SOR) items are:

Table 3 – top 10 repair request items

Item	Volume of Repairs
WC CISTERN/PAN:OVERHAUL ANY TYPE	549
DOOR:OVERHAUL EXTERNAL COMPLETE	357
BURST:REPAIR LEAKING FITTING NE 28MM	330
TAP:OVERHAUL ANY TYPE OF TAP	243
DRAIN: CLEAR BLOCKED DRAIN	242
WC CISTERN: OVERHAUL ANY TYPE	202
WINDOW: OVERHAUL ANY TYPE	190
FAN: OVERHAUL ANY TYPE	189
TAP: OVERHAUL ANY TYPE OF MIXER	178
DOOR: OVERHAUL ANY PVCu OR GLAZED PVCu	163

Table 4 – highest reporting repair blocks

Block	Volume of Repairs
1-30, Brook House, 61 High Street Chalvey, Slough SL1 2TX	62
1-29, Pendeen Court, Tamarisk Way, Slough SL1 2UP	55
1-40, Allington Court, Myrtle Crescent, Slough SL2 5AL	54
91-133, Apsley House, Stratfield Road, Slough SL1 1UN	48
81-121, Redwood House, Cheviot Road, Slough SL3 8UA	39
1-19, Armstrong House, Welden, Slough SL2 5SJ	39
126-142, Garrick House, Humber Way, Berkshire SLI3 8SU	36
1-42, Broom House, Reddington Drive, Slough SLI3 7QY	35
1- 42, Poplar House, High Street, Langley, SL3 8NE	27
1-60, Tower House, Burlington Avenue, Slough, SL1 2LA	21

Table 5 – top 5 properties with highest repair reports by SL postcode

SL1		SL2		SL3	
Church St, SL1 2PE	27	The Frith, SL2 5SU	25	High Street, SL3 8NG	27
Carrington Road, SL1 3RH	27	Bryant Avenue, SL2 1LF	24	Common Road, SL3 8SX	21
Gilliat Road, SL1 3QX	20	Newhaven Spur, SL2 1UR	20	Morrice Close, SL3 8NS	17
Wellesley Path, SL1 1UH	20	Wavell Gardens, SL2 2EJ	18	Meadfield Road, SL3 8HY	17
Belgrave Road, SL1 3RA	19	The Frith, SL2 5RW	18	Maryside, SL3 7ES	16

2.3 Voids

The actual volume of void properties and the scope of works within them, was greater than expected compared to the expectation within the tender submission. Work undertaken includes:

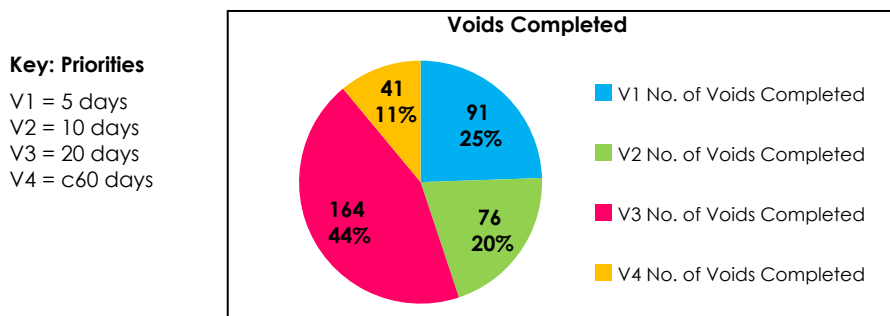
- Reviewed and implemented a more efficient front end process particularly around key management, and scope of works.
- Implemented a more structured approach to pre- transfer inspections by Neighbourhood Teams to capture possible recharges and obtain early visibility of the potential scope of void works required prior to the property becoming void.
- Developed master reporting through SBC Capita system to provide accurate weekly data as a key management tool, including substantial reconfiguration of the Capita system
- Implemented regular progress meetings to review performance across all key stakeholders involved with voids and to embed processes and cultures to improve void delivery.

Table 6 – void performance

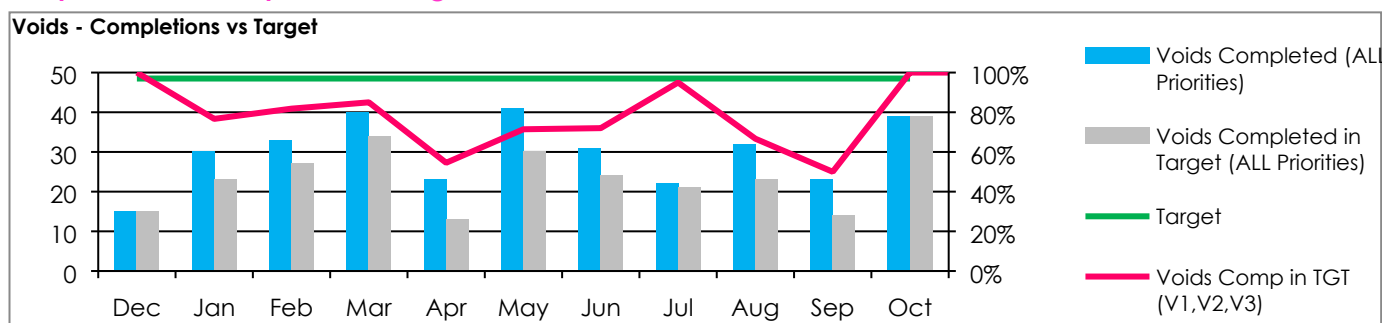
Voids

KPI	Target	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	YTD
% of Voids Completed in Target (V1,V2,V3) KDI 12	97%	100%	77%	82%	85%	55%	71%	72%	95%	67%	50%	100%	100%	79%
% of Voids Completed in Target (All Priorities)		100%	77%	82%	85%	57%	73%	77%	95%	72%	61%	100%	100%	82%
Voids Received (ALL Priorities)		30	38	35	55	22	28	21	40	21	24	37	22	373
Voids Completed (ALL Priorities)		15	30	33	40	23	41	31	22	32	23	39	43	372
Voids Completed in Target (ALL Priorities)		15	23	27	34	13	30	24	21	23	14	39	43	306
Zero Day' Voids delivered		5	1	0	1	0	0	2	0	0	0	2	0	11
One Day' Voids delivered		0	4	5	3	1	4	6	2	2	2	6	5	40

Chart 1 – voids completed by category



Graph 6 – void completions v target



2.4 Statutory Compliance

Gas servicing performance was below expectation at contract commencement (due to limited and conflicting gas servicing data being available at go-live) which resulted in the council stock being less than 100% compliant. The performance was quickly identified as a risk to both SBC and Osborne and an action/improvement plan was produced and implemented. The plan was reviewed against set targets to measure our improvements on weekly/monthly basis and our gas compliance performance. Initiatives implemented included:

- Weekly gas performance meetings with SBC housing management team and SBC Compliance Manager.
- Gas Servicing and Repairs - quality control is validated/audited by SBC's third party auditor "PCM" and Osborne performance has improved since initial audits in February and are achieving an average quality control performance over the past six month period of 97.8% and 100% customer satisfaction.
- Gas compliance is at 100% and has been since April 2018.
- Asbestos management surveys were undertaken in communal areas of flatted blocks in 2018

- All other compliance works streams (Lifts/Lightning Conductors/Water Hygiene L8/Fire Alarm Systems-Equipment-Dry Risers-Sprinkler Systems/Communal Boilers) are 100% compliant with solid inspection and reporting processes in place.
- SBC have a clear and transparent position on its overall compliance position.
- SBC have appointed independent 3rd party validation of compliance delivery by Osborne.

2.5 Caretaking & Cleaning

Since the contract commenced, it has been difficult to deliver and achieve the expectations of the caretaking Service that was highlighted within the tender submission. This position is primarily due to resourcing and improving day to day management

More recently all caretakers have been trained and issued with PDA to improve there working practice, this now enables task allocations and completions, it gives greater visibility of daily productivity, enables a realistic gauge of the improved performance of the service.

Osborne have recently procured and appointed a supply chain partner to support the caretaking service, who have been deployed to areas were the service failure was greater, this will help to ensure Osborne embed the service to our communities and meet SBC performance targets.

The Caretaking Service is currently being delivered as contract requirements.

2.6 Capital Investment (Planned Programme)

A comprehensive investment programme was agreed for 2018-19 and we are on target to deliver against the programme. Osborne have Resident Liaison Officers dedicated to supporting tenants throughout the process of work undertaken and act as the single point of contact to address issues, raise queries and agree choices and colours when required, providing any additional support as necessary. Osborne are also responsible for all section 20 consultations with leaseholders.

Members' requirements for improvements to garage sites are being undertaken in a phased approach to address ASB and provide additional parking requirements. Other sites are being earmarked for potential development and planning applications are being submitted.

New Fire Risk Assessments to all low and medium rise flatted blocks were undertaken in 2018, works have been identified and remedial actions are now underway.

The partnership will be closely monitoring repairs from mid 2019 to move in the right direction to increase planned preventative works and reduce the volume of repairs reported, for example the boiler replacement programme should not only deliver improved efficiency and heating but also a trend in reduction of gas repairs being reported.

Additional resources were allocated to the capital programme due to the increased volume of planned projects which included two substantial refurbishment projects for Strategic Housing Services delivering 2 x 10 bedroom properties in Victoria Street and Herschel Street providing an additional 20 rooms for temporary accommodation to reduce the expenditure on B&Bs. In addition the major refurbishment of Broom House and Poplar House tower blocks to meet the new fire regulations, installing sprinkler systems and undertaking significant refurbishment works which includes replacing the existing cladding is underway and expected to be completed in mid-2019.

A summary of the works underway is given in table 7 below.

Table 7 – capital investment programme 2018-19

Programme	Number	Reason	Dates
Garage Sites	Phase 1 - 7 Sites/Phase 2 - 6 Sites /Phase 3 - 8 Sites/Phase 4 - 7 Sites - Total 28 sites	Preparation of sites for development and implementation of garage strategy	Started in April 2018 ongoing - Phase 1 Completed
EICR	1400	Electrical testing in individual homes required to be done and certified every 5 years under current legislation. To identify electrical repairs and undertake such repairs. 1208 in programme plus voids	Started in June 2018, 5 year programme
Boiler Replacements	650	Problematic boilers reaching end of their economic life so reducing future maintenance. 600 in programme plus breakdowns.	Started in September 2018 completion March 2019
Roof Replacements	190	Planned replacement of roof coverings and associated works (gutters, chimney repair etc.) that are more than 85 years old to reduce risk of leaks and future maintenance costs. Also reviewing insulation to improve heat efficiency at the same time.	Started in August 2018
De-Designated Schemes- FRA Works	11 schemes	Statutory compliance issues relating to fire risk and asbestos	Works to commence on site January 2019
De-Designated Schemes- Upgrade	3 schemes initially	Upgrade of communal areas following on from FRA works. These areas are in poor condition and have suffered from lack of investment in the past	Due to start in March 2019
Kitchens and Bathrooms	205	Traditional investment to kitchens and bathrooms concentrating on oldest first and those in poor condition	Started in November 2018
Window Replacements	58 Properties	Planned programme to replace old and defective elements. To decrease future maintenance costs and to improve security to residents and improve the damp and mould issues being reported.	Started in December 2018
Door Replacements	260 Properties (different amount of doors required on each unit)	Planned programme to replace old and defective elements. To decrease future maintenance costs and to improve security to residents. Installation of fire doors where identified by FRAs.	Started November 2018
Broom and Poplar Houses	84	Major refurbishment of two blocks of flats due to Statutory Compliance issues relating to fire risk in high rise buildings	Started in Broom September / Poplar started October 2018
Works following Fire Risk Assessments	270 blocks in first phase	All communal areas of low rise flats have new Fire Risk Assessments (FRAs). Statutory Compliance works identified by FRAs	Out to tender with supply chain with a return date of 7th January -subject to Section 20 process work to commence on site in March 2019

2.7 Cyclical Maintenance

As a result of the initial cyclical decoration data provided by the previous service provider was found to be insufficient to capture enough information to produce an accurate external decorating programme, works are scheduled to commence within the final quarter of 2018/19, following the completion of FRA works on various sites, with a 5 year programme being developed for commencement April 2019.

2.8 IT Supporting Service Delivery

A key feature of the RMI contract was to implement IT solutions to support delivery of services. The implementation of the interface between Accuserv and Capita has been a huge leap forward from the previous provider providing accessible information to deal with enquires from residents, review progress and stages for repairs by both Osborne and SBC staff. Reporting and analysis of trends is high on the list for making best use of this information which is linked to the schedule of rates so we can track budget and costs.

Information available is used to undertake ongoing 10% quality assurance of repairs work by the client team technical officers and analysis of trends. The interface ensures property and people information is refreshed along with safeguarding alerts and meets

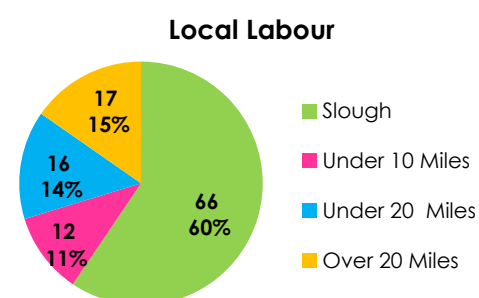
all GDPR requirements of sharing data with Osborne. Capita has also been substantially reconfigured and will remain under review to ensure we can record and report when properties are void. In addition, the new service charges module set up in Capita can begin to be populated using the repairs and caretaking/cleaning information from the interface to provide more accurate and transparent service charge accounts for leaseholders.

In addition PDAs have been rolled out to almost all frontline teams, including supply chain personnel and photographs of before and after repairs, cleaning and works are taken. The PDAs also allow operatives to acquire immediate feedback from residents when onsite. Further IT enhancements are planned and are detailed in the forward plan below.

3. People

3.1 Skills Training & Investment

- 1 full time apprentice to date, undertaking a Plumbing Apprenticeship - this will need to grow at pace to meet the requirements of Social Return on Investment (SROI) in the contract.
- Upskilling – 3 staff members on management courses. 2 x CIOB Level 4 certificate in Site Management & 1 x Level 5 Leadership & Management. Cleaners are shortly to commence a Licence to Practice course.
- Safeguarding – sessions provided at the commencement of the contract and ongoing training delivered by SBC Safeguarding Co-ordinator.
- Mandatory Training – 75% of Osborne staff trained on Asbestos / Manual Handling / Fire Awareness
- Osborne StopThink! initiative has been rolled out to over 75% of staff to date.
- ICS – All Osborne staff are underway with delivering accredited training via the Institute of Customer Service
- Local Labour – Osborne have 111 Permanent employees, 66 of which have a Slough postcode against a commitment of 75%
- 58 suppliers and subcontractors currently live, 11 of which, have a Slough Postcode – this will need to be developed to meet contract requirement to re-invest Slough £ within the borough.



3.2 Osborne Restructure

Osborne entered into consultation in October 2018, with a view to improve the delivery of services, and to provide a more economical structure to support the service needs.

The new structure is now embedded and all staff are engaging well in order to align structure to strategy. With this we will now have the benefits of increased productivity and concentration on the core business. Inevitably providing quality over quantity.

Engagement with all staff at all levels has been paramount to a successful restructure with regular communications and support throughout the process. Due to this, the new structure has allowed for a committed, productive team who have engaged with culture change and have been provided with clear goals and direction. Allowing for an empowered and driven workforce moving into the second year of the contract.

3.3 Supply Chain

There are currently 58 suppliers and subcontractors live, 11 of which, have a Slough Postcode – this will need to be developed to meet the contract requirement to re-invest the Slough 'pound' within the borough, however, the partnership recognises that in its first year the priority has been on delivering the service and providers have been engaged to respond quickly and effectively to meet requirements. Strong Supply Chain management has been key to ensuring service delivery, adding to the already embedded team of direct labour personnel and has enhanced the service.

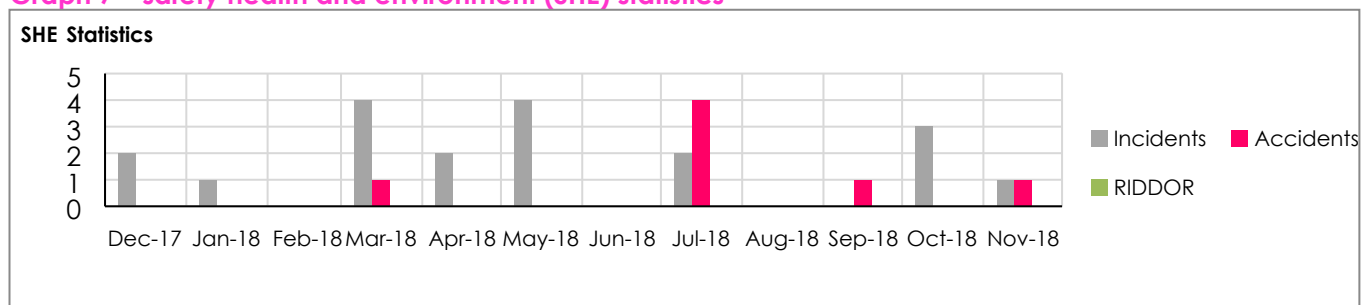
A supply chain day to start the process of local recruitment took place 04/12/18 hosted jointly by Osborne, SBC and Constructionline with representatives from 51 different companies in attendance. The opportunities for local suppliers, residents and small businesses will grow further as we seek to keep the 'pound' within the Borough. The client team will monitor the statistics of local suppliers and staff against the service delivery plan.

As we encourage growth with extensive joint marketing, this will attract other stakeholders to the Borough. By increasing the current asset standards we recognise that this could attract more professionals. This will increase the Borough's profile along with its Partners and stakeholders.

3.4 Health & Safety

All incidents and accidents are reported on a monthly basis to SBC. There have been no RIDDOR's (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) to date. Tool box talks are used to regularly update and refresh training required to ensure staff and residents are safety is reviewed.

Graph 7 – safety health and environment (SHE) statistics



Graphs 8 & 9 – SHE classifications and primary cause



4. RMI Plus (additional work)

The RMI partnership has worked with the temporary accommodation team, housing development, adult social care services and the home improvement agency to draft

Service Level Agreements to deliver additional services. Whilst these will need to be reviewed following the recent SBC restructure announcement, Osborne have taken on this additional work and delivered services. As these services continue to grow additional resources may be required. To date, work has included full services to temporary accommodation including Pendeen Court, the TA block, delivering voids, repairs and maintenance, caretaking, cleaning and landlord compliance (fire, legionella, asbestos, fire alarm testing, electrical testing, lift maintenance). In addition Osborne have delivered refurbishment to two properties to create an additional 20 bedrooms for temporary accommodation lettings in Victoria Street and Herschel Street. Osborne have also been asked to review other property refurbishments by asset management team on behalf of James Elliman Homes, but to date a decision is awaited on how the council wishes to proceed. Osborne are able to mobilise quickly to undertake all refurbishment works but are awaiting a decision from the housing company and asset management team.

Works have also been undertaken to deliver major adaptations and a schedule of rates agreed which will be reviewed in March 2019. The partnership is able to take on this work very quickly to meet the needs of our most vulnerable residents and with the trading partnership (see forward plan below) will be in a position to offer this service to adult social care private sector residents as well as those residents living in the council's own stock.

5. Forward Plan

In the year ahead the partnership will continue to build on maintaining and improving performance, with a focus on ensuring areas where we have made significant progress this year continue to be delivered to a high standard, including caretaking, voids and customer services.

- 5.1 **Service Delivery Action Plan** – as mentioned earlier, the SBC client team requested an independent review of the 15 service delivery plans and Osborne have prepared a detailed action plan with target dates to address all areas identified for improvement. Progress will be actively monitored monthly at OMB and quarterly at SMB. Key areas of focus are given below.
- 5.2 **Social Return on Investment (SROI)** – Delivery of SROI is an essential part of service delivery for the partnership and there is significant service delivery requirements going forward, including;
 - apprenticeships and work placements
 - social enterprise
 - local business mentoring
 - reinvestment of Slough £
 - local labour and supply chain strategy
 - Workshops including, fuel poverty, health inequality, healthy eating and digitalisation
 - Support for local clubs and tackling isolation
 - Sponsorship of community based initiatives and charities
 - Refurbishment/upgrades in the community
 - Community Investment Plans for each neighbourhood
- 5.3 **Neighbourhood Guardians** – All Osborne staff especially caretakers / cleaners and supervisors all act as Neighbourhood Guardians, in 2019 Osborne will begin nominating individuals in each area so that our residents can put a face to a name.
- 5.4 **Environmental Plan** – Update the Environmental Plan, explore local charities for recycling furniture and white goods from voids. Carbon footprint management and recycling from major refurbishment works and capital investment programmes including waste management.
- 5.5 **Review Performance Indicator Suite**
As part of the annual review, the full performance suite of indicators will be jointly reviewed and refined to ensure that they are relevant and align with aspirations of the partnership.
- 5.6 **New Cost Model for Service Delivery (e.g. price per property / price per void)**
Osborne will present Slough a first draft of a new cost model based upon data and trend analysis to provide a bespoke solution for SBC. This will form part of the transition to the second delivery model as detailed in the contract and will incorporate costs for estate services charges and service transition. SBC will review the offer made in detail.
- 5.7 **Review Service Delivery Model Against New SBC Policies**
SBC have agreed new statutory compliance policies and management plans which will be used to review Osborne service delivery.
- 5.8 **Cyclical Decoration Programme**
Programme to be implemented from April 2019

- 5.9 **Best Practice Voids**
Within the partnership, void management will continue to be a high priority. Voids performance is recognised as a key focus for SBC and delivery of a continuously improving voids process, with the reduction of the key-to-key times, delivery of the lettable void standard and reducing on-going void costs. The introduction of new services for ingoing residents e.g. sparkle clean, accompanied viewings prior to completion of void works, can enable void times can be reduced.
- 5.10 **Capital Investment Programmes**
Develop and implement programmes to improve energy efficiency, reduce fuel poverty and improve EPC ratings e.g. boiler replacement, roofing, door and window programmes and insulation.
- 5.11 **Trend Analysis and Benchmarking**
As more data becomes available the partnership will enhance the work on trend analysis to manage the stock to shift from reactive to preventative planned works. We will also use Housemark to benchmark service delivery.
- 5.12 **IT Enhancements**
Development of the IT enhancement includes delivery of a **Members Dashboard** to provide regular performance reporting to Members, wherever possible, identifying information down to ward level. The **RMI Repairs App** enabling residents to log the top 10 repairs via an App will also be launched in 2019. The partnership welcome feedback from Members on the information they would like to see in the dashboard.
- 5.13 **Independent Resident Monitoring**
Develop and implement independent service monitoring by residents with neighbourhood teams e.g. Estate Inspectors.
- 5.14 **Customer Journey Mapping**
Resident engagement to review expectations in relation to the service they receive and using learning from complaints and compliments to identify where services need to be driven and improved e.g. introduction of call back facility by the Contact Centre.
- 5.15 **Membership of the British Institute of Cleaning Science (BICS)**
Training arranged to meet the required standard for membership.
- 5.16 **Trading Partnership**
Partnership to be inaugurated and private sector offer to be submitted by Osborne to generate income and additional revenue for the council e.g. gas servicing for private sector landlords.
- 5.17 **Housing Development, Refurbishments & Top-hatting**
SBC will expedite plans for delivery of new homes, including modular homes on garage sites, top-hatting existing blocks, refurbishments of assets, working in partnership with Osborne and other partners.

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Repairs, Maintenance & Investment (RMI) Partnership Report

Year 2

1st December 2018 – 30th November 2019



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1. Executive Summary

- 1.1 Following the fulfilment of a 16½ year Repairs and Maintenance contract with Interserve, the Council took the opportunity to review the way its repairs, maintenance, compliance and investment services for its housing stock were delivered. After detailed consultation, consideration and review of options, Cabinet agreed to consolidate the services into a unique single contract to deliver its repairs, maintenance and investment (RMI) services to the HRA (Housing Revenue Account) stock.

A comprehensive and robust OJEU compliant, procurement exercise followed which included two stages of competitive dialogue. Osborne Property Services Limited were selected as the council's preferred Contractor and in June 2017 a £100m contract was signed for an initial 7 year period from 1st December 2017 (with the option to extend for a maximum of a further 3 years).

Overall The Second year of the RMI contract has been a success. There has been and will continue to be lessons learnt as we continue to shape our services provided to meet the needs of our customers. The client and the Service Partner have strengthened their communication levels and together have managed to identify key risks and opportunities to the contract which has supported the overall delivery.

This Report will go through all parts of the contract for the Client and the Service Partner, looking at the Performance data throughout the second year with further content around each area.

- 1.2 Industry best practice recognises the benefits of co-location and working closely in partnership enables swifter resolution of issues and fosters an open transparent partnership. The partnership is operational from Hawker House where both Osborne and the SBC client team are co-located to proactively support partnership working arrangements. This makes for a robust, swift, joined up and responsive service.

Currently a number of other SBC teams are also co-located at Hawker House, including the East Neighbourhood Team, Information and Participation, Resilience and Enforcement, Adult Social Care East Locality Team, ASC Occupational Therapy Long Term Team and Hestia, the council's independent domestic violence advocacy service.

There have been benefits of Co-location as it has been easier to identify possible risks and create resolutions to these issues. A 'Hawker House Action Plan' was also created within the second year, identifying issues around the property and setting actions to eliminate each issue within a set time frame. The Plan has been completed but continues to be live as there may be new issues that may arise. This plan has been example of the positive relationship built up by both the client and the service partner.

- 1.3 A year on in the contract it is timely to provide Members with contextual information about the contract during its first year, including the bedding in period (1.12.17 – 31.3.18). This report outlines challenges which have arisen, areas where improvements have been made, statistical performance information collated for the first year of the partnership, together with the Partnership's forward plan for delivery and enhancements of services. Performance is measured by Key Delivery Indicators (KDIs) which have targets set within

the contract. All of which provide the Partnership with the requirements necessary to understand, develop, learn and enhance the service throughout the term of the contract. A summary of service delivery performance is given in part 2 of this report. It should be noted that the client has made deductions of £70k against failure to meet performance in accordance with contractual requirements in the first 6 months of 2018/19. This will be subject to review in March 2019 in accordance with the contract and pending enhancement of service delivery necessary payments may be made.

- 1.4 In addition to the KDIs, Osborne also provide weekly and monthly reports for the SBC client team to review Mandatory Service Indicators (MSIs) which measure Osborne performance against Landlord's statutory compliance indicators for fire risk, gas safety, lifts, legionella and asbestos, and areas such as safeguarding, DBS checks and electric vehicles. Monthly reports are also reviewed for management information and performance improvement indicators which include plans for ensuring staffing levels, identifying joint initiatives and service improvements.

Osborne continue to provide Monthly Reports to the SBC Client team which reviews, MSIs, KDIs and PIs performance of the month. New parts of the business have also been included into the report being sent to the client with some background data also presented to the client. This allows the client to have visibility of some areas such as tenants who continue to miss appointments being made for example. They can use these new reports give the client a clearer picture of the contract and also allows them to make any challenges with their tenants if needed.

- 1.5 The Governance of the contract and how it is managed on a day-to-day basis has been detailed in the Overview and Scrutiny Report (section 5.12), including the roles of the Strategic Management Board (SMB), the Operational Management Board (OMB) and the sub-groups. The neighbourhood forums are a key part of the governance arrangements and it is recognised that further work is required to ensure the engagement of residents within each area is developed and the RMI partnership would welcome Members suggestions on how they can support engagement from residents at neighbourhood level.
- 1.6 Issues encountered in the appointment of a client team are also documented in the report, nonetheless with the support of consultants (approved by Cabinet in April 2017) the contract is being robustly managed. A recruitment agency has recently been appointed to support the council to recruit to a revised client structure following the SBC restructure announcement for Housing and Neighbourhood Services on 02/11/18.

- 1.7 The Risk Register is reviewed and updated on a monthly basis at OMB. Any emerging risks and issues are escalated to OMB through the sub groups and mitigations considered and agreed. An agreement register has also been adopted to record and review any new agreements made, usually around commercial aspects of schedule of rates or changes in service provision to trial a new approach. The partnership has agreed that in such cases the agreement will be made for a specified period of time following which it will be reviewed and if acceptable to both parties a notice of variation will be issued for agreement by SMB.

1.8 At the early stage of the contract, and it should be noted, not unexpected or uncommon with a contract of this size and complexity, issues quickly emerged which were evidenced both in working practice and in the early performance data provided by Osborne. All of which were swiftly recognised by the Partnership, measures possible were embedded, discussions had and solutions provided by Osborne,

Some areas where challenges were identified as per the aforementioned consisted of:

- **Osborne senior management departures** during mobilisation and the bedding in period, creating unexpected pressure on the SBC client team to identify service concerns and drive performance.
- **Osborne recruitment to senior posts** proved difficult and interim measures were put in place for a longer than expected period of time.
- **Culture change** an understanding of Schedule of Rates, new ways of working, new technology – a learning curve for TUPE staff.
- **Calls lost – staff shortages**
- **Works in progress** (WIP) transferred from Interserve, c480 repairs on Day 1 did not help performance over the first few months of go-live.
- **Increased contact requirements with residents.** High volumes of calls, appointments made and jobs recorded in initial go-live period
- **Statutory Compliance** – no stock data from Interserve transferred to the new partnership and the Council's own database, RAMIS, had vast gaps in data not uploaded / available.
- **Appointments made & kept** - engineers arriving early to appointments was causing failures in the KDI's as logged as "missed appointment" and residents not always available. Cultural change to ensure prescribed practices followed.
- **Legacy of historic complaints** from Interserve which caused increase in issues to be addressed and allowed a poor perception of the service to be fostered.
- **Voids** – pre contract voids commenced (c100 properties) when the existing provider had been unable to meet requirements/volume of voids. The composition of voids has differed greatly from those expected, where Osborne anticipated that the majority would be the V2 Priority (10 days), the majority of all voids delivered since December 2017 have been V3 (20 days), due to the extent of work required. This has been exacerbated by lack of information on asbestos within properties.
- **Lettable voids standards** has meant extensive decorating works impacting on budget and timescales, excessive house clearances and hoarding issues compounded the problem further. Buy backs have contributed to major void refurbishment requirements.
- **Caretaking and Cleaning** – staff resources, including lack of applications to vacant posts, and improvements required in day-to-day management resulted in poor service delivery until a solution was implemented and service restored to contractual requirements.
- **Recharges Policy** – the policy endorsed at Neighbourhood & Communities Scrutiny Panel for recharging residents who request repairs resulting from wilful neglect or damage may have also contributed to a negative perception of the partnership,

negating the fact that this has been an ambition for SBC with the previous provider but was not effectively implemented.

1.9 RMI Plus (additional work). A number of work streams not part of the contract presented additional challenges and have been picked up by the partnership under the flexibility built into the agreement and following discussion, agreements put in place to provide service solutions.

These areas of challenge included:

- **Temporary Accommodation** – requirements for void management, including cleaning rooms for re-letting within 24 hours. Additionally all repairs and compliance (fire, legionella, asbestos, fire alarm testing, electrical testing) and caretaking services which were already under strain to deliver services to the HRA stock.
- **Aids & Adaptations** – requirements for major adaptations, such as level access showers, ramps were taken on and a schedule of rates agreed for an initial period of time, to be reviewed at year end to ensure VFM.
- **Refurbishments of James Elliman Home properties to create HMOs** – the partnership undertook two substantial refurbishment projects at the request of the Strategic Housing Services.
- **Chemical Commode management** – requirement to provide specialist service to ASC residents in both HRA homes and in the private sector
- **Elections** – support to the councils' election process, through onsite provision of ramps, heaters, ballot boxes, whilst maintaining day-to-day operational RMI services.
- **Support to the Building Control Team**

1.10 There have been a number of service improvements already delivered through the partnership with Osborne which have enhanced performance and provide a platform to build upon in years ahead.

There continues to be a number of service improvements delivered through the partnership with Osborne which were implemented within the first year of the contract

Some areas where improvements have been delivered against previous service provision include:

- **Contract management and governance** – as detailed in the Overview and Scrutiny report, we have an effective contract governance system, with operational sub-groups to manage performance, monitor risk and implement improvement plans with regular reviews and quarterly SMB meetings and engagement with residents.
- **Interface between IT systems** – there is, for the first time, a live interface between Osborne and SBC IT Systems, providing up-to-date information on all repairs and status. This is a significant step change from the previous provider where 16 years of data was retained in the contractor system alone.
- **PDAs implemented** 100% of the operational teams, with ability to monitor and update IT systems in a timely manner, take photographs, providing evidence of service delivery when challenged.
- **Co-located staff** to provide swift resolution of issues and embed partnership working with calls to the contact centre on non-RMI issues being addressed by SBC staff.

- **Statutory Compliance being effectively managed** with 100% Fire Risk Assessments (FRAs) completed across the Housing stock, 100% gas compliance, asbestos register being developed, FRA works following new regulations post-Grenfell being implemented in partnership.
- Revised safety policies agreed and adopted by SBC for gas, fire, electrical, water, asbestos, and management plans agreed by the SBC Health & Safety Board which will now be used to review service delivery plans to ensure they are fully aligned.
- **Safeguarding** – joint training and implementation of safeguarding best practice across the partnership with dedicated points of contact from the SBC safeguarding co-ordinator, including specific policies.
- **Training** – tool box talks and customer excellence training for all staff including SBC client team with potential for further rollout to SBC teams
- **Repairs and maintenance** – initial trend analysis to be built upon for targeted intervention
- **Budget control of Revenue and Capital Investment** – delivery against budgets being proactively managed and reported

1.11 As mentioned above and in the Overview and Scrutiny Report robust governance of the contract from day one has ensured that the partnership is fully aware of any challenges and can mobilise quickly to work in partnership to develop, implement and embed solutions. This requires continuous review and engagement and as part of this process, earlier this year, the SBC client team requested a review of delivery against each of Osborne's 15 contractual Service Delivery Plans (SDPs). An independent review was completed and subsequently a detailed action plan with timescales has been put in place by Osborne to address all areas identified for improvement. The client team and Osborne are currently working together to ensure all targets are delivered. Progress will be actively monitored monthly at OMB and quarterly at SMB. This forms a substantial part of the Partnership's **forward plan** for the partnership (**see pages 19**).

1.12 A negative perception of the partnership performance has emerged with a number of contributing factors, including a lack of a robust communications strategy and opportunity to share the performance and facts with Members and residents. The opportunity to present the first year indicative report to the Overview and Scrutiny Committee is welcomed and the partnership seeks to build on this through gaining a better understanding of what Members wish to see, how and when.

Performance has consistently improved across most areas and we have a strong base from which to build for the years ahead. The review of the SDPs has ensured that the SBC client team have a clear picture of the commitments made during dialogue and Osborne's final submission that won the tender and Osborne have responded by delivering an improvement plan which will be monitored through the governance arrangements.

We welcome any comments from the Committee to take forward to the RMI Strategic Management Board in January to review and finalise this report and agree a way forward for reporting that meets Member's requirements.



SBC RMI Contract Manager
(To be confirmed on final Draft)

Scott Hughes

Osborne Account Director

DRAFT



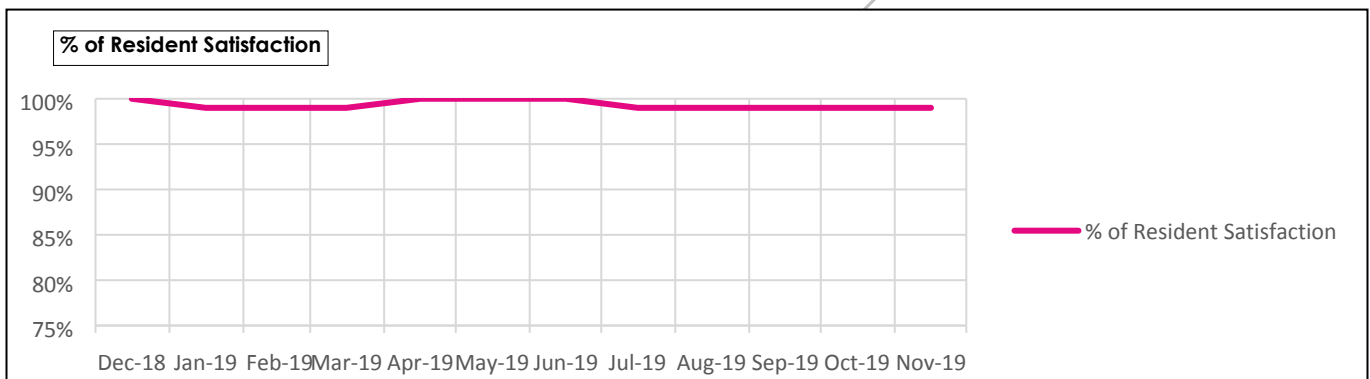
2. Service Delivery

This part of the report provides a summary of the performance of the contract in its second year of operation. Given the timing of the committee meeting, the report is reviewed by SMB in January and actions arising, including those identified in the review of the SDPs will form part of the partnership forward plan.

2.1 Customer Experience

2.1.1 **Resident satisfaction** – this does not form part of the KDI suite, however we take the experience offered to our customers very seriously. Customer Satisfaction has remained consistent throughout this period with an average of 99% of our customers being satisfied with the service being offered. Customer Satisfaction is essential to our overall delivery as content provided from the report allows us to improve our service delivery but also helps us identify our areas of strength. In year 2 of the contract we have created new ways of extracting resident satisfaction via telephone calls. This has allowed us to test the information being presented from our Operatives on site and ensure we are collecting and reporting the correct customer satisfaction levels.

Graph 1 – Residents Satisfaction with service



2.1.2 **Complaints (S1, S2, S3)** – Complaints throughout this period have been consistent. There were cases where some complaints were actual Enquiries which was fed back to the client. As part of service improvements, Complaint Trends are now being used to ensure we are continuously improving our Service. Details are stored by Osborne. Complaints are discussed in detail at the monthly Customer Experience Sub Group, including case reviews to manage and review changes in procedure and any issues or risks escalated to OMB for consideration.

2.1.3 **Compliments** – 250 Compliments were received between, December 2018 – November 2019. These have been received either verbally, by phone, letter or email and show expressions of praise, commendation and thanks from either residents of Slough or staff members of SBC. All kinds of feedback is strongly encouraged, and all compliments are passed onto staff. Compliments are also used to identify areas of good practise that the partnership can learn from. Our objective is to monitor feedback, learn and improve, if and when necessary. Compliments are a great way for Osborne to understand resident requirements and needs and maintain the good working relationships with both the staff

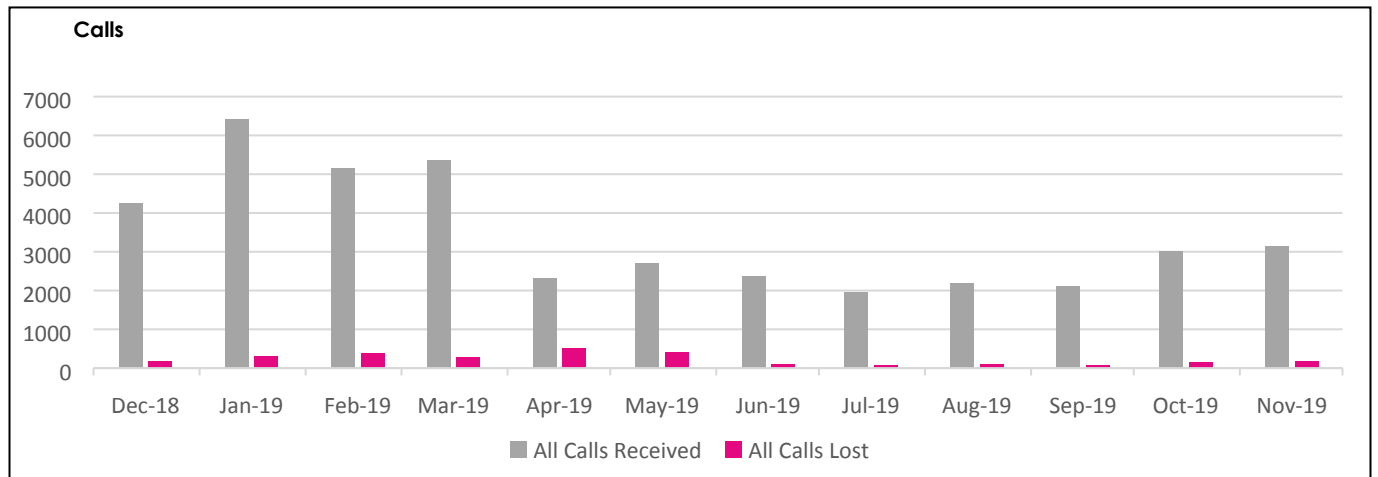
of SBC and the people of Slough. Employee of the month is an ongoing celebration for all staff.

Table 1 – customer experience

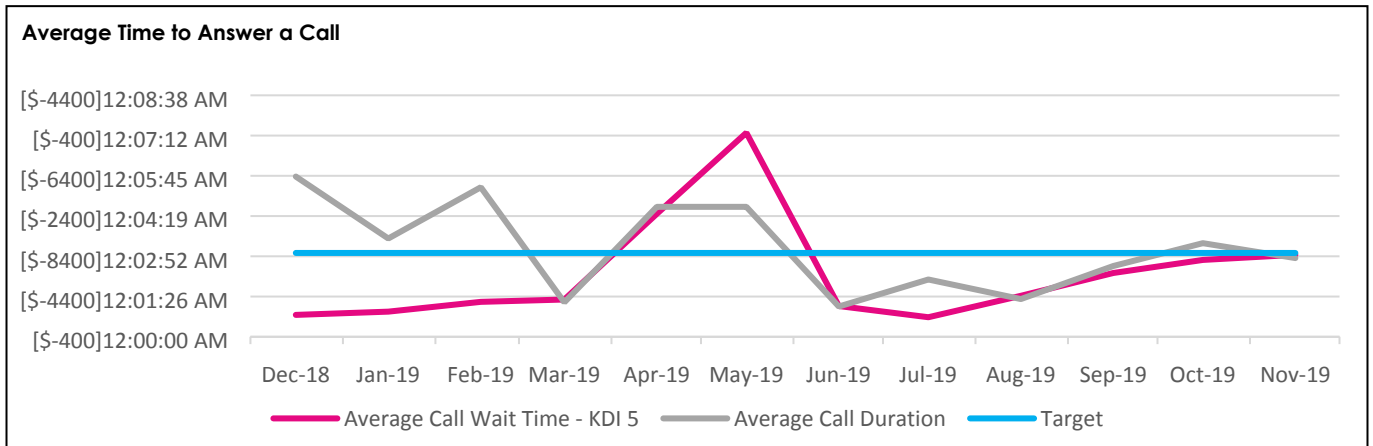
Customer Experience														
KPI	Target	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	YTD
% of Resident Satisfaction		100%	99%	99%	99%	100%	100%	100%	99%	99%	99%	99%	99%	99%
% of Calls Lost - KDI 4	5%	4%	5%	8%	5%	22%	15%	4%	4%	5%	3%	5%	5%	7%
Average Call Wait Time - KDI 5	00:03:00	00:00:47	00:00:54	00:01:15	00:01:20	00:04:24	00:07:18	00:01:06	00:00:42	00:01:28	00:02:17	00:02:45	00:02:56	00:02:16
Average Call Duration		00:05:44	00:03:31	00:05:21	00:01:14	00:04:39	00:04:39	00:01:05	00:02:03	00:01:21	00:02:32	00:03:21	00:02:49	00:03:12
All Calls Received		4253	6422	5160	5348	2313	2691	2375	1943	2190	2106	2997	3148	40946
All Calls Lost		183	303	390	268	517	416	101	69	107	73	157	172	2756
Complaints (S1, S2, S3)		12	7	8	6	10	21	2	25	22	17	21	19	170
Compliments		3	6	3	26	22	28	24	26	17	33	34	28	250
Compensation Payments Made		1	0	1	0	1	0	1	0	0	0	0	0	4

2.1.4 **Calls** – There were 5 failures within this period. These failures were largely down to Staffing levels. However, following a Recruitment Drive there were no failures within the second half of this period.

Graph 2 - calls made to the contact centre



Graph 3 - average time to answer calls



2.2 Repairs

2.2.1 **Appointments Made and Kept (KDI 6)** – The data below shows consistent performance throughout the year with no failures. Lessons were learnt from previous year and 'Toolbox Talks' still continue fortnightly to ensure we maintain the good performance and strive to exceed where possible. Operatives are regularly reminded of the importance of attending scheduled appointments at the correct time. Our Planning Team closely monitor and control our scheduling system as this ensures the correct operatives are linked to the right jobs in the first instance.

2.2.2 **Priority 1 Repairs Right First Time (KDI 7)** – this area of repairs has consistently achieved above the KDI target of 95% since February 2018.

2.2.3 **Priority 2 Repairs Right First Time (KDI 13)** – although levels fell below target during the bedding in period, from April 2018, targets have consistently been achieved above the 95% KDI target.

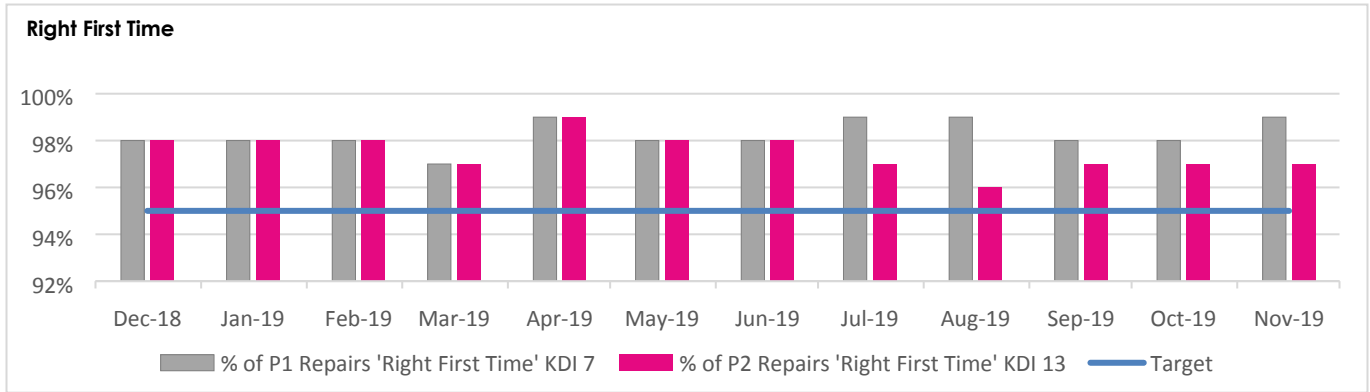
Table 2 – responsive and heating repairs

Responsive & Heating Repairs

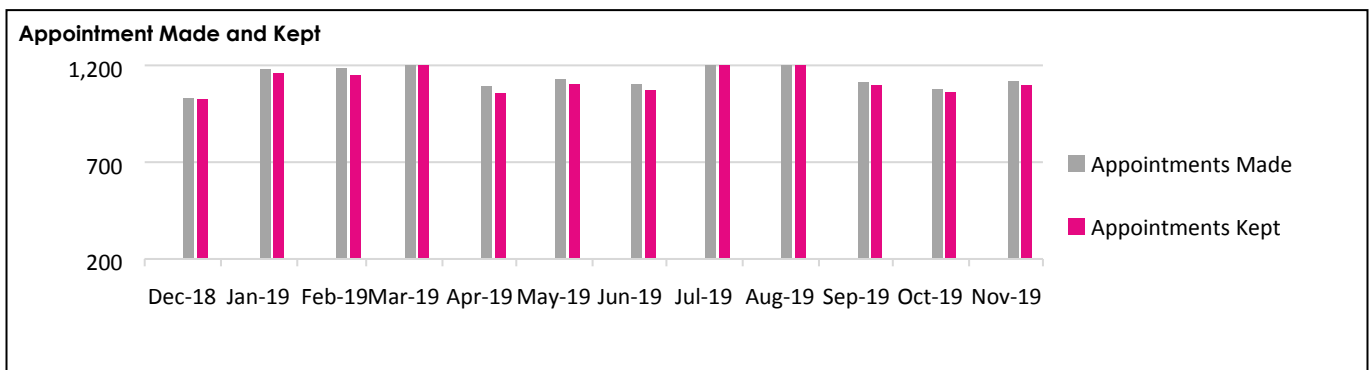
KPI	Target	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	YTD
% of Appointments Kept (Urgent & Emergency) KDI 6	97%	100%	98%	97%	97%	97%	97%	97%	98%	99%	99%	99%	98%	98%
% of P1 Repairs 'Right First Time' KDI 7	95%	98%	98%	98%	97%	99%	98%	98%	99%	99%	98%	98%	99%	98%
% of P2 Repairs 'Right First Time' KDI 13	95%	98%	98%	98%	97%	99%	98%	98%	97%	96%	97%	97%	97%	98%
% of Jobs Completed		93%	94%	93%	95%	91%	95%	95%	92%	91%	89%	88%	85%	92%
Jobs Completed		1,555	1,745	1,640	1,674	1,379	1,327	1,321	1,548	1,435	1,408	1,456	1,531	18,019
Jobs Completed in Target		1444	1632	1525	1594	1253	1256	1256	1427	1303	1258	1283	1309	16,540
Average Repair Time		14	9	7	9	10	8	7	8	8	9	11	12	9

Key: P1 – Emergency – 2 hour's attendance, complete within 24 hours
P2 – Urgent – 3 days

Graph 4 – repairs right first time



Graph 5 – appointments made and kept



2.2.4 **Trend Analysis** - Access to this year's data has enabled some trend analysis of the types of repairs most requested and the blocks with the highest number of repairs reported. We will continue to build on this work to review trends in individual properties and those that have not reported any repairs.

Table 3 – top 10 Work Orders

Work Order	Volume of Repairs
Heating: Central heating - not working	1647
Heating: No hot water	790
Doors: External door	767
Electric lighting: Internal lighting	619
Toilets: Cistern	516
Taps: Sink taps	494
Locks and fittings: Locks	459
Heating: Radiator	407
Pipes: Pipes	370
Communal: Entry phone	368

2.3 Voids

There was a total of 340 Voids received within the second year. The actual volume of void properties and the scope of works within them was similar to the previous year. Work undertaken continues to include:

- We continue to use the SBC Capita system to provide accurate weekly data as a key management tool, including substantial reconfiguration of the Capita system

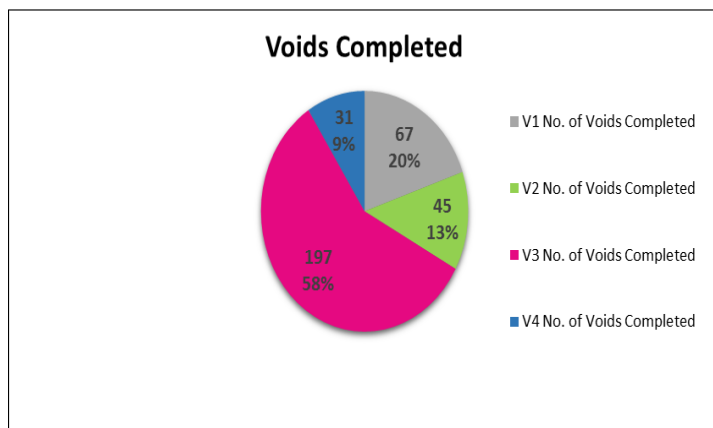
Table 6 – void performance

Voids														
KPI	Target	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	YTD
% of Voids Completed in Target (V1, V2, V3) KDI 12	98%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
% of Voids Completed in Target (All priorities)		100%	100%	100%	100%	100%	100%	100%	100%	100%	96%	100%	97%	99%
Voids Received (All Priorities)		19	22	34	36	31	25	24	27	32	28	33	29	340
Voids Completed (All Priorities)		19	22	34	36	31	25	24	27	32	28	33	29	340
Voids Completed in Target (All Priorities)		19	22	34	36	31	25	24	27	32	27	33	28	338

Chart 1 – voids completed by category

Key: Priorities

- V1 = 5 days
- V2 = 10 days
- V3 = 20 days
- V4 = 60 days



Statutory Compliance

- Gas compliance and Gas operations remains strong and performance continues to meet 100% gas compliance for the month (20 x consecutive months of 100% compliance).
- Gas Repair Job Volumes have increased from previous months, our gas servicing volume are stable and consistent, now gas servicing reforecasting is in place
- SBC external auditor "PCM" reported for November 2019 our gas team achieved 100% quality control pass for gas servicing/repairs on-site inspections and LGSR documentation and 100% customer satisfaction performance which is great performance (consecutive months)
- All other compliance work streams under PPM are at 100% compliance
- We have 100% visibility of all our compliance work-streams
- The compliance team have a clear understanding of compliance process and management and business expectations with "Accuserv" being the management tool for monitoring of compliance performance

- All other compliance works streams (Lifts/Lightning Conductors/Water Hygiene L8/Fire Alarm Systems-Equipment-Dry Risers-Sprinkler Systems/Communal Boilers) are 100% compliant with solid inspection and reporting processes in place
- SBC have a clear and transparent position on its overall compliance position

2.4 **Caretaking & Cleaning**

The Caretaking & Cleaning Services have commenced within this period. It is monitored closely by the Cleaning Supervisor who also completes Post Inspections on a weekly basis. All new caretakers are still trained and issued with a PDA to improve their working practice, this continues to enable task allocations and completions, and it gives greater visibility of daily productivity, enables a realistic gauge of the improved performance of the service which is visited during all Monthly One to One's.

2.5 **Capital Investment (Planned Programme)**

A comprehensive investment programme was agreed for the financial year of 2018-19 Osborne have Resident Liaison Officers dedicated to supporting tenants throughout the process of work undertaken and act as the single point of contact to address issues, raise queries and agree choices and colours when required, providing any additional support as necessary. Osborne are also responsible for all section 20 consultations with leaseholders.

Members' requirements for improvements to garage sites are being undertaken in a phased approach to address ASB and provide additional parking requirements. Other sites are being earmarked for potential development and planning applications are being submitted. Additionally SBC have instructed Osbornes to carry out the hoarding of potential development sites in conjunction with our garage repairs /demolish programme. We are also carrying out repairs to other garage sites to free up garages for residents to decant to .This helps free up more garage sites for future deployment Completed to date three phases (17 sites)

New Fire Risk Assessments to all low and medium rise flat blocks were undertaken in 2018, works have been identified and remedial actions are now underway. Works have progressed to allow for the closing out of actions on SBC`s "Risk hub web site" to date 447 blocks have now been fire stopped out 497.

The partnership will be closely monitoring repairs from mid-2019 to move in the right direction to increase planned preventative works and reduce the volume of repairs reported, for example the boiler replacement programme should not only deliver improved efficiency and heating but also a trend in reduction of gas repairs being reported.

Additional resources were allocated to the capital programme due to the increased volume of planned projects which included two substantial refurbishment projects for Strategic Housing Services delivering 2 x 10 bedroom properties in Victoria Street and Herschel Street providing an additional 20 rooms for temporary accommodation to reduce the expenditure on B&BS. In addition the major refurbishment of Broom House and Poplar House tower blocks to meet the new fire regulations, installing sprinkler systems and undertaking significant refurbishment works which includes replacing the existing cladding, replacement kitchen , new communal doors and screens and completion of void works to 12 properties within Broom house . New roofs have been installed along with a brand new communal alarm system internal decorations, fire dampers and fire stopping where required are underway and expected to be completed in mid-2020.

A summary of the works underway is given in table 7 below.

Table 7 – capital investment programme 2018-19

Programme	Number	Reason	Dates
Garage Sites	Sites - Total 10 sites	Preparation of sites for development and implementation of garage strategy including removal and demolition. Boundary fencing and repairs	Started in March 2019 ongoing - Phase 1 Completed. Works are still ongoing with new schemes being instructed on a regular basis
EICR	918	Electrical testing in individual homes required to be done and certified every 5 years under current legislation. To identify electrical repairs and undertake such repairs. 1208 in programme plus voids	Started in June 2018, 5 year programme. Ongoing with a new property list due to be issued
Boiler Replacements	829	Problematic boilers reaching end of their economic life so reducing future maintenance	Started in March 2019 project completed March 2020
De-Designated Schemes- FRA Works	7 schemes	Statutory compliance issues relating to fire risk and asbestos Works including communal fire door replacement to all blocks. Class o decoration along with full warden call alarm systems are planned. Fire stopping	On going
Kitchens and Bathrooms	162	162 new kitchen and /or bathroom replaced up to March 2020	New property list expected to be released this year
Window Replacements	84	84 Dwellings at Broom and Poplar were replaced as part of the refurbishment works completed in mid-2019	
Door Replacements		Not aware of any Door replacements during this time.	
Broom and Poplar Houses	84 Dwellings	As above	
Works following Fire Risk Assessments	7 schemes 497 low rise blocks	AS above. Works are still ongoing with compartmentalisation in ;loft spaces due to commence soon	On going

3. People

3.1 Skills Training & Investment

- 10 full time apprentice are currently in place
- Safeguarding, Health & Safety and GDPR– On-going training around these areas during fortnightly Toolbox Talks and also covered within Monthly One to Ones.
- Mandatory Training – 75% of Osborne staff trained on Asbestos / Manual Handling / Fire Awareness
- Local Labour – Osborne have 113 Permanent employees, 40 of which have a Slough postcode.

3.2 Supply Chain

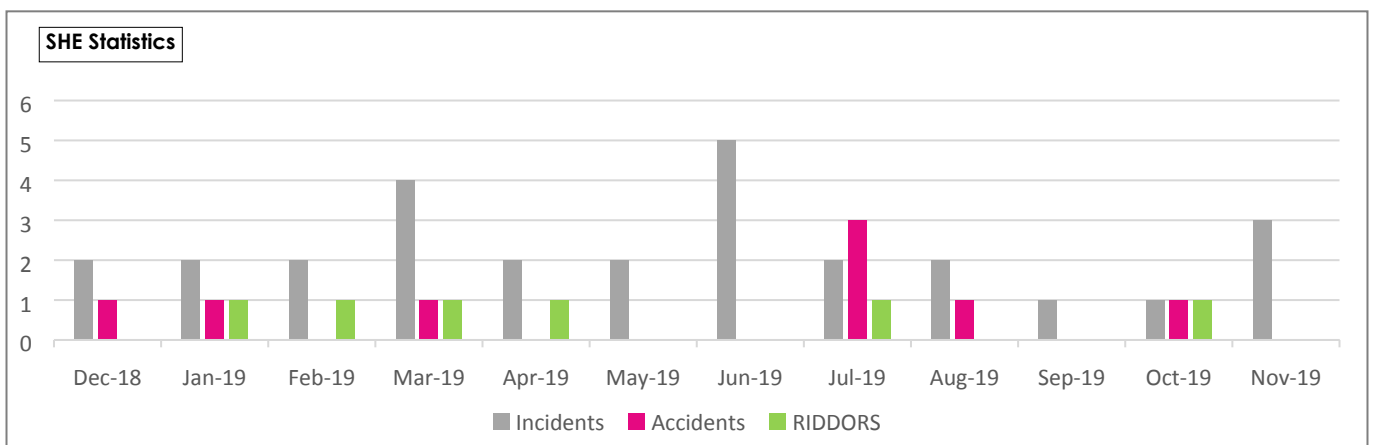
There are currently 45 suppliers and subcontractors live, 11 of which, have a Slough Postcode. We are currently working towards improving this and meeting the contract requirement to re-invest the Slough 'pound' within the borough. Strong Supply Chain management has been key to ensuring service delivery, adding to the already embedded team of direct labour personnel and has enhanced the service.

As we encourage growth with extensive joint marketing, this will attract other stakeholders to the Borough. By increasing the current asset standards we recognise that this could attract more professionals. This will increase the Borough's profile along with its Partners and stakeholders.

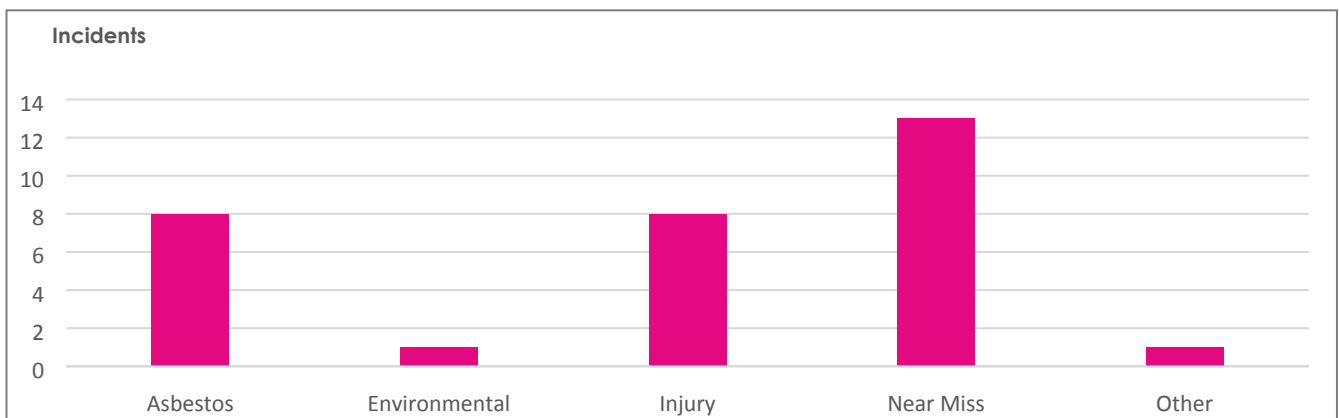
3.3 Health & Safety

Within the second year there has been an increase in Health and Safety Incidents especially within the first 6 months, however fortnightly Toolbox Talks now contain Health and Safety refresher training which has slowly started to have a positive impact on the amount of Incidents being reported in.

Graph 7 – safety health and environment (SHE) statistics



Graph 8 – SHE Incidents



4. Forward Plan – SBC to complete section

In the year ahead the partnership will continue to build on maintaining and improving performance, with a focus on ensuring areas where we have made significant progress this year continue to be delivered to a high standard, including Voids and customer services.

- 4.1 **Service Delivery Action Plan** – as mentioned earlier, the SBC client team requested an independent review of the 15 service delivery plans and Osborne have prepared a detailed action plan with target dates to address all areas identified for improvement. Progress will be actively monitored monthly at OMB and quarterly at SMB. Key areas of focus are given below.
- 4.2 **Social Return on Investment (SROI)** – Delivery of SROI is an essential part of service delivery for the partnership and there is significant service delivery requirements going forward, including;
- apprenticeships and work placements
 - social enterprise
 - local business mentoring
 - reinvestment of Slough £
 - local labour and supply chain strategy
 - Workshops including, fuel poverty, health inequality, healthy eating and digitalisation
 - Support for local clubs and tackling isolation
 - Sponsorship of community based initiatives and charities
 - Refurbishment/upgrades in the community
 - Community Investment Plans for each neighbourhood
- 4.3 **Neighbourhood Guardians** – All Osborne staff especially caretakers / cleaners and supervisors all act as Neighbourhood Guardians, in 2019 Osborne will begin nominating individuals in each area so that our residents can put a face to a name.
- 4.4 **Environmental Plan** – Update the Environmental Plan, explore local charities for recycling furniture and white goods from voids. Carbon footprint management and recycling from major refurbishment works and capital investment programmes including waste management.
- 4.5 **Review Performance Indicator Suite**
As part of the annual review, the full performance suite of indicators will be jointly reviewed and refined to ensure that they are relevant and align with aspirations of the partnership.
- 4.6 **New Cost Model for Service Delivery (e.g. price per property / price per void)**
Osborne will present Slough a first draft of a new cost model based upon data and trend analysis to provide a bespoke solution for SBC. This will form part of the transition to the second delivery model as detailed in the contract and will incorporate costs for estate services charges and service transition. SBC will review the offer made in detail.
- 4.7 **Review Service Delivery Model Against New SBC Policies**
SBC have agreed new statutory compliance policies and management plans which will be used to review Osborne service delivery.
- 4.8 **Cyclical Decoration Programme**
Programme to be implemented from April 2019

4.9 **Best Practice Voids**

Within the partnership, void management will continue to be a high priority. Voids performance is recognised as a key focus for SBC and delivery of a continuously improving voids process, with the reduction of the key-to-key times, delivery of the lettable void standard and reducing on-going void costs. The introduction of new services for ingoing residents e.g. sparkle clean, accompanied viewings prior to completion of void works, can enable void times can be reduced.

4.10 **Capital Investment Programmes**

Develop and implement programmes to improve energy efficiency, reduce fuel poverty and improve EPC ratings e.g. boiler replacement, roofing, door and window programmes and insulation.

4.11 **Trend Analysis and Benchmarking**

As more data becomes available the partnership will enhance the work on trend analysis to manage the stock to shift from reactive to preventative planned works. We will also use Housemark to benchmark service delivery.

4.12 **IT Enhancements**

Continue to provide performance data within **Members Dashboard**, reporting to Members, wherever possible, identifying information down to ward level. The partnership welcome feedback from Members on the information they would like to see in the dashboard.

4.13 **Independent Resident Monitoring**

Develop and implement independent service monitoring by residents with neighbourhood teams e.g. Estate Inspectors.

4.14 **Customer Journey Mapping**

Resident engagement to review expectations in relation to the service they receive and using learning from complaints and compliments to identify where services need to be driven and improved e.g. introduction of call back facility by the Contact Centre.

4.15 **Membership of the British Institute of Cleaning Science (BICS)**

Training arranged to meet the required standard for membership.

4.16 **Trading Partnership**

Partnership to be inaugurated and private sector offer to be submitted by Osborne to generate income and additional revenue for the council e.g. gas servicing for private sector landlords.

4.17 **Housing Development, Refurbishments & Top-hatting**

SBC will expedite plans for delivery of new homes, including modular homes on garage sites, top-hatting existing blocks, refurbishments of assets, working in partnership with Osborne and other partners.

SLOUGH BOROUGH COUNCIL

REPORT TO: Neighbourhoods and Community Services Scrutiny Panel

DATE: 22nd June 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
2020/21 WORK PROGRAMME

1. **Purpose of Report**

For the Neighbourhoods and Community Services Scrutiny Panel (NCS Scrutiny Panel) to discuss its work programme for 2020-21.

2. **Recommendations/Proposed Action**

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

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

- 3.1 The Council's decision-making and the effective scrutiny of it underpins the delivery of all the Joint Slough Wellbeing Strategy priorities. The NCS Scrutiny Panel, along with the Overview & Scrutiny Committee and other Scrutiny Panels combine to meet the local authority's statutory requirement to provide public transparency and accountability, ensuring the best outcomes for the residents of Slough.
- 3.2 The work of the NCS Scrutiny Panel also reflects the priorities of the Five Year Plan, in particular the following:
- Our residents will have access to good quality homes
- 3.3 In particular, the NCS Scrutiny Panel specifically takes responsibility for ensuring transparency and accountability for Council services relating to housing, regeneration and environment, and safer communities.

4. **Supporting Information**

4.1 The current work programme is based on the discussions of the NCS Scrutiny Panel at previous meetings, looking at requests for consideration of issues from officers and issues that have been brought to the attention of Members outside of the Panel's meetings.

4.2 The work programme is a flexible document which will be continually open to review throughout the municipal year.

5. **Conclusion**

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

6. **Appendices Attached**

A - Work Programme for 2020/21 Municipal Year

7. **Background Papers**

None.

Neighbourhood and Community Services Scrutiny Panel Work Programme - 2020/21

Task & finish group
<ul style="list-style-type: none">• Food Poverty Task & Finish Group
Meeting Date
22 June 2020
<ul style="list-style-type: none">• Covid-19 Response – verbal update• Rough Sleeper Workshop• Homelessness Prevention Strategy• RMI update (information only)
3 September 2020
<ul style="list-style-type: none">• Safer Public Spaces• RMI update<ul style="list-style-type: none">➢ Missed appointments (including missed appointments by residents in the report back on performance with regard to missed performance)➢ Voids Update (including length of voids)➢ Non contractual routine repairs➢ Rechargeable repairs➢ % target for appointments kept (emergency and urgent) in a different visual to being based on volume as at present➢ Asbestos: Details of the contractors / analysts undertaking surveys and asbestos removal• Key Worker Housing Update (information only)

22 October 2020
<ul style="list-style-type: none">• Licensing of Houses in Multiple Occupation update• Local Plan Update• Low emissions strategy update
6 January 2021
<ul style="list-style-type: none">• The Home Improvement Agency - findings of the review
25 February 2021
<ul style="list-style-type: none">• Crime and disorder reduction panel<ul style="list-style-type: none">○ Safer Slough Partnership Update
13 April 2021
<ul style="list-style-type: none">• Housing Services Scrutiny Indicators

Potential items to be programmed:

- Housing allocation policy
- IMD 2019 (2020/2021)
- The Hubs Strategy
- Langley Hugh Street - infrastructure - impact on businesses

- Impact of personalised charges on tenants
- Safety on public transport
- Changes to cycling lanes and other road infrastructure
- Waste management facilities
- Domestic abuse

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MEMBERS' ATTENDANCE RECORD

NEIGHBOURHOODS & COMMUNITY SERVICES SCRUTINY PANEL 2020/21

	MEETING DATES					
COUNCILLOR	22/06/20	03/09/20	22/10/20	06/01/21	25/02/21	13/04/21
M. Holledge						
Gahir						
S Parmar						
Sabah						
Ajaib						
Matloob						
Hulme						
Minhas						
Kelly						

P = Present for whole meeting
Ap = Apologies given

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

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