

Appendix A: Housing Strategy Implementation Plan – updated June 2017

Action Plan				
Action	Who	Target Date	Progress	RAG
Theme 1: New Housing Supply				
Seek to enable the provision of 927 new units of housing per year for Slough in line with the SHMA.	HoHS PIng	Continuous Monitoring	Priority - High Planning led targets. Local Plan Review to seek to enable target. Achieving target is primarily dependent upon land owners/developers bring forward development.	
The Council will directly deliver or facilitate a programme 200 units per year of new housing over the life of this Strategy and beyond, including affordable housing.	HoHS	March 2021	<p>Priority - High Need to clarify how the 200 unit figure was estimated It is assumed to cover the following :</p> <ul style="list-style-type: none"> • Council built affordable homes • Units purchased by Council on SUR development sites. • Units (any tenure) built by Council local housing company • New units (any tenure) purchased by Council local housing company • Units purchased by Council on private development sites under Sec 106 obligation for affordable housing. • i.e. Affordable Housing (Rented and Intermediate) <p>To clarify as could also include under the 'facilitate' category the following but doubt this was intended when the 200 figure established :</p> <ul style="list-style-type: none"> • Units (any tenure) built on land disposed of by the Council for residential development (including transfer of land to SUR). • Units built by or purchased (new build on 106 sites) by Housing Associations with Council top up money. 	

			Historically RSL & SBC new supply reported.	
Maximize the provision of affordable housing on Council-owned land through infill development and estate renewal, including the net gain of 1,000 units on HRA land over the period 2016 to 2031.	HoHS HoNS	Continuous Monitoring	<p>Priority – High / Medium Part of above action over 15 years. Should this list of 1000 units be documented/refined?</p> <p>Infill sites high priority and already well underway. Estates renewal (medium priority) to follow Stock Condition survey report and Options Appraisals project.</p> <p>Clarify if net increase? T&A & Estates renewable will only marginally increase net supply. Need to tie figures in with Planning capacity studies.</p>	
Prioritise available funds and council assets to provide for the delivery of affordable housing schemes in partnership with SUR and Housing Associations.	HoHS HoAM	Continuous Monitoring	<p>Priority - High Clarify <i>SUR/HAs</i>? Priority to fund council built homes on Infill sites.</p> <ul style="list-style-type: none"> Establish acceptance of current RTB receipts. Clarify Countryside's Britwell additional funds? <p>RSL top-ups an option. Council purchase on private development sites under Sec 106 obligation for affordable housing an option.</p> <p>Options Appraisal Project to inform delivery of affordable housing beyond HRA Small.sites & 18/19.</p> <p>Analyze assumptions on AH purchases on future SUR sites.</p>	
Develop a Revised Affordable Housing policy for the Borough.	HoHS Plng		<p>Priority - High High priority to establish SLR by early July. S106 Contributions review by August for Sept adoption of revised planning policy. . Secondary priority to review s106 thresholds on private developments to inform Local Plan Review by end of year.</p>	
Work with private and public sector partners to acquire and assemble	HoAM	Continuous Monitoring	Priority – Medium / High SG to comment if covers all	

sites to facilitate the delivery of new housing.			tenure housing. Liaise with Planning re id of sites to purchase.	
Improve partnership arrangements with housing associations to facilitate the delivery of new affordable homes	HoHS	Oct 2017	Priority - Medium Follow on from establishing SLR and impact to s106 sites. Can re-establish formal relationship with meetings (Q. with whom in SBC). Operationally update Guidance to Developers & in preApps. Provide list of known sites to active RSLs on regular basis.	
Extend our programme of Council mortgage lending through our existing LAPP scheme.	ADFA	Mar 2018	Priority - Medium NC to comment on behalf of Finance.	
Produce a plan to improve housing opportunities for key workers.	HoHS	July 2017	Priority - Medium Part of above and delivery of Intermediate Housing by Housing Company.	
Provide new homes for particular groups within the community where required, for example those needing extra care or care leavers.	HoHS	Continuous Monitoring	Priority – Medium / High Higher priority than KW? Timetable & lead on Older persons Strategy? As above client group, should Plan be produced for specific groups? Part of Estates renewal and remodeling of existing HRA Older persons schemes to follow Stock Condition survey & Options Appraisal reports.	
Use our Subsidiary Housing Companies to assist in providing homes for vulnerable groups within the community.	HoHS	May 2017 Continuous Monitoring	Priority – Medium / High Subset of above action? And Deadline passed. PJ to comment.	
Pro-actively use powers to increase the supply of homes by bringing long-term empty homes back into use.	HoNS		Priority - Medium The impact of this approach is extremely effective and is certainly demonstrating the Council's intent to put the local resident at the forefront of its activity by addressing the issue of derelict empty properties	
Theme 2: Private Sector Housing				
Create two wholly-owned Subsidiary Housing Companies to act as exemplar private landlords in the borough and to assist homeless households and others on low or modest incomes to access affordable private sector homes.	HoAM	Jan 2017	Priority The Companies have already been created and registered.	
Undertake a feasibility study for introducing a borough-wide Landlord Registration Scheme. This is to protect good landlords and drive our	HoNS	Oct 2017	Priority This is in progress and on track. We aim to submit our data analysis; the evidence	

rogue or criminal landlords from Slough.			based rational, findings and option appraisal to the Cabinet in October 17.	
Following the announcement of the expansion of mandatory HMO licensing we will implement the scheme once the commencement date has been announced.	HoNS	Oct 2017	Priority We are waiting for the Parliamentary Approval and the secondary legislation which was/is expecting to be in early or mid-2017. We think at this rate it may be announced for Autumn 2017. We will however fully incorporate this requirement within the scheme we will be designing as part of any Landlord Registration or Licensing Schemes.	
Undertake rigorous enforcement and prosecution against rogue landlords who have a history of breaking the law.	HoNS	Continuous Monitoring	Ongoing The Hsg Regulation Team has been expanded and all the posts recruited to. The New officers are going through comprehensive training. The team has already doubled its enforcement activities including prosecutions of Rogue L/Ls. Going forward; we will develop a set of SMART KPI which will demonstrate the outcome focused approach and the impact of the team in improving PRS as whole. This will be towards the end of 2017 when the new officers are fully trained and have achieved the required levels of competency on a consistent basis.	
Support responsible landlords and work with them to become professional and grow their business.	HoNS	Continuous Monitoring	Ongoing We will be developing the Council's offer to private L/Ls through a combination of the RMI Service Menu, working within and in conjunction with the Council's subsidiary companies. This will be developed alongside the RMI mobilization and development of SROI.	
Use the new RMI contract to provide support and services to private landlords.	HoNS	Dec 2017	Ongoing/Medium to Long Term As Above	

Use all available powers to bring empty properties back into use. Work with our partner agencies to tackle the problem of illegally-occupied outbuildings.	HoNS	Continuous Monitoring	<p>Priority- ongoing Medium term</p> <p>Currently we are dealing with over 20 long term problematic cases, 7 of which are at various stages of the CPO proceedings.</p> <p>We plan to submit another CPO report to the Cabinet in August or Sept 2017 for a further 4-5 Empty Properties which a CPO will be the only option. The impact of this approach is extremely effective and is certainly demonstrating the Council's intent to put the local resident at the forefront of its activity by addressing the issue of derelict empty properties.</p>	
Work with utility companies and other agencies to insulate homes and improve the energy ratings of older buildings.	HoNS	Aug 2017	<p>Priority – to be delivered Medium/Long Term</p> <p>The Council is at the advanced stage of rolling out a Borough wide insulation programme in partnership with one of the ECO delivery agent funded by British Gas and EDF.</p> <p>We hope and envisage the project to be in place by September 17 at the latest. The government has recently announced an extension to ECO which will run for a further 15 months under ECO2t. It is therefore crucial to capture as many of those residents who require insulation and encourage them to take up the offer. This is/ will be a key part of the Council's strategy to tackle fuel poverty, improving health& wellbeing and meet its obligation in reducing CO2 emission.</p>	
Through partnership working, particularly with Adult Services, Public Health and the CCG, develop services to allow elderly and disabled residents to live independently in their home and reduce the impact of poor housing on the health of borough residents.	HoNS HoHS	Continuous Monitoring	<p>Priority – to be delivered In Medium Term</p> <p>To establish a steering group made up of all the relevant partners, particularly, Adult Social Care, Health the Public Health (CCG) and Housing to develop a joined up</p>	

			Strategy based around prevention agenda. This group will develop an all-encompassing delivery mechanism of services that improve health & wellbeing by promoting independence, preventing hospitalization or the need for residential care and develop a practical service for hospital discharge.	
Build a well-resourced Private Sector Housing Service to support good landlords and carry out the Council's statutory responsibilities towards tenants and landlords.	HoNS	Apr 2017	<p>Priority to be delivered Medium to Long Term.</p> <p>The first Part of this has been achieved. However, this is to be further developed through well trained staff, tools such as L/L Registration or Licensing, cohesive partnership and prevention strategy. The second part will gradually be developed and through Annual Service Planning to set out outcome based SMART KPIs to evaluate / measure effectiveness.</p>	
Theme 3: Council Homes				
Publish a baseline 30 year Business Plan for the Housing Revenue Account in the Autumn of 2016.	HoNS	Oct 2016		
Undertake a comprehensive survey of the condition of the Council's housing stock, for completion by January 2017.	HoNS	Jan 2017		
In the light of the results of the condition survey and the implementation of the provisions of the Housing and Planning Act, produce an updated HRA Business Plan in March 2017.	HoNS	Mar 2017		
In partnership with residents, undertake a formal asset management review and option appraisal of the Council's housing stock for completion by December 2017.	HoNS	Dec 2017		
Complete the existing programme of 190 new homes on Housing-owned land and seek to continue the programme beyond 2020.	HoHS	Mar 2020		
Adopt the following priorities for improving the services to residents; <ul style="list-style-type: none"> Awarding a new Repairs, Maintenance and Investment contract for council homes to improve the quality and responsiveness of repair for 	HoNS	Dec 2017		

<p>residents and to act as a catalyst for the development of local and in-house capacity to provide maintenance services</p> <ul style="list-style-type: none"> Engaging and enabling residents so as to create a culture of accountability and responsibility and to broaden opportunities for tenants and leaseholders to be involved in the development and monitoring of services ; Increasing resident satisfaction through greater responsiveness to customers and in particular through the greater use of digital technology. 		<p>Dec 2017</p> <p>Continuous Monitoring</p>		
Develop a new Tenancy Strategy for council tenancies in the light of the Housing and Planning Act.	HoNS	Sept 2017		
Undertake a formal review of the scheme for the Allocation of social housing in Slough.	HoHS	May 2017		
Develop proposals for the more effective use of council homes by increasing the number of tenants choosing to downsize when their family circumstances change.	HoHS HoNS	Mar 2018		
Theme 4: Homelessness and Housing Need				
Develop and adopt a Preventing Homelessness strategy in collaboration with clients, landlords, the voluntary sector and other partner agencies.	HoHS	Sep 2017	Homeless Prevention Board set-up with bi-weekly meetings, will set the direction of partner engagement e.g. Safer Slough Partnership Board.	
Develop new partnerships with private and third sector landlords to maximize opportunities for tenancies for homeless families and individuals.	HoHS	Continuous Monitoring	New initiatives tried include landlord incentives for private sector landlords, work initiatives in TA so that families can qualify for Band B on the Housing Register with an outcome of around 40 families. Partnership Building with Registered Social Landlords and consideration of an Out of Borough placement policy next stages.	
Establish a Subsidiary Housing Company to acquire homes to alleviate the pressures on temporary accommodation and Bed & Breakfast provision.	HoAM	Jan 2017	Company established with capital funding available, properties to be transferred or acquired to meet targets and alleviate pressures.	
End the use of Bed & Breakfast for families with children.	HoHS	Mar 2017 Continuous Monitoring	Ended and kept under review.	

Review the Council's Allocation Scheme to re-evaluate the priority which homeless people receive under the scheme.	HoHS	May 2017	Work has commenced and key areas of policy change identified. Dates set to begin the consultation process as required.	
Work with the Health sector and other agencies to monitor and address the health and care needs of vulnerable homeless people placed in Slough by other Local Authorities and require those authorities to review their placement and notification policies.	HoHS	Continuous Monitoring	Work has commenced though a systematic process and group needs to be set up to review needs on a case by case basis.	
Produce service proposals for multi-agency working for rough sleepers during periods of cold weather.	HoHS	Aug 2017	The preferred option is a Housing First model in line with the Manchester proposals and buys in from the voluntary sector to provide support.	
Roll out the MEAM approach and develop new partnerships that makes homelessness everyone's business in Slough.	HoHS	Mar 2018	As above, as part of a wider strategy of partner involvement as again this is a preferred way of working with voluntary and community groups to secure buy-in and shared resources.	
Theme 5: Special Housing Needs and Vulnerable People				
Build on the Joint Strategic Needs Assessment (JSNA) on health and disability housing needs and produce service proposals with partners and stakeholders to examine what housing options are required to best meet current and future demand and changing needs.	HoHS	Oct 2017	Significant work has been completed here, new service models offered to the Trust for care leavers. Rochfords site (nr Wexham) has been given the go ahead for development to provide the main accommodation for LD/PD groups for the Borough.	
Through our new Subsidiary Housing Company, develop new partnerships with the Children's Trust, Health and Adult Social Care to maximize opportunities for specialist and alternative accommodation to be delivered locally and more cost effectively.	HoHS	Continuous Monitoring	As above, plus keen interest from Mental Health to provide community based options. JE Homes currently looking to purchase 25 or more 3 bed and 2 bed homes suitable for independent living and to meet a broad range of housing needs.	
In collaboration with the Children's Trust, ensure there is an adequate supply of accommodation for care leavers.	HoHS	Continuous Monitoring	Significant work has already been undertaken to ensure that social workers in the Trust are aware of the priority B banding that care leavers already attract on the Housing Register. And the process to follow to ensure that when leavers care are ready a social	

			tenancy is available. The Register is also kept under review to ensure that care leavers do not miss out on opportunities by the Allocations manager. Plus the work did through JE Homes to offer new housing solutions for those not ready for an independent tenancy and at risk of subsequent eviction.	
Undertake a review of Housing-Related Support services in the borough.	ASC	Dec 2017		
Undertake a review of the Home Improvement Agency	HoHS ASC	Mar 2018	Currently under review at a Directorate level between ASC and RHR.	
Deliver up to 3 new mixed use extra care schemes in the borough during the life of this strategy where there is established local need.	HoHS HoAM ASC	Mar 2021	ASC are progressing one site independently and the Community Hub strategy is expected to deliver at least 1 more through land assembly and provider procurement.	
Develop an Older Persons Housing Strategy for Slough.	HoHS ASC	Apr 2019	Work to be commenced.	
Within the review of the Scheme of Allocation, ensure full account is taken of the needs of people with a disability.	HoHS	May 2017	This is an identified priority in the Allocations review, The focus is on those unable to work through disability.	
Improve the recording and matching of adapted properties to ensure the best use of existing council stock.	HoNS	Apr 2018		
Improve partnership between Housing, Adult Services, Public Health and Slough CCG to allow more elderly and disabled residents to live independently at home.	HoHS ASC	Continuous Monitoring	Probably need to tie this in with an Older Person's Strategy and form a Board to ensure delivery including the named partners.	

Key	
HoHS	Head of Housing Services
HoNS	Head of Neighbourhood Services
HoAM	Head of Asset Management
ASC	Adult Social Care
ADFA	Assistant Director, Finance and Audit
Plng	Planning Officers