

Slough Council Housing Services Improvement Plan

Slough Council – August 2023 Draft 4

Issues Raised	Comments	Proposed Actions	Timescales	Resources	Finance Budgets	RAG
Renewal of Housing asset management Plan (AMP). Up to date information required improve link to financial costing process	Good practice and operational imperatives require effective asset management, stock condition, and financial systems to be in place to ensure accurate HRA BP	Develop an updated asset management plan and establish strong operation financial links.	Review of initial AMP outputs by November 23 to enable impacts to be fed into the budget process for the HRA.	HRA budget to be adjusted to meet further needs identified from AMP review	Costs for AMP indicative costs circa £90k to be funded from HRA. Review and costs for asset renewal improvements to be met by HRA subject to further detailed reports.	
Poor housing Maintenance service significant WIP with consultancy support to provide strategy for procurement of new contract.	Currently repair backlog 1100 jobs and very slow progress towards acceptable service. Poor communication with customers significant complaints	Reduce WIP and complaints backlog, improve communication. 'Achieve repairs right first-time approach'. This is more likely following new RMI contract	Review current contract arrangements and re tender with revised service standards and objectives by 2025.	Current Contractor to provide extra resources for damp and mould objectives. new Monitoring process agreed with task force approach	Additional financial resources approved for consultancy support. Extra costs to be expected for improved contract specification and contract structure to improve quality. HRA to meet costs.	
Damp and mould process and response to damp and mould cases reported, being implemented based	Currently identified 1020 cases impacted with damp and mould. Risk based approach adopted and partnership with NHS progressing to	Fully develop risk-based approach, to identify high risk cases in place. Introduction of new technology monitors being	Develop more sophisticated partnership with NHS to identify high risk medical cases underway. To be fully	New task force-based approach introduced, and new monitoring arrangements being introduced to review impacts in 6 months	Additional £500k included in the HRA 23/24 financial year to deal with increased demand and repairs arising for damp and	

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on task force approach.	identify children with Asthma.	installed in properties.	implemented by April 24.		mould. Resources to be reviewed in the light of increased knowledge and budgets adjusted from 24/25.	
Significant proportion of the housing garage stock is void 864 presently substantially because of repairs backlog and lack of investment	Revenues are seriously reduced because of void rates. Appraisal of garage sites completed, and strategy required to determine future use of assets to be provided Nov 23.	Identify risks associated with poor repair standards and secure appropriate sites.	Complete essential works within 6 months and secure unsafe assets and sites. Determine future repair and re development needs through strategy.	Establish likely costs of repairs for retained stock, and H&S liabilities. Strategy recommendations when approved to be fully developed and implemented	Additional budget circa £1m included within the HRA BP for 23/4 and future years to deliver repairs and H&S issues, clearance, and potential re development to be quantified.	
Limited effective I/T solution for Housing service as new NEC system still requires further implementation	NEC System now sole housing management system. CAPITA has been closed. Planned work with new Project Board managing process in place.	Progress being made on implementing next phase of development which includes housing accommodation system needs and service charge capabilities.	Complete implementation of NEC Housing system as priority and ensure all modules are operational during spring 2024	New resources identified and EPC submissions completed as required for further project management and system development approved.	Budget requirements approved and now in place.	
Homelessness service challenge remains especially in the context of	Initial review of resource levels completed. Vacancies filled and	Complete detailed review and implement transformation	New resources having impact and coupled with NEC development targets for financial	Initial resources required to make improvements in place. New	Initial costs approved to improve resources. Further	

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prevention activity and savings target for TA accommodation overspend	senior management improved as priority. Work to complete required audit of TA and use of prevention grant underway.	objectives. Complete training and further recruitment process.	savings have been set and use of prevention grant being applied	resources to create PSL scheme still required but should be cost neutral.	adjustments to homelessness budgets still likely and HPG to fund some of these costs. Savings target set for TA	
Management and use of Temporary Accommodation (TA) assets not fit for purpose and is non-compliant	The Council has currently circa 700 TA properties. No inspection or H&S process has been in place, this is now being corrected.	Introduce new inspection regime based on the Housing Health & Safety (HHSRS) process. Ensure regular contact with TA resident placements	Project Officer to coordinate new inspection and contact process to be in place from Feb 23. New arrangements to be fully implemented Audit work to achieve reduction of TA usage	New staffing resources to increase TA officer numbers, and to implement training and inspection process to be fully implemented reduction in TA numbers and increased prevention work.	Proposals include use of HPG to meet prevention costs. Reduction in TA units to be confirmed in and increase income through rent account access on new NEC system. Agreed objective to save £500k in 23/24	
Rough Sleeper Initiative failed to meet financial and service objectives in 22/23. Funding was to be reviewed by DLUCH	Need to review performance and process arrangements to secure funding for 23/24 and this should include new agreed workplan.	Provided agreed work plan and increase partnership working in line with expectations. Improved budget management of overall PM of key objectives agreed	Completed initial meetings with Government adviser and agreed workplan approved.	Improved budget allocation confirmed by government and all objectives agreed to be net by new budget and service objectives. All necessary work underway and monitored by government.	No additional expenditure required from Council all objectives agreed and met RSI.	
De classified and other appropriate	Work plan to be agreed and	Appraisal work to take 6 months to	Work finished by Feb 2024 and	No resource impacts identified yet but	Full capital and revenue impacts to	

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housing schemes to be reviewed initially to consider and appraise the potential reintroduction of these facilities.	necessary options appraisal and consultation work to be undertaken with residents	complete and then final detailed report to Cabinet.	recommendations to Cabinet.	highly likely resource impacts will follow to improve facilities.	be identified and then HRA to meet costs, but service costs to be offset by service charge income.	
Fire Safety Management needs further development and works required to achieve sustained compliance.	Backlog of fire precaution works previously identified and progress being made to improve appropriate buildings to take account of new fire regulations	Complete catch up works in accordance with the allocated budget for improvements and improve tenant and leaseholder information.	Works for 23/24 are underway and ongoing activity will be completed during 24/25	Technical assessments to complete upgrades are complete and the HRA BP included the necessary funds to complete programme	HRA has some £4m already allocated for fire improvement works. Then nominal budget of £250k per annum for any adjustments to regulations.	
Home Ownership Management. Service required review to improve customer experience and complete statutory tasks.	Additional resources identified including new post of Home Ownership Manager to coordinate service improvements	Resources deployed and closer working relationship with Finance to deal with service charge and leasehold recovery activity established.	Separation of the Strategic housing function completed. Further staffing needs for Leasehold Section 20, and enquiries relating to actuals associated with billing to be secured during the autumn.	Requirement for 2 additional leasehold officers to be confirmed. Service charge income to be reviewed and increased arrears recover to meet costs of staff.	Likely additional costs to the leasehold cost centre to be managed through service charge income and recovery improvements, reduction in complaint activity etc. report to follow on final financial impacts.	
Tenant and Resident	Limited activity to date to support	New Engagement Officer appointed	Work to increase engagement and	Initial resources secured within HRA	Final additional impacts for the	

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<p>Engagement and Strategy. Service requires review to meet good practice and Regulator Requirements to meet TSM needs and involvement of tenants and Leaseholders.</p>	<p>established Resident Board needs review. Regulation requirements requires new engagement and consultation processes for increased tenant and Leaseholder involvement</p>	<p>to develop and support ongoing work to improve engagement and consultation and to achieve core TSM measures. New Engagement Strategy to be developed.</p>	<p>collect data through survey work underway. New Engagement Strategy being drafted presentation to Cabinet November 23 for approval.</p>	<p>budget allocation. New permanent staffing structure to be confirmed in November for members to review and approve. Recruitment to commence from Feb 24</p>	<p>HRA yet to be confirmed in report to members November 23. New budget for additional resources to be confirmed from 24/25.</p>	
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