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NOTICE OF MEETING

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PLANNING & HOUSING OVERVIEW & SCRUTINY PANEL

will meet on

MONDAY, 18TH SEPTEMBER, 2017

At 7.00 pm

in the

DESBOROUGH 4 - TOWN HALL,

TO: MEMBERS OF THE PLANNING & HOUSING OVERVIEW & SCRUTINY PANEL

COUNCILLORS RICHARD KELLAWAY (CHAIRMAN), MALCOLM ALEXANDER (VICE-CHAIRMAN), MICHAEL AIREY, GERRY CLARK, DAVID HILTON, LEO WALTERS AND MALCOLM BEER

SUBSTITUTE MEMBERS

COUNCILLORS CLIVE BULLOCK, SAYONARA LUXTON, ADAM SMITH, JULIAN SHARPE, LYNDA YONG, LYNNE JONES, WISDOM DA COSTA AND SIMON WERNER

Karen Shepherd - Democratic Services Manager - Issued: Friday, 8 September 2017

Members of the Press and Public are welcome to attend Part I of this meeting. The agenda is available on the Council's web site at www.rbwm.gov.uk or contact the Panel Administrator **Karen Shepherd** 01628 796529

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AGENDA

PART I

| <u>ITEM</u> | <u>SUBJECT</u> | <u>PAGE NO</u> |
|-------------|--|--------------------|
| 1. | <u>APOLOGIES FOR ABSENCE</u> To receive any apologies for absence. | |
| 2. | <u>DECLARATIONS OF INTEREST</u> To receive any declarations of interest. | 5 - 6 |
| 3. | <u>MINUTES</u> To confirm the minutes of the meeting of 15 August 2017 | 7 - 12 |
| 4. | <u>HOMELESSNESS STRATEGY</u> To comment on the report to be considered by Cabinet on 28 September 2017. | 13 - 40 |
| 5. | <u>DATES OF FUTURE MEETINGS</u> <ul style="list-style-type: none">• Thursday 19 October 2017.• Thursday 7 December 2017.• Thursday 1 February 2018.• Wednesday 18 April 2018. | |

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MEMBERS' GUIDE TO DECLARING INTERESTS IN MEETINGS

Disclosure at Meetings

If a Member has not disclosed an interest in their Register of Interests, they **must make** the declaration of interest at the beginning of the meeting, or as soon as they are aware that they have a DPI or Prejudicial Interest. If a Member has already disclosed the interest in their Register of Interests they are still required to disclose this in the meeting if it relates to the matter being discussed.

A member with a DPI or Prejudicial Interest **may make representations at the start of the item but must not take part in the discussion or vote at a meeting.** The speaking time allocated for Members to make representations is at the discretion of the Chairman of the meeting. In order to avoid any accusations of taking part in the discussion or vote, after speaking, Members should move away from the panel table to a public area or, if they wish, leave the room. If the interest declared has not been entered on to a Members' Register of Interests, they must notify the Monitoring Officer in writing within the next 28 days following the meeting.

Disclosable Pecuniary Interests (DPIs) (relating to the Member or their partner) include:

- Any employment, office, trade, profession or vocation carried on for profit or gain.
- Any payment or provision of any other financial benefit made in respect of any expenses occurred in carrying out member duties or election expenses.
- Any contract under which goods and services are to be provided/works to be executed which has not been fully discharged.
- Any beneficial interest in land within the area of the relevant authority.
- Any licence to occupy land in the area of the relevant authority for a month or longer.
- Any tenancy where the landlord is the relevant authority, and the tenant is a body in which the relevant person has a beneficial interest.
- Any beneficial interest in securities of a body where:
 - a) that body has a piece of business or land in the area of the relevant authority, and
 - b) either (i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body **or** (ii) the total nominal value of the shares of any one class belonging to the relevant person exceeds one hundredth of the total issued share capital of that class.

Any Member who is unsure if their interest falls within any of the above legal definitions should seek advice from the Monitoring Officer in advance of the meeting.

A Member with a DPI should state in the meeting: ***'I declare a Disclosable Pecuniary Interest in item x because xxx. As soon as we come to that item, I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'***

Or, if making representations on the item: ***'I declare a Disclosable Pecuniary Interest in item x because xxx. As soon as we come to that item, I will make representations, then I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'***

Prejudicial Interests

Any interest which a reasonable, fair minded and informed member of the public would reasonably believe is so significant that it harms or impairs the Member's ability to judge the public interest in the item, i.e. a Member's decision making is influenced by their interest so that they are not able to impartially consider relevant issues.

A Member with a Prejudicial interest should state in the meeting: ***'I declare a Prejudicial Interest in item x because xxx. As soon as we come to that item, I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'***

Or, if making representations in the item: ***'I declare a Prejudicial Interest in item x because xxx. As soon as we come to that item, I will make representations, then I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'***

Personal interests

Any other connection or association which a member of the public may reasonably think may influence a Member when making a decision on council matters.

Members with a Personal Interest should state at the meeting: ***'I wish to declare a Personal Interest in item x because xxx'. As this is a Personal Interest only, I will take part in the discussion and vote on the matter.***

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Agenda Item 3

PLANNING & HOUSING OVERVIEW & SCRUTINY PANEL

TUESDAY, 15 AUGUST 2017

PRESENT: Councillors Richard Kellaway (Chairman), Michael Airey, David Hilton, Julian Sharpe (sub for Gerry Clark), Adam Smith (sub for Malcolm Alexander), Leo Walters and Malcolm Beer.

Also in attendance: Councillor Christine Bateson, Councillor Derek Wilson, Anu Chawla (Vice-Chair of the Holyport Residents Association) and Mark Newcombe (Chairman of the Craufurd Arms Society).

Officers: Communications, Tanya Leftwich, Russell O'Keefe and Jenifer Jackson.

APOLOGIES FOR ABSENCE

The Chairman welcomed everyone to the meeting, explained the fire procedures and asked everyone around the table to introduce themselves.

The Chairman explained that the meeting was being recorded.

Apologies for absence were received from Councillors Malcolm Alexander and Gerry Clark (substitutes were Councillors Julian Sharpe and Adam Smith).

DECLARATIONS OF INTEREST

None.

MINUTES

RESOLVED UNANIMOUSLY: That the Part I minutes of the meeting held on the 12 July 2017 were agreed as a correct record.

PETITION TO HOLD AN OFFICER TO ACCOUNT

The Chairman explained that this was a historic event as it had never come to Panel before.

The Chairman invited Anu Chawla (Vice-Chair of the Holyport Residents Association) to address the Panel for 5 minutes.

Anu Chawla explained that her speech had been prepared by Andrew Cormie (Chairman of the Holyport Residents Association) and would be presented by herself in his absence. The Panel was informed that there were seven documents (Document 1 = Council News 170802, Document 2 = Council Reg 19 170804, Document 3 = Representation Form Guidelines, Document 4 = email from Councillor D Wilson 170621, Document 5 = a letter from Councils Head of Planning to Andrew Cormie 170627, Document 6 = emails from Councils Head of Planning to Andrew Cormie series 01 and Document 7 = emails from Andrew Cormie to the Councils Head of Planning series 02) referred to in the speech which had all been emailed in advance of the meeting.

Anu Chawla went on to explain that this meeting arose from the petition Andrew Cormie created to have the Local Plan Consultation stopped and restarted after residents had been given the correct and complete information. However on 2nd August, Council issued their News Release, listed here as Document 1 where the Council had announced that they had extended the period of Local Plan Regulation 19 Consultation and that they would proceed in accordance

with appropriate Regulation. It was noted that the Council had also provided the text of the clarification provided by Government in response to Andrew's question.

Anu Chawla stated that the Council had drastically failed to operate in a proper legally correct manner and if they had not been stopped, the Inspector would have rejected the plan at the Regulation 20 stage due to non compliance with due process. The Panel was informed that the situation had since become worse, as Council on 4 August had misled the public again by issuing Document 2 with Document 3.

Anu Chawla informed the Panel that Document 2 was an email from Council which stated "The information contained in the email we sent you at the end of June 2017 continues to apply during the extended period for making representations; the only thing that has changed is the deadline for making representations." The Panel was informed that the email contained an attachment, Document 3, which explained about the same scope of comments as originally stated.

It was stated that the wording in the press release did not align with the email sent out by the Head of Planning in August.

The Panel was informed that Document 4 was an email of 21 June from Councillor Derek Wilson, Lead Member for Planning, to Andrew Cormie, in which Councillor Wilson referred to "...next stage of the regulation process to test the 'Plan' on 'Technical and Legal Soundness..."

Anu Chawla explained that Document 5 was a letter of 27 June from the Councils Head of Planning to Andrew Cormie of the Holyport Residents Association that restricted the scope of comments that may be made by referring only to;

1. Whether or not the plan was legally compliant (including Duty to Cooperate);
2. Whether it had met the tests of soundness:
 - Positively prepared - being based on a strategy that aimed to meet objectively assessed needs for development and infrastructure.
 - Justified - being the most appropriate strategy.
 - Effective - being deliverable over the plan period based on effective joint working.
 - Consistent with national policy – enabling the delivery of sustainable development in accordance with the NPPF.

The Panel was informed that Documents 6 and 7 were email correspondence between Andrew Cormie and Councils Head of Planning which failed to address Andrews questions. Anu Chawla stated that an explanation from the Head of Planning was needed and that others who might be able to help were the Monitoring Officer, the Chief Executive, the Lead Member for Planning and the Leader of the Council.

Anu Chawla went on to explain that the public needed reassurance and that the Local Government process must be transparent and it must be clear who was responsible and who was accountable for errors such as this. The Panel was informed that the Council Planning Authority was shown to be unworthy of being recognised as an "Authority".

The following questions had been submitted in advance of the meeting:

- 1) From where did the concept of the restricted scope of comment for the Regulation 19 Consultation arise?
- 2) What advice did Head of Planning give to Council, and to whom?
- 3) Was Head of Planning pressured by any Councillor into the course of action taken?

- 4) *Who is accountable for the persistent error?*
- 5) *Was the scope of the Consultation discussed and agreed upon by any Councillors at any Council meeting? If so, who advised them and may we see the minutes of meeting and the documents presented at such a meeting?*
- 6) *What will the Chief Executive do to ensure that such errors never recur?*
- 7) *It is necessary that it be established whom it is in RBWM Council who is the prime mover and controlling mind that is behind the obvious efforts to hide from residents their right to comment on any and all aspects of the Local Plan as highlighted in the letter from Sajid Javed. Having established that, the problem must be corrected.*

The Head of Planning responded to the seven questions with the below responses:

- 1) The Panel was informed that the purpose of Regulation 19 publication and the Regulation 20 consultation comments were not actually for the Council but for the Inspector who would ultimately be appointed by the Secretary of State to inspect the Borough Local Plan. It was noted that the Inspector would test the soundness of the draft plan, whether the duty to co-operate had been met and whether the plan was compliant. It was noted that there was no restriction to the scope of comment and there was a representation form for completion that had been based on a template from the Planning Inspectorate.
- 2) That this was a very general question and that it was assumed it related to advice on the submission of the Borough Local Plan (and Regulation 19). It was noted that this was in a document to Cabinet which could be found on the RBWM website.
- 3) Absolutely not.
- 4) That there had not been an error in the Regulation 19 process and that the Council had acted lawfully throughout.
- 5) That it had been a matter of public record at Full Council. It was noted that the scope of the consultations had been covered by the Regulations / legislation and adopted in 2016.
- 6) That there had not been an error in the Regulation 19 process.
- 7) That there had been no effort to hide from residents their right to comment and that the timetable to do so could be found on the RBWM website. The Head of Planning encouraged everyone present to also refer to the Planning Inspectors website as they might also find that useful.

The Chairman said that the Holyport Residents Association had been successful because the time period had been extended by an additional four weeks which meant people could still comment as they so wished. The Chairman informed everyone present that he was unsure as to why this had come before the Panel today because the Council did not comment as responses went through to the Planning Inspector.

The Chairman invited comments from the Panel which were noted as follows:

- Councillor David Hilton explained that on the 4th August a document called the 'Statement of a Representation procedure and statement of fact' was published which he read a paragraph from regarding the representation form. Councillor David Hilton stated that he felt bringing this before Panel was a sensible thing to do as confusion had been caused.
- Anu Chawla explained that whilst she understood what was being said about anyone being able to make a representation on Regulation 19 but it had been stated at that time that only technical representations could be made. Residents needed the ability to respond and make their points which the Council needed to help accommodate. The Chairman responded by saying that unfortunately planning was technical and needed to be within the NPPF. It was noted that whilst the Council could not go around to everyone the press had been very helpful and it was hoped they would continue to help.
- Councillor Julian Sharpe explained that he understood exactly where residents were coming from but felt it had now moved into a new situation as the time had been

extended and comments would be accepted which meant this had almost become irrelevant. The Panel noted that it was incumbent on the Council to make clear to residents that they could make comments on all aspects of the plan.

The Chairman informed everyone present that he would not be accepting questions from the general public on this subject. It was noted that questions should have been incorporated in the presentation from the registered speaker.

Councillor Malcolm Beer explained to everyone present that in initial statements the Lead Member for Planning, Councillor Derek Wilson, had specifically said this was a "limited response". It was noted that Councillor Malcolm Beer had previously read the Regulations and it had not qualified in any way about what the comments should be about so he felt Councillor Derek Wilson was saying something different to what the legal framework says.

Councillor Malcolm Beer went on to explain that a big concern of his was that there had been no Local Plan Working Group over the last year to discuss what had been going on. Councillor Malcolm Beer stated that it questioned who should be listened to – the officers or the Lead Member. It was noted that community group had sought legal advice which had come back stating there were no legal restrictions. The Head of Planning had issued a statement listing items which were covered which had only confused the issue, suggestion there were restrictions. Councillor Malcolm Beer explained that the Council had sought advice from Legal Counsel and were not sharing the advice received with the Councillors or members of the public. The Panel was informed that an elite group of at least four Conservative Councillors had seen sight of this advice which the Councillors and public at large were paying for.

The Chairman stated that Councillor Malcolm Beer had made his grandstanding point and that he believed it had been a very clear and transparent process, there was no plot and people had been informed what they could and could not do over the past few weeks at other meetings.

Councillor Michael Airey stated his disappointment at Councillor Malcolm Beers comments and points as he believed the Council had been trying to made things clear every step of the way and the opposition were trying to bring political slant. It was noted that a meeting had taken place with over 200 residents at the Regulation 19 & 20 stage which he had attended where clarifications had been received from both the Lead Member for Planning and the Strategic Director Corporate & Community Services, Russell O'Keefe. It was noted that the focus was on what the Inspector would be looking at for Regulation 19. Councillor Michael Airey informed the Panel that at that meeting it had been made perfectly clear that any comments could be made on any section of the Borough Local Plan. It was noted that the meeting had been documented publically and had also been reported on by the press.

The Head of Planning explained that she was the officer being held to account at this meeting and that she was a chartered, qualified Town Planner she was able to instruct Counsel and seek advice. It was noted that legal advice was confidential or otherwise she would be unable to act correctly in her role advising the Council.

The Chairman stated that there were six weeks left to make comments and proposed the following statement that the Panel had considered that the process for Regulation 19 Publication and Regulation 20 representations had been clearly set out and was lawful. The extension of the Regulation 19 period to 27 September supported by updated information contained in the Statement of Representation Procedure and Statement of Fact together with other information on the Council website would be of assistance to residents who wished to respond.

The Chairman stated that the Holyport Residents Association had made considerable progress and hoped this meeting had not been an anti-climax for those present.

RESOLVED That: The Planning & Housing Overview & Scrutiny Panel agreed (Councillors Kellaway, M.Airey, Hilton, Sharpe, Smith & Walters in favour and Councillor Beer against) that the Panel had considered that the process for Regulation 19 Publication and Regulation 20 representations had been clearly set out and was lawful. The extension of the Regulation 19 period to 27 September supported by updated information contained in the Statement of Representation Procedure and Statement of Fact together with other information on the Council website would be of assistance to residents who wished to respond.

PUBLIC HOUSE ARTICLE 4 DIRECTIONS

The Panel was informed that the Lead Member for Planning would bring before Cabinet in August. It was noted that 'non immediate' meant it would not come into effect for 12 months.

The Head of Planning informed the Panel that the report included in the agenda had since been revised and summarised the changes as below:

- Added in that there were 121 pubs in the Borough.
- Para 2.6 had been added to and now included that officers would liaise with colleagues at Wandsworth and Hammersmith & Fulham where this work had already been done in order to derive any learning and apply it in the Borough.

The Chairman invited the speaker, Mark Newcombe, to address the Panel for his allocated three minutes.

Mr Newcombe (Pub Protection Officer in Maidenhead & Chairman of the Craufurd Arms Society) informed the Panel that he supported the motion to progress the non immediate Article 4 Direction to remove the permitted development rights related to pubs. It was noted that the sole message to asset companies was that the Royal Borough recognises the importance in ensuring the protection of our pubs for generations to come.

Mr Newcombe explained that the addition of the Article 4 Direction would be an important step by the Council in recognizing the valuable contribution that pubs make to the well being of others and the community.

The Craufurd Arms was Maidenheads first community owned pub, the fifth in the country, an achievement that we as a Panel should be proud of. The campaign for real ale will continue to follow the business rate reliefs pubs and a freeze on beer duties, and while we continue to assess pubs as asset community value on a case by case value – without it the Craufurd Arms could've been sold to developers.

Mr Newcombe explained that he felt this would help pubs remain as pubs. Mark Newcombe thanked the Council for their support and advice received over the last four years and stated that he looked forward to working together in the future to save the Royal Borough's pubs.

Councillor Adam Smith commented that he believed the impending legislation (related to the Neighbourhood Planning Act) would be coming into force on the 23 May 2018. It was noted that if this was to be the case then Councillor Smith was concerned that the Public House Article 4 Directions had three issues:

- That Article 4 would be gold plating what the Neighbourhood Planning Act was hoping to achieve.
- It imposes costs.
- It was indiscriminate and would relate to every pub.

Following the ensuing discussion the following points were noted:

- The Head of Planning explained that that the work on this could be stopped and delayed going to Cabinet if the Panel so wished.

- The Head of Planning explained that a planning application would need to be submitted which meant that every application would be looked at on a case by case basis.
- Councillor David Hilton stated that the Council was not preventing any landlord from selling their premise but was ensuring that planning approval be sought beforehand.
- Councillor Leo Walters stated that he fully supported this paper as he felt pubs were very important for social reasons within a community.
- Councillor Malcolm Beer also stated that he supported this paper and questioned whether the 12 month notice period could be shortened to 6 months. The Head of Planning explained that it was part of the legislation so must remain as a fixed period of twelve months.

The Panel agreed that experiences of other Local Authorities should be sought (suggested by Councillor Beer).

The Planning & Housing Overview & Scrutiny Panel unanimously agreed to recommend that Cabinet:

- Notes the report.**
- Delegates authority to the Executive Director to progress a non immediate Article 4 Direction in accordance with the legal requirements.**

DATES OF FUTURE MEETINGS

Members noted the following future meeting dates (7pm start):

- Thursday 19 October 2017.
- Thursday 7 December 2017.
- Thursday 1 February 2018.
- Wednesday 18 April 2018.

The meeting, which began at 7.00 pm, finished at 7.50 pm

CHAIRMAN.....

DATE.....

| | |
|--|--|
| Report Title: | Homelessness Strategy 2017-2022 |
| Contains Confidential or Exempt Information? | NO - Part I |
| Member reporting: | Councillor Simon Dudley, Leader of the Council and Chairman of Cabinet (including Housing) Councillor Ross McWilliams, Deputy Lead Member for Policy and Affordable Housing |
| Meeting and Date: | Cabinet - 28 September 2017 |
| Responsible Officer(s): | Alison Alexander, Managing Director |
| Wards affected: | All |

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REPORT SUMMARY

- 1 The Royal Borough has a statutory duty to produce a Homelessness Strategy under the Homelessness Act 2002 which must be reviewed and refreshed every five years. This report recommends approval of the Homelessness Strategy 2017-2022.
- 2 The new Strategy takes account of the substantial revisions to housing and planning legislation since the last strategy, and in particular the requirements of the new Homelessness Reduction Act which refocuses front line housing services on prevention rather than intervention at crisis point.
- 3 The Strategy emphasises a continuing multi-agency approach to preventing and reducing homelessness in the borough, with the ambition of helping residents into home ownership.

1 DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) Approves the Homelessness Strategy 2017-2022 for publication.

2 REASON(S) FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

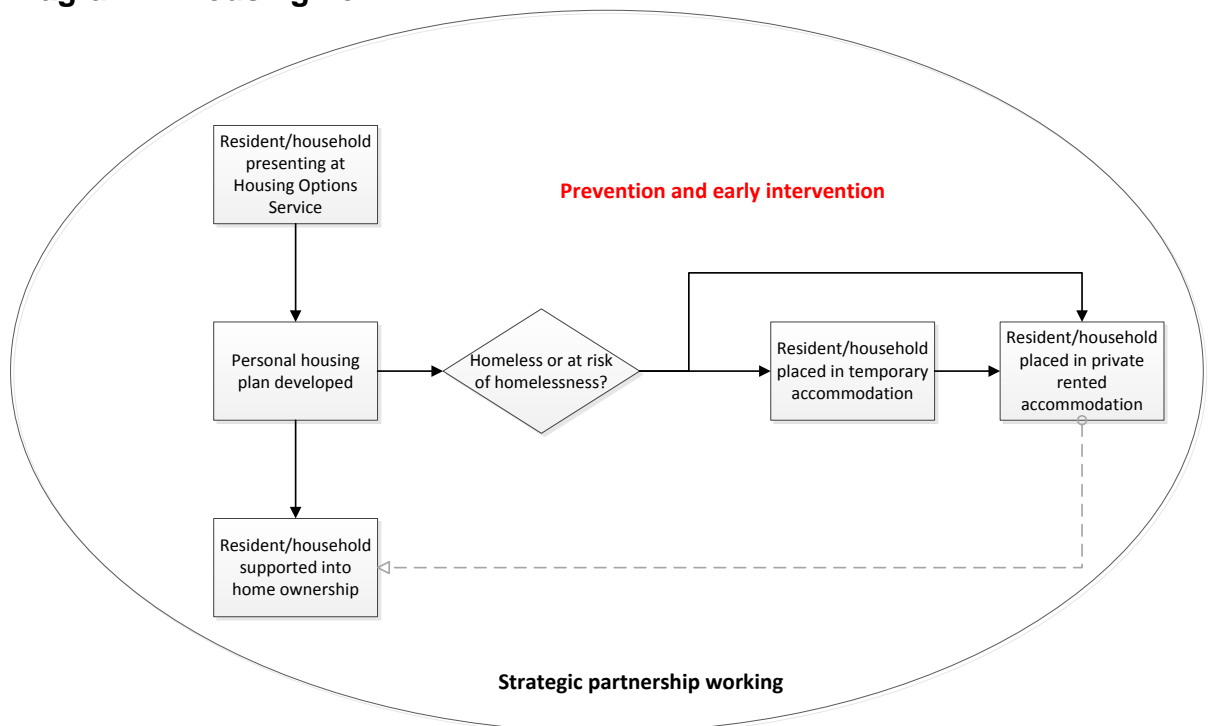
- 2.1 The council has a statutory duty to produce a Homelessness Strategy under the Homelessness Act 2002 which must be reviewed and refreshed every five years. The Homelessness Strategy, see appendix 1, is a five year strategy which focuses on preventing and reducing homelessness in line with the aims of the Homelessness Reduction Act. At the same time, the Royal Borough is committed to supporting those who are already homeless in the borough, recognising the profound effect that homelessness can have on health, emotional wellbeing and life changes. It has put in place a range of provision and services including:
 - The Royal Borough's Housing Options team – providing housing advice and support through the extended provision in the Library and Resident Services hubs in Ascot, Maidenhead and Windsor.

- John West House, Maidenhead – providing eight overnight hostel places for homeless people.
- Braywick Lodge, Maidenhead – provision of four rooms providing “move on” accommodation for homeless people.
- Windsor Homeless Project housing surgery – weekly drop in service providing housing advice and assistance.
- Debt management services in connection with the Citizens Advice Bureau.
- Exchange House – provision of 13 new self contained temporary accommodation homes.

2.2 The Royal Borough provides a variety of housing services to residents from housing the homeless to providing strategic leadership for housing delivery. In 2016, 9,353 approaches were made to the council for assistance with housing needs and 1,518 households were prevented from becoming homeless. The highest need was from single parent females, followed by single males and couples with children.

2.3 The emerging Borough Local Plan will help to address the issues around supply of housing in the long term, including the provision of new affordable housing. The Royal Borough is committed to providing opportunities to realise residents’ aspirations and help them into home ownership, making effective transitions from social rented housing to affordable housing, see diagram 1.

Diagram 1: Housing flow



2.4 The Royal Borough’s overall aspiration is home ownership for all those residents who want to own their home and within that, the vision for its homelessness strategy is to maximise every opportunity to prevent and reduce homelessness in the borough. In order to deliver this vision, four priority outcomes have been identified, supported by a clear delivery plan:

- Enhance homeless prevention services to meet the requirements in the Homelessness Reduction Act.

- Reduce the numbers of households who are in temporary accommodation or rough sleeping.
- Produce a new allocations policy by December 2017 to ensure policies support delivery of the objectives in this strategy.
- Use nominations and partnership working to enable social mobility, supporting residents to move to more suitable accommodation and make best use of stock.

2.5 Key actions from the delivery plan are set out in table 1.

Table 1: Homelessness Strategy action plan

| Objective | Actions |
|--|--|
| Reduce the numbers of households in temporary accommodation and rough sleeping | Reduce the number of households in temporary accommodation by 50% by April 2019 through the allocations process and private rented sector offer. |
| | Take proactive action to identify those most at risk to prevent them becoming homeless, including exploring the option for court desk attendance in partnership with Slough Borough Council. |
| | Develop clear housing pathways to manage access to support services for applicants with multiple needs. |
| | Review the amount and type of emergency housing provision available and compile a register of resources. |
| | Work proactively with local housing associations and the Citizens Advice Bureau to prevent mortgage repossessions including through the Mortgage Rescue Scheme. |
| | Implement personal housing plans for residents to support households in temporary accommodation to access longer term housing. |
| Increase the homeless prevention services to meet the requirements in the Homelessness Reduction Act. | Support households retain their current home. |
| | Support households find an alternative home, which may be in the private rented sector or a home ownership option. |
| | Support households to access low cost home ownership. |
| | Enable vulnerable households to secure independence through supported housing pathways. |
| Produce a new allocations policy by December 2017 | Work with local housing associations to deliver a new allocations policy that meets the housing needs of applicants and promotes effective working with the private sector |
| Use nominations and partnership working to enable social mobility, support residents that need to move | Work with local housing associations and the Housing Enabling Manager to identify opportunities for transfers and property conversions to meet changing need. |
| | Deliver a new Young Persons Protocol in partnership with Children's Services to establish a |

| Objective | Actions |
|--|--|
| to more suitable accommodation and make best use of stock. | framework for supporting young people in housing need. |

Table 2: Options

| Option | Comments |
|--|--|
| Not to approve the Homelessness Strategy. This is not recommended | By not adopting a homelessness strategy, the Royal Borough will not meet its statutory requirements and will not have a coordinated approach to preventing and reducing homelessness in the borough. |
| Approve the Homelessness Strategy This is the recommended option | The Royal Borough will meet its statutory requirement and will provide a strong strategic and operational framework for preventing and reducing homelessness in the borough. |

3 KEY IMPLICATIONS

3.1 The key implications are set out in table 3.

Table 3: Key implications

| Outcome | Unmet | Met | Exceeded | Significantly Exceeded | Date of delivery |
|---|------------------------------|--------------------|--------------------|-------------------------------|-------------------------|
| Deliver the five priority outcomes in the Homelessness Strategy | Less than 100% by March 2022 | 100% by March 2022 | 100% by March 2021 | N/A | 31 March 2022 |

4 FINANCIAL DETAILS / VALUE FOR MONEY

4.1 The budgeted revenue expenditure for homelessness is £478,000. The Royal Borough receives a Government grant for homelessness prevention measures and all actions identified in the Strategy will be met within existing resources.

Table 4: Financial impact of report's recommendations

| REVENUE | 2017/2018 | 2018/2019 | 2019/2020 |
|----------------|-----------|-----------|-----------|
| Addition | £0 | £0 | £0 |
| Reduction | £0 | £0 | £0 |
| Net impact | £0 | £0 | £0 |

| CAPITAL | 2017/2018 | 2018/2019 | 2019/2020 |
|----------------|-----------|-----------|-----------|
| Addition | £0 | £0 | £0 |

| | | | |
|------------|----|----|----|
| Reduction | £0 | £0 | £0 |
| Net impact | £0 | £0 | £0 |

5 LEGAL IMPLICATIONS

- 5.1 The Royal Borough has a statutory responsibility to publish a Homelessness Strategy under Sections 1-3 of the Homelessness Act 2002 and this must include a review of homelessness in the area.
- 5.2 Part 7 of the Housing Act 1996 places a statutory duty on the council to secure accommodation for certain types of homeless households who are in priority need, such as families with children, and who are unintentionally homeless, that is statutorily homeless households.
- 5.3 The Homelessness Reduction Act will be enacted from April 2018 which will refocus front line housing services on prevention, rather than intervention at the point of crisis.

6 RISK MANAGEMENT

- 6.1 The risks and controls are set out in table 5.

Table 5: Impact of risk and mitigation

| Risks | Uncontrolled Risk | Controls | Controlled Risk |
|--|-------------------|---|-----------------|
| Increasing number of homeless households | HIGH | Refocus of front line housing service on prevention. Planned use of temporary accommodation moving to private rented housing | MEDIUM |

7 POTENTIAL IMPACTS

- 7.1 The new Homelessness Strategy will provide a robust strategic and operational framework to meet the needs of all residents in the borough.

8 CONSULTATION

- 8.1 The report will be considered by Housing and Planning Overview and Scrutiny Panel on 18 September 2017 and comments will be reported to Cabinet.
- 8.2 Consultation on the priority outcomes has been undertaken with, and endorsed by, local housing association partners.

8.3 Consultation has taken place with relevant officers across the council and their comments incorporated into the draft Strategy.

9 TIMETABLE FOR IMPLEMENTATION

9.1 The implementation timetable is set out at table 6.

Table 6: Implementation timetable

| Date | Details |
|---------------------------------------|---|
| September 2017 | Publish approved Strategy |
| April 2018 and six monthly thereafter | Report on implementation to Planning and Housing Overview and Scrutiny Panel. |

9.2 Implementation date if not called in: Immediately

10 APPENDICES

10.1 Appendix 1: Homelessness Strategy 2017-2022

11 BACKGROUND DOCUMENTS

11.1 None

12 CONSULTATION (MANDATORY)

| Name of consultee | Post held | Date sent | Commented & returned |
|--------------------------|---|------------------|---------------------------------|
| Cllr Dudley | Leader of the Council and Chairman of Cabinet (including Housing) | 05/09/17 | 07/09/17 |
| Cllr McWilliams | Deputy Lead Member for Policy and Affordable Housing | 26/08/17 | 04/09/17 |
| Alison Alexander | Managing Director | 26/08/17 | 04/09/17 |
| Russell O'Keefe | Executive Director | 05/09/17 | |
| Andy Jeffs | Executive Director | 05/09/17 | |
| Rob Stubbs | Section 151 Officer | 05/09/17 | |
| Terry Baldwin | Head of HR | 05/09/17 | |
| Mary Kilner | Head of Law and Governance | 05/09/17 | |
| Louisa Dean | Communications and Marketing Manager | 05/09/17 | |

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| Decision type: Key decision 17 May 2017 | Urgency item? No |
| Report Author: Hilary Hall, Deputy Director Strategy and Commissioning, 01432 683893 | |

Royal Borough Windsor & Maidenhead

Homelessness Strategy 2017-2022

Building a borough for everyone
Working to prevent and reduce homelessness

“Building a borough for everyone – where residents and businesses grow, with opportunities for all.”

Our vision is underpinned by six priorities:

Healthy, skilled and independent residents

Growing economy, affordable housing

Safe and vibrant communities

Attractive and well-connected borough

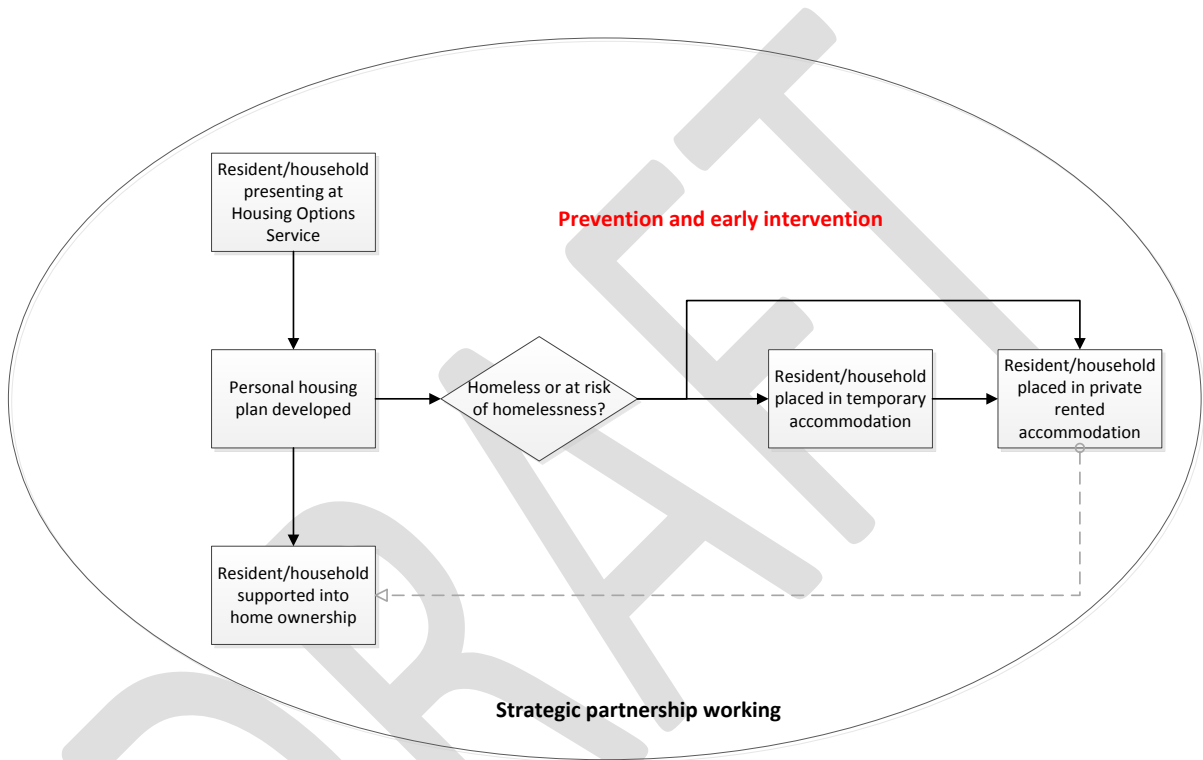
An excellent customer experience

Well-managed resources delivering value for money

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FOREWORD FROM THE LEADER OF THE COUNCIL AND DEPUTY LEAD MEMBER FOR POLICY AND AFFORDABLE HOUSING

The Royal Borough has high aspirations for its residents. We want to support all our residents to own their own home. Our emerging Borough Local Plan confirms our commitment to affordable housing and we are investing in services to support residents towards that goal of home ownership.

However, we know that over the last few years, an increasing number of households have sought advice from us around housing. The numbers in temporary accommodation has increased, as has the number of homeless households.

That is why prevention and early intervention is a key priority for this council in order to move residents into stable affordable housing and ultimately home ownership.

Homelessness can lead families and single people into a cycle that can have a profound effect on health, emotional wellbeing and the life chances of those who experience it. These effects, especially on children, can be life long and can cause repeated homelessness of a generational nature. This is why we must all do what we can to prevent it happening and mitigate its effects on the residents of our borough.

The challenge is significant; we must be proactive in working with our partners to intervene early and prevent homelessness wherever possible. We remain ambitious in our vision and know that we have very experienced skilled and innovative agencies within local partnerships that will rise to this challenge.

There is a strong desire to tackle homelessness and reduce its impact on our residents. Our vision for tackling homelessness is straightforward:

“We will maximise every opportunity to prevent and reduce homelessness in the borough”

The Royal Borough is strongly committed to this vision, and is realistic about the challenges that we face in trying to achieve this. This strategy is the blueprint for our ongoing, collaborative work in this area with our partners and our community.

Cllr Simon Dudley
Leader of the Council and Chairman of
Cabinet (including Housing)



Cllr Ross McWilliams
Deputy Lead Member for Policy and
Affordable Housing



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1 INTRODUCTION

- 1.1 The Royal Borough's vision is to build a borough for everyone. Through its new strategic priority: Growing economy, affordable housing, the Royal Borough seeks to foster a dynamic and growing local economy, creating jobs and opportunities to enable residents to pursue the aspiration of home ownership.
- 1.2 In the context of that overarching vision, this strategy sets out the Royal Borough's approach to delivering homelessness services over the next five years, in relation to the national and local policy context and building on an evidence base that considers trends in the housing market and related areas. A delivery plan, see Appendix 1, sets out how these objectives will be achieved, working in close collaboration with partners in the statutory, voluntary and private sectors.
- 1.3 The emerging Borough Local Plan will help to address the issues around supply of housing in the long term, including the provision of new affordable housing. The Royal Borough's strategy is to provide opportunities to realise residents' aspirations and help them into home ownership, making effective transitions from rented housing to affordable housing. This strategy will be set out in the Supplementary Planning Document that will follow adoption of the Borough Local Plan.
- 1.4 The council has a statutory responsibility to publish a Homelessness Strategy under Sections 1-3 of the Homelessness Act 2002 and this must include a review of homelessness in the area.

2 LEGISLATIVE AND NATIONAL POLICY FRAMEWORK

- 2.1 Since the last Housing Strategy was published, there have been substantial revisions to housing and planning legislation, building on the Homelessness Act 2002.
- 2.2 The Welfare Reform and Work Act 2016 introduced a 1% rent reduction each year on social housing rents for four years. This reduction has had a significant impact on housing associations, affecting their business plans and their ability to develop affordable rented housing in particular. The capping of social rents forms part of the wider policy of reducing the national welfare budget that includes:
 - Benefit cap to be reduced to £20,000 per household.
 - Restrictions on housing benefits for under-21 year olds.
 - Single room rates for under 35 year olds.
 - Roll out of full Universal Credit service.
- 2.3 In February 2017, a new Housing White Paper was launched as well as the new Homelessness Reduction Act. The Act refocuses front line housing services on prevention rather than intervention at crisis. The White Paper promotes a mixed housing model, reintroducing support for delivery of affordable rent and considering new approaches to meeting housing demand.
- 2.4 The private rented sector has played an increasing role in housing those in need and as such forms an important part of this strategy. The Localism Act 2011 included a power for local housing authorities to discharge the main homelessness duty by way of a private rented sector offer of at least 12 months.

3 LOCAL CONTEXT AND KEY ACHIEVEMENTS

- 3.1 The evidence base supporting this strategy is set out in the Strategic Housing Market Assessment (SHMA) published by GL Hearn in February 2016. This report underpins the policy contained in the emerging Borough Local Plan and the data has been further refreshed by information provided by the Housing Options Team in January 2017.
- 3.2 The SHMA report identified significant affordability pressures in the borough with median costs of market housing on average around ten times the equivalent earnings. Analysis of income levels suggested that 61.4% of households in the borough were unable to afford market housing in 2013. House price growth continues to impact on affordability with the average house price rising by almost £30,000 since the SHMA report in 2016¹.

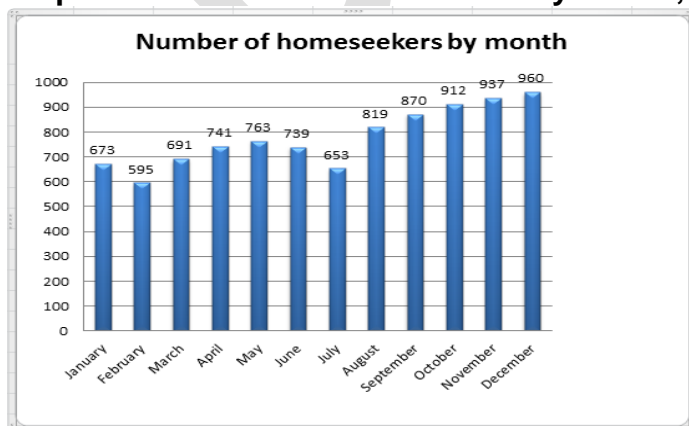
The Royal Borough

- 3.3 As a unitary authority, the Royal Borough is responsible for all areas of local government and over 140,000 residents living in over 66,000 properties.
- 3.4 The borough covers 79 square miles with the main towns of Ascot, Maidenhead and Windsor, surrounded by 14 villages, linked by the River Thames. It is just 12 miles to the west of London and has a thriving business economy. As well as providing excellent quality open and leisure spaces as well as access to a large number of unspoiled rural areas, including 1,000 acres of National Trust land and 4,800 acres owned by the Crown, the borough is also home to Windsor Castle which attracts millions of visitors every year from across the world.
- 3.5 Transport links are excellent, with four major motorways, Heathrow and Gatwick Airports close by and four main line railway stations. The Elizabeth line (Crossrail) is due to arrive in 2019, increasing connectivity even further.

Housing need

- 3.6 The Royal Borough provides a variety of housing services to residents from housing the homeless to providing strategic leadership for housing delivery. In 2016, 9,353 approaches were made to the council for assistance with housing needs, see graph 1.

Graph 1: Number of homeseekers by month, 2016



¹ Office of National Statistics, House Price Index for: Windsor and Maidenhead

3.7 In the same year, 1,518 households were prevented from becoming homeless, see diagram 1. The highest need was from single parent females, followed by single males and couples with children. This household composition is reflected in the level of need for two bedroom properties, which stood at 59% of applicants in January 2017. The majority of applicants had come from living with parents or relatives that could no longer accommodate them. The second biggest factor was the loss of private sector accommodation followed by relationship breakdown, see diagram 2.

Diagram 1: Level of homelessness acceptances, 2016-2017

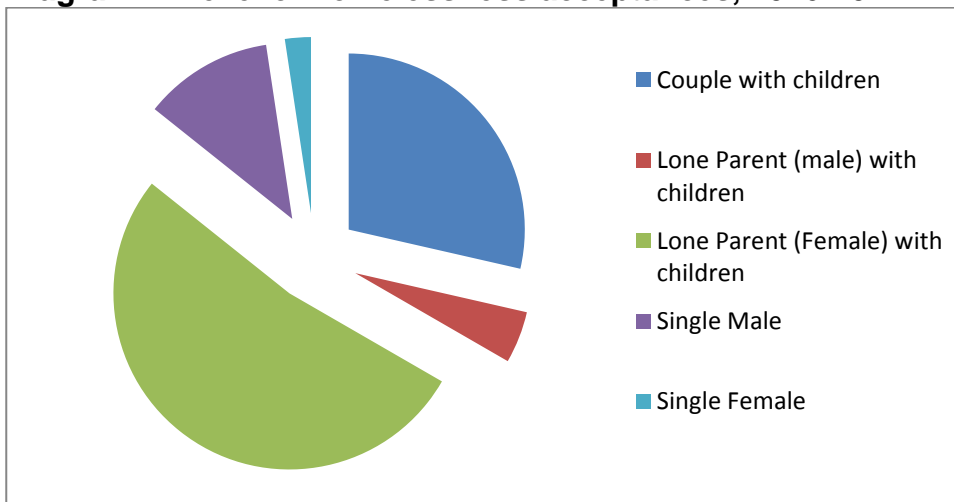
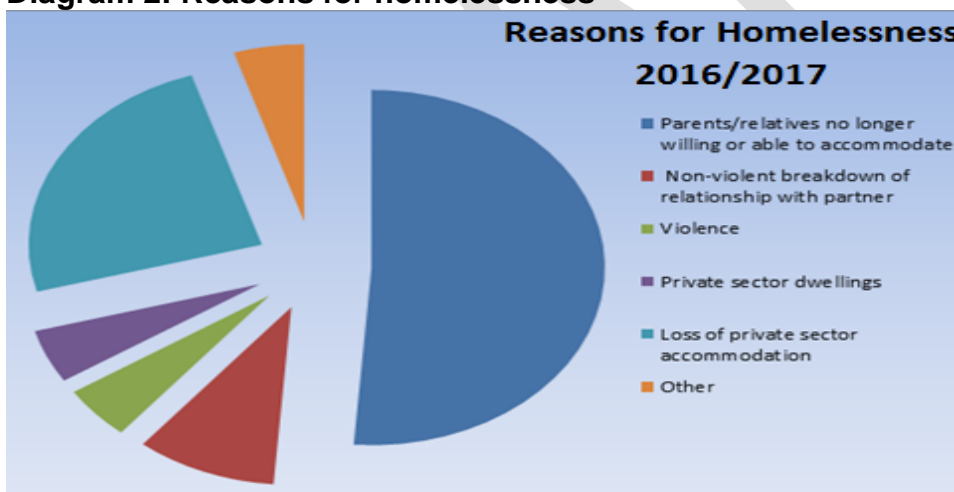


Diagram 2: Reasons for homelessness



3.8 During the year January 2016 to December 2016, 640 applicants were accepted onto the housing register. The register is prioritised through a selection of bands:

- Band A – Urgent requirement to move with the greatest housing need (Reasonable Preference AND Additional Preference).
- Band B – Requirement to move with a lesser housing need (Reasonable Preference OR Additional Preference).
- Band C – Desire to Move.
- Other – Includes applicants without a housing preference band but those which may still be eligible for housing opportunities such as key workers, those interested in sheltered housing, shared ownership or employees of the Ministry of Defence.

- 3.9 At January 2017, there were 341 applicants on the housing register, see table 1 for distribution of applicants by priority banding and table 2 for demand by applicants with a priority housing need by bedroom size.

Table 1: Number of applicants per band on the housing register, January 2017

| Band | A | B | C | Other | Total |
|----------------------|----|-----|-----|-------|-------|
| Number of applicants | 15 | 135 | 117 | 74 | 341 |

Table 2: Bedroom needs of applicants allocated a priority housing band

| Bedroom need | Band A | Band B | Total | % |
|--------------|--------|--------|-------|-----|
| 1 Bedroom | 6 | 19 | 25 | 17 |
| 2 Bedroom | 5 | 84 | 89 | 59 |
| 3 Bedroom | 4 | 25 | 29 | 19 |
| 4 Bedroom | 0 | 7 | 7 | 5 |
| Total | 15 | 135 | 150 | 100 |

- 3.10 The Royal Borough continues to focus on meeting the needs of all residents for housing assistance and providing a person centred service that works with applicants to meet their specific needs. A range of housing options, including supported, sheltered and extra care housing, is already provided and this provision is continuously reviewed and developed to ensure it remains relevant and delivers the expected quality.
- 3.11 Effective partnership working is key to maximising available resources, alongside providing services that develop resilience within communities and individual households to help them find solutions where the council and its partners cannot provide them.

Key developments

- 3.12 As part of the drive to deliver improvements in homelessness provision for residents, the Royal Borough has implemented a range of new initiatives, see table 3.

Table 3: New housing provision and initiatives

| Provision | Description |
|--|--|
| John West House – Homeless Shelter | John West House has been refurbished to provide eight hostel places for homeless people from the borough. Look Ahead manage the day-to-day operations providing year round support. |
| Braywick Lodge, Maidenhead | Braywick Lodge is an existing Council building that has been refurbished to provide four “move on” rooms. |
| Windsor Homeless Project housing surgery | The Housing Options Team provides a weekly drop in housing surgery at the Windsor Homeless Project, delivering housing advice and options services directly to residents. |
| Debt management services in connection with the Citizens Advice Bureau | The Royal Borough commissions a debt advice and management service from the Citizens Advice Bureau (CAB). The service is available to all residents who wish to seek help on money matters. In 2016, the service was successful in getting £260,084 of debt written-off and £289,314 worth of payments re-scheduled. |

| Provision | Description |
|--------------------|---|
| Exchange House | 13 new self contained temporary accommodation homes delivered July 2017. |
| Empty homes review | A review of empty properties is being carried out to identify properties that could be made available for private rent. 14 empty properties have been brought back into use so far (August 2017). |

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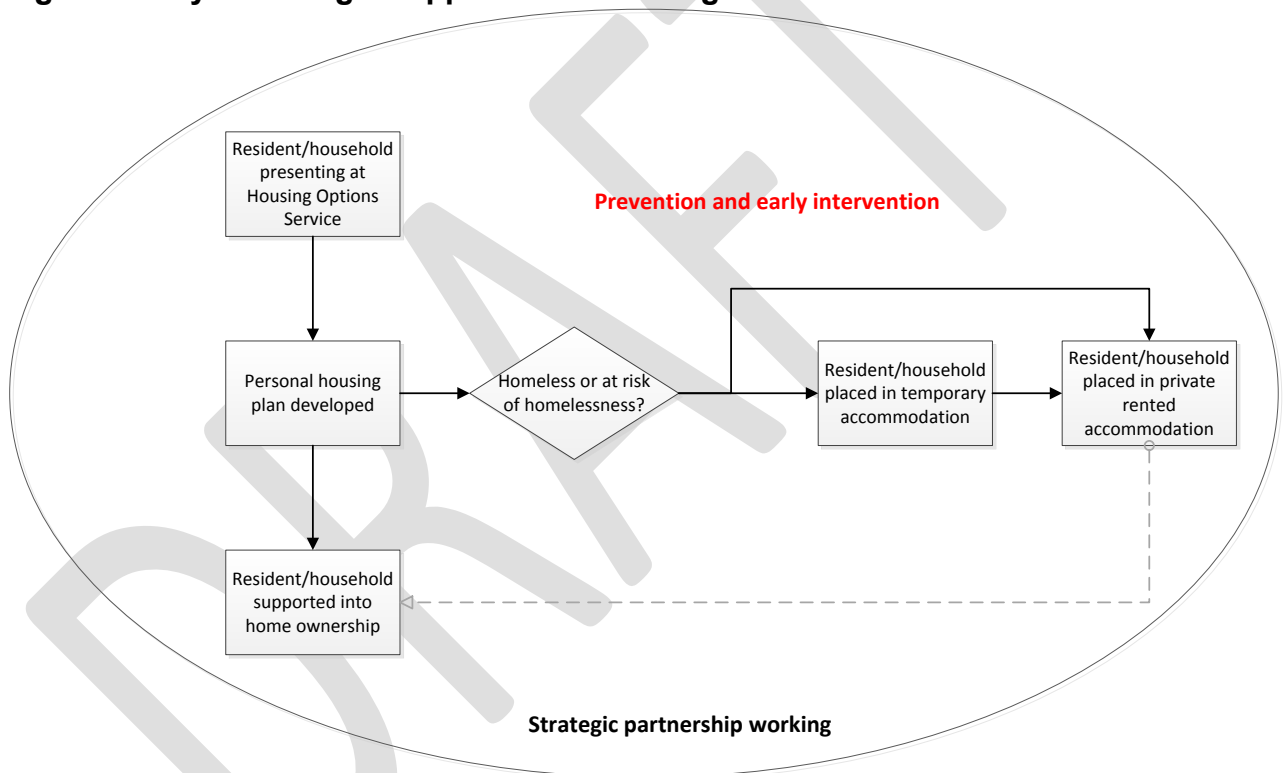
4 VISION

4.1 Within the Royal Borough's overall aspiration for home ownership for all residents, the vision for its Homelessness Strategy is to:

Maximise every opportunity to prevent and reduce homelessness in the borough

4.2 The Royal Borough's overall approach aims to support and encourage mobility: movement within and between tenures appropriate to changing housing requirements, and life stage. The aim is to support residents to move through housing tenures, increasing their stability and supporting them to the goal of home ownership. This will be achieved through policies and service frameworks that allow residents to maximise employment opportunities and improve financial well-being, which will support them to realise their ambitions for home ownership, see figure 1.

Figure 1: Royal Borough's approach to housing and homelessness



4.3 The successful provision of these services requires collaborative working with local public, private and voluntary services. To support this, the Royal Borough will actively engage with its partners in the development and delivery of services and encourage collaborative working where cross cutting responsibilities are present.

4.4 The delivery of this strategy will be measured against a set of priority outcomes which are set out in the delivery plan, see Appendix 1.

Gold standard housing and homelessness

4.5 In 2013, the government announced a new Gold Standard intended to improve frontline housing and homelessness services with a view to increasing opportunities for early intervention and prevention of homelessness. The Gold Standard sets the bar for excellent local homelessness services, ensuring that homelessness remains

the last possible option, the Royal Borough is committed to completing the 10 challenges to secure the Standard:

1. Adopt a corporate commitment to prevent homelessness which has buy in across all local authority services
2. Actively work in partnership with voluntary sector and other local partners to address support, education, employment and training needs
3. Offer a Housing Options prevention service, including written advice, to all clients
4. Adopt a No Second Night Out model or an effective local alternative
5. Have housing pathways agreed or in development with each key partner and client group that includes appropriate accommodation and support
6. Develop a suitable private rented sector offer for all client groups, including advice and support to both clients and landlords
7. Actively engage in preventing mortgage repossessions including through the Mortgage Rescue Scheme
8. Have a homelessness strategy which sets out a proactive approach to preventing homelessness and is reviewed annually so that it is responsive to emerging needs
9. Not place any young person aged 16 or 17 in Bed and Breakfast accommodation
10. Not place any families in Bed and Breakfast accommodation unless in an emergency and then for no longer than 6 weeks

5 PREVENTING AND REDUCING HOMELESSNESS

Priority outcomes

- ✓ Enhance homeless prevention services to meet the requirements in the Homelessness Reduction Act.
- ✓ Reduce the numbers of households who are in temporary accommodation or rough sleeping.
- ✓ Produce a new allocations policy by December 2017 to ensure policies support delivery of the objectives in this strategy.
- ✓ Use nominations and partnership working to enable social mobility, supporting residents to move to more suitable accommodation and make best use of stock.

- 5.1 This Strategy and its four priority outcomes are ambitious, yet realistic, in acknowledging the challenges of homelessness and the difficult choices that the Royal Borough has to make in the current climate. It is the Royal Borough's corporate commitment to achieve the Gold Standard and builds on the existing good work between the Royal Borough and its partners with, in some areas, a reshaped focus and emphasis to reflect changed circumstances. Early intervention, prevention of housing crisis and improved supply and cost effective use of more permanent accommodation are the top priorities.
- 5.2 The Homelessness Reduction Act 2017 brings about a cultural shift in the way help is provided to people who are facing homelessness, by refocusing efforts on prevention instead of intervening at the point of crisis. The approach of the Royal Borough is to treat each request individually, using a matrix approach to draw in relevant services and professionals to provide a tailor made housing service that supports the household based on their specific needs.

Priority outcome 1: Enhance homeless prevention services to meet the requirements in the Homelessness Reduction Act.

- 5.3 The Royal Borough seeks to meet the needs of all residents, promoting a balanced and sustainable approach. The vast majority of people are able to find and maintain their own home; however, there are still a significant number of residents who need help and support to access accommodation. Early intervention and prevention for the Royal Borough means more focus on outreach work, working with and through voluntary and community organisations to reach people in difficulty before they experience crisis. Sustaining existing tenancies remains a high priority.
- 5.4 The Royal Borough will focus on self-help, and supporting people who can help themselves to do so. Residents are treated as individuals, offering targeted and appropriate advice and support depending on need and circumstances which will be captured in a personal housing plan. Those households that can afford alternatives to affordable housing will be supported in accessing a private sector home. Those affected by welfare benefits changes will be offered holistic support, including assistance with employment, training and financial management.

Priority outcome 2: Reduce the numbers of households who are in temporary accommodation or rough sleeping

- 5.5 The Royal Borough has a high number of households in temporary accommodation, many of them in unsuitable bed and breakfast placements. There is a focus on re-

housing those who have been in bed and breakfast accommodation the longest, into a better quality and better value self contained temporary housing option. To this end, Exchange House in Maidenhead was commissioned which provides a range of various bedroom sized properties.

- 5.6 The Royal Borough's overall aim is to reduce the use of expensive short term bed and breakfast accommodation by moving homeless families into self contained temporary housing whilst at the same time significantly increasing the supply of private rented accommodation. This means continuing to building on the strong relationships with existing and new landlord partners. Increasing the availability of private sector properties will secure longer term stability for families and reduce the cost of expensive temporary accommodation. In order to deliver this ambition, a new post was created in June 2017, on an invest to save basis, to focus on delivering rented accommodation in the private sector.
- 5.7 Homelessness applications and acceptances have continued to increase in recent years and there is a continued reliance on high levels of temporary accommodation. The Royal Borough is committed to addressing the causes and effects of homelessness, offering appropriate support and solutions to affected households while minimising reliance on temporary accommodation.
- 5.8 One of the areas highlighted by the government as an area of concern is the number of people who become homeless more than once. Effective partnership working with local housing associations in the borough means an early warning system is in place where any tenancy is in jeopardy and there is a commitment to joint working to prevent any potential homelessness.
- 5.9 In line with its commitment to achieve the Gold Standard, the Royal Borough has adopted the five standards of No Second Night Out (NSNO)²:
- 1) **New rough sleepers can be identified and helped off the streets immediately** – The Royal Borough carries out an annual rough sleeper count which is based on a single night snapshot of the number of people sleeping on the streets in the local authority area, carried out between 1 October and 30 November. It then takes action to help those identified back into secure and sustainable housing.
 - 2) **The public can alert services if they see anyone sleeping rough so they get help** – the Royal Borough now delivers its Housing Options Service from library service hubs in Ascot, Maidenhead and Windsor with extended opening hours.
 - 3) **Rough sleepers can go to a place of safety, where their needs can be assessed and they can get help** – John West Housing provides emergency accommodation for rough sleepers and also a support service provided by Look Ahead Housing Association.
 - 4) **Rough sleepers are able to get emergency accommodation and other services they need** – addressing rough sleeping requires a joint approach with all agencies to deliver a coordinated approach of emergency help, including the provision at John West House and contributions from voluntary providers. In addition, weekly Housing Options surgeries continue to be run at various locations across the borough.
 - 5) **Rough sleepers from outside their area can be reconnected with their community** – the Housing Options Service provides reconnection services where the applicant has no local connection.

² HM Government, 2011: [Vision to end rough sleeping: No Second Night Out nationwide](#)

Priority outcome 3: Produce a new allocations policy by December 2017 to ensure policies support delivery of the objectives in this strategy

- 5.10 The current Allocations Policy runs until 2018 and will be refreshed following adoption of this Strategy. It sets out in detail who is eligible for housing and how applicants can apply and access housing. Housing is allocated through a housing need system where all applicants are placed in bands according to their needs, see point 3.9. There are a range of categories through which points for housing need are awarded, including a bedroom deficiency, sharing accommodation, lack of facilities or notice to quit. There are rules around the refusal of a housing offer, which include being removed from the list if two reasonable offers are refused.
- 5.11 Additional preference can be given to those experiencing harassment, social or environmental problems and those who have changes in their medical condition that mean that their current housing is no longer suitable.
- 5.12 The Household Cavalry Regiment is permanently based at Combermere Barracks in Windsor and the Royal Borough is committed to supporting members of the regiment with their housing needs. The Royal Borough is also home to two barracks and the Royal Borough will continue support service personnel with their housing needs, including providing a Housing Options surgery at Broom Farm estate in Windsor. Members of the Armed Forces do not require a local connection to apply for social housing and this inclusion is written into the Allocations Policy.

Priority outcome 4: Use nominations and partnership working to enable social mobility, supporting residents to move to more suitable accommodation and make best use of stock

- 5.13 Housing services are now delivered seven days a week across the borough through the Library and Resident Services Service Hubs. Each resident approaching housing services is supported with a personal housing plan which sets out an assessment of the resident's current need, next steps for the resident, Royal Borough or other partners, and a written record of any advice and guidance given. The Royal Borough also continues to commission local specialist organisations to provide support services to the housing service. For example, Resilience was commissioned in April 2017 to provide advice, support, treatment and recovery for anyone experiencing alcohol and drug problems in the borough.
- 5.14 Look Ahead Housing Association provides 17 self-contained flats in **Wellesley House**, a supported housing scheme in Windsor. These are available to those people who are homeless and in priority need in the Borough. The accommodation is mainly used for families who have become homeless. The scheme is staffed on a 24 hour basis, and there are a range of support services, including a playgroup, health visitor surgery and parent-craft lessons. All residents are allocated a "key worker" who can assist with any difficulties they may have during their stay.
- 5.15 Look Ahead Housing Association also provides a 25 purpose built block of one bedroomed flats in **Frogmore Court** in Maidenhead which accommodate young people, aged between 16 and 24, who are homeless or threatened with homelessness. The service supports these residents to learn lifestyle skills, such as cooking and financial management, and to secure and maintain education or employment.

- 5.16 A consistent message through ongoing consultation is the need to provide increased support to young people. The Royal Borough will, therefore, produce a new **Young Persons and Housing Protocol**, building on the existing Joint Protocol for working with 16 and 17 year olds, which will support professionals to plan and work together to help support young people into sustainable housing. This new protocol will also be an integral part of the Royal Borough's corporate parenting responsibilities for those young people leaving its care. The Housing Options service and housing associations work closely to enable care leavers to have safe and sustainable accommodation.
- 5.17 The newly refreshed **Homelessness Panel** will provide a common forum for delivering pathway plans for customers. The panel will bring together professionals to work together on outcomes for residents with deliverable actions to be implemented from the meeting.

6 IMPLEMENTATION AND REVIEW

- 6.1 The strategy and delivery plan will be reviewed on an annual basis, both to measure performance against each priority outcome and also to ensure that the actions continue to be the right ones to meet the overall vision. Where identified, new key areas of action to meet strategy objectives will be introduced as part of the review which will also involve partners and key stakeholders.

APPENDIX 1: DELIVERY PLAN

| Objective | | Key outcomes and actions | Lead | Target date | Resources |
|-----------|--|--|--------------------------------------|---------------|--|
| 1.1 | Reduce the numbers of households in temporary accommodation and rough sleeping | Reduce the number of households in temporary accommodation by 50% by April 2019 through the allocations process and private rented sector offer. | Operational Support and Housing Lead | April 2019 | Housing Options Team Senior Accommodation Sourcing Officer Housing Enabling Manager Existing capital funding Landlords Citizens Advice Bureau |
| | | Take proactive action to identify those most at risk to prevent them becoming homeless, including exploring the option for court desk attendance in partnership with Slough Borough Council. | Operational Support and Housing Lead | April 2018 | |
| | | Develop clear housing pathways to manage access to support services for applicants with multiple needs. | Operational Support and Housing Lead | On-going | |
| | | Review the amount and type of emergency housing provision available and compile a register of resources. | Operational Support and Housing Lead | December 2017 | |

| Objective | | Key outcomes and actions | Lead | Target date | Resources |
|-----------|---|---|--------------------------------------|-------------|--|
| 1.1 | Reduce the numbers of households in temporary accommodation and rough sleeping | Work proactively with local housing associations and the Citizens Advice Bureau to prevent mortgage repossessions including through the Mortgage Rescue Scheme. | Operational Support and Housing Lead | On-going | Housing Options Team Senior Accommodation Sourcing Officer Housing Enabling Manager Existing capital funding Landlords |
| | | Implement personal housing plans for residents to support households in temporary accommodation to access longer term housing. | Operational Support and Housing Lead | On-going | Citizens Advice Bureau |
| 1.2 | Increase the homeless prevention services to meet the requirements in the Homelessness Reduction Act. | Support households retain their current home. | Operational Support and Housing Lead | On-going | Housing Options Team Housing association partners |
| | | Support households find an alternative home, which may be in the private rented sector or a home ownership option. | Operational Support and Housing Lead | On-going | Voluntary sector partners Senior Accommodation Sourcing Officer Housing Enabling Manager |
| | | Support households to access low cost home ownership. | Operational Support and Housing Lead | On-going | Children's Services Existing capital funding |
| | | Enable vulnerable households to secure independence through supported housing pathways. | Operational Support and Housing Lead | On-going | |

| Objective | | Key outcomes and actions | Lead | Target date | Resources |
|-----------|---|--|--------------------------------------|---------------|--|
| 1.3 | Produce a new allocations policy by December 2017 to ensure policies support delivery of the objectives in this strategy. | Work with local housing associations to deliver a new allocations policy that meets the housing needs of applicants and promotes effective working with the private sector | Operational Support and Housing Lead | December 2017 | Housing Options Team Housing association partners Housing Enabling Manager Existing capital funding |
| 1.4 | Use nominations and partnership working to enable social mobility, support residents that need to move to more suitable accommodation and make best use of stock. | Work with local housing associations and the Housing Enabling Manager to identify opportunities for transfers and property conversions to meet changing need. | Operational Support and Housing Lead | On-going | Housing Options Team Housing association partners Housing Enabling Manager Existing capital funding |
| | | Deliver a new Young Persons Protocol in partnership with Children's Services to establish a framework for supporting young people in housing need. | Operational Support and Housing Lead | April 2018 | Housing Enabling Manager Housing association partners Children's Services |

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