

Housing Committee

Wednesday 10 March 2021 at 7.30pm

This meeting will be held remotely via MS Teams with audio access to the public for the Part I items via registered dial-in only

Members of the Committee

Councillors J Gracey (Chairman), S Lewis (Vice Chairman), J Hulley, S Mackay, I Mullens, A Neathey, M Nuti, P Snow, P Sohi and S Whyte.

Mrs J Hill (co-opted non-voting member) for the purposes affecting Council housing tenants

In accordance with Standing Order 29.1, any Member of the Council may obtain remote access via MS Teams to the meeting of this Committee, but may speak only with the permission of the Chairman of the Committee, if they are not a member of this Committee.

AGENDA

Notes:

- i) Any report on the Agenda involving confidential information (as defined by section 100A (3) of the Local Government Act 1972) must be discussed in private. Any report involving exempt information (as defined by section 100I of the Local Government Act 1972), whether it appears in Part 1 or Part 2 below, may be discussed in private but only if the Committee so resolves.
- ii) The relevant 'background papers' are listed after each report in Part 1. Enquiries about any of the Agenda reports and background papers should be directed in the first instance to
Andrew Finch, Democratic Services, Law and Governance Business Centre, Runnymede Civic Centre, Station Road, Addlestone (Tel: Direct Line: 01932 425623). (Email: andrew.finch@runnymede.gov.uk).
- iii) Agendas and Minutes are available on a subscription basis. For details, please ring Mr B A Fleckney on 01932 425620. Agendas and Minutes for all the Council's Committees may also be viewed on www.runnymede.gov.uk.

iv) **Filming, Audio-Recording, Photography, Tweeting and Blogging of Meetings**

Members of the public are only permitted to hear the debate on the items listed in Part I of this Agenda, which contains matters in respect of which reports have been made available for public inspection. You will not be able to hear the debate for the items in Part II of this Agenda, which contains matters involving Exempt or Confidential information in respect of which reports have not been made available for public inspection. If you wish to hear the debate for the Part I items on this Agenda by audio via MS Teams you must register by 10.00 am on the day of the meeting with the Democratic Services Team by emailing your name and contact number to be used to dial-in to democratic.services@runnymede.gov.uk

v) **Audio-Recording of Meeting**

As this meeting will be held remotely via MS Teams, you may only record the audio of this meeting. The Council will not be recording any remote meetings.

LIST OF MATTERS FOR CONSIDERATION

PART I

Matters in respect of which reports have been made available for public inspection

	<u>Page</u>
1. NOTIFICATION OF CHANGES TO COMMITTEE MEMBERSHIP	6
2. MINUTES	6
3. APOLOGIES FOR ABSENCE	11
4. DECLARATIONS OF INTEREST	11
5. HOUSING STRATEGY STATEMENT 2021-2026	12
6. HOUSING REVENUE ACCOUNT BUSINESS PLAN 2021-2051	25
7. HOUSING ASSET MANAGEMENT PLAN 2021-26	49
8. APPROVAL OF HOUSING BUSINESS UNIT PLAN	73
9. STEP DOWN ACCOMMODATION PILOT	112
10. UPDATE ON COMMUNICATION WITH THE REGULATOR OF SOCIAL HOUSING	115
11. KEY PERFORMANCE INDICATORS, Q3 RESULTS AND CORPORATE KPIs FOR 2021/22	117
12. AMENDED DECANT POLICY – <i>CIRCULATED SEPARATELY</i>	124
13. EXCLUSION OF PRESS AND PUBLIC	124

PART II

Matters involving Exempt or Confidential Information in respect of which reports have not been made available for public inspection.

a) Exempt Information

14. PARTNERSHIP ARRANGEMENT WITH REGISTERED PROVIDER

b) Confidential Information

(No reports to be considered under this heading)

GLOSSARY OF TERMS AND ABBREVIATIONS

TERM	EXPLANATION
1-4-1 receipts	A proportion of retained RTB sale receipts that must be used by the authority to help provide new social housing.
Affordable Housing	Affordable Housing is the generic term which includes social rented, affordable rented and products such as shared ownership and rent-to-buy and is provided by local authorities and registered providers such as housing associations.
Affordable Rent	Affordable Rent must be no more than 80% of market rent
Benefit cap	A Government limit on the total amount of benefit, including Housing Benefit, payable to people aged 16 to 64 who are not working.
CBL	Choice Based Lettings system allows Housing Register applicants to 'bid' for available council and housing association properties online.
CHaRMM	Community Harm and Risk Management Meetings
Decent Homes Standard	A Decent Home meets the criteria for statutory minimum standard, state of repair, provision of facilities and services and thermal comfort required by MHCLG.
DFG	Disabled Facilities Grants are mandatory, means tested grants to provide adaptations such as shower rooms, ramps and stair lifts to disabled people who can be owner occupiers or private or social tenants.
DHP	Discretionary Housing Payments can top up the housing costs of Housing Benefit and UC claimants, for example to make up a rent shortfall due to the 'benefit cap' or 'spare room subsidy'. Awards are made in accordance with the Council's DHP policy. Payments are subsidised by Government with additional funding from the HRA.
DWP	The Department for Work and Pensions.
FRA	Fire Risk Assessment
H-CLIC	Homelessness Case Level Information Collection
HMO	House in multiple occupation.
HQN	Housing Quality Network
HRA	Housing Revenue Account. The statutory account that sets out expenditure and income arising from provision of social housing by the local authority as a landlord and is ring fenced from other council activities.
IRL	Independent Retirement Living is the brand for Runnymede's sheltered accommodation for older people.
LHA	Local Housing Allowance is the Housing Benefit entitlement for private sector tenants, based on a household's bedroom requirements. It is applied to areas known as Broad Rental Market Areas and determined by calculating the 30 th percentile of

	market rents for each area (i.e. 3 in 10 properties should be at or below the LHA level).
MHCLG	Ministry of Housing, Communities and Local Government
New Homes Bonus	The New Homes Bonus has been paid each year by Government, based on the number of new homes within an area when the Council Tax extract is submitted in October with additional payments for new affordable homes and a reduction for long term empty properties.
PSL	Private Sector Landlord.
PRC	Pre-reinforced concrete (non-traditionally built) properties.
RCRA	Runnymede Council Residents Association.
RP	Registered providers of social housing including; local authority landlords and housing associations
RTB	Right to Buy legislation and regulations giving secure tenants of councils and some housing associations tenants the right to buy the home they are living in, at a discount.
S. 106	Section 106 agreements are a legally binding agreement between the Planning authority and a landowner or developer in association with the granting of planning permission, often requiring a contribution to infrastructure and sometimes affordable housing – which can be on site or by way of a commuted sum.
SHMA	The Strategic Housing Market Assessment provides an evidence base for assessing the need and demand of future housing supply.
Shared Accommodation Rate	The level of LHA (Housing Benefit) that applies to single people in the private rented sector who are aged under 35 years.
Social Housing	Social rented housing is owned by local authorities and private registered providers
Social Sector Size Criteria	Also colloquially known as “the bedroom tax” which was introduced in 2013 and which reduces Housing Benefit to working age claimants who are assessed as having a spare room.
Universal Credit	This benefit is gradually replacing a number of benefits including Job Seekers Allowance, Income Support, Housing Benefit etc. and in most cases is paid four weekly in arrears direct to the applicant.

1. **NOTIFICATION OF CHANGES TO COMMITTEE MEMBERSHIP**
2. **MINUTES**

To confirm and sign the Minutes of the meeting of the Committee held on 6 January 2021 as a correct record (Appendix A).

Appendix A

Runnymede Borough Council

HOUSING COMMITTEE

Wednesday 6 January 2021 at 7:30pm via MS Teams

Members of the Committee present	Councillors J Gracey (Chairman), S Lewis (Vice-Chairman), J Hulley, I Mullens, M Nuti, A Neathey, P Sohi, P Snow and S Whyte Mrs J Hill (Runnymede Council Residents' Association Representative – co-opted non-voting member)
Members of the Committee absent	Councillor S Mackay
Non Members of the Committee present	Councillor J Olorenshaw

375 NOTIFICATION OF CHANGES TO COMMITTEE MEMBERSHIP

None.

376 MINUTES

The Minutes of the meeting of the Committee held on 11 November 2020 were accepted as a true record.

377 APOLOGIES FOR ABSENCE

None received.

378 HRA ESTIMATES

The Housing Accountant explained that primarily due to the pandemic many of this year's plans had been deferred, and Officers – including the newly appointed Corporate Head of Housing – would be meeting in January with a view to presenting an updated 5-year forecast and Business Plan to the Committee at its next meeting in March.

However, in the meantime it was necessary for the Committee to approve the HRA budgets in order to implement the changes to the Rents, Fees & Charges, in order that they can be implemented from the commencement of the new rent year in April 2021.

Overall, it was estimated that the net costs of the HRA during the current year (2020/21) would have reduced by around £260k compared to the original budget. However, the anticipated level of balances in the Major Repairs Reserve would have increased by around £3.6m, compared to the original figures approved in January 2020. Whilst this would appear to be good news, this reduction in costs was largely as a consequence of works being deferred to subsequent years.

The report provided a summary table setting out the various estimated Housing balances at 31 March 2021 & 2022. However, it was pointed out that these detailed figures do not

allow for any major capital expenditure on new schemes not yet approved by this Committee, nor the likely imminent increase in the level of major repairs.

RESOLVED that –

i) the draft revenue estimates for 2021/22 be approved, and the Full Council be requested to make provision accordingly;

ii) the Committee grant permission for Officers to seek written consent from the Secretary of State to top up the DHP allocation by a sum of £30,000, which may only be used to assist in providing DHP to HRA tenants in need; and

iii) the proposed changes in rents and charges (including those for Housing General Fund services) for 2021/22 be approved to be effective either from the first rent week of April 2021, or 1 April 2021 as appropriate.

379 **COMPLAINTS HANDLING CODE**

The Head of Housing Services and Business Planning confirmed that following the previous Committee meeting a self-assessment had been carried out against the Ombudsman's Complaints Handling Code and a new Housing Complaints Policy for the Council had been established. The self-assessment had been carried out in conjunction with both the Chair of Housing Committee and the Chair of Runnymede Council Residents' Association.

The assessment had resulted in some enhancements to the Council's processes which would improve the experience for complainants and ensure consistency of approach across the department.

Whilst enhancements would be put in place that would review all telephone conversations, these conversations were not yet recorded as part of the process as standard. Councillors were keen to see this feature added and the Head of Housing Services and Business Planning would follow up with Digital Services.

There was concern at the absence of the democratic layer which gave the complainant the right to refer their complaint to a designated person such as a Councillor or local MP prior to referral to the Ombudsman. The Head of Housing Services and Business Planning would ensure that the relevant section was updated with current legal requirements.

RESOLVED that –

A new complaints policy and procedure for Housing Services be adopted, noting the outcome of the self-assessment of compliance against the Housing Ombudsman Complaints Handling Code.

380 **ALLOCATIONS SCHEME - PROPOSED CHANGES**

The Homelessness, Housing Advice & Allocations Manager advised that the current Allocations Policy was approved in 2017 and a new policy was required to ensure the Council's legal duties were fulfilled. This also provided a good opportunity for the Council to make the best use of limited housing stock to ensure that homes are going to residents with the greatest need.

It was hoped to review and simplify the banding structure, and it was asked that an explanation that defines each band was provided for as part of the consultation. A recent survey had been sent to all Members for their initial views, and Members would be kept informed throughout the process. There would be a specific focus group for Members during the consultation period.

The income threshold would also be reviewed, as would the current review procedure, removing a layer of escalation to a second senior officer.

A Member expressed concern whether some ethnicities were under-represented on the housing register. An online roundtable session would be taking place as part of the formal consultation where the voluntary sector would be present, and it was asked that officers raised this within that forum, ensuring that the ethnicity data for the borough had been obtained in the interim. The Chair of the RCRA raised a concern that the application forms were complex and repetitive. Officers confirmed that as part of the move to the Northgate Allocations module all forms would be reviewed.

A Member highlighted the importance of getting the policy right and ensuring a version of Appendix E was available for the formal consultation, particularly given that local authorities are most commonly challenged due to the perceived unfairness around allocations. Furthermore, adherence to the upcoming Domestic Abuse Bill would be vital and so it was strongly encouraged to make it prominent that domestic abuse victims would be entitled to the high banding award.

Whilst it was planned to reduce the number of offers and refusals from two to one, there would be scrutiny over the suitability of any direct offer which would be in line with any medical recommendations. Furthermore, whilst it was unlikely that an unsuitable offer would be made to a resident, a review process would ensure that this would not count as an offer.

The Head of Housing Services and Business Planning responded to a Member's concern about the methodology and ceilings used for the income limits being proposed. These would be reviewed as part of the consultation and would be detailed with methodology and clear guidance on whether figures would be gross or net and what elements of income might be disregarded.

RESOLVED that –

- i) Members noted the progress with the review of the Allocation Scheme; and**
- ii) Members approved the review of the Council's Housing Allocation Scheme and the commencement of wider consultation on the proposed changes to the scheme.**

381 COMMUNITY FIRST UPDATE

The Head of Housing Services and Business Planning reported that the Community First initiative was established to provide grant funding for community activity in the areas of relative deprivation within the borough. The grants should ideally represent seed funding with organisations looking to self-fund moving forward, however there was scope for existing groups to request grant assistance for a new initiative.

The HRA contributes to this budget but this proportion of the funding is only accessible to initiatives anticipated to benefit HRA residents as a significant proportion of the cohort.

The pandemic had resulted in a reduced estimated expenditure of £45,000 owing to the immense difficulty of supporting community development activities at the current time.

Whilst the amount could potentially be reviewed once the effects of the pandemic had eased, it was emphasised that there were clear financial rules around funding of HRA residents, although mixed tenure groups that ensured accessibility for the children of HRA residents could be considered.

The budget, encouraging virtual and technical initiatives and a communication strategy would be considered over the coming months with a view to being open from April 2021 for groups to apply, and it was conceded that the availability of the funding was currently not as well publicised as it could be. The Head of Housing Services and Business Planning would ensure that the Vice-Chair of this Committee was kept informed.

RESOLVED that –

i) Committee noted the activities supported and reduced expenditure during the current financial year due to Covid 19 restrictions;and

(ii) Committee approved the HRA contribution of £30,000 to the Community First Fund for 2021/2022.

382 **PERFORMANCE DATA**

The Head of Housing Services and Business Planning reported that rent arrears were not currently a cause for concern and there remained a culture for tenants in the borough to prioritise rent payments. However, it was believed that the full financial impact of the pandemic had not yet hit, and it was unclear how sustainable ongoing rent payments would be over the coming months.

Electrical certification compliance had increased from 67% reported to this Committee in November 2020 to a current level of 72%. It was considered positive that the figure was still incrementally moving upwards despite a large ongoing number falling out of certification.

Health and Safety PIs and statistic for fire risk assessments had been sent to the Regulator in recent weeks and the next meeting with the Regulator was scheduled for later on in January.

Some 900 electrical certificates remained outstanding, however a large proportion of those remained with contractors with jobs pending or awaiting appointments. There was some anxiety from residents around access to their properties during lockdown, however both contractors had provided assurance that they continued to operate with suitable PPE and procedures.

383 **RUNNYMEDE COUNCIL RESIDENTS' ASSOCIATION – CHAIRMAN'S ALLOWANCE**

The Committee were asked to approve the continued remuneration of the Chair of the Runnymede Council Residents' Association.

The sum amounted to 50% of a Basic Members' Allowance, and the current incumbent worked closely with Housing Officers, accurately and faithfully representing the views and aspirations of tenants.

The Committee Chair praised the tireless efforts of the RCRA Chair to improve resident engagement and encourage more tenants to take an active role. Ways to supplement engagement with tenants remained under consideration.

RESOLVED that –

i) the Committee approved the continued remuneration of £2,043 per annum to the Chair of the RCRA to be met from existing HRA budgets, (subject to an equivalent percentage increase, as from 1 April 2021, to reflect any uplift in the Members' Basic Allowance rate); and

ii) the Chair of the RCRA's travel expenses be paid in respect of those travel costs associated with meetings taking place both inside and outside the Borough.

384 SURREY TOWERS UPDATE – PASSIVE FIRE AND SUPPLEMENTARY WORKS

The Head of Housing Technical Services reported that further to Committee's decision in August 2020 to approve pre-estimate costs for essential passive fire works at several Council-owned properties, a contract had been awarded.

The final cost for the tender came in significantly lower than the pre-tender estimate, therefore thorough due diligence had been carried out to ensure that the contractor appointed was capable of delivering the works to the standard required. Officers were satisfied that the winning contractor met the criteria and whilst Members considered it good news that such a significant saving had been made, asked for considerably more scrutiny to be applied to consultant's estimates in future given the large discrepancy between the pre-tender estimate and final costs.

The original start date for this work was anticipated for mid-January, however this was subject to change following this week's lockdown announcement. The Head of Housing Technical Services would update the Committee with a start date following the next meeting with the contractor, due in the coming days.

(The meeting ended at 9:40 pm)

Chairman

3. APOLOGIES FOR ABSENCE

4. DECLARATIONS OF INTEREST

If Members have an interest in an item, please record the interest on the form circulated with this Agenda and email it to the Democratic Services Officer by 5pm on the day of the meeting. A supply of the form will also be obtainable from the Democratic Services Officer.

Members are advised to contact the Council's Legal Section prior to the meeting if they wish to seek advice on a potential interest.

Members are reminded that a non pecuniary interest includes their appointment by the Council as the Council's representative to an outside body and that this should be declared. Membership of an outside body in their private capacity as a director, trustee, committee member or in another position of influence thereon should be regarded as a disclosable pecuniary interest, as should an appointment to an outside body by the Council as a trustee.

Members who have previously declared interests, which are recorded in the Minutes to be considered at this meeting, need not repeat the declaration when attending the meeting. Members need take no further action unless the item in which they have interest becomes the subject of debate, in which event the Member must leave the room if the interest is a disclosable pecuniary interest or if the interest could reasonably be regarded as so significant to prejudice the Member's judgement of the public interest.

5. HOUSING STRATEGY STATEMENT 2021-2026 (HOUSING, ANDY VINCENT)

Synopsis of report:

The Housing Strategy Statement sits underneath the Corporate Business Plan within a strategy hierarchy.

The Housing Strategy sets out four strategic aims for the housing market over the next five years within the Runnymede Borough:

- **Ensure good quality affordable housing is available to local people in both the social and private sector.**
- **Support local people to access appropriate housing.**
- **Increase the provision of affordable housing including low-cost home ownership.**
- **Identify local housing need to plan effectively for the future.**

The strategy statement also sets out workstreams focused on delivering the strategic aims.

Recommendations:

- i. **That the Housing Committee support the strategic aims outlined within the Housing Strategy Statement at Appendix B**
- ii. **That Members note that the delivery mechanisms for a number of the aims can be identified within the Housing Business Centre Plan**

1. Context of report

- 1.1 The development of a Housing Strategy Statement points the direction for the Housing Service in shaping the housing market within the borough. It also impacts on the work of other departments across the Council including Planning Policy, Development Management and Environmental Health.
- 1.2 The Private Sector Housing Team within Environmental Health monitor housing conditions within the private sector and tackle conditions deemed to be hazardous

to health, together with administration and enforcement of Houses in Multi-occupation (HMOs).

- 1.3 Management of Disabled Facilities grants within the private sector falls within Community Services.
- 1.4 The Planning Teams set the Council's policy position and monitor delivery in relation to the delivery of affordable housing by tenure and size requirements, plus support developers to minimise the environmental impact of new housing schemes in considering planning applications.
- 1.5 This Statement updates the previous Housing Strategy 2011 – 2017 which was developed by the Housing Department in 2012.

2. Strategic Aims

- 2.1 The Housing Strategy Statement highlights four strategic aims for housing within Runnymede over the next 5 years. These aims are cross tenure, impacting not only on the social housing sector but also private housing.
- 2.2 The aims are to:
 - Ensure good quality affordable housing is available to local people in both the social and private sector.
 - Support local people to access appropriate housing.
 - Increase the provision of affordable housing including low-cost home ownership.
 - Identify local housing need to plan effectively for the future.

3. Policy framework implications

- 3.1 The Housing Strategy Statement links to other key strategic documents. The document sits underneath the Corporate Business Plan linking the work of the wider Housing, Planning and Environmental Health Departments to strategies impacting on the landlord service and housing allocations and homeless services.

4. Resource implications

- 4.1 The Housing Strategy Statement has no resource implications as it does not address the delivery of its aims. These are addressed in the supporting strategies and plans, specifically, the:
 - Housing Revenue Account Business Plan
 - Housing Asset Management Plan
 - Housing Business Centre Plan.

5. Legal implications

- 5.1 The Local Government Act 2003 set out the legal requirement for local housing authorities to produce a Housing Strategy Statement. This requirement was repealed for English authorities by s.29 of the Deregulation Act 2015, but it is still considered good practice for local authorities to develop a Housing Strategy.

6. Equality implications

- 6.1 An equalities impact screening has been prepared, noting the positive impacts anticipated from delivering these strategic aims. A full assessment is unlikely to be necessary as the delivery will be detailed in individual strategies and plans.

7. Environmental/Sustainability/Biodiversity implications

- 7.1 Opportunities for positive environmental impacts include minimum EPC standards, carbon reduction and other 'green' initiatives. These will be explored further in the relevant delivery strategies and plans.

8. Consultation Strategy

- 8.1 The Housing Service will keep this Strategy Statement under review. The service will engage with its tenants via its newsletter and consultation mechanisms. It will engage with the resident population via the corporate communication channels, plus will undertake consultation with developers and Housing Association partners.
- 8.2 Any material changes to the aims will be brought back to the Housing Committee as part of the annual review of the document.

9. Conclusions

- 9.1 It is recommended that the Housing Committee support the aims identified within the strategy. It is also recommended that Members note that the delivery of the aims impacting on the Housing Service are planned within the Housing Business Centre Plan.

(To Resolve)

Background papers

None

Housing Strategy Statement 2021 - 2026

February 2021



Runnymede Borough Council Housing Strategy Statement 2021 – 2026

Our aspiration is for sufficient and affordable, good quality housing that is accessible and suitable for local people in Runnymede. We are responding to the changing demographic and economic needs of our communities to deliver housing that promotes health, wellbeing and financial stability.

With an economically diverse population, home ownership can prove inaccessible for a significant percentage of local people. There is a need for more affordable housing in its various forms for the growing number of people unable to bridge the affordability gap to secure good quality, suitable housing as a vital prerequisite to health, opportunity and financial and social inclusion.

We aim to:

- Ensure good quality affordable housing is available to local people in both the social and private sector
- Support local people to access appropriate housing
- Increase the provision of affordable housing including low cost home ownership
- Identify local housing need to plan effectively for the future.



Strategic Context



Strengths

Housing stock of 2850 homes.
Reserves in the Housing Revenue Account.
Removal of Housing Revenue Account borrowing cap.
Ability to increase rent in line with the Rent Standard.
Availability of Affordable Homes Programme grant funding.
Partnership working.

Weaknesses



Extent of flood plain limits development opportunity.
Land availability for development is restricted due to the extent of the Green Belt.
Limited public transport.



Opportunities

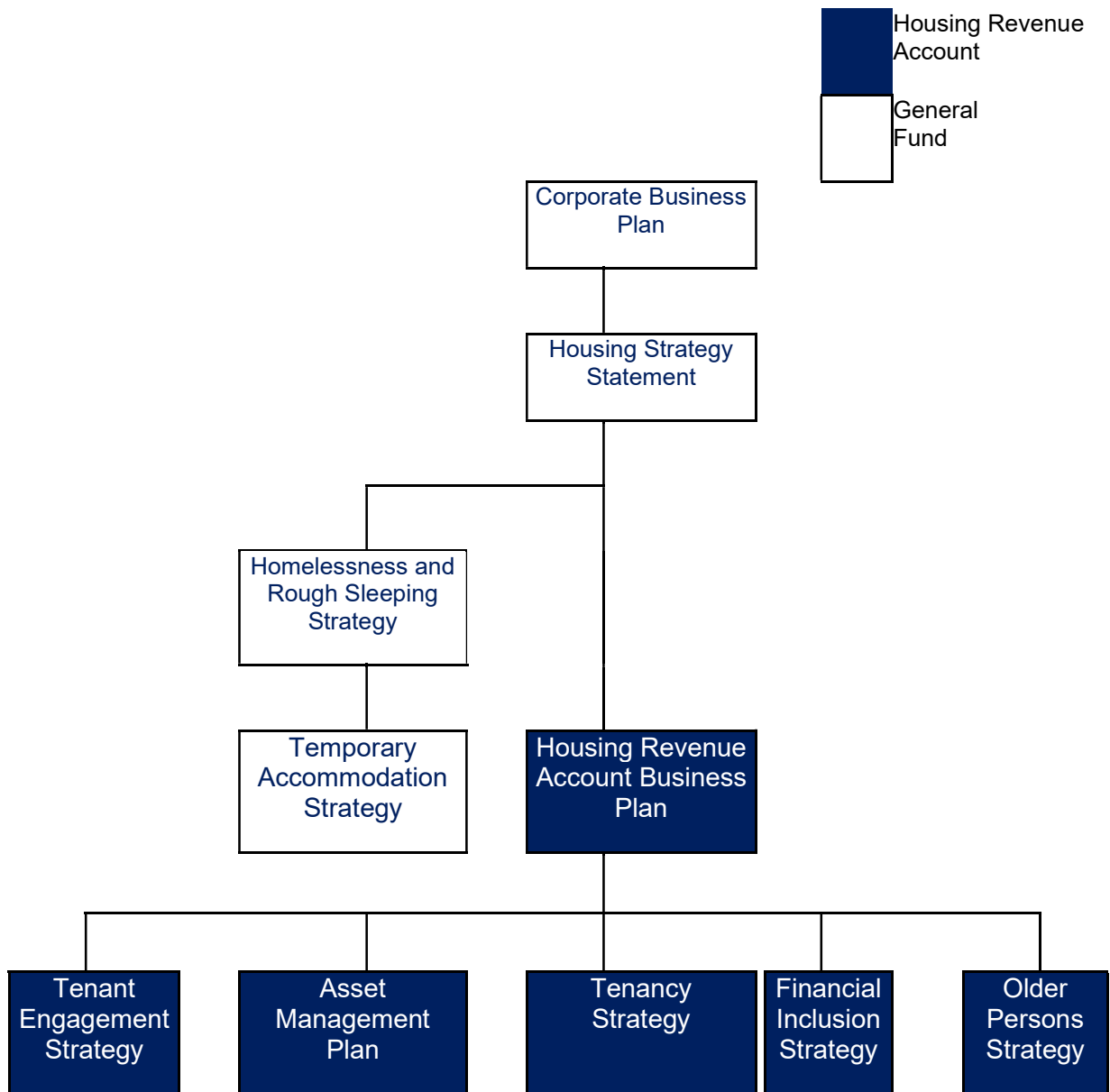
Carbon reduction.
Release of green belt sites.
Digitalisation.
Affordable Housing Supplementary Planning Document.
Surrey Heartlands Transformation and Integrated Care System.
Homes England Housing Infrastructure Funding.
Green agenda.
Longcross Garden Village.
Customer insight.
Regeneration of town centres.
Local Government reorganisation.
Shared services.
Runnymede Design Guide.
Minimum internal space standards.
Planning reforms.
Part M Building Regulations on accessibility.

Threats

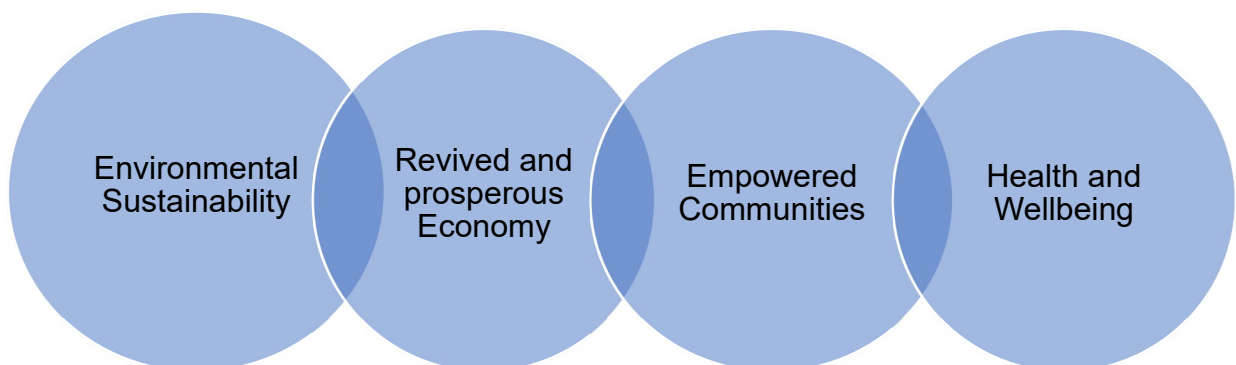


High cost of land and high rents.
Affordability gap
Financial pressures.
Unemployment likely to rise.
Planning reforms.
Local Plan review.
Viability appeals.
Rising homelessness.
Pressure on quality of housing with Permitted Development.
Financial pressures might lead to poorer design.
Rising expectations.
Increasingly complex needs.

Strategic Framework



This strategy supports the themes in the emerging Corporate Business Plan 2021 – 2026:



We aim to:

<p>Ensure good quality affordable housing is available to local people in both the social and private sector</p>	<p>Support local people to access appropriate housing</p>
<p>Increase the provision of affordable housing including low cost home ownership</p>	<p>Identify local housing need to plan effectively for the future</p>

Delivered by:

<p>Partnership working across all relevant sectors to maximise delivery of our aims</p> <p>Safe, warm and secure homes in all tenures</p> <p>Reduction of carbon emissions</p> <p>Maximising the quality of new affordable homes</p> <p>Enforcement of private sector standards</p>	<p>Support with low-cost home ownership opportunities</p> <p>Maximising income and financial inclusion to ensure people can afford good quality housing</p> <p>Ensuring local people can access appropriate housing options</p> <p>Proactive outreach to ensure equality of access</p> <p>Investment in tenancy sustainment</p>
<p>Investment in new affordable homes</p> <p>Maximising the quantity of new affordable homes</p> <p>Home Improvement Agency and Disabled Facilities grants</p>	<p>Promoting community engagement to inform service design, delivery and review</p> <p>Assisting in developing appropriate specialist housing</p> <p>Understanding the housing needs of the Borough</p>

Related strategies and documents

Strategy	Date/status	Link
Surrey Climate Change Strategy	2020	www.surreycc.gov.uk/people-and-community/climate-change/what-are-we-doing/climate-change-strategy
Corporate Business Plan 2016 - 2020	2016	www.runnymede.gov.uk/article/14622/Strategies-and-plans
Local Plan 2030	2020	www.runnymede.gov.uk/article/13869/NEW-Runnymede-2030-Local-Plan
The Economic Development Strategy 2016 - 2019	2016	www.runnymede.gov.uk/article/14622/Strategies-and-plans
Digital Strategy	2020	Internal document
Promoting Wellbeing in Older People Strategy	2017	www.runnymede.gov.uk/article/14622/Strategies-and-plans
Private Sector Renewal Strategy	2010	www.runnymede.gov.uk/media/5877/Private-Sector-Housing-Renewal-Strategy
Housing Business Centre Plan	2021	www.runnymede.gov.uk/article/14622/Strategies-and-plans
Homelessness and Rough Sleeping Strategy	2020	Homelessness and Rough Sleeping
Tenancy Strategy 2018 - 2020	2018	www.runnymede.gov.uk/article/14622/Strategies-and-plans
Corporate Business Plan 2020 - 2024	2021	
Tenancy Strategy 2021	2021	
Housing Revenue Account Business Plan	2021	
Housing Revenue Account Asset Management Plan	2021	
Older Persons Strategy	2021	
Empty homes Strategy	2021	
Financial Inclusion Strategy	2021	
Resident Engagement Strategy	2021	

Data sources

JSNA www.surreyi.gov.uk/jsna/

Surrey Homelessness Health Needs Audit 2016
www.surreyi.gov.uk/2017/03/15/surrey-homelessness-health-needs-audit-2016/

Barriers to Housing and Services
https://public.tableau.com/profile/surrey.i.helpdesk#!/vizhome/IndicesofDeprivation2019inSurrey_15754546852010/Story1

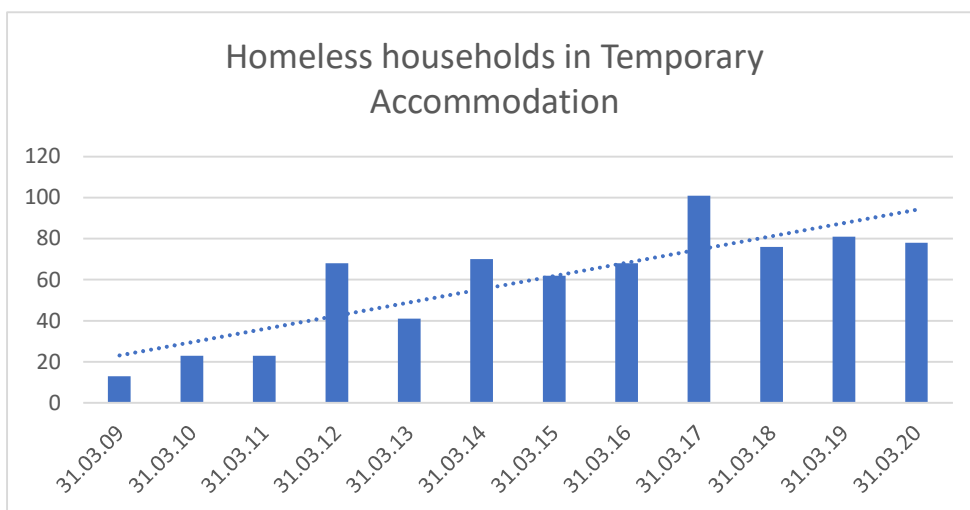
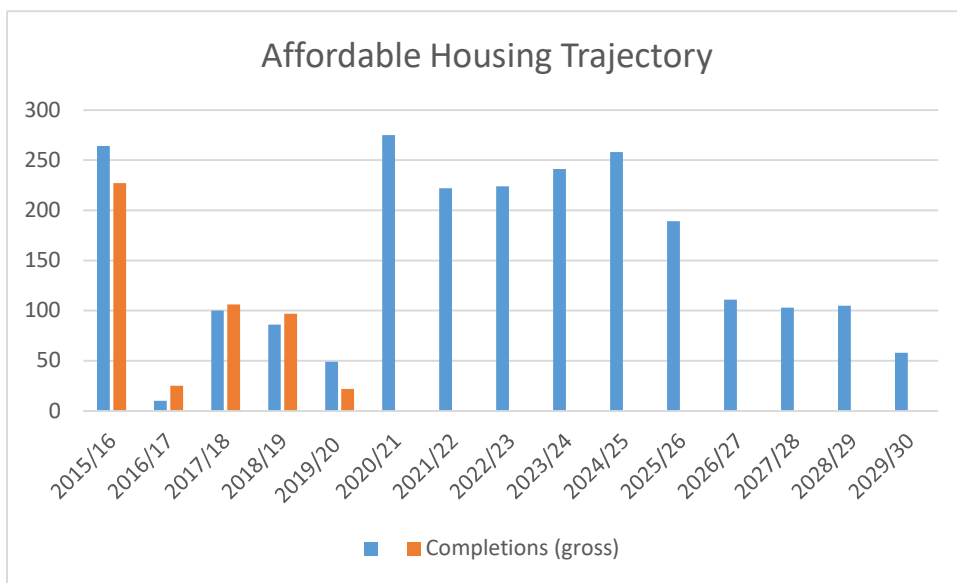
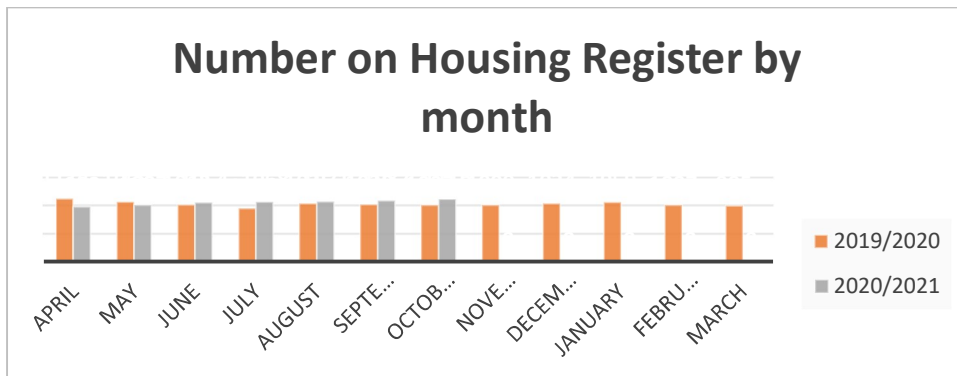
Strategic Housing Market Assessment

<https://www.runnymede.gov.uk/article/15552/Strategic-Housing-Market-Assessment-SHMA>

Key partners

Surrey County Council
Homes England
MHCLG
Regulator of Social Housing
Surrey Police
Surrey Energy and Sustainability Partnership
DWP
Advocacy and support agencies
Surrey Heartlands Health and Care Partnership
Health and Wellbeing Board
Registered Providers and Preferred Partners
Planning – Development Management and Local Plans
Private Sector Housing – Enforcement and Licencing
Community Services
Housing Benefit and Council Tax Relief
Contractors

Appendix A Housing Data



Current Tenure:

Owned (including shared ownership)	% Owned (including shared ownership)	Social rented	% Social rented	Private rented	% Private rented
23057	70.5	4210	12.9	4974	15.2

Source Census 2011

Local Housing Allowance Rates 2020-2021 based upon 30th percentile rents

BRMA	Room only	1 bed	2 bed	3 bed	4 bed
Walton	£109.71	£195.62	£253.15	£310.68	£407.34
East Thames Valley	£103.56	£184.11	£230.14	£293.42	£368.22

Estimated level of Affordable Housing need per year in Runnymede 2016 – 2036

Current need	Newly forming households	Existing households falling into need	Total Need	Supply from existing stock	Net Need
37	347	114	498	161	337

Source SHMA 2018

House prices are on average higher than in the rest of the South East and similar to those in parts of London:

Average house price in Runnymede Jan 2015 - £347,087

Average house price in Runnymede Aug 2020 - £416,532

Source Land Registry

Ratio of lower quartile house price to lower quartile gross annual (where available) residence-based earnings, 2002 to 2018

Code	Name	2002	2004	2006	2008	2010	2012	2014	2016	2018
E07000212	Runnymede	7.64	9.73	9.23	10.15	9.06	9.24	9.98	12.39	13.09

Source: Office for National Statistics

Notes:

1. House price data are taken from ONS House Price Statistics for Small Areas for the year ending September.

2. Earnings data are taken from the Annual Survey of Hours and Earnings. These figures are estimates of gross residence-based individual full-time annual earnings where available.

3. Data for annual earnings are not available for some areas. For these areas the ratio of house prices to earnings has been calculated using annualised weekly earnings. These are recorded in *bold grey italics*. Annualised weekly earnings are not produced on an identical basis to annual earnings and are therefore not directly comparable.

Lower quartile private rents by size and location – Year to March 2017

Runnymede	Monthly
Room only	£450
Studio	£700
1 bedroom	£850
2 bedrooms	£1,050
3 bedrooms	£1,300
4+ bedrooms	£1,695
All dwellings	£950

Source Valuation Office Agency 2017

Runnymede Projected Population Growth

2016	2030	Change	% change
86,967	98,727	11,759	13.50%

Runnymede Projected Household Change

2016	2030	Change	% change
34,951	40,508	5,557	15.90%

Source Runnymede SHMA 2018

Runnymede Population over 65 years

	2020	2030	2040
65 - 79 years	10,500	116,00	12,800
80 - 89 years	3,700	4,700	5,000
90+ years	900	1,000	1,500
TOTAL	15,100	17,300	19,300

Source IPC

6. HOUSING REVENUE ACCOUNT BUSINESS PLAN 2021-2051 (FINANCE, CHRIS MITCHELL)

Synopsis of report:

The Housing Revenue Account Business Plan sets out the vision for the service “*working with our tenants and leaseholders to deliver first class landlord services.*”

The Plan sets out the out the themes and ambitions for Runnymede Borough Council’s Housing Service over the next 30 years as:

- Optimising Income and Efficiencies
- Good Quality Housing
- New Council owned homes
- Review and modernise provision for older tenants
- Well managed neighbourhoods

The plan details how the service will ensure it complies with the Social Housing Regulator’s Standards and the expectations of the 2020 Social Housing White Paper: The Charter for Social Housing Residents.

The financial information supporting the plan details the resources available to deliver these commitments. The plan includes £25million to deliver additional affordable housing and £62.1million to improve the quality of Council owned homes over the next 7 years.

To seek the Committee’s authority, subject to the approval of Corporate Management Committee, along with the necessary HR agreement for the appointment of the new staff detailed in the report to implement the new, tenant and leaseholder engagement and policy development and review.

To seek the approval of this Committee to approve a Revenue Supplementary Estimate in the HRA for 2021/22 and subsequent years to cover the additional staff costs included in the report.

Recommendation(s):

- (i) That Members approve the HRA Business Plan, the objectives identified for the Housing service and note the assumptions within the plan around rent income growth, bad debt provision, void levels, interest rates etc.
- (ii) Members approve an annual review of the plan including performance to date and continued validity of its financial assumptions.
- (iii) This Committee be asked to approve an HRA Supplementary revenue estimate in the sum of £84,800 to cover the additional staffing resources detailed in the report, and that Corporate Management Committee be asked to approve the changes to the Council’s establishment list.

1. Context of report

- 1.1 The Housing Revenue Account Business Plan which is at Appendix C outlines the financial strategy and planning for the delivery of Runnymede Borough Council’s landlord services over the next 30 years.

- 1.2 The Localism Act 2011 enabled Runnymede to refinance its Housing stock and The Settlement Payments Determination of 2012 required stock holding local authorities to produce a 30-year business plan.
- 1.3 There are both contractual and statutory obligations placed on landlords. These include obligations include health and safety requirements, tenant engagement, the provision of day-to-day repairs, investment in tenants' homes, collection of rent, action to tackle anti-social behaviour, support for older people etc.
- 1.4 Social landlords are also required to comply with the Regulator of Social Landlord's Housing Standards.
- 1.5 The Social Housing White Paper – Charter for Social Housing Residents is also anticipated to place additional responsibilities on social landlords although the full details are currently not known.

2. **Strategic Aims**

- 2.1 The Housing Revenue Account Business Plan outlines five themes for Runnymede Borough Council's housing landlord service over the next 30 years (the plan will be reviewed annually – it is therefore unlikely that these themes will be retained for the next thirty years).
 - Optimising Income and Efficiencies
 - Good Quality Housing
 - New Council owned homes
 - Review and modernise provision for older tenants
 - Well managed neighbourhoods

3. **Policy framework implications**

- 3.1 The Housing Revenue Account Business Plan links to other key strategic documents. The document sits underneath the Housing Strategy Statement and Corporate Business Plan linking work of the Housing Landlord Service to the wider objectives of the Council.

4. **Resource implications**

- 4.1 The Housing Revenue Account Business Plan provides income and expenditure projections over a 30-year period. It therefore references considerable levels of spending.
- 4.2 The supporting capital investment plans of Runnymede Borough Council's Housing Landlord Service are articulated within the Housing Asset Management Plan 2021-2026.
- 4.3 Detailed delivery plans over the next financial year are articulated within the Housing Business Centre Plan 2021-2022.
- 4.4 Resources are identified within the Housing Revenue Account Business Plan to support two additional posts. One for tenant and leaseholder engagement, the Business Plan outlines the proposals for increasing resident engagement both traditional and digital and a full strategy will be brought to this Committee in

November 2021. This strategy will include consultation with residents on all aspects of the service.

- 4.5 The Housing Service will be signing up to ISO 9001 from April 2021. The ISO 9000 suite of quality management systems (QMS) is a set of standards that assists an organisation to ensure they meet customer and other stakeholder needs within statutory and regulatory requirements. A further post will ensure the development and review of housing policies.
- 4.6 While the costs of these two new staff have been incorporated into the 30-year HRA Business Plan, they were not included in the Estimates approved by this Committee in January 2021, and therefore the recommendations include a request for an increase to the staffing establishment of the Business Centre, and the necessary Supplementary estimate, that this Committee can approve without reference to Corporate Management Committee.

5. **Legal implications**

- 5.1 The Localism Act 2011 introduced a system of 'self-financing' whereby local housing authorities, such as Runnymede BC, took over the responsibility for financing and were allowed to retain the HRA funds generated on their stock.
- 5.2 Under powers in sections 168 to 175 of the Act, the Secretary of State made certain 'Determinations' including The Settlement Payments Determination of 2012 that adopted a rental income and expenditure model calculated to maintain the stock over 30 years. Hence the need arose for authorities to produce HRA business plans based on that period.

6. **Equality implications**

- 6.1 Obligations are placed on public sector bodies to ensure there is no discrimination in the way services are delivered. Equality Impact Assessments are carried as required for proposed service and policy changes.
- 6.2 The Housing Revenue Account Business Plan encapsulates the economic aspects of delivery and an EIA is not relevant.

7. **Environmental/Sustainability/Biodiversity implications**

- 7.1 The Housing Revenue Account sets out two commitments on environmental sustainability: -
- Energy Performance (minimum energy performance of our stock at a C energy efficiency rating by 2030)
 - Delivery of 125 additional units by 2026, these homes will be built to an A rating and include alternative heating sources to gas where appropriate.

8. **Conclusions**

- 8.1 It is recommended that Housing Committee Members approve the aims identified within the Business Plan. It is also recommended that Members note that the

delivery of the themes contained within the plan are described within the Housing Business Centre Plan 2021/22.

- 8.2 Additional resources are identified within the Housing Revenue Account Business Plan to support engagement with the Council's tenants and leaseholders and the development and review of housing policy documents. Both these additional posts will be banded at grade 9 (subject to confirmation appraisal of the grade).
- 8.3 Any material changes to the themes and priorities will be brought back to the Housing Committee as part of the annual review of the plan. All underlying financial assumptions will be reviewed annually to ensure the HRA Business Plan remains valid.

(To Resolve)

Background papers

None

Appendix C

Runnymede Housing Revenue Business Plan 2021-2051

March 2021



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Runnymede
BOROUGH COUNCIL 

Contents

Purpose.....	4
Summary.....	4
Strategic Context: Legislation, Regulatory Standards and Related Strategies.....	4
Legislation.....	4
Regulatory Standards	5
Related Strategies	6
Business Context	6
Owned Residential Stock	6
Type of property and bed sizes.....	6
Spread of property type.....	7
Age profile of Stock	7
Average rents.....	7
Proportion of Benefit Dependent Tenants.....	9
Links to Runnymede Corporate Business Plan 2016-2020	9
Aims and Objectives of the HRA Business Plan	9
Maximising Income	9
Void rate targets.....	10
Good Quality Housing.....	10
New Council owned homes.....	11
Review and modernise provision for older tenants.....	11
Well Managed Neighbourhoods	12
Improved Estate Services	12
Garages.....	12
Governance Monitoring and Implementation / Performance Monitoring and Delivery.....	12
Performance Indicators reported to Housing Committee.....	13
Threats and Risks	14
Opportunities	14
Delivery.....	14
Looking to the future	15
• To be safe in your home.	15
• To know how your landlord is performing	15
• To have your complaints dealt with promptly and fairly	15
• To be treated with respect.....	15
• To have your voice heard by your landlord.....	15
• To have a good quality home and neighbourhood to live in	15
Financial Position to Support the HRA Business Plan.....	16

Current position as reported to January 2021 Housing Committee:.....	16
Assumptions within the Financial Forecast.....	16
Loan Interest Rates.....	17
Current position as reported to January 2021 Housing Committee:.....	17
HRA balances	17
Major Works Commitment Approved 2021/22.....	18
Major Works budget for 2021/22.....	18
External Works Programme	18
Right to Buy Sales Capital Income / Revenue Loss	18
Summary of 30 year forecast as at February 2021.....	19

When you have finished your document, to update the table of contents, click with the left hand mouse button once within the table of contents. Above it, you should then see a button that says **Update Table**. Click it with left mouse button, then click **Update entire table**, then click **OK**. Then delete this paragraph.

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Purpose

The Council's Housing Revenue Account (HRA) Business Plan sets the strategic objectives and financial strategy for the management and maintenance of the housing stock held within the Housing Revenue Account, it is published in conjunction with the Asset Management Plan which details the approach to stock management and the forward plan for investment. The Housing Business Centre aspires to provide first class landlord services for tenants and leaseholders and the themes under which this will be delivered are outlined in the plan.

The Settlement Payments Determination 2012 brought into effect further to powers exercised under the Localism Act 2011 requiring stock holding local authorities to produce a 30 year business plan

Summary

This Business Plan will outline the resources currently available to the Council, current substantial reserves, income projections and potential borrowing costs. Expenditure assumptions are made for management and supervision costs, allowances for void rent loss and bad debt and for the substantial ongoing investment in the stock. Significant staged payments (with fixed interest) are due throughout the plan following the refinancing of the stock. A full stock condition survey was carried out in 2019 and the planned maintenance programme generated from this is within the Asset Management Plan.

The HRA owns and manages the largest social housing stock in the Borough, 2850 properties with an annual rent debit for 2021/22 of £16 million. In addition, the Council owns 1214 lock up garages across 102 sites originally built to accompany the residential properties.

For the initial 5 years of the financial plan costs and income can be reasonably forecast using the 2021/22 budget and assumptions for inflation, government guidance on rent setting and predicted planned maintenance costs. Inflation is built into the plan at current low levels however beyond year 5 extrapolation of the income and expenditure is tenuous as a percentage variation in rental income or inflation will have significant impact on the long-term forecast. These aspects that are out of the Council's control mean that the financial modelling beyond year 5 is indicative and will probably need to be adjusted during an annual review.

The current forecast indicates that over the 30 year plan the Council will be able to meet its current liabilities for existing loans and investment in the stock and that there is significant potential for future borrowing to increase the stock and generate further income.

Strategic Context: Legislation, Regulatory Standards and Related Strategies

Legislation

The Local Government and Housing Act of 1989 came into force on 1st April 1990 and this requires the Council to operate a Housing Revenue Account which records separately to any other Council services operated within the General Fund, the income and expenditure on services which are provided primarily for the benefit of the council's own tenants.



In March 2012 Runnymede took advantage of the refinancing opportunity within the 2011 Localism Act to buy itself out of the subsidy system in operation at the time. For a payment of £103,292,000 Runnymede could retain all its rental income instead of paying a proportion of it (£6,860,000 in 2011) to Central Government each year. This debt was financed with a loan from the Public Works Loans Board (PWLB) and the current repayment schedule is as follows:

Year	2021	2026	2031	2036	2041	Total m
Capital Repayment (m)	1.9	10	30	30	30	101.9
Interest Charge (m)	(between 2021 & 2041)					51.4

The settlement was agreed based on an expectation of rental income of £491,964,000 over the 30 years from 2012. This assumed an ongoing annual rent increase however the Welfare Reform and Work Act 2016 imposed a rent reduction in the social sector of 1% per annum for 4 years which has significantly reduced the anticipated income over the period.

From April 2020 the Government's rent policy permits annual rent increases on both social rent and affordable rent properties of up to CPI plus 1 percentage point for a period of at least 5 years. This assumption is built into the 30-year plan but after year 5, a conservative increase in line with inflation is assumed.

In October 2018 the Government issued a Determination lifting the HRA Debt Cap. providing more freedom and flexibility to undertake additional borrowing, subject to the principles of the Prudential Code for Capital Finance in Local Authorities of affordability, sustainability and prudence. This enables Runnymede to increase its social housing stock and provide additional income streams to the HRA for future development as the current reserves would facilitate a limited development capability in addition to the required investment in the existing stock.

The Council published its current [Tenancy Strategy](#) in 2019 and is committed to reviewing this 2 yearly, to ensure that the tenancies being offered in social housing throughout the borough reflect current legislation and housing need in the area. The [HRA Tenancy Policy](#) for Council's housing is determined by this Strategy and is currently under review to be submitted to Housing Committee for approval in June 2021. Since 2012 the Council has been able to offer Flexible or Fixed Term tenancies rather than traditional Secure tenancies (which are still offered for Independent Retirement Living) and this should facilitate best use of stock. The Council recognises the need for a balance between optimising use of its stock, providing households with security whilst creating stable neighbourhoods and communities.

Regulatory Standards

The Regulator of Social Housing sets regulatory standards to cover the operations and financial probity of social housing providers. Not all the standards are applicable to Local Authority Landlords but the objectives of the HRA Business Plan and workstreams detailed within the Housing Business Centre Plan ([link here](#)) will ensure that the Council meets and aspires to exceed all these regulatory standards.

The Economic Standards can be viewed here:

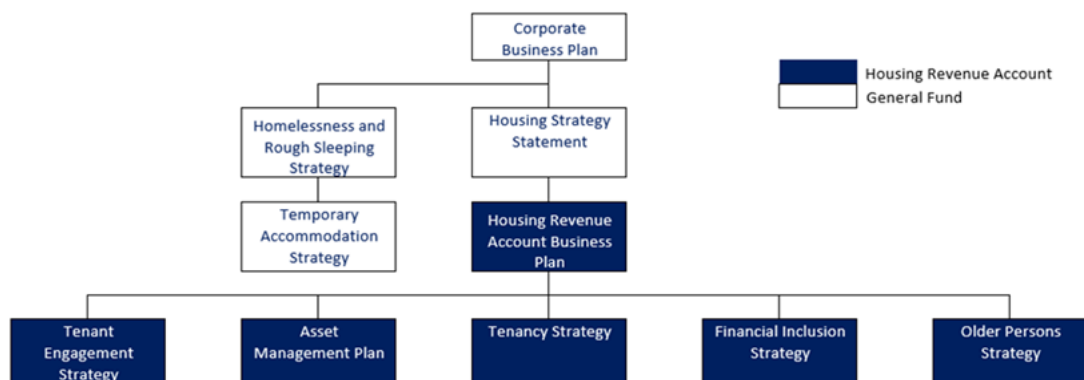
- [Governance and Financial Viability Standard](#)
- [Value for Money Standard](#)
- [Rent Standard](#)



The Consumer Standards can be viewed here:

- [Home Standard](#)
- [Tenancy Standard](#)
- [Neighbourhood and Community Standard](#)
- [Tenant Involvement and Empowerment Standard.](#)

Related Strategies



Business Context

Owned Residential Stock

Type of property and bed sizes

Property Type	bedsit	1	2	3	4	5	6+	Total
Bungalow		273	44	1				318
Caravan Council			11	6				17
Flat High Rise		34	28	31				93
Flat Low Rise	14	315	103	14				446
Flat Medium Rise		76	34					110
House Detached			1	4	3	2	1	11
House Semi Detached		2	354	676	69	10	1	1112
House Terraced		3	104	206	15	2		330
House Town House			33	39	11			83
Maisonette			15	92	12			119
Independent Retirement	25	178	8					211
Total	39	881	735	1069	110	14	1	2850



Spread of property type

Type	No of homes	% of stock
Flats	649	23%
Houses	1854	65%
Maisonettes	119	4%
Mobile Homes	17	1%
IRL	211	7%

Age profile of Stock

Built	1930/ 1939	1940/ 1949	1950/ 1959	1960/ 1969	1970/ 1979	1980/ 1989	1990/ 1999	2000/ 2010	2010/ 2020
%	9.01%	13.34%	23.63%	19.06%	11.99%	16.25%	5.29%	0.00%	1.42%

Although general needs flats and maisonettes represent only 27% of the stock, the age of these units, mainly constructed in the 1960s, higher cost of servicing these units and maintaining safety standards in communal areas will result in a focus on these homes within the Business Centre Plan and HRA financial provision for the next 5 years.

Average rents

Housing Weekly "Social" Rent Levels			
No. of Beds	Average weekly rent 2020/21	April 2021 increase (1.5%)	Average weekly rent 2021/22
	£	£	£
Bedsit	67.50	1.01	68.51
1 Bed	92.81	1.39	94.20
2 Bed	111.23	1.67	112.90
3 Bed	121.57	1.82	123.39
4 Bed	132.66	1.99	134.65
5+ Bed	155.72	2.34	158.06

New properties can be let on an Affordable Rent which is 80% of market rent (within the Local Housing Allowance). The rent for each new development will be approved by Housing Committee on submission of the development financial information.

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Proportion of Benefit Dependent Tenants

The number of tenants in receipt of benefit has increased over 2 years by 6% with 19% of tenants now receiving Universal Credit. This increase and the payment of the housing element of Universal Credit direct to tenants may impact on rental income as the roll out of the new system continues. Runnymede still has a significant proportion of older residents in receipt of Housing Benefit who will not move to UC under the current rules.

	Tenants in receipt of HB	Tenants in receipt of UC	Total tenants benefit dependent
Apr-19	1414	103	1517
	51%	4%	54%
Jan-21	1143	523	1666
	41%	19%	60%

Links to Runnymede Corporate Business Plan 2016-2020

The HRA Business Plan supports all the themes in Runnymede's [Corporate Business Plan 2016-2020](#) and the those in the emerging Corporate Business Plan 2021-2024 delayed due to the Covid 19 pandemic:

- Environmental Sustainability – Good Quality Homes in Well managed Neighbourhoods
- A Revived & Prosperous Economy – New Council Owned Homes, Financial Inclusion Strategy
- Empowered Communities – Increased resident engagement

Aims and Objectives of the HRA Business Plan

Our key themes and ambitions are:

- Optimising Income and Efficiencies
- Good Quality Housing
- New Council owned homes
- Review and modernise provision for older tenants
- Well managed neighbourhoods

Maximising Income

99.2% of HRA stock is let at traditional social rents. Recent new build and acquisitions have been let on Affordable Rents. Some HRA stock is utilised as temporary accommodation for the Homelessness Service enabling households to be placed temporarily in good quality accommodation within the borough if we are unable to prevent them from becoming homeless. Properties which are designated for redevelopment may be utilised as Temporary Accommodation during the planning stage to maintain an income and ensure vacant possession at the appropriate time.



The planned expenditure within the Business Plan is predicated on achieving a forecasted income and the operational target for 2021 is to maintain arrears below 1.75% of the debit. This is essential to the quality of services we aspire to provide, including investing in our current stock, our tenants and provision of more homes.

Robust income collection procedures will focus on maintaining the historic low level of arrears through early intervention and support, utilising legal action as a last resort.

A Financial Inclusion Strategy will seek to maximise income by promoting access to higher incomes and more stable forms of employment. The Business Plan commits resources to assisting tenants into employment and training, to ensure those residents dependent wholly or partly on benefits are receiving their full entitlement and to provide Debt Management advice. A Discretionary Housing Payment fund will be available accessible by HRA tenants not in receipt of Universal Credit or Housing Benefit, ensuring that low income waged households above the benefit threshold can access temporary financial support. Promotion of digital inclusion for all our tenants will facilitate our financial inclusion ambitions.

The level of void properties and relet timescales will impact on income and the Business Plan incorporates an assumption for a void rate of 1.75% from 2025 onwards after a higher rate initially as a result of performance issues with the void contract and impact of Covid 19 restrictions. Operational void targets for 2021 will be set lower than those within the HRA Business Plan.

Void rate targets

2021/22	2022/23	2023/24	2024/25	2025 +
3%	2.50%	2%	2%	1.75

Good Quality Housing

The HRA Asset Management Strategy sets out the approach to management of the stock over the next 5 years.

The current standard applicable for social housing is the [Decent Homes Standard](#) which was last updated in 2006. Within the Asset Management Plan will be the Runnymede Standard as approved by Housing Committee. The current Decent Homes Standard is undergoing a comprehensive sector wide review which is scheduled to be complete by Summer 2022. It is intended that the Runnymede Standard will exceed that which will be mandated by Government and will not require amendment following the publication of the new regulatory standard.

- Full Health and Safety Compliance
- Energy Performance (minimum energy performance of our stock at a C energy efficiency rating by 2030)
- Investment in ensuring Decent Homes
- Stock condition information constantly updated (10% per year)
- Effective and timely procurement of contracts
- Adopt RBC Quality Standard (Decent Homes plus)



New Council owned homes

Access to social housing is limited within the borough, there is high demand for Council properties and this Business Plan includes a commitment to utilising available resources including borrowing to increase the number of HRA homes through development or acquisition. The first objective will be to develop using our own land as this optimises the use of capital for construction however HRA sites are limited and within the borough land values are high. Purchase of developments will be considered where value for money can be achieved and the properties are built to appropriate space standards for social housing.

The Runnymede 2030 Local Plan has an aspiration of 145 additional Council Homes through renewal of existing estates. <https://www.runnymede.gov.uk/localplan>

The Asset Management Plan aims to have an approved programme of delivery of 125 additional units by 2026, these homes will be built to an A rating wherever possible and include alternative heating sources where appropriate.

Review and modernise provision for older tenants

Runnymede aspires to be the social landlord of choice for older residents, providing homes that people are proud to live in. A review of older persons housing options and services and of the current individual IRL schemes will be carried out in 2021 and this will inform an Older Persons Strategy for our tenants.

The Council owns and manages 210 Independent Retirement Living (IRL) homes. Situated in 5 schemes across the Borough, these properties provide traditional older person's accommodation with communal facilities and more intensive management. The Council aspires to provide attractive accommodation options for residents as they age. These will embrace technology and services which can respond flexibly to the needs of residents, from younger active people accessing employment and to those receiving care and support to maintain independence within their home. The Council will be working with existing tenants, Community Services, social housing partners and Surrey County Council to understand the future needs and aspirations of older people in the community who may want to access social housing.

The Council is committed to a co-operative approach with residents needs and aspirations driving this model of provision. A Digital Transformation programme for IRL ensuring all residents have access to WIFI as standard and are enabled through provision of training and equipment to access services, entertainment and family through technology if desired.

The schemes will be dementia friendly, modern accessible environments encouraging use of communal facilities for a range of activities representing the interests of a diverse population. Plans to upgrade communal areas have been delayed due to the Covid pandemic but financial provision has been made for upgrading the facilities and appearance of schemes.

Homes will continue to have alarm systems giving 24-hour support with residents being able to opt in and out of this during their tenancy as required. Against the national trend Runnymede intends to keep a management presence in its older persons housing, the provision may change but there is a commitment to keeping a dedicated team to provide onsite and remote personal support to residents which will not be replaced entirely by technology or a call centre.



Well Managed Neighbourhoods

Improved Estate Services

The exterior and communal areas of our homes will be well maintained through investment, grounds maintenance and cyclical decorations contracts. A rigorous regime of inspections will ensure standards are met and resident safety is a priority.

The current limited Resident Inspector regime will be extended through our digital engagement facilitating high levels of customer engagement and feedback on all elements of the service. Tenants and leaseholders will have access to the detail on the forward investment plan for their home and block.

Investment in a mobile Estate Services Team will ensure high standards of cleanliness and safe environments.

We will continue to invest in the Tenancy Enforcement and Fraud Team, responding to tenant's concerns and dealing proactively with Anti-Social behaviour, keeping the safety and security of residents as a priority.

Through a robust Resident Engagement and Inclusion Strategy we will capture resident feedback and preferences. Customer insight and views will be paramount in shaping service delivery.

Garages

The HRA owns 1214 lockup garages within its residential estates across the borough. The rent from the garages is paid to the General Fund (net of repair costs) as non-residential income. Due to the date of construction the garages are too small for most modern vehicles and some of the garage forecourts require improvement. A full stock condition survey is required for this asset and this will be carried out over 2021 and 2022 for consideration in conjunction with the review of development potential of each site. A strategy for future use of the land including an investment plan to ensure retained garages are well maintained will be developed. Three blocks have already been demolished to provide 12 new homes and a further 10 are planned utilising part of a garage site in Egham. Most sites are not suitable for significant residential development due to their location in the flood plain or close proximity to existing properties, but all development opportunities will be considered as well as potential for alternative usage.

Governance Monitoring and Implementation / Performance Monitoring and Delivery

The HRA Business Plan, Asset Management Strategy and annual capital and revenue budgets will be approved by the Housing Committee. All Development initiatives will require member consent and the Housing Committee will be consulted on strategies and approve policy.

The Housing Committee will meet 5 times annually with special meetings to be convened by the Chair as required. The Chair of the Runnymede Council residents Association is a non-voting co-opted Member of the Committee.

The Runnymede Council Residents Association Committee meets quarterly (suspended during Covid) and holds an Annual General meeting.

A Housing and Enabling Working Party was established in 2020 which has no decision-making powers but informs the work of the Committee and meets 4 times per year with additional

meetings as required. Officers may not act upon the direction of the Member Working Party without the authority of the relevant Committee, Sub-Committee, or authorised Officer.

The current objectives for the Member Working party are:

- To ensure that the planned and cyclical works programme begins by August 2021 and is fully resourced and effective for the next five years. (Reporting to Housing Committee where necessary).
- To ensure that a refurbishment of Surrey Towers is put in place
- To review and make recommendations to Housing Committee on the implementation of the HRA regeneration project with indicative costs and timescale.

An agreed set of Performance Indicators covering the Housing Services and linked to the HRA Business Plan delivery will be presented to each Housing Committee

The Council will carry out a Survey of Tenants and Residents (STAR) survey every 2 years, the implementation of a survey module and digital communication suite to our Housing IT system will facilitate opportunities for regular tenant consultation and feedback through personal online accounts as well as traditional methods of communication where appropriate.

Performance Indicators reported to Housing Committee

Performance Indicator	Target				
	Q1 (Apr-June)	Q2 (Jul-Sept)	Q3 (Oct-Dec)	Q4 (Jan-Mar)	Full year (Apr-Mar)
Satisfaction with the overall Reactive Repairs service received (% of total number of responses returned)	95%	95%	95%	95%	95%
Number of decisions investigated by the ombudsman requiring a remedy by the Council.	0	0	0	0	0
% of stock with a valid safety certification Electrical Installation Condition Report	80%	90%	100%	100%	100%
Percentage of total stock empty at the end of the quarter	2.5% (no)	2% (no)	1.5% (no)	1.5% (no)	1.5% (no)
Average number of calendar days to relet a void property (excludes major works voids)	25	25	25	25	25
Number of tenants with a support plan in place	270	270	270	270	270
Number of households in B&B for more than 2 weeks	4	4	4	4	16

Percentage of homeless cases prevented	50%	50%	50%	50%	50%
Average number of days to close an ASB case	50	50	50	50	50
No of ASB cases closed each quarter* including information on time each case took					
Rent arrears of current tenants as a percentage of rent due	1.75%	1.75%	1.75%	1.75%	1.75%
Percentage of capital programme spend in year	5%	15%	45%	90%	90%

Threats and Risks

The financial modelling in the plan includes some potential variation in income and performance but there are external factors outside the Council's control which may impact on the delivery of the Plan.

- Challenges of Welfare Reform, capped households, universal credit
- Post Covid recession
- Increased turnover of properties
- Further rent reduction imposed by Government
- Changes in legislation / Industry knowledge leading to additional unforeseen expenditure e.g. Fire Safety works

Opportunities

With a service providing first class landlord services the HRA will seek opportunities to provide these services to other organisations and individual property owners, creating an additional income stream to the HRA.

Through agile contract procurement the HRA will obtain value for money in a timely manner, ensuring that quality standards are never sacrificed in the drive to make economies.

Officers will continually seek to identify opportunities for cooperation and partnerships with other organisations.

The HRA will seek Registered Provider status with Homes England in order to access grants for new homes where applicable.

As part of the commitment to providing Carbon neutral homes all opportunities for grants will be explored.

Delivery

The Housing Department aspires to provide high-quality services which incorporate standard landlord functions with additional packages of appropriate support to residents throughout the life of their tenancy. With an increasing number of residents experiencing multiple deprivations and complex needs increased investment has been needed in staffing resources, including specialist roles for tenancy sustainment. There will be an increase in resident engagement with services driven by resident aspirations and needs. In order to fulfil these objectives this HRA Business Plan makes financial provision for investment in the stock and services and identifies resources

required to ensure that the housing professionals involved in provision of services are adequately trained, have access to appropriate equipment, knowledge and resources and essentially are supported by the organisation throughout their career in provision of essential front line services.

As an organisation on the edge of London RBC has experienced difficulties over the past 5 years in recruiting and retaining experienced staff to key roles. This Business Plan has a commitment to engaging with the Council's apprentice programme and maximising opportunities for career progression and advancement internally through training and education opportunities. This is the asset management plan for ensuring professional competent staff are in place to provide excellent services.

Looking to the future

The Social Housing white paper published in 2020 outlines the standard expectations for social housing tenants. The financial provision and service commitments within this HRA Business Plan to deliver enhanced landlord services which will meet and exceed these expectations.

- **To be safe in your home.** We will work with industry and landlords to ensure every home is safe and secure.
- **To know how your landlord is performing,** including on repairs, complaints and safety, and how it spends its money, so you can hold it to account.
- **To have your complaints dealt with promptly and fairly,** with access to a strong ombudsman who will give you swift and fair redress when needed.
- **To be treated with respect,** backed by a strong consumer regulator and improved consumer standards for tenants.
- **To have your voice heard by your landlord,** for example through regular meetings, scrutiny panels or being on its Board. The government will provide help, if you want it, to give you the tools to ensure your landlord listens.
- **To have a good quality home and neighbourhood to live in,** with your landlord keeping your home in good repair.

In order to ensure that Runnymede meets these standards, additional resources are included within this Business Plan for resident engagement and provision of a comprehensive suite of documents covering all strategic and operational activity which will be subject to regular review, audit and additions.

The Housing Service will be signing up to ISO 9001 from April 2021. The ISO 9000 suite of quality management systems (QMS) is a set of standards that assists an organisation to ensure they meet customer and other stakeholder needs within statutory and regulatory requirements.

The Runnymede Council Residents Association Committee is a traditional method of tenant participation which meets quarterly and holds an Annual General Meeting. The Chair of the Committee is active and engages with the Council on a range of subjects but whilst older residents are well represented at this forum the RCRA has struggled to engage a wider membership. There are no active tenant associations within the Council stock although funding and officer support has been available. Resident engagement and inclusion will be an important in the following themes in this Business Plan

- Good Quality Housing
- Review and modernise provision for older tenants
- Well managed neighbourhoods



Through provision of online accounts for residents they will be provided with a forward plan for the maintenance of their own property and if relevant block maintenance and cleaning regimes. We will be transparent in the publication of health and safety information and involve residents in the formulation of plans for their homes.

An Annual Report will be published providing financial and performance information, regular newsletters will be used to disseminate important information and update residents on projects, policies and opportunities available to them through our Financial Inclusion Strategy.

The Housing Complaints process complies with the Housing Ombudsman Complaints Handling Code and we will ensure that complaints are taken seriously, properly investigated and that the complainant receives a full response to their concerns. There are two stages ensuring that each complainant has the benefit of a review by a second more senior officer.

Whilst traditional communication methods will be maintained for those who choose to opt out of our digital services, we will aim for 90% of our tenants to manage their general tenancy issues through an online account within 5 years. This will enable extensive and regular consultation on all aspects of our service.

Virtual meetings and focus groups will be used to share information with residents and solicit feedback on all aspects of our services.

Financial Position to Support the HRA Business Plan

Current position as reported to January 2021 Housing Committee:

Assumptions within the Financial Forecast

Data	Position
Opening housing stock	2,850
Opening Debt Allocation	£101,956,000
Rental Income year 1 (2021/22)	£17,233,000
Indicative additional borrowing capacity	£25,000,000
Indicative additional units	125
Reserves @ 1/4/21	£33,793,000
Assumptions	
Rent Increase Years 1 to 4 (2024/5)	2.5%
Rent Increase Years 5 to 30 (2025/26)	2%
Void rate from year 6	1.75%
Annual void rent Loss from year 5 (at 1.75%)	£349,000
Bad debt provision	£90,000
Assumed inflation rate for supervision & management costs	2%
Assumed inflation rate for repairs costs	2.75%
Planned Investment Spend in years 1 to 7 (Decent Homes compliance)	£62,100,000
Right to Buy Sales	4 per annum

Loan Schedule and Interest Rates

Principal sum	Term	Interest rate	Annual interest	Maturity	Payment	Year
1,956,000	10	2.40%	46,944	Mar-22	1,956,000	2021/22
10,000,000	15	3.01%	301,000	Mar-27	10,000,000	2026/27
10,000,000	20	3.32%	332,000	Mar-32		
10,000,000	20	3.32%	332,000	Mar-32		
10,000,000	20	3.32%	332,000	Mar-32	30,000,000	2031/32
10,000,000	25	3.44%	344,000	Mar-37		
10,000,000	25	3.44%	344,000	Mar-37		
10,000,000	25	3.44%	344,000	Mar-37	30,000,000	2036/37
10,000,000	30	3.50%	350,000	Mar-42		
10,000,000	30	3.50%	350,000	Mar-42		
10,000,000	30	3.50%	350,000	Mar-42	30,000,000	2041/42
101,956,000						

Current position as reported to January 2021 Housing Committee:

HRA balances

HRA estimated balances and reserves £m		
Description	March 2021	March 2022
HRA working Balances	£28.2m	£31.5m
Major Repairs Reserve	£5.0m	£3.5m
Proceeds from Right to Buy Sales		
- Sums set aside for debt repayment	£2.8m	£1.04m
- Retained 1-4-1 receipts (for new build)	£0.5m	£0.0m
HRA PWLB loan borrowings	£102.0m	£100.0m

Major Works Commitment Approved 2021/22

Major Works budget for 2021/22	
	£000
Major Structural Works	
Fire Risk Associated works – (Addlestone flats)	696
Asbestos Survey – Including costs of asbestos removal works	220
Internal Works Programme	
Re-provision of commercial boilers in IRL's	200
Electrical Rewires	220
Communal Fire detection services	80
External Works Programme	
Replacement windows and doors	50
Replacement rainwater goods (Gutters, downpipes etc)	50
Provision to replace failing roofs (pitched & flat)	50
Supervisory Costs	
Contract management & procurement	244
Total Special Works budget in 2021/22	1,810

Right to Buy Sales Capital Income / Revenue Loss

Average sale price	195,000	
Paid to government	108,850	56%
Debt redemption	40,650	21%
Retained for 1 for 1	45,500	23%
Assume 4 sales p.a.	780,000	
Retained for 1 for 1	182,000	

Summary of 30 year forecast as at February 2021

	0	1	2	3	4	5
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	£'000'	£'000'	£'000'	£'000'	£'000'	£'000'
Income						
Rent Income (net of voids)	(16,464)	(16,716)	(17,496)	(18,250)	(18,934)	(19,597)
Other Income	(529)	(497)	(507)	(517)	(527)	(538)
Investment Income	(48)	0	0	0	0	0
	(17,041)	(17,212)	(18,003)	(18,767)	(19,461)	(20,135)
Expenditure						
Supervision & Management	4,784	5,123	5,272	5,378	5,485	5,595
Repayment of PWLB Debt	0	1,956	0	0	0	0
Less aside from RTB receipts	0	-1,956	0	0	0	0
Housing repairs						
Cyclical Repairs	897	949	975	1,001	1,029	1,057
Responsive Repairs	735	765	786	808	830	853
Void Repairs	527	527	541	556	572	587
Disabled Adaptations	150	200	206	211	217	223
Major works	2,720	4,376	9,199	9,452	9,712	9,979
	3,426	3,426	3,379	3,379	3,379	3,379
	13,239	15,366	20,358	20,785	21,223	21,673
Net Surplus	(3,802)	(1,847)	2,355	2,018	1,762	1,538
Capital Expenditure	667	4,103	4,820	4,820	4,820	6,820
Opening Balance 1 April	(30,658)	(33,793)	(31,537)	(24,362)	(17,524)	(10,942)
Turn in year	(3,135)	2,256	7,175	6,838	6,582	8,358
Closing Balance 31 March	(33,793)	(31,537)	(24,362)	(17,524)	(10,942)	(2,584)

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Expenditure - Revenue	15,366	20,358	20,785	21,223	21,673	6,879	23,026	23,511	24,009	24,519	54,250	24,584	25,134	26,496	27,097
Expenditure - Capital	4,103	4,820	4,820	4,820	6,820	0	0	0	0	0	0	0	0	0	0
	19,469	25,178	25,605	26,043	28,493	6,879	23,026	23,511	24,009	24,519	54,250	24,584	25,134	26,496	27,097
Income	(-17,212)	(-18,003)	(-18,767)	(-19,461)	(-20,135)	(-20,887)	(-21,268)	(-21,657)	(-22,052)	(-22,454)	(-22,864)	(-23,281)	(-23,706)	(-24,138)	(-24,579)
(Surplus) / Deficit	2,256	7,175	6,838	6,582	8,358	(-14,008)	1,758	1,855	1,957	2,065	31,386	1,302	1,428	2,357	2,518
Opening Balance	(33,793)	(31,537)	(24,362)	(17,524)	(10,942)	(2,584)	(16,592)	(14,834)	(12,979)	(11,022)	(8,958)	22,428	23,730	25,159	27,516
Closing balance	(31,537)	(24,362)	(17,524)	(10,942)	(2,584)	(16,592)	(14,834)	(12,979)	(11,022)	(8,958)	22,428	23,730	25,159	27,516	30,034

	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
	2036/37	2037/38	2038/39	2039/40	2040/41	2041/42	2042/43	2043/44	2044/45	2045/46	2046/47	2047/48	2048/49	2049/50	2050/51
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Expenditure - Revenue	48,806	18,423	18,827	19,242	19,667	54,297	24,623	25,222	25,836	26,465	24,209	24,792	25,389	26,001	26,629
Expenditure - Capital	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	48,806	18,423	18,827	19,242	19,667	54,297	24,623	25,222	25,836	26,465	24,209	24,792	25,389	26,001	26,629
Income	(-25,027)	(-25,483)	(-25,948)	(-26,420)	(-26,902)	(-27,392)	(-27,891)	(-28,415)	(-28,948)	(-29,492)	(-30,045)	(-30,609)	(-31,184)	(-31,769)	(-32,366)
(Surplus) / Deficit	23,779	(-7,060)	(-7,120)	(-7,178)	(-7,235)	26,905	(-3,268)	(-3,193)	(-3,113)	(-3,027)	(-5,836)	(-5,818)	(-5,795)	(-5,768)	(-5,737)
Opening Balance	30,034	53,813	46,753	39,632	32,454	25,219	52,125	48,857	45,664	42,551	39,524	33,688	27,870	22,075	16,307
Closing balance	53,813	46,753	39,632	32,454	25,219	52,125	48,857	45,664	42,551	39,524	33,688	27,870	22,075	16,307	10,570



7. HOUSING ASSET MANAGEMENT PLAN 2021-2026 (HOUSING, ANDY VINCENT/SIMON ALLEN)

Synopsis of report:

The Housing Asset Management Plan (Appendix D) sets a vision for the maintenance of the Council's Housing Assets "*making our homes and environment fit for the future.*"

Runnymede Borough Council's Housing Asset Management Plan highlights the Council's aspirations for its housing stock over the next 5 years.

- Good quality homes
- New council owned homes
- Environmental sustainability
- Properties that are safe and where risks are managed
- Investment into our retirement living accommodation
- A wider review of our assets

The plan details the investment identified to support each of the aspirations, plus the other asset types where investment over the life of the plan is required.

Recommendations:

- i. That the Housing Committee support the aspirations set out within the plan and the investment identified to support their delivery.
- ii. That Members identify the actions contained within the plan and recognise that they have been translated into actions within the Housing Business Centre Plan 2021/2022.

1. **Context of report**

- 1.1 The development of a Housing Asset Management Plan is designed to ensure the effective management of the Council's housing assets.
- 1.2 The plan is focused on ensuring the delivery of the Decent Homes standard across all the homes owned by Runnymede Borough Council, delivery of the Council's Climate Change Action Plan, delivery of additional Council owned homes, investment in Runnymede's older persons accommodation and ensuring that other assets are maintained effectively.

2. **Strategic Aims**

- 2.1 The Housing Asset Management Plan highlights Runnymede Borough Council's aspirations for the management of its housing assets over the next 5 years.
 - Good quality homes
 - New council owned homes
 - Environmental sustainability
 - Properties that are safe and where risks are managed
 - Investment into our retirement living accommodation
 - A wider review of our assets

2.2 The plan will be reviewed on an annual basis to ensure the aspirations continue to reflect those of the Council and to enable delivery to be closely monitored.

3. **Policy framework implications**

3.1 The Housing Asset Management Plan links to other key strategic documents. The document sits underneath the Housing Revenue Account Business Plan identifying how the maintenance of the Council's Housing Assets is linked to the strategic objectives of the Housing Landlord Service and the wider objectives of the Council.

4. **Resource implications (where applicable)**

4.1 The Housing Asset Management Plan 2021-2026 identifies the investment into the Council's Housing Assets over the next 5 years. It therefore references considerable levels of spending (approximately £68 million).

4.2 Detailed delivery plans over the next financial year are articulated within the Housing Business Centre Plan 2021-2022.

5. **Legal implications**

5.1 There is no statutory requirement for a local housing authority to produce an asset management plan, but legal obligations are placed on social landlords. There are legal requirements to meeting specific health and safety obligations on for example, fire, electrical, water safety and asbestos management.

5.2 Obligations are also placed on landlords to ensure compliance with the Decent Homes Standard, plus meeting the requirements published by the Regulator of Social Housing.

6. **Equality implications**

6.1 The Housing Asset Management Plan details the levels of investment planned for Runnymede Borough Council's Housing Assets over the next 5 years. The plan does not detail the process for delivering that investment.

6.2 Delivery will be undertaken through tendered contracts where the contractor's approach to ensuring equality of access will be assessed as part of the award process.

6.3 Take up of improvement work will also be monitored, to ensure that different parts of the community are able to benefit from improvements to their homes.

7. **Environmental/Sustainability/Biodiversity implications**

7.1 The Housing Asset Management Plan sets out three commitments on environmental sustainability: -

- Energy Performance (minimum energy performance of our stock at a C energy efficiency rating by 2030)
- Commencement of work to deliver 125 additional units by 2026, these homes will be built to an A rating and include alternative heating sources to gas where appropriate.

- Runnymede Borough Council's Housing Service will invest in its 'refuse areas' at flat blocks to promote recycling. This supports the corporate objective of Enhancing our Environment by reducing the amount of waste going to landfill and will limit costs to the HRA of excess general waste.

8. **Other implications (where applicable)**

8.1 Consultation Strategy

The Housing Service will keep this plan under review. The service will engage with its tenants via its newsletter and consultation mechanisms to ensure that the aspirations articulated within this plan remain relevant to the tenant population.

- 8.2 Any material changes to the themes and priorities will be brought back to the Housing Committee as part of the annual review of the plan.

9. **Conclusions**

- 9.1 It is recommended that the Housing Committee support the aspirations identified within the Asset Management Plan. It is also recommended that Members note that the delivery of the aspirations contained within the plan are within the Housing Business Centre Plan 2021/22.

(To Resolve)

Background papers

Decent Homes Standard

<https://www.gov.uk/government/publications/a-decent-home-definition-and-guidance>

Housing Asset Management Plan 2021-26

Making our homes and environment fit for the future

March 2021



Contents

Purpose of the plan	4
Business Context	4
Age of the Housing Stock by Decade.....	4
Heating types used within the Housing Stock	5
Garage Stock	5
Strategic Context	5
Links to the Corporate Plan	5
Environmental Sustainability	6
Revived and Prosperous Economy	6
Empower Communities	6
Health and Wellbeing	6
The Aims of the Asset Management Plan	6
Good quality homes	6
New Council owned homes.....	7
Environmental Sustainability	7
Properties that are safe and where risks are managed	7
Investment into our Independent Retirement Living accommodation.....	7
A wider review of our assets	7
Our route to delivery	7
Good quality homes	7
ACTION 1	7
ACTION 2.....	8
ACTION 3.....	8
New Council owned homes.....	8
Promoting Environmental Sustainability	9
ACTION 4.....	10
ACTION 5.....	11
Heating types.....	11
ACTION 6.....	11
Properties that are safe and where risks are managed	12
Investment into our Independent Retirement Living accommodation.....	13
ACTION 7.....	13
A wider review of our assets	14
Other areas of asset management activity.....	14
Garages.....	14
ACTION 8.....	14
Lifts.....	14

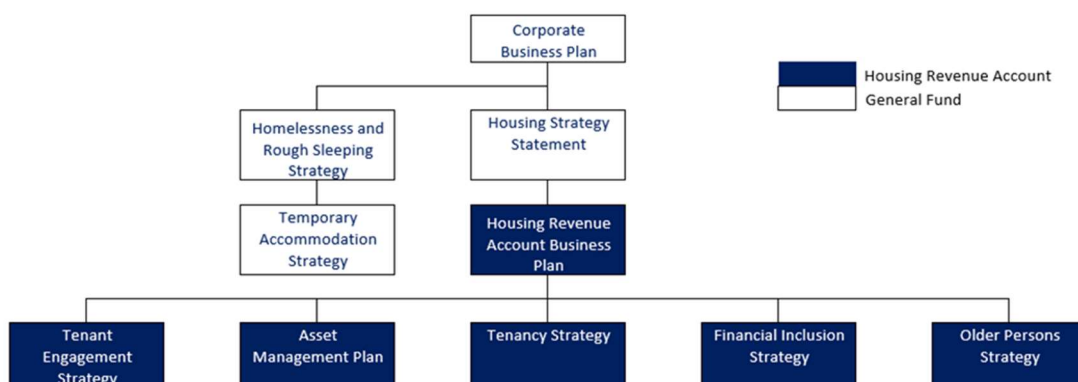


Refuse Areas	15
Trees	16
Footpaths.....	16
Playgrounds.....	16
Aerials.....	16
Door Entry Systems	16
Key Contractors	16
Tenant and Leaseholder Engagement	17
Risk Management	17
Appendices	20
Appendix 1 Details of the Housing Capital Programme 2021-2026	20
Details of the investment in property attributes by year	20
Appendix 2: A list of the key contracts required for the delivery of the Asset Management Plan	20



Purpose of the plan

The Asset Management Plan sits within a framework of other key strategic documents.



The plan identifies the key capital programmes of work for Runnymede Borough Council’s Housing Service over the next 5 years. Day to day maintenance activity is not referenced in detail within this plan as it is a responsive service not driving the long term enhancement of the Council’s assets.

All repair/improvement related activity is referenced in the recruitment of contractors section of the plan – which references the key contractors driving the delivery of repair/improvement activity over the next 5 years.

Business Context

Runnymede Borough Council’s Housing Revenue Account owns 2850 properties.

The age, construction type, heating system, energy performance of these properties drive much of the need for investment in our assets.

Delivery of ‘Decent Homes’ also is a key driver of this investment strategy. This is dealt with in detail within the delivery of *Good Quality Homes* section of the plan.

Age of the Housing Stock by Decade

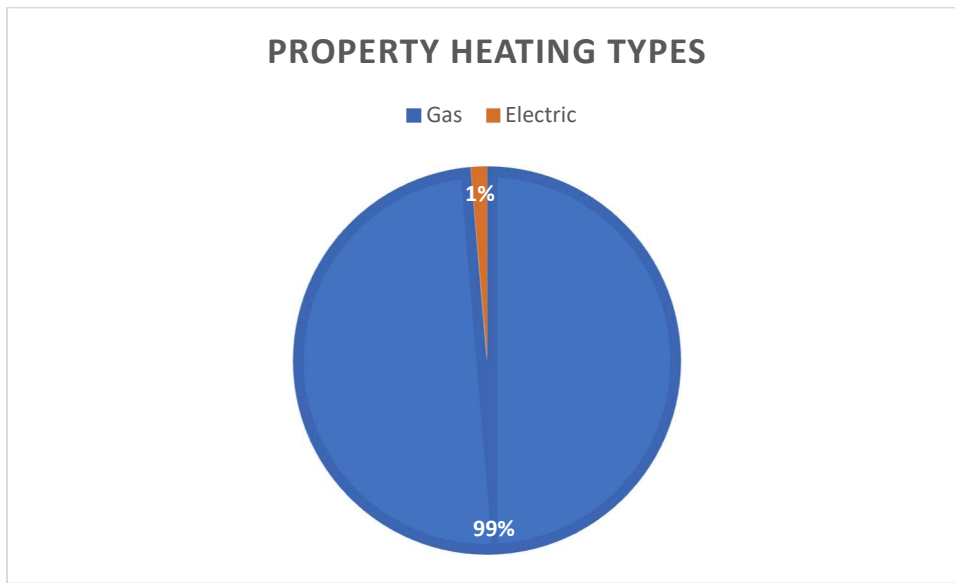
Built	1930/39	1940/49	1950/59	1960/69	1970/79	1980/89	1990/99	2000/10	2010
%	9.01%	13.34%	23.63%	19.06%	11.99%	16.25%	5.29%	0.00%	1.42%



Heating types used within the Housing Stock

The vast majority of our homes are gas central heated via a combination type boiler or similar. The average age of boilers within the stock is 18 years

39 of our 2850 homes are not gas centrally heated primarily where there is no gas supply to the block or a gas fired boiler supplies electric heaters.



Garage Stock

The Council own and manage 1214 garages which are spread over 102 sites. The construction is typical in that they are brick built with corrugated sheet roofing much of which contained asbestos.

Strategic Context

This work in many cases supports other key strategic objectives of the Council as a whole or the Housing Service within the Council.

Links to the Corporate Plan

The Asset Management Plan supports the following Corporate Business Plan themes:



Environmental Sustainability

The objectives identified within this plan will serve to enhance the built environment by delivering over £50m worth of investment in the Council's 2850 homes. This plan also delivers estimated reductions in carbon emissions of 709 tonnes annually* (by 2030) with the improvement in the energy efficiency performance of the Council's housing stock. The plan also seeks to reduce the amount of waste from Council owned homes going to landfill.

*This is based on data from 498 properties where the CO2 rating exceeds C – performing at a C rating by 2030.

Revived and Prosperous Economy

This plan sets out details of significant investment in the homes owned by Runnymede Borough Council. This investment will help enhance the economy within the Runnymede borough, particularly with the focus on utilising local businesses to deliver the investment needed in the Council's housing stock.

Empower Communities

Runnymede Borough Council's Housing Service will engage with its tenants and leaseholders over the delivery of this plan. It will offer choice where possible in design of for example kitchen units, tiles etc. as well as offering flexibility in the delivery of the plans – seeking to accommodate tenants and leaseholders' availability and working patterns.

Ultimately the delivery of the plan seeks to maximise satisfaction with the improvement work – building on the positive relationship the Council has with its tenants and leaseholders.

Health and Wellbeing

The links between housing and health are well established (ref: https://www.parliament.uk/globalassets/documents/post/postpn_371-housing_health_h.pdf). Improving the condition of Council owned homes will positively impact on the health of tenants/leaseholders

The Aims of the Asset Management Plan

Runnymede Borough Council's Asset Management Plan highlights the Council's aspirations for its housing stock over the next 5 years and identifies the key work streams for ensuring effective delivery.

This plan will deliver:-

Good quality homes

Council homes that meet Runnymede's quality standard. This standard will be developed alongside tenants and Councillors



New Council owned homes

Additional new Council owned homes in response to the need for more affordable housing provision within the borough.

Environmental Sustainability

Improvements in the energy performance of our existing Council housing stock and new homes built to industry leading energy performance standards.

Properties that are safe and where risks are managed

This plan will focus on ensuring sufficient resources for delivering compliance in areas such as fire, gas and electrical safety, asbestos management and removal and legionella testing.

Investment into our Independent Retirement Living accommodation

We plan to refurbish communal parts of our retirement living stock and enhance our alarm call systems to make them fit for the next 20 years.

A wider review of our assets

This implementation of this plan will be reviewed annually by the Council's Housing Committee to ensure delivery is being monitored and that commitments made can be updated and additional data added into the document.

Our route to delivery

Good quality homes

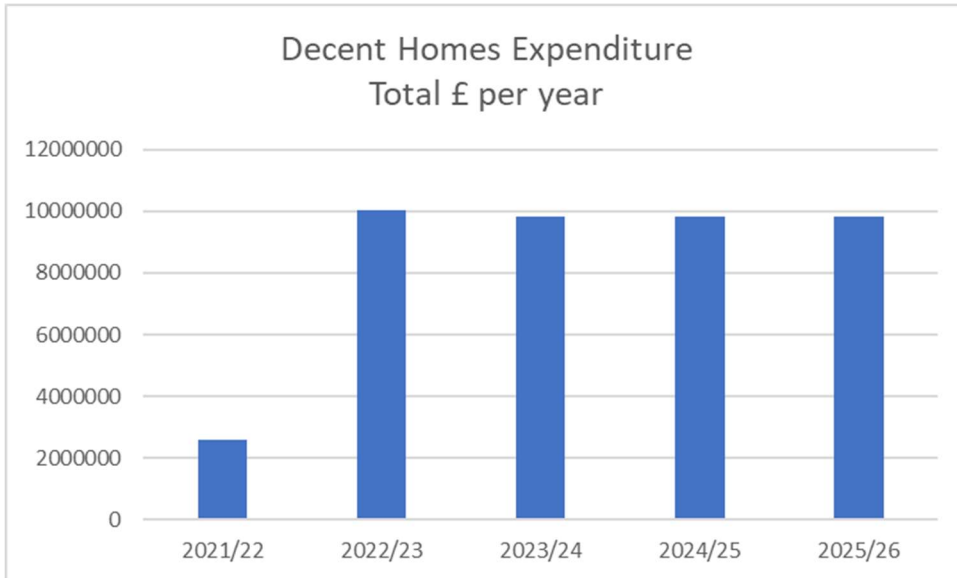
We want to go beyond the delivery of the 'Decent Homes' standard and will therefore create and implement a standard that aligns with the Council's aspirations for quality housing stock

ACTION 1

We will work with members and tenants to develop a Runnymede standard. This standard will incorporate measures to improve the energy performance of our homes and ensure the delivery of the 'Decent Homes' standard (<https://www.gov.uk/government/publications/a-decent-home-definition-and-guidance>).

Our existing investment for the improvement of our housing stock over the next five years can be seen below (further details of the breakdown of the investment by property attribute can be seen in appendix 1):-





We are conscious that our asset database needs enhancement to ensure we are capturing and reporting accurate information on the delivery of our plans.

ACTION 2

In 2021/22 we plan to implement a new asset management software system to enhance the quality of information we are able to provide in relation to the condition of our assets and to model scenarios around energy performance.

ACTION 3

We will continue to undertake an annual rolling programme of 10% stock condition appraisal of our stock – to validate existing data and to ensure any alterations to our properties are captured.

We will also continue to ensure that requests for adaptations to our homes are prioritised. £200,000 per annum has been allocated within our Housing Revenue Account Business Plan to support adaptations to Council owned homes (uplifted by inflation annually).

This is largely a demand driven service – although we will be updating our policy in this area, to ensure that only appropriate properties are being adapted and that where tenants are under-occupying work is not taking place.

New Council owned homes

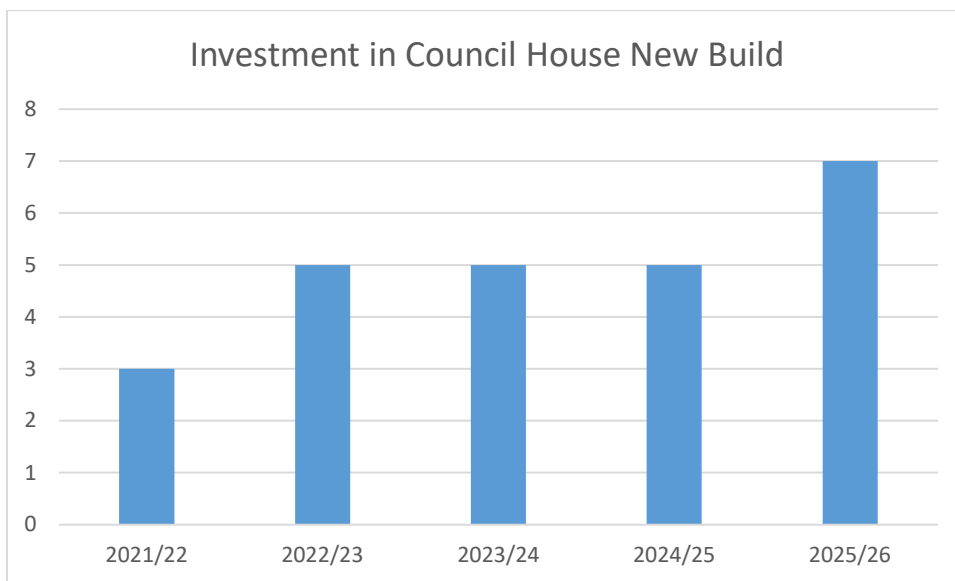
Our Housing Revenue Account Business Plan 2021-2051 has identified £25million over the next 5 years for the provision of new affordable Council owned homes.



We anticipate this will equate to approximately 125 new homes being commenced within the borough and owned by Runnymede Borough Council over the next 5 years.

We commit to ensuring that these homes are built to a high energy performance standard (energy efficiency rating of A). We also commit to ensuring the provision of the infrastructure and charging points to support electric vehicle charging to future proof schemes and to support the long-term aim to promote environmental sustainability.

The Housing Revenue Account Business Plan identifies the level of resources available for the delivery of new homes for each year over the next 5 years: -

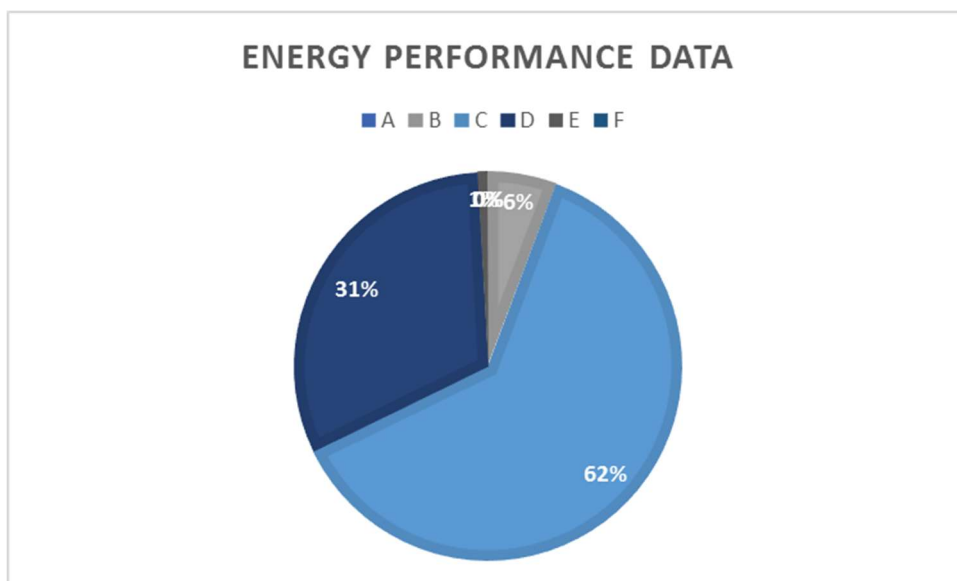


A detailed delivery programme will be devised to enable the delivery of new homes – which will include identification of sites and scheme costs.

Promoting Environmental Sustainability

The energy performance of our housing stock is set out below:-





There is further work to do to establish the costs associated with improving the energy efficiency rating of our homes.

We plan to ensure that the energy performance of all our homes achieves a C rating by 2030 in line with ‘Cutting the cost of keeping warm – a fuel poverty strategy for England’

This links to our Financial Inclusion Strategy by helping to address fuel poverty – by reducing costs associated with achieving ‘adequate’ levels of heat with our homes

ACTION 4

By March 2022 we will establish the costs associated with achieving a C rating as a minimum for all our housing stock.

Improvement work to enhance the energy performance of our homes will also be incorporated within the Runnymede Quality Standard.

Where individual units or specific construction types do not meet the C energy performance rating we will conduct a viability assessment comparing the investment required to improve the performance versus redevelopment (if that is feasible).

Below are the construction types that currently do not deliver a C energy performance rating in the Runnymede Borough:-

Construction Type	Construction Methodology	Number of units
BISF 1947-50	Pre cast concrete with steel frame. No cavity wall	19
Cornish 1947 - 1960	Type 1 pre-cast reinforced concrete panel walls at ground floor level and second storey accommodation within in a timber framed mansard roof. Type 2 Cornish Units are	49



	generally two storey residential properties with pre-cast reinforced concrete external walls over both storeys.	
Orlit 1945-1960	precast concrete frame structure, externally clad with 2 inch reinforced concrete hollow blocks.	40
Stent 1947-1955	concrete panel and post construction. No cavity wall.	44

ACTION 5

Develop a methodology for undertaking stock appraisals to enable viability assessments to be undertaken.

Heating types

The vast majority of the housing stock owned by Runnymede Borough Council operates gas central heating. A number of commercial gas heating systems also exist within our Independent Retirement Living accommodation. These heat multiple dwellings.

The life expectancy of these units are as follows:-

- Heatherfields was built in 1972 and the lifecycle of the boiler is circa 15 years, Pumps 5 to 15 years, Plate Heat Exchangers – The manufacturers were unable to advise a life expectancy
- Floral House was built in 1987 and the lifecycle of the Boilers is 15 years, Pumps 5 to 15 years and Hot water cylinders – 20 to 25 years
- Bemonds was built in 1972 and was totally refurbished in 2015 and as part of that refurbishment the boiler and associated items were also upgraded. Lifecycle on the Boilers is 15 to 20 years, Pumps 5 to 15 years, Cold Water Booster set 5 to 15 years and the Heating Pressurisation unit 10 to 15 years

The remaining two independent living accommodation building are serviced by electrical heating which is separate to each dwelling.

Our current plans for the provision of heating systems to our tenants consist of upgrading boilers at the end of their life to more efficient systems.

ACTION 6

During the life of this plan we will develop a Council Housing Heating Plan which will identify how Council owned homes will be heated in the longer term.



Newly built homes are required to be ‘off gas’ by 2025. Although this requirement does not apply to existing homes this is pointing a direction where gas cannot be assumed to be the preferred heating type during the 2030s.

Properties that are safe and where risks are managed

A policy and work schedule exists for managing compliance issues. This was audited in December 2020.

A specific example is the Fire Risk Management Policy, which describes the Fire Risk Assessment processes. This ensures that high, medium and low risk sites such as Surrey Tower and our Independent Retirement Living Accommodation and all blocks of flats have an annual Fire Risk Assessment.

Actions identified following Fire Risk Assessments are then prioritised into high, medium and low as set out in the example below.

Risk Rating	Qty	Target Completion
High	2	1 Months
Medium	5	3 Months
Low	3	12 Months
Management High	1	1 Month
Management Low	0	12 Months
Recommendation	0	Unlimited

A suite of performance indicators also ensure that effective management of compliance is being undertaken by Runnymede Borough Council’s Housing Service – these are reported to the Housing Committee 5 times per year.

See the indicators below:-

Health & Safety compliance	KPI Target
Gas Safety	
No. of CP12 certificates out of target at any given time	0
Electrical	
% of stock with valid safety EICR certification	100%
% of emergency lighting tests completed against target	100%
Asbestos	
% of stock with a valid asbestos survey	100%
Fire Risk Assessment	
% of inspections completed in target	100%
Water Management	
% of water management inspection test undertaken	100%



Passenger Lifts	
% of inspections undertaken against programme	98%
Accidents Reporting	
Number of RBC RIDDOR reportable incidents	0
Number of days lost to accidents and incidents	0

The Housing Revenue Account Business Plan 2021 – 2051 identifies the costs associated with fire remediation work, electrical rewires, asbestos encapsulation and removal, fire alarm upgrades (including digital switch over) and replacement and upgrading of emergency lighting. The cost of the work over the next 5 years is circa £3m.

If additional work is identified that has not been forecast revenue or capital budgets will be revised to ensure that this work is prioritised.

This plan will focus on ensuring sufficient resources for delivering compliance in areas such as fire, gas and electrical safety, asbestos management and removal and legionella testing.

Investment into our Independent Retirement Living accommodation

We want our retirement living accommodation to provide first class facilities for its residents.

ACTION 7

In 2021/22 we will develop an Older Persons Strategy to look at the future of our Independent Retirement Living stock to:-

1. Ensure it delivers a first class environment and excellent facilities
2. That it meets the needs of residents and is in high demand

To support this strategy £350,000 has been identified within the Housing Revenue Account Business Plan over the next 5 years to support the enhancement of facilities within Independent Retirement Living and the upgrading of alarm call systems (including digital switch over where necessary).

Within the Older Persons Strategy we will also review our provision of mobility scooter storage. We will work with colleagues in Adult, Social Care and Occupational Therapy to establish a level of provision required within each of our Independent Retirement Living schemes.



A wider review of our assets

This plan has identified the need to review the service we provide to older people living in general needs or Independent Retirement Living accommodation and to consider the viability of non-traditional construction types particularly where they do not facilitate the delivery of medium levels of energy performance.

This plan will also initiate a wider review of our housing assets. Initially this will commence with a review of the stock set aside for use as temporary accommodation to ensure the number of units matches as close as possible predicted need.

If some accommodation is deemed surplus to requirements proposals will be brought to the Housing Committee regarding its future use.

The management and maintenance of our 1214 garage stock is also an area that will be regularly reviewed. Viability assessments of garage sites will be undertaken initially where opportunities exist to deliver new affordable housing, with the results being presented to the Council's Housing Committee.

Other areas of asset management activity

There are a number of other areas where management of Council assets require capital investment.

Garages

ACTION 8

A garage strategy will be delivered to support the Asset Management Plan in 2021/22 identifying areas for investment in the garage stock and opportunities for repurposing sites.

Lifts

The management and maintenance of lifts is a key area where investment needs planning based on the life expectancy of the lift. Runnymede Borough Council has 8 lifts in its housing owned dwellings. Enclosed is a list of the lifts with their installation dates.



Item	Site Address	Lift type	Manufacturer	Stops	Duty load	Installed
Runnymede Borough Council-Housing Lifts						
1	Bemonds, Herriot road, Chertsey, Surrey KT16 9DT	Hydraulic Passenger	Stannah	2	375 Kg (3 persons)	2014
2	Floral House, Fox Lane South, Chertsey, Surrey KT16 9EE	Hydraulic Passenger	Stannah (Hydro-elite mod) Rear	4	630 Kg (8 persons)	2002 (mod)
3	Floral House, Fox Lane South, Chertsey, Surrey KT16 9EE	Hydraulic Passenger	Stannah Centre	3	630 Kg (8 persons)	1997
4	Heatherfields, New Haw, Addlestone, Surrey KT15 3PE	Hydraulic Passenger	Liftec	2	375 Kg (3 persons)	2011
5	Darley Dene Court, Garfield Road, Addlestone KT15 2NU	Hydraulic Passenger	H&C warden	3	630 Kg (8 persons)	1982
6	Grove Court, The Grove, Egham, Surrey TW20 9QJ	Hydraulic Passenger	Guideline	3	630 Kg (8 persons)	2012
7	Surrey Towers, Garfield Road, Addlestone, Surrey KT15 2NH	Traction Passenger	D&A (ILE controller)	16	630 Kg (8 persons)	1999
8	Surrey Towers, Garfield Road, Addlestone, Surrey KT15 2NH	Traction Passenger	D&A (ILE controller)	16	630 Kg (8 persons)	1999

Resources have been identified within the Housing Revenue Account Business Plan to support the maintenance and replacement of lifts. Over the next 5 years this equates to £180,000 – see appendix 1.

The costs of replacing the lift in Surrey Towers have not been budgeted for. Work will be undertaken in 2021/22 to identify the cost of this work and to enable replacement of the lifts to be included in future plans.

Refuse Areas

Runnymede Borough Council's Housing Service will invest in its 'refuse areas' at flat blocks to promote recycling. This supports the corporate objective of Enhancing our Environment by reducing the amount of waste going to landfill and will limit costs to the HRA of excess general waste.



Trees

Runnymede Borough Council is currently reviewing the data it holds on the condition of its trees. This review will inform an update on the tree maintenance programme currently in place and provide further clarity over cyclical inspections and zoning of tree stock. Resources set aside within the Housing Revenue Account Business Plan to support tree maintenance is £350,000 over the next 5 years. This is designed to ensure our tree portfolio is being managed proactively following a programme of inspections based on assessed risk.

Footpaths

A significant number of 'estate' footpaths are also owned and managed by the Housing Service within Runnymede Borough Council. Investment in upgrading a number of these paths is also identified within our plans. Resources identified to support the upgrade of path over the next 5 years is £2.8m – see appendix 1.

Playgrounds

The Housing Service own 4 playgrounds; at: -

- Sussex Court
- Middlesex Court
- Oaklands Court
- Lasswade Court

These are inspected on a monthly basis. Resources will be identified in 2021/22 to replace equipment which has reached the end of its life.

Aerials

Some communal aerials within flat blocks and Independent Retirement Living accommodation cannot support the most up to date digital television services. Work to upgrade these systems will commence in 2026 with approximate £200,000 investment over the following 5 years.

Door Entry Systems

Work has been identified where door entry systems need upgrading. This is built into the business plan at a cost of £140,000 over the next 5 years.

Key Contractors

It is essential for the successful delivery of this plan that key contracts are in place. A list of the key contracts required for the delivery of this plan are contained in appendix 2.

Runnymede Borough Council's Housing Service will have the key contracts in place by the summer of 2021 – as indicated in appendix 2. The Council's programme of



contractor recruitment will be focused on ensuring value for money for the authority and its tenants and leaseholders, the delivery of quality products and services, recruitment of local contractors to benefit the local economy and ensuring where services are not meeting required standards provisions exist to either terminate the contract or enforce its clauses.

Tenant and Leaseholder Engagement

Runnymede Borough Council's Housing Service is committed to working alongside its tenants and leaseholders to ensure the effective delivery of the services described within this plan.

The Housing Services is also committed to offering tenants as much choice as possible in relation to the improvement activity they receive (for example on kitchens, doors, bathrooms etc)

Contractors employed to deliver key programmes of work will be expected to employ resident liaison offices to ensure tenants are engaged in the delivery of the improvement activity as possible.

Runnymede Borough Council will also seek to go further than the requirements of the Leasehold and Commonhold Act 2002 when engaging with its leaseholders over the proposed improvement activity.

Risk Management

Runnymede Borough Council's Housing Service published a comprehensive set of risks and mitigation measure in its annual Business Centre Plan.

The table below identifies the risks associated with management of the Council's assets (as reflected in the annual Business Centre Plan).

Ref	Issue	Consequences	Impact area <i>Life and limb</i> <i>Reputational</i> <i>Financial</i> <i>Legal</i> <i>Other</i>	Probability <i>(Pre-control measures)</i>	Impact <i>(Pre-control measures)</i>	Risk Rating <i>(Pre-control)</i>	Control Measure(s)	Probability <i>(Post control measures)</i>	Impact <i>(Post control measures)</i>	Rating <i>(Post control)</i>	Owner
HR 4	Claims for disrepair from tenants against the	Tenants living in homes which are in poor condition Financial compensation to tenant paid	Financial Reputational	5	3	15	Key tenders in place Effective IT systems – audit trail	2	3	6	



	Housing Service	Reputational damage to the Council	Delivery of services				of repair work Programme of tenancy audits and property inspections in place				CHo H
HR 5	Health and Safety requirements are not met within the Housing stock relating to fire risk control, asbestos, legionella, gas and electrical safety, lifts and safe working practices within the housing stock.	Failure to meet Council's responsibilities leading to death or injury and we are held liable for this or damage to property	Life and limb Reputation Financial Legal	3	5	15	Contract in place and further resources agreed if required. Monitoring in place	2	5	10	CHo H
HR 6	Failure to achieve compliance on electrical testing within the year commitment	Risk of properties which have not been tested	Reputation Financial Legal	3	5	15	Contract in place and further resources agreed if required. Monitoring	2	5	10	CHo H
HR 8	Contracts are not properly procured	Liability for breach of contract law and breach of EU procurement rules. Complaints from contractors/prospective contractors. Non-compliance with health and safety legislation with potential fatal risk to residents and staff. Breach of RSH regulations. Accusations of collusion. No value for money audit.	Life and Limb Reputation Financial Legal	3	5	15	Project plan in place for all procurement	2	4	8	CHo H
HR 12	Regeneration of HRA stock not achieved	Non-traditional properties not replaced and continue to deteriorate.	Reputation Financial Legal	3	4	12	Priority of Member Working Group	2	4	8	CHo H



HR 13	New development not achieved	New, additional provision not delivered. Abortive costs. Increased need for TA if suitable housing offers cannot be made 1-4-1 money not used within government timescale	Reputation Financial Legal	3	4	12	Project monitoring in place	2	4	8	CHo H
HR 14	New IT system not procured	Current system not fit for purpose and it will not be possible to carry out planned service improvements	Reputation Financial Legal	3	4	12	Corporate Digital Transformation Strategy with input from procurement and additional resources.	2	4	8	CHo H
HR 15	Council Garages not maintained	Rental income falls and asset depreciation	Financial Life & Limb	4	3	12	Stock Condition Survey and Review of all sites	2	2	4	CHo H
HR 16	Asset Management Plan is not fit for purpose	Operational and financial decisions are based on poor/incorrect data	Reputation Financial Legal	3	3	12	Key staff from all relevant teams will be involved in the review. Data integrity assured	1	3	3	CHo H
HR 17	TA portfolio does not reflect current need	Increased expenditure on B&B (General Fund). If too many properties, rent loss If properties are too large under there will be under occupation	Reputation Financial	3	4	12	Monitoring of need and usage. More one bedroom properties to be brought into use and 3 beds put back into stock where possible.	2	3	3	CHo H



Appendices

Appendix 1 Details of the Housing Capital Programme 2021-2026

Details of the investment in property attributes by year

Property Attribute	2021/22	2022/23	2023/24	2024/25	2025/26	Total Costs of 5 Year Investment
INT KITCHEN	501500	919020	919020	919020	919020	4177580
INT BOILER	500000	1159800	1159800	1159800	1159800	5139200
INT BATHROOM	401500	725596	725596	725596	725596	3303884
EXT MAIN ROOF	50000	1703254	1703254	1703254	1703254	6863016
EXT CHIMNEY		349680	349680	349680	349680	1398720
EXT RAINWATER GOODS	50000	1226888	1226888	1226888	1226888	4957552
EXT PRIMARY WINDOWS	25000	234720	234720	234720	234720	963880
EXT SEC WINDOWS		31590	31590	31590	31590	126360
EXT DORMER WINDOWS		20610	20610	20610	20610	82440
EXT DOORS TYPE 1	25000	332824	332824	332824	332824	1356296
EXT DOORS TYPE 2		163160	163160	163160	163160	652640
INT WIRING	220000	194560	194560	194560	194560	998240
INT INTERNAL DOORS		1084860	1084860	1084860	1084860	4339440
INT SMOKE DETECTORS		49712	49712	49712	49712	198848
EXT WALL PRIMARY FINISH		867898	867898	867898	867898	3471592
COM BOILERS IRL	200000	200000				400000
EXT WALL SECONDARY FINISH		165061	165061	165061	165061	660244
MSP PROVIDER	600000	600000	600000	600000	600000	3000000
Total £	2573000	10029233	9829233	9829233	9829233	42089932

Appendix 2: A list of the key contracts required for the delivery of the Asset Management Plan

Boiler Replacement

Boundary Wall / fencing

Electrical rewire

External Wall Finishes

Facia and guttering

Fire Detection Systems

Fire Equipment

Door Entry Systems



Kitchen & Bathroom

Lift Maintenance

Repairs & Voids

Roof and chimney

Smoke Detection

Soil vent pipe replacement

Windows and External Doors



8. APPROVAL OF HOUSING BUSINESS UNIT PLAN (HOUSING, ANDY VINCENT)

Synopsis of report:

The cover report informs Members of the key achievements to date in the 2020/21 financial year for the Housing Business Unit, and provides a summary of this year's Housing Business Unit Plan for approval. The full proposed Business Unit Plan can be found in Appendix E.

Recommendations:

- i) Members approve the 2021/22 Housing Business Unit Plan.
- ii) Members recommend indicators H1-H8 inclusive and the associated targets are included in the corporate set.

1. Context of report

- 1.1 The annual business planning cycle first involves SLT meeting as a group to share their perceived challenges and opportunities for the forthcoming year as well as their intended activity highlights above and beyond business as usual. The process is also used for members of SLT to advise other business units where their support will be needed for this to then be factored in to other Business Unit Plans.
- 1.2 The final non-corporate Business Unit Plans go to their relevant service committee for approval first. A final approval is then sought from Corporate Management Committee approving the Corporate Action Plan (which is an amalgamation of all the plans for the year). In addition, Corporate Management Committee is also asked to approve any business cases requiring growth because growth cannot be approved by a service committee.
- 1.3 A standard corporate template is provided to ensure each Business Unit Plan consistently sets out the: key drivers/influences, objectives, performance/activity indicators, and the associated risks.

2. Report

- 2.1 The full Housing Business Unit Plan can be found in Appendix E. A summary is provided of the planned work below: -
- 2.2 **Purpose of the Business Unit**
 - 2.2.1 The primary purpose of the Housing Business Unit is to provide a comprehensive housing service incorporating:
 - The management and maintenance of the Housing Revenue Account social housing stock
 - The development of new Council properties.
 - Allocation of council owned stock and Registered Provider properties to which the Council has nomination rights
 - Housing advice
 - Discharge of the Council's statutory duty under homelessness legislation

- Encouraging and enabling the provision of new affordable housing
- Magna Carta Lettings, our in-house agency to incentivise landlords to offer tenancies at affordable (LHA) rent.
- Disabled adaptations
- Provision of statistical information and returns to Government

2.3 **Key achievements in 2020/21 (to date)**

2.3.1 The key achievements in 2020/21 to date by the Business Unit are: -

- Production of the Housing Strategy Statement 2021-2026
- Preparation of the Housing Revenue Account Business Plan 2021-2051
- Publication of the Housing Asset Management Plan 2021-2026
- Commencement of the Housing IT system upgrade programme
- Publication of the Homelessness and Rough Sleeping Strategy 2019-2024
- Development activity – start on site in Addlestone to provide 9 new 2-bedroom Council flats
- Commencement of Egham Gateway redevelopment – to include nominations right to 34 Affordable Rent properties with a partner Registered Provider
- Completion of a Stock Condition Survey
- 98.16% of rent due collected April – December 2020 (current, HRA tenants)
- Only 5 placements in emergency bed and breakfast accommodation April – December 2020
- 99.74% compliance with gas safety certification in January 2021 (over 99% compliant every month in 2020 despite lockdown restrictions)
- 100% of fire risk inspections completed in target
- Daily contact with 210 IRL residents during the pandemic
- Two new sleep pods for street homeless people as part of a successful bid for £65,000 from MHCLG's Next Steps Accommodation Programme.

2.4 **Key drivers/influences**

2.4.1 The key drivers/influences impacting on the Business Unit in 2021/22 are:

- Housing Strategy statement
- Regulator of Social Housing Standards
- Housing Revenue Account Business Plan
- Stock condition and Asset Management Plan
- Tenancy Strategy
- Homelessness and Rough Sleeping Strategy
- Older Persons Strategy
- Financial Inclusion Strategy
- Customer Engagement
- Tenancy conditions
- Quality Management system

2.5 Key new areas of work in 2021/22

2.5.1 The key new areas of work for the Housing Service in 2021/22 are as follows: -

- Refurbishment work to Surrey Towers
- Development of a Council housing new build programme
- Refresh of policy documents in line with ISO 9001
- Procurement of property maintenance contracts
- Review of the Housing Revenue Account Business Plan and Housing Asset Management Plan
- Review of the Council's temporary accommodation assets
- Development of Older Persons, Tenant and Leaseholder Engagement, Financial Inclusion and Garage Strategies
- Introduction of a mobile caretaking service (including tenant service charges)
- Expansion of Magna Carta Lettings
- Introduction of a tree management plan

2.6 Performance/Activity Indicators

2.6.1 The proposed Performance/Activity Indicators for 2021/22 are:

Ref	Performance Indicator	Q1 (Apr-June)	Q2 (Jul-Sept)	Q3 (Oct-Dec)	Q4 (Jan-Mar)	Full year (Apr-Mar)
H1	Percentage of dwellings re-let to deadline per quarter.	50.0%	70.0%	85.0%	85.0%	85.0%
H2	Average number of calendar days to relet a void property (excludes major works voids)	25	25	25	25	25
H3	Satisfaction with the overall Reactive Repairs service received (% of total number of responses returned)	95%	95%	95%	95%	95%
H4	Number of households in B&B for more than 2 weeks	4	4	4	4	16
H5	Rent arrears of current tenants as a percentage of rent due	1.75%	1.75%	1.75%	1.75%	1.75%
H6	Percentage of stock with a valid annual landlord gas safety certification per annum.	100%	100%	100%	100%	100%
H7	Percentage of stock with a valid safety certification Electrical Installation Condition Report	80%	90%	100%	100%	100%
H8	Number of outstanding high risk Fire Risk Assessment actions.	70	30	30	30	30

S1	Number of decisions investigated by the ombudsman requiring a remedy by the Council.	0	0	0	0	0
S2	Number of households with a support plan in place	270	270	270	270	270
S3	Percentage of homeless cases prevented	50%	50%	50%	50%	50%
S4	Average number of days to close an ASB case	50	50	50	50	50
S5	No of ASB cases closed each quarter* including information on time each case took					
S6	Percentage of capital programme spend in year	5%	15%	45%	90%	90%
S7	Percentage of total stock empty at the end of the quarter	2.5%	2%	1.5%	1.5%	1.5%
		(no)	(no)	(no)	(no)	(no)

2.6.2 It should be noted that the performance indicators listed above cover both indicators reported as part of the corporate set i.e Corporate Key Performance Indicators (H1-8), and service indicators which are additional indicators only reported to the Housing Committee (S1-7). Corporate Management Committee approve the final Corporate Key Performance Indicators, and so Housing Committee are asked to make a recommendation as to which indicators should be proposed for the corporate set. It is recommended that indicators H1, H2, H3, H5, H6, H7, H8 and the associated targets are included in the corporate set.

2.6.3 It should also be noted that a final review of the performance/activity indicators and their targets will be completed in March 2021 when further result information is known. Subsequent amendments may therefore be proposed by Officers in consultation with the Committee Chairman and Vice Chairman.

3. Policy framework implications

3.1 This Plan supports the achievement of the following themes in the draft 2021-2025 Corporate Business Plan:

- **Enhancing our Environment;** by: -
 - Delivering good quality homes in well managed neighbourhoods
 - Delivering reductions in the carbon emissions of our existing housing stock and ensure new homes are highly energy efficient
 - Improving the management of waste from Council owned homes to improve recycling levels
- **Improving our Economy;** through: -
 - Investment in new council owned homes,
 - Utilising local contractors to deliver significant improvement work
 - Maximising the income of our tenants by developing a Financial Inclusion Strategy
- **Supporting our Communities:** -
 - Increasing our levels of resident engagement, giving tenants choice where possible in how services are delivered

4. **Resource implications**

4.1 There are no areas for growth identified within the Housing Business Centre Plan 2021/22

5. **Other issues**

5.1 A number of risks have been identified within the Housing Business Centre Plan 2021/22.

5.2 The highest level risks to the service/authority impacting on Housing are: -

- Loss of income
- Inability to place homeless households in the private rented sector
- Failure to comply with the regulator's code
- Receipt of disrepair claims
- Failure to meet health and safety obligations

A full description of the risk, mitigation measures and impact are included within the plan.

(To Resolve)

Background papers

None

Appendix E

Housing Business Unit Plan 2021/2022

Version control

Author: Andy Vincent

Date: 10 March 2021

Status: Approved by Housing Committee

Contents

Content	Page
Section 1: Housing Business Unit overview	3-6
Section 2: Housing Business Unit key drivers/influences	7
Section 3: Housing Business Unit planned work	8-18
Section 4: Housing Business Unit requested growth	18
Section 5: Housing Business Unit performance indicators	19
Section 6: Housing Business Unit risk management	20-33

Section 1: Housing Business Unit overview

The primary purpose of the Housing Business Unit is to provide a comprehensive housing service incorporating:

- the management and maintenance of the Housing Revenue Account social housing stock
- the development of new Council properties.
- allocation of council owned stock and Registered Provider properties to which the Council has nomination rights
- housing advice
- discharge of the Council's statutory duty under homelessness legislation
- encouraging and enabling the provision of new affordable housing
- Magna Carta Lettings, our in-house agency to incentivise landlords to offer tenancies at affordable (LHA) rent.
- disabled adaptations
- provision of statistical information and returns to Government

Housing Solutions Service

Main purpose

- To deliver an excellent customer focussed Housing Solutions Service that is compliant with relevant legislation and statutory guidance.
- To work to prevent homelessness, and to take reasonable steps to prevent and relieve homelessness for all eligible applicants.
- To ensure that all applicants seeking housing advice receive tailored housing solutions aligned with legislation, the Homelessness and Rough Sleeping Strategy and the Housing Allocations Scheme.
- Allocation of social housing in accordance with legislation.

Key functions

- Administration of the online Housing Register (1160 applicants registered as at 1st January 2021)
- Allocation of social housing under the Housing Act 1996 Part VI within the Council stock (182 new tenancies in 2019/20) plus nominations to Registered Providers (65 successful nominations in 2019/20)
- Administration of Downsizing scheme and promotion of best use of the housing stock

- Liaison with Housing Association partners
- Homelessness and Housing Advice provision duties compliant with legislation (407 homelessness applications in 2018/19 274 in 2019/20)
- Personalised Housing Plans
- Homeless prevention and tenancy sustainment
- Liaison with and referrals to supported housing providers
- Surrey wide protocols for vulnerable groups
- Manage Magna Carta Lettings in order to maximise private rent housing opportunities and promote the option of housing within the private rent sector
- Attendance at various fora e.g. MARAC (Multi-Agency Risk Assessment Conference) and MAPPA (Multi Agency Public Protection Arrangements) and strategic groups e.g. NW Surrey Domestic Abuse Forum and Strategic Housing Group for Young People
- Partnership working with SCC in respect of Looked After Children and protocol for accommodation and move on
- Carry out reviews of statutory homelessness decisions and decisions relating to suitability of accommodation under the Housing Act 1996.

Housing and Neighbourhood Services

Main purpose

To maximise the rent collection for each of the Housing Revenue Account (HRA) homes and General Fund garages; to support the Council's tenants in sustaining their tenancies and to take proportionate action when tenancy obligations are breached;

Key functions

- Rent collection (current tenants) – Annual debit of nearly £17m for Council homes, DIYSO properties, leisure properties and ground rent for Heathervale Way
- Tenancy sustainment including referral and liaison with partner agencies
- Administering rent recovery policy, making County Court possession applications and court advocacy
- Council Housing New Build
- Management of temporary accommodation
- Former tenant arrears collection

- Management of garage licences and rent collection for garages totalling over £600,000
- Tenancy Audits, management of fixed term tenancies and changes to tenancies e.g. requests for joint tenancies, succession etc.
- Estate inspections and improvements
- Estate caretaking and cleaning of communal areas
- Responding proactively to complaints of anti-social behaviour by council tenants (opened 124 new cases in 2018/19 70 in 2019/20)
- Processing Right to Buy applications (17 in 2019/20)
- Resident Involvement, including supporting the Runnymede Council Residents Association (RCRA) and other local resident groups
- Promoting financial inclusion and provision of budgeting advice
- Liaison with DWP to address welfare reform and Universal Credit issues
- Leaseholder queries
- Working to promote anti-fraud activities and investigating suspected social housing fraud, including allocations, sub-letting and RTB fraud
- Setting up new tenancies and managing introductory and fixed term tenancies through a schedule of home visits
- Management of Independent Retirement living (IRL) schemes
- Management of annual rent and service charges
- Mutual Exchanges (20 in 2019/20)

Housing Maintenance and Technical Services

Main purpose

- To manage and deliver a statutorily compliant and cost-effective repair and maintenance service for nearly 3,000 Council owned and managed homes plus leasehold properties, communal areas and over 1,000 garages. The team provides a comprehensive property maintenance service across all the tenure types that fall within its responsibility. This includes liaising with tenants and the technical and administration functions associated with maintaining properties, including the procurement of various contracts.
- Conversion and adaptation of Council properties to make best use of the housing stock and as appropriate for disabled people.

Key functions

- Asset management
- Contract procurement and monitoring
- Management of day to day, responsive repairs and maintenance carried out by contractors
- Inspection of void properties and oversight of void works carried out by contractors
- Stock condition surveys
- Planned and cyclical works
- Major capital projects including kitchen and bathroom replacement programmes
- Health and safety compliance including fire risk assessments, electrical safety, gas certification, management of asbestos, water hygiene, Energy Performance Certificates etc.
- Unplanned major work e.g. fire, flooding to properties
- Adaptations for disabled RBC tenants and their households
- Tree management

Business Development & Policy Section

Main purpose

Monitoring, developing and promoting the work of the Housing Business unit with an emphasis on continuous improvement.

Key functions

- Performance monitoring and service improvement
- Submission of regulatory returns and statistics
- Strategies, policies and procedures
- Business Development
- IT
- Promoting and enabling opportunities for new affordable housing (18 new units of affordable housing delivered by partners secured through planning obligations in 2019/20)
- Partnership working with Registered Providers and private landlords.
- Equalities

Section 2: Housing Business Unit's key drivers/influences

Drivers and influences		
Internal drivers/influences		
Key corporate drivers/influences	Key drivers/influences of the Housing Business Unit	
<ul style="list-style-type: none"> • The Corporate Business Plan is trying to achieve against the following themes: <ul style="list-style-type: none"> • Supporting Our Communities • Enhancing Our Environment • Improving Our Economy • Developing Our Organisation • Corporate Key Performance Indicators. • There is a need to increase income generation to offset growing costs and loss of government grants. 	<ul style="list-style-type: none"> • Housing Strategy statement • Regulator of Social Housing Standards • Housing Revenue Account Business Plan • Stock condition and Asset Management Plan • Tenancy Strategy • Homelessness and Rough Sleeping Strategy • Older Persons Strategy • Financial Inclusion Strategy • Customer Engagement • Tenancy conditions • Quality Management system 	
External drivers/influences		
Key community/consultation drivers/influences	Key partner's / supplier's drivers/influences	National key drivers/influences
<ul style="list-style-type: none"> • Runnymede Council Residents Association (RCRA) • Individual Resident Associations • Residents Scrutiny Panel • Homelessness Task Group • Landlords Forum • Benchmarking with peer organisations 	<ul style="list-style-type: none"> • Contractual arrangements • Registered Providers' Business Plans • Service Level Agreements • Developers' viability concerns 	<ul style="list-style-type: none"> • Government and Homes England housing policy including rent setting. • Welfare Reform particularly Universal Credit. • Local housing market conditions

Section 3: Planned work

3.1 Change-related activity in this year

Projects					
Ref.	Project name	Team/section leading on the project and support teams	Outcome(s) / Benefits	Completion date or expected stage at the end of March 2021	Is this an identified priority for the relevant Member Working Party?
H1	Refurbishment works to Surrey Towers	Corporate Head of Housing Head of Housing Technical Services, Procurement, legal, Project Management Office Housing Services Manager	Improved quality of life for residents and a longer lifespan for the building	Completion by the end of October 2021	Yes
H2	Development of 9 new 2 bed flats following demolition of 2 houses in St Georges Road, Adlestone	Head of Housing & Business Planning / Development Manager / Maintenance / Legal Procurement / Project Management Office	Additional good quality social housing for Runnymede residents to help address a housing shortage	Completion by the end of October 2021	Yes
H3	Development of a new Council house building programme	Corporate Head of Housing/ Head of Housing & Business Planning /Development Manager	Additional good quality social housing for Runnymede residents to help address a housing shortage	Completion of the planning template by the end of June 2021	Yes

Projects					
H4	Procurement and tender of term contracts for reactive and planned maintenance	Head of Housing Technical Services Head of Housing & Business Planning Housing Maintenance Procurement Legal External Consultants	Enables delivery of programme of 'decent homes' work to 2850 Council owned homes over the next 5 years.	Completion of procurement? by the end of November 2021 – <i>detailed programme timetable available separately</i>	Yes

Projects					
H5	Upgrade the Northgate Housing IT system and implement essential new modules as part of Corporate Digital Transformation Strategy	Head of Housing & Business Planning Business Development & Policy Manager IT Accountancy Legal Procurement	Provides an integrated system, will modernise and streamline processes and offer online services for the majority of our tenants, enabling resources to be focussed on those less able to self-serve.	Commence March 2020 and two-year implementation Implementation of the Choice Based Lettings Model by March 2021 Implementation of Rents, Asset Management, Support, CRM, homelessness and engagement by March 2022	No
H6	Introduce a Quality Management System to maintenance and roll out across the Department (ISO 9001) Supported by a strategy, policy and procedure framework	Head of Housing & Business Planning Head of Housing Technical Services Housing Services Manager Head of Homelessness Business Development & Policy Manager	Effective and consistent working practices and procedures in place for all functions	Started to be put in place by end of July 2021	No

Projects					
H7	Pilot Step Down Accommodation	Head of Housing & Business Planning Housing Services Manager Corporate Head of Community Services	Partnership with NHS and ASC getting elderly patients with no medical need into interim accommodation whilst changes to their own home / care provision is organised.	Commence one-year pilot 1 April 2021	No

Reviews					
Ref.	Objective	Team/section leading on the review and support teams	Outcome / Benefits	Completion date (if after the end of March 2021 also state expected stage come the end of March 2021)	Is this an identified priority for the relevant Member Working Party?
H8	HRA Business Plan – annual review	Corporate Head of Housing Head of Housing & Business Planning Head of Housing Technical Services Accountancy	An annual review of the 30-year Business Plan to reflect the HRA's financial commitments and wider strategic direction. Enables effective fiscal planning and supports the Council's strategy for development of more social housing with surpluses / borrowing.	By the end of March 2022	Yes

Reviews					
H9	Asset Management Plan – review	Corporate Head of Housing Head of Housing Technical Services Accountancy	An annual review of the strategy in place for future management of the stock ensuring planned and cyclical maintenance is carried out and that information held on the stock is up to date and analysed to indicate and prioritise and future planned programmes.	By the end of September 2021	Yes
H10	Review of Temporary Accommodation Portfolio	Corporate Head of Housing Head of Housing Business Development & Policy Manager Head of Homelessness	A strategy for appropriate replacement of TA units which will be decommissioned as part of new development. Limiting rent loss but with new units in place at the correct time.	By the end of November 2021	Yes

One-off Activity					
Ref.	Objective	Team/section leading on the activity and support teams	Outcome / benefits	Completion date (if after the end of March 2021 also state expected stage come the end of March 2021)	Is this an identified priority for the relevant Member Working Party?
H11	Development of a Housing Health and Safety Policy	Corporate Head of Housing Head of Housing Technical Services	Ensure that a policy framework is established for the effective management of Health and Safety across the Council's housing owned assets	Completion by the end of May 2021	No

One-off Activity					
H12	Development of an Older Persons Strategy looking at the Council's Housing Assets and Support Services	Corporate Head of Housing Head of Housing & Business Planning Head of Housing Technical Services Housing Services Manager Community Services	Review the future of the existing IRL schemes to ensure they remain viable. The communal areas of IRL schemes are improved – dementia issues are addressed Digital alarm call systems introduced Floating support services with digital support plans	Completion by November 2021	No
H12	Development of a Resident Engagement Strategy	Head of Housing & Business Planning Business Development & Policy Manager Housing Services Manager Community Development	High numbers of tenants involved with the service. The views of tenants shaping the service – delivering improvements in customer satisfaction	Completion by January 2022	No
H13	Development of a garage strategy to identify opportunities to consider alternative use of the sites or ensure that the site receive the appropriate level of investment	Corporate Head of Housing Head of Housing Head of Housing Technical Services Housing Accountant	The garage stock managed by the Housing Service are in good condition. Where garages are in poor condition or in low demand – alternative use is considered.	Completion by March 2022	No

One-off Activity					
H14	Leasehold Management	Head of Housing Housing Services Manager Accountancy Technical Services Manager	Production of a Leasehold procedure will enable all staff to access and understand the services supplied to homeowners within HRA stock. This will improve customer service to this group of residents and ensure consultation on planned work and communal maintenance is consistent and customer focussed.	By the end of March 2022	No
H15	Introduction of mobile caretaking service	Housing Services Manager	Communal areas within flat blocks cleaned regularly – positively impacting on tenant/leaseholder satisfaction.	By the end of Oct 2021	No
H16	Implement Service Charges for new caretaking services	Housing Services Manager	New services funded through income. Services established then consultation with residents prior to implementation of charges next financial year.	By the end of March 2022	No
H17	Expansion of Magna Carta Lettings to include provision for single people who do not meet the threshold for full duty.	Head of Homelessness, Housing Advice and Allocations Housing Solutions Legal	Increased accommodation options for low income single people or couples (a group which is identified as being under-supplied). This subsequently also helps address the housing shortage for everyone.	Commence by the start of Jan 2022 following a report to Housing Committee	No

One-off Activity					
H18	Develop a Tree Management Plan	Head of Housing Technical Services	Will provide a systematic process for effective maintenance of the Council's tree assets and mitigation of risk from dangerous trees.	By the end of March 2022	No

3.2 Summary of the business as usual activities

Ref.	Activity description	Does this involve an annual project (to support PMO project pipeline planning)?
H19	Develop the FUSE partnership with groups that support homeless people	No
H20	Maintain a Housing Register to ensure access to social housing within the borough is according to the Council's Allocation Policy	No
H21	Operate a Choice Based lettings scheme for people on the Housing Register, advertising available properties	No
H22	Provide a housing advice and homelessness service	No
H23	Manage a portfolio of temporary accommodation	No
H24	Implement the commitments within the Homelessness and Rough Sleeping Strategy	No
H25	Provision of Magna Carta Lettings, an in-house agency working with landlords to assist low income households to access the private rented sector.	No
H26	Provide a customer focussed, high quality management service to Council tenants	No
H27	Management of current tenant rent arrears to assist in the target of 1.75% of the total rent roll not being exceeded each quarter.	No
H28	Assist tenants to maximise their income and manage household budgets.	No

H29	Tenancy Audits to be carried out across the stock to ensure correct and appropriate occupation of HRA properties	No
H30	Carry out reviews of fixed term tenancies	No
H31	To provide cross tenure tenancy sustainment packages for every household whose tenancy is under threat of losing their home	No
H32	Tackle Anti-Social Behaviour in HRA managed and owned properties working with relevant agencies and using legal remedies as appropriate.	No
H33	Provision of Independent Retirement Living Schemes for older residents	No
H34	Provision of a caretaking service	No
H35	Provision of services to leaseholders	No
H36	Provision of cleaning and grounds maintenance to communal areas	No
H37	Aim to have all HRA owned and managed stock meeting Decent Homes compliance	Yes
H38	Achieve a 70%-30% planned / reactive maintenance ratio	No
H39	Manage a range of cyclical maintenance programmes	Yes
H40	Ensure that all required health & safety checks are completed and recommend works carried out in a timely manner to HRA stock.	No
H41	Manage planned replacement and upgrade programmes for components e.g. windows, doors, kitchens, bathrooms, fixed wiring, boilers.	Yes
H42	Manage contract compliance to achieve value for money and high customer satisfaction	No
H43	Ensure void target times are met.	No
H44	Ensure all Government returns are made on time and are accurate and evidenced	No
H45	To ensure that all Audit recommendations are implemented in a timely and effective manner.	No
H46	Investigate opportunities for creation of additional social housing within the Councils' own stock and assets.	No
H47	Work with Planning to achieve Affordable Housing through Section 106 agreements. Hold a minimum of 3 meetings of Runnymede Housing Development Partnership within the year	No
H48	Manage Council owned garages	No
H49	Update Business Continuity Plan	No

3.3 Medium term aspirations/plans

Ref.	Project/objective	Team/section leading on the activity (shown in bold) and support teams	Outcome(s) i.e. the benefit(s) the objective brings once delivered	Expected start and completion date
H50	Ongoing programme of planned works to Housing Stock through Asset Management Plan	Maintenance	Well maintained housing stock meeting Decent Homes and regulatory standards	March 2021 onwards
H51	Regeneration of HRA Estates	Development	Replacing short life properties with new homes with increased density providing additional affordable homes on our existing land.	March 2021 – March 2025
H52	New HRA Developments	Development	Increased access to affordable homes	March 2021 to March 2030
H53	Digitalisation - Implementation of new systems will involve a 2-year process of integrating new modules and increasing the level of computerised processes within the department, including moving to task flow and task management generated by the system.	Business Development	Increased efficiencies and effective customer contact, resulting in optimisation of resources available.	March 2021- March 2023
H54	Establish resident engagement and participation using digital platforms and media. Enabling self -serve, digital consultation and feedback. Traditional methods of communication are resulting in very low levels of tenant engagement.	Business Development Housing Services Housing Solutions Maintenance	Increased customer satisfaction and improved resident participation.	March 2021- March 2023

Ref.	Project/objective	Team/section leading on the activity (shown in bold) and support teams	Outcome(s) i.e. the benefit(s) the objective brings once delivered	Expected start and completion date
H55	Increased focus on resident sustainment and support services enabled by digitalisation.	Housing Services	Targeted resources for customers requiring more intensive engagement. Efficiencies created through improved processes and replacement of phone contact with tenant self-serve options will release staff time for those residents needing higher level of input.	March 2021 to March 2022

Section 4: Housing Business Unit requests for growth

None

Section 5: Housing Business Unit's performance indicators

Ref	Performance Indicator	Target					Actual				
		Q1 (Apr-June)	Q2 (Jul-Sept)	Q3 (Oct-Dec)	Q4 (Jan-Mar)	Full year (Apr-Mar)	Q1 (Apr-June)	Q2 (Jul-Sept)	Q3 (Oct-Dec)	Q4 (Jan-Mar)	Full year (Apr-Mar)
H1	Percentage of dwellings re-let to deadline per quarter.	50.0%	70.0%	85.0%	85.0%	85.0%					
H2	Average number of calendar days to relet a void property (excludes major works voids)	25	25	25	25	25					
H3	Satisfaction with the overall Reactive Repairs service received (% of total number of responses returned)	95%	95%	95%	95%	95%					
H4	Number of households in B&B for more than 2 weeks	4	4	4	4	16					
H5	Rent arrears of current tenants as a percentage of rent due	1.75%	1.75%	1.75%	1.75%	1.75%					
H6	Percentage of stock with a valid annual landlord gas safety certification per annum.	100%	100%	100%	100%	100%					
H7	Percentage of stock with a valid safety certification Electrical Installation Condition Report	80%	90%	100%	100%	100%					
H8	Number of outstanding high risk Fire Risk Assessment actions.	70	30	30	30	30					
S1	Number of decisions investigated by the ombudsman requiring a remedy by the Council.	0	0	0	0	0					
S2	Number of households with a support plan in place	270	270	270	270	270					
S3	Percentage of homeless cases prevented	50%	50%	50%	50%	50%					
S4	Average number of days to close an ASB case	50	50	50	50	50					

		Target					Actual				
S5	No of ASB cases closed each quarter* including information on time each case took										
S6	Percentage of capital programme spend in year	5%	15%	45%	90%	90%					
S7	Percentage of total stock empty at the end of the quarter	2.5%	2%	1.5%	1.5%	1.5%					
		(no)	(no)	(no)	(no)	(no)					

Section 6: Housing Business Unit risk management (excluding project risks with separate Project Charter)

Ref	Issue	Consequences	Impact area <i>Life and limb</i> <i>Reputational</i> <i>Financial</i> <i>Legal</i> <i>Other</i>	Probability (Pre-control measures)	Impact (Pre-control measures)	Risk Rating (Pre-control)	Control Measure(s)	Probability (Post control measures)	Impact (Post control measures)	Rating (Post control)	Owner
HR1	Housing Revenue Account Income forecast not met.	Potential increase in rent arrears. Increase in homelessness Drain on bad debt provision KPI for rent arrears affected	Financial Delivery of services	4	5	20	Key performance indicators – monitored by Housing Committee Systems and procedures Annual review of Housing Revenue Account Business Plan	3	4	12	CHO H
HR2	Reduction in the number of existing and new PRS opportunities to place households in private rented sector	Increased strain on homelessness provision. Increased pressure on Housing to source alternative options with potential increase in costs	Delivery of services Welfare of residents Financial Reputational	5	4	20	New PRS Offer to be developed with additional resources being directed to this area. Entering into innovative partnerships	3	3	9	CHO H

Ref	Issue	Consequences	Impact area Life and limb Reputational Financial Legal Other	Probability (Pre-control measures)	Impact (Pre-control measures)	Risk Rating (Pre-control)	Control Measure(s)	Probability (Post control measures)	Impact (Post control measures)	Rating (Post control)	Owner
							with private owners to make more properties available for our nominees at Local Housing Allowance rents. New member of staff and additional funding obtained				
HR3	Failure to comply with regulator's code	Reputational damage to the Council if inspected by the regulator Financial consequences for not being compliant Concern regarding the quality of service being delivered to tenants and leaseholders	Reputational Financial Delivery of services	4	4	16	KPI framework ISO 9001 policy and procedure framework Key strategic documents Housing Committee oversight	2	4	8	CHO H
HR4	Claims for disrepair from tenants against the	Tenants living in homes which are in poor condition	Financial Reputational	5	3	15	Key tenders in place Effective IT systems – audit	3	3	9	CHO H

Ref	Issue	Consequences	Impact area Life and limb Reputational Financial Legal Other	Probability (Pre-control measures)	Impact (Pre-control measures)	Risk Rating (Pre-control)	Control Measure(s)	Probability (Post control measures)	Impact (Post control measures)	Rating (Post control)	Owner
	Housing Service	Financial compensation to tenant paid Reputational damage to the Council	Delivery of services				trail of repair work Programme of tenancy audits and property inspections in place				
HR5	Health and Safety requirements are not met within the Housing stock relating to fire risk control, asbestos, legionella, gas and electrical safety, lifts and safe working practices within the housing stock.	Failure to meet Council's responsibilities leading to death or injury and we are held liable for this or damage to property	Life and limb Reputation Financial Legal	3	5	15	Contract in place and further resources agreed if required. Monitoring in place	3	4	12	CHo H
HR6	Failure to achieve compliance on electrical testing within the year commitment	Risk of properties which have not been tested	Reputation Financial Legal	3	5	15	Contract in place and further resources agreed if required. Monitoring	3	4	12	CHo H

Ref	Issue	Consequences	Impact area Life and limb Reputational Financial Legal Other	Probability (Pre-control measures)	Impact (Pre-control measures)	Risk Rating (Pre-control)	Control Measure(s)	Probability (Post control measures)	Impact (Post control measures)	Rating (Post control)	Owner
HR7	Ensure that vulnerable customers are protected from exploitation	Vulnerable customers living in Council owned homes are exploited – negatively impacting on their life chances	Reputational Legal	3	5	15	Ensure support plans are in place in IRL In temporary accommodation and where tenants are considered vulnerable, they are receiving sustainment support Ensure staff have received safeguarding training	2	5	10	CHO H
HR8	Contracts are not properly procured	Liability for breach of contract law and breach of EU procurement rules. Complaints from contractors/prospective contractors. Non-compliance with health and safety legislation with potentially fatal	Life and Limb Reputation Financial Legal	3	5	15	Project plan in place for all procurement	2	4	8	CHO H

Ref	Issue	Consequences	Impact area <i>Life and limb</i> <i>Reputational</i> <i>Financial</i> <i>Legal</i> <i>Other</i>	Probability (Pre-control measures)	Impact (Pre-control measures)	Risk Rating (Pre-control)	Control Measure(s)	Probability (Post control measures)	Impact (Post control measures)	Rating (Post control)	Owner
		risk to residents and staff. Breach of RSH regulations. Accusations of collusion. No value for money audit.									
HR9	Data collated/ reported may be inaccurate.	Inaccurate data has the risk of misleading Members, Officers, the public and other stakeholders, and could potentially result in alternative decisions being made.	Delivery of services Welfare of residents Financial Reputational	3	4	12	Data quality standards will be addressed in the Information Governance Strategy and Policy and departmental procedures. Consideration will also be given to whether business Units/teams have any other data quality risks specific to their area and if so, these will also be included in the relevant Business	2	4	8	CHoH

Ref	Issue	Consequences	Impact area <i>Life and limb</i> <i>Reputational</i> <i>Financial</i> <i>Legal</i> <i>Other</i>	Probability (Pre-control measures)	Impact (Pre-control measures)	Risk Rating (Pre-control)	Control Measure(s)	Probability (Post control measures)	Impact (Post control measures)	Rating (Post control)	Owner
							Unit/Team Plans.				
HR10	Disclosure of personal data to someone who is not entitled to that data e.g. via telephone conversation or email	Financial sanctions imposed by the Information Commissioners' Office for failure to comply with legal obligations. Loss of confidence in Council by other parties in respect of its ability to manage information properly. Adverse publicity	Delivery of services Welfare of residents Financial Reputational	3	4	12	Compliance with Council's adopted Information Governance Strategy and Policy. Adoption of measures to ensure that the Council complies with its obligations under the GDPR. Compliance with Council's various existing policies which relate to management of information. Provision of training to staff on requirements of GDPR. Appointment of Data Protection	2	4	8	CHOH

Ref	Issue	Consequences	Impact area <i>Life and limb</i> <i>Reputational</i> <i>Financial</i> <i>Legal</i> <i>Other</i>	Probability <i>(Pre-control measures)</i>	Impact <i>(Pre-control measures)</i>	Risk Rating <i>(Pre-control)</i>	Control Measure(s)	Probability <i>(Post control measures)</i>	Impact <i>(Post control measures)</i>	Rating <i>(Post control)</i>	Owner
							Officer by Council to oversee compliance with GDPR.				
HR11	Loss of Council owned device containing personal data results in disclosure of personal data	Financial sanctions imposed by the Information Commissioners' Office for failure to comply with legal obligations. Loss of confidence in Council by other parties in respect of its ability to manage information properly. Adverse publicity	Delivery of services Welfare of residents Financial Reputational	3	4	12	Compliance with Council's adopted Information Governance Strategy and Policy. Adoption of measures to ensure that the Council complies with its obligations under the GDPR. Compliance with Council's various existing policies which relate to management of information. Provision of training to staff on	2	4	8	CHOH

Ref	Issue	Consequences	Impact area Life and limb Reputational Financial Legal Other	Probability (Pre-control measures)	Impact (Pre-control measures)	Risk Rating (Pre-control)	Control Measure(s)	Probability (Post control measures)	Impact (Post control measures)	Rating (Post control)	Owner
							requirements of GDPR. Appointment of Data Protection Officer by Council to oversee compliance with GDPR.				
H12	Unauthorised access to Council systems which allows access to personal data	Financial sanctions imposed by the Information Commissioners' Office for failure to comply with legal obligations. Loss of confidence in Council by other parties in respect of its ability to manage information properly. Adverse publicity	Delivery of services Welfare of residents Financial Reputational	3	4	12	Compliance with Council's adopted Information Governance Strategy and Policy. Adoption of measures to ensure that the Council complies with its obligations under the GDPR. Compliance with Council's various existing policies which relate to management of information.	2	4	8	CHo H

Ref	Issue	Consequences	Impact area <i>Life and limb</i> <i>Reputational</i> <i>Financial</i> <i>Legal</i> <i>Other</i>	Probability <i>(Pre-control measures)</i>	Impact <i>(Pre-control measures)</i>	Risk Rating <i>(Pre-control)</i>	Control Measure(s)	Probability <i>(Post control measures)</i>	Impact <i>(Post control measures)</i>	Rating <i>(Post control)</i>	Owner
							Provision of training to staff on requirements of GDPR. Appointment of Data Protection Officer by Council to oversee compliance with GDPR.				
H13	Failure to dispose of documentation containing personal data in a secure fashion results in disclosure of personal data	Financial sanctions imposed by the Information Commissioners' Office for failure to comply with legal obligations. Loss of confidence in Council by other parties in respect of its ability to manage information properly. Adverse publicity	Delivery of services Welfare of residents Financial Reputational	3	4	12	Compliance with Council's adopted Information Governance Strategy and Policy. Adoption of measures to ensure that the Council complies with its obligations under the GDPR. Compliance with Council's various existing policies which	2	4	8	CHOH

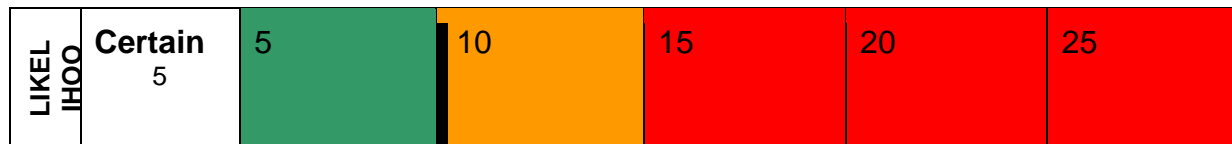
Ref	Issue	Consequences	Impact area Life and limb Reputational Financial Legal Other	Probability (Pre-control measures)	Impact (Pre-control measures)	Risk Rating (Pre-control)	Control Measure(s)	Probability (Post control measures)	Impact (Post control measures)	Rating (Post control)	Owner
							relate to management of information. Provision of training to staff on requirements of GDPR. Appointment of Data Protection Officer by Council to oversee compliance with GDPR.				
HR14	Critical member(s) of staff unable to attend work	Essential functions not covered	Life and limb Reputational Financial Legal	3	4	12	Business Continuity plans. Staff trained to cover. Contractors sourced for emergency cover	3	2	6	CHoH
HR15	Regeneration of HRA stock not achieved	Non-traditional properties not replaced and continue to deteriorate.	Reputation Financial Legal	3	4	12	Priority of Member Working Group	2	4	8	CHoH
HR16	New development not achieved	New, additional provision not delivered. Abortive costs.	Reputation Financial Legal	3	4	12	Project monitoring in place	2	4	8	

Ref	Issue	Consequences	Impact area <i>Life and limb</i> <i>Reputational</i> <i>Financial</i> <i>Legal</i> <i>Other</i>	Probability (Pre-control measures)	Impact (Pre-control measures)	Risk Rating (Pre-control)	Control Measure(s)	Probability (Post control measures)	Impact (Post control measures)	Rating (Post control)	Owner
		Increased need for TA if suitable housing offers cannot be made 1-4-1 money not used within government timescale									CHO H
HR1 7	New IT system not procured	Current system not fit for purpose and it will not be possible to carry out planned service improvements	Reputation Financial Legal	3	4	12	Corporate Digital Transformation Strategy with input from procurement and additional resources.	2	4	8	CHO H
HR1 8	Council Garages not maintained	Rental income falls and asset depreciation	Financial Life & Limb	4	3	12	Stock Condition Survey and Review of all sites	2	2	4	CHO H
HR1 9	Asset Management Plan is not fit for purpose	Operational and financial decisions are based on poor/incorrect data	Reputation Financial Legal	3	3	12	Key staff from all relevant teams will be involved in the review. Data integrity assured	1	3	3	CHO H
HR2 0	TA portfolio does not reflect current need	Increased expenditure on B&B (General Fund). If too many properties, rent loss	Reputation Financial	3	4	12	Monitoring of need and usage. More one-bedroom properties to be brought into	2	3	3	CHO H

Ref	Issue	Consequences	Impact area Life and limb Reputational Financial Legal Other	Probability (Pre-control measures)	Impact (Pre-control measures)	Risk Rating (Pre-control)	Control Measure(s)	Probability (Post control measures)	Impact (Post control measures)	Rating (Post control)	Owner
		If properties are too large under there will be under occupation					use and 3 beds put back into stock where possible.				
HR2 1	A third caretaker is not appointed. Caretaking is not extended to 12 additional blocks.	Inadequate contingency for caretaking in the event of staff absence, and caretaking functions are not performed with the potential for accident or injury. Additional service charges (if introduced as at H21) not utilised as proposed.	Life and limb Reputation Financial Legal	3	3	9	Recruitment changed to full time post because part time and temp roles have failed to attract applicants.	2	3	6	CHO H
HR2 2	Allocations scheme is not fit for purpose	Council is unable to fulfil its statutory duties. Potential judicial review. Best use is not made of social housing stock in the borough.	Reputation Financial Legal	2	3	6	Scheme will be updated in line with legislation	1	3	3	CHO H
HR2 3	Failure to implement Homelessness Strategy	Resources (including staffing and housing stock) are not used most effectively. Use of B&B and TA increase. Non-compliance with	Reputation Financial Legal	2	3	6	Consultation has begun with the Runnymede and Spelthorne Homelessness Task Group.	2	2	4	

Ref	Issue	Consequences	Impact area <i>Life and limb Reputational Financial Legal Other</i>	Probability (Pre-control measures)	Impact (Pre-control measures)	Risk Rating (Pre-control)	Control Measure(s)	Probability (Post control measures)	Impact (Post control measures)	Rating (Post control)	Owner
		legislation and/or statutory guidance. Potential judicial review.					Regular monitoring of performance against Business Unit Plan objectives is carried out;				CHO H
HR2 4	Fraud increases/is not tackled	Unnecessary resources lost to fraudulent activity. Perceived failure to tackle results in increased fraud.	Reputation Financial	2	3	6	New tenancy Audit function	1	2	2	CHO H

Risk matrix When assessing a risk for the first time you should assume there are no controls already in place. The subsequent assessment is completed with the controls in place. The assessor should assign values for the identified 'likelihood' of occurrence (A) and the severity of the 'Impact' (B). By multiplying 'A' and 'B' together you get the rating score, which gives an indication of how important the risk is. The thick black line is the "line of tolerance". Those risks that are plotted above the line (score 10 – 25) are "out of tolerance" and will be referred to the Corporate Risk Register for further oversight and support. For project risks not in this document, you should also flag to Applied Resilience any risks within Project Initiation Documents that are above the line (this should be done at the time of the PID being approved).



Likelihood of Occurrence (A)	Severity of Impact (B)
------------------------------	------------------------

Probable 4	4	8	12	16	20
Possible 3	3	6	9	12	15
Unlikely 2	2	4	6	8	10
Highly unlikely 1	1	2	3	4	5
	Negligible 1	Small 2	Noticeable 3	Serious + Significant 4	Critical + Considerable 5
IMPACT (B)					

Green = Low risk, Amber 9 = Medium risk, Amber 10 –12 high risk, Red = High risk

1 – Highly unlikely to happen	1 – Negligible impact
2 – Unlikely to happen	2 – Only a small effect
3 – Possibly will happen	3 – Noticeable effect
4 – Probably will happen	4 – Serious problem with significant impact
5 – Certain to happen	5 – Critical issue and considerable impact

9. STEP DOWN ACCOMMODATION PILOT (HOUSING, MAGGIE WARD)

Synopsis of report:

To inform Members of Runnymede's proposed participation in a pilot scheme to create "step down" accommodation to support discharge from hospital beds for patients who no longer need acute medical care and can be discharged to an interim bed in the community with support.

Recommendations:

- i) **Members approve either the leasing of two Independent Retirement Living properties to Spelthorne Council or an RBC company as part of a one-year pilot partnership with the Integrated Care Partnership to create "step down" accommodation for patients who no longer need acute medical care and can be discharged to an interim bed in the community with support.**

1. **Context**

- 1.1 The NHS has identified that many older patients remain in hospital after they are medically fit due to delays in arranging care packages or a more suitable home environment. Runnymede Community Services is engaged in a number of strategic projects to address these issues and it is now proposed to join a pilot scheme to provide interim accommodation for patients who are "bed blocking" and can be moved to a "step down" situation prior to returning home.

2. **Report**

- 2.1 Integrated Care Partnerships (known as ICPs) are groups of local health and care organisations, also including borough councils and voluntary/community sector members, working across populations of around 250,000 – 300,000 people. Each partnership is developing its own priorities, reflecting the different needs of each local population, and thinking about how they will work differently in the future. Common themes are emerging, there is more emphasis on wellbeing and prevention and on breaking down the barriers between organisations.
- 2.2 Runnymede is within the Surrey Heartlands ICP which has four Integrated Care Partnerships including North West Surrey which is made up of Woking, Spelthorne, Runnymede and Elmbridge. Runnymede Community Services have an established and growing relationship with the Integrated Care Partnership Board and are involved in a number of initiatives through their discretionary, prevention and community services in supporting residents to remain living at home.
- 2.3 Working together in tandem with the development of the ICP, the four borough councils of North West Surrey have worked to standardise a core offer to residents so that support can be provided to the wider health and care system across its geography and to all residents. There are several examples of this including:

- Development of single point of access referral form to borough services
 - Delivery of Homesafe Plus hospital discharge service
 - Social Prescribing
 - Home Improvement Agency Cluster working
 - Joint working on Prevention & Community Model of Care priorities
 - Integrated Care Partnership (ICP) Board Frailty/Hospital Discharge Support
- 2.4 Over recent years, borough councils have supported the discharge coordination processes within hospitals as much as possible, through a combination of releasing staff to work on site at St Peters Hospital to identify patients whose needs prior to or post discharge can be realised, through the Homesafe Plus service, placing services on standby over bank holiday weekends or through development of the single point of access (Homesafe Plus) to borough services.
- 2.5 Most recently, Borough Councils have become involved in the Discharge to Assess (D2A) planning work, both to ensure that the services available from borough councils are linked into such processes, but also to discuss how Borough Councils can further support the discharge planning process reducing the number of people occupying hospital beds who do not need them.
- 2.6 This pilot scheme will be funded by the ICP and enables provision by the Districts and Boroughs of accommodation temporarily for patients who are medically fit for discharge but unable to return to their own home due to other outstanding issues such as adaptations, unsuitable home environment, need for 24-hour social care etc. These are called “step down” beds as they are an interim between hospital care and full discharge.
- 2.7 An initial small-scale pilot was carried out during the previous lockdown in Spelthorne using extra care provision owned by A2 Dominion. Whilst Runnymede discussed provision of properties with Adult Social Care the Covid pandemic made expansion of the scheme too complex at that time as we have no properties with onsite care. The review of the initial scheme indicated that not all patients would require the level of care that this model provided and that there would be merit in more flexible accommodation options. The ICP have agreed to fund a Health and Housing Integration Officer who will liaise with the discharge teams and coordinate use of the “step down” beds.
- 2.8 This interim accommodation will only be available to people who have a move on plan in place and placements are generally expected to be a maximum of 6 weeks.
- 2.9 It is proposed that Runnymede will utilise two vacant one-bed flats within the Floral House Independent Retirement Living scheme, the properties are situated in an outer block and can be occupied independently of the scheme. The flats are self-contained and will be furnished including a washing machine so that the occupants do not need to use the communal laundry facilities in schemes.
- 2.10 Where appropriate if the patient is an existing RBC tenant, we may encourage them to use the communal facilities if they want to take the

opportunity to experience Independent Retirement Living with a view to downsizing.

- 2.11 The Runnymede flats will either be leased for one year to Spelthorne Borough Council who will issue a licence to the occupant who will have no security of tenure, or to an RBC company depending on the final agreement with the ICP. There will be a Service level Agreement between Runnymede, Surrey County Council Adult Social Care and Spelthorne Borough to cover all management of the properties, arrangements for patients moving in and out and coordination of care whilst in the flats. The properties will remain connected to the existing alarm system so will have access to a 24-hour response through Safer Runnymede.
- 2.12 The pilot scheme is fully funded for a year by the ICP including payment of the full weekly rent, Council Tax and all utilities in the properties for the period. The two flats will be brought to the usual void standard for IRL including decoration and the additional flooring and furnishings will be covered by the scheme.
- 2.13 Other potential uses have been identified depending on demand for the units such as “step up” beds to be used to prepare someone for a planned hospital admittance or treatment where they do not require acute medical care but may need a different environment temporarily. There will be a total of 7 beds across the Boroughs and any bed in the scheme may be allocated to a resident of one of the partner Boroughs. The outcomes of the pilot have illustrated the benefits of this community-based care and support integrated with effective discharge planning.
- 2.14 The pilot will commence on 1st April 2021 and two suitable void properties are currently being prepared. The turnover of properties in IRL is higher due to the age of residents, there are currently 11 void properties within a stock of 210 flats including those to be used in this pilot. The demand and therefore waiting time for IRL is much lower than general needs stock and it is considered that the benefit to be gained by older people being able to leave hospital at an earlier stage justifies using these two properties in this way. If only one social housing tenant decided to downsize following a stay in one of these flats this would be an additional positive outcome of the scheme.
- 2.15 Post Covid restrictions officers are considering a “try before you buy” scheme to enable potential downsizers to experience IRL whilst retaining their own tenancy so that they can see the benefits of the scheme. Many older residents are reluctant to leave the family home but once they move to IRL wish they had done so sooner.
- 2.16 Data on the use of the flats and outcomes for the individual will be reviewed at the end of the pilot to determine whether the community benefits warrant continued involvement in the scheme.

3 Resource implications

- 3.1 The ICP will cover all the costs of preparing and utilising the properties for one year. A member of staff is also funded to coordinate the scheme so there will be very limited day to day involvement of Runnymede housing staff.

4. Legal implications

- 4.1 If the properties were let to the step-down patients directly by Runnymede, as a local authority, the arrangement would not come within any of the exceptions in Schedule 1 of the Housing Act 1985 and would take effect a secure tenancy. It is legitimate in such circumstances, to lease to an intermediary company that then grants short term licences to occupy to the individuals concerned.
- 4.2 To implement this scheme, the authority would be relying on its General Power of Competence under s. 1(1) of the Localism Act 2011. For the avoidance of doubt, it would not be acting under its homelessness duties under Part 7 of the Housing Act 1996 and would not be subject to any restrictions of that legislation.

5. Equality implications

- 5.1 The pilot will be monitored closely and reviewed fully at its conclusion. Should it become a permanent feature then a full Equality Impact Assessment will be undertaken.

6. Conclusion

- 6.1 It is proposed to participate in a pilot scheme with the Surrey Heartlands ICP to use community based “step down” beds and support services to enable timely discharge from hospital, reducing bed blocking and non-essential stays in hospital. This will be fully funded by the ICP and will be reviewed at the end of the period.

(To Resolve)

Background papers

None

10. UPDATE ON COMMUNICATION WITH THE REGULATOR OF SOCIAL HOUSING (HOUSING, SIMON ALLEN)

Synopsis of report:
To advise Members of the recent contact with the Regulator of Social Housing

Recommendation(s):
None. This report is for information

1. Context

- 1.1 Following the notice served by the Regulator of Social Housing in October 2019 Members requested an update at each meeting on progress with remedying the service failures outlined in the notice.

2. **Report**

- 2.1 The Council continues to have monthly meetings with the Regulator to appraise them of progress with achieving compliance across the stock, issues encountered and to detail improvements to ensure full compliance is achieved.
- 2.2 During our last meeting, the regulator expressed that it was evident that a huge amount of effort was being put forward to ensure compliance across the HRA stock and gave praise to the on-going commitments.
- 2.3 The compliance monitoring IT system has been implemented and is now live. This provides data on lift maintenance, gas and electrical certification, asbestos surveys, Fire Risk Assessments, subsequent actions and legionella testing.
- 2.4 The Notice was served on the Council on 31st October 2019 and this will remain in place until the regulator is satisfied that the Council has proven that we are managing all risks detailed in the notice and can evidence this.
- 2.5 The electrical certification was 80.63% at the 25 February with 549 tests still to be completed. To be noted that most of these outstanding tests have been issued to the contractors.
- 2.6 The Regulator is being kept informed of the planned programme of fire prevention works for Surrey Towers and was last informed that the Council plan to start these works in February 2021 and will incorporate further planned works such as kitchen and bathroom replacements.

3. **Legal implications**

- 3.1 The Regulator of Social Housing served a Regulatory Notice on the authority as a Registered Provider, under the powers in the Housing and Regeneration Act 2008. The Notice, published on 30 October 2019, cited the statutory fire and electrical safety standards that gave rise to the authority's breach of the Home Standard.
- 3.2 It remains open to the Regulator to take further formal action if they are not satisfied with the progress towards compliance.

4. **Conclusion**

- 4.1 The Council is continuing to engage with the Regulator on a regular basis, Covid-19 interrupted progress with improving compliance across the stock but progress is now being made and we are expected to maintain current performance over the coming months.

(For information)

Background papers

None

11. **KEY PERFORMANCE INDICATORS, Q3 RESULTS AND CORPORATE KPIS FOR 2021/22 (HOUSING, ANGELA HORSEY)**

Synopsis of report:

This report provides the results of the Key Performance Indicators for quarter three and the monthly health and safety compliance statistics for December 2020 and January 2021; and invites Members to recommend the selection of the Corporate Key Performance Indicators for 2021/22 to the Corporate Management Committee

Recommendation(s):

i) That Members note the results of Q3 KPIS, performance monitoring and recommend the selection of the Corporate Key Performance Indicators (set out in paragraph 2.2 of this report) for 2021/22 to the Corporate Management Committee

1. **Context of report**

1.1 This report informs Members of the Key Performance Indicator results for the third quarter of 2020/21, along with the results of the monthly health and safety compliance monitoring for December 2020 and January 2021.

2. **Report**

2.1 This report presents the full suite of KPIS identified in the annual Business Centre Plan, along with some contextual information on complaints and Universal Credit. Since the investigation by the Regulator of Social Housing, Members have also received the results of the monthly monitoring of health and safety compliance measures and this report presents the statistics for December 2020 and January 2021, as reported to the Regulator.

2.2 The proposed Performance Indicators for 2021/22 are set out for approval in the Business Centre Plan at agenda item 6. This complete set of indicators includes the corporate KPIS to be presented to Corporate Management Committee as well as the service indicators presented to this Committee. A review of the corporate KPIS and their targets will be completed in March but this Committee is asked to recommend that the following are proposed for the corporate set:

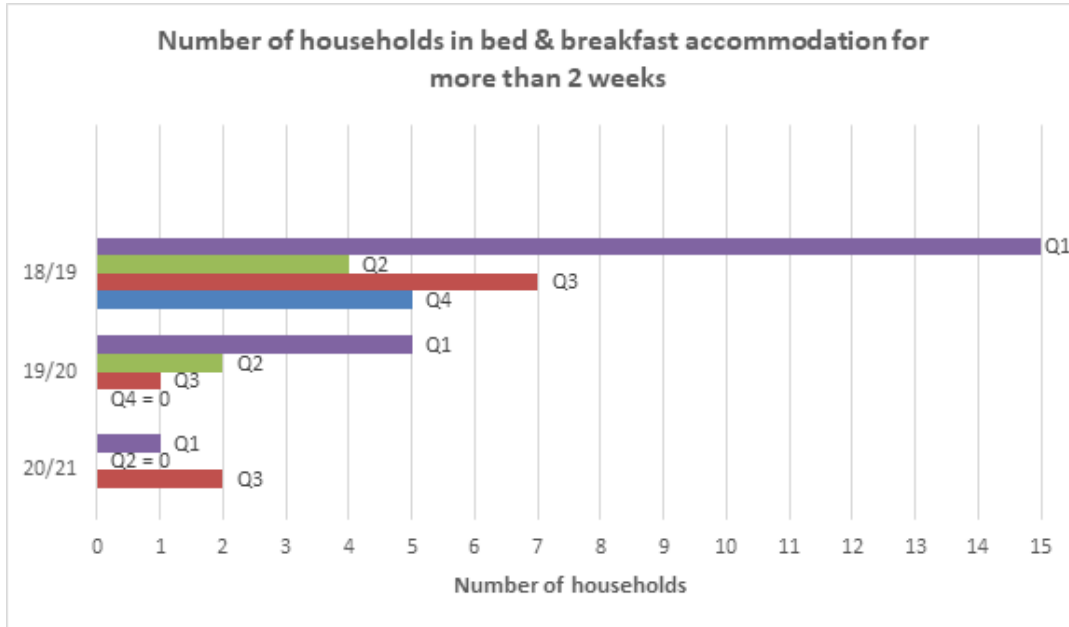
- Percentage of dwellings re-let to deadline per quarter **OR**
- Average number of calendar days to relet a void property (excluding major works voids).
- Satisfaction with the overall reactive repairs service received.
- Number of households in B&B for more than 2 weeks per quarter.
- Rent arrears of current tenants as a percentage of rent due.
- Percentage of stock with a valid annual landlord gas safety certification.
- Percentage of stock with a valid safety certification EICR.
- Number of outstanding high risk Fire Risk Assessment actions.

2.3 During quarter 3, 274 out of 294 respondents to the postal survey were satisfied with the repairs service they had received.

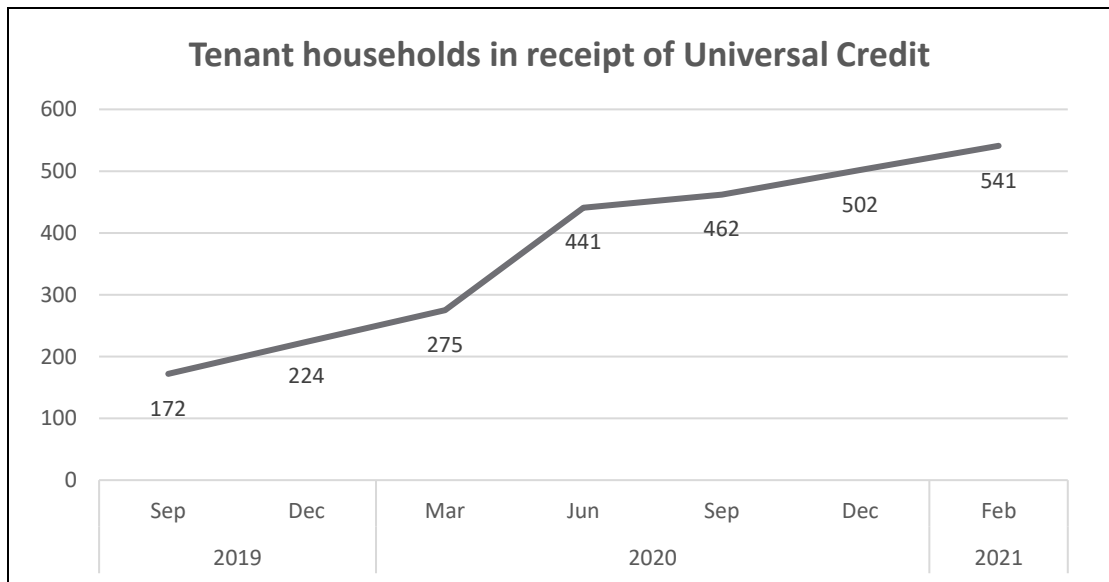
- 2.4 Between October and December of 35 dwellings re-let, only 1 was relet by the target date. This poor void relet result relates mainly to lack of contractor resources (staffing and materials) across a number of contracts, due to the pandemic. While the situation is being closely monitored, formal action to enforce contract compliance is not considered appropriate at this time. Performance during each stage of the void process is under review to identify service improvements and a challenging target has been set for next financial year to represent the work being undertaken.
- 2.5 The rent collection performance was again positive given the current national circumstances and difficult financial situation of many tenants. A review of the interim rent arrears policy and procedure that was adopted in April 2020 will heighten the focus on support for tenants as soon as they fall into arrears and on changes to the escalation process as a result. Findings from more detailed analysis of UC trends and the projected impact on rent collection will be presented to this Committee in future.

Performance Indicators 2020/21

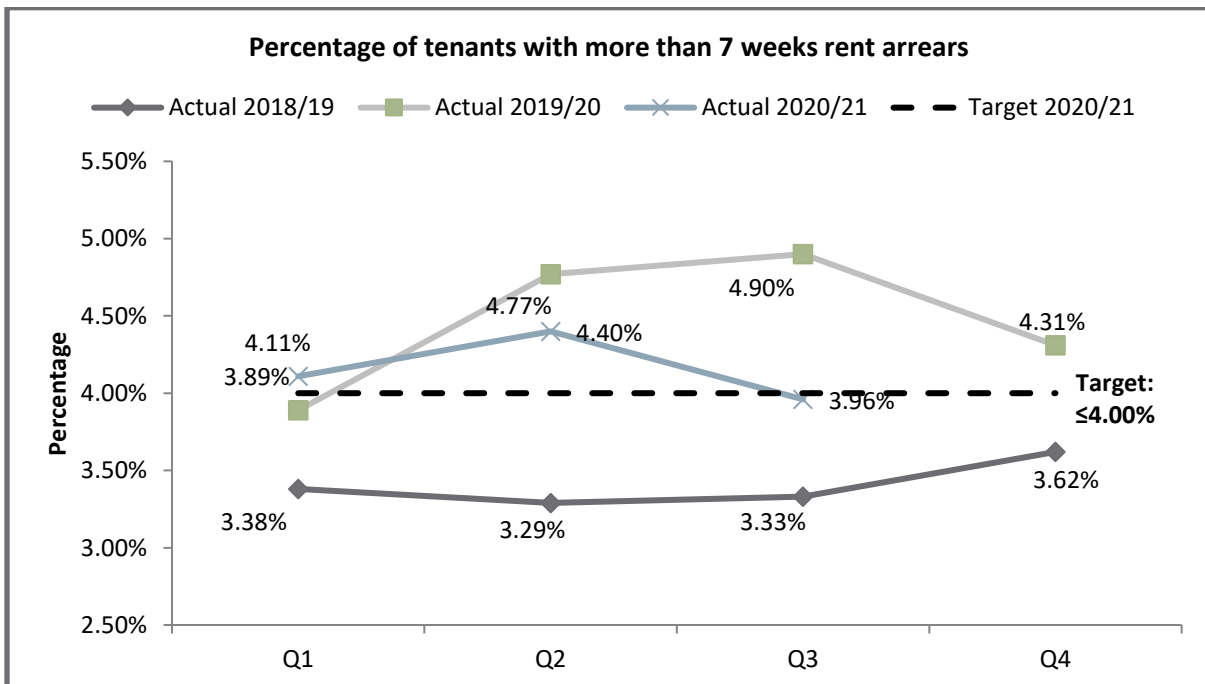
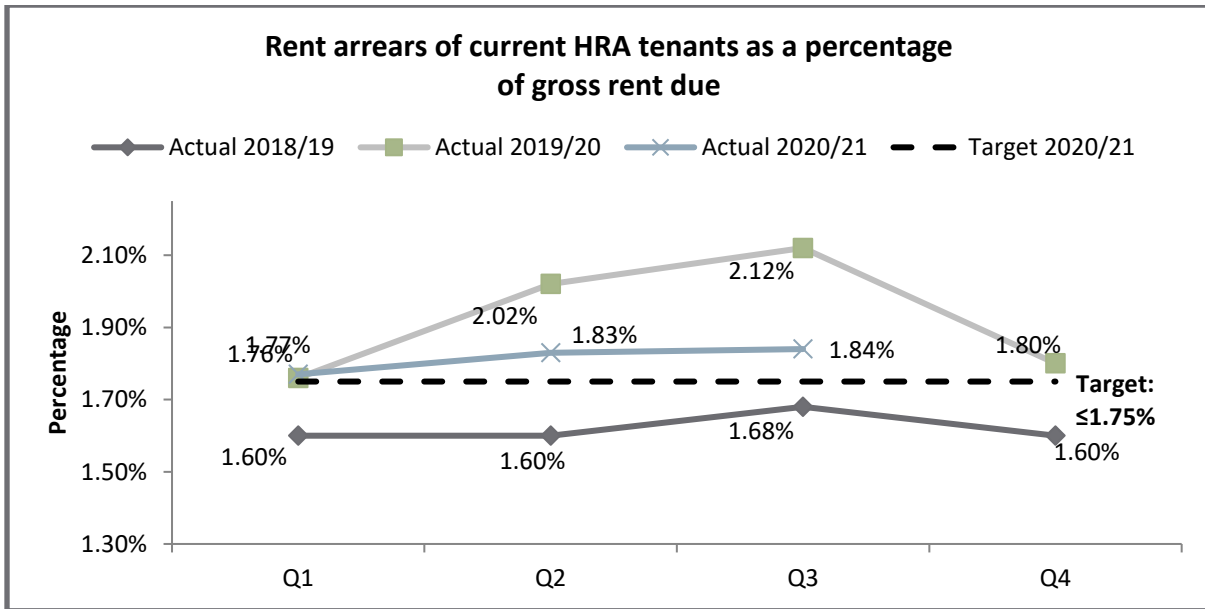
Performance Indicator	Annual Target 2020/21	Q1 Result	Q2 Result	Q3 Result
Percentage of tenants satisfied with reactive repairs service	95%	N/A	95% (260 out of 274 responses)	93% (274 out of 294 responses)
Percentage of formal complaints not upheld	90%	100%	78%	81%
Number of formal complaints resolved in quarter Of which, number upheld		2 0	9 2	11 2
Number of decisions investigated by the Ombudsman requiring a remedy	0	0	0	0
Percentage of dwellings re-let to deadline	Target for Q3: 85%	0%	45%	3%
Number of households in B&B accommodation for more than 2 weeks	16	1	0	2
Rent arrears of current tenants as a % of rent due	1.75%	1.77%	1.83%	1.84%
Percentage of tenants with more than 7 weeks rent arrears	4%	4.11%	4.40%	3.96%



Complaints Received in Quarter 3	Not upheld	Upheld	Partly upheld
Adaptation	1		
ASB	2		
Homelessness	2		
Housing offer	1		
Letter chasing contact details sent in error		1	
Property maintenance			1
Request for installation of a bath	1		
Waiting time at Civic Centre	1		
Total	8	1	1



Universal Credit February 2021	Percentage of tenants in receipt of benefits	Percentage of tenants in arrears	Percentage of tenants more than 7 weeks in arrears
Tenants on UC	19.4%	41.7%	11.9%
Tenants on HB	39.5%	9.1%	1.1%
Tenants paying full rent	41.1%	15.7%	2.8%



- 2.6 Since the engagement with the Regulator of Social Housing (RSH), Members have also received the results of the monthly monitoring of health and safety compliance measures and these are shown at Table 10. Officers have monthly calls with the RSH to provide updates on the Council's progress with compliance and share the most recent data.
- 2.7 The number of high risk actions recommended in the annual Fire Risk Assessments at the end of quarter 3 was 281. The total number of all actions not completed by the target date is shown below. This is expected to improve on a monthly rolling basis as Housing Maintenance continue to issue passive fire works orders to the incumbent repairs contractor. The priority is to reduce all high and medium actions in the first phase.

Fire Risk Assessment: Overdue Actions Quarter 3			
	High Risk Factors	Medium Risk Factors	Low Risk Factors
Contract A: Medium and low risk buildings	281	558	317
Contract B: High risk buildings	0	51	13

Health and Safety Compliance

	KPI Target	Result July '19	Result Oct '19	Result Jan '20	Result April '20	Result July '20	Result Oct '20	Result Nov'20	Result Dec'20	Result Jan '21
Gas Safety										
No. of CP12 certificates out of target	0	0	0	0	1	0	2	3	3	3
% of valid CP12 certificates	100%	100%	100%	100% (2645)	99.96% (2644)	100% (2645)	99.92% (2647)	99.89% (2646)	99.89% (2646)	99.89% (2646)
Electrical										
% of stock with valid safety EICR certification	100%	40%	39%	44% (1262)	41% (1184)	47% (1340)	64% (1827)	67% (1935)	71% (2042)	75% (2150)
% of emergency lighting tests completed against target	100%	100%	87.40%	32.30%	100%	100%	100%	100%	100%	100%
Water Management										
% of water management inspection tests undertaken	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Passenger Lifts										
% of inspections undertaken against programme	98%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Asbestos										
% of stock with a valid asbestos survey	100%	26%	27%	39% (1105)	45% (1280)	46% (1312)	50% (1443)	52% (1500)	55% (1573)	57% (1625)
Accidents Reporting										
Number of RBC RIDDOR reportable incidents	0	0	0	0	0	0	0	1	0	0
Number of days lost to accidents and incidents	0	0	0	0	0	0	0	0	0	0
Fire Risk Assessment										

% of inspections completed in target	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Lightning conductors										
% of works required completed in target	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Sprinkler systems										
% of annual servicing completed within target	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%

3. **Conclusions**

- 3.1 This report presents a range of performance data for information. It also highlights the key performance indicators selected from the full list in the Business Centre Plan, which Members are invited to recommend to the Corporate Management Committee as the corporate KPIs for Housing for 2021/22.

(To Resolve)

12. AMENDED DECANT POLICY (HOUSING, MAGGIE WARD)

Circulated separately with this agenda.

13. EXCLUSION OF PRESS AND PUBLIC

OFFICERS' RECOMMENDATION that –

the press and public be excluded from the meeting during discussion of the following report under Section 100A(4) of the Local Government Act 1972 on the grounds that the report in question would be likely to involve disclosure of exempt information of the description specified in paragraph 3 of Schedule 12A of the Act.

(To resolve)

PART II

Matters involving Exempt or Confidential Information in respect of which reports have not been made available for public inspection

a) Exempt Information

14. PARTNERSHIP ARRANGEMENT WITH REGISTERED PROVIDER

b) Confidential Information

(No reports to be considered under this heading)