



Housing Committee

Wednesday, 10 January 2024 at 7.00 pm

Council Chamber - Civic Centre

Members of the Committee

Councillors: M Nuti (Chair), J Hulley (Vice-Chair), MK Cressey, M Darby, S Dennett, R King, I Mullens, N Prescott, M Smith and S Williams

In accordance with Standing Order 29.1, any Member of the Council may attend 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:

- 1) 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.
- 2) 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 **Democratic Services, Democratic Services Section, Law and Governance Business Centre, Runnymede Civic Centre, Station Road, Addlestone (Tel: Direct Line: 01932 425600). (Email: Democratic.Services@runnymede.gov.uk).**
- 3) Agendas and Minutes are available on a subscription basis. For details, please ring 01932 425620. Agendas and Minutes for all the Council's Committees may also be viewed on www.runnymede.gov.uk.
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The Chairman will make the final decision on all matters of dispute in regard to the use of social media audio-recording, photography and filming in the Committee meeting.

List of matters for consideration

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Part I

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

1. **Notifications of Changes to Committee Membership**
2. **Minutes** 4 - 9

To confirm and sign, as a correct record, the Minutes of the meeting of the Committee held on 15 November 2023 (Appendix 'A').

To confirm and sign as a correct record, the Minutes of the meeting of the Committee held on 6 December 2023 (Appendix 'B').
3. **Apologies for Absence**
4. **Declarations of Interest**

Members are invited to declare any disclosable pecuniary interests or other registrable and non-registrable interests in items on the agenda.
5. **Tenant Satisfaction Survey - Presentation by Acuity** 10 - 11
6. **Policies for Estate Improvement** 12 - 19
7. **Housing Revenue Account Estimates** To Follow
8. **Service Area Plan 2024-2025** 20 - 35
9. **Exclusion of press and public**

Part II

Matters involving exempt or confidential information in respect of which reports have not been made available for public inspection.

Runnymede Borough Council

Housing Committee

Wednesday 15 November 2023 at 7.00pm

Members of the Committee present: Councillors M Nuti (Chairman), J Hulley (Vice-Chairman), MK Cressey, R King, L Gillham (In place of I Mullens), R Bromley (In place of N Prescott), S Whyte (In place of M Smith) and T Gates (In place of S Williams).

Members of the Committee absent: Councillor S. Dennett, Councillor M. Darby.

In attendance: Councillors P Snow and MD Cressey.

1. Notification to changes to Committee Membership

Cllr. S. Whyte substituted for Cllr M. Smith, Cllr T. Gates substituted for Cllr S. Williams, Cllr R. Bromley substituted for Cllr N. Prescott, Cllr L. Gillham substituted for Cllr I. Mullens

2. Minutes

The minutes of the meeting held on Wednesday 20 September were confirmed and signed as a true record.

3. Apologies for Absence

Apologies were received from Cllrs S. Dennett and M. Darby

4. Declarations of Interest

No declarations of interest were made.

5. Draft Fraud Policy

The Committee received a presentation from Reigate & Banstead Borough Council officers on fraud which outlined the legal framework the fraud team worked within and case studies that resulted in prosecution. The Committee thanked the officers for their presentation.

The Head of Housing Services & Business Planning then outlined the draft Fraud Policy, which committee approved for a period of consultation with tenants and leaseholders.

Resolved that:

An 8-week consultation exercise with tenants and leaseholders on the draft Housing Fraud Policy be approved.

6. Estates Services Contract

The Head of Housing Services & Business Planning outlined the importance of providing regular, high quality communal cleaning to Council owned properties and the current issues that prohibited this. They outlined future intentions to combine the elements of estate services across Council stock into one contract.

7. Garage Allocations Policy

The Head of Housing Services & Business Planning outlined the need for a garage allocation policy that gave preference to local residents. This policy would allocate garages based on four priorities. Following a consultation period in which one response was received, members were asked to approve the Garage Allocations Policy.

There was a discussion around the requirement within the policy that vehicles must be taxed as they felt that it would discourage people from using their garages to store vehicles they wished to keep off the road. It was believed that evidence of a SORN notification may negate this and the Head of Housing Services & Business Planning would ensure this was confirmed before implementing the policy, whilst it would be reviewed on a regular basis to ensure it confirmed to current legislation.

Resolved that:

The Garage Allocation Policy was approved.

8. Social Housing Decarbonisation Fund

The Head of Housing Technical Services outlined the Council's desire to apply for the Government's Social Housing Decarbonisation Fund wave 2.2 that would enable the Council to bring 426 of its 757 properties up to a grade C energy rating. This would enable the Housing Service to hit its carbon reduction target of ensuring all council owned social housing units had an energy efficiency rating of C or above by 2030.

The Head of Housing Technical Services assured members that the Housing Service was being supported in its bid free of charge by a consultant to ensure a stronger application and greater chance of success, whilst lessons had been learned from the previous unsuccessful bid in wave 1.

Resolved that:

A bid to the Social Housing Decarbonisation Fund be approved when it re-opens.

Delegated authority be given to the Assistant Chief Executive (Place) in consultation with the Chair and Vice Chair to approve a bid to the fund – including clarified finance figures.

It was noted that if the bid was successful, the Housing Service would be on track to deliver a C energy efficiency rating two years after a successful bid.

9. Performance

The Head of Housing Services & Business Planning acknowledged the disappointment with the performance of the repairs contractor and updated members on the performance notice

served on the contractor on 26 October that required them to provide a response within 21 days on how they proposed to improve performance. A reply was expected within 21 days. Recruitment issues had hindered the contractor, however the performance on voids had started to improve, with November figure for voids currently being 36 days.

The numbers of households in B&B reflected the increased number of approaches forthcoming with complex presentations, and the Council's no second night out policy meant that people were placed as emergencies who may not meet the priority need threshold. Furthermore it was acknowledged that the 99.96% for gas compliance was the result of one property refusing entry which had now been resolved.

The Head of Housing & Business Planning also noted that a significant number of decent home failures related to roofs. A new contractor would be retendered in January, and contractors would check the roofs once the contract was in place.

In response to a member question about the rise in anti-social behaviour incidents it was noted that these were complex cases that required court injunctions and often involved drug use, violence, and severe mental health issues.

10. SO42 – 1042 – Temporary Accommodation

The SO42 was noted. The Head of Housing & Business Planning answered questions around the current use of temporary accommodation following the SO42. They confirmed that some of these units that had been temporary accommodation were now being let to families who found it difficult to find affordable accommodation in the current housing market.

11. Exclusion of press and public

By resolution of the Committee, the press and public were excluded from the remainder of the meeting during the consideration of the remaining matters under Section 100A (4) of the Local Government Act 1972 on the grounds that the discussion would be likely to involve the disclosure of exempt information as set out in Schedule 12A to Part 1 of the Act.

12. Housing Revenue Account Development

The Head of Housing & Business Planning outlined the importance of the schemes in enabling the Council to meet its target of 125 new housing units over five years. To ensure the success of these schemes, a Clerk of Works and Employers Agent would need to be procured to monitor the programme for each site and manage contractual matters. They would also ensure health and safety and building regulations compliance.

It would be intended that the properties affected would be let on affordable rents in the region of 65% of the market rent at the time which would benefit working families and ensure viability of the scheme in the long term.

A member questioned if the development would count towards the Council's target of 125 homes if the units were classified as affordable housing rather than social housing. This would be clarified in January's meeting.

Further questions arose around the viability of keeping rents at 65% of market level. It was explained that affordable housing always aimed to stay below market level, and this was

comparable to other London rents. The Chair assured members that should the 65% figure prove unviable, he would bring the matter back to Committee rather than agreeing delegated authority function.

The Committee resolved that:

- 1. The proposed tenure mix for each scheme as detailed in the report was agreed.**
- 2. The Council's bid to Homes England for Capital Grant Funding and the financing of the schemes as set out in the report was agreed.**
- 3. The procurement route proposed for a Clerk of Works/ Employers Agent to assist with both schemes, the cost of which was included within the total budgets was agreed.**
- 4. Delegated authority was given to the Corporate Head of Housing or Assistant Chief Executive (Place) to agree, in consultation with the Chair and Vice Chair, the rent level for each scheme.**

The Committee recommended to Council that:

- 1. The budget and subsequent procurement of the first piece of land and the completed scheme in line with the planning approval (if obtained) and agreed specification be approved.**
- 2. The budget and subsequent procurement of the second piece of land and the completed scheme in line with the planning approval and agreed specification be approved.**
- 3. Subject to the approval of Recommendation 1 and 2 above, Full Council were recommended to approve funds from the total budget to be utilised within the financial year 2023/24 to commence the legal process for each of the schemes, to be financed from HRA Reserves.**

Chairman

Meeting ended 20.51

Runnymede Borough Council

Special Housing Committee

Wednesday 6 December 2023 at 7.00pm

Members of the Committee present: Councillors M Nuti (Chairman), S. Dennett, MK Cressey, C Howorth (in place of J Hulley), A King (in the place of R King), S Jenkins (in place of I Mullens), M Smith and T Gates (In place of S Williams).

Members of the Committee absent: Councillors M Darby, N Prescott

In attendance: Councillors S. Lewis, P Snow, S. Whyte

1. Notification to changes to Committee Membership

Cllr. A. King substituted for Cllr R. King, Cllr T. Gates substituted for Cllr S. Williams, Cllr S. Jenkins for Cllr I. Mullens, Cllr C Howorth for Cllr J. Hulley

2. Apologies for Absence

None.

3. Declarations of Interest

No declarations of interest were made.

4. Exclusion of press and public

By resolution of the Committee, the press and public were excluded from the remainder of the meeting during the consideration of the remaining matters under Section 100A (4) of the Local Government Act 1972 on the grounds that the discussion would be likely to involve the disclosure of exempt information as set out in Schedule 12A to Part 1 of the Act.

5. Parkside Regeneration

Representatives from Ridge gave a presentation on the investigations and outline analysis that they have completed as part of RIBA stage 1 for the Parkside project.

Cllr Lewis wished it to be noted on record that housing designs could not be considered until the flood risks had been thoroughly resolved. He stated that there were several roads adjacent to the regeneration area that flood that had not been mentioned in the report. It was made clear by the Interim Corporate Head of Housing that these were simply aspirational designs to show the committee what could be achieved and to demonstrate the link between increased density and provision of community facilities. Designs would be brought forward

following further technical work, consultation with stakeholders and liaison with the planning department.

Several other members also raised concerns about the possibility of flooding. Ridge explained that the flood zone data that had been requested from the Environment Agency had been interrogated by consultants and it had been found that the current modelling was based on incorrect data and most of these areas would suffer from surface water flooding only. The only area that would be affected by fluvial flooding would be the allotments and community gardens(Site H).

Further questions were raised about the amount and make up of social housing. There will be a minimum that sees no net loss of social rented homes, with a likely increase depending on available grant and the viability of the scheme as a whole.

The Housing Development Manager then presented his report on the Parkside Regeneration and drew committee members' attention to a couple of corrections in the resources section and assured them that the full Equality Impact Assessment will be analysed by the Council's equalities group.

Members were assured that residents would be informed of the progression of the project, and that there would be various workshops and public events to keep residents updated. Members also raised concerns about the way in which the risk assessment had been carried out. The Housing Development Manager responded to concerns about three of the risk scores and explained to members why they had been graded as low risk.

Other concerns were raised about spending a significant amount of money only for the project to fail on the flooding issue. However, it was emphasised that the current meeting was only to approve progression to RIBA stage 2.

The Committee recommended that:

- 1. The Housing Committee approve the progression of the Parkside Regeneration project to RIBA stage 2.**

Chairman

Meeting ended at: 20:11

Report title	Presentation on the findings of the Tenant Satisfaction Survey
Report author	Angela Horsey, Business Development and Policy Manager
Department	Housing
Exempt?	No
Exemption type	Not applicable
Reasons for exemption	Not applicable

Purpose of report:
For information

Synopsis of report:
To receive a presentation on the findings of the Tenants Satisfaction Survey

1. Context and background of report

1.1 The Regulator of Social Housing has introduced a requirement to collect Tenant Satisfaction Measures.

2. Report

2.1 The data used to generate perception Tenant Satisfaction Measures must be collected as part of a survey which is compliant with the prescribed methodology. The results must be submitted to the Regulator of Social Housing from April 2024.

2.2 The survey has been undertaken by Acuity Research, using a mixture of postal, online and telephone surveys. The questions and the methodology meet the Regulator’s requirements, including achieving a minimum of 493 responses (based on the size of the Council’s housing stock). A total of 782 responses were received. Acuity Research will present the findings of the survey to this committee, as attached, at Appendix A.

2.3 In advance of the regulatory requirement to undertake a satisfaction survey, a survey of tenants was conducted in October 2022. The findings provided a snapshot of the views of tenants and informed an Action Plan to improve the services that are a priority for tenants. This Action Plan was presented to this Committee in March 2023. It has been updated with progress to date and will be refreshed in light of the findings of the recent survey, to be presented to Members for information at this Committee.

3. Background papers

3.1 Tenant Satisfaction Survey: Report to Housing Committee March 2023

[\(Public Pack\)Agenda Document for Housing Committee, 08/03/2023 19:30 \(runnymede.gov.uk\)](#)
Tenant Satisfaction Measures, including technical and survey requirements:
[Tenant Satisfaction Measures Standard - GOV.UK \(www.gov.uk\)](#)

4. Appendices

Appendix A – Presentation by Acuity (to follow)

Report title	Estate Improvement Policy
Report author	Abigail Travers, Head of Tenancy Services
Department	Housing
Exempt?	No

Purpose of report:

To resolve

Synopsis of report:

Following the draft Estate Improvement policy brought to Committee in June requesting permission to consult tenants, this has now been completed.

The policy aims to bring forward improvements that are outside the usual reactive or planned maintenance programmes enabling resident to request improvements and ensuring the budget for these is allocated in a fair, transparent, and beneficial way.

Recommendation(s):

Approve the Estate Improvement Policy

1. Context and background of report

1.1 Historically there has been a limited budget for estate improvements with additional works being carried out through the reactive and planned maintenance programmes. This policy and an increased budget will enable a more focussed and planned approach to estate improvements enabling residents to be involved in the process and giving more priority to communal areas and estate environments.

2. Report

2.1 A draft Estate Improvement Policy is attached at Appendix 1. This will enable an improvement pipeline to be drawn up, encouraging proposals from stakeholders, and ensuring that the budget is apportioned geographically across the stock. Estate works may need to be tendered and a longer-term plan will ensure procurement of some approved projects early in each fiscal year ensuring the full budget can be spent.

3. Policy framework implications

- 3.1 Runnymede Council's Corporate Business Plan 2022-2026 has 5 key objectives, one of which is Empowering Communities: *To support groups and societies with initiatives to strengthen their communities and to represent and advocate for our residents' interests.*
- 3.2 The Housing Revenue Account Business Plan sets out an objective to have well managed neighbourhoods where the exterior and communal areas of our homes will be well maintained through investment.
- 3.3 The Tenant and Leaseholder Engagement Strategy 2021-2026 targets an increase in the number of tenants and groups actively involved in improving their estates and neighbourhoods as a key performance measure.

4 Resource implications/Value for Money

- 4.1 There is an existing annual budget of £200,000 which will be utilised for these works.

5. Legal implications

- 5.1 Under the provisions of the Housing Act 1985 housing authorities are empowered to provide housing and expend funds on the land which surrounds such housing provision. The proposal which is being consulted on would fall within the powers granted to the Council as a Housing Authority.

6. Equality implications

- 6.1 An Equality Impact Assessment has been prepared and will be finalised after the consultation has been undertaken.

7. Environmental/Sustainability/Biodiversity implications

- 7.1 This policy will ensure that these implications are given due consideration and promoted within estate Improvement programme.

8. Risk Implications

- 8.1 There are no risk implications.

9. Consultation

- 9.1 An eight week consultation exercise was undertaken to focus on tenants and leaseholders of properties with internal and external communal areas, along with a dedicated online webpage where residents can share their thoughts on this policy. No comments were received

10 Conclusions

- 10.1 Members are asked to approve the Estate Improvement Policy.

11. Appendices

Appendix 1 – Estate Improvement Policy

Appendix 2 – Equality Impact Assessment

RUNNYMEDE BOROUGH COUNCIL

Estate Improvement Policy

Review due:

1. Introduction

1.1 Housing Services has an annual Estate Improvement budget to enable specific additional improvements to Council owned housing estates and blocks of flats.

2. Aim

2.1 The aim of this policy is to:

- Identify upgrades to communal parts beyond our day-to-day management of areas, using a transparent process that involves residents and benefits them.
- Invest in enhancing bio-diversity on our housing estates.
- Involve residents in the management and improvement of their estates and neighbourhood.
- Publicise estate inspections and encourage resident involvement.

3. Scope, definitions and legislation

3.1 Estate Improvements are an opportunity to improve the appearance of blocks, roads or an estate and can help improve residents' quality of life.

3.2 As the budget is funded by the Housing Revenue Account all proposals must benefit Runnymede Borough Council (RBC) tenants and the improvement should be on Housing land.

4. Suitable Proposals

4.1 Some suitable projects are likely to be (not an exhaustive list);

- Community gardens and landscaping
- Railings and other new security features
- Bike or buggy stores and racks
- Bin shed/enclosures
- Tables and benches
- Pathways
- Installation of solar panels
- Recycling facilities
- Cycle storage
- Parking improvements

4.2 Approval of projects is subject to land ownership, building regulations and planning permission being considered.

All proposals are considered on a case-by-case basis.

5. Submitting a Proposal

5.1 Proposals can be made by RBC tenants and leaseholders, Councillors and Council Officers.

5.2 All suggestions should be made to the relevant Area Housing Manager in the Tenancy Services team, who will review the application and put forward a proposal.

5.3 The following will be taken into account when considering each proposal:

- Urgency of work
- Anticipated cost of the proposal
- The scope for the proposal to be funded from another source
- Benefits of the proposal, including the number of residents who would benefit from it
- Feedback from tenants impacted by the proposal
- Severity of issue that proposal aims to address
- Other projects that have been undertaken or are currently in progress in the location
- Ongoing cost of maintenance and upkeep of the improved area and whether this has an impact on service charges.

5.4 RBC will complete an inspection when considering a proposal request.

A panel comprising Head of Housing Technical Services, Head of Housing Services & Business Planning, Head of Tenancy Services and impacted tenants (if applicable) will consider any proposal.

All impacted tenants will be informed as to the outcome of their proposal following the Panel meeting to consider requests received.

5.5 Although a preliminary decision will be made at this meeting, further investigation could mean a scheme is not feasible, due for example, to Planning restrictions, actual cost of delivering the scheme, extent of benefit, lack of resident support for proposal following consultation.

All impacted tenants will be kept informed of any developments with their proposal, as it progresses.

5.6 Due to the limited budget available and the scale of preparations required, not all proposals may be taken forward immediately. They may need to be deferred to the following year and a programme of improvements will be established.

6. Tenant and Leaseholder Engagement

6.1 Tenant and Leaseholder Engagement ensures we understand our residents' expectations, so we can deliver services according to their needs and priorities.

6.2 We will work with residents to help shape how services are provided and to ensure they can hold us to account.

6.3 Runnymede Council tenants have been consulted in the preparation of this policy.

7. Monitoring and performance management

7.1 We aim to review this policy in three years to ensure it reflects current legislation and latest examples of best practice.

7.2 The Estate Improvement Budget will be monitored to ensure that the policy is fair, that expenditure is not disproportionate in one area and that schemes can be brought forward to ensure parity.

7.3 A 3 year plan will be drawn up to ensure that all areas are considered for improvements and officers and tenants are encouraged to bring schemes forward in unrepresented areas.

7.4 The Head of Tenancy Services will have responsibility for the management of the Improvement Budget.

7.5 The Housing Panel will consist of a minimum of 2 officers and will be convened within 7 working days of a proposal being made.

8. Equalities Implications

8.1 In producing this document an Equality Impact Assessment (EIA) has been carried out.

8.2 An EIA is a way of assessing the impact, or likely impact, that a particular policy, procedure or decision will have on particular groups. This is used to assess whether in making the decision whether the Council has complied with its public sector equality duty under S149 of the Equality Act 2010 (as amended) to; eliminate discrimination and any other conduct that is prohibited under this act and to advance equality between those who share a protected characteristic.

8.3 The screening found a full impact assessment is not required. As time goes on and projects are considered, data will be available on who was positively and negatively affected by decisions made.

9. Related strategies/Documents

RBC's Climate Change Strategy
Information on the Planned Capital Programme

10. Version Control

Version Number	Date Amended	Comments	Date Approved	Author	Approved By
V1	November 2023	First draft completed		Abigail Travers	

EQUALITY SCREENING

Equality Impact Assessment guidance should be considered when completing this form.

POLICY/FUNCTION/ACTIVITY	LEAD OFFICER
Estate Improvement Policy	Luisa Cantore-Norris

A. What is the aim of this policy, function or activity? Why is it needed? What is it hoped to achieve and how will it be ensured it works as intended? Does it affect service users, employees or the wider community?

Housing Services has an annual Estate Improvement budget to enable specific additional improvements to Council owned housing estates and blocks of flats.

The aim of this policy is:

- To identify upgrade to communal parts beyond our day-to-day management of areas using a transparent process that involves residents and benefits them.
- To publicise estate inspections and encourage resident involvement

B. . Is this policy, function or activity relevant to equality? Does the policy, function or activity relate to an area in which there are known inequalities, or where different groups have different needs or experience? Remember, it may be relevant because there are opportunities to promote equality and greater access, not just potential on the basis of adverse impacts or unlawful discrimination. The Protected Characteristics are; Sex, Age, Disability, Race, Religion and Beliefs, Sexual Orientation, Marriage and Civil Partnership, Gender Reassignment, Pregnancy and Maternity.

This policy does not relate to an area where there are known inequalities however, there is no current data available regarding estate improvement.

The aim of this policy is to involve residents in the management and improvement of their estates and neighbourhood

This policy is relevant to equality as it applies to all Council tenants. All proposals are considered on a case-by- case basis and approval is of projects is subject to land ownership, building regulations and planning permission being considered.

All cases are to be brought to panel for discussion and feedback will be given to all proposers.

This policy will be made available on the Council’s website and in other formats as required if to ensure it is accessible to all.

If the policy, function or activity is considered to be relevant to equality then a full Equality Impact Assessment may need to be carried out. If the policy function or activity does not engage any protected characteristics then you should complete Part C below. Where Protected Characteristics are engaged, but Full Impact Assessment is not required because measures are in place or are proposed to be implemented that would mitigate the impact on those affected or would provide an opportunity to promote equalities please complete Part C.

C. If the policy, function or activity is not considered to be relevant to equality, what are the reasons for this conclusion? Alternatively, if there it is considered that there is an impact on any Protected Characteristics but that measures are in place or are proposed to be implemented please state those measures and how it/they are expected to have the desired result. What evidence has been used to make this decision? A simple statement of 'no relevance' or 'no data' is not sufficient.

A full impact assessment is not required as this new policy is being put in place to have a positive impact on all tenants as it involves the improvement on estate and takes on board the feedback and request received from council tenants.

There is no evidence that tenants with any of the nine protected characteristics will be negatively impacted by this policy. Rather, it is anticipated that this policy will promote equality.

This screening assessment will need to be referred to the Equality Group for challenge before sign-off.

Date completed: 25/04/2022

Sign-off by senior manager: Angela Horsey

Report title	Housing 2024/25 Service Area Plan
Report author	Maggie Ward Interim Corporate Head of Housing
Department	Housing
Exempt?	No

Purpose of report:

Please select one of the following and delete the remaining options.

- To resolve

Synopsis of report:

This report provides an update on the delivery of the 2023/24 Housing Service Area Plan and a summary of the Service Area Plan to be delivered during 2024/25 for approval.

The full proposed Service Area Plan can be found in Appendix A

Items identified as requiring budget growth have been included in the Council’s budget for 2024/25 to be presented to full Council in February 2024. Capital provision will require a further report to Committee to release the funds during the year as per the Financial Regulations.

Recommendation(s):

- i) Members approve the 2024/25 Service Area Plan for Housing

1 Context and background of report

- 1.1 Service Area Plans (SAP) are an essential element in achieving delivery of the Council’s Corporate Business Plan 2023-26 (CBP) and five related Corporate Strategies – Organisational Development, Empowering Communities, Climate Change, Economic Development and Health and Wellbeing.
- 1.2 The CBP describes the key priorities for the Council to deliver over the period of the plan. Annual SAP identify how the CBP will be achieved and is action-orientated, identifying resources required to deliver priorities and sets out where increasingly limited resources will be focused for the following financial year.

- 1.3 The annual business planning cycle for 2024/25 commenced with each Corporate Head of Service submitting any planned activity for the next Financial Year which requires revenue or capital growth for review.
- 1.4 Growth bids and associated business cases were taken to Corporate Management Committee as part of the MTFS report in December 2023. Subsequently these have been incorporated into the budgets for 24/25 being presented to the Housing Committee (HRA) and/or Corporate Management Committee (General Fund) in January 2024 and Full Council in February 2024. Therefore revenue growth presented in the report will have all the relevant approvals in place to allow any works to begin. Capital growth requests approved as part of budget setting will be provisional in the budget for 24/25. Committee approval will be required to drawdown on provisional capital funds prior to a capital scheme proceeding.
- 1.5 When the CBP was set, a total of 194 actions and activities were identified from the associated 5 corporate strategies. Of these, SAPs for 2023/24 included 128 for delivery during the year. The remaining 33 CBP activities are therefore a source of planned activities to be selected for delivery in 25/26.
- 1.6 Service Area Plans also include service-specific planned activity that does not require growth and may not be an activity identified as part of the CBP. For example, where legislation or the regulatory framework has been revised, in which the service operates and needs to be compliant with.
- 1.7 Activities that are required to be delivered as part of the Council's Savings Programme are also included in relevant Service Area Plans.
- 1.8 Service Area Plans also include a Mission Statement to document a narrative of the service area's current position and its direction of travel over the period of the Corporate Business Plan, and a summary of each of the teams that form the service area and the core tasks they deliver.
- 1.9 To ensure a 'golden thread' between Service Area Plans and team and individual plans, Corporate Heads of Service will use the planned activity to set team and individual objectives for 24/25.
- 1.10 Progress against delivery of activities detailed in Service Area Plans forms part of Corporate Performance reporting facilitated by the Project Management Office. Progress of delivery of activities is monitored through Quarterly review meetings with Corporate Heads of Service and subject to regular reporting.
- 1.11 Service Area Plans go to their relevant service committee for approval prior to final approval sought from Corporate Management Committee in March 2024 approving the Corporate Action Plan (which is an amalgamation of all the plans for the year).

2 Key Achievements in 2023/24.

- 2.1 The Service Area Plan 2023/24 contained 22 priorities many of which are multiyear and include Corporate objectives. A number of major projects to address these priorities were started or progressed:
 - Installation of new Fire Doors in Surrey Towers (completed other than one property)
 - Undertake a tenant survey to enable the service to report on the Tenant Satisfaction Measures. Survey completed
 - Phase 3 of the Upgrade to the NEC Housing System – ongoing

- Review the 2016 Runnymede Tenancy Agreement (review completed Preliminary Notice of Variation to be issued in January to commence consultation)
- Procured a Multi-discipline consultancy for RIBA stages 1 to 3 for the Parkside regeneration project
- Respond to the cost of living squeeze through discretionary assistance - ongoing
- Minimise the time homeless households spend in temporary accommodation – ongoing but challenging in the current housing market
- Improvement of the condition of the Independent Retirement Living Schemes
- Consultants procured and designed and costed report to be provided early in 2024
- Introduce a Tenant Incentive Scheme – Downsizing Incentives implemented further work ongoing
- Minimise the number of Council owned Homes within Runnymede that are non-decent – Planned programme underway
- Accreditation of the Income service (work has been completed on this and an assessment by the accreditation organisation will take place in before the end of the financial year
- Establish a centralised Systems and Revenues team to drive the IT strategy and increase income to the HRA – 5 posts filled and 2 vacancies to recruit to.

2.2 Of the 22, 3 are completed and 1 will be completed prior to the end of the financial year (March 2024)

2.3 The following projects will span a number of annual Service Area Plans; most are ongoing or will be commenced next financial year.

- Development of a Council Heating Plan to transition away from gas
- Reduction of waste to landfill
- Building Safety Act Fund
- All new homes to meet EPC A rating
- Conduct a Tree Survey on HRA land
- NEC Housing Phase 3
- Refresh to 2016 Tenancy Agreement
- Cost of Living Response
- Local Paths Investment
- Replacement of IRL Boilers where required
- Introduce a Tenant Incentive Scheme if approved
- Tenants Handbook Refresh
- Tenant Engagement Accreditation
- Project to provide Improvements to the Independent Retirement Living stock
- Continue to Identify and address non-decent Homes
- Ensure Rough Sleeping is addressed and kept to a minimum
- Seek to minimise the time homeless households spend in Temp Accommodation
- Financial Inclusion

2.4 The full Housing Service Area Plan can be found in Appendix 1. A summary is provided below.

2.5 Service Area Mission Statement:

- *We are committed to continuous improvement of the housing services we provide – be that support for homeless households, the allocation of social housing, management of our own properties, our repairs service, the provision of adaptations, improvements to Council owned properties etc.*

- *We aim to provide quality, empathetic and compassionate housing services. We want to get services right first time and put things right as quickly as possible if they go wrong.*
- *We want to build trust by listening more to the views of service users and by being clear about what we can and cannot deliver.*
- *We are delivering on many of the objectives in our corporate strategies – specifically in relation to climate change, health and wellbeing and community empowerment.*

2.6 Other key areas of work in 2024/25:

- RIBA Stage 3 for Parkside Regeneration
- Holly Close Housing Scheme (RIBA stages 1 to 3)
- Dunkirk housing Scheme (RIBA stages 1 to 3)
- Guildford Road Housing Scheme (acquisition)
- Ruxbury Road Housing Scheme (acquisition)
- Review Allocations Scheme
- Implement the contract management framework.
- Roll out of the Quality Management Framework
- Tender a contract for Estate Services
- Embed recharge collection within NEC

3 Policy framework implications

3.1 This Plan supports the delivery of the Corporate Business Plan.

3.2 Specifically, those actions arising from Corporate Strategies that will be addressed in delivering the Service Plan can be seen in the Planned Activity dashboard in Appendix 1 in the table list titled Corporate Business Plan activities.

4 Resource implications

4.1 No growth has been put forward for 24/25

4.2 These activities have been incorporated into the Housing Revenue Account Business Plan and the Council's budget for 2024/25. Capital schemes will require relevant committee approval for the release of funds for the schemes to progress.

5 Legal implications

5.1 No direct legal implications identified as a result of this report.

5.2 Where there are contractual or other legal implications linked to any of the proposed areas of work, full consideration of these, working with colleagues in Law and governance, will be undertaken.

6 Equality implications

6.1 No direct equality implications identified as a result of this report.

6.2 Equality Impact Assessments will be conducted for relevant activities and projects being delivered as part of this plan. This will ensure that any equality implications are identified and addressed before new initiatives are introduced.

7 Environmental/Sustainability/Biodiversity implications

- 7.1 No direct environmental/ sustainability/ biodiversity implications arising as a result of this report.
- 7.2 For all planned activity, consideration will be given to environmental, sustainability and biodiversity implications, in support of the Council's commitment to climate change and its Climate Change Strategy. Planned activity from across the organisation that supports climate change will be reported to Members regularly during the year.
- 7.3 A number of actions within the Housing Service Area Plan 2023/24 seek to address environmental/sustainability issues. They are included within the Council's Climate Change Strategy.

They include: -

- New homes will be built to an EPC rating of A
- Develop a heating plan to help the service transition away from gas
- Reduce the amount of waste going to landfill

8 Risk implications

- 8.1 The Service Risk Register has been reviewed for factors that may impact service delivery in 24/25. Risks have been identified, categorised and scored and any risks that score above the Risk Threshold as set out in the Risk Management Framework are reviewed by CLT to be included in the Corporate Risk Register. Planned activity in service area plans may include actions required to mitigate these risks.
- 8.2 Without approved annual Service Area Plans, there is a risk that is a lack of clarity and prioritisation of activity and resources to enable delivery of the CBP.

9 Conclusions

- 9.1 The Service Area Plan presented supports the delivery of the Council's CBP and associated corporate strategies.
- 9.2 The SAP sets out the Council's ambition in delivering more, different and better as an organisation, an aspiration supported by Members and Officers alike.
- 9.3 However, it is important to note that these ambitions will have to be considered against the financial position of the authority.

(To resolve)

Background papers

Housing Business Centre Plan (Service Area Plan) 2023/24

Runnymede Borough Council

Service Area Plan 24/25

Housing

FINAL FOR COMMITTEE APPROVAL

Approvals

Approved by CLT: Dec 13th 2023

Approved by Service/ Corporate Management Cttee:

Service Area Plan for Financial Year 2024/25

Service Area: Housing

Corporate Head of Service: Maggie Ward

Supported by: Simon Allen, Angela Horsey, Iqvinder Sokhal, Mark Bawden, Ellie Slade and Abigail Travers

Version: FINAL DRAFT

Mission statement

We are committed to continuous improvement of the housing services we provide – be that support for homeless households, the allocation of social housing, management of Council properties, income collection, our repairs service, the provision of adaptations, resident engagement, improvements to Council owned properties etc.

We aim to provide quality, empathetic, and compassionate housing services. We want to get services right first time and put things right as quickly as possible if they go wrong.

We want to build trust by listening more to the views of service users and by being clear about what we can and cannot deliver.

We are delivering on many of the objectives in our corporate strategies – specifically in relation to climate change, health and wellbeing and community empowerment.

Service Information

Service Area: Housing

Service Area 1:	Housing Solutions Service
Service Area 2:	Housing and Neighbourhood Services
Service Area 3:	Housing Maintenance and Technical Services
Service Area 4:	Business Development and Policy Section

Service Area 5 Systems & Revenues Team

Service Area 6 Housing Development Programme

Description of Service (1) 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 (1210 applicants registered as at 1st December 2023).
- Allocation of social housing under the Housing Act 1996 Part VI within the Council stock (176 new tenancies in 2022/23) plus nominations to Registered Providers (120 successful nominations in 2022/23).
- Administration of Downsizing scheme (20 households downsized in 2022/23) and promotion of best use of the housing stock.
- Partnership working with Housing Associations including liaison on nominations and new Affordable Rent properties.
- Homelessness and Housing Advice provision duties compliant with legislation (277 homelessness applications and 768 approaches for housing advice in 2022/23).
- Personalised Housing Plans provided as part of each homeless application.
- Homeless prevention, 83 preventions (average of 62% cases prevented in 2022/23).
- Referrals made and liaison meetings held with supported housing providers, hospitals, charities.
- Surrey wide protocols for vulnerable groups.
- Management of Magna Carta Lettings in order to maximise private rent housing opportunities and promote the option of housing within the private rent sector (34 new private rented tenancies started in 2022/23).
- Building on our Housing Led scheme and responding to the needs of those rough sleeping to support them off the streets and out of cycle of perpetual homelessness. 3 properties purchased for complex rough sleepers with additional support.

- Attendance at various fora e.g. representing Surrey at Strategic Management Board and representing RBC at 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 including regular liaison with SCC regarding care leaver move on and ensuring care leavers are on the housing register.
- Carry out reviews of statutory homelessness decisions and decisions relating to suitability of accommodation under the Housing Act 1996 (9 s.202 reviews with 1 overturned, no s.204 appeals in 2022/23).

Description of Service (2) 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 (Annual debit of over £21m for current tenants in 2023/24, DIYSO properties and ground rent).
- Tenancy management (2853 HRA properties in management in April 2023).
- Management of Independent Retirement living (IRL) schemes and supporting residents to maintain their independence and reduce social isolation.
- Dedicated tenancy sustainment and financial inclusion case work; and referral to and liaison with partner agencies.
- Administering rent recovery policy, making County Court possession applications and court advocacy.
- Garage rent collection for garages (£719,000 in 22/23).
- 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 about anti-social behaviour caused by council tenants and working closely with Community Safety Partners in problem resolutions
- Responding to reported cases of Domestic Abuse and engaging with Safeguarding referrals to statutory agencies.
- Processing Right to Buy applications (11 in 2022/23).
- 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.

- Signing-up new tenancies and managing introductory and fixed term tenancies through a schedule of home visits.
- Management of annual rent and service charges.
- Mutual Exchanges (23 in 2022/23).

Description of Service (3) 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 (£1,321,400 on Demand Maintenance, void repairs, and decoration allowances in 2023/24).
- Inspection of void properties and oversight of void works carried out by contractors.
- New Stock condition surveys to commence in 2024 at a rate of 20% per year.
- Planned and cyclical works (£616,500 in 2023/24).
- Major capital projects to ensure compliance with Decent Homes standard and upgrades including kitchen and bathroom replacements (563 improvements in 2023/24) and 548 boiler replacement.
- 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 (£200,000 in 2022/23).
- Tree management.

Description of Service (4) Business Development and Policy Section

Main Purpose: Monitoring, developing, and supporting the work of the Housing Department, with an emphasis on continuous improvement.

Key functions:

- Performance monitoring, benchmarking, and data analysis.
- Submission of statutory and regulatory returns and statistics.
- ISO 9001 certification to drive continuous improvement.
- Strategies, policies, and procedures.
- Tenant and leaseholder engagement including web content, newsletters, consultation and participation initiatives.
- Production of Tenants Annual Report
- Complaints and feedback.
- Promoting and enabling opportunities for new affordable housing (67 new units of affordable housing delivered through planning obligations in 2022/23).
- Partnership working with Registered Providers including provision of leases for supported housing schemes.
- Equalities and Data protection.

Description of Service (5) Systems & Revenues Team

Main Purpose : To ensure that the Housing Business Unit has an IT system able to manage all its services and ensure legislative and regulatory compliance. To provide an income collection service for the Housing Revenue Account and General Fund Housing services ensuring that all income streams are maximised and managed within standard processes subject to regular audit

Key Functions

- To be responsible for the formulation and delivery of the Housing Business Unit's IT Strategy and to support the delivery of the Council's IT Strategy
- Provide a comprehensive integrated digital solution for the Housing Business Unit
- Responsible for ensuring compliance with the General Data Protection Regulations in all IT systems and operations within the department.
- Provide income services for rent collection (system managed accounts, direct debit collections, reconciliations, debit raising), recharges, leaseholder charges (including major works), court costs, service charges and other debts.
- Provide income management for the Housing Service, ensuring the financial systems balance each week, including all adjustments, reconciliations and interface with the Housing Benefit System.

- To annually implement rent increases and make legally compliant notifications to tenants of any changes by the statutory deadline.
- Provision of operational performance monitoring information from the NEC system and any other systems used in Housing operations.
- To project manage the implementation of new modules and external integrations with the supplier, ensuring all new releases of software are subject to the appropriate testing, timely implementation and training as required.

Description of Service (6) Housing Development

Main Purpose: Provision of a Development function to increase the number of properties within HRA ownership.

Key functions:

- Ensuring all new properties will be built or refurbished to an approved standard,
- Developing sustainable, low maintenance homes which are affordable for the residents to occupy,
- Delivery of the target for new homes (125 by September 2026),
- The use of innovative construction methods, where appropriate,
- To make sure that value for money is achieved on all schemes and the financial viability of any proposal is rigorously assessed,
- Putting plans in place so that the type and size of properties (including accessible properties) that are acquired or development addresses evidenced local need,
- Ensuring Larger schemes will provide low-cost homeownership opportunities where possible.
- Create and review a strategy to deliver new council homes in line with the Housing Revenue Account Business Plan and Asset Management Plan as well as other corporate strategies.
- Seeking and assessing potential new development sites.
- Appoint and manage consultants to advise upon and assist with the delivery of the Council's housing development programme.
- Providing co-ordination between corporate services including Procurement, Finance, Legal, Planning and Asset Management & Property Services in the production of Affordable Housing.
- Liaison and negotiation with Homes England, private developers, Registered Providers and others to lever in maximum resources.

- Providing and monitoring information and data relating to local housing markets and local housing needs to ensure that the priorities set for development schemes adequately reflect this need, including for example size, type, location and tenure mix.
- Develop new Council housing that uses modern techniques to ensure quality, cost and time measures are fulfilled.
- Acquire properties and arrange for their renovation where required.
- Liaison with Elected Members, residents and other stakeholders to promote sustainable affordable housing development in the Borough.
- Appointment and management of construction companies to deliver excellent new council homes.
- Produce financial appraisals for potential development sites, assessing payback periods and cashflow. Liaison with Finance to monitor the HRA Business Plan.

Planned Activities

Total number of planned activities
35

Types of Activities

Project
17

Review
3

One-off
10

New Core Activity
5

CBP / SAP Activities

CBP Activities
8

SAP Activities
27

Project						
Type of Activity	Title	Corporate Theme(s)	Plan start date	Actual start date	Plan due Date	Progress
Project	Tenancy Agreement Refresh	Empowering Communities	01 March 2023	03 April 2023	31 July 2024	In progress
Project	Local Paths Investment	Health and Wellbeing	03 April 2023	01 October 2023	31 October 2024	In progress
Project	Tenant Engagement Accreditation	Empowering Communities	01 March 2023	27 April 2023	30 November 2024	In progress
Project	Tenants Handbook Refresh	Empowering Communities	01 May 2023	26 July 2023	31 January 2025	In progress
Project	Caretaker Service Charges	Economic Development	01 April 2024		31 March 2025	Not started
Project	Ensure tenants and leaseholders can recycle	Climate Change	01 April 2024		31 March 2025	Not started
Project	Introduce a Tenant Incentive Scheme if approved	Health and Wellbeing	01 April 2024		31 March 2025	Not started
Project	Garage Strategy	Economic Development	01 June 2022	01 June 2022	30 June 2025	In progress
Project	QMS Roll-out	Organisational Development	01 November 2022	01 November 2022	30 September 2025	In progress
Project	Ruxbury Road housing scheme.	Economic Development	01 August 2023	01 August 2023	01 March 2026	In progress
Project	IRL Improvements	Health and Wellbeing	01 September 2021	01 September 2021	31 March 2026	In progress
Project	Parkside Regeneration (RIBA 0-4)	Economic Development	01 March 2022	01 March 2022	30 April 2026	In progress
Project	Guildford Road housing scheme.	Economic Development	17 October 2023		01 July 2026	In progress
Project	Holly Close housing scheme.	Economic Development	31 July 2023	31 July 2023	04 January 2027	In progress
Project	Financial Inclusion	Health and Wellbeing	01 January 2022	01 January 2022	31 March 2027	In progress
Project	Dunkirk housing scheme.	Economic Development	31 July 2023	31 July 2023	01 July 2027	In progress
Project	EPC C rating by 2030	Climate Change	01 January 2022	01 January 2022	31 March 2030	In progress

Review						
Type of Activity	Title	Corporate Theme(s)	Plan start date	Actual start date	Plan due Date	Progress
Review	Review Allocation Scheme		01 November 2023	01 November 2023	30 September 2024	In progress
Review	Review key policies	Health and Wellbeing	01 April 2024		31 March 2025	Not started
Review	Review/develop key procedures	Organisational Development	01 April 2024		31 March 2025	Not started

One-off						
Type of Activity	Title	Corporate Theme(s)	Plan start date	Actual start date	Plan due Date	Progress
One Off	IRL Manager Refresh	Organisational Development	01 April 2024		31 July 2024	Not started
One Off	Tenant Incentive Scheme	Empowering Communities	01 December 2023		10 September 2024	Not started
One Off	Cost of Living Response	Health and Wellbeing	01 October 2023		31 March 2025	Not started
One Off	Implement additional transactional surveys	Empowering Communities	01 April 2024		31 March 2025	Not started
One Off	Implement the contract management framework for internal services	Health and Wellbeing	01 April 2024		31 March 2025	Not started
One Off	Implement the Housing IT Action Plan	Health and Wellbeing	01 April 2024		31 March 2025	Not started
One Off	Improve the accessibility of services - language, sign language etc.	Health and Wellbeing	01 April 2024		31 March 2025	Not started
One Off	Produce refreshed Homelessness and Rough Sleeping Strategy	Health and Wellbeing	01 January 2024		31 March 2025	Not started
One Off	Tree Survey (HRA)	Environmental Sustainability	01 April 2024		31 March 2025	Not started
One Off	Council Heating Plan	Climate Change	01 April 2024		30 April 2030	Not started

New Core Activity						
Type of Activity	Title	Corporate Theme(s)	Plan start date	Actual start date	Plan due Date	Progress
New Core Activity	Rough Sleeping	Health and Wellbeing	01 March 2019	01 March 2019	30 September 2024	In progress
New Core Activity	Reduction of waste to landfill	Climate Change	01 March 2021	01 March 2021	31 March 2030	In progress
New Core Activity	New Homes EPC A	Climate Change	01 September 2021	01 September 2021	31 March 2026	In progress
New Core Activity	Identify Non-decent Homes	Health and Wellbeing	01 March 2021	01 March 2021	31 March 2027	In progress
New Core Activity	Embed recharge collection	Economic Development	01 April 2024		31 March 2025	Not started

Corporate Business Plan Activities						
Type of Activity	Title	Corporate Theme(s)	Plan start date	Actual start date	Plan due Date	Progress
New BAU	Rough Sleeping	Health and Wellbeing	01 March 2019	01 March 2019	30 September 2024	In progress
Project	IRL Improvements	Health and Wellbeing	01 September 2021	01 September 2021	31 March 2026	In progress
New BAU	New Homes EPC A	Climate Change	01 September 2021	01 September 2021	31 March 2026	In progress
Project	Financial Inclusion	Health and Wellbeing	01 January 2022	01 January 2022	31 March 2027	In progress
New BAU	Identify Non-decent Homes	Health and Wellbeing	01 March 2021	01 March 2021	31 March 2027	In progress
Project	EPC C rating by 2030	Climate Change	01 January 2022	01 January 2022	31 March 2030	In progress
New BAU	Reduction of waste to landfill	Climate Change	01 March 2021	01 March 2021	31 March 2030	In progress
One Off	Council Heating Plan	Climate Change	01 April 2024		30 April 2030	Not started

Service Area Plan Activities						
Type of Activity	Title	Corporate Theme(s)	Plan start date	Actual start date	Plan due Date	Progress
Project	Caretaker Service Charges	Economic Development	01 April 2024		31 March 2025	Not started
One Off	Cost of Living Response	Health and Wellbeing	01 October 2023		31 March 2025	Not started
Project	Dunkirk housing scheme.	Economic Development	31 July 2023	31 July 2023	01 July 2027	In progress
New Core Activity	Embed recharge collection	Economic Development	01 April 2024		31 March 2025	Not started
Project	Ensure tenants and leaseholders can recycle	Climate Change	01 April 2024		31 March 2025	Not started
Project	Garage Strategy	Economic Development	01 June 2022	01 June 2022	30 June 2025	In progress
Project	Guildford Road housing scheme.	Economic Development	17 October 2023		01 July 2026	In progress
Project	Holly Close housing scheme.	Economic Development	31 July 2023	31 July 2023	04 January 2027	In progress
One Off	Implement additional transactional surveys	Empowering Communities	01 April 2024		31 March 2025	Not started
One Off	Implement the contract management framework for internal services	Health and Wellbeing	01 April 2024		31 March 2025	Not started
One Off	Implement the Housing IT Action Plan	Health and Wellbeing	01 April 2024		31 March 2025	Not started
One Off	Improve the accessibility of services - language, sign language etc.	Health and Wellbeing	01 April 2024		31 March 2025	Not started
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Project	QMS Roll-out	Organisational Development	01 November 2022	01 November 2022	30 September 2025	In progress
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Project	Ruxbury Road housing scheme.	Economic Development	01 August 2023	01 August 2023	01 March 2026	In progress
Project	Tenancy Agreement Refresh	Empowering Communities	01 March 2023	03 April 2023	31 July 2024	In progress
Project	Tenant Engagement Accreditation	Empowering Communities	01 March 2023	27 April 2023	30 November 2024	In progress
One Off	Tenant Incentive Scheme	Empowering Communities	01 December 2023		10 September 2024	Not started
Project	Tenants Handbook Refresh	Empowering Communities	01 May 2023	26 July 2023	31 January 2025	In progress
One Off	Tree Survey (HRA)	Environmental Sustainability	01 April 2024		31 March 2025	Not started

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