

Housing Asset Management Plan 2021-26

Making our homes and environment fit for the future

March 2021



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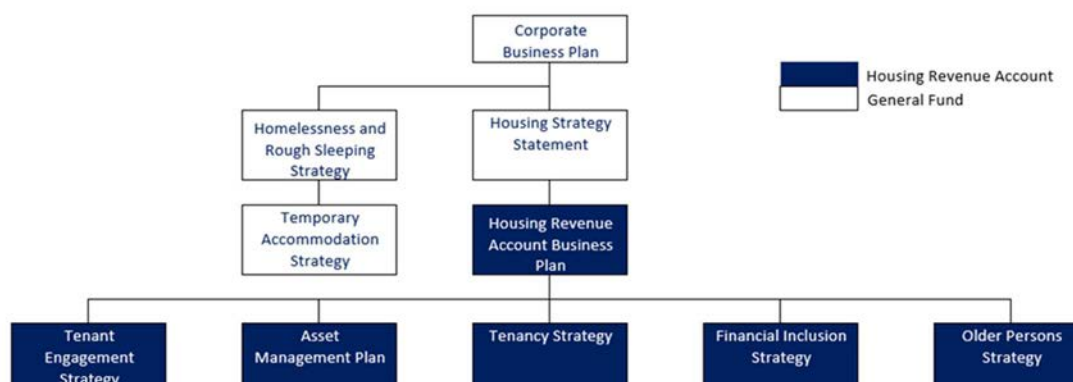


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Purpose of the plan

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

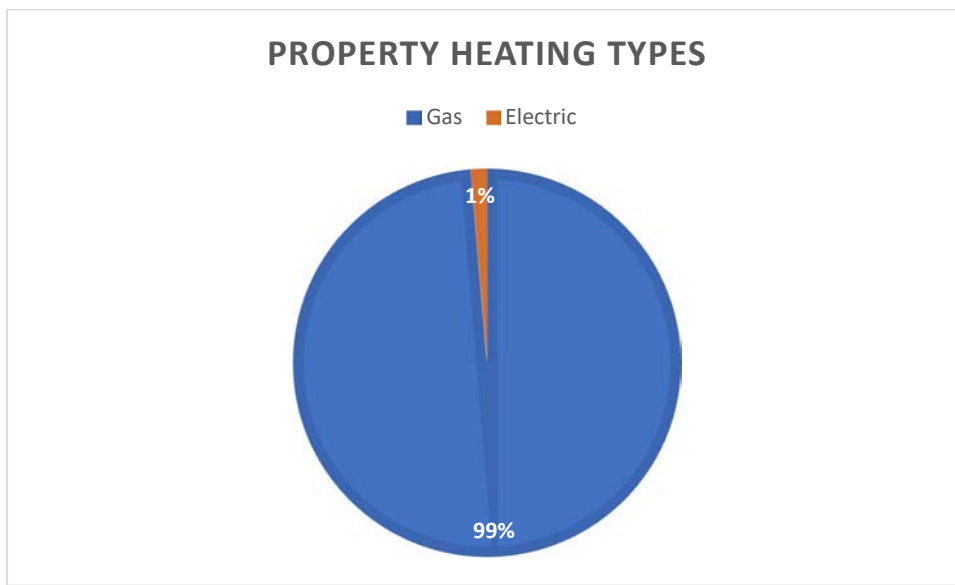
Built	1930/39	1940/49	1950/59	1960/69	1970/79	1980/89	1990/99	2000/10	2010
%	9.01%	13.34%	23.63%	19.06%	11.99%	16.25%	5.29%	0.00%	1.42%



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

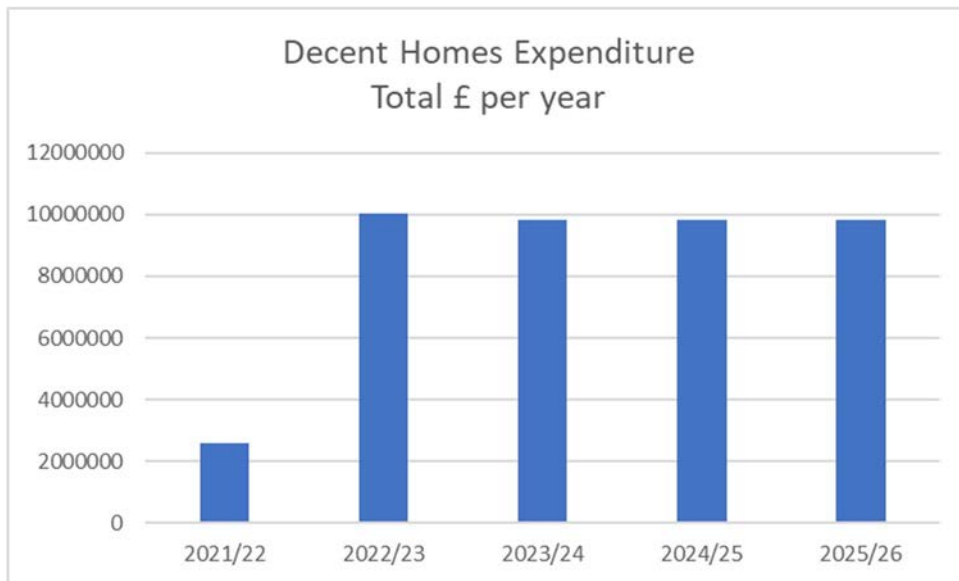
We want to go beyond the delivery of the 'Decent Homes' standard and will therefore create and implement a standard that aligns with the Council's aspirations for quality housing stock

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

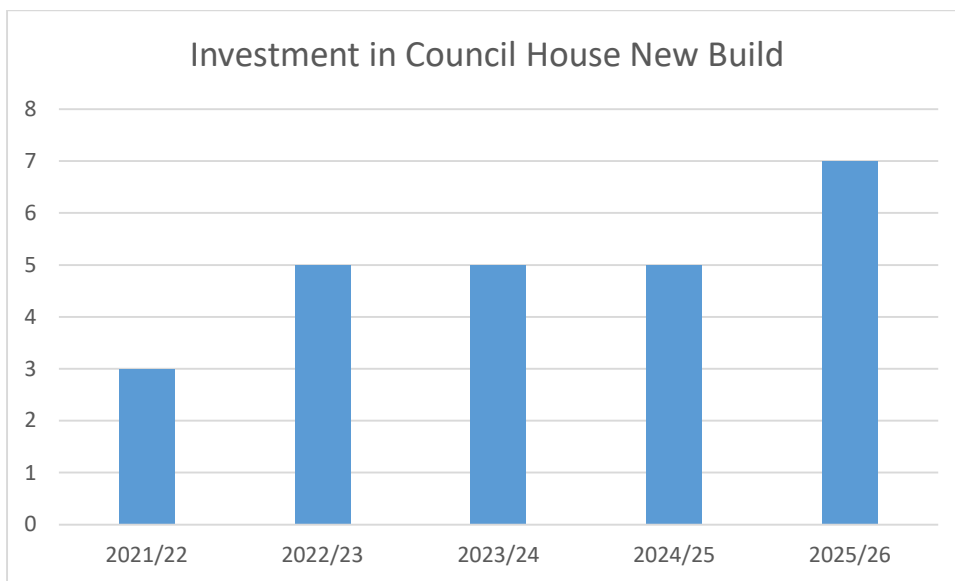
Our Housing Revenue Account Business Plan 2021-2051 has identified £25million over the next 5 years for the provision of new affordable Council owned homes.



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: -

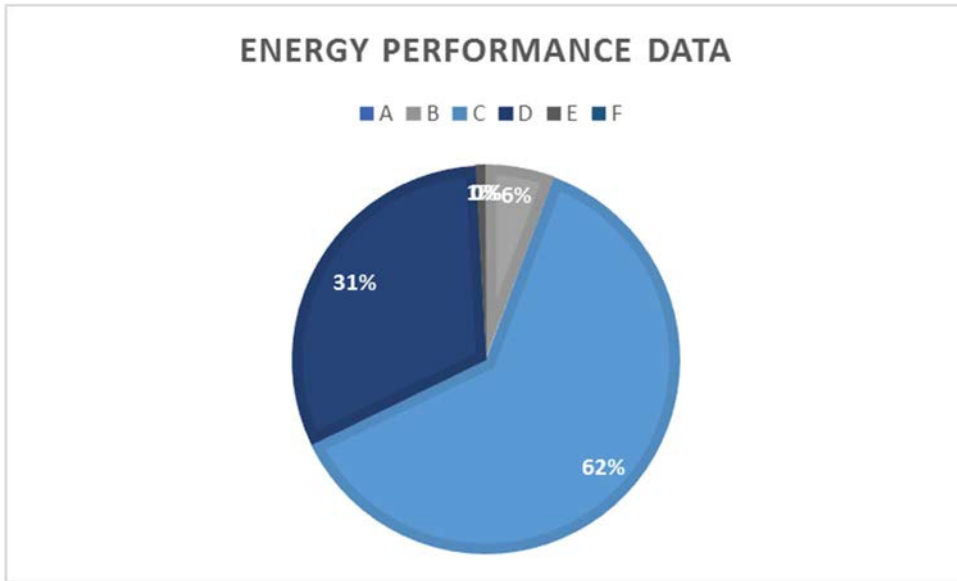


A detailed delivery programme will be devised to enable the delivery of new homes – which will include identification of sites and scheme costs.

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

