

ISLE OF ANGLESEY COUNTY COUNCIL	
Report to:	The Executive
Date:	20th March 2017
Subject:	Housing Revenue Account Business Plan 2017-2047
Portfolio Holder(s):	Aled Morris Jones
Head of Service:	Shan Lloyd Williams
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Local Member:	

A – Recommendation/Recommendations and Reason/Reasons

Recommend that the Executive approve:-

R1. The Housing Revenue Account (HRA) Business Plan 2017-2047, and in particular the HRA budget for 2017-2047 as set out within the Plan, for submission to Welsh Government

R2. The proposed Housing Capital Programme for 2017-2018, as set out in Appendix 3

R3. Delegated authority is given to the Head of Services, Housing and Head of Service, Resource / Section 151 Officer, to make any amendments to the Business Plan, prior to submission to Welsh Government.

Reasons

1.0 Background

1.1 This Report and Business Plan has been prepared in conjunction with Officers from Finance Services, Business Plan forms the primary tool for financial planning of the delivery and management of the Council's housing stock. In particular, the Business Plan demonstrates:-

- how the Council brings all its stock to Welsh Housing Quality Standards – there remains to be some properties that are classified as 'acceptable fails';
- how the Council intends to maintain and exceed WHQS and
- the investment needed to increase the housing stock.

1.2 The Council, through its HRA, owns and manages 3,784 properties and just over 700 garages, across the Island.

1.3 The HRA Business Plan (Appendix 1) contributes to all the fundamental themes within the

Council's Corporate Plan. The main contribution is to the themes of Transforming Older Adult Social Care, Increasing our Housing Options and Reducing Poverty and Regenerating our Communities and Developing the Economy -

1.4 Members are already aware that the project of exiting the HRA Subsidy system was successful and on the 2nd April, 2015, all eleven stock retaining local authorities in Wales became self-financing.

1.5 As part of the Voluntary Agreement signed by the Local Authorities with the Welsh Government, borrowing headroom of £13.482m as at June 2015 was negotiated and agreed. This will allow for new build and maintaining the Welsh Housing Quality Standards.

The abolition of the HRA system in April 2015 required the Council to take on additional borrowing to buy ourselves out of the HM Treasury system. The HRA borrowing requirements were as follows:
HRA existing borrowing £46.42m, of which the borrowing to exit HRA Subsidy was £21.17m. The Report which was presented to The Executive on 14th March 2016 explains the approach taken and reasons why the then S151 Officer recommended a one-pool approach for HRA and Council Fund debt.

1.6 The HRA continues to be ring-fenced for the Council's Landlord functions which relate to the Council's housing stock. The ring-fencing of the account means that the Council may not subsidise council housing from the general fund.

2.0 Welsh Housing Quality Standard (WHQS)

2.1 Members are aware that WHQS was achieved in 2012, we were the second Authority in Wales to achieve this standard. The Welsh Housing Quality Standard states that all households should have the opportunity to live in good quality homes that are:

- In a good state of repair.
- Safe and secure.
- Adequately heated, fuel efficient and well insulated.
- Contain up-to-date kitchens and bathrooms.
- Well managed.
- Located in attractive and safe environments.
- As far as possible suit the specific requirements of the household, (e.g. specific disabilities).

3.0 Capital Programme 2017-2018

3.1 Capital programme has been estimated at £11.5m. This includes provision for £6.585m internal / external works, fire risk works, asbestos, disabled adaptations and energy efficiency works. The budget also allows for achieving full WHQS compliance by targeting acceptable fails, environmental etc see Appendix 3 for more details.

3.2 Llawr y Dref – a provision of £832k has been included within the Capital Program for the re-modelling of Llawr y Dref scheme in Llangefni. The works will concentrate on two block comprising of 28 one bedroom units and will include maximizing the internal floorspace within the units, incorporating a lift and generally upgrading the appearance of the building. It is intended that the scheme will be redesignated as being general needs housing.

3.3 A provision of £3.720m has been included within the revenue budget for repairs and maintenance works.

3.4 In addition £4.125m has been budgeted for in 2017-2018 for a development programme of acquisitions and new build council housing on the Island. The Business Plan assumes a development programme of 30 units in 2017-2018, following this 45 units in 2018-2019, 60 units in 2019-2020 and 2021-2022, 30 units each year from 2022-2023 to 2029-2030, then 25 units per annum thereafter. We are currently looking at sites in Pentraeth, Llanfaethlu, Valley, Llangefni and Holyhead for next years programme. As a result of our increased development programme, we will be utilizing a proportion of the HRA's borrowing cap, as referred to in paragraph 1.5 of this report.

4.0 Financial Model and Assumptions

4.1 The HRA Business Plan must be supported by a 30 year financial model and is detailed in chapter 7.

The Business Plan is accompanied by a sensitivity analysis, which demonstrates the robustness of the plan. These are based on key assumptions and parameters set by Welsh Government, and predict the resources available and required to maintain WHQS and capacity for new build, and aims to provide assurances on the long term sustainability of the HRA.

The Social Housing Rents Policy was introduced by Welsh Government in April 2015 for local authorities and is in place for a five year period. The policy aims to achieve rent convergence between Council and Housing Association rents over time. Based on the base case scenario, we are due to reach rent convergence by 2024-2025.

4.2 Rental income and local rent setting policy are major factors in the future viability of the Business Plan. Welsh social rent policy is devolved from the United Kingdom Government and there has been pressure however, to follow the UK Government requirement for social landlords in England to reduce social rents by 1% for each of the next four years. Welsh Government sought evidence from social landlords across Wales on the impact this change would make to business plans and has decided to retain the current rent policy for 2017-2018. This is one of the main risks to the Business Plan for future years.

Another risk to income relates to a written statement from the Department of Works and Pensions Secretary of State on 21st November 2016, announcing that the UK Government proposes that the

Local Housing Allowance cap for tenants living in general needs and social housing will be applied from 2019. The impact of the proposed change has been modelled as one of the scenarios in the Business Plan, and can have negative impacts on the viability of future housing developments.

4.3 A further risk to the viability of the Business Plan is the roll-out of Universal Credit, which is due to commence in Anglesey in April 2018. The Business Plan demonstrates the actions we intend to take with partner organisations to support both current and future Tenants to mitigate the effects on the income collected.

4.4 The business plan has been stress tested to take account of the risks both individually and together and that the business plan remains viable over the 30 years.

4.5 Following exit from HRAS, all rental income is now retained by the Council, in the HRA, and is used to cover expenditure, service debt and for investment in services and additional homes.

The next 5 year capital and revenue budget is included with this Report in Appendix 2.

4.6 Welsh Government has provided details of the minimum rent increase for 2017-2018. The information on setting the rent was presented to The Portfolio Holders for Housing and Finance on the 9th of February to make a decision using their delegated powers and was published on 16th February for Elected Members.

5.0 Consultation with stakeholders

Consultation has been undertaken during the year through various meetings and events with tenants, staff and Elected Members to inform the priorities of the revised 30 year Business Plan. Consultation has also taken place with members of the Housing Services Board which includes the Leader of the Council, Portfolio Holder for Housing and Social Services and shadow Portfolio Holder on the main assumptions of the Business Plan. The final Business Plan is also due for presentation and discussion with members of the Mon Tenants and Officers Voice group in March 2017.

B – What other options did you consider and why did you reject them and/or opt for this option?

C – Why is this a decision for the Executive?

CH – Is this decision consistent with policy approved by the full Council?

D – Is this decision within the budget approved by the Council?

DD – Who did you consult?		What did they say?
1	Chief Executive / Senior Leadership Team (SLT) (mandatory)	Business Plan fully endorsed by the SLT.
2	Finance / Section 151 (mandatory)	S151 Officer is satisfied that the business plan assumptions are reasonable and comply to the published WG guidelines and that the business plan is viable and reflects the current financial situation facing the HRA.
3	Legal / Monitoring Officer (mandatory)	No comments.
4	Human Resources (HR)	
5	Property	
6	Information Communication Technology (ICT)	
7	Scrutiny	
8	Local Members	
9	Any external bodies / other/s	

E – Risks and any mitigation (if relevant)	
1	Economic
2	Anti-poverty All Council Housing households benefit from WHQS, capital programme and support to prepare for welfare reform changes.
3	Crime and Disorder
4	Environmental
5	Equalities
6	Outcome Agreements
7	Other

F - Appendices:

Appendix 1 - HRA Business Plan 2017-2047

Appendix 2 – 5 year Capital and revenue budget 2017 – 2022

Appendix 3 – Capital programme 2017-2020

FF - Background papers (please contact the author of the Report for any further information):

Stock Condition Survey Report, 2013

Rent and Service Charges Report to Portfolio Holders February 9th, 2017

Appendix 2

5 Year Capital & Revenue Budgets

Draft Revenue Budgets

	2017/18	2018/19	2019/20	2020/21	2021/2022
	£'000	£'000	£'000	£'000	£'000
Management Costs	2,878	2,936	2,994	3,054	3,115
Repairs and Maintenance	3,720	3,869	4,040	4,307	4,574
Other Costs		104			
Capital Financing Costs	3,697	3,438	2,264	2,385	2,449
Contribution to Capital Programme	8,882	9,757	9,543	10,481	10,431
Total Expenditure	19,177	20,104	18,841	20,227	20,569
Net Rental Income	15,905	16,909	18,400	19,292	20,577
Other Income	541	550	559	569	578
Interest on Balances					
Total Income	16,446	17,459	18,959	19,861	21,079
Revenue Surplus/(Deficit)	- 2,731	-1,645	118	-366	510
Balance Brought Forward	7,060	4,329	1,684	1,802	1,436
Balance Carried Forward	4,329	1,684	1,802	1,436	1,946

Draft Capital Budget

	2017/18	2018/19	2019/20	2020/21	2021/2022
	£'000	£'000	£'000	£'000	£'000
WHQS Improvements & Maintenance	6,585	5,981	6,244	5,789	6,148
New Build	4,125	6,436	8,959	9,552	10,143
Regeneration / Remodelling of existing stock	832	-	-	-	-
Other Improvements	-	-	-	-	-
Total Capital Expenditure	11,542	12,417	15,203	15,341	16,291
Capital Funding					
Major Repairs Allowance	2,660	2,660	2,660	2,660	2,660
Borrowing			3,000	2,200	3,200
Capital Expenditure funded by HRA	8,882	9,757	9,543	10,481	10,431
Total Capital Funding	11,542	12,417	15,203	15,341	16,291

Appendix 3

Proposed Housing Capital Programme for 2017-2018

1.1 Table 1 below provisionally allocates the capital budget for 2017/18 in the sum of £6,585k.

Table 1

Scheme	2016-17 Slippage(£'000)	2017-18 (£'000)
Internal WHQS Works and Asbestos		600
Traditional Planned Maintenance		4,635
Fire Risk Management	250	
Central Heating Works		600
Environmental Works		400
Llawr y Dref Re-modelling	832	
Adaptations		350
	1,082	6,585

The overall budget will include provision for carried forward commitments and slippage from the approved budget for 2016-17. Total budget including commitment is in the sum of £7,667k. Financing the programme will, subject to confirmation, include for £2,650k in WG Major Repairs Allowance and Revenue Contribution to Capital in the sum of £5,017k. Please note that the above figures are subject to year-end closure of accounts and confirmation of actual slippage and carried forward commitment.

There follows a brief narrative on the contents of the Capital Programme:

1.2 Internal WHQS Works

The budget allocates the sum of £600k to tackle past WHQS refusals, capital works undertaken at change of tenancy and for the continual replacement of kitchens, bathroom and re-wires as elements reach the end of their life cycles.

1.3 Traditional External Planned Maintenance

Total budget for traditional Planned Maintenance is in the sum of £4,635k and the Housing Service expects to award a minimum of 4 contracts as shown in Table 2 below:

Table 2

Contract	Number of Properties	Estimated Value(£'000)
Maes Llewelyn, Aberffraw & Bethel	26	
Treseifion, Holyhead	79	
Bryn Tirion, Beaumaris	17	
Plas Tudur & Queens Park Flats	50	
	172	4,550

As noted above procurement of the four schemes mentioned above will involve extensive external improvements to 172 properties. The contracts for the refurbishment of properties at Aberffraw and Bethel has been tendered and provisionally awarded during Q4 2016/17.

Procurement of all schemes will continue to support the Welsh Governments Procurement Policy Statement and impact on the local economy will be measured via the Value Wales Community Benefit Toolkit.

1.4 Fire Risk Management

Capital improvements in connection with Fire Risk Management will be funded via slippage from 2016/17. A specialist contractor commenced a 3year term contract on 1st April, 2016 and during the current financial year they have been undertaking fire risk assessments, which will inform future expenditure plans.

1.5 Central Heating Works

During 2017/18 we will continue with a programme for the replacement of older and increasingly unreliable heating boilers. A budget of £600k has allocated for 2017/18 and proposed works will include replacing circa 170 gas boilers and 100 oil fired boilers.

1.6 Environmental Works

A total of £400k is provisionally allocated towards environmental improvements during 2017/18. This budget will facilitate the continued funding of the Environmental and Community Improvement Fund, which allows tenants the opportunity to submit applications for funding towards improvements or activities of their choice. This fund will also be utilised to commence the demolition of garages, which are no longer viable to maintain and retain as part of the HRA portfolio. Please see report to the Executive dated 19th December 2016 for further details.

1.7 Public Sector Adaptations

The proposed budget includes a sum of £350k for major disabled adaptations. Typical works include the installation of stair lifts, provision of level access showers and extensions.



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**CYNLLUN BUSNES
CYFRIF REFENIW TAI
2017 - 2047**

**HOUSING REVENUE ACCOUNT
BUSINESS PLAN
2017 - 2047**



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Appendices

Appendix 1 Sensitivity Analysis

Appendix 2 30 year financial model

DID YOU KNOW?...



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COUNTY COUNCIL

WE MANAGE 3784 PROPERTIES



We plan to build a further 75 homes over the next 2 years / 195 homes over the next 5 years.



Currently there are approximately 400 people on our Common Housing Register.



The churn of tenants in our housing stock is around 7%, 260 units per annum.



Over the past 12 months we have invested over £7m in improving and maintaining our properties.



DURING 2017/18

- We will collect £15.9m in rental income.
- We will be investing £7.3m improving and maintaining our properties.
- We will be investing £4.1m in developing 30 NEW HOMES.



OEDDECH CHI'N GWYBOD?...



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COUNTY COUNCIL

RYDYM YN RHEOLI 3784 EIDDO



Rydym yn bwriadu adeiladu 75 o gartrefi ychwanegol dros y 2 flynedd / 195 o gartrefi dros y 5 mlynedd nesaf.



Erbyn hyn, mae o gwmpas 400 o bobl ar ein Cofrestr Tai Cyffredin.



Mae trosiant tenantiaid yn ein stoc tai o gwmpas 7%,
260 o unedau y flwyddyn.



Dros y 12 mlynedd diwethaf, rydym wedi buddsoddi dros £7m yn gwella a chynnal ein heiddo.



YN YSTOD 2017/18

- Byddwn yn casglu £15.9m mewn incwm rhent.
- Byddwn yn buddsoddi £7.3m yn gwella a chynnal ein heiddo.
- Byddwn yn buddsoddi £4.1m yn datblygu 30 o gartrefi newydd.



1.0 Introduction

The aim of the Housing Revenue Account Business Plan, which will be recognised throughout the document as the HRA, is forward planning to ensure that there is a financially viable plan in place for our Council Housing stock of 3784 units (as at the end of December 2016).

Firstly and foremost the Business Plan clearly sets out our direction and priorities concentrating on the next 5 year period, whilst being mindful of the effects our short term decisions have on the middle and long term. Our aim over the next 5 years is to continue to provide a quality service to our tenants which is cost effective and provides continuous improvement by working closer with our tenants, communities and development partners.

The HRA finances all of the Council's operations in its role as the landlord of the housing stock. This includes maintaining, capital and environmental improvements, maximising rental income, estate management which includes anti-social behaviour, maximising Tenant participation to influence our priorities and increasing our housing stock in order to contribute towards fulfilling the need for social housing on the Island.

The Council will continue to maintain a statutory, ring fenced HRA and account for income and expenditure on council housing separately from Council Fund income and expenditure.

The Business Plan confirms the Council's commitment to

- maintaining WHQS standards and tackling 'acceptable fails',
- tackling areas where performance and service outcomes need to be improved, driving further improvement for our Tenants,
- delivering services for our Tenants which offer value for money, during a period of increased reductions in public spending,
- increasing accountability through increased engagement of staff, Senior Leadership Team, Elected Members and key stakeholders,
- ensuring that there is adequate provision to best mitigate some of the potential impacts of Welfare Reform on the local communities, by giving them the tools to help themselves rather than create a dependency culture, and
- delivering our development programme for new build Council homes.

It complies with the requirements of the Welsh Government Business Planning Requirements for the self-financing regime for Local Authority Housing Revenue Account released in January 2016.

Through reading the Plan you will find confidence that the HRA is being managed efficiently and effectively.

Service Vision

Our Vision statement is:

Quality homes : sustainable communities

which is underpinned by our service values that underpin our work and drive the delivery of our services, as follows to be:

- ♣ customer focussed and accountable
- ♣ offer value for money
- ♣ committed to working in partnership
- ♣ innovative in our approach

The Housing Service has been able to exit the Housing Revenue Account Subsidy System and will prioritise the following for investment:

- Estate regeneration;
- New build, increasing the provision of affordable housing;
- Accommodation for specific groups, for example older people, people with mental health issues;
- Addressing the energy efficiency / fuel poverty agenda.

These priorities have been consulted with our Tenants, Elected Members.

The Plan has been presented to The Council's Executive Committee, the Senior Leadership Team and the newly established Housing Services Board. The Council's 151 Officer has been part of the process of developing the Plan.

Consultation has been held with Tenants who attended two family fun days during January 2016, and the views of the newly established Repairs and Maintenance Forum and representatives of Môn Tenants and Officers Voice, the forum to represent Tenants views on the Island on the strategic direction and in selecting targets which will be reported direct to the forum and published annually in the Tenants Newsletters.

This Plan aims to provide confidence to funders, tenants and Elected Members that the HRA resources and services are managed efficiently and effectively.

Further information about any aspects of this plan is available from the Head of Housing Services, Isle of Anglesey County Council, Council Offices, Llangefni, Anglesey, LL77 7TW. E-mail Housing@anglesey.gov.uk

Planning for the future

Housing continues to be a priority for the Council from a place shaping perspective, increasing quality housing stock and a Housing Services Board has been established which has representatives from the highest level across the Senior Leadership Team and Elected Members which strengthens the HRA's governance arrangements and resembles the management arrangements of a Housing Association. Over the next 12 months it is the intention to get Tenants views in the Board's discussions.

Certainly there is more of an emphasis of the Housing Act (Wales) 2014, Social Care and Wellbeing Act 2015, Future Generations and Wellbeing Act 2015 on preventative work, results focusing on wellbeing, outputs which promote independence for the customer. Over time the connections between the three Acts will become clearer through the joint planning of services. The one certainty is that Housing is pivotal to achieving the outcomes of the three Acts.

Welsh Government has announced an ambitious target of providing 20,000 affordable homes during the next term of its government. The Council has a crucial role to play in contributing towards this target in the supply. This is highlighted in the pact that the WLGA, WG and Local Authorities have signed up to as a means of ensuring that this target is achievable.

The Economy

Unique to Anglesey, plans are being drawn for the UK's largest economic scheme which is the construction of the Wylfa Newydd nuclear power plant. There could be up to 8,000 (awaiting confirmation from Horizon Nuclear Power) contractors being employed, and we will have to ensure that we carefully plan through utilising the financial resources available to increase the Council's housing stock and working with others to mitigate the effects on the most vulnerable households within our communities of the effects on the local housing market. As a result of this we are modelling in our different scenarios in appendix 1 increasing our new build program during the next 5 years from that included in our previous Plan.

The Local Housing Market

A recent report on the North Wales Population Assessment demonstrates that housing has a role in providing suitable housing solution to those who are vulnerable within our society. The gaps identified are:

- Lack of single person accommodation
- Limited hostel provision
- Shortage of specialist provision for individuals with ongoing medical conditions
- Gaps in support services

Strategic Objectives

The HRA Business Plan is a Council Corporate document and relates the Council's aim by 2017 to be:

"...a professional and well-run council, innovative and outward looking in our approach, committed to developing our people and partnerships in order to deliver efficient and effective services of good quality that are highly valued by our citizens."

The Council's Landlord services and the HRA Business Plan contributes to at least five out of the seven priorities.

The corporate plan states that, as a Council we are committed to:

- ♣ Transforming Older Adult Social Care ✓
- ♣ Increasing our Housing Options and Reducing Poverty ✓
- ♣ Regenerating our Communities and Developing the Economy ✓
- ♣ Improving Education, Skills and Modernising our Schools
- ♣ Transforming our Information and Communication Technologies (ICT) ✓
- ♣ Becoming Customer, Citizen and Community Focused ✓
- ♣ Transforming our Leisure and Library Provision

Strategic Context and Linkage to other Plans

Housing Landlord Services and the Council's Housing stock remains a strategic priority for the Council, and this can be seen through the features within the key strategic documents. In addition to the Corporate Plan, evidence can be seen within the Transformation Plan, Council's Asset Management strategy, Treasury Management Strategy, Joint Local Development Plan, Vibrant and Viable Programme plan, Corporate ICT Strategy and individual Service Plans.

Links with the Council's Local Housing Strategy 2014 - 2019

This Strategy sets out the Council's objectives for all housing tenures on the island to best meet identified housing need and to ensure high housing standards for all citizens. The HRA Business Plan is one important means of meeting these overall objectives and there will be close linkages between the two documents.

The Council's various documents can be viewed on the Council's website:

www.anglesey.gov.uk

2.0 Business Plan objectives

2.1 As a landlord we want our tenants to live in good quality, affordable and energy efficient accommodation in safe and sustainable communities. Housing is an integral part of daily life for everyone. The benefits of having a decent, affordable, home in good condition are considerable. It is an important influence on our health and well-being, education, the ability to hold down a job, access to leisure activities and local communities. It represents the best possible start in life for children and is the foundation for strong, safe and fair communities. It also makes an important contribution to our goals of reducing poverty and inequalities within our communities. Housing also has an important role to play in relation to the economy: building new homes and repairing existing homes generates jobs, apprenticeships and training opportunities.

The fact that we have successfully achieved the WHQS internal refurbishment programme reflects our commitment to providing quality accommodation to meet current and future customer needs and aspirations.

We also recognise that housing provision goes far beyond bricks and mortar to include for example, housing support, tenant involvement/engagement and environmental improvements. Our holistic approach to service delivery and continuous improvement ensures that we are able to make a valuable contribution to meeting corporate objectives of helping people achieve their full potential and to be healthy and safe.

Delivering consistently high quality customer-focussed services at reduced costs but which continue to meet performance expectations presents on-going challenges against a backdrop of increasing financial constraints. To this end, we will continue to engage with our tenants to elicit their views about the services they want and the way in which they want them to be delivered. We will involve them in improving services by reviewing, revising and monitoring service standards. We will also make better use of customer feedback to drive further service improvement.

The STAR survey was completed and analysed during 2015-2016, which has identified a couple of areas where performance has slightly reduced since the previous survey undertaken 2 years ago. To address this, a new Repairs forum and an Anti-Social Behaviour (ASB) forum have been developed, which are in addition to other methods of tenant scrutiny we have adopted as a landlord. Our mystery customer tenant group has recently been trained to undertake a mystery customer survey of the Council's corporate customer service standards.

2.2 Our focus for 2016/2017 has been on :-

- Delivering outcomes which benefit the local community of jobs created etc.
- Being the key partner in the delivery of the VVP regeneration programme in the Holyhead area.
- Implemented the new common housing allocations policy from July 2016.
- Completing a Management restructure for Housing Services.
- The first new build scheme for over 30 years came into management in February, 3 two bedroom houses Holyhead.
- Acquired a further 15 properties that were previously lost through RTB.
- Adopting an Anti Social Behaviour Policy
- Successfully submitted an application to Welsh Government for the suspension of Right to Buy on Anglesey for a period of 5 years.
- Investing considerably sums on external works and on environmental improvements to estates.
- Following a review the Executive Committee approved a plan to demolish 200 prefabricated garage blocks that have reached the end of their useful lifespan.
- Roll-out of action plan to mitigate the effects of Welfare Reform and introduction of Universal Credit.

2.3 Key Housing priorities for our landlord service over the next 2 years (2017/2019) are set out below:

- Delivery of the annual capital investment programme and demonstrate the community benefits delivered from the direct investment in housing, through the use of Value Wales measurement tools.
- Increase the supply of Council housing through a combination of new build and acquisition of properties.
- Work with the Corporate Asset Management Group to identify sites being disposed e.g. school buildings, and used as possible affordable housing sites and as part of the Council's regeneration plans.
- Invest in re-developing, refurbishing and re-designating units within Llawr y Dref, Llangefni thereby addressing the difficult and hard to let properties issue.

- Complete the outsourcing the repairs and maintenance stores function.
- Respond the challenges of Welfare Reform, and in particular changes facing under 35s and the further roll-out of Universal Credit, minimising the impact on tenants and their tenancies.
- Continue to improve service provision in areas where performance is poor and/or where customer satisfaction results indicate the need to improve service outcomes. The one key functions being voids turnaround.
- Continue to provide an effective homelessness and homeless prevention service, in line with requirements of the Housing (Wales) Act, 2014.
- Tackle ASB issues by making use of available tools under the ASB, Crime and Policing Act 2014. Monitor the effectiveness of the new Housing ASB Policy through the Tenant ASB Group.
- Review the effectiveness of the new Housing Services Board and agree most appropriate method of maximising tenant input and scrutiny of HRA decisions.
- Meet the Council's financial challenges, by introducing new ways of working and adopting a more business-like approach to how we deliver our services.

2.4 Local Housing context

Housing Need

Housing Need information at local authority is supplied by the Local Housing Market Assessment (LHMA) which is updated every two years. The 2013 LHMA was updated in 2015 and the update approved by the Council in July 2016. The 2015 update identified that an additional 398 affordable dwellings are needed per year on Anglesey over the next 5 year period (including social housing and intermediate housing such as shared ownership and intermediate rental).

The LHMA uses a model approved by Welsh Government to arrive at this figure and takes into account factors including turnover of social housing, rent and house prices, population growth and information about current housing need on the island.

It is important to note that this figure is not the number of affordable housing units to be built each year. It helps signify the nature of the problem. The need for affordable housing will be met through a variety of mechanisms including making better use of existing stock (e.g bringing empty properties back into use) and making better use of the private rented sector in addition to new development which will be carried out by the Council and RSL's.

When considering what affordable housing should be developed the data from the LHMA is considered alongside other evidence such as the most up to date information from the housing waiting list and Tai Teg affordable housing register. In

some cases an affordable housing needs assessment and survey will be carried out in community council areas in the most rural parts of the Island.

The LHMA does not take into consideration possible impacts from Wylfa Newydd on the local housing market. Additional work is being undertaken by the Council in relation to this.

The following paragraphs summarise key findings from the LHMA (2015 update) and provide the background against the development of new housing needs to be considered:

2.5 Social-economic context

- i) The Census indicates that in 2011 the population of the County was 69,751 and that since 2001 the population has increased by 4.4%. The size of the household population has increased at a faster rate between 2001 and 2011 by 7.7%.
- ii) The Isle of Anglesey contains a lower proportion of the population that are of working age than is found regionally and nationally. The Black, Asian and Minority Ethnic population of the Isle of Anglesey is 1.8% of the total population.
- iii) There has been a notable growth in part-time employment in the Isle of Anglesey over the last ten years, whilst the number of people in full-time employment has risen more modestly.
- iv) The Isle of Anglesey contains proportionally more residents working in professional or technical jobs than is found nationally. The County also contains a lower than average level of working-age residents without any qualifications.
- v) The recent Census indicates that in 2011 there were 34,183 dwellings in the Isle of Anglesey and that since 2001, the dwelling stock had increased by 10.1%. The most common property type in the County is detached houses, followed by terraced dwellings.
- vi) The 2011 Census indicates that 68.8% of households in the Isle of Anglesey are owner-occupiers, 14.6% reside in social rented accommodation and 14.1% rent privately. The private rented sector has grown by over 60% in the County between 2001 and 2011. This substantial growth is similar to national trends.

2.6 The cost and affordability of housing

- i) The cost of housing by size was assessed for all tenures across the County. Entry-level prices in the Isle of Anglesey range from £80,000 for a two bedroom home in the Holyhead price market, up to £312,500 for a four bedroom property in the Menai Straits price market. Entry-level rents in the Isle of Anglesey range from £350 per month for a one bedroom home in Holyhead price market up to £675 per month for a four bedroom property in the Menai Straits price market.
- ii) Housing market gaps analysis shows the nature of the housing ladder in a particular locality. An analysis of the gaps between each tenure shows that there is a large income gap between the affordable rented sector and market entry.
- iii) Although affordability has theoretically improved since the previous LHMA, there remains a large proportion of households in the Isle of Anglesey whom are unable to afford to access market accommodation in the County.

2.7 Common Housing Register

Housing Services maintains a Common Housing Register on behalf of the Ynys Môn Housing Partnership which includes our RSL (Registered Social Landlord) partners, Grŵp Cynefin, Pennaf and North Wales Housing.

The Common Housing Allocation Policy was reviewed and amended from being a points based system to being a banding based system during 2016/17 and was formally implemented from the 4th of July 2016. The banding system comprises of 4 bands which can be summarised as follows:-

Urgent – Local connection with urgent housing need

Band1 - Housing Need with local connection

Band2 - Urgent housing need with no local Connection

Band3 - Housing need with no local connection

The revised Housing Allocations Policy was introduced to eradicate inefficiencies in the allocation process, ensuring social lettings go those individuals most in housing need, and to ensure a common approach by all RSL's when properties become available for letting.

All applicants who were on the housing register prior to this date were formally advised that the housing policy was being reviewed and subsequently as a result of this all applicants on the waiting list were reviewed. At the end of this

process all the applicants remaining on the waiting list were Banded into the relevant banding and were advised accordingly by letter.

As a result of the review of the Housing Allocation Policy and subsequently the housing waiting list the number of applicants on the housing waiting list was considerably reduced.

Currently as at the end of Jan 2017 the housing waiting list stands at :-

356 live applications currently on the housing register, 27 Urgent, 199 Band 1, 2 Band 2 and 128 in Band 3.

On an annual basis Housing Services allocates approximately 250 units of its housing stock and a further approximately 100 RSL (Registered Social Landlord) properties are let.

Following the review of the Housing Allocations Policy we have been working closely with our partner RSL's and have been providing training sessions to allow the RSL's on-line access to the Housing Waiting List to enable them access for nominations for their properties as and when they become available.

To date the Common Housing Allocation Policy has been received with encouraging results. We will continue to review procedures and closely measure results.

We are currently working to establish an Accessible Housing Register for the purpose of recording details of all adapted properties so that we have a clear understanding of where these are located. This will make it easier for previously adapted properties to be allocated to other tenants who require adapted properties as and when they become available.

2.8 Provision of suitable housing

It is inevitable that certain areas will see a high demand for properties whilst others will be more difficult to let, this is compounded by the location and size of the Councils stock.

This work will be developed further during 2017-18 to ensure best use of stock and inform future developments.

Further information on the geographical profile of the housing stock in terms of type and size can be viewed by accessing the following link:

<http://www.angleseyhousing.co.uk/index.php?section=information&option=areas>

2.9 Gaps in Social Housing/Council Housing Provision

Waiting list compared to stock analysis

The Isle of Anglesey County Council is substantially the largest social landlord on Anglesey.

There are 4664 units of social housing on Anglesey. The percentage owned by each landlord are as follows:

Landlord	Number of Units	Percentage of all Stock
Isle of Anglesey CC	3784	81%
Grwp Cynefin	524	11%
North Wales Housing	121	3%
Clwyd Alyn	231	5%
Cyfanswm	4660	100%

Age Restricted	Percentage	Non age Restricted	Percentage	Total Units
1420	37%	2364	63%	3784

The following is an analysis of the Council's stock compared to the single housing register for social housing.

1 Bed	% of Stock	% on waiting list	2 Bed	% of Stock	% on waiting list	3 Bed	% of Stock	% on waiting list	4 Bed	% of Stock	% on waiting list
715	18.7%	58.5%	1329	35.4%	24.6%	1665	44%	7.7%	75	1.9%	7.7%

The tables demonstrate that there is substantial mismatch between the percentages on the waiting list needing 1 bed accommodation and 3 bed accommodation compared to the profile of the stock owned by the Council.

58.5% of all applicants on the waiting list have a need for a 1 bed property but only 18.7% of the current stock is one bedroom. While 7.7% of those on the waiting list have a need for a 3 bed property 44% of the Council's current stock are 3 bedroom properties.

It should also be noted that of the 715 units of 1 bed accommodation 578 are for over 60s (ie designated sheltered or OAP) – this represents 81% of the one bedroom stock. However, the percentage of people with a 1 bed need who are over 60 is much lower than this.

Demand by area compared to stock by area

The following table uses data from the Council's social housing register and compares it with the total stock currently held by the Council.

The table compares the percentage of all applicants who have indicated that they would be prepared to live in each area with the % of the Council's stock in each location. This provides an idea of mismatch of supply and demand. Rows highlighted in orange are where demand outstrips supply by .5% or more. Rows highlighted in blue are where supply outstrips demand by .5% or more.

This highlights demand particularly outstripping supply in Gaerwen, Llanfairpwll, Menai Bridge and Tregele and, to a lesser extent, in Benllech, Bodedern, Bryngwran, Cemaes, Four Mile Bridge, Llandegfan, Llangaffo, Malltraeth, Pentraeth, Pentre Berw, Rhosneigr, Star, and Valley.

There may be a problem with demand for the quantity of stock in Holyhead and Llangefni and, to a lesser extent, in Amlwch, Llanerchymedd, Newborough

Location	% of Applicants	% of Stock
Amlwch	4.2%	6.7%
Benllech	1.6%	0.6%
Bodedern	2.2%	1.7%
Bryngwran	1.8%	1.2%
Cemaes	2.5%	1.6%
Four Mile Bridge	1.3%	0.2%
Gaerwen	3.7%	1.2%
Holyhead	8.4%	29.0%
Llandegfan	1.4%	0.7%
Llanerchymedd	2.0%	2.5%
Llanfair PG	5.6%	2.6%
Llangaffo	1.0%	0.3%
Llangefni	7.8%	14.1%
Malltraeth	1.2%	0.7%
Menai Bridge	6.4%	4.3%

Niwbwrch	1.4%	2.1%
Pentraeth	2.8%	1.2%
Pentre Berw	0.8%	0.1%
Rhosneigr	1.6%	1.0%
Star	2.0%	0.1%
Tregele	4.0%	0.2%
Valley	4.6%	2.9%

3.0 Business Plan Analysis

3.1.1 Housing Stock Analysis

As at the 17th of January 2017 the Council has a stock of 3,784 dwellings and 766 garages.

Council Stock	Housing	2015/16	2016/17	Acquired during 2016/17 not yet let
1 bed flats		318	319	
2 bed flats		397	400	5
3 bed flats		16	16	
1 bed house / bungalow		397	397	
2 bed house / bungalow		932	937	6
3 bed house / bungalow		1649	1637	9
4/5 bed house / bungalow		75	78	
TOTAL		3784	3784	20

A comprehensive review was undertaken during 2016 of all of our garages with recommendations being presented and approved by the Executive Committee in December 2016.

A three year programme will be put in place to update our existing garage stock, in some areas it will involve improving the units where they are well used and in high demand and removing sites that are run down and which have a number of vacant units.

Each site will then be in good condition with improved security. Where garages have been removed alternative usage will be identified for those sites.

3.1.2 Stock Valuation

Housing stock is recorded within the Authorities accounts on a historical cost basis with a valuation being undertaken every 5 years in accordance with the Authority's policies and procedures. The next valuation will be undertaken in 2018.

3.2 Delivery of Housing Management Services

3.2.1 Estate Management

Estate management includes the management of our estates, individual tenancy management and the management of anti-social behaviour on and around Council estates.

The estate management function is delivered by three Housing Management Officers (HMO's), who address all aspects of tenancy management. The remit of the HMO is to deal with low-level anti-social behaviour, nuisance behaviour and general tenancy breaches by using a variety of measures suited to the particular complaint, such as verbal warnings, warning letters, mediation, the issuing of Acceptable Behaviour Contracts and the extension of introductory tenancies. The majority of cases can be resolved with the HMO as the lead officer.

In addition to the HMO's, Housing Services has a dedicated Anti-Social Behaviour Officer. The remit of the ASB Officer is to take an enforcement role and use, when appropriate, the new powers granted under the Anti-Social Behaviour Crime and Policing Act 2014, where less formal remedies have failed to resolve an outstanding issue, or, where the complaint is considered too serious for low-level intervention and requires more formal enforcement action.

The success of the Housing Management and ASB functions are heavily reliant on continued successful partnership working arrangement between Housing Services and partner agencies both statutory and non-statutory and officers from Housing Services sit on a number of multi-agency meetings such as MAPPAs (Multi Agency Public Protection Arrangements), MARAC (Multi Agency Risk Assessment Conference), EIT (Early Intervention Team), VARM (Vulnerable Adult Risk Management) and CAP (Community Action Partnership) to name but a few.

The ASB function has recently been strengthened by the adoption of a new ASB Policy which came into effect in November 2016, drafted in conjunction with

practitioners of ASB and a tenant panel, who now form the ASB Tenant Scrutiny Panel and the Panel will meet regularly to monitor performance against the Policy aims and objectives.

By reporting performance to Housemark, our performance will be benchmarked against other social housing providers. Quarterly performance reports will be produced for the Housing Management Team along with annual reports to the Housing Partnership. An example of the performance indicators which will be reported on are.

- Number and nature of new ASB cases by type reported per quarter.
- Number of cases closed per quarter (resolved successfully).
- Breakdown of measures (by type) used to address each complaint.
- Number of ASB customer satisfaction surveys returned & their responses.
- Outcomes for complainants and victims i.e. how intervention has improved the quality of life for victims.

As the principal aim of the new legislation is to make responding to ASB more person centred the quality of the outcomes and improvement in the quality of life for victim will be the most critical performance indicator.

3.2.2 Effective Consultation and Communication

The vision for the new strategy has remained largely unchanged:

The strategy continues to be monitored quarterly by reviewing the yearly Action Plan during the Môn Tenants and Officers Voice (MTOV).

The MTOV is also an opportunity to make amendments to the Action Plan to ensure tenant participation activities are reflecting the changing needs and priorities of the business.

The 2016/17 work programme has been focused on the following key areas:

- Ensuring that tenants play an active role in developing, delivering and monitoring housing services.
- Ensuring that tenant participation activities are representative of the wider tenant body by offering a wide range of tenant participation activities at a variety of different levels.
- Working in partnership with external agencies to increase the number of participation activities available to tenants and maximise the outcomes by sharing resources and skills.
- Developing initiatives to help raise awareness of Universal Credit and prepare tenants who will be affected.
- Reducing digital exclusion and fuel poverty.
- Improving communication with tenants and officers.
- Working with tenants to develop their skills, knowledge and confidence.

3.2.3 Successful outcomes of Tenant Participation

The key achievements of Tenant Participations during 2016 include the following:

- Funded 12 environmental projects via the Environmental and Community Improvement Fund at a total cost of £13,170. This has improved customer satisfaction and as a result tenants (from the 12 areas) now feel safe and proud of where they lived.
- In addition to the environmental projects mentioned above, the TP team worked in partnership with external agencies to carry out the following:
 - 7 Housing/Police surgeries.
 - 5 Family fun days to promote tenant engagement
 - 5 Rural Roadshows to promote Universal Credit and the upcoming changes

The above projects have strengthened partnership arrangements with local partners operating in the area which has increased opportunities to share skills and resources.

- Placed 8 Kiosk's within the following communities; Newborough, Amlwch, Llanfaes, Beaumaris, Llangefni (x2), Holyhead (x2). The kiosks are free to use and are connected to the internet. This has helped to reduce the barriers faced by tenants who are digitally excluded.
- In addition to the above the TP team secured funding from BT for free internet access for 2 years in Llanfaes community hall and Aberffraw communal lounge.
- Successful in receiving 3 TPAS Cymru and 2 Welsh Tenant Federation awards. TPAS Cymru awards include the following; 3rd place for 'My home Tenants Self Service Portal and computer kiosks' in the 'Digital Involvement' category and 2nd prize for the 'Fight Against Fuel Poverty project' in two the categories; *Environmental Project* and *Community Action*. The Welsh Tenant Federation awards include the following; 1st place for 'My home Tenants Self Service Portal and computer kiosks' in the Good Practice in communication category and 2nd place for the 'Fight Against Fuel Poverty project' in the 'Innovative projects' category
- Supported 6 Tenant and Resident groups to work with their communities and influence service improvements.
- Supported tenants involved who participate at a strategic level to attend TPAS Cymru's Tenant Open Network, conference and training events and the Welsh Tenants Federation conference, this has helped to improve their skills, confidence and knowledge.
- Held 4 quarterly Sheltered Housing Forums attracting between 50 and 100 tenants at each forum. This has supported the TP team to work towards the Social Services Health and Wellbeing Act 2016 by reducing loneliness and isolation of elderly tenants. The forums are also an opportunity to improve access to information of tenants living within sheltered housing schemes.
- Developed 2 tenant newsletters (Llais Môn), this has helped to improve communication with tenants.

- Launched 'My Home' tenant's self-service portal (SSP). There are currently 102 tenants registered and using the portal; 39 of which registered during 2016. This has empowered tenants to take ownership of their rent account and update any changes to their personal details. An upgrade of SSP is due in April 2017.
- Completed the 'Fight against fuel poverty project' in Dwyran and Llangoed which helped 30 elderly tenants who were in fuel poverty reduce their energy bills from 49p per unit to 28p per unit. Following the project Calor gas agreed to reduce all their customer's bills to the lower rate of 28p per unit.
- Carried out the following consultations with tenants:
 - Re-Modelling of Llawr Y Dref
 - A5025 Road Improvements
 - Proposed changes to the warden service (a new service has now been implemented).
 - Evaluation of the handyperson service offered to elderly and (registered) disabled tenants.

3.2.4 Communications – Print and Other Media

Effective communication is vital for keeping our Tenants, leaseholders and stakeholders involved with our work and plays a key role in delivering a tenant focussed service. During 2016/17 the TP team continued to communicate in the following ways:

Local Press	Tenant Newsletter
Social Media	Website
Tenant Forums and open days	Posters and Flyers
Booklets and Leaflets	

All tenants are offered publications in a format that suits their needs such as large print or braille.

3.2.5 Enabling our tenants to pay their rent

Rent is collectable through a variety of methods which include Direct Debit, standing orders, Paypoint, Post Office, direct from salaries, by debit card or credit card over the telephone, automated touch tone, on-line payments.

We currently offer Direct Debit dates on any date of the month in preparation for the Universal Credit. This will enable the tenants to pay their rent as and when they receive the Universal Credit payment. There are over 1200 tenants paying by direct debit which is approximately 32% of our stock.

Improving the service of income collection is paramount to maximising income to the HRA. During September 2016 we were AUDDIS compliant which enabled us to improve the administration and make it more efficient by reducing paper handling and errors and also process claims quicker. It is envisaged that we will become Paperless Direct Debit compliant to further improve the administration. There has been an increase in standing order payers and a new mobile app payment option will be available through the Mon App.

A Service Level Agreement between Housing and Housing Benefit has been produced and agreed to work towards an improved service. In addition, fortnightly meeting has been set up to improve communication, share statistical data and improve processing times, develop a corporate approach to recovering debt and share updates in regard to changes to regulations and legislation.

During August 2016, we introduced 'Daily Tenancies' which will improve our voids turnaround as well as maximising our income.

3.2.6 Poverty and Social Inclusion

Welfare Reform

Tenants tells us they wish the Housing Services to continue supporting them through changes in Welfare benefits. Rolling out of the Welfare Reform programme continues in Anglesey and it is expected that April 2018 will see the roll out of Universal Credit to all benefit claimants on the island. This will mean a culture change for benefit claimants and in order to support our Tenants get through the changes, we will:

- Be the first point of contact for advice and practical help for both existing and prospective Tenants;
- Provide pre-tenancy support and identify at an early stage, Tenants who may struggle to pay their rent on time;
- Provide targeted support and advice to Tenants who are directly impacted by the changes in Universal Credit, working closely with other agencies such as Mon CF, CAB, Shelter Cymru;
- Work closely with the DWP and Job Centre Plus on the roll-out of Universal Credit;
- Help Tenants maximise their income and manage their household budget;
- Provide a range of convenient payment options to make it easier for Tenants to pay their rent;
- Work with Registered Social Landlords and Digartref to plan and pilot initiatives which will support single people's accommodation and support, in particular those under 35 years old who are affected by Welfare Reform.

Fuel poverty

Fuel poverty (where people spend more than 10% of their household income on fuel bills) remains an issue for many families. To assist our Tenants save money on their fuel bills, we will:

- Promote a range of initiatives to support our Tenants to tackle fuel poverty;
- Continue to roll-out schemes which improve the energy efficiency of our homes, aiming to increase the number of properties to have an energy rating of above 65.
-

Support people into training, volunteering and work opportunities

Supporting People into training, volunteering and work opportunities not only increases household income but also brings health and well-being benefits to individuals and their families. There are many opportunities on the Island for work and a number of initiatives are available to help support Tenants and their families into training and future work opportunities which are currently in development on the Island. To support our Tenants, we will:

- Support Tenants who have been long-term unemployed into employment through programmes such as Lift, Communities for Work and Opus;
- Continue to work, develop and promote life-long learning opportunities with Coleg Llandrillo-Menai, Môn CF and Opus, which Tenants may wish to take up opportunities and support;
- Work with Job Centre Plus to maximise opportunities for employment;
- Look at piloting the development of social enterprises with our Tenants.

Digital inclusion

Our Tenants tell us that they would like us to do more to help them increase their digital skills and abilities. To do this, we will:

- Further promote access for Tenants to the 'My Home' portal, to enable access to view their rent accounts, make payments, report and monitor progress on outstanding repairs;
- Find out what services our Tenants would like to access through the internet;
- Work with colleagues in our Information and Technologies Service, to roll-out the Council's digital strategy, and invest in wi-fi facilities across all our communal lounges over the next 12-18 months

During March 2016 the arrangements for the Tenants Home Contents Insurance scheme was reviewed which resulted in the cover offered to tenants being improved and premiums reduced to make it more affordable and provide excellent value for money.

3.2.7 Difficult to lets / low demand

It is widely recognised that overall, the demand for properties far outweighs the supply available at any given time, however some properties are more difficult to allocate than others, these properties are referred to as 'Difficult To Let' (DTL).

Properties are classified as DTL if any or all of the following conditions are met:

- a property is offered and refused on three consecutive occasions
- the housing waiting list for that particular property type has been exhausted
- a property becomes empty in a scheme where there are already properties classified as DTL.

The majority of DTL properties historically have been based within sheltered housing schemes which have specific allocation criteria (tenants must be 60+ and or registered disabled).

The most prolific problems have been centred on one particular scheme developed in 1982 in 'Llawr y Dref' Llangefni where there are 28 sheltered units, many of which are above ground floor level which no lift access. The units of accommodation have also been recognised as being extremely small in size which prospective tenants have cited for grounds for refusal.

Following a comprehensive consultation process with both tenants and other key stakeholders we will be commencing a major remodelling programme for the Llawr y Dref scheme which will involve installing a lift into the scheme, re-modelling the individual flats to maximise the use of the internal floor-space available and improving the communal facilities available at the scheme.

It is expected that the re-modelling will ensure that the scheme is fully occupied.

Stock mis-match

Occasionally there will be a small number of properties which become classified as DTL, these will often be properties in rural locations where there are few public amenities and transport links.

Other methods of allocating DTL properties are currently being piloted, these being via social media.

Here is an example of a recent advert:



A ydych yn 55+ oed neu wedi cofrestru'n anabl ac yn chwilio am eiddo addas? Mae gennym eiddo i'w gosod ar unwaith yn y trefi / pentrefi canlynol - Cysylltwch gyda Gwasanaeth Tai'r Cynogor am fwy o wybodaeth ac i weld os yr ydych yn gymwys.

Are you aged 55+ or registered disabled and looking for suitable housing? We have immediate to let properties in the following towns/villages – Please contact the Council's Housing Service for more information and to see if you qualify.

- Caergybi/ Holyhead
- Llangefni
- Rhosneigr

Gwasanaeth Tai/ Housing Services- 01248 752200 / timopi@ynysmon.gov.uk



3.2.8 Rent Reform

Based on the revised 'target rent' on the Welsh

Government policy on

Social Housing Rents, the Isle of Anglesey County Council's target rent for each type of properties for 2017/18 are:-

Type of Property	Target Rent for 2017/18
Bedsits	£65.23
1 Bedroom Flat	£73.39
2 Bedroom Flat	£81.54
3 Bedroom Flat	£89.69
4 Bedroom Flat	£97.85
1 Bedroom House	£81.11
2 Bedroom House	£90.13
3 Bedroom House	£99.13
4 Bedroom House	£108.14
5+ Bedroom House	£117.16

Using the above figures, there are 2,966 properties below the target rent, 71 properties above target and 743 properties on target. This totals to 78.46%, 1.88% and 19.66% respectively of our stock.

In order to achieve the current target rent figures, the Council propose to increase the rent by the formula, CPI + 2.5% + £2 per week and this will be accomplished by approximately 2022/23.

The void loss on our properties was £208,000 in 2015-16 compared to £193,000 in 2016-17 whilst garages had a rental income loss of £69,000 in 2015-16 compared to £62,000 in 2016-17.

3.2.9 Leasehold Services and Service Charges

This table shows the annual cost for each service and the number of properties affected :-

Service	Approximate Annual Cost £'000	Approximate Number of properties affected
Ground Maintenance	95	788
Door Entry	10.8	788
Fire Alarm & Equipment	7	99
Lift Service	10.8	788
Communal Heating & Lighting	17.9	788
Communal Aerial	5	1100
Communal Cleaning	22	130
Communal Painting	26	232
Sewerage	15.4	88
Management	11.3	972
Total	221.2	

Out of the total costs of service charges we expect to recover approximately £144.8k as exemptions are provided to tenants for Ground Maintenance.

In comparison to previous year charges, the total amount has increased slightly as the figures derive from actual figures.

3.2.10 Supporting our Tenants in their own homes

Following the mandatory requirement from Welsh Government to ensure that housing related support for older people is based upon assessed need rather than tenure the Council have reconfigured the way it delivers the support for Older People.

The historic warden services within 490 council sheltered accommodation property was decommissioned as the service did not demonstrate value for money.

Prior to the completion of the reconfiguration, only 9.8% of the provision was needs led. The revised model has been extended to include the wider community and includes people who reside as owner occupiers, general needs or within the private rented sector. Access is now equitable and where there is an assessed need for either direct support / intervention and or an alarm service, direct support is provided free of charge.

The service has been delivered by Gorwel which is a part of Grŵp Cynefin. In total the service has capacity to support 460 service users per week. A total of 380 people can receive up to 40 minutes a week support, whilst a further 80 with more complex issues are allocated an hour each. This enables 331 hours of housing related support to be provided to a maximum of 460 people aged 55 and over per week.

Support provided includes

- Assisting someone who is homeless or at risk of homelessness within 56 days to find somewhere to live.
- Provide a package of support to equip the vulnerable person to maintain a tenancy and mitigate the risk of a tenancy breakdown and or eviction.
- Provide assistance with rent arrears, debt management and budgeting skills.
- Support the service user to claim welfare benefits, and assist and enable the individual to continue to receive eligible benefits and deal with relevant agencies.
- Assist the service user to maintain the security of their accommodation e.g. explaining how to lock up and manage appropriate access.
- Encourage and motivate the service user to maintain any appointments, relevant to improving their ability to manage themselves in their accommodation.

- Encourage and motivate the service user to develop social skills and to acquire the necessary confidence to feel part of the community and participate in activities of interest.
- Promote, encourage and motivate the service users to develop the necessary life skills such as cooking, cleaning, and laundry.
- Provide the necessary support to enable a service user to access appropriate education, training and/or employment opportunities.
- Undertake welfare checks for those who previously received them as part of the warden service and continue to have an assessed need. It is anticipated that this provision will reduce over time and greater focus will be allocated to targeted and specialist intervention.
- Provide advice relating to move on and permanent housing opportunities.

It is a corporate aim of the Isle of Anglesey County Council to establish intergenerational community hubs and in doing so, to significantly contribute towards the creation of strong communities and developing resilient individuals and families.

There are a number of different community hub models available, which provide a focal point towards improving people's quality of life. The Council's vision is to oversee the development and utilisation of current assets such as Extra Care Accommodation and Sheltered Housing Schemes, Community and Leisure centres as well as Libraries as locations which will provide a raft of activities and support services, including advice and information, befriending, transport etc. A Community Hub will have strong working relationships with other local community services and should be a base for outreach and signposting people to other local services. The Council's intention is to have a menu of options for citizens to access by utilising existing structures e.g. third sector single point of access, local area co-ordination and access to community hubs in each designated geographical area.

3.2.11 Public Sector Adaptations

The budget includes a sum of £350k for major disabled adaptations. Typical works include the installation of stair lifts, provision of level access showers and extensions.

Minor adaptations such as handrails will continue to be funded via the revenue budget. The Housing Services also deliver the Enable grant on behalf of Welsh Government.

3.2.12 Safeguarding

Government legislation places a duty on all organisations to promote safeguarding. As Anglesey County Council staff, we have an important role to play in promoting the welfare and the safeguarding of children and adults considered to be either 'vulnerable' or at risk' within our community, irrespective of our individual roles.

All Housing Services staff have been issued with guidance which outlines what is meant by 'abuse', 'neglect' and exploitation and how to recognise signs and indicators and what to do in suspected cases. This complies with the Corporate Safeguarding Policy recently updated in 2016, and associated action plan which is updated annually.

The Housing Service has developed its own domestic abuse policy and all staff have been briefed on the safeguarding procedures and statutory tests for making referrals to Social Services.

The Corporate Scorecard within the Council, sets out the safeguarding aims and objectives for all Heads of Service to monitor and report upon in accordance with the Corporate Safeguarding Action Plan which is reviewed annually.

Appropriate training is provided in relation to Safe Recruitment Arrangements, where a DBS check is undertaken for all appointed staff, along with pre-employment checks and receipt of satisfactory references prior to commencing in the job role.

3.2.13 Supporting People Single Point of Access

A business case, recommending the establishing of a Supporting People Single Point of Access / Gateway Officer has been approved by the Supporting People Planning Group. Unlike the general management and administration of the Supporting People Programme, Welsh Government consider the Gateway role as a project in itself and therefore the annual grant funding can be used for this purpose.

It is envisaged that the new way of dealing with referrals, allocating appropriately timeously will be operational by the beginning of June 2107. The advantages of the role include:

- Witness a shift in the control referral management which is currently held by the SP providers on Anglesey
- Facilitate improved monitoring of vacancies across the sector;
- Reduce voids or non-utilisation of designated hours within projects;
- Facilitate easier and improved access to service for our most vulnerable service users;
- Provide a useful and more robust management tool to improve monitoring of service providers;
- Bring Ynys Môn into line with the vast majority of other Local Authorities in Wales who have implemented this approach, including 4 out of the 6 North Wales Local Authorities.
- Facilitate and improve communication and working practices between Supporting People and Housing Options and the Social Services Single Point of Access Team;
- Ensuring a more strategic approach is taken to the development of sustainable services and housing solutions and that the Supporting People Programme is responding to current and emerging needs;

- Assist in reducing gaps in both service and accommodation needs.

The cost of implementing this service is estimated at £50,000 (including on-costs and all back office expenses – fully funded via Supporting People). This will include one full time officer and some additional administrative support may be required.

3.2.14 Ongoing Low Level Floating Supporting

Following discussions with housing related support providers and stakeholders, it has emerged that a number of people who have presented with needs, remain vulnerable following the cessation of their period of support. A period of support can last for up to two years, and could include periods in hostels, refuges, supported housing, move-on accommodation and or floating support, or a combination of any of the afore mentioned types of accommodation. Providers are of the opinion that their time and effort delivering the support is devalued, and that the cessation of support does not always demonstrate best use of Supporting People funding. It is recognised that some people will require regular short-term intervention at sporadic periods in their lives. The people most likely to benefit from such a service would be those with learning difficulties who do not meet the statutory criteria for learning disability registration, low level mental health, such as anxiety and early signs of depression, older people who are isolated, and those with chaotic tendencies across service areas. Such problems may result in budgeting issues, debt management matters, or rent arrears occurring across council, housing association and private sector properties, without the required early intervention.

It's anticipated that contact with the service can be made at short notice following identification of a trigger point by the service user, family member and statutory or third sector organisation. Support is anticipated to last a very short period and should contribute to preventing the situation escalating to potential crisis levels and re-entry into the mainstream supported housing / floating support arena. The service would also be in keeping with the requirements of the Social Services and Wellbeing (Wales) Act 2014, where prevention of escalating need and the right help is available at the right time.

3.2.15 Right to Buy

Under the Housing Act 1985, the Council is required to sell Council properties to eligible sitting tenants at a discount which currently stands at £8,000.

Since the Right to Buy was introduced some 35 years ago the Authority has seen a reduction of approximately 3,100 units of its housing stock.

During 2016/17 the Council submitted an application to Welsh Government to suspend the Right to Buy for tenants for a period of 5 years.

On the 6th of September 2016 confirmation was received by Carl Sargent AM the Cabinet Secretary for Communities and Children that the suspension of Right to Buy for tenants had been granted on Anglesey for a period of 5 years up to the 6th of September 2021.

It is envisaged that the five year suspension period together with our new build development program will allow us to increase our housing stock and mitigate the risks of the increase in demand for quality affordable social rented properties expected on the Island due to significant economic developments planned.

3.2.16 Service Transformation

During 2016-2017, there was a re-structure of the management structure of the Housing Services which became operational January 1st, 2017. The Head of Service is joined by four Senior Managers, which will put the Service in a much stronger position to take forward the new ambitious Business Plan which reflect national and local expectations and opportunities which have presented through the Housing (Wales) Act 2014, Future Generations and Well-being Act 2015, Social Services and Well-being Act 2014 and also opportunities being created by major economic programmes which may be developed on the Island.

The remodelling of our Warden Service has ensured that those who require assistance receive the most appropriate level of contact which is suitable to their need as well as helping older people to live independently within their communities.

Cyswllt Môn

A key driver for change within the Smarter Working Project was to improve customer service. This was achieved in 2016 through introducing a more streamlined method of communicating with Council Services. 6 internal reception areas, from 3 Council owned buildings, were re-structured into one Council Services One Stop Shop (Cyswllt Môn).

Cyswllt Môn offers our customers a faster, less complex way of contacting the Council where queries can be dealt with from one location through the support of a trained Adviser who can offer a greater depth of information, support and guidance, through meeting the Service directly or independently using self-service terminals.

5 interview rooms, a large desk, soft seating and a self-service terminal are available to customers and Council staff to use when supporting or meeting our customers.

Customers are now able to visit the Council through Cyswllt Môn and have all their enquiries dealt with by the same person, on the same day preventing the need to go from one Service to another. Enquiries range from applying for a Blue Badge or Council Garage to reporting pot holes or Housing Maintenance support to looking at planning applications or enquiring about waste collections.

Prior to the Cyswllt Môn opening, a 'Happy or Not' machine was installed to monitor customer satisfaction. The same exercise has been in place since opening and there has been significant increase of 36% in customer satisfaction since opening the One Stop Shop.



Galw Gofal = outsourcing of out of hours service

The previous Out of Hours Call Monitoring for Emergency Repairs (OOH) consisted of having in place a manager/supervisor to receive calls outside of the call centre's core hours of 8:00 AM to 5:00 PM. The information from the calls received allowed the manager/supervisor to assess the nature of the repair and allocate a priority to it.

If the call generated an Emergency repair the Manager/Supervisor was empowered to allocate the job to the appropriate trade operative who would then attend to the repair in question.

This facility previously cost the authority £13,890.24 per annum to handle approximately 1400 calls per annum.

Following a feasibility assessment Galw Gofal were engaged on a 3-month pilot scheme in February 2016 to manage the out of hours call monitoring service. The

results of the pilot scheme found that we were providing a more professional, consistent service to our customers, this was evidenced by feedback from customers and the Repairs Forum tenant members.

Galw Gofal are able to provide us with reports for analysis of trends in OOH repairs including the type of repair, timing, seasonal affects and geographical hot spots. The success of the pilot period allowed us to progress into a full annual provision from May 2016.

An added value from this provision is the lone working protection we have installed for our OOH operatives, a two hour no-contact period has been established. The operative is to contact Galw Gofal as the works are completed or if two hours have expired Galw Gofal will contact the operative for a status report.

Outsource stores function at HMU

The Repairs and Maintenance service is currently supplied through a central stores operation based at Gaerwen which serves the whole of the IOACC Housing Stock in Anglesey. Following a tender process, Jewson were appointed as a single dedicated central stores operation with an agreed stock holding of up to 1500 standard items supported by the new providers own network of satellite distribution stores with a stock holding of between 200 and 500 lines of standard stock. It is expected that the provision will finally be out-sourced by April 2017.

IOACC considers that delivering the repairs service through this type of agreement will produce the best long term results. Subject to satisfactory performance and meeting the developed KPI requirements, it is anticipated that the remainder of the Supply of Building Materials will continue from April 2019 for the Responsive Repairs Service for an additional 3 years.

This will allow the ability of IOACC ,Supplier and its supply chain to secure long term high volume supply agreements resulting in downward pressure on prices, increases in efficiency of the Supplier resulting from diminishing learning curves as operatives become more familiar and skilled with the contract requirements and innovations introduced by the Supplier as part of the overall drive for continuous improvement.

3.2.17 The key drivers for the Repair & Maintenance Service

The vision for the service is as follows that it delivers “an excellent, customer focussed service, committed to delivering modern, efficient and high quality services, valued by our customers.” This will be achieved by continuously improving through consultation and feedback from our Tenants Forum and all of our customers, continuously challenging the methods and ways we provide our housing repairs and maintenance services.

This will be achieved by:

- Ensuring assets are maintained in a more efficient planned, sustainable and affordable way
- delivering a cost effective repairs and maintenance service, right first time ethos
- Ensuring homes are maintained to a high standard and meet all statutory obligations
- Developing the performance management framework for the repairs service to deliver real outcomes for customers
- Establishing appointment based maintenance service

4.0 Asset Management

4.1.1 WHQS Compliance and Investment Strategy

The Isle of Anglesey County Council was the one of the first Authorities to meet the WHQS standards back in 2012. The “Better Homes for People in Wales” states the Welsh Governments vision that “all households in Wales ... shall have the opportunity to live in good quality dwellings that are” :-

- in a good state of repair
- safe and secure
- adequately heated, fuel efficient and well insulated
- contain up to date kitchens and bathrooms
- well managed
- located in attractive and safe environments
- as far as possible suit the specific requirements of the household (e.g. specific disabilities)

Life cycles of key components allowed for within our 30 year cost projections include:

- Kitchen – 15 years
- Bathroom – 25 years
- Boilers – 15 years
- Radiators – 25 years
- Full re-wire – 25 years

We are satisfied that, wherever practically possible, all properties meet WHQS with the exception of refusals or acceptable fail criteria. Improvement works on past refusals are automatically carried out at Change of Tenancy. We could only consider recording an acceptable fail if the cost of remedy was economically impractical.

The following table confirms our current position in connection with the renewal of key elements:

Element	Total included on original scoping survey for replacement	Total carried out to date	Tenants Refusal	Total of properties not identified on scoping survey for replacement
Kitchen	3073	3407	220	151
Total of bathrooms / Level access shower	2271	3253	160	365
Re-wire	1543	2932	118	728

4.1.2 Environmental Works

The WHQS Environmental Standard requires homes to be located in “attractive and safe environments to which residents can relate and in which they can be proud to live.”

Our approach to deliver environmental improvements include the continued funding of the Environmental and Community Improvement Fund whereby tenants are invited to submit applications for funding towards community improvements of their choice. There were 17 successful applications during 2016/17.

In addition, over a number of years the Housing Service has invested significant finance in order to improve the condition of roads, paths and communal parking areas on our estates that have not been officially adopted by the Highway Authority. These improvement works have historically been agreed on an annual basis in consultation with colleagues from Highways. The work has been undertaken by term contractors engaged by Highways.

It has now been agreed that responsibility for non- adopted areas will transfer to Highways from 1st April, 2016. To facilitate this transfer, Housing Services contributed a final £250k towards essential maintenance during 2016/17. This arrangement will provide greater clarity for our residents in connection with future maintenance obligations.

A total of £400k is allocated towards environmental improvements in 2017/18. A significant proportion of this budget will be utilised to commence a 3 year programme involving the demolition of 202 garages which are no longer viable to maintain. This programme will deliver environmental improvements in connection with parking, improving safety and improved visual appearance in general.

4.1.3 Capital Investment Programme

The Planned Maintenance Programme for 2017/18 shown in the table below in the sum of £9,103m allocates the capital resources included in this Business Plan. The overall budget will include provision for carried forward commitment and slippage from the approved budget for 2016/17. Total budget including commitment is in the sum of £10,185m. The programme is underpinned by independently collected stock condition data and will contribute towards our Housing Management Strategy and the Corporate Asset Management Strategy.

This Public Sector Investment Programme forms part of the Corporate Capital Plan for 2017/18. In principle, it will adopt the same annual capital bidding process as the Corporate Capital Plan, with delegated authority granted to the Housing Services Board to prioritise and financially evaluate individual schemes.

<i>Scheme</i>	2016/17 (£ '000)	2017/18 (£ '000)	2018/19 (£ '000)
<i>Internal WHQS Works & Asbestos</i>	750	600	500
<i>Traditional Maintenance Programme</i>	4,832	4,635	2,377
<i>Fire Risk Management</i>	250	0	100
<i>Central Heating Works</i>	350	600	250
<i>Environmental Works</i>	350	400	250
<i>Re-modelling</i>	832	0	0
<i>Acquisition of existing Dwellings</i>	2,058	1,259	1,345
<i>New Build</i>	2,058	1,259	1,345
<i>Public Sector Adaptations</i>	250	350	250
	11,730	9,103	6,417

<i>Financing:</i>	2016/17 (£ '000)	2017/18 (£ '000)	2018/19 (£ '000)
<i>Major Repair Allowance</i>	2,650	2,650	2,650
<i>Capital Receipts</i>	565	0	0
<i>Revenue Contribution</i>	8,515	6,453	3,767
<i>Commitments Carried Forward</i>			
<i>Borrowing</i>	0	0	0
	11,730	9,103	6,417

4.1.4 Internal Investment Plan

The budget allocates the sum of £600,000 to tackle past WHQS refusals, capital elements upgraded at change of tenancy and for the continued replacement of kitchens, bathrooms and re-wires as they reach the end of their life cycles.

This budget will also be utilised for the continued management of asbestos within the housing stock or, where appropriate, the removal of asbestos containing materials.

Central Heating Works

During 2016/17 we commenced a 2 year boiler replacement programme to upgrade approximately 400 of our older and increasingly unreliable heating boilers.

As part of the works a survey of the existing heating system will be undertaken and if radiators require replacement, they will be replaced as part of the boiler renewal programme. This will allow us to ensure that the systems installed are fit for purpose, sized correctly and are as efficient as possible for our tenants. Once completed, we will expect to see a reduction in day to day call out's for our heating engineers.

During 2017-18 we have allocated a budget of £600k to continue this programme and will target approximately 270 gas and oil boiler replacements.

Fire Risk Management

To ensure continued compliance with the Regulatory Fire Reform Order 2005 we have allocated the sum of £250k towards upgrading and/or renewal of fire-fighting equipment and fire detection systems to comply with fire risk assessments.

During 2016-17 our specialist contractor undertook fire risk assessments which will inform expenditure plans for 2017-18.

4.1.5 Traditional External Planned Maintenance

Total budget for traditional Planned Maintenance is in the sum of £4.635m. The Housing Service expects that a minimum of 4 contracts will be awarded during 2017/18 which will involve over 170 properties.

Procurement of schemes valued at over £500k will continue to support the Welsh Governments Procurement Policy Statement and impact on the local economy will be measured via the Value Wales Community Benefit Tool.

It is the Housing Service's aim that that the above contracts and procurement strategy will afford local contractors every opportunity to bid for capital investment works.

The service is committed to maximising the money it spends within the local community and by doing so promotes social, economic and environmental well-

being. By using Value Wales we expect our contractors to deliver some of the following community benefits:-

- Work experience by working with Mon Communities First and Coleg Menai Llandrillo
- Employment of local labour
- Local apprentices/Trainees
- Opportunities for SME's
- Using local supply chains

The general scope of the work undertaken or currently on site typically involves re-roofing, the application of an insulated render system, replacement windows and doors where appropriate, external works to include paths, fencing and boundary walls. Dwellings which are not on the mains gas network also benefit, wherever practical, from the installation of Solar PV systems.

Home improvements in all the schemes mentioned above will significantly improve the comfort and appearance of the homes and, where applicable, make them more affordable to heat. Traditional external planned maintenance will continue to form the basis of our capital investment plans going forward.

4.2 Council Housebuilding Programme

Since the 1980's, councils have been discouraged by successive governments from building new affordable housing themselves, and encouraged to act as 'enablers', by facilitating RSL's to build new affordable housing. However, with the new flexibilities that came with self-financing arrangements this has now changed and Councils are once again encouraged to build.

Both the Elected Members and tenants are supportive of this direction, which has led to the council to agree to implement a new council house building programme. The main advantages for this are as follows:-

- Council's HRA land and Council owned land and properties could be developed for much needed affordable housing.
- The land and buildings are retained or Council/HRA assets rather than being transferring to an RSL at a subsidised price for the RSL to develop as affordable housing.
- Local Authorities are able to recover a significant part of VAT costs of improving and maintaining our properties thus reducing costs.
- It will enable the council to increase its housing stock instead of continuing to see reductions in the stock through right to buy, thus reducing the unit cost of managing and retaining the council's stock.

- The council will have greater control over the future allocation of affordable homes.

The Authority's Council House Development Strategy 2015-2020 includes targets to increase our housing stock by 95 units over the 5 year period. In view the additional needs identified for affordable housing we will be increasing the targets set within the Council House Development Strategy 2015-2020.

During 2016/17 financial year the acquisition of 15 ex-council houses previously sold through the right to buy was completed and we saw the completion of the Council's first scheme of 3 new build council houses being completed.

During 2017/18 we expect to continue with our new council house building program and have plans to commence development of 20 units during the year together with a further acquisition of 10 ex-council properties.

Our revised council house building program for the next three years will be:-

Year	Total
2017/18	30
2018/19	45
2019/20	60
Total	135

We are currently looking at sites in Pentraeth, Llanfaethlu, Valley, Llangefni and Holyhead for the following years programme.

As a result of our increased development programme we will be utilizing a proportion of the HRA's borrowing cap which is around £13m.

In order to achieve our aim of developing new council houses a small Development Team will be established within Housing Services and we will be seeking to purchase development services from one of our partner RSL's during 2017/18.

The Welsh Government Innovative Finance Team have announced that the second round of the Housing Finance Grant program will become available from April 2017 and that stock retaining local authorities will have access to this source of Grant funding from April 2018.

5.0 Monitoring and Evaluation

5.1 Performance Management 2017 / 2018

There is a Corporate approach to measuring quality of services and performance is reported on a quarterly basis through the Council's corporate performance scorecard and annually thereafter through its Annual Performance Report (APR). Both reports are scrutinised and challenged by Senior Officers and in public through Corporate Scrutiny Meeting and the Executive / Council.

The Council's introduced a Corporate Scorecard during 2013/2014 (which includes relevant and important data requested from senior officers and members alike) and this has evidenced benefits already.

Service reviews take place twice a year and are focussed on their financial management (June) and their performance management (November).

To prepare for the January reviews all services were expected to self-assess their performance against ten key criteria –

- External Audit recommendations
 - Internal Audit recommendations
 - Customer Service
 - Business Planning and Performance
 - Horizon Scanning
 - Governance & Accountability
 - Resource Management
 - People Management
 - Collaboration
 - Corporate Alignment

They are challenged by a Panel of Executive, Shadow Executive and Senior Officers with a view of coming to a corporate agreement on the service's position statement and its draft priorities for the forthcoming year.

This self-assessment model was introduced for the first time during 2014 and provides a corporate overview of service position.

Housing Assessed Position on Matrix (January 2017)

		Under Performing / Costing	Continuous Improvement	
Excellent	Good		X	
	Satisfactory	Poorly Performing	Developing	
	Poor			
				Excellent
				Good
				Prospects for Improvement
				Satisfactory
				Poor
				Current Performance

W3eqal

5.1.1 Performance Indicators and Targets

A range of indicators are used to compare performance and gauge improvement, which gives an indication as to how effective the Council is in a particular area.

<p>Key Performance Indicators KPI's</p>	<p>Performance Indicators that are National or chosen by the Council which monitor the Council's key activities. These are reported to and monitored by Elected Members, Senior Leadership Team, staff and other partners on a quarterly basis.</p> <p>Examples include: rent arrears of current tenants, number of outcomes, rent arrears of former tenants.</p>
<p>Performance Indicators selected by Tenants</p>	<p>Indicators selected by our Tenants as being areas of performance important to tenants. Performance will be reported to the Môn Tenants Voice (MTV) on a quarterly basis.</p> <p>Examples include: % of appointments kept by HMU, % homes empty at year end.</p>
<p>Service Management Indicators</p>	<p>These indicators are monitored by the Head of Housing Services and the Housing Services Management Team and are usually used in areas in need of improvement. These are monitored on either weekly or monthly basis.</p> <p>Examples include: satisfaction with services received; void turnaround times; transformation of repairs and maintenance service</p>

5.2 Tenant Feedback

5.2.1 STAR

STAR is a survey designed to capture tenant's views on services' delivered by social landlords. It has been developed to measure customer satisfaction, monitor trends over time and benchmark performance against other landlords.

Housing Services' carried out their second STAR survey during 2015. A variety of different methods was used to encourage tenants to take part in the survey and 587 were received in total.

The survey was developed using 8 sections; Demographics, Core, General Services, Service Priorities, Perceptions, Stock (*Older people, leaseholders, Supported Housing, Wales*), Theme (*Advice and Support, Contact and communication, Neighbourhood, Responsive Repairs*), Service Specific (*Anti-social behaviour, Complaints and Estate Services*).

The results of the survey indicated a decrease in customer satisfaction in a number of service areas compared to 2012. As STAR offers social landlords the ability to measure customer satisfaction 'over time' it is difficult to understand why and when this has happened.

- 80% participants were satisfied with the overall service provided by Housing.
- 82% participants were satisfied with the overall quality of their home.
- 83% of participants were satisfied with their neighbourhood as a place to live.
- 69% of participants are satisfied with the way Housing Services deal with Repairs and Maintenance.
- 84% of tenants are proud of their home.
- 78% of participants were satisfied (fairly or very) with the condition of their property when they moved in.
- 96% of participants were satisfied (fairly or very) with the support service they receive.

HouseMark has now launched StarT (Survey of Tenants and Residents Transactions) which work alongside STAR and offers social landlords the ability to measure 'real time' customer satisfaction whilst also monitoring trends over time and benchmarking performance against other landlords.

It has been recommended that Housing Services' introduces StarT for services such as responsive repairs, complaints or new tenancies to gain an understanding of how and why the customer satisfaction has decreased since 2012 and also to monitor customer satisfaction more closely.

It is envisaged that the next STAR survey will be completed in 2018.

5.2.2 Tenant Auditing Group

The Tenant Auditing Group (TAG) was set up in 2008. The aim of the group is to support the delivery of a customer, citizen and community focused service which meets the needs of tenants now and in the future.

TAG work in partnership with Housing Services' and their work plan is determined by the priorities within the business plan. 7 audits have been completed to date; including a mystery shop of Housing's Customer Care Charter, day-to-day maintenance repairs service, Housing's lettable standard and the tenant participation service.

The group is currently carrying out an audit of the Corporate Customer Care Charter which is a follow-up to their 2015 audit. In 2015 TAG felt that the standard of Customer Care within Anglesey Council was satisfactory however, felt that there was room for improvement. A written report detailing recommendations for improvement was sent to the Customer Services' Excellence Board in October and was presented to the board in November.

5.4.5 Diversity and Equality

The Council is committed to equality of opportunity both in the provision of services and in its role as a major employer on the Island, and to the elimination of unfair and unlawful discrimination in its policies, procedures and practices.

We continue to embrace diversity and embed equality into working practices. The Strategic Equality Plan 2016 – 2020 has identified 7 new equality objectives that will enable the mainstreaming of equality into all Council functions.

The Housing Service is fully committed to ensuring equality of treatment for all our customers without discrimination or prejudice in line with corporate policies and practices.

We undertake Equality Impact Assessments on strategies and policies to help us understand the potential impact of decisions and service delivery on people with different protected characteristics. The assessments also identify potentially mitigating actions to reduce or eliminate adverse impacts. We currently subscribe to Tai Pawb, an organisation which promotes equality and social justice in housing in Wales.

We seek to ensure that housing advice and services are fully accessible to everyone. We seek to promote understanding and tolerance of the different cultures within our communities and also to ensure that people value the needs and contributions of individuals and groups of individuals within those communities. We achieve this by providing training for staff and tenants.

Tenant profiling data includes information on household composition and other information such as ethnicity, gender, age, disability and language and will enable us to tailor our services to ensure that they are appropriately provided when required. We will continue to capture the diversity profile of our tenants to help us gain a better understanding of individual needs. This has been completed for existing tenants and the profiling of new tenants is routinely carried out at commencement of tenancy. Tenants can now also access their tenancy and rent account online and update personal information by registering to use the 'My Home' tenant self-service portal.

The Housing Service is also guided by the Equality and Human Rights Commission's non-statutory Code of Practice in Racial Equality in Housing.

5.4.6 Welsh Language

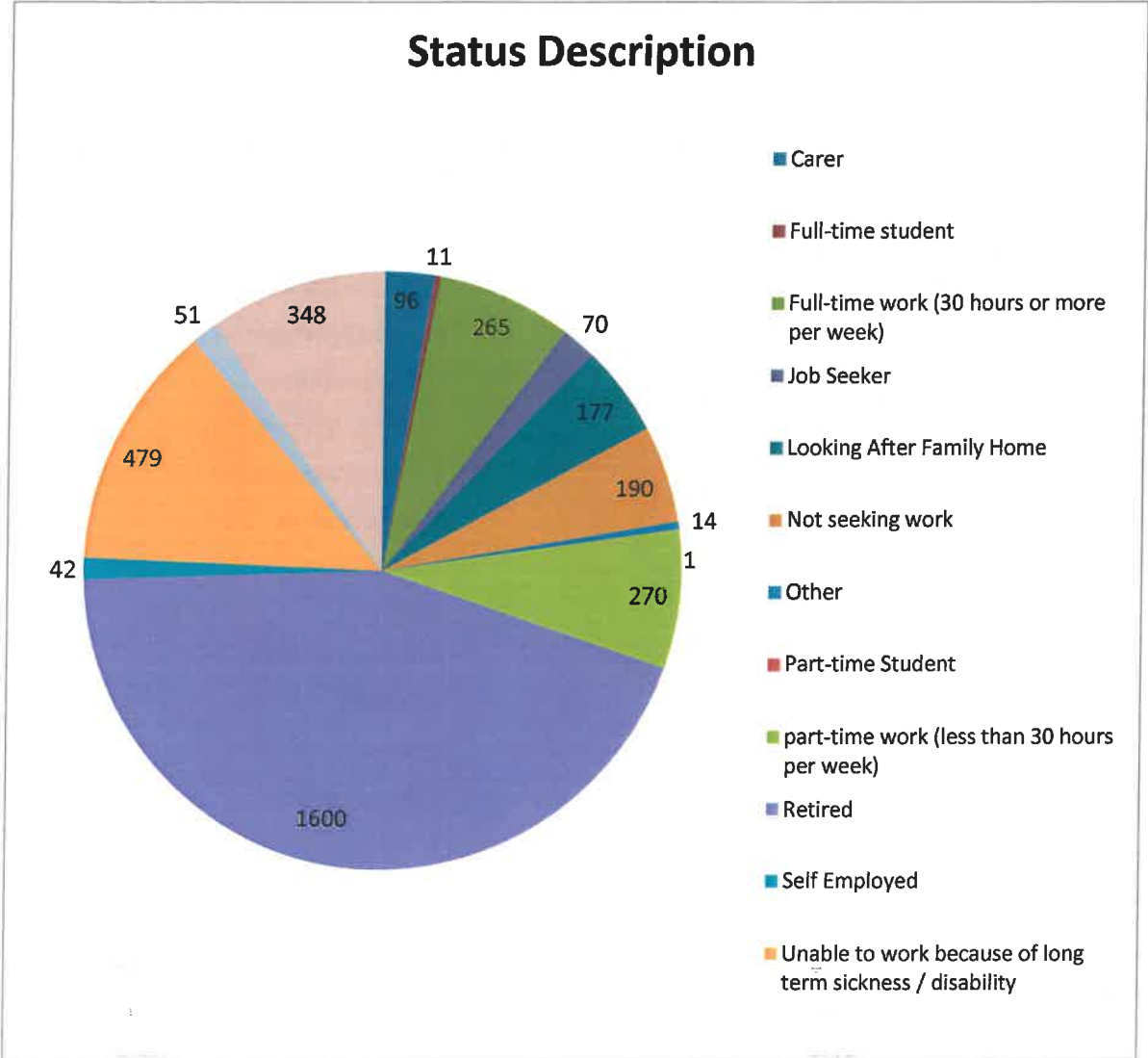
The County Council has now received a Compliance Order in relation to the Welsh Language Standards. This means that 154 statutory standards will come into force from 30/03/16 and will replace the Welsh Language Scheme. In addition, 6 further standards will come into force on 30/09/16.

On a practical level, these are as follows:

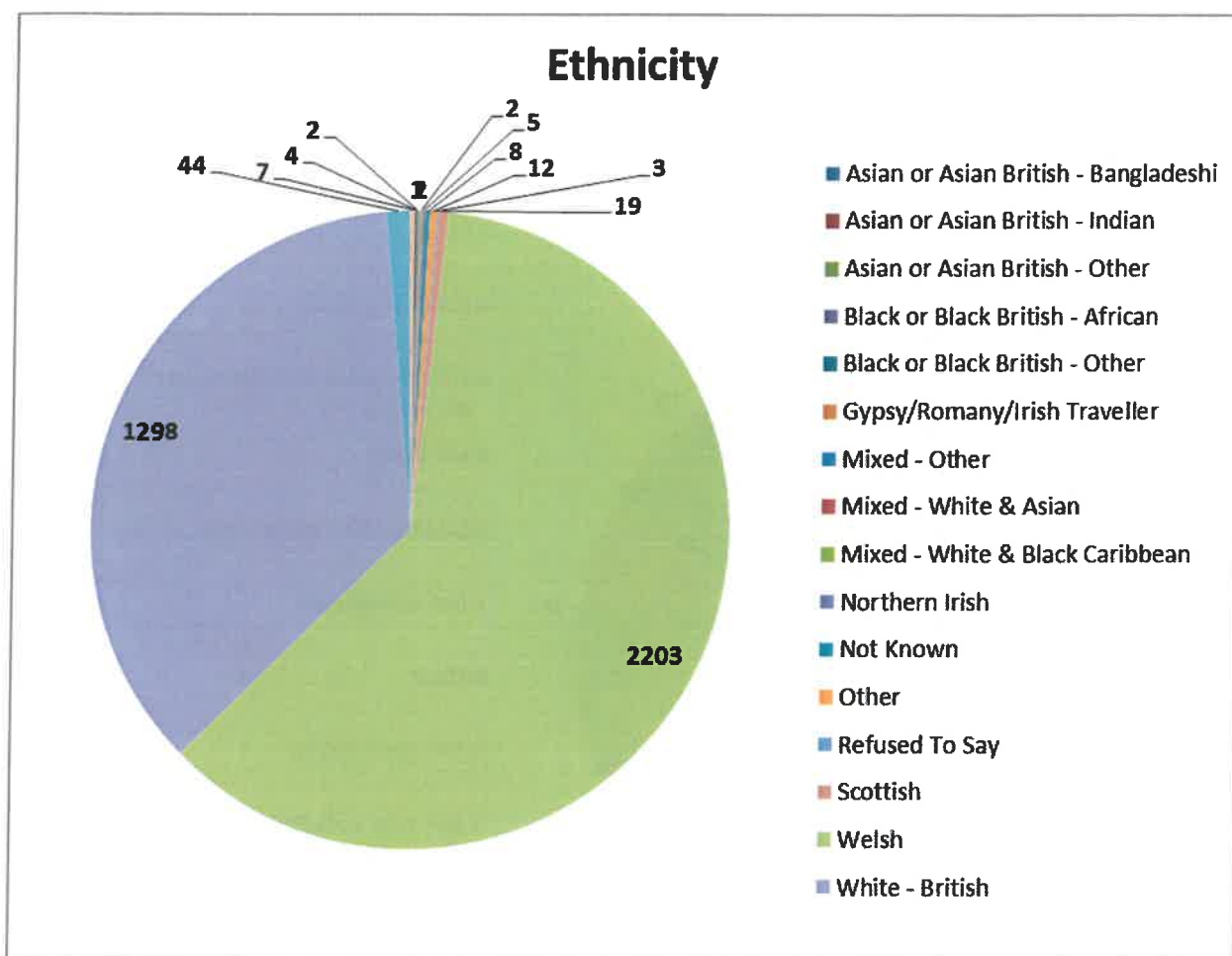
- the offer of language choice needs to be visible in our receptions;
- every telephone greeting must be bilingual with an offer of service through the medium of Welsh;
- any face to face interaction between a member of staff and a customer must offer the service through the medium of Welsh;
- any correspondence must be bilingual or in Welsh if that is the language choice of the customer;
- Welsh medium meetings should be provided to those who opt for Welsh medium meetings;
- when arranging public meetings, all promotional material must be available in Welsh and a translator present;
- all documentation, posters, notices, signage, forms and information pamphlets must continue to be produced bilingually (with a note on the English version stating that a Welsh version is available);
- a Welsh medium tender should not be treated less favourably than one presented in English and a Welsh medium interview must be offered to a Welsh medium tenderer;
- Welsh medium grant applications should not be treated less favourably than those presented in English;
- any employment matter (and associated written material) must be provided in Welsh if that is the employees' language preference;
- when amending or creating a policy, a Welsh Language Impact Assessment must be conducted.

The Council is committed to providing a bilingual service in Welsh and English across all its services. We promote a proactive approach to ensure that services can be provided in the Welsh language in accordance with the Welsh Government Strategy Framework 'Mwy Na Geiriau'/ More Than Words. We already ensure compliance with the Council's Welsh Language Scheme by monitoring services on a quarterly basis and undertake an annual survey of providers to evaluate compliance with the Welsh Language Standards, and the Welsh Language Measure for which the findings are shared with Welsh Language Commissioner's Department within Welsh Government.

5.4.7 Working Status of Council's Tenants



5.4.8 Ethnicity of the Council's Housing Tenants



5.5 Resource Planning

5.5.1 Staff training and development

The Council operates a comprehensive Performance Development Review (PDR) process. Formal, structured interviews are held between Line Managers and their staff on an annual basis.

The PDR process covers:

- Performance over the previous year;
- Personal development and training received over the previous year;
- Identify areas for development over the forthcoming year, including performance targets and training needs;
- Personal Action Plan for the forthcoming year.

The Council has a Corporate Training Programme – ranging from 1 day courses to longer development programmes such as management courses.

Other housing-related specialist courses are usually bought-in (if cost effective) or attended by a member of staff who will then train other staff.

5.5.2 Workforce Development Planning

Workforce development planning is an area where we as a business need to strengthen. Done well, this helps the service to estimate future workforce requirements and calculates the numbers, nature and services of potential employees who may meet that demand. It's about getting the right number of people, with the right skills, in the right place at the right time.

	Age Group	Male	Female	Total
Full Time		63	58	121
Part Time		2	7	9
	16 – 24	6	4	10
	25 – 34	13	23	36
	35 – 44	11	13	24
	45 – 54	18	14	32
	55 – 64	14	11	25
	65+	3	0	3

During 2017 – 2018 our priorities will be to:-

- Better understand the characteristics of the Housing workforce, in terms of sex, hours of work, age, turnover
- Understand the reasons for staff leaving employment and take appropriate action to reduce future turnover.
- Identify staff who are likely to retire, or who may leave the Council's employment, within foreseeable future, together with key / unique posts and plan and implement succession planning arrangements for post holders succession.

5.5.3 Communication with staff

We aim to ensure that all staff are equipped with the relevant skills and knowledge to enable them to carry out their roles and help deliver the service and Corporate priorities. We regularly communicate with staff through bi-monthly staff meetings, Team meetings, Tool Box Talks, Council monthly publication, Monitor (intranet) and staff forums.

6.0 Risk Management

6.1.1 Corporate Risk Register

The Corporate Risk Register identifies those risks which could impact on the Council's ability to meet its corporate aims and objectives. It identifies the source and consequences of the risk, the likelihood of it materialising, the impact it may have, and any mitigating action deemed necessary to manage the risk. The Corporate Risk Register is reviewed at least quarterly annually and in the light of any significant changes.

6.2 Housing Risk Register

All Officers have responsibility for identifying risks that threaten their area of activity. The Housing Management Team has the responsibility and accountability for assessing and managing the risks.

Risk Management is applied to each identified risk – and any new risks are entered on the Services' Risk Register. The main risks within the Housing Risk Register are included within the Council's Corporate Risk Register.

Key Housing Operational Risks are:-

- Rent restriction – following what is happening in England in relation to rents
- Increase in inflation – thus increasing costs
- Increase in Interest rates – thus increasing borrowing costs
- Local inflation in costs due to Wylfa Newydd
- Welfare Reform

The Business Plan has been stress tested to take account of the risks both individually and combined and the business plan remains viable throughout the 30 year period. (see appendix)

6.3 Housing Business Continuity Plan

- During 2015 / 2016, Housing Services produced a Business Continuity Plan which complements the Council's Corporate Business Plan. The Housing

Business Continuity Plan and explains what we would do if something serious happened to the Housing Services. Examples could be if the Council office buildings were badly damaged or if we lost a lot of staff, perhaps due to staff illness.

- Anticipated threats to service delivery (such as ICT, data management, severe weather, major careline or BT faults).
- The approach to be taken in the event of an E-bola outbreak, flu epidemic.
- Ways of minimising the threat / risk
- Disaster recovery and priorities
- Initial actions to be taken

This is reviewed regularly

7.0 HRA Financial Plan

7.1.1 Underlying Financial Assumptions

The information below is used as financial assumptions for the Business Plan

- Inflation is calculated using the Government target rate of 2% per annum.
- Rents are assumed to rise 1.5% above inflation per annum plus £2 per week until 2018/19 then 1% above CPI plus £2 per week until convergence with the benchmark rent attained (forecast to be 2024/25).
- The target rent is assumed to rise by 1.5% above inflation per annum until 2018/19 and 1% above inflation thereafter..
- The provision for bad debts is forecast to increase to 0.9% from 2017/18, 1.5% from 2018/19, reducing by 0.1% every 2 years until the 0.6% level is reached again.
- Voids are expected to reduce to 1.7% from 2017/18.
- Supporting people income relates to the agreed contribution to the alarm installations in HRA properties. This is not expected to increase with inflation.
- Right to Buy suspended for duration of plan.
- The capital plan is based on the Stock Survey, with component replacements being carried out as per schedule of component life cycles.
- It is assumed that a development programme of acquisitions and new build will continue in 2017/18 with 30 units, following this 45 units in 2018/19, 60 units in 2019/20 and 2020/21, 30 units each year from 2022/23 to 2029/2030, then 25 units per annum thereafter.
- The interest rate on credit balances is assumed to be 0.4% per annum, on loans 5.37% per annum. New borrowing is assumed to be over 30 years at an interest rate of 3%.
- The capital programme includes a one off programme of remodelling an existing scheme of 28 units which is currently hard to let. A provision of £832k has been included in the plan for 2017/18.
- Assumed that debt is not being re-paid early

- Other income includes feed in tariff income, commission from selling insurance, sewerage charges and recoverable repairs.

7.1.2 Treasury Management Policy

The Council has adopted a one-pool approach for loans which means that the costs of borrowing are averaged between the general fund and HRA in proportion to their respective capital financing requirements.

5 Year Capital & Revenue Budgets

Draft Revenue Budgets

	2017/18	2018/19	2019/20	2020/21	2021/2022
	£'000	£'000	£'000	£'000	£'000
Management Costs	2,878	2,936	2,994	3,054	3,115
Repairs and Maintenance	3,720	3,869	4,040	4,307	4,574
Other Costs		104			
Capital Financing Costs	3,697	3,438	2,264	2,385	2,449
Contribution to Capital Programme	8,882	9,757	9,543	10,481	10,431
Total Expenditure	19,177	20,104	18,841	20,227	20,569
Net Rental Income	15,905	16,909	18,400	19,292	20,577
Other Income	541	550	559	569	578
Interest on Balances					
Total Income	16,446	17,459	18,959	19,861	21,079
Revenue Surplus/(Deficit)	- 2,731	-1,645	118	-366	510
Balance Brought Forward	7,060	4,329	1,684	1,802	1,436
Balance Carried Forward	4,329	1,684	1,802	1,436	1,946

Draft Capital Budget

	2017/18	2018/19	2019/20	2020/21	2021/2022
	£'000	£'000	£'000	£'000	£'000
WHQS Improvements & Maintenance	6,585	5,981	6,244	5,789	6,148
New Build	4,125	6,436	8,959	9,552	10,143
Regeneration / Remodelling of existing stock	832	-	-	-	-
Other Improvements	-	-	-	-	-
Total Capital Expenditure	11,542	12,417	15,203	15,341	16,291
Capital Funding					
Major Repairs Allowance	2,660	2,660	2,660	2,660	2,660
Borrowing			3,000	2,200	3,200
Capital Expenditure funded by HRA	8,882	9,757	9,543	10,481	10,431
Total Capital Funding	11,542	12,417	15,203	15,341	16,291

8.0 HRA Key Priorities ACTION PLAN 2016 / 2017

General Housing Revenue Account Actions			
	Action	Responsibility for achievement	Target date
	Where housing need has been identified, assess and identify possible sites to inform council housebuilding plan.	Housing Business Manager	ongoing
	Complete refurbishment of Llawr y Dref scheme in Llangefni and allocate remodelled flats	Business Services Manager	July 2017
	Review Performance Measures	Business Services Manager	April 2017
Housing Management			
	Develop an up to date income management strategy and action plan	Rent, Income and Financial Inclusion Manager	March 2018
	Ensure early intervention & prevention to mitigate against effect of Universal Credit	Rent, Income and Financial Inclusion Manager	Monthly
	Review our tenant profile information and methods of collating information	Neighbourhood Team Manager	Monthly
	Review the Anti Social Behaviour Policy and trends in incidents	Neighbourhood Team Manager	March 2018
	Review the Commons Allocations Policy following it's implementation in 2016	Neighbourhood Team Manager	September 2017
Tenant Participation			
	Review the Local Tenants Participation Strategy	Neighbourhood Team Manager	April 2017
	Review the Customer Care	Neighbourhood Team	June 2017

	Service	Manager	
Housing Repairs and Maintenance			
	Complete the transformation of the Housing Maintenance Unit	Transformation Manager	September 2017
	Complete the externalisation of a modern, high quality stores function	Transformation Manager	April 2017
	Improve void property performance	Transformation Manager	March 2018
	Improve customer experience for end to end repairs process	Transformation Manager	March 2018
Housing Capital Plan			
	Complete 30 new units for rent by the Council	Business Manager	March 2018
	ensure model of housing related support for older people based upon need is rolled out to all potential tenants	Principal Development Manager	September 2018
	Agree work programme for the Development Team for Council House Building programme	Business Manager	April 2017
	Introduce Tenant Board Members to the Housing Services Board structure	Business Manager	May 2017

Appendix 1

30 Year Plan Sensitivity Analysis

Scenario	Base Case	Increase Bad Debt by 1.0%	No MRA Grant from 2018/19	Increase Maintenance costs by a further 1%	Increase Management costs by a further 1%	CPI and RPI increased by 1%	Increase Rents by Inflation Only from 2019/20
Year	Surplus (Deficit) c/fwd £,000	Surplus (Deficit) c/fwd £,000	Surplus (Deficit) c/fwd £,000	Surplus (Deficit) c/fwd £,000	Surplus (Deficit) c/fwd £,000	Surplus (Deficit) c/fwd £,000	Surplus (Deficit) c/fwd £,000
2017.18	4,329	4,329	4,329	4,329	4,329	4,329	4,329
2018.19	1,684	1,652	1,875	1,589	1,655	1,661	3,198
2019.20	1,802	1,730	2,303	1,506	1,714	1,702	6,541
2020.21	1,436	1,324	2,425	3,229	2,848	1,394	9,072
2021.22	1,944	1,790	3,614	5,853	4,924	1,753	12,115
2022.23	4,014	3,809	5,034	9,112	6,810	4,075	13,836
2023.24	2,689	2,515	3,867	9,017	5,282	2,805	12,936
2024.25	1,924	1,973	3,021	9,371	4,276	2,091	11,807
2025.26	2,969	2,980	4,078	11,405	5,039	3,300	11,947
2026.27	1,456	1,426	2,663	10,727	3,201	1,711	9,290
2027.28	2,663	2,585	4,041	12,596	4,038	2,888	9,372
2028.29	2,956	2,835	4,616	13,382	3,917	3,077	9,247
2029.30	1,484	1,316	3,522	12,207	1,982	1,505	7,124
2030.31	1,925	1,689	3,084	13,188	2,410	2,079	6,070
2031.32	3,097	2,781	3,406	14,667	3,528	3,493	5,286
2032.33	3,838	3,447	3,379	15,502	4,181	4,417	3,943
2033.34	4,566	4,097	3,399	16,077	4,780	5,331	3,244
2034.35	5,599	5,047	3,783	16,687	5,642	6,609	2,541
2035.36	4,542	3,906	2,930	16,562	4,385	5,415	2,141
2036.37	2,841	2,128	1,344	15,562	2,758	3,432	1,626
2037.38	3,647	2,852	2,357	16,788	3,600	3,937	3,396
2038.39	2,294	1,456	1,308	15,555	2,247	2,230	2,775
2039.40	4,611	3,717	3,621	17,625	4,515	4,405	5,282
2040.41	2,424	1,527	1,563	14,883	2,246	1,864	3,925
2041.42	7,055	6,155	6,417	18,583	6,751	6,124	9,131
2042.43	4,611	3,896	4,292	14,804	4,134	3,291	6,991
2043.44	3,000	2,463	3,042	11,368	2,291	1,493	5,027
2044.45	4,096	3,808	4,658	10,231	3,116	2,167	5,817
2045.46	2,761	2,729	3,948	6,166	1,614	1,526	3,902
2046.47	1,433	1,666	3,355	1,577	1,356	1,517	1,636
New Units	920	891	625	606	855	910	440
	Convergence Reached in 2024/25	Convergence Reached in 2024/25	Convergence Reached in 2024/25	Convergence Reached in 2024/25	Convergence Reached in 2024/25	Convergence Reached in 2025/26	Convergence not reached

Under all scenarios the borrowing cap is used to within £65k of the limit as measured using the CFR

The base case business plan shows the HRA to have a solid financial footing due to the condition of the housing stock that meets the Welsh Housing Quality Standards. The Council is planning significant investment in the development of new homes and the re-purchase of former Council dwellings, leading to an additional 920 homes over the 30 year period. In order to do this the Council will need to borrow additional funds, but is expected remain below the debt cap put in place after the buy-out from the former HRA subsidy scheme based on the current assumptions.

Increased Bad Debts

If the bad debt provision were to be increased by 1% above the provision in the base case the Council would need to reduce its investment in new properties, reducing the additional homes to 891.

Loss of MRA

Should the current MRA grant of £2.66m per annum be withdrawn after 2017/18, The Council would need to reduce the number of additional homes to 625. In addition savings would be required in the capital programme.

Increased Maintenance Costs by another 1% above inflation

The base case already prudently assumes that maintenance costs will increase by 1% above inflation throughout the duration of the plan, with a further 2% increase whilst Wylfa Newydd is being constructed. If costs were to increase by a further 1% per annum, the Council would need to reduce the number of properties to 606 and take action to reduce the planned maintenance programme in order to remain within the debt cap.

Increased Management Costs by a further 1% above inflation

The number of new properties being developed would be reduced to 855.

Increase in inflation by 1%

The number of new properties being developed would be reduced to 910.

Increase rents by inflation only after 2019/20.

Should the Welsh Government rent policy change and rents were to increase only at the rate of inflation, the Council would need to make significant savings in its capital programmes and take actions to reduce its revenue expenditure in order to remain within the debt cap. Under this scenario just 440 additional properties could be funded. In addition, with maintenance costs forecast to increase at a rate above inflation, this scenario would not be sustainable in the longer term.

