

ISLE OF ANGLESEY COUNTY COUNCIL	
Report to:	The Executive
Date:	25th March 2019
Subject:	Housing Revenue Account Business Plan 2019-2049
Portfolio Holder(s):	Alun Mummery
Head of Service:	Ned Michael
Report Author: Phone Number: E-mail:	Ned Michael 01248 752289
Local Member:	

A – Recommendation/Recommendations and Reason/Reasons
<p>Recommend that the Executive approve:-</p> <p>R1. The Housing Revenue Account (HRA) Business Plan 2019-2049, and in particular the HRA budget for 2019-2020 for submission to Welsh Government</p> <p>R2. The proposed Housing Capital Programme for 2019-2020, as stated within the Capital Budget</p> <p>R3. Delegated authority is given to the Housing Portfolio Holder, Head of Services, Housing and Head of Service, Resource / Section 151 Officer, to agree the format and final wording of the 2019 – 2049 Business Plan, prior to submission to Welsh Government.</p> <p>Reasons</p> <p>1.0 Background</p> <p>1.1 This Report and Business Plan has been prepared in conjunction with Officers from Finance Services, the 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:-</p> <ul style="list-style-type: none"> - 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. <p>1.2 The Council, through its HRA, owns and manages 3,819 properties and just over 700 garages, across the Island. Throughout the period of this Business Plan we will see an increase in stock to over 5000 units.</p>

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 As part of the Voluntary Agreement signed by the Local Authorities with the Welsh Government, borrowing negotiated and agreed to allow for new build and maintaining the Welsh Housing Quality Standards.

1.5 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 The Council has achieved WHQS since 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 2019-2020

3.1 Capital programme has been estimated at £11.792m has been included within the Business Plan. This includes provision for £7.4m 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, environmentals etc see Appendix 3 for more details.

3.2 A provision of £4.003m has been included within the revenue budget for repairs and maintenance works.

3.3 In addition £4.392m has been budgeted for in 2019-2020 for the development programme of new Council housing and acquisition of former council housing on the Island. The Business Plan assumes a development programme of 45 units in 2019-2020, following this 45 units in 2020-2021, 85 units in 2021-2022 which includes 40 Extra Care Housing units in the Seiriol area.

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. It is anticipated that we as a Council will reach rent convergence with Housing Association rent levels by 2022 – 2023.

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 currently increased based on the published CPI inflation published annually for September plus 1.5% and up to £2 per week towards reaching rent convergence. For 2019/2020 Welsh Government agreed an inflation increase of 2.4% which was CPI published for September and did not agree the +1.5%.

4.3 A risk to the viability of the Business Plan is the roll-out of Universal Credit, which commenced in Anglesey in December 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 rent increase for 2019-2020 which was inflation of 2.4% together with up to £2 per week for properties which have a low rent than the target rent level. The Executive Committee approved the rent increases for 2019/20 during their meeting on the 18th of February. This increase has been included within the budgeted rental income for 2019/20.

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

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C – Why is this a decision for the Executive?

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

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

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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 – Draft HRA Business Plan 2019-2049

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

Stock Condition Survey Report, 2017



HOUSING REVENUE ACCOUNT BUSINESS PLAN

2019 - 2049



**CYNGOR SIR
YNYS MÔN
ISLE OF ANGLESEY
COUNTY COUNCIL**



Llywodraeth Cymru
Welsh Government

	Contents	Page No.
1.0	Introduction	
2.0	Business Plan Objectives	
3.0	Business Plan Analysis	
4.0	Asset Management	
5.0	Monitoring and Evaluation	
6.0	Risk Management	
7.0	HRA Financial Plan	
8.0	HRA Action Plan – operational targets 2019/20	

Appendices

Appendix 1

Sensitivity Analysis

Appendix 2

30 year financial model

Appendix 3

Environmental Statement

1.0 Introduction

The aim of the Housing Revenue Account Business Plan, which will be referred to in the document as the HRA, is to plan ahead to ensure that a financially viable plan is in place for our Council Housing stock of 3819 units (as at the end of December 2018).

First and foremost, the Business Plan clearly sets out our direction and priorities for the next 5 year period, whilst being mindful of the impacts of our short term decisions in the middle and long term. Our aim over the next 5 years is to continue to provide a quality, cost effective and continuously improving service, 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 the housing stock, capital work and environmental improvements, maximising rental income, estate management and anti-social behaviour, maximising Tenant participation to influence our priorities, together with increasing our housing stock in order to contribute towards meeting 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 Welsh Housing Quality Standards and tackling 'acceptable fails',
- tackling areas where performance and service outcomes need to be improved, driving further service improvement for our tenants,
- delivering services for our tenants which offer value for money, during a period of increasing reductions in public spending,
- increasing accountability through increased engagement with staff, the 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 creating a dependency culture, and
- delivering our development programme for new build Council homes.

It complies with the Welsh Government's Business Planning Requirements for the self-funding regime for Local Authority Housing Revenue Accounts issued in January 2016.

Through reading the Plan you will gain assurance that the HRA is being managed efficiently and effectively.

Service Vision

Our Vision is:

Quality homes : sustainable communities

which is based on our service values that underpin our work and drive the delivery of our services, as follows:-

- ♣ to be customer focused and accountable
- ♣ to provide value for money
- ♣ to be committed to working in partnership
- ♣ to be innovative in our approach

Our Priorities will be:

- 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 the subject of consultation with our Tenants and Elected Members.

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

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

Further information on all 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 in terms of “Place Shaping” and increasing the supply of quality housing. A Housing Services Board has been established which has representatives from the highest level across the Senior Leadership Team and Elected Members

We will consult appropriately with other Services and report regularly to the Housing Services Board and the Land and Asset Group in relation to any new council housing development opportunities. We will select new council housing development sites in collaboration with the Land and Assets Group as a key part of delivering our Place Shaping Strategy.

There is certainly greater emphasis of the Housing Act (Wales) 2014, the Social Services and Wellbeing Act 2015, the Wellbeing of Future Generations Act 2015, preventative work and outcomes focusing on wellbeing and which promote independence for the customer. Over time the linkages between the three Acts will become clearer through the joint planning of services. Housing is undoubtedly pivotal to achieving the outcomes of the three Acts.

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

The Local Housing Market

A recent report on the North Wales Population Assessment demonstrates that we have a role in providing suitable housing for those who are vulnerable in 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

Housing plays a very important role in the Council's Corporate Plan and contributes to many of its objectives.

- Through building new houses and improving our existing stock we will create an impact locally and deliver community benefits.

- Extra Care Housing provision in the Seiriol area will ensure that older people are supported to live independently within their communities.
- We will provide opportunities for tenants to participate in improving services and give people the skills and confidence to be able to participate in their communities by establishing tenant participation groups.

Two Strategies will aid in delivering these objectives, namely the Housing Strategy and the Local Participation Strategy. These strategies set out how we will work together to provide a supply of affordable housing and how tenants can get involved.

The Strategic Context and Links with other Plans

Developing our landlord services and increasing our housing stock continue to be strategic priorities for the Council, as demonstrated within the key strategic documents.

In addition to the Corporate Plan, evidence of this can be seen within the Transformation Plan, the Council's Asset Management strategy, the Treasury Management Strategy, the Joint Local Development Plan, the Vibrant and Viable Places Programme, the Corporate ICT Strategy and individual Service Plans.

Links with the Local Housing Strategy

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 delivering these overall objectives and there will be close linkages between the two documents.

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 makes an important contribution to our aim of reducing poverty and inequality in our communities. The Housing Department 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.

Delivering consistently high quality and customer-focused services at reduced costs but which continue to meet performance expectations presents on-going challenges against a backdrop of increasing financial constraints.

We will continue to engage with our tenants to elicit their views about the services they want and how they want them to be delivered. We will involve them in work to improve services by reviewing and monitoring service standards. We will also make better use of customer feedback to drive further service improvement.

2.2 Our focus for 2018/2019 has been on :-

- Working in preparation for Welfare Reform and Universal Credit changes across the Island during 2018/19 and which will impact upon a significant number of our tenants.
- Starting our new council house building programme with work having begun on 25 new homes on 5 sites along with the purchase of 15 former council properties lost from the Council housing stock through right to buy legislation.
- During the year a great deal of work has been done to improve Performance Management procedures and processes for our service managers.
- As a Service we have made significant progress in relation to the implementation of the Council's Language Standards.
- Completing the work of outsourcing the stores function in our Housing Maintenance Unit in Gaerwen.
- Following the adoption of an Anti-Social Behaviour Policy, we have addressed and resolved acute anti-social behaviour problems on two estates in particular during the year to improve the living environment for tenants on those specific estates.
- Continuing to invest significantly on external work and environmental improvements to estates in aiming to achieve the standards of WHQS+.

2.3 Our Key Housing priorities over the next 2 years (2019/2021) are set out below:

- In conjunction with the Corporate Land and Assets Group, increase the supply of Council housing on the Island through the launch of our Council Housing Development Programme which will include a combination of new build on Council land and design and build packages with private developers and buying back former Council properties.
- We will agree the project plan for the development of the third Extra Care Housing Scheme on the Island that will be built in the Seiriol area and developed through the Housing Revenue Account.
- In conjunction with Children Services we will be looking at establishing two small group homes on the Island.
- Following the remodelling of the Llawr y Dref Scheme, moving forward with the new look scheme that will include 3 specialist units for Adult Services in order to assess the ability of individuals who are ready to move on from 24 hour support to live more independently.
- Preparing for the significant changes as a result of the Renting Homes (Wales) Act.
- During the year we will focus on improving preventative work in relation to the prevention of homelessness on the Island in accordance with the requirements of the Housing Act (Wales), 2014.
- We will undertake a local housing needs assessment and draw up our Local Housing Strategy for 2019 - 2024.
- Continuing to address units that do not meet the Welsh Housing Quality Standards as acceptable failures.
- Continuing to improve service provision in areas of poor performance and / or where the results of customer satisfaction surveys show the need to improve service outcomes, including improving void turnaround times.

2.4 Local Housing context

Housing Need

Information on Housing Need for the local authority is provided by the Local Housing Market Assessment (LHMA). 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 Assessment does not take account of the possible impacts of Wylfa Newydd on the local housing market. Additional work is being undertaken by the Council in this respect.

2.5 The Common Housing Register

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

In March 2019 the housing waiting list stands at :-

322 live applications currently on the housing register, 22 Urgent, 184 in Band 1, 1 in Band 2 and 115 in Band 3.

The Housing Services allocates approximately 250 units of its housing stock and Registered Social Landlords let 79 units).

Our Registered Social Landlords are able to gain on-line access to the Housing Waiting List to enable them to access nominations for their properties as and when they become available.

We have developed an Accessible Housing Register for the purpose of recording details of all applicants who need adapted properties. The register will assist us to make the best use of our stock by identifying properties that have been adapted and the most suitable tenants for such properties as and when they become available.

2.6 Provision of suitable housing

It is inevitable that certain areas will see a high demand for properties whilst other properties will be more difficult to let. This is compounded by the location and size of the Council's stock.

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>

2.7 Gaps in the Social Housing/Council Housing Provision

An analysis of the waiting list compared to stock

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

There are 4733 units of social housing on Anglesey. The percentage of stock owned by each landlord is as follows:

Landlord	Number of Units	Percentage of all Stock
Isle of Anglesey County Council	3819	81%
Grwp Cynefin	524	11%
North Wales Housing	143	3%
Clwyd Alyn	248	5%
Total	4734	100%

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

Age Restricted	Percentage	Non age Restricted	Percentage	Total Units
1451	38%	2367	62%	3818

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
720	19%	52%	1351	35%	34%	1664	44%	8%	68	2%	6%

The table demonstrates a 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.

54% of all applicants on the waiting list require 1 bed accommodation and only 19% of the current stock comprises 1 bed properties. Although only 5% of applicants on the waiting list require 3 bed accommodation, 44% of the Council's current stock comprises 3 bed properties.

It should be noted that 627 of the 715 1 bed units are for persons aged over 60 (i.e. sheltered housing or properties for pensioners) – this represents 88% of the 1 bed stock. However, the percentage of people requiring 1 bed accommodation and who are aged over 60 is much lower than this.

3.0 Business Plan Analysis

As at 31 January 2019 the Council had a stock of 3,819 dwellings and 766 garages.

Council Housing Stock	2017/18	2018/19	Purchased during 2018/19 but yet to be allocated
1 bed flats	320	321	1
2 bed flats	405	409	2
3 bed flats	16	17	
1 bed house / bungalow	397	399	
2 bed house / bungalow	943	945	1
3 bed house / bungalow	1637	1647	1
4/6 bed house / bungalow	77	81	
TOTAL	3784	3819	5

3.1 Delivery of Housing Management Services

3.1.1 Tenant Participation

The 2018-23 Tenant Participation Strategy was adopted during 2018 and will be monitored through the annual Action Plan at the Môt Tenants and Officers Voice meeting (MTOV).

The strategy has identified the following key areas:

- Providing a range of meaningful options with regard to ensuring that tenants can influence decisions regarding housing policies, conditions and services.
- The use of digital technology to modernise the Tenant Participation service.
- Inform tenants of the services which affect them.

- Ensure that Tenant Participation is acknowledged as a core activity in the Department.
- Support tenants affected by Welfare reform.

3.1.2 Successful outcomes of Tenant Participation

The key achievements of Tenant Participation during the period 2018-19 include the following:

- Participation in a family fun day with Môn Actif
- Working with Digartref Ynys Môn and Llais Ni to receive feedback on the Regional and Local Homelessness Strategy
- Promoting the Environmental Fund scheme
- Promoting and informing tenants that the Right to Buy is about to end
- 'Technology, Tea and Cake' events
- 17 clean-up days arranged and 27 skips filled
- Attendance at the Anglesey Show
- Publication of Tenants Newsletter
- 5 new tenants have volunteered to be members of Housing Services groups/panels
- The Tenants Repairs Forum held and the repairs policy reviewed
- A Digital Panel for tenants has been arranged

3.1.3 Enabling our tenants to pay their rent

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

We currently offer Direct Debit dates on any date of the month in preparation for Universal Credit. This will enable the tenants to pay their rent as and when they receive the Universal Credit payment. In excess of 1260 tenants pay by direct debit which is approximately 33% of our stock.

3.1.4 Poverty and Social Inclusion

Welfare Reform

Tenants tells us they wish the Housing Services to continue supporting them through changes in Welfare benefits. Since December 2018, Universal Credit has been rolled out to all benefit claimants on the island. This will mean a culture change for benefit claimants and in order to support our Tenants 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 early identification of 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 Môn 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 help with accommodation and support for single people, in particular those under 35 years old who are affected by Welfare Reform.

Fuel poverty

Fuel poverty (where more than 10% of household income is spent on fuel bills) continues to be a problem 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 with an energy rating of over 65.

Supporting people into training, volunteering and work opportunities

Supporting People into training, volunteering and work opportunities not only increases household income but also benefits the health and wellbeing of individuals and their families. There are a number of work opportunities on the Island and numerous initiatives are being developed to help support tenants and their families to take advantage of future training and work opportunities. To support our Tenants, we will:

- Support tenants who have been long-term unemployed into employment through programmes such as Communities for Work and Opus;
- Continue to work, develop and promote life-long learning opportunities with Coleg Llandrillo-Menai, Môn CF and Opus, where Tenants may wish to take up opportunities and support;
- Work with Job Centre Plus to maximise opportunities for employment;

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:

- 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;
- Attempt to discover which services our Tenants would like to access through the internet;

- Work with colleagues in our Information and Technology 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.

3.1.5 Rent Levels

Based on the revised 'target rent' in Welsh Government policy on Social Housing Rents, the Isle of Anglesey County Council's target rents for each type of property for 2019/20 are -

Type of Property	Target Rent for 2019/20
Bedsits	£70.14
1 Bedroom Flat	£78.91
2 Bedroom Flat	£87.68
3 Bedroom Flat	£96.44
4 Bedroom Flat	£105.21
1 Bedroom House	£87.22
2 Bedroom House	£96.90
3 Bedroom House	£106.60
4 Bedroom House	£116.29
5+ Bedroom House	£125.98

Using the above figures, there are 3,805 (99.6%) properties below the target rent and 14 above target rent.

3.1.6 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 wellbeing and safeguarding of children and adults deemed to be either 'vulnerable' or at risk' within our communities, irrespective of our individual roles.

There is a statutory expectation that staff and the agencies we use to provide services/interventions on our behalf, follow the Wales Social Care safeguarding training package. This training is arranged through the Human Resources Department for the Council's internal services and external organisations commissioned by the Council.

This is the link to the training package and further information:-

<https://socialcare.wales/learning-and-development/safeguarding>

3.1.7 Supporting People Single Point of Access

The Supporting People Single Point of Access / Gateway Officer post has been active since October 2017 to receive Supporting People referrals. The process has enabled us to:

- Identify, monitor and manage the transfer of the referral process into housing related support services funded through the Supporting People Programme;
- Facilitated easier and improved access to services for our most vulnerable service users;
- Provided a more robust management tool to improve monitoring of service providers;
- Facilitated and improved communication and working practices between the Supporting People and Housing Options teams and the Social Services Single Point of Access Team;
- Ensured a more strategic approach to the development of sustainable services and housing solutions and that the Supporting People Programme responds to current and emerging needs.

During the 2019/20 financial year we hope to build on the significant progress already made by:

- Working more closely with Homelessness Officers and support providers in order to identify cases, where housing related support is required for vulnerable people placed in temporary accommodation, e.g. bed and breakfast. Pre-tenancy support will be offered immediately following completion of a homelessness assessment in an attempt to reduce the period and cost of bed and breakfast accommodation.
- Facilitation of a better and more robust process with regard to the arrangements for moving on to alternative accommodation particularly when a vulnerable person is leaving supported accommodation such as a hostel or refuge.
- Build further on the work of providing support to Supporting People providers once the need to move on has been identified through the use of the Allocations Policy for social housing and refer cases where appropriate and in a timely manner to the Private Sector Landlord Liaison Officer in order to offer a range of accommodation options.
- Collaborate with Housing Options (Allocations) to develop a process to ensure that support providers for tenants in supported accommodation are aware that an offer of accommodation has been made and therefore avoid the possibility that the offer will be withdrawn or refused which could lead to moving down one band or suspending the application for six months. The prior permission of the tenant will be required to do this.

3.1.8 Floating Supporting

A new contract was awarded to the Housing Services in November 2018, funded by the Supporting People Programme. The internal provision for housing related support involves housing across all tenures and can be extended beyond the current period of two years if an individual or family is still vulnerable. In addition, a person whose service terminated before the end of the two year period but is still likely to need another period of support can receive the service as a means of early and short-term intervention in order to avoid a crisis and higher level intervention.

This service can be accessed sporadically on condition that no more than one year has elapsed since the service was previously received. However, it is not intended to provide the service for an indefinite period and to create dependency but 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 needs, such as anxiety and early signs of depression, older people who are isolated, and those with chaotic tendencies across service areas.

3.1.9 Remodelling the Domestic Abuse Service

From April 2019, two prevention and early intervention grant programmes will come into force, i.e. the Housing Support Grant and the Children and Families Grant. Between them, 10 individual grants will be combined over both programmes. This should lead to closer collaboration between agencies such as Housing Services and Social Services. A Task and Finish Group comprising Council Officers and Managers, North Wales Police, specialist local providers etc has already been established to look at remodelling services for the survivors of domestic abuse.

A piece of work will be trialled and a pilot scheme will offer intensive intervention for a small number of families who are suffering, or who have survived domestic abuse. The model will be based on the Integrated Families Support Service model and the outcomes will be compared against the more traditional intervention currently provided for families. Following evaluation, a further decision will then be made regarding how we will move forward to remodel and commission services which will bring together the resources of the Housing and Social Services Departments and any other appropriate agency to provide an all-inclusive modern services which will provide better value for money, avoid duplication and will be fit for purpose.

We intend to invite tenders during quarter 2, 2019/20 with the aim that the new service will be implemented from 1st October 2019.

4 Asset Management

The Key Drivers for the Repairs and Maintenance Service

Over the past few years the emphasis has been on transforming how the repairs and maintenance service is delivered and this has been achieved by:

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

Below are photographs of some of the oldest estates in our stock, built in 1900:



Chapel Street, Brynsiencyn



Field Street, Bryngwran



Rhenc Newydd, Newborough

Types and age of property in our stock by band:

		All HRA Properties
4.1.1	Houses and Bungalows	
	Traditionally built pre-1945	319
	Traditionally built 1945 - 1964	1221
	Traditionally built post 1965	1329
	All system built (non-traditionally built)	176
	New build or acquisitions since April 2015	34
	Total Houses and Bungalows	3079
	Flats and Maisonettes	
	Pre 1945 low rise flats (1-2 storeys)	15
	Post 1945 low rise and all medium rise flats	624
	High rise flats (6 storeys +)	91
	New build or acquisitions since April 2015	10
	Total Flats and Maisonettes	740
	Total Houses and Flats	3819

4.1.1 Compliance with WHQS and the Investment Strategy

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

- Part 1: In a good state of repair
- Part 2: Safe and secure
- Part 3: Adequately heated, fuel efficient and well insulated
- Part 4: Contain up to date kitchens and bathrooms
- Part 5: Are well managed (for rented housing)
- Part 6: Located in attractive and safe environments
- Part 7: As far as possible meet the specific needs 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 practicable, all properties meet WHQS with the exception of refusals or those satisfying acceptable fail criteria. Improvement works on past refusals are automatically carried out at Change of Tenancy. We can only

consider recording an acceptable fail if the cost of remedy was not economically viable.

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

Element	Total included on original scoping survey	Total carried out during the WHQS (October 2008 – December 2012)	Completed at time of Changing Tenancy (January 2013 – July 2017)	Tenants Refusal (acceptable failure)	Total of properties not identified for renewal work
Kitchen	3073	3123	293	207	150
Total number of bathrooms / Level access showers	2271	3071	260	131	311
Re-wiring	1543	2728	295	106	644

4.1.2 Wales Audit Office (WAO)

During the Summer of 2017, confirmation was received that WAO would be conducting an audit to decide if we have effective arrangements in place to be able to continue to meet WHQS standards. WAO officers visited the Council during October.

An audit was held by reviewing documents, interviewing Councillors and Officers, and conducting door to door interviews with a proportion of our tenants. A variety of documents and information was sent to WAO for review before the site visit. The information included key documents such as the latest 30 year draft Business Plan, our WHQS Compliance Policy and the draft Asset Management Strategy which have since been adopted. In addition, WAO were given access to documents/databases which gave detailed information regarding all capital investment activities undertaken by the Housing Services.

During the audit, WAO focused amongst other things, on the following issues:

- Has the Council collected detailed information regarding the quality of its stock
- Does the Council have a stock maintenance programme

- Does the council monitor acceptable fails and attempt to reduce numbers in this category.
- Is the WHQS investment having a positive effect on the lives of housing stock residents.

4.1.3 Capital Investment Programme

The Planned Maintenance Programme for 2019/20 shown in the table below which is valued at £7.4 million earmarks the capital resources which have incorporated in the Business Plan. 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 2019/20. 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>	2019/20 (£ '000)	2020/21 (£ '000)	2021/22 (£ '000)
<i>Internal WHQS Works & Asbestos Commitments on current contracts Traditional Maintenance Programme Fire Risk Management Central Heating Works Environmental Works Energy Performance Work New Build Public Sector Adaptations</i>	7,400	6,695	6,896
	11,792	17,188	17,704
Financing:	2018/19 (£ '000)	2019/20 (£ '000)	2020/21 (£ '000)
<i>Major Repair Allowance</i>	2,660	2,660	2,660
<i>Revenue Contribution</i>	7,600	14,528	9,544
<i>IHG Grant</i>	1,532		
	11,792	17,188	17,704

4.1.4 Internal Investment Plan

The budget allocates the sum of £750k in order to tackle WHQS refusals, capital elements upgraded at change of tenancy and for the continued replacement of kitchens, bathrooms and re-wiring systems as they reach the end of their life cycles.

This work will have a positive effect on the number of acceptable fails reported to Welsh Government.

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.

4.1.5 Central Heating Works

Since 2016/17 we commenced a boiler replacement programme to upgrade our older and increasingly unreliable heating boilers.

As part of the works a survey of the existing heating system will be undertaken and if new radiators are required, 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, of the correct size and are as efficient as possible for our tenants. Once completed, we will expect to see a reduction in the call our costs for our heating engineers.

For 2019/20, we have allocated a budget of £500k to continue with this programme and we will attempt to replace approximately 250 gas boilers.

4.1.6 Fire Risk Management

To ensure continued compliance with the Regulatory Fire Reform Order 2005 we have allocated the sum of £200k towards upgrading and/or renewal of fire-fighting equipment and fire detection systems to comply with fire risk assessments. During 2018/19, our specialist contractor undertook fire risk assessments which will inform expenditure plans for 2019/20.

4.1.7 Traditional Programme External Planned Maintenance

The total budget allocated for traditional Planned Maintenance work is £3.5m. The Housing Service expects that a minimum of 2 contracts will be awarded during 2019/20 which will involve 100 properties.

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

The Housing Service's aim is 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 promoting 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 Môn 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.

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.

Contract	Number of Properties	Estimate of Value
Min y Môr, Aberffraw and Awel y Môr, Rhosneigr	55	
Maes Gwyn, Llanddona and Pont y Brenin, Llangoed	61	
	116	

Bryn Tirion, Beaumaris

An example of re-rendering work with an external insulation scheme together with new windows, re-roofing work and associated environmental work (new concrete paths, fences, boundary walls etc) on 17 homes.

In addition to this traditional work, the scheme included substantial work on providing new access roads and parking spaces for tenants.

The Isle of Anglesey County Council's investment programmes are supported by Welsh Government's Major Repairs Allowance and will contribute to WHQS.

Photographs before, during and after the completion date



Comments from our tenants noted on customer satisfaction form following completion of scheme:

It looks great, very polite workers. I am very pleased with the work

I have noticed that my home is much warmer

No complaints, fantastic workers

4.1.8 Adaptation Work in the Public Sector

The proposed budget includes a sum of £350k for considerable adaptation work for the disabled. Typical examples of the work include installing stair lifts, entry level showers and extensions.

4.1.9 Energy Performance Work

Following the visit of Wales Audit Office during October 2017, an Implementation Plan was developed to tackle acceptable fails in relation to energy performance. The

Energy Score determined as a target for conforming with the WHQS under the Standard Assessment Practice (SAP) is 65.

Following an audit of a representative sample of 20% of the stock in 2013, confirmation was received that 726 of our dwellings did not meet the energy score of 65. On this basis, we are reporting on acceptable fails in this category to Welsh Government.

Considering the work previously completed and the improved energy ratings in those dwellings where their energy performance was re-measured, we are confident that the majority of our properties serviced by mains gas or oil central heating have an energy score of 65 or higher. In order to check this statement, we intend to re-assess all properties where there was “acceptable failure” in this category during 2018/19. Any properties where their score is still under 65 will be individually assessed to decide if further work would be practical or economically viable.

We intend to focus on re-measuring energy performance of all properties serviced by electric storage heaters as the basic heating source during 2019/20.

During 2018/19, the intention is to target properties serviced by LPG heating systems with the intention of installing renewable energy systems, such as Solar PV. On average, it is property in this category which has the lowest SAP score within our housing stock. It should be noted that most of these properties are bungalows on sheltered housing estates or properties which have been designated specifically for pensioners.

As a result of the above surveys, we have prioritised properties in this category for Programmed Traditional Maintenance work during 2019/20. In addition, during quarter 4, 2018/19, a contract was let to install PV systems in a proportion of our properties serviced by LPG. It is intended to complete this work during 2019/20 and £250k has been included in the budget to this end.

4.1.10 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.”

In order to deliver environmental improvements, we will continue to fund the Environmental and Community Improvement Fund whereby tenants are invited to submit applications for funding towards community improvements of their choice. There were 8 successful applications during 2018/19 and 17 estate clean-up days.

A total of £500k is allocated towards environmental improvements in 2019/20. A significant proportion of this budget will be utilised to commence a 2 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 generally improving the visual appearance of specific area.

4.2 Council House Building Programme

The Authority's Council House Development Programme for 2018-2022 includes targets to increase the housing stock by 170 units over the next 3 years.

The Council House Development Programme was launched in April 2018 and developers and landowners were invited to contact us if they has opportunities to develop housing and were interested in working with the Council. A number of responses were received and planning applications were submitted for sites in Holyhead, Moelfre and Amlwch.

During March 2018, building contracts were signed for 15 units, 12 in Holyhead and 3 in Moelfre.

Our applications for funding from the Wales Government Innovative Housing Programme during 2017/18 were successful for 4 bungalows in Holyhead and for 6 houses in Caergeiliog in 2018/19.

See below the types of units on site in Holyhead:



① PROPOSED FRONT ELEVATION
1 : 100



④ PROPOSED REAR ELEVATION
1 : 100

During 2018/19, we will have started work on 19 new units and will have completed the purchase of 12 former Council houses which had been previously sold under the right to buy scheme which brings the increase in our housing stock during the year to 31 units.

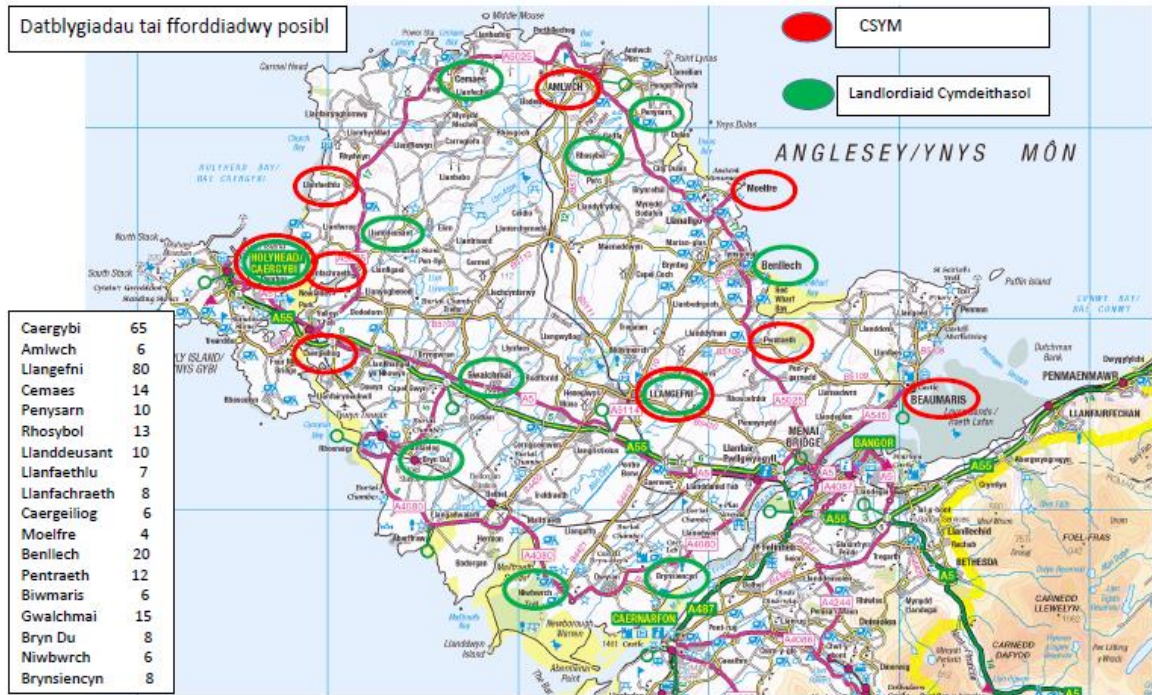
This will be our amended programme for the building of council houses over the next three years:

Year	Total
2019/20	40
2020/21	45
2021/22	85
Total	170

We will commence developing a third extra care scheme in the county during 2019/20, i.e. a 40 unit scheme in the Seiriol area which will be funded from the housing revenue account and we expect to see this scheme being complete in 2021/22.

During 2018/19, Wales Government removed the borrowing cap which had been applied to the Housing Revenue Account.

The map below highlights those areas where opportunities to develop new council houses have been identified.



5.1 Monitoring and Evaluation

5.1.1 Performance Management

A corporate approach is taken with regard 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 publicly through the Corporate Scrutiny Committee and the Executive / Council.

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

The Housing Services Management Team monitor performance results quarterly against the targets set for the year.

Key Performance Indicators – Housing Services

Indicators	2017-18	2018-19		Target 2018/19	Performance
	Result	Quarter 1	Quarter 3		
The total amount of rent arrears owed by current tenants as a percentage of the total rent collectable for the financial year for Permanent accommodation	2.07% (£335,641.38)	2.44% (£423,326.63)	1.81% (£315,042.01)	2.15%	↑
The total amount of rent arrears owed by former tenants as a percentage of the total rent collectable for the financial year for Permanent accommodation	1.50% (£243,098.59)	1.45% (£251,676.19)	1.42% (£247,559.70)	1.40%	↑
Proportion of tenants with more than nine weeks arrears (2017-18 was 7 weeks has been changed for 18-19 due to Universal Credit)	5.49%	3.60%	3.52%	5.00%	↑
Average Arrears	£281.54	£236.20	£265.75	£275.00	↑
Average arrears of tenancies when ended	£528.41	£432.44	£527.14	£500.00	↑
The average number of calendar days taken to let lettable units of permanent accommodation during the financial	31.3	27.0	29.6	30	↑
The average number of calendar days taken to let lettable units of permanent accommodation during the financial (excluding DTL's)	22.4	19.1	20.2	21	↑
Number of re-lets accepted on first offer	69.58%	63.77%	67.18%	80.00%	↑
% of Routine repairs completed within timescale	77.13%	74.74%	95.48%	95.00%	↑
% of tenants satisfied with responsive repairs	88.98%	88.59%	88.85%	92.00%	↓
% completed in one visit	99.39%	93.60%	95.22%	90.00%	↓
Average time taken to complete non-urgent responsive repairs (Calendar Days)	11.59	11.44	11.62	20	↓
Percentage of families successfully prevented from becoming homeless	55.75%	56.75%	58.00%	55%	↑

The average number of calendar days taken to deliver a Disabled Facilities Grant	171.4 (234.4)	156.4 (213.8)	174.5 (192)	175	↓
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5.1.2 Benchmarking Performance and Costs

The table below provides a summary of our headline costs, performance and satisfaction measures for 2017/18. The quartile is our position in comparison to our peer group regarding these measures.

Note that we have provided Red, Amber and Green quartiles for measures regarding costs in this summary table for ease of interpretation.

Headline Measure	Our Result	Quartile	Our Result	Quartile	Trend
Cost Headlines		2016-17	2017-18		
Overheads as a % of adjusted turnover	7.04%	Upper	7.27%	Upper	↑
Total Cost per Property (CPP) of housing Management	£497	Middle Lower	£552.18	Lower	↓
Total CCP of Responsive Repairs and Void Works	£1,073	Lower	£971.63	Middle Lower	↑
Total CCP of Major Works & Cyclical Maintenance	£2,574	Lower	£1,839.85	Middle Lower	↑
Operational performance headlines					
Rent arrears of current tenants net of unpaid HB as % of rent due	2.4%	Middle Lower	2.12%	Middle Lower	↑
Average re-let time in days (standard re-lets)	38.4 days	Middle Lower	31.3 days	Middle Higher	↑
Rent loss due to empty properties (voids) as % rent due	1.19%	Middle Lower	1.26%	Middle Lower	↓
Average number of calendar days taken to complete repairs	12.26 days	Middle Lower	10.27 days	Middle Lower	↑
percentage of properties with a valid gas safety certificate	100%	Upper	100%	Upper	↔
Staff turnover in the year %	3.8%	Upper	6.8%	Upper	↓
Sickness absence average working days/shifts lost per employee	9.4	Median	8.1	Middle Higher	↑
Satisfaction headlines (*)					
Satisfaction with the service provided (%)	84.0%	Median	84.0%	Median	↔

Satisfaction that views being listened to (%)	67.0%	Middle Lower	67.0%	Middle Lower	↔
Satisfaction with the repairs & maintenance service (%)	76.0%	Middle Lower	76.0%	Middle Lower	↔
Satisfaction with rent VFM (%)	69.0%	Lower	69.0%	Lower	↔
Satisfaction with quality of home (%)	80.0%	Middle Lower	80.0%	Middle Lower	↔
Satisfaction with neighbourhood (%)	91%	Upper	91%	Upper	↔

* Satisfaction Figures for 2016-17 taken from STAR Survey undertaken in 2015-16

5.1.3 Employment Status of the Council's Tenants

Information in relation to the profile of our tenants tells us that:

- 1065 of our tenants are retired
- 489 do not work as a result of long term illness or disability
- 352 are in receipt of benefits
- 2217 of our tenants say that they are Welsh and 1321 White British
- 2070 homes use English as their main language and 1559 use Welsh as their main language.
- 1131 households are single and 1045 are married

5.1.4 The Welsh Language

There is a statutory requirement on Public Bodies in Wales to conform with the 2011 Welsh Language Measure and Welsh Language Standards in various situations such as:

- Supplying services
- Drawing up policies
- Implementing
- Promoting
- Record Keeping

The duties that derive from the standards mean that Anglesey County Council and other organisations should not treat the Welsh language less favourably than the English language. The use of Welsh should also be promoted and facilitated (to make it easier for people to use Welsh in their everyday lives).

The purpose of these standards is to:

- Explain clearly to establishments their duties in relation to the Welsh language
- Explain more clearly to Welsh speakers the services they can expect to receive in Welsh
- Ensure more consistency as regards Welsh services and to improve their quality

Anglesey County Council recently announced that it is intending to work towards being an administration which works predominantly through the medium of Welsh, while still respecting the need for bilingual provision where required.

The Council faces many challenges in order to be able to achieve this aim and the work is already progressing with a number of plans in place and monitoring, scrutiny and good practice meetings are held regularly. One of the plans which is being implemented is a pilot scheme within Housing Services to encourage staff to make more use of their written and spoken Welsh in the workplace. The Service has been implementing this Scheme since February 2017.

Without doubt, progress has been made within the service in relation to the use of the Welsh language. More staff that are either second language or learners are now more willing to communicate with colleagues in the office and in meetings than previously. Also, more Welsh speakers that were previously reluctant to write a report or even e-mail in Welsh are now doing so.

6.0 Risk Management

6.1 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 is responsible and accountable 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.

The Key Operational Risks in Housing are:-

- Rent restriction – as a result of what is happening in England with regard to rents
- Increase in inflation – resulting in increasing costs
- Local inflation in costs
- Welfare Reform

The Business Plan has been stress tested to take into account of the individual and combined risks will remain viable throughout the 30 year period. (see appendix)

6.3 Housing Business Continuity Plan

During 2018/19, Housing Services produced a Business Continuity Plan which complements the Council's Corporate Business Plan. The Housing Business Continuity Plan explains what we would do if something serious happened in the Housing Services. For example:

- If the Council office buildings were badly damaged or if we were to lose a lot of staff, due to illness perhaps.
- Anticipated threats to service delivery (such as ICT, data management, severe weather, major fault on the 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 plan is reviewed regularly.

7 HRA Financial Plan

7.1.1 Underlying Financial Assumptions

Financial assumptions for the Business Plan are based on the following information

- Inflation is calculated using the Government's target rate of 2% per annum.
- It is assumed that expenditure on maintenance and new construction will increase by 1% above the inflation target each year, except between 2022/23 and 2024/25 (when it is expected that there could be a shortage of contractors available) when the expenditure is expected to increase by 3% above the inflation target.
- It is anticipated that the target rent will increase 1% above inflation per annum from 2020/21. For 2019/20 it will increase by CPI only.
- The provision for bad debts is forecast to be 1.5% in 2019/20 (when Universal Credit is expected to be fully rolled out), reducing by 0.1% every 2 years until the level returns to the 0.6% level attained prior to the introduction of Universal Credit.
- Losses due to voids are expected to be 1.25% per annum.
- The capital plan is based on the new Stock Condition Survey, with component replacements being carried out as per schedule of component life cycles.
- It is assumed that a development programme of new build and acquisitions of former council houses will continue. In 2019/20 40 units are expected to be developed 25 new build and 15 acquisitions with a total of 45 units each year thereafter. There will be an additional 40 units extra care housing scheme being developed at a cost of £8m completing 2021/22.
- Other than the capital grants awarded during 2018/19 is assumed that the HRA will fully fund the development programme for the duration of plan.
- The interest rate on credit balances is assumed to be 0.33% per annum. New borrowing is assumed to be over 50 years at an interest rate of 2.65%.
- It is assumed that debts will not be re-paid early
- Other income includes feed in tariff income (National Grid), 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

	2019/20	2020/21	2021/22	2022/23	2023/24
	£'000	£'000	£'000	£'000	£'000
Management Costs	3,080	3,142	3,204	3,269	3,334
Repairs and Maintenance	4,003	4,165	4,362	4,656	4,944
Other Costs			520		
Capital Financing Costs	2,926	2,851	2,949	3,006	3,113
Contribution to Capital Programme	7,600	14,528	9,544	11,742	11,405
Loan repayment	519	421			
Total Expenditure	18,128	25,107	20,579	22,673	22,796
Net Rental Income	17,696	18,505	19,791	21,091	21,967
Other Income	565	554	563	574	588
Interest on Balances	30	20	10	8	6
AHG Grant	59	59	59	59	59
Total Income	18,350	19,138	20,413	21,722	22,610
Revenue Surplus/(Deficit)	222	(5,969)	(166)	(951)	(186)
Balance Brought Forward	8,876	9,098	3,129	2,963	2,012
Balance Carried Forward	9,098	3,129	2,963	2,012	1,826

Draft Capital Budget

	2019/20	2020/21	2021/22	2022/23	2023/24
	£'000	£'000	£'000	£'000	£'000
WHQS Improvements & Maintenance	7,400	6,695	6,896	7,241	11,565
New Build	4,392	10,493	10,808	6,761	7,099
Regeneration / Remodelling of existing stock	-	-	-	-	-
Other Expenditure	-	-	-	400	-
Total Capital Expenditure	11,792	17,188	17,704	14,402	18,665
Capital Funding					
Major Repairs Allowance	2,660	2,660	2,660	2,660	2,660
Borrowing	-	-	5,500	-	4,600
Capital Expenditure funded by HRA	7,600	14,528	9,544	11,742	11,405
IHG Grant	1,532	-	-	-	-
Total Capital Funding	11,792	17,188	17,704	14,402	18,665

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8.0 HRA Key Priorities ACTION PLAN 2019/20

Actions	Responsible Officer	Target Date
Collaborate with the Children's Services to identify 2 suitable properties to be established as Group Homes for children placed out of county	Development Manager Council Housing	April 19
Following the re-modelling of Llawr y Dref move forward with letting the scheme in its new format	Community Housing Service Manager	April 19
Pilot scheme to release 4 bed properties in our housing stock	Community Housing Service Manager	April 19
Create apprenticeship opportunities within our maintenance service in order to increase the supply of technical officers	Technical Services Manager	May 19
Adapt the Allocations Policy in order to give priority to local connection with specific areas	Strategy and Commissioning Service Manager	June 19
Formalise Customer Service arrangements in order to ensure an outstanding services for our tenants and service users	Community Housing Service Manager	June 19
Review the condition survey of the Council's garages held in 2016 with a view to combining the priorities with regard to the improvement and change of use of some units.	Technical Services Manager	June 19
Agree on a project plan for the development of a third Extra Care Scheme on the island in the Seiriol Area	Council Housing Development Manager	August 2019
Develop ways of enabling tenants to communicate digitally by introducing Digital Services for Tenants	SG Manager	August 2019
Undertake a STAR survey amongst our tenants in order to establish satisfaction levels	Community Housing Service Manager	September 19
Develop a temporary stopping place for Gipsies and Travellers in Staf	Technical Services Manager	September 19

Review the administration of the waiting list and the expected contribution of RSLs	Strategy and Commissioning Service Manager	September 19
Create regular report on the allocation of Social Housing and reports highlighting housing need in areas	SG Manager	September 19
Prepare to implement changes associated with the Wales Rent Act	Strategy and Commissioning Service Manager	October 19
Review our sheltered housing schemes in order to ensure that they are still fit for purpose and look at innovative ways of meeting the need	Community Housing Service Manager	December 19
Make arrangements for “zero based” budgeting from 2020/21 forwards	Management Team	December 19
Prepare an assessment of local housing need and formulate the 2019-2024 Local Housing Strategy	Strategy and Commissioning Service Manager	January 20
Conduct a survey of the needs of Gypsies and Travellers by means of GTAA	Strategy and Commissioning Service Manager	January 20
Prepare a Carbon Reduction Strategy in order to ensure that we conform with the MRA grant requirements	Technical Services Manager	January 20
Improve performance with regard to Homelessness in accordance with the Housing Act (Wales) 2014		Continuously throughout the year
Continue with the improvement programme for units which do not fulfil WHQS based on acceptable fails	Technical Services Manager	Continuously throughout the year
Prepare to increase the Council’s housing stock by means of a development programme for new Council housing and buying back former council houses	Council House Development Manager	Continuously throughout the year