

ISLE OF ANGLESEY COUNTY COUNCIL	
Report to:	The Executive
Date:	14th March, 2016
Subject:	Housing Revenue Account 30 year Business Plan 2016-2046 and Housing Capital Programme 2016-2017
Portfolio Holder(s):	Councillor Aled M Jones
Head of Service:	Shan Lloyd Williams
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Local Members:	Relevant to all Elected Members

A –Recommendation/s and reason/s
<p>The Executive Committee is recommended to approve:-</p> <p>R1. The draft Housing Revenue Account (HRA) Business Plan 2016-2046, and in particular the HRA budget for 2016-2017 as set out within the Plan, for submission to the Welsh Government;</p> <p>R2. The proposed Housing Capital Programme for 2016-2017</p> <p>Reasons</p> <p>1.0 Background</p> <p>1.1 The Council, through its HRA, owns and manages 3,784 properties and just over 700 garages, across the Island.</p> <p>1.2 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.</p> <p>1.3 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.</p> <p>1.4 As part of the Voluntary Agreement signed by the Local Authorities with the Welsh</p>

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 are as follows:

HRA existing borrowing £46.42m, of which the borrowing to exit HRA Subsidy was £21.17m.

1.5 As part of the buy-out, there were a number of alternative approaches that a stock retaining local authority could apply to its loan pool to account for Housing Revenue Account (HRA) and Council Fund (CF) debt.

The principles upon which the allocation of loans were to be based were as follows:

- The underlying principle for the splitting of loans, at transition, must have been that of no detriment to the Council Fund;
- Local authorities were required to deliver a solution that was broadly equitable between the HRA and the Council Fund;
- Future charges to the HRA in relation to borrowing are not influenced by Council Fund decisions, giving a greater degree of independence, certainty and control; and
- Un-invested balance sheet resources which allow borrowing to be below the CFR are properly identified between Council Fund and HRA.

Local authorities had three options to account for HRA debt. The first was to split the debt between Council Fund and HRA debt pools (the two pool approach). The second was to adopt a three pool approach and the third was to retain a one pool approach.

Following careful consideration and external advice sought from our Treasury consultants, Capita, the decision taken by the then S151 Officer was to adopt a one-pool approach, which means that the costs of borrowing are averaged between the Council Fund and HRA in proportion to their respective debts.

The one-pool approach was selected as this proved to be the most financially beneficial for the Authority as a whole, whilst simultaneously adhering to the principles above.

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 2016-2017

3.1 Capital programme has been estimated at £11.7m. This includes provision for £6.823m 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 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 £3.605m has been included within the revenue budget for repairs and maintenance works.

3.4 In addition £2.058m has been budgeted for in 2016-2017 for the first council housing new build on the Island. We will commence on our new build program of 15 units during the year, we are currently looking at sites in Pentraeth, Llanfaethlu, Valley and Holyhead for the first years programme.

3.5 Additionally a further provision of £2.058m has been included for the acquisition of a further 15 units of long term empty ex-Council owned properties lost through Right to Buy.

4.0 Resource implications

4.1 Additional staff will be required to deliver the Council's new build Council homes, and to support the smarter working agenda, we intend to strengthen Information System support by creation of an additional IS support officer post. The Housing Services Management Team will also be under-going a re-structure during the first quarter of the year in order to strengthen its governance arrangements.

Funding for these posts have been provided for within the Business Plan, funded through the

HRA.

5.0 Financial Model and Assumptions

5.1 The HRA Business Plan must be supported by a 30 year financial model and is detailed in chapter 7, pages 48 - 50.

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.

Based on the base case senario, we are due to reach rent convergence by 2022-2023.

5.2 Rental income and local rent setting policy are major factors in the future viability of the Business Plan. 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.

Welsh Government has provided details of the minimum rent increase for 2016-2017. The information on setting the rent was presented to The Executive Committee on the 8th February, 2016.

6.0 Consultation with stakeholders

Detailed consultation has been undertaken 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 newly established Housing Services Board.

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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D – Is this decision consistent with policy approved by the full Council?**DD – Is this decision within the budget approved by the Council?**

yes

E – Who did you consult?		What did they say?
1	Chief Executive / Strategic Leadership Team (SLT) (mandatory)	Business Plan fully endorsed by the SLT.
2	Finance / Section 151 (mandatory)	S151 Officer is happy that the business plan assumptions are reasonable and that the business plan is viable and reflects the current financial situation facing the HRA.
3	Legal / Monitoring Officer (mandatory)	
5	Human Resources (HR)	Any staffing restructures should follow appropriate consultation process in accordance with Council policies
6	Property	
7	Information Communication Technology (ICT)	
8	Scrutiny	
9	Local Members	
10	Any external bodies / other/s	

F – Risks and any mitigation (if relevant)

1	Economic	Capital Schemes go through the Council's procurement arrangements and use Value Wales for measuring Community benefits thus receiving support of the Economic and Community Regeneration Service.
2	Anti-poverty	All Council housing households benefit from WHQS and capital programme
3	Crime and Disorder	
4	Environmental	
5	Equalities	

6	Outcome Agreements	
7	Other	<p>The main risks to the business plan are:</p> <ul style="list-style-type: none"> i. Rent Restriction – following on what is happening in England; ii. Increase in Inflation or Borrowing Costs; iii. Local inflation due to Wylfa Newydd. iv. Welfare Reform <p>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.</p>

FF - Appendices:

Appendix 1 - Draft HRA Business Plan 2016-2046
Appendix 2 – 5 year Capital and revenue budget 2016 - 2021
Appendix 3 – Capital programme 2016-2019

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

Stock Condition Survey Report, 2013
Rent and Service Charges Report to Executive Committee, 8th February 2016



CYNGOR SIR
YNYS MÔN
ISLE OF ANGLESEY
COUNTY COUNCIL



**CYNLLUN BUSNES
CYFRIF REFENIW TAI
2016 - 2046**

**HOUSING REVENUE ACCOUNT
BUSINESS PLAN
2016 - 2046**



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Appendix 1
Sensitivity Analysis

Appendix 2
30 year financial model

Appendix 3
Tenant – selected Performance Indicators to 2015 / 2016 carried forward to 2016/17

Appendix 4
Repairs and Maintenance Proposed Performance Framework Indicators

1.0 Introduction

This is the first Housing Revenue Account (HRA) Business Plan since the successful introduction of the self-financing system on April 2nd, 2015. In order to meet HM Treasury requirements, the eleven stock-retaining authorities entered into a Voluntary Agreement with Welsh Ministers, which enabled the Local Authorities to successfully exit the Housing Revenue Account Subsidy. The Voluntary Agreement set for each Local Authority, their HRA borrowing cap and the minimum interest to be paid on the loans drawn down from the Public Works Loan Board in order to fund the HRAS settlement.

The new self-financing arrangements are expected to generate revenue savings, by paying less interest charges on loans compared to the HRAS which will allow us to increase the investment in our existing housing stock, maintain Welsh Housing Quality Standards [WHQS] and also support the delivery of additional housing supply, through new council house building and also acquisition of existing dwellings.

The move to self-financing offers the opportunity for the Council to use our role as a landlord to help achieve the wider corporate priorities and ambitions within the context of the ring-fenced HRA. These include economic regeneration, improving health and wellbeing, improving community safety and helping vulnerable people to live independently in the community. Looking forward, there are opportunities within the Business Plan which are aligned to delivering the Social Services and Well-being (Wales) Act and Well-being of the Future Generations Act such as enabling tenants to live independently within their own homes and promoting well-being.

The Council must 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 needs 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.

This Business Plan complies with the requirements of Welsh Government's Business Planning Guidance for the self - financing system for Local Authority Housing Revenue Account, issued in January 2016.

The HRA business plan is over a 30 year period reflecting the evolving environment in which we operate and helps demonstrate the long term sustainability of the Housing Revenue Account. The focus is over the next five years but we must be mindful of the impact our decisions now have for the longer term. The Business Plan demonstrates that our HRA Capital Finance Requirement (HRA CFR) remains within our borrowing cap over the next 30 years, and also confirms that we comply with the minimum annual interest payment requirement for the next five years.

Strategic Objectives

The HRA Business Plan is a Council Corporate document.

The Isle of Anglesey County Council's aim by 2017 is 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 of 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

A new 5 year Local Housing Strategy was adopted by the Full Council during 2015. The 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 strategy is available to view on the Council's website: www.anglesey.gov.uk

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:

- ♣ customer focussed
- ♣ open and transparent
- ♣ value for money
- ♣ committed to working in partnership
- ♣ innovative
- ♣ forward looking

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

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 Summary of key Landlord Services achievements to date during 2015 / 2016

- Good progress has been made with the transformation of the repairs and maintenance service. Examples including roll-out of ICT hand-held technology, early evening and Saturday morning appointments, externalising the out of hours call system, establishing a new Handyperson Service, multi-skilling of staff, and roll-out of a new staffing structure.

- Winning the Chief Executive's award at the Staff Award ceremony in December 2015 for the transformation programme and also the TPAS award for the newly established Handy person service in summer 2015.
- Identified preliminary work in preparation for the next phase of a new build development of Council housing.
- Continued to manage and maintain the Council housing stock effectively and efficiently – improving income collection, reducing ASB and improving void turn around performance.
- Developed new common housing allocations policy, taking advantage of the benefits of working with Registered Social Landlord's (RSL's), which is currently out to consultation.
- Re-structured the allocations and homelessness teams, to a fit for purpose Housing Options Team, tasked with providing an effective homelessness and homeless prevention service, in line with requirements of the Housing (Wales) Act, 2014.
- Developed a draft Domestic Abuse Policy as part of our commitment to strengthen our Safeguarding arrangements of vulnerable adults and children.
- Commenced the programme for developing/acquiring additional homes and establish arrangements for the new house building programme. To date, 9 dwellings have been acquired.
- Strengthened governance arrangements to monitor the performance of the Housing Service and delivery of the HRA Business Plan, through the establishment of a dedicated corporate Housing Services Board.
- Successful implementation of the new Social Rents and Service Charge Policy.
- Development of a new housing portal for Tenants – My Home.
- Roll-out of action plan to mitigate the effects of Welfare Reform and introduction of Universal Credit.
- Developed a business case for presenting to Welsh Government to temporarily suspend *Right to Buy* on the Island for 5 years.

2.3 Key Housing priorities for our landlord service over the next 2 years (2016/2018) 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.
- Complete the Transformation programme of repairs and maintenance service and be able to demonstrate the efficiency savings achieved.
- 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 promote channel-shifting, through supporting more Tenants through digital inclusion training.
- 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 two key functions being arears and 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 being established in early 2016-2017.
- 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.
- Recruit 2 graduate trainees, as part of our 'grow your own' employees and offer placements over a 3 year period as part of our workforce development plan.
- Continue to support the Council's wider corporate objectives which clearly benefits Tenants.

2.4 Housing Need and Demand for Affordable Homes

The Welsh Government's Housing Strategy "Improving Lives and Communities – Homes in Wales" provides the policy framework for the development of local housing strategies that contribute to realising the Welsh Governments vision for housing in Wales.

2.5 Local Housing context

Housing Need

Key findings of the draft Local Housing Market Assessment (LHMA) 2016 do not take into consideration any possible effects of Wylfa Newydd construction workers on the local housing market.

1) Socio-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 just 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) In the Isle of Anglesey the proportion of economically active residents who are unemployed is 2.8% currently and this figure has fallen over the last 12 months.
- v) 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.
- vi) The mean earned income for employees in the Isle of Anglesey in 2014 is £32,635, higher than the national average, although this is skewed by a small number of very high earners.
- vii) 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.
- viii) 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) The cost and affordability of housing

- i) According to data from the Land Registry, the mean house price in the Isle of Anglesey in the first quarter of 2015 was £186,229, higher than the average for Wales as a whole. Data shows that whilst prices have remained largely static since the economic downturn, the number of property sales has fallen notably.
- ii) 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.

- iii) 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.
- iv) Although affordability has theoretically improved since the previous LHMA, there remains a large proportion of households in the Isle of Anglesey that are unable to afford to access market accommodation in the County.

3) Improving market balance over the long-term

- i) The Edge Analytics demographic projections for the Isle of Anglesey, within the dwellings-led preferred scenario, indicate significant increases in particular age cohorts of the population, including those aged 90 and over. Overall this scenario suggests that the household population will rise by 2,420 by 2026, which equates to 220 households per year.
- ii) In terms of the accommodation required to provide housing market balance over the plan period, the model which is based on primary and secondary data, suggests that of the new housing required, 70% should be market, 3% shared ownership/help-to-buy, 17% intermediate rent and 10% social rented.
- iii) The model also indicates that new market accommodation should principally be two, three and four bedroom homes with a range of dwelling sizes required in the affordable sector.

4) Affordable Housing Need

- i) Following the stages of the housing needs assessment model specified by the LHMA Guide results in a net need estimate of 402 affordable dwellings per year in the Isle of Anglesey. Refining the model to reflect the local housing market, the net need figure becomes 186 affordable dwellings per year.
- ii) Help-to-buy and Intermediate Rent set at 80% and 70% of median market rates could all contribute towards meeting housing need.
- iii) A range of affordable accommodation sizes are required, but the need for four bedroom homes is the most acute affordable housing need.
- iv) As at December 2015 a total of 426 applicants had registered on Tai Teg, the affordable housing register for Anglesey, Gwynedd and Conwy, requiring an affordable home on Anglesey.

5) 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.

There were 804 applicants on the waiting list in December 2015 compared with 1478 applicants in January 2014. A total of 271 Council properties were allocated between

1/4/2014 and 31/03/2015 whilst a total of 90 RSL (Registered Social Landlord) properties were allocated during the same period.

Of the 804 applicants currently on the waiting list for rented properties the property size requirements were as follows:-

Number	Bedrooms
357	1
326	2
93	3
25	4
3	5

The revised common housing allocation scheme will be formally adopted in Q1 of 2016/17, and implemented in Q2 of 2016/17. Agreement will be reached with the partner RSLs during Q1 of 2016/17 on access to the allocations software module for management of the allocations function. An Accessible Housing Register will be incorporated as part of the new scheme, with new arrangements for assessing those needing adapted properties and the allocation of adapted properties.

The revised scheme will eradicate inefficiencies in the allocation process, ensure social lettings go to those individuals most in housing need, and ensure a common approach by all social landlords where properties become available for letting.

3.0 Business Plan Analysis

3.1.1 Housing Stock Analysis

As at the 31st of January 2016 the Council has a stock of 3,784 dwellings and 767 garages. The latter are a combination of independent blocks constructed from brickwork or concrete sections, some with asbestos roofing and either traditional timber or metal 'up and over' doors. Others are individual garages within the curtilage of individual dwellings.

Council Housing Stock	2014/15	2015/16
1 bed flats	316	318
2 bed flats	402	397
3 bed flats	15	16
1 bed house / bungalow	395	397
2 bed house / bungalow	931	932
3 bed house / bungalow	1671	1649
4/5 bed house / bungalow	72	75
TOTAL	3,802	3784

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>

A comprehensive review will be undertaken during 2016 of all of our garages with recommendations being presented to the Executive Committee before the end of the calendar year. A 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 Authority's accounts on a historical cost basis with a valuation being undertaken every 5 years in accordance with the Authority's policies and procedures.

3.2 Delivery of Housing Services

3.2.1 Estate Management

Estate management includes the management of our estates, tenancy management (including arrears management and arrears recovery) and the management of anti social behaviour.

To ensure that the service was able to meet the growing demands brought about by changes in Welfare Reform and the introduction of the ASB Crime and Policing Act 2014, consideration was given to how the services were delivered and a decision was taken to change the service delivery method.

The previous structure saw this function being delivered by eight housing officers, six of whom had responsibility for arrears management and collection, with two officers tasked with responding to tenancy and estate management issues. The function was delivered from two offices and overseen by two team leaders (North & South). Having two officers responsible for estate management of stock was deemed ineffective and as a result officers tasked with addressing arrears management were often required to assist, diluting the time spent on successful income collection.

The service has been split into two clear functions with specific responsibilities ;

- arrears management and recovery
and
- estate management.

The arrears management function is now being delivered by way of six dedicated arrears recovery officers, with this function being overseen island wide by one senior officer. This has ensured a consistent approach to service delivery and has enabled officers within this team to focus solely on arrears management and supporting vulnerable tenants through the difficulties experienced as a result of changes brought about by Welfare Reform.

The estate management function is now undertaken by three officers, having benefited from the appointment of one additional officer which has meant that the management patches have been reconfigured to allow a more reasonable stock size to manage.

A dedicated Anti-Social Behaviour Officer has also been appointed to boost the estate management function, with the remit of tackling persistent and serious anti-social behaviour and developing the working relationship with partner agencies with particular focus on the development of the multi-agency Early Intervention Team. The line management function of this service area has been escalated to a senior officer.

3.2.2 Rent collection

The rent collectable in 2014/2015 was £14m, and a target of £14.5m is collectable for 2015/16. Rent is collectable through a variety of methods which include Direct Debit, standing orders, Paypoint, Post Office, direct from wages or salaries, by debit card or credit card over the telephone, automated touch tone, on-line payments.

During 2014/15 the Direct Debit dates available to customers were increased to offer any date of the month. This is done in preparation for the Universal Credit. This will enable the

tenants to pay their rent as and when they receive the Universal Credit payment. Currently there are over 1165 tenants paying by direct debit.

Improving the service of income collection is paramount to maximising income to the HRA. We will be increasing the options of method of payment by introducing chip and pin terminals at the main office and at other locations on the Island. In addition, we will be streamlining the direct debit process through going live with AUDDIS and Paperless Direct Debit. This will improve the administration and make it more efficient by reducing paper handling and errors and also process claims quicker.

The rent collection rate for 2014/2015 was 99.79%, higher than the collection rate of 94.98% in 2013/2014 against target of 96%.

3.2.3 'My Home' Self Service Portal Module

'My Home' is a new service designed to support tenants to manage their tenancy online. It became available to tenants in October 2015 and to date 40 tenants have registered to use the service.

By registering to use 'My Home' tenants are able to view their up-to-date rent statement and pay their rent online, a function which will help to improve income collection as tenants become more aware of their balance and the different ways to pay.

Tenants are also able to book personal and communal repairs; view dates of any planned maintenance to their property, update personal information such contact details, update tenancy information such as adding a new member to the household, send feedback and communicate with Housing using the messaging service.

By encouraging more tenants to use 'My Home' will result in fewer tenants using the Customer Services' call centre, this will improve the customer experience as the waiting time for a call to be dealt with will be reduced and therefore will increase customer satisfaction.

We will continue to drive forward channel-shifting across the service during the next few years and measure efficiency savings created as a result.

3.2.4 Current and former rent arrears

A concerted effort has been made to address the level of current rent arrears with figures reflecting this. At the beginning of Q1 2015/16, the current arrears balance stood at £567,327, in comparison to £451,968 at the end of Q3 2015/16.

The Council is committed to supporting its tenants through the changes imposed by Welfare Reform and officers are monitoring closely and supporting all cases affected by the spare room subsidy. In addition, effective from 21st September 2015, Anglesey has seen the beginning of Universal Credit roll-out. As at end Q3 2015/16, 15 tenants were affected and are now receiving support.

Former tenant arrears amounted to £261,802 as at the beginning of April 2015, and at end of December 2015/16 stood at £286,678 (3.04% of collectable rent). It is recognised that performance in this area requires further attention.

3.2.5 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, and 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 around one particular scheme developed in 1982, namely 'Llawr y Dref' Llangefni where there are 24 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.

We are currently working towards producing a business case for the re-modelling of the Llawr y Dref scheme which will involve investment and re-designation in relation to the use of the scheme.

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

In two other sheltered schemes which have also been difficult to let, namely Glan Cefni Llangefni and Maes y Coed in Menai Bridge, significant capital investment has been utilised to modernise the schemes which has made the schemes far more attractive to prospective tenants which has had a positive effect on the allocation of these properties.

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 poor transport links.

3.2.6 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 2016/17 are :-

Type of Property	Target Rent for 2016/17
Bedsits	£62.83
1 Bedroom Flat	£70.68
2 Bedroom Flat	£78.53
3 Bedroom Flat	£86.38
4 Bedroom Flat	£94.23
1 Bedroom House	£78.11
2 Bedroom House	£86.80
3 Bedroom House	£95.48
4 Bedroom House	£104.15
5+ Bedroom House	£112.84

Using the above figures, there are 3224 properties below the target rent, 142 properties above target and 419 properties on target. This totals to 85.2%, 3.8% and 11% respectively of our stock.

In order to achieve the current target rent figures, the Council propose to increase the rent by the formula, CPI + 1.5% + £2 per week until 2018/19, CPI +1% +£2 per week thereafter for all properties below target and this will be accomplished by approximately 2022/23.

3.2.7 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	0.4	788
Fire Alarm & Equipment	6	99
Lift Service	3	788
Communal Heating & Lighting	13	788
Communal Aerial	8	1100
Communal Cleaning	21	
Communal Painting	23	14
Sewerage	20	89
Management	14	788
Total	203.4	

Out of the total costs of service charges we expect to recover approximately £127k as exemptions are provided to tenants for Ground Maintenance.

In comparison to previous year charges, the total amount have reduced due to upgrades being made to the lifts, door entry system and fire alarm system. These works have resulted in reduction in the cost and number of repairs or service required..

3.2.8 Sheltered and Older Persons Accommodation

Following the mandatory requirement from Welsh Government to ensure that housing related support for older people is based upon assessed need rather than tenure, prior to April 2017, the Council's Executive Committee has approved a recommendation for a revised model to be delivered.

Current service provision for older people which is funded through the Supporting People Programme Grant is as follows, of which only 9.8% of the current provision is based on need rather than tenure:-

- 490 Units of Sheltered Warden Accommodation per week of which circa 160 utilise the service
- 10 Units of housing related support per week for people who have early onset dementia
- 16 Units of housing related support per week for people who receive a re-ablement support following admission to hospital or after an increase in their needs which requires a form of intervention
- 25 Units of Housing Association sheltered warden services
- 54 Units of Extra Care provision
- 1,290 Units of Community Alarms within Council owned Sheltered and Designated Older People Accommodation.

The revised model of provision is to be extended to the wider community and will therefore include people who reside as owner occupiers, general needs or within the private rented sector. Access will therefore be equitable and where there is an assessed need for either direct support / intervention and or an alarm service, older people in receipt of either one or more of Housing Benefit, Income Support and or Pension Credit, the Supporting People Programme Grant will fund the cost.

Where there is assessed need for support or an alarm but no entitlement to the aforementioned welfare benefits, a charge of £8.00 per week will be levied against the service user for the support and or £1.41 for the Alarm.

The service will be able to address circa 500 units per week which is marginally less than double the current provision of direct support utilised.

The tender process commenced during February 2016 and pending the contract award, the new service will be implemented during Qtr1 of the 2016/17 financial year.

3.2.9 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, young and vulnerable adults within our community irrespective of our individual roles.

All Housing Services staff have been issued with guidance which outlines what is meant by 'abuse' and 'neglect' and how to recognise signs and indicators and what to do in suspected cases.

This complies with the corporate Safeguarding Vulnerable Adults Policy (December 2012) and Action Plan.

All Housing Services Staff have been briefed on the safeguarding procedures and statutory tests for making referrals to Social Services as part of the domestic abuse training during 2015.

3.2.10 Tenant Participation and consultation

The Tenant Participation team are currently working towards the *draft* 2015 – 2018 Local Tenant Participation Strategy (LTPS).

The vision for the new strategy has remained largely unchanged:

"To deliver a service which demonstrates meaningful partnership working between tenants and officers which in turn encourages others to become involved knowing that their views will be listened to and will influence service delivery improvements"

To achieve the vision 6 key objectives/targets have been set:

<u>Objective/target</u>	<u>Outcome</u>
Involvement: Provide a range of involvement options to ensure decision making takes into account tenant's views.	Decision making is directly influenced by tenants. Improved service.
Support: Develop the skills, knowledge and confidence of tenants to ensure effective involvement.	Tenants feel confident to take part in tenant participation activities at a range of different levels. Tenants increase their skills; knowledge and confidence to successfully manage and maintain a tenancy.
Consultation: Increase the involvement of tenants from under-represented groups to ensure consultation results reflect the profile of Anglesey tenants.	Tenant Participation operates fairly and in a non-discriminatory fashion and activities are open to everyone.
Sharing information: Improve communication with tenants to ensure that	Tenants feel informed and are aware of

tenants are informed about services that affect them in a format that suits them.	services.
Partnership working: Work with partners to enhance and maximise outcomes for our tenants and the community.	Increase finance and skills available to develop community activities which give tenants more opportunities to contribute to the wider community development agenda. Increase involvement from under-represented groups.
Mainstreaming: Ensure tenant participation is recognised as a core activity.	Improved relationship between landlord and tenant.

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 2015/16 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 and implementing the 2015-2018 Local Tenant Participation Strategy.
- Working towards achieving the Welsh Government's Welsh Housing Quality Environmental Standard.
- Developing and implementing 'My Home' tenant's self-service portal.
- Developing initiatives to help raise awareness of Universal Credit and prepare tenants who will be affected.
- Digital inclusion.
- Improving communication with tenants and officers.
- Implementing the resident involvement module on Orchard.
- Working with tenants to develop their skills, knowledge and confidence.

3.2.11 Successful outcomes of Tenant Participation

The key achievements of Tenant Participations during 2015 include the following:

- Developed the *draft* Local Tenant Participation Strategy.
- Secured £10,000 grant funding to create 3 community hubs; these hubs provide free access to Wi-Fi and a laptop for tenant use.
- Secured funding with BT to provide a village hall in the heart of one of our estates with free wifi.
- Implemented a new quarterly staff newsletter to improve communication internally which has been a positive step towards mainstreaming tenant participation.
- Improved tenants' access to information; introduced 'My Home' self-service portal, made use of the Council website and social media to advertise and feedback on tenant participation activities, produced 4 Tenant Newsletters and made use of Môn FM community radio station.
- Funded 6 environmental projects via the Environmental and Community Improvement Fund at a total cost of £21,250.
- In addition to the environmental projects described above, worked in partnership with external agencies to carry out the following:
 - 4 community clean-up days.
 - 1 gardening project
 - 3 projects which resulted in estate improvements.
- Worked in partnership with North Wales Police to carry out 2 intergenerational projects aimed to reduce anti-social behaviour and 5 Housing/Police surgeries.
- The repairs and maintenance panel won 1st prize in TPAS Cymru's Tenant Participation awards for the Handyman initiative in the 'Improving Services' category.
- Received 1st prize in The Wales Tenants Federation Tenant Participation awards for a youth project in the 'Good practice in engagement' category.
- Worked with the Welfare Reform project to purchase 8 computer kiosks which will be located within the community and developed an easy to use interface.
- The Tenant Auditing Group carried out an audit of the corporate Customer Care Charter on behalf of the Customer Service Excellence Board (see 4.5.3).
- Carried out 6 Family fun days to promote tenant engagement.
- Supported 6 Tenant and Resident groups.
- Supported tenants involved at a strategic level to attend TPAS Cymru's Tenant Open Network and the Welsh Tenants Federation conference.

- Held 4 quarterly Sheltered Housing Forums attracting between 50 and 100 tenants at each forum.
- Carried out the following consultations with tenants:
 - STAR
 - Allocation Policy
 - Right to Buy
 - Warden service.

Communications

Effective communications is vital for keeping our Tenants, leaseholders and stakeholders involved with our work and plays a key role delivering a tenant focussed service. During 2016/17 the service will pilot its own dedicated Twitter account (currently this function is corporate) and will continue to communicate through the use of the:-

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

We will continue to update our tenant profiling to ensure that we communicate to tenants by their preferred option.

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.

3.2.12 Right to Buy

Under the Housing Act 1985, the Council is required to sell Council properties to eligible sitting tenants at a discount.

Over the past 6 years we have seen the following number of applications and actual sales under the Right to Buy:-

Year	Applications	Sales
2009/10	20	4
2010/11	17	5
2011/12	21	2

2012/13	19	2
2013/14	26	3
2014/15	21	5

Since the 1st of April 2015 the data is as follows:-

Actions	No	Value
Properties – sold since 1 st April, 2015	7	£ 641,000
Properties – offers issued following valuation	8	£ 597,000
Properties – applications being processed	4	

Increasing sales has the following negative inputs :-

- Reduces the number of affordable homes available
- Reduces long term contribution each property makes to annual income

During the 2015/16 financial year the Executive Committee agreed that the Authority should submit an application to Welsh Government for the suspension of the Right to Buy to tenants for a period of 5 years.

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 and as a result of the increase in demand for quality affordable social rented properties and the anticipated additional housing pressure expected on the Island due to significant economic developments it is envisaged that the five year suspension period together with our new build development program will allow us to increase our housing stock.

We are currently working on our business case to support our application to suspend the Right to Buy and currently consulting with our tenants.

3.3 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)

3.3.1 Stock Condition Survey

Our Housing Stock Business Plan for 2012 – 2013 confirmed our intention to commission a post-Internal Investment Programme Stock Condition Survey in order to:

- Seek independent verification that WHQS compliance has been achieved;
- Inform future investment planning priorities and financial requirements; and
- Update Stock Condition data prior to the adoption of asset management software, namely Keystone.

Following a report to the Council's Executive Committee during June, 2013 the Housing Service engaged the services of an experienced company, namely Savills, to undertake a representative sample of 20% of the Housing Stock.

Below is an Executive Summary of the Stock Condition Survey undertaken by Savills during the summer of 2013:

"1.1 In accordance with your instructions we have undertaken a stock condition survey of your housing stock, in summary, the main objectives of the exercise were:

- a) To provide accurate and statistically reliable information concerning repairs and maintenance as well as improvement costs forecast over a 30 year term;*
- b) To collect, validate and report upon attribute and condition information about the stock for the purpose of improving existing records and future maintenance planning;*
- c) To establish a methodology upon which further surveys may be undertaken in the future to supplement this survey exercise;*
- d) To provide accessible, reliable and easily maintainable planning data for future repairs, maintenance and improvement programmes;*
- e) To assess the properties in accordance with the Welsh Housing Quality Standard.*

1.2 The total stock comprises 3,805 properties and we have surveyed a representative 20% sample. The sample has been carefully chosen to ensure a representative mix of properties based on the different types and locations. This information has been combined with a 100% survey we carried out in 2009 and updated to reflect the capital investment in the stock since that time.

1.3 The overall impression of the stock gained from the surveys is that it is in good condition having enjoyed the benefits of substantial investment.

- 1.4 *The Council has finished the internal modernisation programme which consisted of new kitchens, bathrooms, rewires and heating systems. Whilst there has been investment in the external and environmental areas continued investment will need to be carried out to meet the ongoing obligations of the WHQS.*
- 1.5 *Our survey has included an assessment of the properties against the criteria set out in the WHQS. Other than where the residents have refused work or it is not pragmatic to carry out the work the housing stock meets the requirements for the WHQS.*
- 1.6 *We have identified a programme of work to maintain properties to the WHQS over the next 30 years, where practical to do so. Our assessment of the total repairs and maintenance costs of the stock for the next 30 years equates to a figure of £29,340 per unit. This cost purely relates to the actual building work and is exclusive of any management costs, revenue expenditure and VAT. It also excludes any allowance for future inflation or any decanting costs in the event that this is necessary.*
- 1.7 *The work identified as part of the stock condition survey has been priced by means of a Schedule of Rates. The rates we have adopted reflect those being paid by the Council as part of the major works programme.*

The unit rates are, in our experience, competitive and represent good value for money. In terms of life cycles, we have applied industry standard life cycles to the building elements.”

Life cycles of key components, mentioned in 1.7 above, 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. At the end of 2013/14, the number of acceptable fails was 338 and by the end of Q3 2015 – 2016, the number of dwellings classified as acceptable fails are 293.

3.3.2 Progress on Capital Investment 2015 – 16

Internal Refurbishment Programme

Following successful conclusion of the above mentioned programme during December, 2012 the Housing Services has continued to engage with residents that had previously declined the opportunity to have improvement work carried out.

This pro-active approach has proved beneficial and has further reduced the number of acceptable fails. In addition, work carried out at Change of Tenancy has and continues to make a positive contribution towards WHQS compliance.

In view of the above, we will continue to allocate capital funding for internal works until we are satisfied that all of the housing stock complies with WHQS. Funding for catch-up WHQS related work and asbestos management for 2015 - 2016 is in the sum of £750,000.

Traditional External Planned Maintenance

Since completion of the Internal Investment Programme in December 2012 the capital investment team have successfully procured significant work contracts in connection with traditional external refurbishment and environmental improvements. Table A below is an extract from our Contracts Register which summarises capital investment completed or procured since 2013:

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. 73 dwellings have also benefited from the installation of Solar PV systems.

Total planned maintenance investment since the summer of 2013 approaches £10.0m and the Housing Service is pleased to confirm that 8 out of 10 contracts have been awarded to contractors based in North Wales following open tender notices posted via Sell2Wales. The 2 other contracts involved WG appointed ARBED Scheme Managers and specialist door entry system suppliers.

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 for 2016 – 17.

Table A

Title (Of the contract)	Description	Start / Signature Date	End / Delivery Date	Total Value of Contract	Contract Procedure Type
Planned Maintenance Works involving 25 properties at Maes Cybi and various other locations in Holyhead	Carry out roofing works, the application of an insulated render system, replacement windows and doors where necessary and external works to include paths, fencing and boundary walls	15/07/2013	20/06/2014	£756,848.38	Open (Sell2Wales)
Planned Maintenance Works involving 40 properties at Maes yr Haf, Queens Park and Vulcan Street, Holyhead	This is a supplementary contract to Welsh Government ARBED related works which also involved 26 properties in the Private sector.	16/09/2013	13/10/2014	£1,088,598.31 + £900,000 WG ARBED funding	Negotiated
Planned Maintenance works involving 18 flats at Llys Watling, Holyhead	The requirement is to carry out refurbishment and improvement works to the existing flats including re-covering flat roofs, replacement of windows and improvements to covered entrances, the application of external insulated render and external works improvements.	03/11/2014	15/05/2015	£257,665.56	Open (Sell2Wales)
Planned Maintenance Works involving 49 flats at Glan Cefni Flats, Llangefni & Maes y Coed Flats, Menai Bridge	The requirement is to carry out refurbishment and improvement works to the existing flats including re-covering flat roof, replacement of windows and external doors, repairs to balconies, clean facade, and replacement of finishes to circulation and communal areas, and external works improvements.	08/09/2014	18/12/2015	£1,025,983.00	Open (Sell2Wales)
Planned Maintenance Works involving 31 properties at Bryn Tawel, Chapel Street, Field St, Brynsiencyn and Tai Dinas, Llangefni	Carry out roofing works, the application of an insulated render system, replacement windows and doors where necessary and external works to include paths, fencing and boundary walls	07/04/2014	18/06/2015	£977,208.00	Open (Sell2Wales)
Planned Maintenance Works involving 43 properties at Pentrefelin, Penycefn, Llewelyn Street, Bethesda Street in Amlwch, Maes Padrig, Cemaes and Maes Bwcle, Llanfechell.	The requirement is to carry out roofing works, the application of an insulated render system, replacement windows and doors where necessary and external works to include paths, fencing and boundary walls.	07/07/2014	14/08/2015	£1,297,483.66	Open (Sell2Wales)
Planned Maintenance works involving 31 properties at Bro Llewelyn, Ffordd yr Eglwys and Stryd Llewelyn in Llanfaes and Maes Hyfryd, Llanfairpwll	The requirement is to carry out roofing works, the application of an insulated render system, replacement windows and doors where necessary and external works to include paths, fencing and boundary walls	21/07/2014	28/09/2015	£919,410.73	Open (Sell2Wales)
Planned Maintenance works involving 49 properties at Penygroes, Llanddeusant: Maes Maethlu, Llanfaethlu: Troed y Garn, Llanfairynghornewy and Maes Gwelfor, Rhydwyn	The requirement is to carry out roofing works, the application of an insulated render system, replacement windows and doors where necessary and external works to include paths, fencing and boundary walls	29/06/2015	15/04/2016	£2,026,206.93	Open (Sell2Wales)
Planned Maintenance works involving 47 properties at Maes y Dref and Tan y Refail, Holyhead	The requirement is to carry out roofing works, the application of an insulated render system, replacement windows and doors where necessary and external works to include paths, fencing and boundary walls	29/06/2015	05/02/2016	£934,058.83	Open (Sell2Wales)

3.3.3 Renewable Energy and Feed in Tariff

The Housing Service has embraced solar technology and 385 Council owned properties benefit from Solar PV systems. A further 87 properties benefit from the installation of Solar Thermal technology.

In total, 202 of the above mentioned systems are eligible for Feed in Tariff subsidy (FiT). Total income generated up to September, 2015 is in the region of £280,000. Initial performance statistics indicate that the Council should expect FiT income per annum of approx. £70,000.

During 2014 – 2016 we commenced the re-cycling of this income and installed further Solar PV systems. A total of 73 new systems to serve properties which are located off the mains gas network have been installed at Maes Bwcle, Llanfechell, Bryn Tawel, Brynsiencyn, Maes Maethlu, Llanfaethlu, Maes Gwelfor, Rhydwyn, Penygroes, Llanddeusant and Troed y Garn, Llanfairynghornwy during this year.

3.3.4 Fuel Switching

As previously reported the Council has a significant number of properties which are not served by the mains gas network. The Housing Service is pleased to confirm that since 2012 a total of 235 new gas connections were ordered for the following locations:

- Tyddyn Mostyn, Menai Bridge
- New Street, Beaumaris
- The village of Llanfaes
- The village of Llanerchymedd

During Jan – Sept, 2013 connection works and the installation of central heating was completed at Tyddyn Mostyn, New Street and Llanfaes.

Completion of mains gas infrastructure works at Llanerchymedd was completed during 2015 and the installation of central heating has also been completed. This scheme has been welcomed by our Tenants who previously relied on far more expensive oil, bulk LPG or electric systems.

3.3.5 Asbestos

The Housing Service has a duty to manage asbestos in its properties. Following completion of the Internal Investment Programme, funding continues to be made available to manage asbestos and during December, 2013 specialist contractors completed Asbestos Management inspections wherever possible in all of our properties.

The results of the aforementioned inspections will inform future policy and capital investment requirements for the continued management of asbestos or, where appropriate, the removal of asbestos containing materials. Robust arrangements are in place for the removal of asbestos which affects work undertaken on day to day repairs and capital works. During 2014 the asbestos management module of our new asset management system was installed.

3.3.6 Environmental Statement

'Sustainable Communities' have been described as places where people as 'places where people want to live and work now and in the future. They meet the diverse needs of existing and future residents, are sensitive to their environment and contribute to a high quality of life'.

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 is consolidated within our WHQS Environmental Statement which was produced in May 2012 and we continue to be guided by its commitment to secure sustainable local solutions which can bring positive benefits in terms of health, well-being and the quality of life of residents.

Our approach recognises that residents perceptions of their locality are very subjective in nature and that in order to bring long term sustainability 'buy-in' we need to embrace creative solutions which bring community and environmental benefits. Consequently environmental projects are largely driven by tenant and resident priorities.

We continue to work closely with TPAS Cymru to fully exploit opportunities for joint initiatives and partnership working to maximise the benefit to local communities. During the past 12 months four Housing Services led Community Clean-up Days and four Tidy Towns Environmental Action Days have taken place on estates across the island and all have been joint ventures with Keep Wales Tidy, the Council's Waste Management Service, Community Payback Scheme, local PCSO's and local tenants and residents. All projects are evaluated and feedback has been consistently positive.

Six 'road shows' also took place which combined estate walkabouts with the opportunity to access money advice, welfare benefit 'health checks' etc to bring optimum community benefit.

In August 2012 we piloted the Environmental & Community Improvement Fund (ECIF) a pot of money earmarked for environmental and community improvements requested by tenants/leaseholders through a formal bidding process. Consideration is given to projects which improve the general appearance of the area, improve safety and security, help reduce crime (or the fear of crime), anti-social behaviour and improve community spirit. Projects are put forward by tenants, officers and members and the bids are assessed and prioritised against a set criteria by a panel comprising officers and tenants.

The ECIF has since become well established and the process streamlined following evaluation of first round projects. Seven community projects were undertaken at a total cost of £12,385. They include community clean-up events, funding of park benches, play equipment, fencing and improving pathways.

We are also in the process of consulting with tenants and residents on the Bro Tudur estate on Llangefni on various options for dealing with an unsightly garage site where there are high voids and persistent graffiti and vandalism.

We will continue to encourage and support diverse projects which bring wider community benefits and which support individual and community development. For example, we are currently running a number of courses with our partners aimed at promoting computer skills, money management/budgeting confidence and cooking skills.

Our top four priorities for investment are:

- 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.

3.3.8 Repairs & Maintenance Building Maintenance Unit (HMU)

The current delivery structure is split very clearly into two functions – a client team and a contractor team. The client team has responsibility for managing the in house contractor in terms of pre and post inspection, awarding work and managing the performance of the team. The contractor team has responsibility for delivering repairs, voids, adaptations and other works to a quality and within prescribed timescales.

A Transformation Manager was appointed during 2014/15 who has responsibility for transforming and modernising the HMU service.

3.3.9 The key drivers for the new Repair & Maintenance service

The key drivers for the service can be identified within the vision for the service and are also derived from many of the issues identified above. The vision for the service is as follows that it delivers “an excellent, customer focussed Repairs Team, committed to delivering modern, efficient and high quality services, valued by our customers.”

To provide continuous improvement through consultation and feedback from our Repairs Forum and all of our customers, continuously challenging the methods and ways we provide our repairs and maintenance services.

The Council is committed to providing a high quality service and all staff are supported to work towards:-

- Consider our customers, our resources and our statutory obligations
- Ensure assets are maintained in a more efficient planned, sustainable and affordable way
- To deliver a cost effective repairs and maintenance service
- Ensure homes are maintained to a high standard and meet all statutory obligations
- Develop the performance management framework for the repairs service to deliver real outcomes for customers

Community Benefit

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

Contractor compliance will be monitored through key performance indicators and use of Community Benefit measurement tool which is reported to Value Wales.

3.3.10 Welfare Reform

The Business Plan has given consideration to the impact of Welfare Reform. The financial modelling carried out has attempted to consider likely scenarios, particularly in respect of potential increases to rent arrears as a result of the reductions in Housing Benefit due to property rent and size restrictions and the future roll-out of Universal Credit. In addition, the modelling has considered the potential additional costs of additional support for maximising rent collection and arrears recovery.

The Council is putting in place various measures to minimise this impact and mitigate the effects on the HRA. Tenants have been provided with detailed information about the changes, setting out available options including home swapping and property transfers. Encouragement to pay rent via direct debit and over the new tenant portal has seen an increase in momentum over the past 12 months, and will continue into the next 12-18 month period, with tenants being encouraged to help themselves rather than creating a culture of dependency.

3.3.11 Digital Inclusion

Officers from the Tenant Participation Team have been attending sheltered housing complexes and across Anglesey in order to teach residents about getting online and how they can use the internet.

3.3.12 Financial Inclusion

The council is committed to ensuring that all residents have the best possible opportunity to gain the knowledge, skills and confidence to make informed decisions about managing their finances.

Budgeting advice and debt management are just two of the new services introduced during the year, as part of a range of financial inclusion tools.

Residents can be assisted by the Council's financial inclusion officers in a number of ways which include:

- facilitating access to mainstream financial services,
- maximising household income
- setting up monthly budgeting plans,
- sourcing the best and most competitive online deals to reduce household expenditure,
- source affordable credit, and appropriate bank accounts,
- improve access to money and debt advice,
- increasing people's financial confidence and capabilities,
- referral to the Council's J E O'Toole Welfare Benefits Unit or CAB to maximise their benefits entitlement.

Not only does the Council assist tenants within the social housing sector, but the Council is also working in partnership with the Wales Co-Op to deliver services to provide financial inclusion services to private sector tenants, and has also committed to working with the Department of Work and Pensions (DWP) to deliver advice to support people who are in receipt of Universal Credit.

3.3.13 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.

3.3.14 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		56	52	108
Part Time		2	7	9
	16 – 24	6	3	9
	25 – 34	13	23	36
	35 – 44	9	9	18
	45 – 54	15	14	29
	55 – 64	12	10	22
	65+	3	0	3
Voluntary Leavers		10	6	16
Of which Retired		1	0	1
Other		9	6	15

During 2016 – 2017 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.

4.0 Capital Programme

4.1 2016 – 17 Investment Programme

The Planned Maintenance Programme for 2016/17 shown in the table below of the sum of £11,730m 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 2015/16. Total budget including commitment is in the sum of £13,205m. 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 2016/17. 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	5,035	2,377
<i>Fire Risk Management</i>	250	100	100
<i>Central Heating Works</i>	350	350	250
<i>Environmental Works</i>	350	250	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	250	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

4.1.1 Internal Investment Plan

The budget allocates the sum of £750,000 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.

4.1.2 Traditional External Planned Maintenance

Total budget for traditional Planned Maintenance is in the sum of £4.8m which includes £1.3m carried forward commitment from 2015/16. The Housing Service expects that a minimum of 6 contracts will be awarded during 2016/17 which will involve over 140 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.

4.1.3 Central Heating Works

During 2016/17 we will commence a 2 year boiler replacement programme to replace approximately 350 of our older and increasingly unreliable heating boilers. It is anticipated that the works will be procured via a number of contracts and local SME's will be encouraged to tender for the works.

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.

A budget of £350k to commence this work forms part of our expenditure profile for 2016/17.

4.1.4 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.

To facilitate the above, during 2015 the Housing Service together with colleagues in Property Services procured the services of a term contractor to undertake fire risk assessments, periodic inspections, servicing and capital works where deemed necessary and appropriate.

4.1.5 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 12 successful applications during 2015/16.

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 will contribute a final £150k towards essential maintenance during 2016/17. This arrangement will provide greater clarity for our residents in connection with future maintenance obligations.

A total of £350k is allocated towards environmental improvements in 2016/17.

4.1.6 Public Sector Adaptations

The budget includes a sum of £250k 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.

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 come with self-financing arrangements that came into effect in April 2015 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 (currently there are around 900 people on the Council's housing register).
- 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, thereby 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.

During the 2015/16 financial year, the Authority's Council House Development Strategy 2015-2020 was approved which includes targets increase our housing stock by 95 units over the 5 year period.

It is expected the two thirds of the development program will be new build with a third being acquisition of ex-council properties lost through the right to buy which have been empty long term.

During 2015/16 financial year we commenced the Development Program with the acquisition of 10 ex-council houses previously sold through the right to buy.

During 2016/17 we expect to commence on our new council house building program with plans to start the development of 15 during the year together with a further acquisition of 15 ex-council properties.

Our intended council house building program is:-

Year	New Build	Existing Dwellings	Total
2015/16		10	10
2016/17	15	15	30
2017/18	16	9	25
2018/19	10	5	15
2019/20	10	5	15
Total	51	44	95

We will commence on our new build program of 15 units during the year, we are currently looking at sites in Pentraeth, Llanfaethlu, Valley and Holyhead for the first years programme.

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.

Should the Authority be able to access this Grant funding then this will enable us to increase our intended new build development program as noted above.

5.0 Monitoring and Evaluation

5.1 Performance Management 2016 / 2017

Corporate approach to measuring quality of services

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 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).

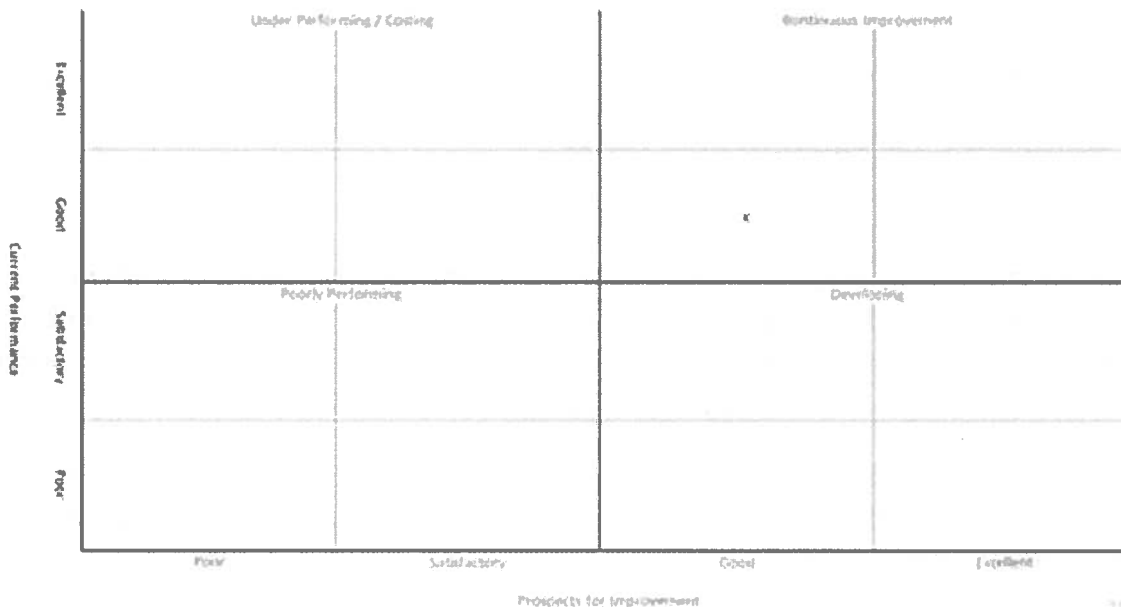
To prepare for the January reviews all services were expected to self-assess their performance against ten key criteria –

- 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 2016)



5.2 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</p> <p>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 Môt Tenants Voice (MTV) on a quarterly basis.</p> <p>Examples include: % of appointments kept by HMU, % homes empty at year end.</p> <p>See Appendix 3 for proposed targets for 2016 - 2017.</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</p>

monitored on either weekly or monthly basis.

Examples include: satisfaction with services received; void turnaround times; transformation of repairs and maintenance service

Performance Indicators

Indicator	2014-15	2015 - 16		Target 2015-16	Performance
	Qrt4	Qrt1	Qrt3		
	Mar-14	Jun-15	Dec-15		
% of all responsive repairs on time	74.8%	77.2%	81.3%	85.0%	□
% of all Emergency repairs on time	95.3%	100.0%	97.6%	99.0%	□
Average time to re-let void properties (days) ex DTL's	27	37.4	35.2	25.0	□
% calls answered		70.00%	68.80%	90%	
Number of aborted calls as a % of all calls		30.0%	31.2%	5%	
The total amount of rent collected during the year from current and former tenants as a percentage of the total rent collectable for the financial year, in permanent accommodation	99.79%	98.39%	100.04%	101.00%	↑
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	3.69%	3.67%	3.04%	3.50%	↑
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	1.84%	1.88%	1.93%	1.60%	↓
The total amount of rent lost due to lettable units of permanent accommodation being empty as a percentage of the total rent debit for the financial year	1.30%	1.58%	1.70%	1.20%	↓

5.3 Internal Audit

To provide assurance to the Council, of our governance arrangements, the Council has a team of internal auditors who carry out an annual programme of audits, which are reported to the Council's Audit Committee.

During 2015 – 2016, the following Internal Audits were undertaken:-

Date	Description	Internal Audit Overall Opinion
December 2015	Affordable Housing/Houses into Homes/ Self Build Scheme	Limited / Amber
May 2015	Bryn Trewan re-charge of sewage costs in relation to 60 properties.	Advisory only

Future Internal Audits include Social Tenancy Fraud

5.4 Tenant Feedback

5.4.1 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 indicate 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.

5.4.2 Tenant Auditing Group

The Tenant Auditing Group (TAG) consists of 10 Anglesey Council tenants and was set up in 2008.

Members have received 'Tenant Auditing' training facilitated by TPAS Cymru and have completed 5 audits to date.

The aim of the Tenant Auditing Group is to support Housing Services to deliver an effective and efficient service which meets the needs of tenants. The group also support Housing Services' to meet one of the corporate aims of delivering a service which is customer, citizen and community focused.

During 2015 TAG carried out an audit of the corporate Customer Care Charter on behalf of the Customer Service Excellence Board.

The charter was launched in July 2015 and aims to ensure that all services within the Council work towards providing the same standard of customer care.

The audit involved a desk top audit of the Customer Care Charter document and a mystery shop of a cross section of Council services to measure the commitments within the charter.

The aim of the desk top audit was to ensure the Customer Care Charter is easy to read, customer friendly and accessible.

The aim of the mystery shop was to ensure all departments within the Council are adhering to the newly implemented Corporate Customer Care Charter.

To mystery shop TAG carried out the following: 28 visits (Council buildings), 40 phone calls, wrote 31 emails and 30 letters.

Overall, TAG felt that the standard of Customer Care within Anglesey Council was satisfactory however, we feel that there was significant 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.

5.4.3 Benchmarking Performance and Costs

The below table is a summary of our headline cost, performance and satisfaction measures for 2014/15. The quartile represents where we sit on this measure compared to our peer group.

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

Headline measures	Our Result	Quartile
Costs headlines		
Overheads as a % of adjusted turnover	8.5%	Middle Top
Total Cost per Property (CPP) of Housing Management	£406	Middle Lower
Total CPP of Responsive Repairs & Void Works	£906	Middle Lower
Total CPP of Major Works & Cyclical Maintenance	£1,518	Middle Top
Operational performance headlines		
Rent arrears of current tenants net of unpaid HB as % of rent due	3.6%	Lower
Average re-let time in days (standard re-lets)	54.3 days	Lower
Rent loss due to empty properties (voids) as % rent due	1.25%	Middle Top
Average number of calendar days taken to complete repairs	7.50 days	Upper
Percentage of properties with a valid gas safety certificate	100%	Upper
Staff turnover in the year %	17.5%	Lower
Sickness absence average working days/shifts lost per employee	11.1 days	Middle Lower
Satisfaction headlines		
Satisfaction with the service provided (%)	92.4%	Upper
Satisfaction that views being listened to (%)	70.0%	Upper
Satisfaction with the repairs & maintenance service (%)	83.1%	Upper
Satisfaction with rent VFM (%)	85.1%	Middle Top
Satisfaction with quality of home (%)	89.0%	Upper
Satisfaction with neighborhood (%)	88.3%	Upper

5.4.4 Maximising the Impact of Investment

Anglesey County Council endorses and supports WG views that capital investment in housing can realise significant additional community benefits. Practically all of our contracts following completion of WHQS Internal Investment Works have been made available to Wales based companies via the sell2wales website. In addition, since April 2015 all our capital investment contracts include community benefit clauses and a requirement that successful contractors complete the Value Wales Measurement Tool to demonstrate the benefits achieved.

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 revised 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.

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

The Council has purchased **8 computer kiosks** which will be available across Anglesey for residents to use in 2016. These kiosks are user friendly and provide short cuts to useful information which will support individuals to maximise their income, search for jobs and claim Universal Credit. There will be two kiosks in the Council's reception area as well as our libraries in Amlwch and Newborough; Iorwerth Rowlands Centre, Beaumaris; Gwelfor Community Centre and J E O'Toole Centre, Holyhead.

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.

A key message from our recent engagement event was the need for more training for people to access digital information. Our Tenants Participation Team is available to help any tenants having difficulties registering on 'My Home' or setting up an e-mail account. Môn Communities First also hold weekly IT drop in sessions at Holyhead.

5.4.6 Welsh Language

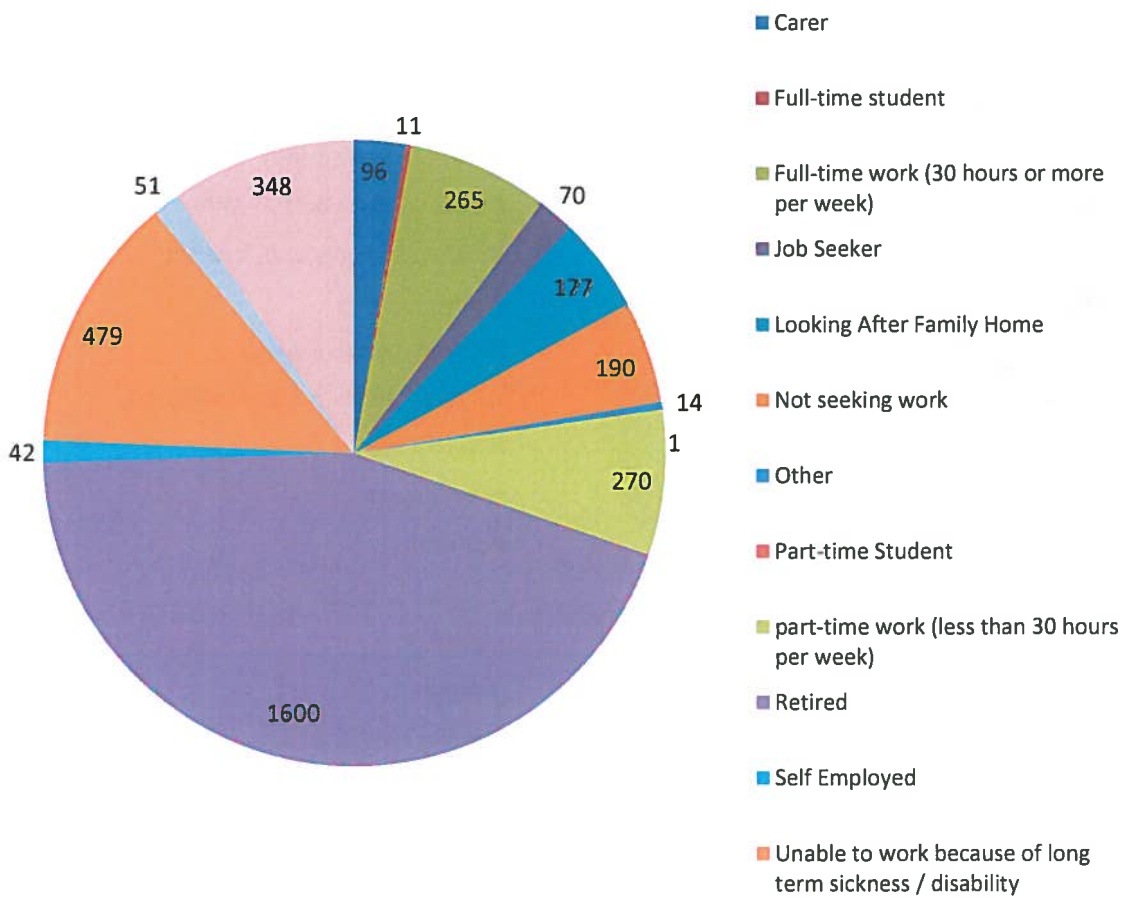
The County Council has now received a Compliance Order in relation to the Welsh Language Standards. This means that 154 statutory standards will come into force from 30/03/16 and will replace the Welsh Language Scheme. In addition, 6 further standards will come into force on 30/09/16.

On a practical level, these are as follows:

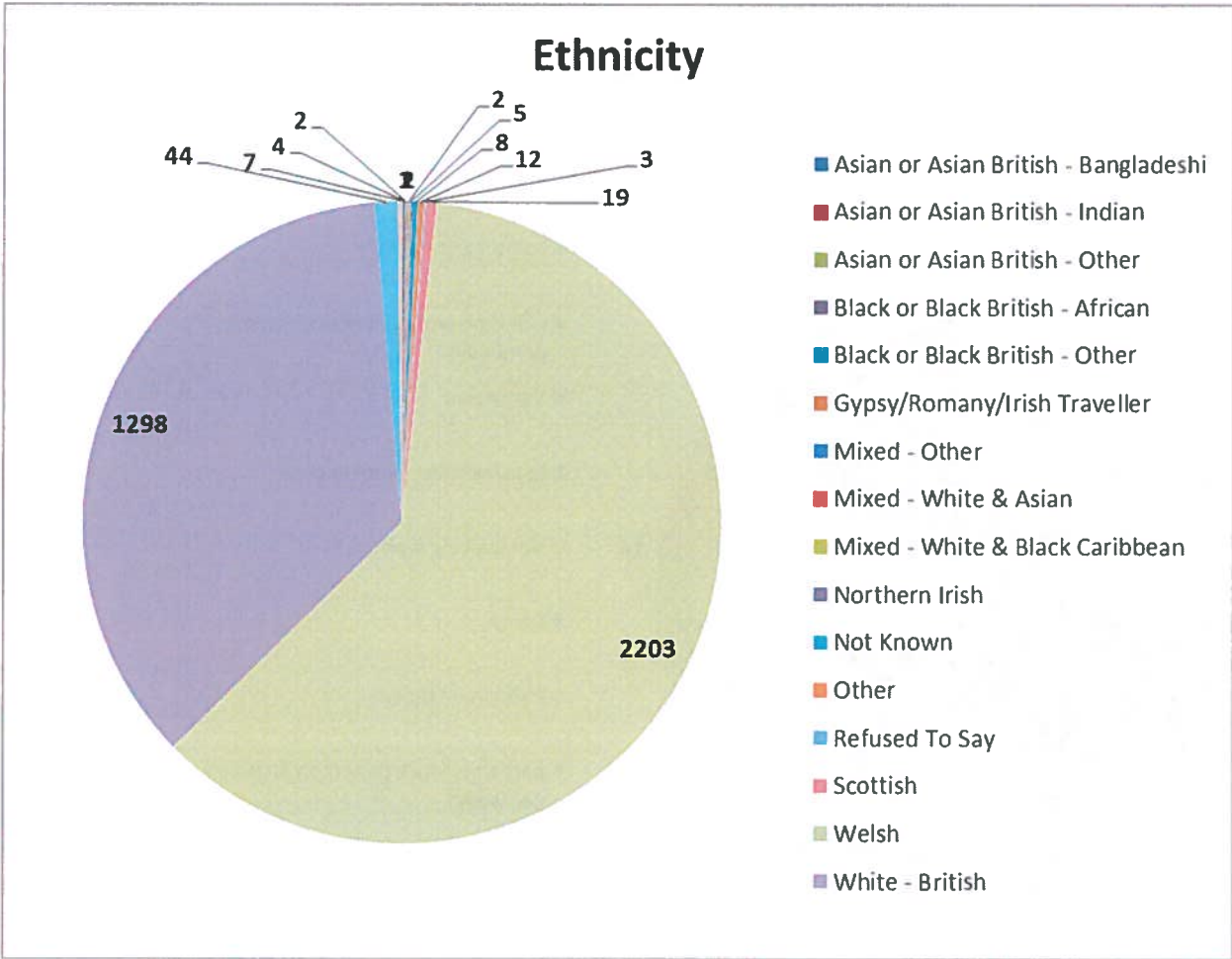
- the offer of language choice needs to be visible in our receptions;
- every telephone greeting must be bilingual with an offer of service through the medium of Welsh;
- any face to face interaction between a member of staff and a customer must offer the service through the medium of Welsh;
- any correspondence 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.

5.5 Working Status of Council's Tenants

Status Description



5.6 Ethnicity of the Council's Housing Tenants



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 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 1)

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

7.0 HRA Financial Plan

7.1 Underlying Financial Assumptions

- 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 2022/23).
- 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 2016/17, 1.5% from 2017/18, reducing by 0.1% every 2 years until the 0.6% level is reached again.
- Voids are expected to reduce to 1.7% from 2016/7.
- 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 sales of 8 in 2016/17, then 'Right to Buy' will be suspended.
- 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 will continue in 2016/17 with the acquisition of 15 units and 15 new build units, following this 25 units are expected to be developed during 2017/18 and following this 15 units per annum. It is expected that the mix of developments will be 2/3 new build and 1/3 existing properties.
- The interest rate on credit balances is assumed to be 0.4% per annum, on loans 5.37% per annum. The total amount of HRA borrowing as at 31/3/15 was £23.4m.
- 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 2016/17.
- 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.

7.2 Treasury Management Policy

On 2 April 2015/16 the HRA buy-out was completed and £21.2m was borrowed from the PWLB for this. The council proceeded with the buy-out as the council generate more income from the freedom this allows and will no longer be required to pay the annual HRA subsidy to HM Treasury.

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

	2016/17	2017/18	2018/19	2019/20	2020/2021
	£'000	£'000	£'000	£'000	£'000
Management Costs	2,822	2,878	2,936	2,994	3,054
Repairs and Maintenance	3,605	3,713	3,825	4,016	4,217
Other Costs			108		214
Capital Financing Costs	3,225	3,135	3,012	2,962	2,895
Contribution to Capital Programme	8,515	6,453	3,767	3,921	3,215
Total Expenditure	18,167	16,179	13,648	13,893	13,595
Net Rental Income	14,809	15,705	16,719	18,034	18,660
Other Income	609	618	626	635	643
Interest on Balances	16	11	19	36	57
Total Income	15,434	16,334	17,364	18,705	19,360
Revenue Surplus/(Deficit)	- 2,733	155	3,716	4,812	5,765
Balance Brought Forward	5,415	2,682	2,837	6,553	11,365
Balance Carried Forward	2,682	2,837	6,553	11,365	17,130

Draft Capital Budget

	2016/17	2017/18	2018/19	2019/20	2020/2021
	£'000	£'000	£'000	£'000	£'000
WHQS Improvements & Maintenance	6,782	6,585	4,399	4,553	4,519
New Build	2,058	1,259	1,345	1,345	942
Regeneration / Remodelling of existing stock	832	-	-	-	-
Acquisition of existing properties	2,058	1,259	673	673	404
Other Improvements	-	-	-	-	-
Total Capital Expenditure	11,730	9,103	6,417	6,571	5,865
Capital Funding					
Major Repairs Allowance	2,650	2,650	2,650	2,650	2,650
Capital Receipts (Tab 2.)	565				
Borrowing		-			
Capital Expenditure funded by HRA	8,515	6,453	3,767	3,921	3,215
Total Capital Funding	11,730	9,103	6,417	6,571	5,865

8.0 HRA Key Priorities ACTION PLAN 2016 / 2017

General Housing Revenue Account Actions			
	Action	Responsibility for achievement	Target date
HRA1	Where housing need has been identified, assess and identify possible sites to inform council housebuilding plan.	Housing Business Manager	August, 2016
HRA2	Carry out re-modelling of Llawr y Dref scheme in Llangefni in order to minimise the number of void units.	Business Services Manager	February 2017
HRA3	Develop Business Continuity Plan	Head of Service – Housing	July, 2016
Housing Management			
HRA4	Develop new common housing allocation scheme with RSL's for adoption and implementing during 2016 – 2017.	Housing Services Manager	May 2016
HRA5	Update action plan to incorporate actions that are designed to prepare the service and tenants for the roll-out of Universal Credit.	Housing Services Manager Welfare Reform Project Manager	June, 2016
HRA6	Mitigate effects of Welfare Reform on the HRA budget and support citizens affected through implementation of Welfare Reform Project Plan.	Head of Service - Housing	Review annually
HRA7	Implement Housing Services' revised Anti-	Housing Services Manager	March 2017

	Social Behaviour Policy in the light of the new Anti-Social Behaviour Crime & Policing Act, 2014 and best practice.		
HRA8	Work towards achievement of the Welsh Housing Management Standard for tackling Anti-social behaviour.	Principal Housing Officer	March, 2017
HRA9	Undertake, analyse and report on Learning Needs Analysis with all Housing staff and use to inform staff training plan for 2016 - 2017.	Housing Services Manager & Housing Business Manager	June, 2016
HRA10	Review Tenancy Agreement	Principal Housing Officer	September, 2016
HRA11	Undertake interim evaluation of debt advice caseworker service	Housing Services Manager	June, 2016
Tenant Participation			
HRA12	Promote and allocate funding for estate environmental improvements.	Tenant Participation Lead Officer	March and September 2016
HRA13	Implement and monitor new Local Tenant Participation Strategy / Action Plan.	Tenant Participation Lead Officer	March, 2016
HRA14	Conduct extensive consultation events e.g. , Llawr y Dref - re-modelling warden service community hubs	Tenant Participation Lead Officer	July, 2016
HRA15	Further promote usage of Tenant Portal	Tenant Participation Lead Officer	March, 2017
HRA16	Work with partner agencies to further develop	Tenant Participation Lead	March, 2017

	community hubs	Officer	
Housing Repairs and Maintenance			
HRA17	Continue to transform the BMU Service and achieve Excellence status – top quartile performance across Social Landlords (LA's and RSL's) in Wales.	Head of Service – Housing and Technical Services Manager supported by the Transformation Manager	Target completion of Transformation Project March, 2017
HRA18	Continue to implement transformation project of HMU realising the benefits of modernisation of the service in terms of cost savings and customer service.	Technical Services Manager supported by the Transformation Manager	March, 2017
Housing Capital Plan			
HRA19	Continue Council House Building Programme by acquiring a further 15 units during 2016/17. Commence on site with new house building program of 15 units utilising RTB capital receipts and HRA funding.	Business Manager	March, 2017
HRA20	Maximise tender opportunities for local SME's to undertake Housing related Capital works - Target of minimum 5 traditional planned maintenance schemes to be procured via sell2wales	Housing Technical Services Manager	March 2017
HRA21	Ensure Community Benefit Clauses are included in all Capital Contracts where estimated expenditure exceeds £500k.	Housing Technical Services Manager	Throughout the year.
HRA22	Continue to tackle 'acceptable fails' following WHQS compliance by means of undertaking the	Housing Technical Services Manager	March, 2017

	work at Change of Tenancy or by persuading former tenant refusals to have the work carried out		
HRA23	Carry out a stock condition survey and options appraisal of all Council owned garages.	Technical Service Manager	December 2016
HRA24	Implement revised model of housing related support for older people based upon need rather than tenure during Qtr 1 of 2016/17	Principal Development Officer	June 2016
HRA25	Complete the externalisation of a modern, high quality stores function within the HMU	Housing Technical Services Manager	September 2016
HTA26	Implementation of Health and Safety Action Plan following independent audit review	Housing Technical Services Manager	September 2016
HRA27	Support the implementation of the Corporate Welfare Reform Action Plan and reduce likelihood of the Islands' citizens experiencing poverty and homelessness, 18 – 35 age group as a result of Welfare Reform.	Principal Housing Officer	September 2016
HRA28	Finalise development and install bespoke Homelessness Module to capture requirements of Housing Options function.	IS Co-ordinator	September 2016
HRA29	Implement Common Allocation Scheme which will be adopted in April 2016.	Principal Housing Officer	May 2016
HRA30	Develop Accessible Housing Register to identify adapted / adaptable properties.	Principal Housing Officer	March 2017
HRA31	Continue to reduce	Housing Options	March, 2017

	operational void losses and reducing the number of DTL's	Manager	
HRA32	Maximisation of rental income through reduction of tenants arrears to 2.5%	Principal Housing Officer	March, 2017
HRA33	To offer two graduate trainee placements one in Housing Management and one in Technical Services.	Business Manager	August, 2016
HRA34	Establish Development Team for Council House Building programme.	Business Manager	June, 2017
HRA35	Implement the decision in relation to the application of suspension of the Right to Buy	Business Manager	September, 2017
HRA36	Develop comprehensive Asset Management Strategy for our housing stock to ensure that it continues to meet WHQS and is fit for purpose and links into the Corporate Asset Management Plan.	Technical Service Manager	October, 2017
HRA37	Strengthen the IS Team capacity to realise full working potential of all housing management systems by creating a new additional post.	Business Manager	June, 2017
HRA38	Review the Housing Services Board following the initial 6 months with a view to strengthening tenants views.	Business Manager	May, 2016
HRA39	Work towards creating a corporate one-stop-shop reception in the main Council buildings to improve spatial access to transactional service provision Introduce 8 touch-screen kiosks to enable service	Business Manager	May 2016

	users to pay rents remotely and access welfare advice within their communities		
HRA40	Continue to develop and maintain a diversity profile of Council tenants to gain a better understanding of individual needs	Principal Housing Officer	September 2016

Sensitivity Analysis

30 Year Plan Sensitivity Analysis

Scenario	Base Case	Increase Bad Debt by 1.0%	No MRA Grant from 2017/18	Increase New Build Units by 15 p.a.	Increase Maintenance costs by a further 2% p.a.	Increase Rents by Inflation from 2019/20	Increase Rents by Inflation -0.5% from 2019/20	Year
2015.16	5,414	5,414	5,414	5,414	5,414	5,414	5,414	5,414
2016.17	2,676	2,524	2,681	1,483	2,564	2,676	2,676	2,676
2017.18	2,828	2,512	1,308	1,384	2,477	2,828	2,828	2,828
2018.19	6,545	6,055	2,220	2,757	5,796	6,545	6,545	6,545
2019.20	11,358	10,679	4,219	5,261	10,075	11,186	10,710	10,710
2020.21	17,127	16,253	7,231	8,928	15,209	16,604	15,179	15,179
2021.22	23,842	22,761	11,108	13,395	21,134	22,771	19,899	19,899
2022.23	30,948	29,653	15,368	18,298	27,278	29,092	24,620	24,620
2023.24	35,251	33,729	16,817	20,461	30,430	32,364	26,123	26,123
2024.25	40,064	38,312	18,768	23,177	33,899	35,927	27,813	27,813
2025.26	44,915	42,924	20,742	25,493	37,092	39,274	29,143	29,143
2026.27	50,317	48,078	23,247	29,007	40,603	42,906	30,608	30,608
2027.28	56,810	54,310	26,836	33,703	44,957	47,306	32,637	32,637
2028.29	63,311	60,545	30,423	38,461	49,051	51,455	34,296	34,296
2029.30	70,593	67,552	34,783	44,080	53,642	56,067	36,247	36,247
2030.31	78,637	75,310	39,895	50,605	58,649	61,109	38,452	38,452
2031.32	87,913	84,284	46,230	58,487	64,558	66,966	41,230	41,230
2032.33	97,352	93,416	52,721	66,604	70,277	72,683	43,735	43,735
2033.34	107,385	103,131	59,796	75,424	76,215	78,601	46,242	46,242
2034.35	118,298	113,715	67,742	85,239	82,631	84,992	49,019	49,019
2035.36	127,507	122,576	73,973	93,517	86,915	89,149	49,275	49,275
2036.37	136,874	131,589	80,354	102,041	90,902	93,107	49,186	49,186
2037.38	147,053	141,402	87,527	111,507	95,216	97,405	49,209	49,209
2038.39	157,895	151,865	95,364	121,793	99,676	101,867	49,164	49,164
2039.40	170,465	164,035	104,918	134,024	105,315	107,405	49,861	49,861
2040.41	182,667	175,829	114,093	145,994	110,002	112,156	49,611	49,611
2041.42	195,784	188,524	124,174	158,905	114,982	117,249	49,441	49,441
2042.43	209,848	202,152	135,191	172,700	120,250	122,687	49,348	49,348
2043.44	224,715	216,567	146,651	187,547	125,620	128,298	49,149	49,149
2044.45	230,185	221,569	148,719	193,314	120,849	123,850	38,603	38,603
Additional Borrowing	0	0	1,250	3,050	0	0	0	0
Borrowing Headroom	13,441	13,441	13,441	13,441	13,441	13,441	13,441	13,441
	Convergence Reached in 2022/23	Convergence Reached in 2022/23	Convergence Reached in 2022/23	Convergence Reached in 2022/23	Convergence Reached in 2022/23	Convergence not reached	Convergence not reached	

*Based on estimated 2016-2017 Borrowing Headroom

Sensitivity Analysis

The base case business plan shows the HRA to have solid financial footing, this being due to the condition of the Council's housing stock meeting the Welsh Housing Quality Standards. There is no borrowing requirement for the base plan which take into consideration the Council's aspiration to develop 470 homes over the 30 year duration of the plan.

Increased Bad Debts

If we increase the bad debts by 1% above the assumptions of the base case then the overall borrowing requirements again there would be no borrowing requirement.

Loss of MRA

Should the Welsh Government withdraw the MRA from 2017/18 then there would be a loss of £2.65m per annum for the Council. The overall effect of this over the 30 year period would be that the Council's borrowing requirement would increase to £1.25m for the period which is still within the Council's current borrowing headroom of approximately £13m.

Increase the developments of new build by 15 units per annum

To increase the number of new units developed by 15 units per annum would significantly increase the Council's borrowing requirement to £3.050m over the period of the plan which again is within the borrowing cap limit.

Increased Maintenance Costs

If the maintenance costs were to increase by 2% above the assumptions of the base case again there would be no borrowing requirement.

Appendix 3

Tenant – selected Performance Indicators to 2015 / 2016 carried forward to 2016/17

Service	Definition
1. Repairs	Overall Tenant satisfaction %Tenants very satisfied or satisfied with the service received
2. Repairs	% of appointments kept by BMU
3. Repairs	% of void calls – appointment made but Tenant not at home
4. Repairs	% repairs completed during one visit
5. Lettings	Re-let times excluding hard to let properties
6. Lettings	Re-let times including hard to let properties
7. Lettings	% homes empty at year end
8. Tenant Participation	Number of Environmental clean-up days held

Appendix 4

Repairs and Maintenance Proposed Performance Framework Indicators

	General	Target March 2015	Target March 2016	Target March 2017
1	Ave number of employee working days lost to sickness	7.5 days	7.5 days	7 days
2	Mileage (Reducing The Council's Carbon Footprint)	tbc	260000	245000
3	Savings Target	0	£250,000	£200,000
	Responsive Repairs			
4	% of responsive repairs for which an appointment was made and kept	95%	95%	95%
5	Customer Satisfaction with responsive repairs	85%	92%	95%
6	% of repairs completed right first time	80%	80%	85%
7	% of emergency repairs completed within timescale	99%	99%	99%
8	% of urgent repairs completed within timescale	99%	99%	99%
9	% of routine repairs completed within timescale (20 days)	95%	95%	95%
10	% of pre-inspections for responsive repairs	10%	10%	10%
9	% of post inspections completed for responsive repairs	10%	10%	10%
11	% of emergency repairs as a total of all repairs	10%	10%	10%
12	% of urgent repairs as a total of all repairs	20%	20%	20%
13	Ave Cost of a responsive repair	tbc	£120	£110
14	Average time taken to complete non-urgent responsive repairs	20 days	20 days	20 days
14	Productivity of workforce - % of time which is classified as productive	65%	75%	80%
15	Ave number of jobs completed per operative per day	6	6	6
	Cyclical Servicing			
16	% of homes with a valid CP12	100%	100%	100%
17	% of homes with a valid Oftec Certificate	100%	100%	100%
18	% of homes with a valid Hetas Certificate	100%	100%	100%
	Empty Properties			
19	Average re-let time for lettable voids	25 days	25 days	20 days
20	Customer Satisfaction with Empty Homes Procedure	85%	85%	90%
21	Ave cost of a void	tbc	£1,340	£1,410
	Planned Maintenance			
22	% works delivered to programme	90%	90%	90%
23	Cost of works as a % of budget	100%	100%	100%
24	% of revenue repairs repairs expenditure relating to planned	60%	60%	60%
25	Customer satisfaction with planned maintenance service	90%	90%	90%
	Contact Centre			
24	% Calls Answered	90%	90%	90%
25	Ave Time to answer (5 rings)	95%	95%	95%
26	Number of Aborted Calls as a percentage of all calls %	5%	5%	5%
27	Calls dealt with at First Point of Contact	80%	80%	80%

Appendix 2

5 Year Capital & Revenue Budgets Draft Revenue Budgets

	2016/17	2017/18	2018/19	2019/20	2020/2021
	£'000	£'000	£'000	£'000	£'000
Management Costs	2,822	2,878	2,936	2,994	3,054
Repairs and Maintenance	3,605	3,713	3,825	4,016	4,217
Other Costs			108		214
Capital Financing Costs	3,225	3,135	3,012	2,962	2,895
Contribution to Capital Programme	8,515	6,453	3,767	3,921	3,215
Total Expenditure	18,167	16,179	13,648	13,893	13,595
Net Rental Income	14,809	15,705	16,719	18,034	18,660
Other Income	609	618	626	635	643
Interest on Balances	16	11	19	36	57
Total Income	15,434	16,334	17,364	18,705	19,360
Revenue Surplus/(Deficit)	- 2,733	155	3,716	4,812	5,765
Balance Brought Forward	5,415	2,682	2,837	6,553	11,365
Balance Carried Forward	2,682	2,837	6,553	11,365	17,130

Draft Capital Budget

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	£'000	£'000	£'000	£'000	£'000
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New Build	2,058	1,259	1,345	1,345	942
Regeneration / Remodelling of existing stock	832	-	-	-	-
Acquisition of existing properties	2,058	1,259	673	673	404
Other Improvements	-	-	-	-	-
Total Capital Expenditure	11,730	9,103	6,417	6,571	5,865
Capital Funding					
Major Repairs Allowance	2,650	2,650	2,650	2,650	2,650
Capital Receipts (Tab 2.)	565				
Borrowing		-			
Capital Expenditure funded by HRA	8,515	6,453	3,767	3,921	3,215
Total Capital Funding	11,730	9,103	6,417	6,571	5,865

Appendix 3

Scheme	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	5,035	2,377
<i>Fire Risk Management</i>	250	100	100
<i>Central Heating Works</i>	350	350	250
<i>Environmental Works</i>	350	250	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	250	250
	11,730	9,103	6,417

Financing:	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

