

<b>Isle of Anglesey County Council</b>	
Report to:	The Executive
Date:	20 February, 2024
Subject:	<b>Asset Management Strategic Plan 2024-29</b>
Portfolio Holder(s):	Cllr Gary Pritchard
Head of Service / Director:	Ned Michael
Report Author: Tel: E-mail:	Elliw Llŷr, Housing Policy, Commissioning and Strategy Manager 01248752137 Elliw Llŷr@ynysmon.gov.uk
Local Members:	n/a

## A –Recommendation/s and reason/s

The Executive is asked to:

### **R1 approve the Asset Management Strategic Plan 2024-29**

#### **1. Background**

The Asset Management Strategic Plan was developed to reflect key changes within national policies for the next period going forward with key challenges of meeting WHQS 2023 and decarbonisation.

As part of preparing for the implementation of the new standards a stock condition survey has been carried out on all of our housing stock and targeted energy pathways will be prepared for all of our properties.

To date, there are no costs available for implementing the new standards but we will include the costs when they become available within our Housing Revenue Account Business Plan to ensure adequate funding sources are in place for funding this strategy to enable us to meet WHQS 2023 by 2034.

Throughout the duration of this plan we will be committed to improving our tenants' satisfaction in relationship to improvements/repairs maintenance.

#### **2. Success of the Previous Asset Management Strategy**

The previous Asset Management Strategy included for specific Investment Programmes in various workstreams. Successes over the duration of the previous plan include:

- **Flat Communal Areas:** Significant work to upgrade a significant number of fire doors has been completed. In addition, by the end of 2023/24 we will

## A –Recommendation/s and reason/s

have completed Fire Compartmentation works and the installation of Fire Suppression systems at our 4 mid-rise tower blocks. This important work was supported by additional WG funding.

- **Traditional Whole House External Planned Maintenance Contracts:** A number of contracts were successfully delivered and attracted external funding via the Welsh Government’s Optimised Retrofit Programme. In general, over the lifespan of the former strategy planned maintenance concentrated on off-grid properties with lower energy performance ratings. Contracts evolved to include the installation of renewable energy measures such as Solar PV, Battery Storage and Intelligent Energy Systems.
- **Boiler Replacement Programme:** Although impacted adversely by the outbreak of Covid boiler replacements in accordance with 15 year life cycles are on track to be up to date at the end of March 2024.

### 3. Overview of the Asset Management Strategic Plan

The Asset Management Strategic Plan will work following the following main objectives, which are:

1. **Asset Data and Service Delivery** – we understand our homes and tenants by making informed decisions
2. **Asset Review** – we prioritise when and where investment is needed
3. **Homes are safe** – ensuring that our tenants are safe in our homes
4. **Homes are sustainable** – in the face of rising energy, cost of living and decarbonisation challenges
5. **Homes are of a good standard** and will continue to be through planned investment programmes

### 4. Welsh Housing Quality Standard 2023

CIH quoted that ‘Since the early 2000’s the quality of social and affordable housing in Wales has been on a transformative journey. The creation of the WHQS was introduced in 2002 with an initial deadline of 2012 but progress was initially hampered by variations in how the standard was interpreted and a lack of monitoring data. This saw the deadline change to 2020, and with the impact of the pandemic this then moved to 2021. By this point 99 per cent of social housing in Wales met the standard’.

The new iteration of WHQS includes eight different components which homes must meet, which are:

- Be in a good state of repair
- Be safe and secure
- Be affordable to heat and have minimal environmental impact

**A –Recommendation/s and reason/s**

- Have up-to-date kitchen and utility area
- Have an up-to-date bathroom
- Be comfortable and promote wellbeing
- Have a suitable garden
- Have an attractive outside space

**5. Affordable warmth**

One of the main aspects of the new standard are the measures to promote affordable warmth. A minimum of EPC A will need to be achieved on existing homes so that homes are economical to run in normal weather conditions. This will need to also achieve an Environmental Impact Rating (EIR) of 92, in-line with reducing carbon emissions from homes. Yet the updated standards only include a compliance date of 31 March 2030 to meet EPC C with the compliance date for reaching EPC A to be set by the targeted energy pathways.

The Asset Management Strategic Plan sets out our approach to ensuring that we maintain the standard of our housing and meet the challenges to reduce carbon emissions. The Plan set outs what is important, what and how we are going to achieve this.

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

There are no other options for consideration. The adoption of an Asset Management Strategic Plan is considered to be good practice and an important document to support the 30 year Housing Revenue Account Business Plan and receipt of the Welsh Government Major Repairs Allowance.

**C – Why is this a decision for the Executive?**

Relates to the HRA Business Plan.

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

yes

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

yes

Dd – Assessing the potential impact (if relevant):		
1	How does this decision impact on our long term needs as an Island?	The Strategic Plan sets out how we set about achieving WHQS 2023.
2	Is this a decision which it is envisaged will prevent future costs / dependencies on the Authority? If so, how?	Ensuring that the Council stock is of good standard will assist with help keeping Tenants safe and in suitable homes.
3	Have we been working collaboratively with other organisations to come to this decision? If so, please advise whom.	WG has provided key documents for the direction of travel for this Plan.
4	Have Anglesey citizens played a part in drafting this way forward, including those directly affected by the decision? Please explain how.	Tenants Forum have received a presentation.
5	Note any potential impact that this decision would have on the groups protected under the Equality Act 2010.	See Impact Assessment that a positive impact.
6	If this is a strategic decision, note any potential impact that the decision would have on those experiencing socio-economic disadvantage.	See Impact Assessment which takes into account those who may be vulnerable.
7	Note any potential impact that this decision would have on opportunities for people to use the Welsh language and on treating the Welsh language no less favourably than the English language.	No negative impact identified within the impact assessment.

E – Who did you consult?		What did they say?
1	Chief Executive / Senior Leadership Team (SLT) (mandatory)	Supportive of recommendation
2	Finance / Section 151 (mandatory)	Supportive of recommendation
3	Legal / Monitoring Officer (mandatory)	Supportive of recommendation
4	Human Resources (HR)	n/a
5	Property	n/a
6	Information Communication Technology (ICT)	n/a
7	Procurement	n/a
8	Scrutiny	During the Corporate Scrutiny Committee held 16.1.24 it was

E – Who did you consult?		What did they say?
		recommended that approval should be given by the Executive
9	Local Members	

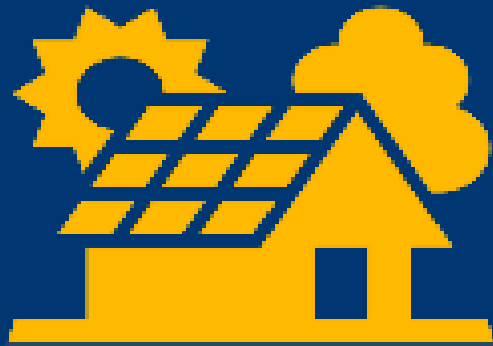
F - Appendices:
Appendix 1 Asset Management Strategic Plan 2024-29.

Ff - Background papers (please contact the author of the Report for any further information):
Housing Revenue Account 30-year Business Plan 2023-2053

# Ynys Môn

THE ISLE OF

# Anglesey



## Housing Asset Management Strategic Plan

2024-2029

Mae'r ddogfen yma hefyd ar gael yn y Gymraeg /

This document is also available in Welsh.



CYNGOR SIR  
YNYS MÔN  
ISLE OF ANGLESEY  
COUNTY COUNCIL

[www.anglesey.gov.wales](http://www.anglesey.gov.wales)

# Foreword



**Ned Michael**

Head of Housing  
Services

This Strategic Plan sets out how we will manage, maintain, invest in our homes and applies to the asset management of all the rented Housing Revenue Account (HRA) housing stock owned by the Isle of Anglesey County Council.

Housing Services manages 3,979 homes with the rental income coming into the HRA with the physical and financial performance underpinning the viability of the HRA.



**Cllr Gary  
Pritchard**

Housing Portfolio  
Holder

**The purpose of this Asset Management Strategic Plan is to ensure that we make informed decisions about the investment in individual properties based on understanding of their performance on a social, economic and environmental basis which assist supporting wider corporate objectives.**

# Why do we need a Housing Asset Management Strategic Plan?

This Plan forms part of the range of housing solutions which will assist in achieving the Council Plan 2023-28, focusing on investing in our homes and communities.

Our homes must meet, wherever practical, the decarbonisation targets, Welsh Housing Quality Standards (WHQS) 2023 as well as providing safe and suitable homes for our Tenants. This Plan will provide a framework under which the HRA Business Plan and Council Corporate Plan will be realised.

## Strategic Context

This Plan responds to several National Policies such as:

- Environmental Wales Act, 2016 and Prosperity for All Plan
- Renting Homes Wales Act, 2016
- Welsh Housing Quality Standard 2023
- Control of Asbestos Regulations 2012
- Regulation Reform (Fire Safety) Order 2005
- Wales Government pledge to achieve net zero by 2050



# Who is the Strategic Plan for?

The Plan will be of interest to a wide range of people, including:

- Our Tenants have an interest in the quality, safety and affordability of their homes
- Those in housing need in our area (may or may not be current Tenants)
- Residents living locally within the communities
- Local contractors and businesses whom may benefit from the substantial investment program
- Local Members

Welsh Government place expectations on

- Ensuring that affordable housing is provided and ensuring that current stock meets the regulatory standards and compliance which are essential for the receipt of the annual Major Repairs Allowance (MRA) grant from Welsh Government.



# Our Homes



- Most of our homes are traditional homes comprising of detached, semi- detached, terraced houses, bungalows and flats.
- 54% of our stock are houses, 18% are bungalows, 16% are flats and 12% sheltered accommodation.
- An average of between 18,000 and 24,000 responsive and cyclical repairs are carried out each year.
- The average cost of repairs in 2022-23 was £110.15.
- 123 communal area fire risk assessments carried out annually
- 2,885 gas services were completed in 2022-23.
- 81 homes were part of our traditional whole house planned maintenance works during 2022-23.
- The majority of our homes was constructed between 1945-1974 and are of traditional construction.
- Less than 3% of our homes are of non-traditional construction.
- 67% of the housing stock is connected to the mains gas network, 20% are served by electrical heating, 7% have oil heating and 6% are served by bulk LPG.
- Current average EPC rating across our stock: 70 or Band C.
- 77% of our Tenants were satisfied with repairs and maintenance in our last Star Survey (2021).

# Council Plan 2023-2028

The Council Plan is the key document serving as a focal point for decision-making at all levels; providing a framework to plan and drive forward priorities; shape annual spending; monitor performance and progress.

At its core is our desire to work with Anglesey residents, communities and partners to ensure the best possible services, improve the quality of life for all and create opportunities for future generations.

Its six main objectives reflect the key areas the Council should be focusing its efforts on.

The Council Plan’s vision is to:

‘Create an Anglesey that is healthy and prosperous where people can thrive.’

### Our six strategic objectives




**The Welsh Language**

Increasing opportunities to learn and use the language.



**Social Care and Wellbeing**

Providing the right support at the right time.



**Education**

Ensuring an effective provision for today and for future generations.



**Housing**

Ensuring that everyone has the right to call somewhere home.



**Economy**

Promoting opportunities to develop the Island's economy.



**Climate Change**

Responding to the crisis, tackling change and working towards becoming a net zero organisation by 2030.

# Values

The Council Plan 2023-28 is underpinned by the organisation's core values, which are used to develop and guide the vision, strategic plans and services.

## Values



### Respect

We are respectful and considerate towards others regardless of our differences.



### Collaborate

We work as a team, with our communities and partners to deliver the best outcomes for the people of Anglesey.



### Honesty

We are committed to high standards of conduct and integrity.



### Champion the Council and the Island

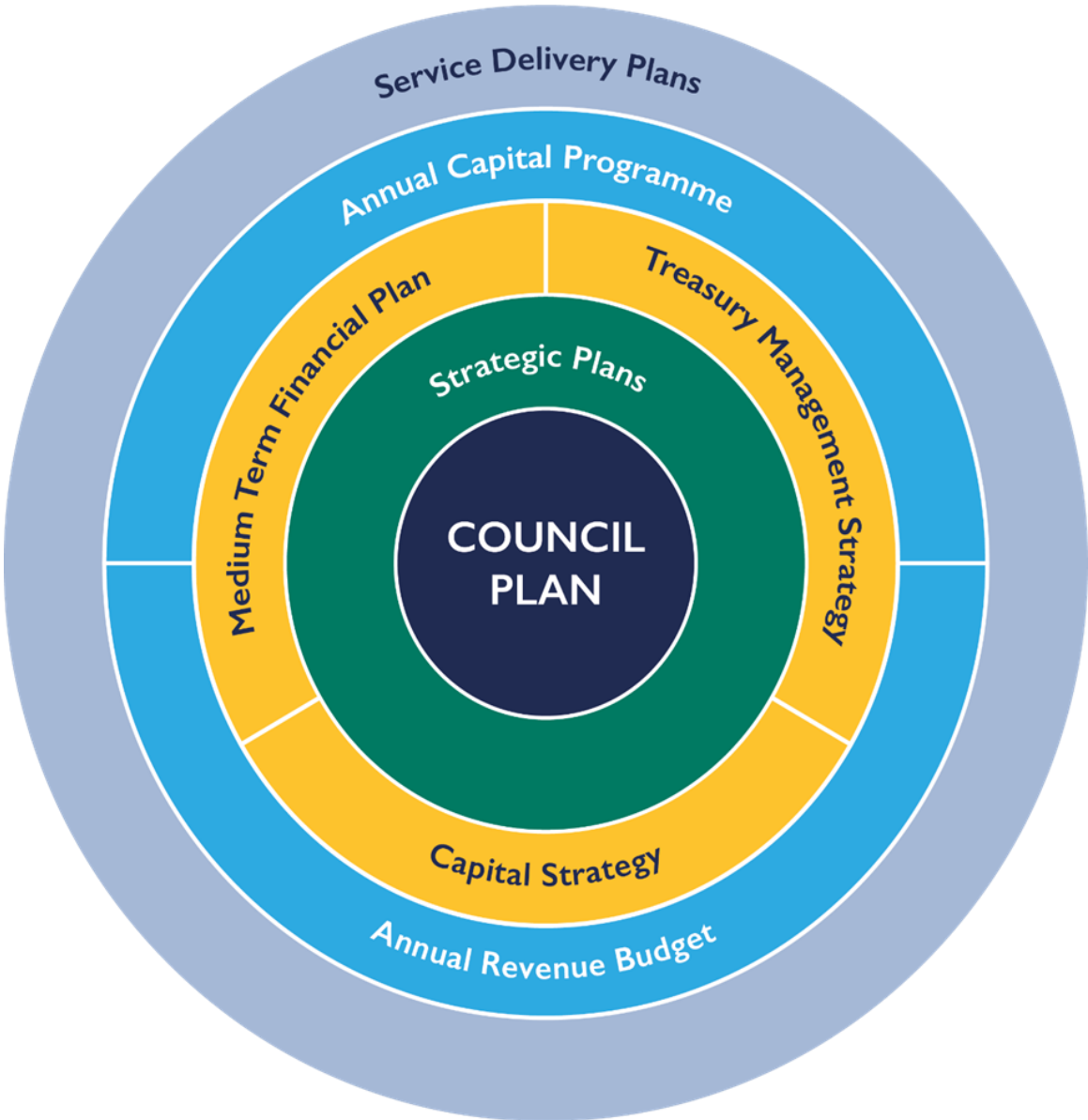
We create a sense of pride in working for the Council and present a positive image of the Council and the Island.



# Strategic circle

The strategic circle identifies the plans in place to ensure we are able to achieve our priorities and objectives.

This plan is a key strategic plan that aligns with the Council's Plan and contributes to the achievement of the strategic objectives and vision.

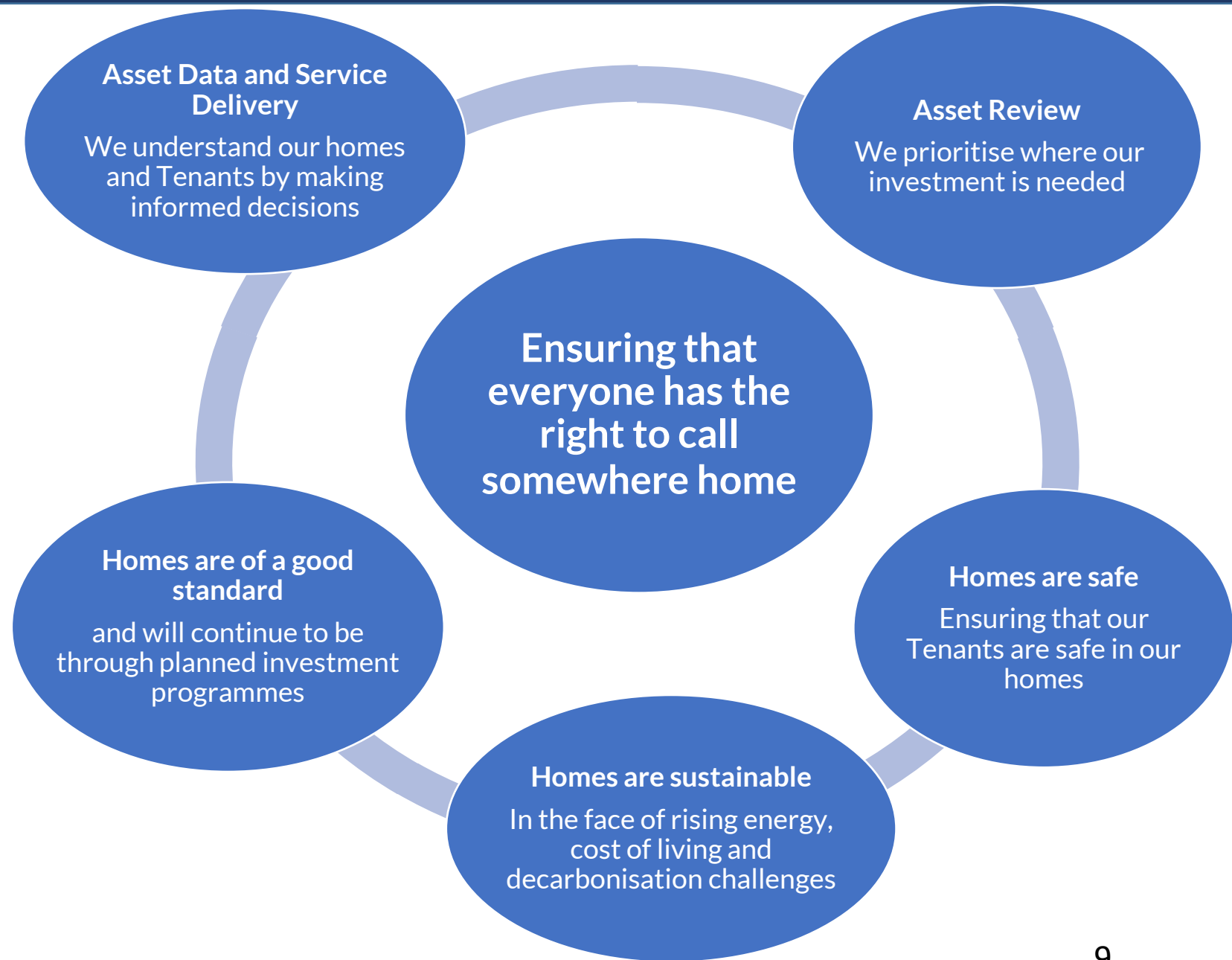


# Key priority areas

Delivering the strategic priority, together with key priority areas, sets a clear and ambitious mandate.

We want to ensure that we:

- Make best use of existing housing stock and improving homes and communities (Theme 2 of the Council's [Housing Strategy 2022-27](#))
- Be a contributor to the local economy (Theme 6 of the Council's [Housing Strategy 2022-27](#))



# Asset Data and Service Delivery – We understand our homes and Tenants by making informed decisions

## Why is this important?

Stock condition data is key in ensuring our future investment costs are robust and provide a sound base for future planning. The condition data is also used to generate planned programmes of work to maintain and improve the condition of the stock, prolonging the life of the assets and their continued contribution to the HRA and achieving WHQS 2023.

Having information on our stock is key to understanding the current standard of our properties so that we can fulfil the investment requirements of the 30-year business plan.

Ensure WHQS 2023 to be successful through excellent tenant engagement & participation.

## What are we going to do?

A stock condition survey was completed in 2022/23 with 87% of stock surveyed, based on this information we will invest in key component such as kitchens, bathrooms, windows and energy efficiency improvements.

Estimate costs involved with achieving WHQS 2023 will be calculated by 31<sup>st</sup> of March 2025. Once costs are established, we will undertake a detailed analysis to ensure that our 30 Year Business Plan remains viable.

By 31<sup>st</sup> of March 2027 we will produce Target Energy Pathways (TEP's) for each of our properties.

Ensure that wherever practical all homes meet SAP75 EPC C by 31<sup>st</sup> of March 2030.  
Meet the WHQS 2023 by 31 March 2034.

## How are we going to do this?

Implement the MRI Asset Management System in full to ensure that all data is captured including energy efficiency components via our Asset Project Review Meetings.

Establish Capital Investment Programme for key elements which will inform an Asset Management Delivery Plan by 31 March 2025.

Ensure our Tenant Participation Strategic Plan includes consultation processes for Tenants to be involved throughout the period of the programme.



# Asset Review – We prioritise when and where investment is needed

## Why is this important?

There are several competing priorities that need to be addressed as we rise to the challenge set within the WHQS 2023, such as the development of new properties against the investment required in current homes.

Energy efficiency improvement is key to providing affordable homes and achieving net zero.

Making best use of our current assets is key to achieving efficiencies and we will consider investment and opportunities for demolition and redevelopment when considering investment priorities.

One of those challenges is the increase in cost of building and materials together with the current rent setting regime.

## What are we going to do?

Ensuring that we have sufficient skills and resources to deliver on this Strategic Plan.

Increase the Energy Efficiency Performance of our homes in accordance with the Targeted Energy Pathway's (TEP's) recommendations made for each home.

Replace key components such as boilers and kitchens in accordance with the expected life cycles.

Undertake option appraisals for sites and assets which may not be viable to retain in the middle to longer term.

Our garage stock is continually under review to ensure income maximisation and best use of land.

## How are we going to do this?

Review existing staffing structure to ensure we have sufficient resource to deliver the future work programmes.

Establish a framework for the installation of renewable energy measures such as Solar PV and Battery Storage.

Establish a 5 year kitchen replacement programme to run between 2024-29 including establishing a other key component replacement programme.

Consider opportunities for redevelopment of assets following the option appraisals of sites and assets and continue with our-demolition of garages in areas where investment is unviable.

Maximise opportunities to secure additional funding such as the Optimised Retrofit Programme from WG to finance improvement measures.

Our investment programmes will be influenced by external factors such as the labour market, availability of contractors and material costs.

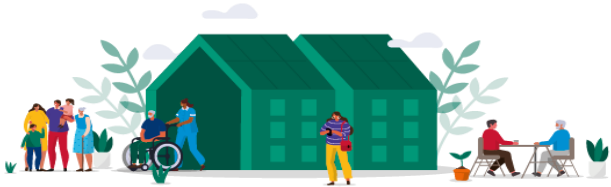


# Homes are safe – Ensuring tenant safety in their homes

## Why is this important?

To comply with the requirements of the Wales Renting Homes Act 2016.

This will include Housing Health and Safety Rating System issues gathered during the recent Stock Condition Survey as well as notifications from Tenants in relation to repairs and requirements.



## What are we going to do?

### Health and Safety

Ensure that our response to Health and Safety concerns are investigated and resolved in a timely manner.

### Gas Servicing and Solid Fuel

Under the Gas Regulation 1998 an annual safety check is required for all gas appliances, pipework and associated fittings as well as solid fuel flues being tested annually.

### Fire Safety

Risk Assessments are carried out annually to ensure compliance and testing of our fire safety related equipment.

### Electrical Safety

Undertake electrical safety inspections every 5 years and at change of tenancy.

## How are we going to do this?

Respond to information provided within the recent Stock Condition Survey as well as notifications from Tenants in relation to repairs and requirements of the Wales Renting Homes Act 2016.

We will aim to undertake annual gas servicing on all our homes via our directly employed heating and plumbing engineers.

Regularly review our Fire Risk Assessments and report on compliance issues.

Work with our Tenants through our Tenant Participation Team to ensure that communication is shared in a timely manner.

# Homes are safe – Ensuring tenant safety in their homes

## Why is this important?

Ensuring Health and Safety and Regulatory compliance is a priority.

Ensure we have the experience and knowledgeable staff within our Maintenance Team.

## What are we going to do?

### Asbestos Management

The Asbestos Management Regulations 2012 sets out our duties to comply with our asbestos register.

### Legionella

We adhere to the Approved Code of Practice L8 and routinely test communal water systems.

### Damp and Mould

Tenants are actively encourage to report any concerns regarding damp and/ or mould and has a policy in place to deal with these issues.



## How are we going to do this?

Our asbestos register is maintained and updated as appropriate by the Cyclical and Compliance team.

Legionella compliance is monitored by the Cyclical and Compliance Team.

React promptly with reports concerning Damp and Mould in line with our Policy.

Establish a robust structure to realise all Statutory Compliance and Health and Safety requirements  
Provide Traineeship to encourage local people to join Housing as a career opportunity.

# Homes are sustainable- In the face of rising energy, cost of living and decarbonisation challenges

## Why is this important?

As a Council we are committed to achieving net zero by 2030.

Affordable warmth is one of the main aspects of the new WHQS standard with a minimum of EPC A needed to be achieved, wherever practical, on existing homes.

WG have introduced a requirement for an **Affordable Warmth and Decarbonisation Plan** which will incorporate a Whole Stock Assessments and TEP's within 3 years from the launch of the standard.

The Plan will set out how LAs will achieve the targets of an Environmental Efficiency Rating (EER) of 92 (which equates to an EPC A) and an Environmental Impact Rating (EIR) of 92 for all of the housing stock by 2034.

## What are we going to do?

Have TEP's by 31st March 2027 for each property.

Ensure all our homes reach an EPC of C (Rating of 75) by 31 March 2030.

TEP's for each home which will outline what needs to be undertaken on each property to achieve the required targets wherever possible.

The TEP will need to include information on the timings of the improvements.

## How are we going to do this?

Develop TEP's for each home by using EPC and SAP methodology to support Whole Stock Assessments.

Have a 5-year plan to achieve energy rating of C75 by -2029

The Plan will include a Whole Stock Assessment (WSA) of all properties which will outline the current EER and EIR ratings of each home.

We will work with external partners such as Coleg Menai to ensure that we are able to install and maintain renewable energy measures such as Air Source Heat Pump's.



# Homes are of a good standard and will continue to be through planned investment programmes

## Why is this important?

So that our Tenants feel safe and secure in their homes. 90% of Tenants were satisfied with the safety of their home (Star Survey).

Homes of a good standard will have less unscheduled repairs thus resulting in lower reactive maintenance costs.

Poor quality homes are difficult to let and empty homes result in a loss of rental income.

Ensuring that people are supported to remain as independent as possible in the community is a strategic aim in the Council Plan.

## What are we going to do?

Ensure that our responsive repairs carry out the correct repairs at the right time.

Understand what our Tenants think of our maintenance service.

Ensure that our voids period are kept to a minimum.

Ensure that we use assisted technologies and home adaptations to facilitate living independently.

Adapt / provide accessible homes to ensure Tenants are able to live independently.

## How are we going to do this?

Acuserve diagnostics provides real time information and costs which monitor performance and costs.

Undertake biennial STAR surveys to measure tenant satisfaction and to ensure that we offer a Repairs and Maintenance Service that meets tenant expectations.

Carry out a performance review of our voids process.

Where it is possible, we will offer downsizing for Tenants who wish to move to smaller/ more manageable homes.

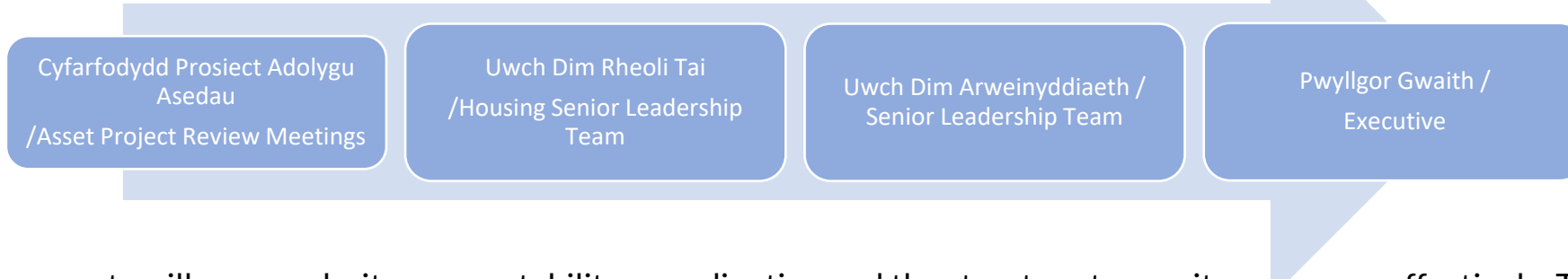
Offer Galw Gofal service to those who need assistance / reassurance to live independently.

Make best use of our funds to adapt properties with facilities and adaptations with our Health and Social Care partners.

# Governance: Monitoring and Evaluation



To ensure the strategic plan is realised robust governance arrangements to oversee the Plan and reporting mechanism will be established, such as:-



The arrangements will ensure clarity, accountability, coordination and the structure to monitor progress effectively. This will include quarterly monitoring of performance indicators and an action plan.

A Compliance Policy will need to be in place by March 2025 with key headings as identified by WG and reviewed annually.

Progress will include information on actions, outcomes and the impact highlighting successes and issues.