

AGENDA ITEM NO.

ISLE OF ANGLESEY COUNTY COUNCIL	
Report to	Executive Committee
Date	February, 2014
Subject	Housing Revenue Account (HRA) Business Plan
Portfolio Holder(s)	Councillor Kenneth P Hughes
Lead Officer(s)	Shan Lloyd Williams, Head of Housing Services
Contact Officer	Shan Lloyd Williams
Nature and reason for reporting:	
To submit the Housing Revenue Account 30 year Business Plan for endorsement and discussion on key considerations for the future, post exiting HRA subsidy system, planned for 2014 / 2015	

A – Introduction / Background / Issues

There is a requirement by Welsh Government for the 30 year HRA business plan to be reviewed annually. The plan is a corporate document and is clearly integrated with the Council's key strategic and operational documents.

During the forthcoming 12 months there are legislative changes which will affect the HRA, and are linked to the new draft Housing Bill, which was recently out for consultation. If the Bill passes through all its stages, it could receive Royal Assent, during summer 2014.

The draft Housing Bill is made up of 7 parts, with part 5 around Housing Revenue Account Subsidy System (HRAS).

Proposed changes to the HRAS follow a financial agreement with the UK treasury in June 2013. This allows the current HRAs to be replaced with a new financing system that will allow each Authority to retain all its rental income to provide housing services. The agreement with the UK Treasury requires the 11 Local Authorities who have retained their housing stock, to fund a 'buy-out' settlement by borrowing from the PWLB (Public Works loans Board).

The agreement with the UK treasury includes a housing related borrowing cap and the relevant provisions to put this in place will need to be included in a UK Bill. The UK Government has agreed that Authorities can exit in March 2015 by voluntary agreement and prior to the legislation being in place. The Voluntary Agreement would need to be signed by all 11 Local Authorities.

All Authorities will be required to bring their stock up to WHQS by 2020 and maintain it at that level. The ability of Authorities to reach this target will spend on a number of factors including their ability to borrow and the continued availability of the major repairs allowance. IoACC is also very much dependent on the annual £2.6m MRA, and is included within our 30 year business plan. There has not been any indication from WG, that Authorities which have already achieved WHQS will be unable to bid for the annual MRA.

The new financing arrangements will mean we will no longer have to make negative subsidy payments to the UK treasury from March 2015. The cost of borrowing to fund the settlement with the UK Treasury will be significantly less and will therefore result in a saving for the Authority.

Detailed discussions have yet to be had with Welsh Government. Both Head of Housing Services and S151 Officer and Finance officers have worked together to submit early figures based on aspirations to start building ourselves in the next 2 - 3 years, including maximising our borrowing cap. The borrowing cap set by UK Government will limit the ability to borrow.

There will need to be detailed information during the next 12months, which is likely to take a substantial amount of Key officers' time. There may be a need to buy in additional expert capacity, and may be a piece of work we can jointly commission with the other stock retained local authorities.

April 2015 will see the introduction of a new Rent Policy from Welsh Government, which will lead to tenants seeing increased transparency and alignment of approach to standards, rent policy and approach to setting service charges between Local Authorities and Registered Social Landlords. Executive Committee Members are already aware of the work we have commenced to de-pool service charges from rent charged and introducing a new transparent service charge framework.

B - Considerations

1. The Business Plan analysis can be found in chapter 3, whilst the key assumptions behind the complicated financial model can be found in chapter 7.

2. WG has drafted a project plan and proposals for a steering group and four work-streams (accounting, transactions, legislation, capacity building/training). Officers from every landlord authority are involved in at least one of these groups.

The first steering group meeting is taking place on 20th Feb and will consider the draft project plan. The first meetings of the work-streams will take place in the first week of March (dates tbc) and the WLGA will circulate the draft Terms of Reference of the workstreams shortly and ask authorities to nominate representatives for one or more.

WG is currently developing proposals for distribution of the borrowing cap and this will be ultimately go out for full consultation. It is important that the timing allows authorities the necessary time for formal consideration of the proposals and then put in place the internal arrangements for borrowing and self financing to commence in late March 2015.

3. Consideration and guidance is also requested from Executive Committee, on whether there are aspirations to start building from new again, and if so, type of dwellings and rents.

4. Views will also be requested from Executive Committee, on whether there is a need to submit a case to WG for temporary suspending the Right to Buy initiative for the next five year period.

5. A major factor and risk which may affect the Business Plan in the future will be the introduction of Universal Credit. Although rent arrears are slowly reducing and a team of officers in place to support tenants on budgeting, money management and helping them into training or work opportunities, there is a need to learn from pilot sites across the United Kingdom on how best to mitigate the effects.

Detailed reports and consultation sessions will be held with Elected Members on the above.

6. A further report will be presented in March 2014 requesting endorsement of our proposed capital improvement schemes, and Members will also see confirmation from Savills that they are satisfied all properties meet the WHQS with exception on refusals or acceptable fail criteria. Savills have also identified a programme of work to maintain the properties to WHQS over the next 30 years, on page 20.

7. For the first time this year, consultation event was held with the Mon Tenants Voice, the forum to represent Tenants views on the Island to select the performance targets which are important to tenants, and will be reported direct to the forum and

published in six-monthly in the tenants newsletter. These targets are in addition to national targets and those which are monitored by the Head of Service and Housing Services Management Team.

C – Implications and Impacts		
1	Finance / Section 151	HRA Business Plan signed off by Section 151 Officer prior to submission to Welsh Government.
2	Legal / Monitoring Officer	
3	Human Resources	
4	Property Services (see notes – separate document)	
5	Information and Communications Technology (ICT)	
6	Equality (see notes – separate document)	
7	Anti-poverty and Social (see notes – separate document)	
8	Communication (see notes – separate document)	
9	Consultation (see notes – separate document)	
10	Economic	
11	Environmental (see notes – separate document)	

C – Implications and Impacts	
12	Crime and Disorder (see notes – separate document)
13	Outcome Agreements

CH - Summary
<p>The financial plan, produced by Finance Services, populated with assumptions from the Housing Services and Welsh Government does not reflect the HRAS exit or changes which will come with the new Rent Policy. This was the request of WG officers.</p> <p>There are key issues which will need to be consulted upon during the next 12 months. Currently, these are:</p> <ol style="list-style-type: none"> 1. Exiting the HRAS voluntarily, working with the other 10 Stock retaining Local Authorities and getting the best deal out of the new financing system; 2. Starting to build new dwellings - is this the aspiration of Members?; 3. Temporary suspension of Right to Buys- is this a direction that Members wish Officers to explore and present a future report? 4. Introducing the new Rent Policy - what are the implications for Tenants and HRA Business Plan?

D - Recommendation
<p>Executive Committee Members are requested to:</p> <ol style="list-style-type: none"> R1. note the contents of the 30 year HRA Business Plan R2. engage in an early discussion around the key issues highlighted from the Plan

Name of author of report: Shan Lloyd Williams
Job Title: Head of Housing Services
Date: 24/01/2014

Appendices:
HRA Business Plan 2014 / 2044

Background papers

Ynys Môn

THE ISLE OF

Anglesey

Housing Revenue Account Business Plan



2014 - 2044



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Appendix 1

30 year financial model

Appendix 2

Tenant – selected Performance Indicators to 2014 / 2015

1.0 Introduction

This Business Plan complies with the requirements of Welsh Government's financial framework for the Housing Revenue Account budget which is managed in accordance with the Welsh Office Circular 33/95 and any subsequent revisions.

The Plan has been produced by the Council's Housing Services, with information provided by, in the main, Housing and Finance Services. The HRA Business Plan is also a Council Corporate document. The plan has been discussed with the Housing Portfolio Member on behalf of the Cabinet. Consultation was held with Môn Tenants 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 six-monthly in the Tenants Newsletters.

The Business Plan relates to the Council's key aims, objectives, strategies and plans relating to housing needs of the Island's citizens.

In December, 2013 the Minister for Regeneration, Housing and Planning for the Welsh Government presented a draft Housing Bill for consultation. There is a prospect that Councils with housing stock will become self-financing from April, 2015. There will be an opportunity for Councils to exit the Housing Revenue Account subsidy system (HRAS).

The current finance system will be replaced with a new system of self-financing which means that we will be free to keep rent income in full and invest in Council new build. How ambitious we will be will partly depend on what restrictions are placed on our borrowing ability, to be negotiated with Welsh Government and funders during 2014/2015.

Tenants will also see increased transparency and alignment of approach to standards, rent policy and approach to setting service charges.

For 2014 / 2015, an easy read summary document of the Business Plan will be produced as a "stand-alone" document and will be provided to all Housing Officers as well as Tenant Representatives so that they are aware of the main points, and what are the Council's main Housing priorities for the forthcoming year.

Links with the Council's Local Housing Strategy

A new 5 year Local Housing Strategy is being prepared for adoption by the Council planned for July 2014. The Strategy will set 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 Housing Business Plan is one important means of meeting these overall objectives and there will be close linkages between the two documents.

Links with the Council's Capital Strategy

This plan is linked to the Council's Capital Strategy which includes the demands of the HRA within the overall framework of capital expenditure, likely trends in grant funding and the Council's borrowing strategy.

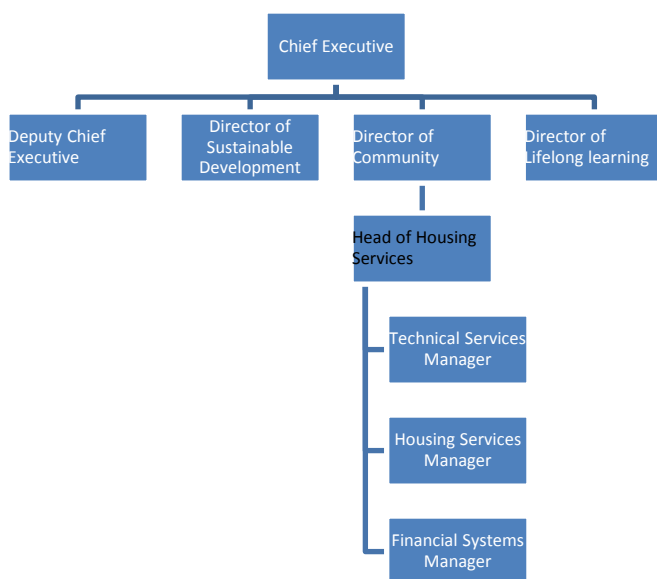
Purpose of the Business Plan

The Business Plan covers a 30 year period and sets out the Council's overall medium / long term aims and objectives for the Housing Services as a landlord. It is reviewed on an annual basis.

It analyses the current situation regarding the condition of our housing stock and identified capital investment. It also shows how we are planning to meet the changes in housing needs, for example responding to changes in demographic trends and social and economic changes – through its Action Plan.

The Plan also provides a framework for monitoring and evaluating progress in delivering the Action Plan.

Outline management structure of the Council (Officers)



Here are the key Units which are included within the Housing Services

- Housing strategy, Affordable Housing, Empty homes and Rural Housing
- Housing revenue / finance
- Allocations / homeless prevention/ housing options/ accommodation support
- Tenant management
- Housing estate management
- Supporting people
- Building Maintenance
- Asset management
- Housing Renewal [grants and loans for private sector housing and DFGs]
- Community Safety
- Social Cohesion (Gypsy Travellers etc)
- Anti-Poverty Policy
- Communities First
- Welfare Rights Unit
- Welfare reform
- Extra Care housing and accommodation options for older Adults

- Corporate responsibilities such as safeguarding, data protection, performance, business continuity, emergency planning, Programme Board.

Development of the revised 2014 Business Plan

Readers of previous Housing Business Plans will notice a change in its contents and presentation in this latest version.

The main changes being:

- Section on recently produced Local Housing Market Assessment (LHMA).
- Summary of key achievements from 2013.
- More detailed information – demographics and findings of up to date independent 20% sample stock survey.
- An easy to read summary document (stand-alone).
- Updated chapter on HRA Financial Plan and cash-flow.
- Key Action Plan.
- Appendix on Tenant-selected indicators.
- Update on Tenant Satisfaction, with headline results and results of latest STAR survey.

Strategic Context and Linkage to other Plans

Housing 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. These being the Single Integrated Plan, Corporate Plan, Transformation Plan, Council's Capital Plan and Mid-term Financial Plan, Joint Local Development Plan, Corporate ICT Strategy and individual Service Plans. The Council has established Programme Boards to address the key service areas which require transformation and Housing Services is represented on the Older Adult Services Transformation Board – one strand of which, is accommodation.

Aspects of the Housing Services also report to other Transformation Boards – these are transforming the Building Maintenance Unit, introducing the new Housing Management and Asset Management IT system, Welfare Reform and a new affordable housing project.

Council's Corporate Plan 2014 - 2017

Council Priorities

The Council's aims and strategic priorities were consulted upon and have been set out in the Corporate Plan for 2014 – 17.

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."

To achieve this aim the Council will focus its efforts on what is important to its residents. Across demographics, geographies and different engagement mechanisms the overwhelming and consistent priorities are:

- Supporting the most vulnerable
- Developing the Economy
- Raising the standards of and modernising our schools

These priorities are therefore the focus of the corporate plan. However, it is developed against a backdrop of reducing funding for local government in Wales. Over the period of the Corporate Plan, current projections show that we will need to save in the region of £15million. With reducing resources and additional pressures from an ageing population and social deprivation, the Council will need to consider the delivery of services with a far greater emphasis on partnership arrangements.

Over the next four years, 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

Increasing our Housing Options & reducing Poverty

It is important to ensure that all our citizens live in safe and appropriate homes that allow them to gain maximum benefit for access to jobs, leisure, amenities, education and to gain associated social and economic benefits. The Council will therefore continue our work to develop the housing market for local people with particular emphasis placed on working with partners to plan, develop and establish a greater number of affordable housing options.

In addition, with major global energy companies working towards a significant investment in Anglesey, the Council will continue to work with landlords in the social and private sector to maximise the number and quality of homes for contractors.

As a Council therefore, we promise to –

- work with partners to modernise and co-ordinate the benefits advice service so as to improve independence, work towards our anti-poverty strategy and mitigate the effects of welfare reform
- increase the affordable housing options island wide and bring empty homes back into use
- explore options to support young people to enter the housing market
- work with partners to support apprenticeship opportunities for young people

- support those at risk of becoming homeless and homeless individuals to find permanent homes

The Housing Service remains determined to tackle the challenges ahead – improving the quality of our housing stock whilst also at the same time, delivering better and sustainable housing services for our tenants, in the current economic climate. The improvements of our stock is also viewed as an opportunity to stimulate economic and social regeneration by utilising the significant additional inward investment generated by boosting employment and training opportunities locally. The Housing Services will continue to strive to demonstrate areas of innovation, good practice and service excellence. We await the publication of the Paul Williams review into the structure of Local Authorities across Wales, before the end of January 2014, and the future model will be reflected as appropriate in future reviews of the HRA Business Plan.

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 @anglesey.gov.uk

Signed:

Shan Lloyd Williams..... Councillor K P Hughes.....
Head of Housing Services Housing Portfolio Holder

January 2014

2.0 Business Plan objectives

As a landlord we want our tenants to live in good quality, affordable and energy efficient accommodation in safe and sustainable communities. It is well documented that the standard of housing can have a significant impact on an individual's life chances especially in relation to health and safety and can have long term impacts on learning, education and employment opportunities. Housing quality impacts on individual wellbeing and on wider society. 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.

Summary of key achievements in 2013 / 2014

The key achievements for the Business Plan in 2013 / 2014 are as follows:

- Improvement in void property management
 - Void re-let time excluding hard to let properties
End of Q4 2012/13 49 days, end of Q3 2013/14 39 days
 - Void re-let time including hard to let properties
End of Q4 2012/13 83 days, end of Q3 2013/14 64 days
- Improvement of our repairs and maintenance service delivery, such as introduction of our new Freephone telephone number to report repairs. The number which is free to landlines is a 24 hour number which replaces the old office and call out mobile number. We also have introduced Crown decorating vouchers to all new tenants and a 20% discount card to all existing tenants. The care line system has also been upgraded for all sheltered accommodation.
- Completion of 50 properties to WHQS previously classed as acceptable fails.
- Achieving 100% cover of CP12 safety certificates on central heating system servicing
- Completion of 130 boiler replacements
- 30 full Economy 7 installations
- Completion of the UPVC door replacement contract for approx. 700 door sets
- Completion of fuel switching contract to natural gas at Llanfaes and Tyddyn Mostyn

- Completion of electrical condition reports on all no access properties.
- Carrying out regular PAT testing on portable electrical appliances for a number of Council Departments
- Development of Older people's commissioning plan of housing related support services through co-production model with Tenants and other stakeholders
- 20% stock condition survey independently carried out by Savills
- The Housing Support Service was launched in June 2013 to provide valuable floating support to vulnerable households on the Island, regardless of tenure, who may otherwise struggle to maintain independent living and face homelessness or having to go into more dependent forms of accommodation such as residential care, hospital or hostel. The team is able to support 80 people at any one time with a broad range of support needs such as setting up their first home; accessing benefits, training and employment opportunities; accessing a community alarm service, adaptations or more appropriate housing and developing social networks to overcome social isolation. The team offers flexible, one to one support tailored to individual needs. They focus on helping people to live safely and independently in their own home and to manage situations which can put their accommodation at risk by empowering them to develop the necessary skills and confidence
- Development of Income Management Strategy and action plan
- Reviewed key Housing Policies such as Recharges Policy, Former Tenant Arrears Policy
- Sharing of good practice and lessons learnt with other Local Authorities and Social Landlords on achieving Welsh Housing Quality Standards
- Phase II of our Housing Management IT project achieved
Phase II highlights are as follows: -
 - Planned Maintenance module was delivered in order to meet our statutory Gas Inspection and Servicing requirements;
 - Keystone Asset Management has been delivered;
 - Resident Involvement and Campaign Management module is now Live - Module to manage Tenant Participation Projects and Events (includes Campaign Management – mailshot/letter management)
 - Customer Knowledge module has been delivered – this enables comprehensive collection and recording of Tenant Profiling data;
 - Mobile devices are currently being procured and configured for Pre and Post-Inspections and to conduct Rent visits. We are currently testing the functionality of both the software and the devices.
- Housing Options website launched
- Good progress made with the action plan to transform the business of the Building Maintenance Unit

Key Housing priorities for our landlord service next year (2014 / 2015) are as follows:

- Undertake a major review of the Housing Allocations Policy to ensure it is fit for purpose, maximising opportunities of working more effectively with Registered Social Landlords.
- Further improvements to rent arrears, former tenants arrears.
- Re-let properties as soon as possible to minimise housing need and maximise rental income to the HRA.

- Ensure that housing estates provide an attractive environment for local residents through involving tenants and communities in identifying, planning and prioritising environmental improvements.
- Taking firm action against tenancy breaches and anti-social behaviour.
- Supporting People - remodel housing related support services.
- Implement fully the remaining IT modules (Orchard) to improve the efficiency and effectiveness of the management of the Council's Housing Stock.
- Implementation of preferred option model for the Housing Building Maintenance Unit (also known previously as Direct Labour Organisation).
- Workforce Learning Needs Assessment to be completed.
- Subject to available finance and Elected Member agreement, commence implementation of agreed option for future of Llawr y Dref
- Priorities for Capital works and update Asset Management Strategy
- Introduce clear and transparent service charges, de-pooling charges from rent.
- Welfare Reform – Action Plan to be delivered to mitigate the effects of Welfare Reform on the HRA Business Plan and support tenants in financial exclusion.
- Expert advice to be sought over the future financing of the HRA as a result of the proposed new HRA self-financing.
- Successful implementation of HRA subsidy buy-out from UK Treasury, subject to Executive Committee and Welsh Government approval.

Local Housing Market Assessment [LHMA]

During 2013/2014, our latest LHMA was produced and adopted by the Council's Executive Committee. There was also a Housing Solutions report produced which looked at the effect of the proposed Nuclear New Build – *Wylfa Newydd* on the future housing needs. Local housing market assessments cover the whole housing market by considering the requirement for both market and affordable housing.

Current Housing Needs

Types of households in need

The LHMA study indicates the following:

Some 7.5% of single non-pensioner households are in housing need compared to 0.6% of households with two or more pensioners. Overall, single non-pensioner households comprise 31.2% of all households in need and households with children a further 40.8% of households in housing need.

The ethnicity of households in need. Some 3.6% of '*non White Welsh/British*' households are in housing need compared to 3.3% of '*White Welsh/British*' households. Despite the lower prevalence of '*White Welsh/British*' households in housing need, this group still constitutes some 97.0% of all households in housing need.

The number of households containing someone with a support need in housing need. It should be noted that the existence of the support need is self-defined rather than externally assessed. Table 1 shows that households containing a support needs person are notably more likely to be in housing need than households where no support needs person is present.

Table 1 Annual need requirement by support needs					
<i>Support needs household</i>	<i>Need requirement</i>				
	<i>No. of h'holds in need (gross)</i>	<i>Not in need</i>	<i>Total Number of h'holds</i>	<i>% of h'hold type in need</i>	<i>As a % of those in need</i>
Contains someone with support need	339	6,426	6,765	5.0%	32.3%
Nobody with support need present	710	24,295	25,005	2.8%	67.7%
Total	1,049	30,721	31,770	3.3%	100.0%

Source: Isle of Anglesey Local Housing Market Assessment, 2013

Size of accommodation required

Table 2 shows the size of accommodation required by households in housing need in the Isle of Anglesey. The supply distribution is derived from household dataset information on those who have recently moved into affordable accommodation. The last column presents the supply as a percentage of need. This is calculated by dividing the estimated supply of the property size by the derived need for that dwelling size. The lower the figure produced, the more acute the need for affordable accommodation in the area, as the current supply is unlikely to meet the identified need.

Table 2 Size of additional units required to meet housing need					
<i>Size of home</i>	<i>Need requirement</i>				
	<i>Gross annual need</i>	<i>Gross annual supply</i>	<i>Net annual need</i>	<i>As a % of total net annual need</i>	<i>Supply as a % of gross need</i>
One bedroom	458	65	393	61.9%	14.1%
Two bedrooms	283	216	67	10.6%	76.3%
Three bedrooms	237	134	104	16.3%	56.4%
Four or more bedrooms	71	0	71	11.3%	0.0%
Total	1,049	414	635	100.0%	39.5%

Source: Isle of Anglesey Local Housing Market Assessment, 2013

The Table suggests that there is a net need for all sizes of affordable housing. The largest net need is one bedroom accommodation, followed by three and two bedroom homes.

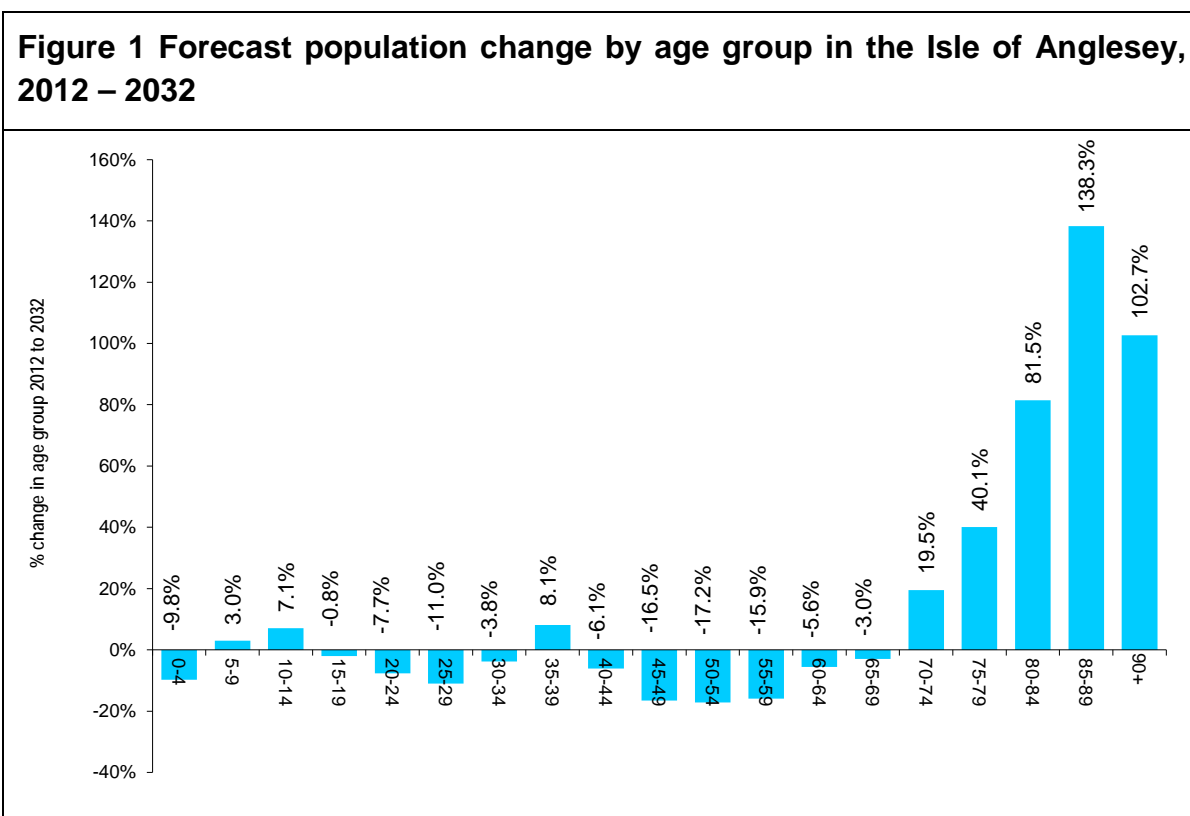
The requirement for one bedroom homes comes partly from single person households.

Future housing needs 2012-2032 [excluding Wylfa Newydd]

Demographic projections

The most recently published population projections available at a local level are the 2008-based data from the Welsh Government. These projections indicate that the population within Isle of Anglesey is projected to increase by 4.1% between 2012 and 2032 (an increase of 2,877 people).

The projections allow for data to be broken down by five year age cohort. Figure 1 shows the projected change within each age cohort between 2012 and 2032. The population projection data indicates that there will be reductions in a large number of age groups (including the 15-34 and 40-69 age ranges) but some cohorts are predicted to grow dramatically. The largest growth is projected to be in the number of people aged between 85 and 89. The projected increase in older person households supports the need to develop accommodation for construction workers that is suitable for older people in the longer term (see the parallel Housing Solutions report). The overall projected growth in those aged 75 and over in the Isle of Anglesey (99.1%) is greater than that recorded for Wales as a whole (93.5%).



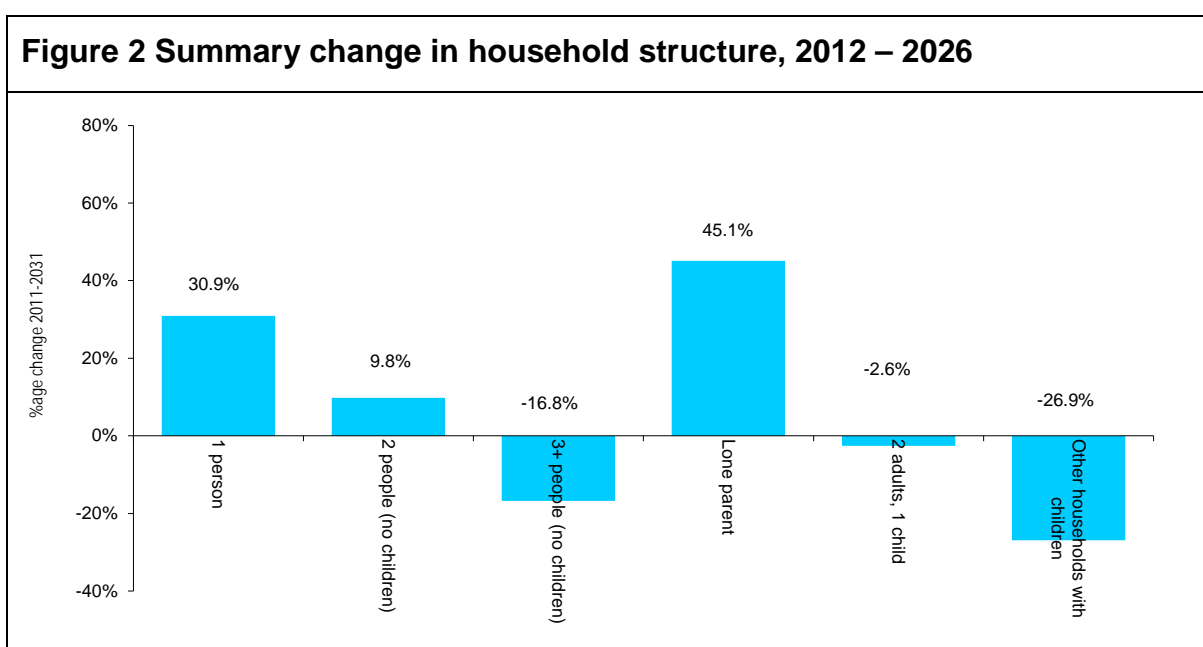
Source: The Welsh Government 2008-based population projections

The Welsh Government household projections suggest that the number of households is set to increase at a faster rate to the population, therefore it is anticipated that the average household size will decrease from 2.19 to 2.03 persons over the next 20 years.

Table 3 Change in population, households and household size, 2012 – 2032			
	2012	2032	% change
Population in households	69,682	72,558	+4.1%
Households	31,770	35,740	+12.5%
Average household size	2.19	2.03	

Source: The Welsh Government 2008-based population and household projections

The latest household projections for Isle of Anglesey suggest that the structure of households is likely to change over time. Whilst the Table above suggests that the overall number of households is expected to increase by 12.5%, Figure 2 shows that this increase is not uniform across different household groups. The number of 'other' households is expected to fall by 26.9%, whilst the number of lone parent households is expected to increase by 45.1%. There is also predicted to be a notable increase in the number of single person households.



Source: The Welsh Government 2008-based household projections

These population and household projections have been applied to the household survey dataset to provide an estimated household profile for 20 years' time. Before the accommodation requirements of the future population are calculated it is important to describe the approach used to create an accommodation profile adequate for each of these household types.

The full Reports are available on the Council's website anglesey.gov and will inform the type, location and size of future developments, for strategic discussions with our partner Social Registered Landlords and developers, and of course, subject to obtaining Elected Member support, will inform future developments by the Council's Housing Services.

3.0 Business Plan Analysis

3.1 Housing Stock Analysis

The Council has a stock of 3,805 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.

Statement from Savills (DR)

Council Housing Stock	2012/13	2013/14
1 bed flats	316	316
2 bed flats	402	402
3 bed flats	15	15
1 bed house / bungalow	395	395
2 bed house / bungalow	933	931
3 bed house / bungalow	1674	1,674
4/5 bed house / bungalow	72	72
TOTAL	3,807	3,805

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

link: [://www.angleseyhousing.co.uk/index.php?section=information&option=](http://www.angleseyhousing.co.uk/index.php?section=information&option=)

3.2 Delivery of Housing Services

3.2.1 Estate Management

Estate and tenancy management is delivered from two offices by a team of eight officers, managed by Senior Housing Management Officers [North / South]. The Holyhead Office manages around 1,515 properties, including the towns of Holyhead and Amlwch, whilst the Llangefni Office manages 2,186 tenancies. The officers have a varied workload which includes tenancy sign-up, supporting tenants to set up utilities and access benefits, dealing with rent arrears, investigating and addressing complaints of nuisance and anti-social behaviour, dealing with requests for tenancy amendments, dealing with requests for consents for tenant alterations/improvements, undertaking property inspections, supporting the victims of anti-social behaviour throughout the enforcement process.

The Service has been working with partner agencies towards achievement of the Wales Housing Management Standard for Tackling Anti-Social Behaviour which provides assurance on how anti-social behaviour is tackled.

Most common types of ASB reported

- Noise
- Verbal intimidation
- Rubbish
- Drugs / substance misuse
- Pets / vehicle / overgrown gardens

3.2.2 Rent collection

The rent collectable in 2012/2013 was £12.5m, and a target of £13m is collectable for 2013/14. Rent is collectable through a variety of methods, which were expanded during 2013/14. These methods include Direct Debit, standing orders, Paypoint, Post Office, direct from wages, by debit card over the telephone, automated touch tone, on-line payments. The rent collection rate for 2012/2013 was 95.40%, lower than the collection rate of 95.42% in 2011/2012 against target of 96%.

3.2.3 Current and former rent arrears

The Council's approach towards rent arrears recovery is set out in the Income Management Strategy and action plan adopted in October 2013, and detailed in further policies and procedures, which will be consulted upon during quarter 4 of 2013/2014.

The level of current rent arrears amounted to £505k as at March 31, 2013 and is currently £526k as at end of quarter 3, 2013. An increase in rent arrears of 4.15%, partly evidences the effect of Welfare Reform changes introduced during the year.

Former tenant arrears amounted to £242k as at March 31, 2013, and currently as at end of quarter 3, 2013/2014 amounts to £270k.

During 2013/2014 no former tenant arrears has been written off. Former tenant arrears of £18k were collected during 2012/2013, a decrease of 18.2% collected during 2011/2012.

3.2.4 Difficult to lets / low demand

The Council has a high demand for most of its properties. However, some difficulties are experienced in letting certain types of properties in sheltered housing and schemes for frail older people. The greatest issues are at Llawr y Dref, Llangefni. An options appraisal for the future of this building is currently being undertaken and initial costings have been reported, with provisional costings included in the HRA financial plan.

3.2.5 Leasehold Services and Service Charges

During September 2013, work commenced on de-pooling of service charges to ensure that costs, currently borne by the Council, for additional landlord services, such as sewerage, grounds maintenance, grass cutting, cleaning, door entry systems and lifts are fully and correctly identified in order to maximise income.

Costs for these services are not shown separately so tenants cannot identify how much of their rent goes towards a service and they cannot assess value for money. De-pooling involves separating out these costs and charging them as a service charge.

The Council currently has 3,805 tenancies and 120 leaseholders and is planning to introduce service charges for grass cutting in April 2014, and other services in October, 2014.

3.2.6 Sheltered Accommodation

There are 23 Council owned/managed schemes on the island which provide 491 units of accommodation.

Sheltered schemes provide purpose built self-contained flats and bungalows which are only let to people who are 60+ or registered disabled.

The accommodation is easy to manage with adaptations where necessary to facilitate access mobility. All properties have hard-wired community alarms which provide an emergency response 24 hours per day 365 days per year. The call monitoring service is provided by Galw Gofal on a North Wales regional basis.

Some schemes have communal facilities such as lounges, laundry rooms and gardens. Some schemes have a resident warden whilst others have a mobile warden service.

3.2.7 Older person accommodation

The Council also provides 789 units of accommodation (flats and bungalows) which are designated for people who are 60+. All properties have a hard-wired community alarm.

Work is currently underway on the Supporting People Commissioning Plan for Older People Services 2014-2017. A co-production approach has been adopted involving commissioners, service providers, stakeholders, citizens and voluntary sector representatives. Re-modelling and development of services will require changes to the way that sheltered housing and community alarms are commissioned. Consequently, Housing Services will need to consider re-modelling and re-branding sheltered housing and community alarm provision to reflect funding changes.

3.2.8 Housing Related Support

Charging Policy

Supporting People Services is a chargeable service for people who have an assessed need for Housing Related Support and are not in receipt of Housing Benefit, Income Support or Guaranteed Credit. Pending the approval of the Local Supporting People Planning Group, it is intended to introduce a charging policy framework from 1.4.14, which will result in some individuals paying for housing related support, where they have the financial means to do so. Services will be categorised either as short term services (free) or long term services which will be chargeable unless eligible individuals receive one or more of the passport benefits mentioned above or are deemed financially unable to cover the cost and therefore exempt from paying following completion of a fairer charging process.

It is proposed that short term services which aim to achieve independent living within a period of two years will be free of charge. Short term services will primarily meet the needs of individuals who have needs within the following categories.

- Domestic Abuse
- Substance Misuse
- Young Vulnerable People aged 16-24
- Young Vulnerable Single Parents
- Offending History
- Homeless People aged 25-54
- Refugee Status

Services that are intended to provide housing related support for two years or more will be identified as long term services and where appropriate will be chargeable. Long Term services will primarily meet the needs of:

- Older People
- Physical Disabilities
- Learning Disabilities
- Mental health
- Chronic Illness

A charge for a Supporting People Service will be defined as the unit subsidy in the case of a block subsidy contract, and the annual contract price divided by scheme capacity for block gross contracts.

3.2.9 Tenant Participation and Consultation

The Team's work programme for 2013 has been focussed on the following key areas:

- Ensuring that tenants have an active role in developing, delivering and monitoring housing services and that a wide range of tenants participate in different activities to promote meaningful and representative participation. Tenants have been actively involved in the review of housing-related support services for older people and the commissioning strategy is being developed using a co-production model.
- Developing the Tenant Portal which will allow tenants to securely access their rent accounts on-line and also submit service requests. The Portal will also facilitate on-line consultation.

- Assisting with completing the tenant profiling exercise to enable us to target communications and services more effectively and efficiently.
- Ensuring that tenants were fully aware of welfare and housing benefit reforms and how they would impact on them personally by providing leaflets, newsletters, web page information, drop-in sessions, money management courses, welfare benefit and debt advice
- Supporting tenants to develop the skills and confidence to contribute to service planning and delivery by attending conferences, networking events, training.
- Delivering environmental improvements which will contribute towards the attainment of the WHQS Environmental Standard including further publicising the Environmental and Community Improvement. Five projects were approved and completed and the next bidding round is imminent.
- Developing strong partnerships to deliver community projects and access funding sources e.g. Tidy Towns, Keep Wales Tidy, Communities First, Tenant & Resident Groups, other Council Departments, North Wales Police, Schools, local Councillors, Probation Service.
- Seeking to further integrate tenant involvement throughout our services and governance by providing bespoke staff training on Tenant Participation and encouraging staff to become actively involved in tenant and community events.
- Working with partners to maximise income and promote financial inclusion amongst tenants. We have recently appointed a Financial Inclusion Officer.
- Supporting the Tenant Auditors to evaluate service areas (Customer Care Charter)
- Reviewing Service Standards with tenants/customers to help measure how well we deliver our services by defining the expected standard, We have reviewed core standards and service specific standards to promote consistency
- Further promoting digital inclusion in readiness for Universal Credit through computer classes

For the next year, we will continue to develop and consolidate these areas. In addition we will be completing the review and updating of the Tenant Handbook with our tenants, implementing the Resident Involvement/Campaign Management module of the Orchard Housing Management System and conducting extensive consultation around the proposed introduction of service charges for council tenants and leaseholders.

3.2.10 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 last 5 years, the Council has received 118 applications for Right to Buy, which has resulted in 22 sales.

2012/2013 saw the sale of two Council dwellings and up to the end of quarter 3 of 2013/2014, there have been 3 Right to Buy sales.

An assumption is made that as the economy develops, then we will see an increase in applications, therefore the number used in the Business Plan has increased to five per annum. The Council may wish to consider to give approval for the Head of Service to submit an application to Welsh Government to suspend the Right to Buy scheme on the Island [up to five years], due to the anticipated increased demand for social housing on the Island.

3.2.11 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, Cymdeithas Tai Eryri, Clwyd Alyn Housing Association and North Wales Housing Association.

There were 1478 applicants on the register on 1 January 2014 compared with 1154 on 1 April 2013.

227 council properties and 85 RSL properties were allocated between 1 April 2012 and 31 March 2013.

During 2014 - 2015, our Accessible Housing Register will be developed, as part of the work of introducing our new Asset Management module.

3.3 Investment Strategy

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.

3.3.2 Progress on Capital Investment 2013 – 14

3.3.3 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.

Evidence of continued investment in core WHQS element renewal is demonstrated in the attached mid-year monitoring proforma.

3.3.4 Traditional External Planned Maintenance

Following completion of the Internal Investment Programme 2013 – 2014 has been a transitional period for the capital investment team. During the first half of the calendar year, a significant resource was allocated towards finalising final accounts with partnership framework contractor(s) and the transfer of information between parties during de-mobilisation.

In addition, we were pleased that the Welsh Government confirmed during January, 2013 that our 'ARBED' bid in respect of certain properties at Holyhead had been approved.

The 'ARBED 2 ERDF Scheme' in Holyhead includes 66 homes in the Môn-Menai regeneration area and consists of 26 private residences and 40 Council owned properties.

The general scope of the energy efficiency measures being installed under the 'Arbed Scheme' includes external wall insulation to all properties together with some boiler replacements and loft insulation to privately owned properties. The estimated cost of the 'ARBED 2 ERDF' works is in the region of £900,000. Additionally, the Housing Service has negotiated with WG Scheme Managers for the project, Willmott Dixon, a supplementary contract for works to the Local Authority properties that include re-roofing, window replacements and environmental works. It is hoped that combining the two schemes will mean that the works can be delivered seamlessly to the residents with minimal disruption. The value of this supplementary contract is in the region of £1,100,000.

Stock condition data confirmed that in addition to the 40 properties mentioned above the Council owns a further 25 solid wall properties in Holyhead which have not already benefited from external wall insulation.

In view of the above, and following a competitive tender process, we are pleased to confirm that the Council entered into a contract for external refurbishment works to these 25 properties during July, 2013.

Home improvements in both the above mentioned schemes will significantly improve the comfort and appearance of the homes as well as make them more affordable to heat.

Contract documents for a further 5 proposed planned maintenance schemes involving 160 properties have been prepared or will be completed during 2013 – 2014. These schemes will form the basis of our Capital Investment Plan during 2014 – 2015.

3.3.5 Renewable Energy and Feed in Tariff

The Housing Service has embraced solar technology and 312 Council owned properties benefit from Solar PV systems. A further 87 properties benefit from the installation of Solar Thermal technology.

In total, 129 of the above mentioned systems are eligible for Feed in Tariff subsidy (FiT). Total income generated up to September, 2013 is in the region of £140,000. Initial performance statistics indicate that the Council should expect FiT income per annum of approx. £50,000.

During 2014 – 2015 it is proposed that we will commence the re-cycling of this income in order to install further Solar PV systems. We have already provisionally earmarked 18 new systems to serve bungalows for the elderly which are located off the mains gas network.

3.3.6 Fuel Switching

As reported during 2012 – 2013 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 during 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 is scheduled for February, 2014. The installation of central heating will commence immediately after completion of the infrastructure works.

3.3.7 Security Doors and Electronic Door Entry Systems

A contract for the third and final phase of the above mentioned programme was entered into during November, 2013. The value of this work is in the region of £320,000 and will complete all necessary renewals and upgrades in connection with security doors and associated entry systems.

3.3.8 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 capita works. During Spring, 2014 the asbestos management module of our new asset management system will be installed.

3.3.9 Post HRA subsidy buy-out

Our top four priorities for investment are likely to be:

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

These priorities will require consultation with our Tenants, Elected Members and any other stakeholder before being formally adopted by the Council's Executive Committee.

3.3.10 Repairs & Maintenance

A separate Business Plan will be developed for the Repairs and Maintenance Service during 2014 / 2015.

3.3.11 Welfare Reform

A Welfare Reform Project Board has been established with our partners during 2013 / 2014, with the aim of mitigating the effects of Welfare Reform and support tenants, both in social and private rented sector and also all other households likely to be affected such as disabled people.

We have invested in Financial Inclusion support for tenants and have teamed with Môm Communities First to tackle financial inclusion, support and train workless households into training and work opportunities.

Budgeting training and pre-tenancy support as well as interventions around digital inclusion are currently in development.

The Council's Welfare Benefits Advice Service has seen a further increase in the number of households seeking help and helped households claim over £2m during 2012 / 2013.

We have developed a triage service for all tenants affected to date, and work closely with colleagues in Housing Benefit to access Discretionary Housing Payment and support them into work / training before the DHP award period ends (6 monthly).

However, despite all our efforts, rent arrears have increased – see narrative 3.2.3. We have developed an Income Management Strategy to respond to this and to date (since October, 2013) performance is improving.

During 2014 / 2015, we will be working with our colleagues in DWP to set up the Local Support Service Framework (LSSFS) for the roll out of Universal Credit.

3.3.12 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.

A new process is being introduced this year for the Council's Heads of Service which involves a 360° review process.

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

During 2013, a specific Forum for the Council's Middle-Managers and all Front Line and Middle-Managers from the Housing Services have been encouraged to attend a 4 day management course.

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.

A Learning Needs Analysis will be introduced in the first quarter of 2014 / 2015 which will be independently analysed by the Chartered Institute for Housing Cymru. Together with the outcome of the PDR process, will inform the Housing Services' Staff Training Plan for 2014 / 2015.

4.0 Provision of Quality Services

4.1 Performance Management 2014 / 2015

Corporate approach to measuring quality of services

The Performance Management Framework identifies how the performance of the Isle of Anglesey County Council is to be managed across the Council. It has been designed to ensure that appropriate practices and processes will be in place to provide a standard and consistent approach to corporate and performance management across the Council from 2012 onwards.

To ensure that a consistent performance management approach is applied across the Council, we've adopted the following minimum standards. Some are statutory requirements, whereby others have been introduced as parallel methodology to drive improvement.

- With our partners, we will produce a Single Integrated Plan.
- Through an extensive approach to citizen and community engagement we formulate a Corporate Plan which will identify how our work will impact positively on our citizens and communities.
- We will monitor the achievement of our newly structured and established 3 year Corporate Plan Outcomes.
- All services will produce a Service Delivery Plan which will be updated annually and must monitor progress on delivering the agreed actions which have a direct link to our outcomes.
- The Heads of Service are accountable for delivering their Service Delivery Plans.
- All Services will undertake quarterly performance monitoring reviews linked directly to the previously identified strategic outcomes during each financial year.
- The Strategic Leadership Team and the Executive Committee will thereafter be provided with appropriate strategic performance information (quarterly scorecards) to enable them to manage the organisation.

4.2 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.

Key Performance Indicators KPI's	<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>
Performance Indicators selected by Tenants	<p>Indicators selected by our Tenants as being areas of performance important to tenants. Performance will be reported to the Môn Tenants Voice (MTV) on a quarterly basis.</p> <p>Examples include: % of appointments kept by BMU, % homes empty at year end.</p> <p>See Appendix 2 for proposed targets for 2014 / 2015.</p>
Service Management Indicators	<p>These indicators are monitored by the Head of Housing Services and the Housing Services Management Team and are usually used in areas in need of improvement. These are monitored on either weekly or monthly basis.</p> <p>Examples include: satisfaction with services received; void turnaround times.</p>

4.3 Performance Management meetings

The revised Corporate Planning & Performance Management Framework (2013/14 onwards) has meant a shift in responsibility and accountability for monitoring service performance from the Corporate Centre to individual Managers. Heads of Service are now required to convene and administer their own Quarterly Performance Monitoring and Reporting meetings in Quarters 1 and 3. However, The central Performance Management Office (PMO) become involved in Quarters 2 and 4 whereby each Head of Service is challenged on Service Performance which looks at Strategic/Efficiencies /Improvements issues in Quarter 2 (June) and PI's / Future Targets in Quarter 4 as part of the Annual Service Review (November).

The Quarterly performance Reviews are an opportunity for Corporate Directors, Scrutiny Members, and Heads of Service to challenge Service Performance, assess the benefits of work undertaken, acknowledge achievements, share good practice and reflect on any lessons learnt. The findings of the reviews are summarised in a Service / Outcome Position Statement. Any risks which may hinder or prevent the achievement of the Service Delivery Plan are detailed in either the Service Risk Register or Corporate Risk Register, in accordance with the risk score.

Annual Service Review Process

All Services are required to undertake the Annual Reviews (ASR), to fit in with the Business Planning Process. The purpose of Service Reviews is to:

- Identify and understand the needs of the service users/customers through effective participation and engagement.
- Define clear and measurable outcomes for the service
- Ensure that service outcomes support corporate priorities.
- Review the progress that has been made against the agreed service outcomes and to ensure that benefits are being realised.
- Monitor how well the service is performing.
- Identify strengths and areas for improvement.

4.4 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.

4.5 Awards gained during 2013

The Housing Services won a couple of National and Local awards during 2013. These were the TPAS Cymru WHQS Tenants Panel – Improving Services Award; short-listed for the Chartered Institute of Housing Cymru Award for Developing and regenerating communities and the Council's first staff awards ceremony saw the Housing Services win the Customer, Citizen and Community focused award.

4.6 Customer satisfaction

4.6.1 STAR

Housing Services undertook a detailed tenant satisfaction survey in 2012 and overall results were positive. We used the STAR questionnaire, a common tenant satisfaction survey developed by Housemark, the national housing benchmarking club, which enables the results of the survey to be benchmarked with other landlords subscribing to Housemark.

84% of those who responded were satisfied with the services provided by Housing Services (response rate 13%).

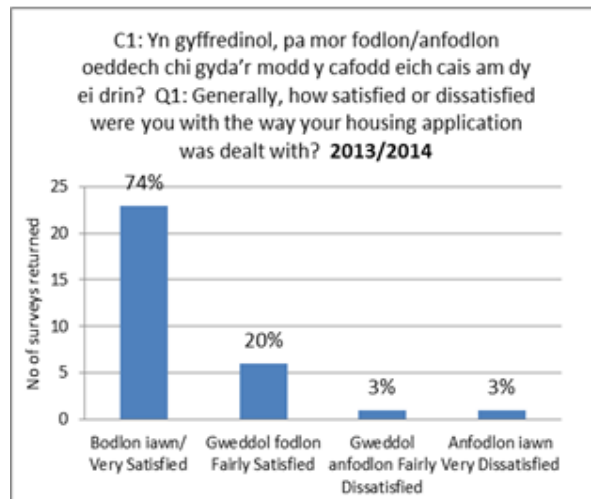
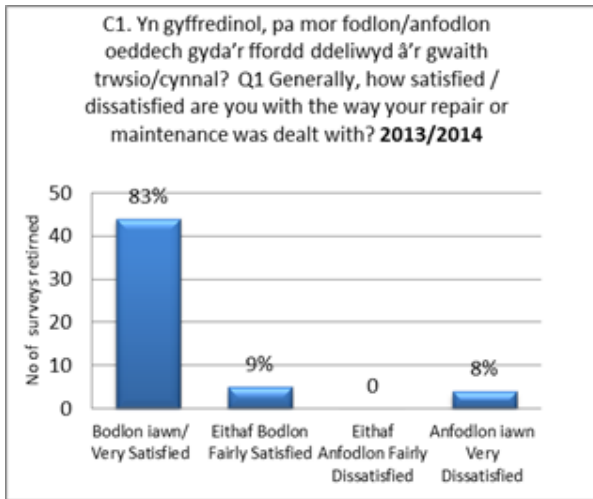
Core Area	Satisfaction rate
% respondents very or fairly satisfied with the overall quality of their home	84%
% respondents very or fairly satisfied with their neighbourhood as a place to live	84%
% respondents very or fairly satisfied with the service provided by Housing Services	84%
% respondents very or fairly satisfied with the way Housing Services deals with Repairs & Maintenance	79%
% respondents very or fairly satisfied that the rent provides value for money	79%
% respondents very or fairly satisfied that Housing Services listens to their view and acts upon them	66%

4.6.2 The Customer Services team is responsible for collating and analysing tenant satisfaction data across the various service areas. Performance is reported regularly to the Operational Managers' meetings where steps are agreed to address any shortcomings and achieve continuous improvements in service delivery.

Customer Satisfaction surveys covering most service areas including Repairs and Maintenance, Lettings, Housing Options and Estate Management are regularly issued to customers having used Housing Services. When returned they are collated and analysed in order to gain valuable feedback from our tenants and other service users. Feedback received is used to help recognise our strengths and the areas in which improvement can be achieved. Survey results are reported on at the monthly operational managers' meetings and a report is given quarterly to the Môt Tenants and Officers Voice group (MTOV)

Currently, figures show that 94% of new tenants have been very satisfied or fairly satisfied with the way their housing application was dealt with. 92% of tenants are very satisfied or fairly satisfied with the way their repair or maintenance issue was dealt with.

Customer Satisfaction results Repairs and Maintenance and New Tenants questionnaires 2013/2014



4.6.3 Mystery Customer

MTOV carried out their first audit during the June and of July, 2013 based on the commitments written in the Customer Care Charter. The findings of the first audit report were very positive and only three recommendations were made. These recommendations included minimising the phone numbers in the Customer Care Charter to only include the Customer Services Team, repairs and Maintenance and The Housing Support Team, also a recommendation was made for all staff the personalise their voice mail and a final recommendation was to have more 'free' promotions items at reception. From the - November, 2013 a second audit was carried out to ensure that the recommendations made had been implemented. This enhances Tenant involvement and shows our commitment towards Customer Excellence.

4.6.4 Benchmarking Performance and Costs

The Council places great importance on benchmarking our performance and costs against other housing providers (both Councils and RSL's). We are a member of HouseMark – a national house benchmarking organisation.

HouseMark also provides a Value for Money summary.

Both Reports are analysed in details by the Head of Housing and the Housing Services' Management Team.

4.6.5 Maximising the Impact of Investment

The Housing Service fully supports the Welsh Government's Wales Procurement Policy Statement. On all new procurement schemes over £2 million from October 2013 onwards, funded through the HRA and MRA, we will be demonstrating our approach to procurement, measuring the impact made, through using the 'Value Wales Community Benefit Tool. This tool will demonstrate the positive impacts made by procuring goods and services from within the Welsh supply chain.

In respect of traditional capital investment programmes, 2013 was a transitional period for the Housing Service following successful completion of our WHQS Internal Investment Programme which ran between October, 2008 and December, 2012.

The above programme was put together with complete consideration in connection with the use of local contractors and the use of employment and training obligations. Indeed, our tenders were the first to adopt Targeted Recruitment and Training clauses as part of the WHQS CAN DO Toolkit.

Due to existing commitments with our own internal Building Maintenance Unit and WG appointed Scheme Managers in respect of Arbed, tender opportunities during 2013 have been very limited. However, we did utilise the Sell2Wales website to publish the only open tender notice that we issued during 2013. Our main objective with this particular tender was to ensure that local contractors were given every reasonable opportunity to bid for the work.

We are pleased to confirm that the contract for the external refurbishment of 19 properties at Holyhead was awarded to a local Anglesey based contractor. Indeed, 9 out of 11 tenders received were from contractors based in the North West of Wales.

Further, the successful contractor who employ 36 people on the Island, has confirmed that they took a further 3 apprentices on during September, 2013 and that one of the three was a direct result of winning our contract. In addition, they employed an additional plasterer and joiner as a result of being awarded the tender.

Using the Community Benefit Tool in the future will allow us to quantify the impact of our activities.

5.0 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. The Equality and Diversity Policy was reviewed in 2013 and aligns with the Council's Strategic Equality Plan 2012 – 2016 which sets out how the Authority complies with the requirements of the Equality Act 2010 in promoting equality amongst those who share protected characteristics.

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 are currently working in partnership with Tai Pawb, an organisation which promotes equality and social justice in housing in Wales, to undertake an Equality Impact Assessment of the Housing Support Service. This will ensure that those falling within the seven equality strands of Age, Disability, Gender, Gender Identity, Race & Nationality, Religion or Belief and Sexual Orientation are not unfairly disadvantaged by any aspect of the Service.

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.

By April 2014 we will have completed the tenant profiling exercise which provides data on household composition and other information such as ethnicity, gender, age, disability and language. Data analysis will enable us to tailor our services to ensure that appropriate services are 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.

5.1 Welsh Language

The Welsh Government published "More than Words" in 2012 – a strategic framework for Welsh language in Social Services, Social Care and Health. The supporting action plans sets out the practical steps we need to take to strengthen Welsh service provision. The Council is committed to delivering the action plan, which is linked to our Welsh Language Scheme.

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 review at least twice annually and in the light of any significant changes.

Amongst the risks currently included in the Corporate Risk Register is the risk that the Council fails to plan affordable and suitable housing to meet the needs of the population, together with the risk that the Council fails to plan for and support individuals affected by the Welfare Benefits Reforms. By identifying these risks the Council acknowledges that having suitable and affordable housing options available to meet the population's needs, which includes the needs of those requiring smaller housing units as a consequence of reduced benefits, is imperative to meeting its aims and objectives.

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.

6.3 Housing Business Continuity Plan

During 2014 / 2015, Housing Services will produce a Business Continuity Plan which will complement the Council's Corporate Business Plan. This will include details such as

- Roles and responsibilities
- Anticipated threats too service delivery (such as ICT, data management, severe weather, major careline or BT faults).
- Ways of minimising the threat / risk
- Disaster recovery and priorities
- Initial actions to be taken

7.0 HRA Financial Plan

Underlying Financial Assumptions

- Inflation is calculated using the Government target rate of 2% per annum.
- Rents are assumed to rise 2% above inflation per annum until convergence with the benchmark rent attained (forecast to be 2023/24). Thereafter is expected to increase by 1% above inflation per annum.
- The benchmark rent is assumed to rise by 1% above inflation per annum.
- The provision for bad debts is forecast to increase to 0.6% of rent income from 2014/15 compared to 0.5% now as the result of welfare reform.
- Voids are expected to reduce to 1.9% from 2014/5 compared to 2% now.
- Other income has been increased by £50k per annum due to the feed in tariff arising from solar panel installation.
- 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 are expected to be 2 in 2014/15, but expected to increase to 5 from 2015/16 as the economy improves.
- The capital plan is based on the Stock Survey, with expected lives of 15 years for kitchens and heating systems, 25 years for bathrooms.
- It is assumed that a programme of new build will commence in 2015/16, amounting to approximately £500,000 per annum, providing an additional 5 properties per annum.
- The interest rate on credit balances is assumed to be 0.9% per annum, on loans 5.37% per annum. The total amount of HRA borrowing as at 31/3/14 was £23.4m.
- The capital programme includes a one off programme in 2014/15 to upgrade a property that is currently hard to let.
- Assumed that debt is not being re-paid early
- Other income includes commission from selling insurance, sewerage charges and recoverable repairs.
- The new rents policy and payments around exiting HRAs have not been reflected within the Financial Plan.

8.0 HRA ACTION PLAN 2014 / 2015

General Housing Revenue Account Actions			
	Action	Responsibility for achievement	Target date
HRA1	Subject to Executive Committee approval, prepare and deliver project plan to achieve successful implementation of HRA Subsidy buy-out from UK Treasury	Head of Service – Housing Finance Officer Housing Accountant with Consultancy support	March, 2015
HRA2	Investigate possibility of building new Council Housing, in areas where housing need has been identified. Assess and identify possible sites.	Head of Service – Housing Housing Strategy and Development Manager	March, 2015
HRA3	Subject to Executive Committee approval, consultation with Tenants and discussion with Adult Services Transformation Board, proceed with chosen option for future of Llawr y Dref.	Technical Services Manager	March, 2015
HRA4	Develop Business Continuity Plan	Head of Service – Housing	July, 2014
Housing Management			
HRA5	Undertake a major review of the Housing Allocations Policy, maximising opportunities of working more effectively with RSL's.	Housing Services Manager	March, 2105
HRA6	Implement Income Management Strategy and review action plan at 12 months	Head of Service - Housing	October, 2014
HRA7	Mitigate effects of Welfare Reform on the HRA budget and support	Head of Service - Housing	Review annually

	citizens affected through implementation of Welfare Reform Project Plan.		
HRA8	Create a new Anti-Social Behaviour Officer post	Housing Services Manager	June, 2014
HRA9	Work towards achievement of the Welsh Housing Management Standard for tackling Anti-social behaviour.	Senior Housing Management Officer	March, 2015
HRA10	Prepare for introducing new Rent Policy	Financial Systems Manager and Housing Accountant	March, 2015
HRA11	Implement Phase III of remaining ICT modules and review effectiveness.	ICT Manager	March, 2015
HRA12	Implement Service Charges project (de-pooling of service charges from rent) and introduce clear and transparent service charges.	Financial Systems Manager	March, 2015
HRA13	Undertake, analyse and report on Learning Needs Analysis with all Housing staff and use to inform staff training plan for 2014 / 15.	Housing Strategy & Development Manager	June, 2014
Tenant Participation			
HRA14	Promote and allocate funding for estate environmental improvements.	Tenant Participation Lead Officer	March, 2015
HRA15	Review Tenant Participation Strategy and promote annual report for Scrutiny Committee and Welsh Government.	Tenant Participation Lead Officer	October, 2014
HRA16	Conduct extensive consultation events e.g. around service charges, Llawr y Dref.	Tenant Participation Lead Officer	October, 2014
HRA17	Review and update Tenant Handbook	Tenant Participation Lead Officer	March, 2015

HRA18	Implement Resident Involvement / Campaign Management IT module	Tenant Participation Lead Officer	December, 2014
Housing Repairs and Maintenance			
HRA19	Subject to Executive Committee approval, proceed with most favourable option 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 External Consultancy	Review March, 2015 (likely to take 2 years to achieve top quartile performance).
Housing Capital Plan			
HRA20	Complete implementation of Keystone Asset Management System	Housing Technical Services Manager	March 2015
HRA21	Adoption of Asbestos Management System and successful migration of data	Housing Technical Services Manager	March 2015
HRA22	Maximise tender opportunities for local SME's to undertake Housing related Capital works - Target of minimum 4 traditional planned maintenance schemes to be procured via sell2wales	Housing Technical Services Manager	March 2015
HRA23	In partnership with WWU we will aim to complete a programme to extend the mains gas network - Mains gas network extended to include for an additional 230 public sector dwellings at 3 locations	Housing Technical Services Manager	March 2015
HRA24	Improve energy efficiency of existing dwellings through Successful completion of WG ARBED scheme to install external wall insulation to 66 properties in both the public and private sector at Holyhead	Housing Technical Services Manager	March 2015

Appendices

Appendix 1

30 year financial model

Appendix 2

Tenant – selected Performance Indicators to 2014 / 2015

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

