

ISLE OF ANGLESEY COUNTY COUNCIL	
Report to:	Executive Committee
Date:	9th February, 2015
Subject:	Housing Revenue Account Business Plan 2015 - 2045
Portfolio Holder(s):	Councillor Kenneth P Hughes
Head of Service:	Shan L Williams, Head of Housing Services
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Local Members:	Relevant to all Elected Members

A –Recommendation/s and reason/s
<p>R1 That the key objectives and priorities on which the HRA Business Plan is based be endorsed and that the updated Business Plan as set out in Appendix 1 be approved.</p> <p>1.0 Purpose of the Report</p> <p>1.1 Each year the Housing Revenue Account (HRA) 30 year Business Plan is updated, to take into account the latest information and projections available.</p> <p>1.2 Members are aware from seminars and previous Reports of the intended move to buying our debt from the HM Treasury and transferring to the Public Wales Loan Board (PWLB), thereby becoming self-financing. This will also bring a range of flexibilities to the Council, for example the ability to increase our housing stock, increasing investment in existing homes and regenerating neighbourhoods. The HRA remains ring-fenced.</p> <p>1.3 This Report provides information on the key principles and assumptions that will underpin the updated Business Plan, and asks the Executive to approve the updated HRA Business Plan.</p> <p>2.0 Background</p> <p>2.1 The Council, through its HRA, owns and manages just over 3,800 properties and just over 700 garages, across the Island.</p> <p>2.2 The HRA Business Plan contributes to all the fundamental themes within the Council's Corporate Plan. The main contribution is to the themes of Transforming Older Adult Social Care, Increasing our Housing Options and Reducing Poverty and Regenerating our Communities and Developing the Economy.</p>

2.3 The HRA Business Plan is a 30 year plan which reflects the evolving environment in which we operate. Our focus is over the next 5 years but we must be mindful of the impact our decisions now, have over the longer term.

3.0 Priorities for 2015 – 2016

3.1 The Business Plan identifies six priorities – these are to:

- Complete transformation of the Repairs and Maintenance Service;
- Continue to manage and maintain the Council housing stock effectively and efficiently – improving income collection, reducing Anti-Social Behaviour and improving void turnaround performance;
- Introduce a new Housing Allocations Policy, taking advantage of the benefits of working with RSL's and other North Wales Local Authorities;
- Implement a new Domestic Abuse Policy and strengthen our Safeguarding arrangements;
- Commence the programme for developing / acquiring additional homes and establish arrangements for the new Council house building programme; and
- Put in place strengthened governance arrangements to monitor the performance of the Housing Service and delivery of the HRA Business Plan.

3.2 Tenant Involvement

We continue to work with the Môt Tenants Voice Group, and they have been involved in developing a number of key policy initiatives and the HRA Business Plan. Their continued involvement is greatly appreciated. A questionnaire was issued to all Tenants in November to ask their opinion as to their preference to use the flexibilities which come with self-financing.

We are increasing the ways Tenants can be involved in a way that best suits them. We recognise that for many, there is a limited scope to how they devote time to extensive involvement.

4.0 Assumptions and Issues

4.1 In preparing the Business Plan, a number of assumptions have been made. Key assumptions have been documented in Appendix 1 of the HRA Business Plan.

The Plan is most sensitive to the following assumptions:

- Increase in bad debts
- Loss of Major Repairs Allowance (MRA)
- Increase in maintenance costs
- Increase in PWLB rates
- Reduction in rental income.

The table and narrative in Appendix 1 (pages 56 -58) sets out the impact of changes to these key assumptions.

Reduction in income will affect the date in achieving rent conveyance and also may affect the number of additional Council houses acquired or built.

4.2 Rent increase

The Welsh Government have introduced a new Social Rent Policy which has already been adopted by Registered Social Landlords (RSL's). This will be implemented by Local Authorities from April, 2015. The new formula is CPI plus 1.5% plus £2 per week for all properties below target rent. We propose to use the national rent increase formula as the basis to generate the 2015 – 2016 rent increase. This is the subject of a separate Report to Executive Committee 9th February, 2015.

4.3 Welfare Reform

Rent arrears are increasing for many of the Tenants affected by the under-occupation changes and has been compounded by a shortage of one and two bed properties on the Island. Policy direction is required with regards to how we proceed with Tenants who are affected by the changes and are in arrears for the first time, who are having problems coping with their new responsibilities.

Looking ahead to the introduction of Universal Credit. Evidence from the few pilot areas across the United Kingdom suggests that the impact cannot be accurately detected, however we anticipate that rent arrears will increase and so will bad debts and , therefore costs relating to bad debts. Bad debt provision within the HRA Business Plan has been increased and reflects this.

4.4 Right to Buy Sales (RTB)

Although RTB applications have risen, the actual number of sales remain at about 2 per annum.

Following exiting from current HRA subsidy arrangements, we will be able to retain the capital receipts, for re-investment in additional housing.

4.5 Capital Investment

Much of our capital investment is targeted to keeping our asset base in good condition. A detailed report will be presented to Executive Committee in March, 2015 outlining our Capital Investment Programme.

The draft capital budget for 2015 – 2016 is £8.589 million.

4.6 Development Programme

This is a new section within the HRA Business Plan and reflects the flexibilities gained with self-financing.

Increasing our housing stock is a stated priority not only for the Council, but also our Tenants who recognise the need for additional affordable housing.

A development strategy will shortly be developed, setting out the proposed approach to the Council's house building programme. It is proposed that 10 properties will be acquired during 2015 – 2016, with a further 40 units being developed during 2016 – 2017 followed by a further 15 units being developed per annum thereafter. It is proposed that development will be split two thirds new build and one third existing dwellings.

5.0 Financial Implications

The Business Plan contains the financial implications which arise from the assumptions being considered by Executive Committee. Section 7.1 (page 49) clearly states the underlying financial assumptions used whilst Section 7.2 (pages 50 – 51) of the Plan sets out the scene against which the Executive Committee will take HRA budgetary decisions for 2015 – 2016.

Arrangements will be put in place to ensure that the HRA borrowing cap headroom of £13million is not exceeded.

6.0 Human Resource Implications

The HRA Business Plan reflects the Council's ambitions in its Corporate Plan and those expressed by our Tenants.

There are resource implications attached to maintaining service standards to our Tenants, for example to tackle ASB and help Tenants cope with changes associated with Welfare Reform and the new responsibilities given to them.

There are resource implications associated with the house building programme. It is too early to be specific at this stage what additional resources will be needed. A provision has been included within the draft budget for this purpose.

Workforce development planning will be a key workstream during the year, with support from the Council's Human Resources Unit.

7.0 Performance Management

The Council's Performance Management framework is used for reporting on performance. A set of Performance Indicators have also been developed in conjunction with our Tenants.

Self-financing brings the need for a more robust governance arrangement which will be looking in greater detail on issues such as performance management, risk management and financial management.

8.0 Risk Management

The HRA Business Plan's risk register has been included in Appendix 5 of the HRA Business Plan. Divided into three sections (governance, operational and financial risks) these will be fed into the corporate process of risk management.

9.0 Action Plan 2015 – 2016

Section 8 of the HRA Business Plan (pages 52 – 55) outlines the key workstreams to be delivered during the year. The workstreams will be monitored and reported as part of the Council's performance framework and as part of the new governance arrangements for the HRA.

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

C – Why is this a decision for the Executive?

To enable the Executive to consider the 2015 – 2016 Revenue and Capital budgets, having regard to the latest HRA Business Plan

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

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

E – Who did you consult?		What did they say?
1	Chief Executive / Strategic Leadership Team (SLT) (mandatory)	
2	Finance / Section 151 (mandatory)	No comment
3	Legal / Monitoring Officer (mandatory)	No comment
4	Human Resources (HR)	No comment
5	Property	
6	Information Communication Technology (ICT)	
7	Scrutiny	
8	Local Members	
9	Any external bodies / other/s	

F – Risks and any mitigation (if relevant)	
1	Economic
2	Anti-poverty
3	Crime and Disorder
4	Environmental
5	Equalities
6	Outcome Agreements
7	Other

FF - Appendices:
Appendix 1: HRA Business Plan 2015 - 2045

G - Background papers (please contact the author of the Report for any further information):
Stock Condition Survey Report, 2013
Rent and Service Charges Report to Executive Committee, 9 th February, 2015



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Housing Revenue Account Business Plan 2015 - 2045

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**Appendix 2
30 year financial model**

**Appendix 3
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**Appendix 4
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**Appendix 5
Risk Register**

1.0 Introduction

This Business Plan complies with the requirements of Welsh Government’s Guidance to support Business Planning and the Major Repairs Allowance (MRA) application, issued November 2014. The Council, through its Housing Revenue Account (HRA), owns and manages over 3,800 rented properties on the Island, providing homes to nearly 1 in 18 residents of the Island.

In July 2013 the UK Government and the Welsh Government reached agreement on the terms under which Authorities with housing stock in Wales could exit from the HRA subsidy system and become self-financing. The agreement requires authorities to buy their way out of the HRA Subsidy system through a one off payment that is referred to as the ‘settlement figure’. The agreement also imposes a limit on HRA borrowing.

The move to self-financing in April 2015 will mean that Authorities for the first time will be in a position where they can support their landlord activities from their own income. In addition Authorities can continue to apply for MRA. This is an annual capital grant from the Welsh Government to Authorities with housing stock. Only authorities that submit an ‘acceptable’ business plan to Welsh Government which demonstrates that WHQS will be achieved by 2020 can receive MRA. There are no current proposals to change the MRA arrangements.

Self-financing Authorities must continue to maintain a statutory, ring fenced Housing Revenue Account and to account for income and expenditure on council housing separately from Council Fund income and expenditure.

The new self-financing arrangements will increase revenue year on year for the eleven landlord authorities. This is because the annual negative subsidy payment of £73m from the eleven landlord Authorities in Wales to the HM UK Treasury will be replaced from April 2015 by a payment of £40million of interest charges on loans from the Public Works Loan Board (PWLB). What this will mean for us in Anglesey is that we will be paying approximately £760,000 less interest on our current loans every year, but the precise figure will depend on the interest rate for PWLB loans on 31 March 2015 when the loans are taken out.

The move to self-financing offers the opportunity for the eleven Authorities to use their role as a landlord to help achieve their wider priorities and ambitions within the context of the ring-fenced HRA. These could include economic regeneration, improving health and wellbeing, improving community safety and helping vulnerable people to live independently in the community.

Authorities will be able to:

- accelerate Welsh Housing Quality Standard (WHQS) work, to ensure achievement by 2020, and sustain it into the future
- increase investment in existing homes and in regenerating neighbourhoods over the short, medium and longer term
- ensure tenants benefit from more efficient and effective housing services. Tenants will also see increased transparency and alignment of approach to standards, rent policy and approach to setting service charges.
- increase the supply of new affordable homes

- increase investment in a range of other local priorities which could include increasing the energy efficiency of council homes, estate regeneration, remodelling general needs or sheltered housing, and purchase of existing homes to increase supply
- take a much longer term and business - like view of the housing stock and associated assets such as garages, commercial properties and land
- create jobs and training opportunities, and increase investment in the local economy.

The HRA business plan is over a 30 year period reflecting the evolving environment in which we operate. Our focus is over the next five years but we must be mindful of the impact our decisions now have for the longer term.

The plan has been discussed with the Housing Portfolio Member on behalf of the Cabinet, the Council's 151 Officer, and Corporate Director for Communities, on behalf of the Council's Senior Leadership Team. Consultation as part of the HRA subsidy exit has also been held with Elected Members, Scrutiny and Executive Committee. Consultation has been 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. Both Tenants and Staff members have been involved in the process and have agreed our new Vision statement which is:

Quality homes : sustainable communities

and have also revised our values that underpin our work and drive the delivery of our services, as follows:

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

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.

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

A new 5 year Local Housing Strategy has been prepared for adoption by the Full Council planned for February, 2015. The Strategy sets out the Council's objectives for all housing tenures on the island to best meet identified housing need and to ensure high housing standards for all citizens. The Housing Business Plan is one important means of meeting these overall objectives and there will be close linkages between the two documents.

The strategy is available to view on the Council's website: www.anglesey.gov.uk

Links with the Council’s Capital Strategy

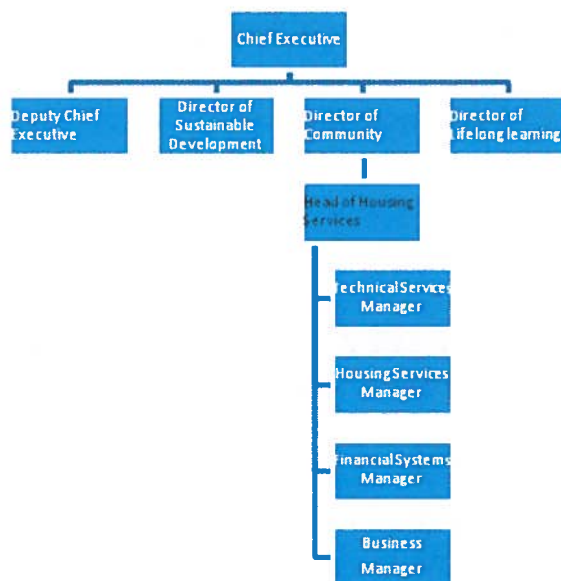
This plan is linked to the Council’s Capital Strategy which includes the demands of the HRA within the overall framework of capital expenditure, likely trends in grant funding and the Council’s borrowing strategy.

Purpose of the Business Plan

As referred to earlier 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 examines progress with maintaining the Welsh Housing Quality Standard (WHQS), which Anglesey County Council Housing Services achieved in 2012. It also shows how we are planning to use the new flexibilities under the new self-financing arrangements being introduced in April 2015 and how we 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 engagement
- Business Unit
- Housing estate management including Anti-Social Behaviour
- Supporting People Programme
- Repairs and Maintenance
- Asset management

- Housing Renewal [grants and loans for private sector housing and DFGs]
- Community Safety
- Social Cohesion (Gypsy Travellers etc)
- Tackling Poverty
- Homes theme of the Vibrant and Viable Places Programme [Holyhead]
- Communities First
- Welfare Rights Unit
- Welfare reform
- Mon Housing Partnership
- 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 2015/2016 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:

- New vision statement and Values statement
- Section on recently produced Local Housing Market Assessment (LHMA).
- Summary of key achievements from 2014 – 2015 (as at end of quarter 3, 2014 – 2015)
- More detailed information – demographics and findings of up to date independent 20% sample stock survey.
- Updated chapter on HRA Financial Plan and cash-flow.
- Sensitivity analysis
- New governance arrangements
- Key Action Plan for 2015 – 2016
- Revised Risk Register
- Tenant-selected indicators and Service selected-indicators on services being transformed.
- 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 Treasury Management Strategy, 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 the HRAS Reform Project, transforming the Repairs and Maintenance service, introducing the new Housing Management and Asset Management Software, 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 £16million. 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 undertake to –

- work with partners to modernise and co-ordinate the benefits advice service so as to improve independence, work towards our tackling 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

Treasury Management Plan

The Authority sets in place on an annual basis, a treasury management strategy which sets out how the Authority’s debt and investments will be managed. This is approved by the Council alongside the annual budget setting process. The treasury management strategy has historically been applied to the Authority as a whole and this will continue to be the case following the HRA self-financing reform. The Council is required by the HRA exit agreement with HM Treasury to take out PWLB loan(s) to fund the settlement figure, but will have freedom to decide where to source any additional borrowing.

An aggregate cap of £1.85 billion on HRA borrowing has been imposed on authorities by HM Treasury. Following consultation with the eleven retained housing Authorities and the WLGA the Welsh Government has agreed how to distribute the borrowing capacity between the eleven Authorities. The cap was arrived at by including the existing HRA borrowing requirement, the borrowing required for any future WHQS work, the settlement figure and local priorities such as new build and regeneration. For Isle of Anglesey County Council’s HRA, this means a borrowing cap of approximately £59 million.

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. .

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

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

Signed:

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

January 2015

2.0 Business Plan objectives

- 2.1** As a landlord we want our tenants to live in good quality, affordable and energy efficient accommodation in safe and sustainable communities. 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.

2.2 Summary of key achievements to date during 2014 / 2015

The key achievements for the Business Plan in 2014 / 2015 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, end of Q2 2014/15 26 days
 - Void re-let time including hard to let properties
End of Q4 2012/13 83 days, end of Q3 2013/14 64 days, end of Q2 2014/15 62 days
- Crown decorating vouchers issued 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, Menai Bridge

- Major review of the Housing Allocations Policy is underway to ensure it is fit for purpose, maximising opportunities of working more effectively with Registered Social Landlords.
- O’Toole Centre (Welfare Benefits Unit) identified financial gains of above £1.5m for Anglesey residents from March 2014 – September 2014.
- Profiling information has been collected for over 90% of tenants which will enable more effective and efficient targeting of communications and services.
- Customer Care Charter reviewed and relaunched which provides a framework for consistent performance and clarifies customer expectations.
- Developed a Safeguarding Guide for staff
- Extensive consultation with tenants on rent reform, introduction of service charges and service priorities
- 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; together with interfaces between the Orchard Housing management system which will enable staff to have up to date information on mobile working devices which will improve customer experience and enable us to collect immediate customer feedback on services provided.
 - The priority for 2015/16 will be Customer Relationship Management Module which will ensure individual customer needs are met.
 - CAS the customer actions solution has been implemented which will enable us to meet the requirements of the Anti-social Behaviour, Crime and Policing Act which became legislation in October 2014.
- Good progress made with the action plan to transform the business of the Building Maintenance Unit and modernise our Repairs and Maintenance Service.
 - Established a Repairs and Maintenance Forum with Tenants to shape the future of the Repairs and Maintenance Service. Improvements to date include the introduction of Let-able Standards (voids) properties and look into establishing a ‘Handy Person Service’ for older tenants.

2.3 Key Housing priorities for our landlord service next year (2015 / 2016) are set out below:

- Complete transformation of the repairs and maintenance service.
- Continue to manage and maintain the Council housing stock effectively and efficiently – improving income collection, reducing ASB and improving void turn around performance.
- Introduce a new housing allocations policy, taking advantage of the benefits of working with RSL’s and other North Wales Local Authorities.
- Implement a new Domestic Abuse Policy and strengthen our Safeguarding arrangements.

- Commence the programme for developing/acquiring additional homes and establish arrangements for the new house building programme.
- Put in place strengthened governance arrangements to monitor the performance of the Housing Service and delivery of the HRA Business Plan.

2.4 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.

2.5 Evidence on Housing Need and local housing market

A new draft Local Housing Strategy for Anglesey has been developed during 2014. This assesses the local housing market both on the basis of statistical data, including that summarised below, and through looking at the existing and future issues which will affect housing supply and demand on the island.

The Strategy is based around six themes

- Development – right homes for the island’s future
- Housing stock and communities are improved
- Preventing housing crisis and increasing housing options
- Support to promote housing independence
- Homes for longer lives
- The links between housing and the wider economy are fully realized

The key issues that the Strategy seeks to address over the 5 year period are:-

1. Responding to demographic and social change which is resulting in more older households and single person households and means that more smaller homes are required
2. Responding to the continuing consequences of Welfare Reform which also produces a requirement for smaller homes because of restrictions on housing benefit and requires significant financial inclusion work to prevent the risk of homelessness.
3. Planning for the impacts of the expected construction of Wylfa Newydd power station and other large scale projects which will bring thousands of additional workers to the island

4. Understanding and responding to the variations in housing needs across the island including regeneration needs in Holyhead and risks to rural housing posed by high prices and holiday homes in rural areas.

2.6 Local Housing Market Assessment

The current Local Housing Market Assessment for Anglesey was completed in 2013 based on data from a housing needs survey undertaken across the island in 2012.

The evidence on housing need, using the assessment model used in the LHMA, is summarised below:

When the assumption is made that households should spend no more than 25% of their income on housing costs the assessment found that there was a need for 635 additional affordable homes each year over the next 5 years. This is calculated on the basis of households inadequately housed and newly forming households who cannot afford market housing.

If the assumption is made that households should spend no more than 30% of their income on housing this reduces the figure to 134 additional affordable homes each year needed for the 5 years from 2013.

There is therefore clear evidence of an undersupply of affordable housing and ongoing demand from people in need of affordable homes.

The LHMA also looks at the size of homes which are needed on the basis of the housing survey and the current supply figures.

Table 1

Size of additional units required to meet housing need over 5 year period					
<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: Local Housing Market Assessment, 2013 (LHMA)

2.7 Size of accommodation required

Table 1 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.

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.

Table 2

Social Housing lettings data

Number of social housing lets on Anglesey (excluding transfer and mutual exchanges)

	2010-11	2011-12	2012-13
Landlord			
North Wales Housing Association	4	22	38
Grwp Cynefin (Formerly CTE & CTC)	128	34	45
Clwyd Alyn	26	19	48
Anglesey County Council	185	222	189
Total	347	297	320

(Source- StatsWales)

Notes:

- *it is likely that fluctuations in lets by RSLs are explained by new developments completing and being let for the first time.*
- *The lettings data includes sheltered housing. For Anglesey County Council this is likely to be at least 13% of relets each year.*

2.8 Turnover

The data from StatsWales can be used to look at turnover in social housing in Anglesey as a whole and within the Council's own stock.

- Based on the figures above, there was a turnover of 7% of all social housing on Anglesey in 2012-13.
- There was a turnover of 5% of all Anglesey County Council’s own stock.

2.9 Private Rented Sector

The Local Housing Market Assessment used data on moves obtained from the housing survey to estimate turnover in the private rented sector.

It estimated that the turnover in the sector in Anglesey was 23.6% per year. This level of turnover would be typical to that recorded in other areas similar to the Isle of Anglesey. (the most recent data from the Survey of English Housing suggests that turnover in the private rented sector is around 30-40% per year).

2.10 Ethnicity

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.

2.11 Support Needs

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 3 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 3 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

2.12 Future housing needs 2012-2032 [excluding Wylfa Newydd]

2.12.1 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%).

Very significant demographic pressures; the population aged 65 years and over is projected to increase by 39.13% by 2033; the population aged 75 years and over is projected to increase by 83.67% over the same period.

Substantial projected increases in the levels of dementia, disability and frailty amongst the increasing older population; a projected 75.24% increase in the population aged 75 years and over that will be living with dementia by 2033.

3.0 Business Plan Analysis

3.1.1 Housing Stock Analysis

The Council has a stock of 3,802 dwellings and 767 garages. The latter are a combination of independent blocks constructed from brickwork or concrete sections, some with asbestos roofing and either traditional timber or metal ‘up and over’ doors. Others are individual garages within the curtilage of individual dwellings.

Council Housing Stock	As at 01.04.2013	As at 01.04.2014
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	1,671
4/5 bed house / bungalow	72	72
TOTAL	3,807	3,802

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

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

3.1.2 Stock Valuation

Housing stock is recorded within the Authority’s accounts on a historical cost basis with a valuation being undertaken every 5 years in accordance with the Authority’s policies and procedures.

3.2 Delivery of Housing Services

3.2.1 Estate Management

Estate 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. To mitigate the impact of welfare reform , 6 officers are currently tasked with managing/ recovering rent arrears and supporting vulnerable tenants with a range of interventions such as referral to the Welfare Benefit team to maximise income and/or to the Financial Inclusion Officer and/or for debt advice The remaining two officers focus on tenancy / estate management matters such as tenancy

sign-up, supporting tenants to set up utilities and access benefits, 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 will be 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 2013/2014 was £13m, and a target of £13.5m is collectable for 2014/15. Rent is collectable through a variety of methods, which include Direct Debit, standing orders, Paypoint, PostOffice, direct from wages or salaries, by debit card or credit card over the telephone, automated touch tone, on-line payments.

During 2014/15 the Direct Debit dates available to customers were increased to offer any date of the month. This is done in preparation for the Universal Credit and will enable the tenants to pay their rent as and when they receive the Universal Credit payment.

The rent collection rate for 2013/2014 was 94.98%, lower than the collection rate of 95.40% in 2012/2013 against target of 96%. The figure has reduced slightly due to the impact of the Welfare Reform on tenants.

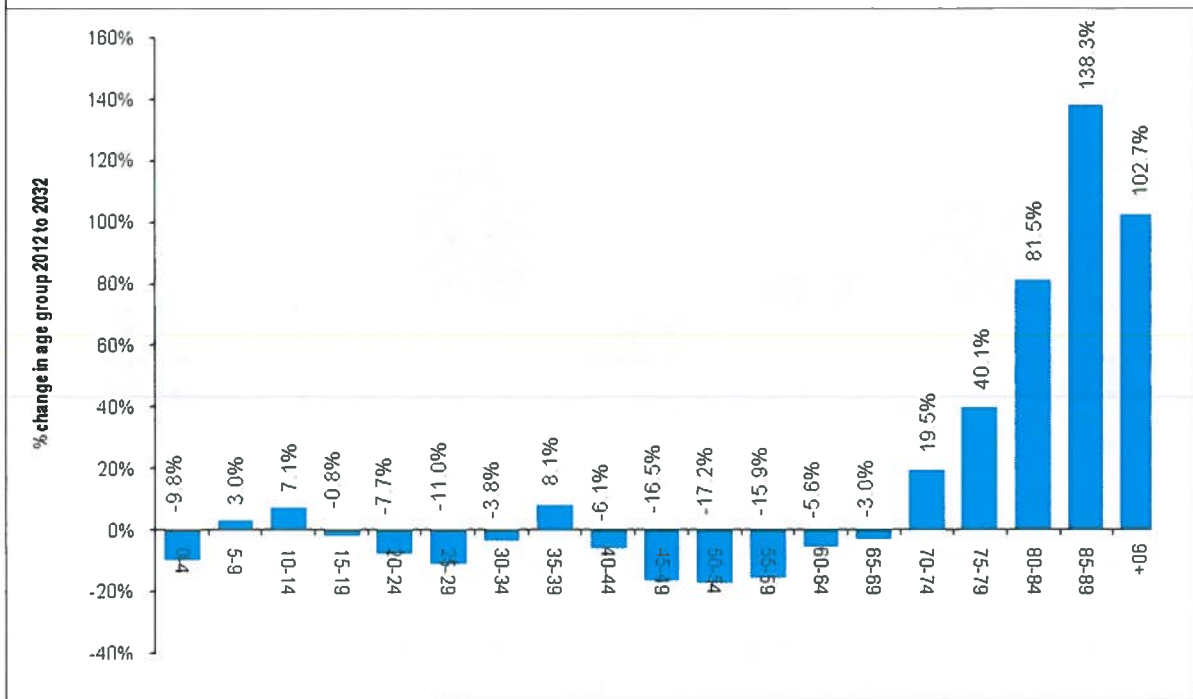
3.2.3 Self Service Portal Module

The self-service portal module is an online service that will provide our tenants with access to manage their rent account which will improve the Council's income collection. It will also provide facilities for tenants to view and update their personal details, make any requests for repairs and report a complaint or nuisance behaviour. The module is due to be operational by July 2015.

3.2.4 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

Figure 1 Forecast population change by age group in the Isle of Anglesey, 2012 – 2032



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.

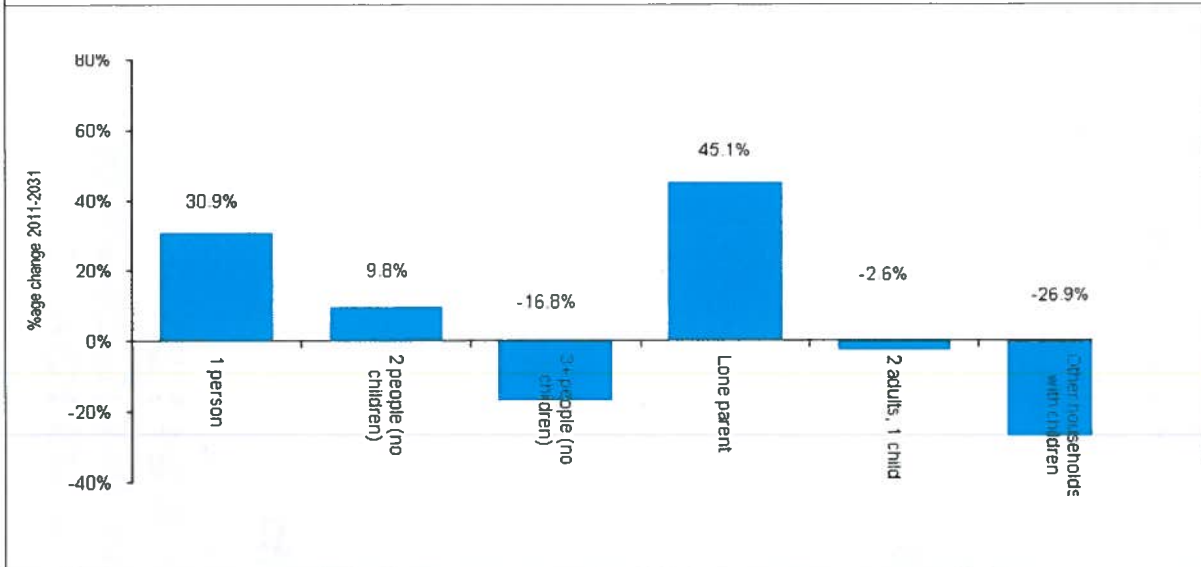
Table 4 Change in population, households and household size, 2012 – 2032

	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.

Figure 2 Summary change in household structure, 2012 – 2026



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 www.anglesey.gov.uk 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.

procedures. The Plan will be reviewed by end of Quarter 4 2014/15

The level of current rent arrears amounted to £505k as at March 31, 2013 and as end of quarter 2, 2014/15 stood at £586k (3.93% of collectable rent).

Former tenant arrears amounted to £242k as at March 31, 2013, and at end of Q2 2014/15 stood at £260k (1.75% of collectable rent).

3.2.5 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 has been completed and initial costings have been reported, with provisional costings included in the HRA financial plan.

3.2.6 Rent Reform

Following the introduction by Welsh Government of the new policy for Social Housing Rents, there are new guidelines on how much the Council can charge for each type of property and this is known as ‘target rent’.

The Isle of Anglesey County Council’s ‘target rent’ for each type of properties for 2015/16 are shown as follows:-

Type of Property	Target Rent for 2015/16
Bedsits	£60.54
1 Bedroom Flat	£68.11
2 Bedroom Flat	£75.67
3 Bedroom Flat	£83.24
4 Bedroom Flat	£90.81
1 Bedroom House	£75.28
2 Bedroom House	£83.64
3 Bedroom House	£92.00
4 Bedroom House	£100.37
5+ Bedroom House	£108.73

Based on the above figures, there are 3351 properties below the target rent and 451 properties above target. This totals to 88.1% and 11.9% respectively of our stock.

In order to achieve the current target rent figures, the Council propose to increase the rent by the formula, CPI + 1.5% + £2 per week for all properties below target and this will be accomplished by approximately 2021.

3.2.7 Leasehold Services and Service Charges

Work is currently under way on de-pooling services charges from rent with a view to introducing these charges from April 2015.

The following service charges will be introduced –

- Door entry systems
- Lift servicing
- Fire alarms and equipment
- Heating and lighting of communal areas
- Cleaning of communal areas
- TV aerials in communal areas
- Painting of communal areas

These service charges will affect approximately 1100 (29%) of our tenants.

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

Service	Approximate Annual Cost £'000	Approximate Number of properties affected
Ground Maintenance	95	788
Door Entry	34	788
Fire Alarm & Equipment	35	99
Lift Service	3	788
Communal Heating & Lighting	19	788
Communal Aerial	10	1100
Communal Cleaning	18	135
Communal Painting	0.2	14
Sewerage	19	89
Management	35	788
Total	268.2	

Out of the total costs of service charges we expect to recover approximately £202k as exemptions are provided to tenants for Ground Maintenance, if aged 70 and over or disabled.

Consultation

The Rents and Service charges consultation period commenced on the 3rd November 2014 and ended on the 12th December 2014.

Various consultation methods were made available to the tenants which included :-

History

People aged
25-54

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.

3.2.11 Safeguarding

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

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

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

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

3.2.12 Tenant Participation and Consultation

The Team’s work programme for 2014/15 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 by July 2015 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.
- 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.
 - Working in partnership with Social Services, Supporting People and Community Voices to develop community hubs in Llangefni, Amlwch, Llangoed and Llanddona which has seen £10,000 invested in upgrading two communal lounges (Maes Gwyn, Llanddona and Pont y Brenin Llangoed). Work includes decorating communal areas and improving the facilities (tables, chairs, cooker, kettle, crockery and cutlery). The communal lounges will also have Wi-Fi installed and a laptop for community use.
 - Using more modern methods of engagement as part of our commitment to ensure consultation results are representative. For example the Tenant Participation team used Survey Monkey (online survey tool) for the Rent and Service Charges consultation via the corporate Council website and also promoted the event via facebook and twitter.
 - Continuing to support the Tenant Auditing Group as a mechanism for monitoring, scrutinising and improving services. The group won the TPAS Cymru “Improving Services’ award (throughout Wales).
 - Increasing the number of tenants interested in high level tenant engagement activities including tenants within the hard to reach age groups. Six new tenants have joined the MTOV panel (Mon Tenant and Officer Voice) and ten new tenants recruited to the newly established Repairs Forum.
 - With the support of the MTOV and TPAS Cymru, evaluated the success of the 2011-2014 Local Tenant Participation Strategy and drafted an updated version for 2015-2019 which will reflect changing service priorities. Key objectives for the revised strategy have been identified as:
 - Mainstreaming Tenant Participation as a “core activity” within Housing Services.
 - Utilising tenant profiling information to explore various methods for consultations to ensure consultation results are representative of the wider tenant body.
 - Improving access to information
 - Being innovative with engagement activities to encourage more tenants to get involved at a range of different levels.
 - Working in partnership with internal and external agencies.
 - Focusing on outcomes - what impacts have tenant participation activities had on influencing service delivery improvements
- Providing feedback to tenants to show them what impact their involvement has made.
- Developing strong partnerships to deliver community projects and access funding sources e.g. Tidy Towns, Keep Wales Tidy, Communities First, Tenant & Resident

- A postal survey was sent out to all 3802 tenants to obtain their opinions on the changes to the new rent and service charges. This survey was also made available online on the corporate council website.
- Face to face consultations were also available.
 - Drop in sessions were held at 6 locations across Anglesey (Llangefni, Holyhead, Beaumaris, Menai Bridge, Aberffraw and Amlwch). These sessions were available at various times throughout the day and including evening meetings.
 - Door to door questionnaires were carried out during a community clean up event at Brynsiencyn.
 - A question and answer session was held during the Mon Tenants Officer Voice (MTOV) on Monday 17th November 2014, in which the 12 regular tenants who have been involved throughout the MTOV meetings attended.
 - A question and answer session was held during the Sheltered Housing Forum on Thursday 4th December 2014 where over a hundred sheltered housing tenants were present.

A total number of 458 questionnaires were received which is 12% of our stock.

3.2.8 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 GalwGofal 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.

3.2.9 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.

Historically, the funding of the services provided to tenants within both sheltered housing and older people schemes has been heavily subsidised by the Supporting People Programme. As a result of a review of the Supporting People Grant and in accordance with the Welsh Government’s Supporting People Guidance which sets out the terms and conditions for the programme, all future housing related support must be funded based upon **assessed need and not on tenure** as has been the case historically . It will be focussed on the side of prevention, which will contribute in particular to ensuring vulnerable individuals remain independent and lead healthy and active lives in safe and secure communities.

The ‘No Place Like Home’ Supporting People Commissioning Strategy for Older People Services 2014/17 encompasses a community hub model to deliver future support, care and accommodation based services for older people residing on Anglesey. The community hub will provide both in-reach and outreach services and will be located within each of the 6 patches identified within the Model Môn Framework.

The Supporting People programme will therefore not continue to fund the services provided to persons accommodated in older people and sheltered housing units based on the existing service delivery model and this leaves a significant funding gap. We recognise that this accommodation has a valuable role to play in meeting the needs of older people now and in the future. Accordingly we are currently working on re-defining the sheltered housing and older people housing “offer” to make sure that it is an improved, fit for purpose and affordable service.

3.2.10 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 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
- Homeless
- Refugee

Groups, other Council Departments, North Wales Police, Schools, local Councillors, Probation Service.

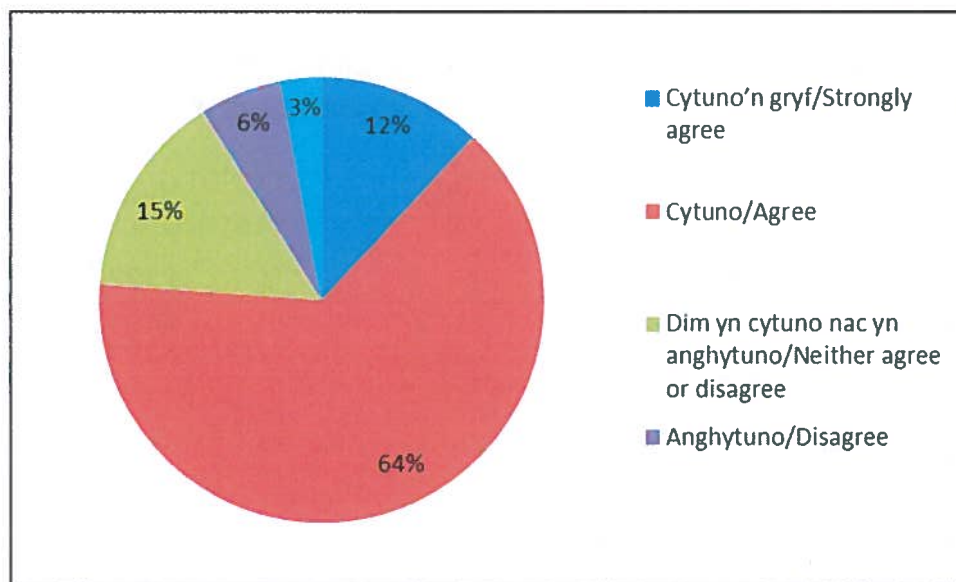
- Seeking to further integrate tenant involvement throughout our services and governance by providing bespoke staff training on Tenant Participation and encouraging staff to become actively involved in tenant and community events.
- Working with partners to maximise income and promote financial inclusion amongst tenants.
- 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 and implement the Resident Involvement/Campaign Management module of the Orchard Housing Management System

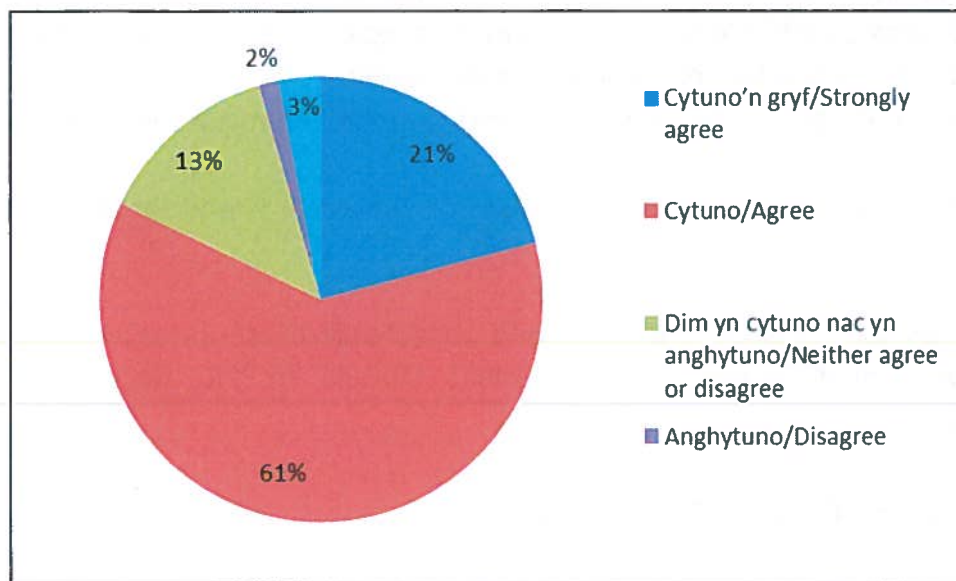
3.2.13 Successful outcomes of Tenant Participation

As part of the review of the 2011-2014 Local Tenant Participation Strategy, tenants, officers and local members were asked to complete a questionnaire to assist with the process of evaluating the success or otherwise of tenant involvement/participation activities during the life of the strategy. Overall results were positive and demonstrated that the strategy had achieved success in promoting meaningful participation and involvement.

Tenants have an influence on decisions:



Tenants make a positive impact on services:



3.2.14 Right to Buy

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

During 2013/14 we saw the sale of 3 properties through the Right to Buy.

RTB applications have increased significantly over the last 24 months. Contributing factors include easier access to loan finance. Table below outlines activity as of 1st Dec, 2014:

Actions	No	Value
Properties – sold since 1 st April, 2014	2	£123,500
Properties – offers issued following valuation	7	£485,500
Properties – applications being processed	4	

Increasing sales has the following negative inputs :-

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

An assumption is made that as the general economy improves and develops that we will see an increase in RTB applications, therefore to mitigate the above mentioned negative inputs consideration will be given 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.

Following a period of 5 years suspension an assumption has been included within the business plan that 2 properties will be sold through the RTB annually.

3.2.15 Common Housing Register

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

There were 1605 applicants on the waiting list in December, 2014 compared with 1478 applicants in January 2014. 320 Council properties were allocated between 1/4/2013 and 31/03/2014.

197 council properties and 57 RSL (Registered Social Landlord) properties were allocated between 1 April 2014 and 31 December 2014.

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

By the end of 2014/2015, the Service will have agreed with our RSL partners a common housing allocation scheme, and have sought Council approval. The revised scheme will eradicate inefficiencies in the allocation process, ensure that a greater proportion of social lettings go to those individuals most in housing need, and ensure a common approach by all social landlords where properties become available for letting.

During 2015/2016, the Service will implement the revised common housing allocation scheme.

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. At the end of 2012/13, the number of acceptable fails was 447 and by the end of Q3 2014 – 2015, the number of dwellings classified as acceptable fails are 338.

3.3.2 Progress on Capital Investment 2014 – 15

Internal Refurbishment Programme

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

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

In view of the above, we will continue to allocate capital funding for internal works until we are satisfied that all of the housing stock complies with WHQS. Funding for catch-up WHQS related work and asbestos management for 2014 - 2015 is in the sum of £750,000.

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

Traditional External Planned Maintenance

Since completion of the Internal Investment Programme in December 2012 the capital investment team have successfully procured significant work contracts in connection with traditional external refurbishment and environmental improvements. Table A below is an extract from our Contracts Register which summarises capital investment completed or procured during 2014:

The general scope of the work undertaken or currently on site typically involves re-roofing, the application of an insulated render system, replacement windows and doors where appropriate, external works to include paths, fencing and boundary walls. Certain dwellings have also benefited from the installation of Solar PV systems.

Total planned investment since the summer of 2013 exceeds £6.7m and the Housing Service is pleased to confirm that 6 out of 8 contracts have been awarded to contractors based in North Wales following open tender notices posted via Sell2Wales. The 2 other contracts involved WG appointed ARBED Scheme Managers and specialist door entry system suppliers.

Home improvements in all the schemes mentioned above will significantly improve the comfort and appearance of the homes and, where applicable, make them more affordable to heat. Traditional external planned maintenance will continue to form the basis of our capital investment plans for 2015 – 16.

Table A

Title (Of the contract)	Description	Start / Signature Date	End / Delivery Date	Total Value of Contract	Contract Procedure Type
Planned Maintenance Works involving 25 properties at Maes Cybi and various other locations in Holyhead	Carry out roofing works, the application of an insulated render system, replacement windows and doors where necessary and external works to include paths, fencing and boundary walls	15/07/2013	20/06/2014	£616,784.32	Open (Sell2Wales)
Planned Maintenance Works involving 40 properties at Maes yr Haf, Queens Park and Vulcan Street, Holyhead	This is a supplementary contract to Welsh Government ARBED related works which also involved 26 properties in the Private sector.	16/09/2013	13/10/2014	£1,116,056.17 + £900,000 WG ARBED funding	Negotiated
Planned Maintenance works involving 18 flats at Llys Watling, Holyhead	The requirement is to carry out refurbishment and improvement works to the existing flats including re-covering flat roofs, replacement of windows and improvements to covered entrances, the application of external insulated render and external works improvements.	03/11/2014	20/03/2015	£205,082.43	Open (Sell2Wales)
Planned Maintenance Works involving 49 flats at Glan Cefni Flats, Llangefni & Maes y Coed Flats, Menai Bridge	The requirement is to carry out refurbishment and improvement works to the existing flats including re-covering flat roof, replacement of windows and external doors, repairs to balconies, clean façade, and replacement of finishes to circulation and communal areas, and external works improvements.	08/09/2014	09/03/2015	£744,242.34	Open (Sell2Wales)
Planned Maintenance Works involving 31 properties at Bryn Tawel, Chapel Street, Field St, Brynsiencyn and Tai Dinas, Llangefni	Carry out roofing works, the application of an insulated render system, replacement windows and doors where necessary and external works to include paths, fencing and boundary walls	07/04/2014	06/03/2015	£866,264.00	Open (Sell2Wales)
Door Entry Systems Contract 2013/14	Upgrade of doors and entry systems serving communal areas to various blocks of flats	18/11/2013	19/04/2014	£320,780.48	Restricted
Planned Maintenance Works involving 34 properties at Pentrefelin, Penycefn, Llewelyn St in Amlwch, Maes Padrig, Cemaes and Maes Bwcle, Llanfechell	The requirement is to carry out roofing works, the application of an insulated render system, replacement windows and doors where necessary and external works to include paths, fencing and boundary walls.	07/07/2014	27/03/2015	£1,008,891.75	Open (Sell2Wales)
Planned Maintenance works involving 31 properties at Bro Llewelyn, Ffordd yr Eglwys and Stryd Llewelyn in Llanfaes and Maes Hyfryd, Llanfairpwll	The requirement is to carry out roofing works, the application of an insulated render system, replacement windows and doors where necessary and external works to include paths, fencing and boundary walls	21/07/2014	13/03/2015	£1,011,403.12	Open (Sell2Wales)

.3.3 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, 2014 is in the region of £210,000. Initial performance statistics indicate that the Council should expect FiT income per annum of approx. £60,000.

During 2014 – 2015 we commenced the re-cycling of this income and installed further Solar PV systems. A total of 25 new systems to serve bungalows for the elderly which are located off the mains gas network have been installed at Maes Bwcle, Llanfechell and Bryn Tawel, Brynsiencyn during this year.

3.3.4 Fuel Switching

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

- TyddynMostyn, 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 TyddynMostyn, New Street and Llanfaes.

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

3.3.5 Security Doors and Electronic Door Entry Systems

A contract for the third and final phase of the above mentioned programme was completed during April, 2014. 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.

3.3.6 Asbestos

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

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

3.3.7 Environmental Statement

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

The WHQS Environmental Standard requires homes to be located in ‘attractive and safe environments to which residents can relate and in which they can be proud to live’. Our approach to deliver environmental improvements is consolidated within our WHQS Environmental Statement which was produced in May 2012 and we continue to be guided by its commitment to secure sustainable local solutions which can bring positive benefits in terms of health, well-being and the quality of life of residents.

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

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

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

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

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

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

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

3.3.8 Post HRA subsidy buy-out

Our top four priorities for investment are:

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

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

3.3.9 Repairs & Maintenance Building Maintenance Unit (BMU)

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

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

3.3.10 The key drivers for the new service

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

- The service is customer-focussed in service delivery.
- It is a modern and innovative service adopting modern working practices, processes and effective use of IT
- The service is efficient and cost effective focussed on reducing duplication, waste and ensuring costs are comparatively low
- The service is of a high quality with performance indicators that reflect excellent levels of performance

Key actions from the action plan have been included within the HRA Action Plan. As readers can see, an efficiency target of £250k has been set for 2015-2016.

3.3.11 Council Housebuilding Programme

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

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

- Council's HRA land and Council owned land could be developed for much needed affordable housing (currently there are around 1600 people on the councils housing register).
- The land and buildings are retained or Council/HRA assets rather than being transferring to an RSL at a subsidised price for the RSL to develop as affordable housing.
- Local Authorities are able to recover a significant part of vat costs of improving and maintaining our properties thus reducing costs.
- It will enable the council to increase its housing stock instead of continuing to see reductions in the stock through right to buy, thereby reducing the unit cost of managing and retaining the council's stock.
- The council will have greater control over the future allocation of affordable homes.

Development appraisals will be undertaken on each scheme to see whether or not development potential exists. Where appropriate the anticipated costs and income generation will be evaluated by carrying out a scheme financial viability assessment.

Grant funding may be available in the future, but any shortfall in capital funding in the meantime will come from the HRA and capital receipts from right to buy sales.

A development strategy will shortly be formed, setting out the proposed approach to the council's house building programme.

3.3.12 Welfare Reform

Responsibility for welfare reform on a corporate basis lies with the Head of Housing Services. A specific project manager has been recruited to help mitigate the effects of welfare reform.

The business plan has given consideration to the impact of welfare reform. Financial modelling has been carried out in an attempt to consider likely scenarios, particularly in respect to potential increases to rent arrears as a result of under occupancy benefit criteria and the soon to be introduced universal credit.

Evidence from the few pilot areas is that arrears and bad debts will increase. This is the greatest risk facing the HRA.

Currently 73% of housing benefit is received directly into the HRA rather than to tenants. Universal Credit will be paid directly to claimants who will receive monthly payments in arrears. Additional costs will be incurred as a result of recovering arrears and supporting tenants who find difficulty in managing personal budgets.

The Council has put in place various measures to minimise the impact of welfare reform. Tenants have been provided with information about the changes and various that are available to help them cope financially, examples include money management courses, IT courses, help in preparing CV's and helping to prepare and access work opportunities.

We have worked with other partners to maximise entitlements to means tested and non means tested benefits such as free school meals.

The Financial Inclusion Officer has secured gains of £32,629 via schemes such as Warm Home Discount, Water Meter Installations and energy savings and re-payment negotiation.

We have invested in additional Financial Inclusion support for tenants and have teamed with Mon Communities First to tackle financial inclusion, support and train workless households into training and work opportunities through the LIFT initiative.

3.3.13 Staff training and development

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

The PDR process covers:

- Performance over the previous year;
- Personal development and training received over the previous year;

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

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.

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

3.3.14 Workforce Development Planning

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

	Age Group	Male	Female	Total
Full Time		60	49	109
Part Time		2	6	8
	16 – 24	2	3	5
	25 – 34	12	18	30
	35 – 44	10	9	19
	45 – 54	18	13	31
	55 – 64	17	12	29
	65+	3	0	3
Voluntary Leavers		2	3	5
Retired		1	0	1
Other		4	0	4
Annual Turnover				9.4%

During 2015 – 2016 our priorities will be to:-

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

3.3.15 Managing Absences

Staff absenteeism due to sickness has been identified as a priority by the council since 2012/2013.

The introduction of a corporate sickness absence coordinator has demonstrated year on year improvement to the way the council manages staff absences. Implementation and compliance with sickness absence policies is realising further improvements to statistics. Performance is reported monthly to Senior Managers and Elected Members.

4.0 Provision of Quality Services

4.1 Performance Management 2015 / 2016

Corporate approach to measuring quality of services

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

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

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

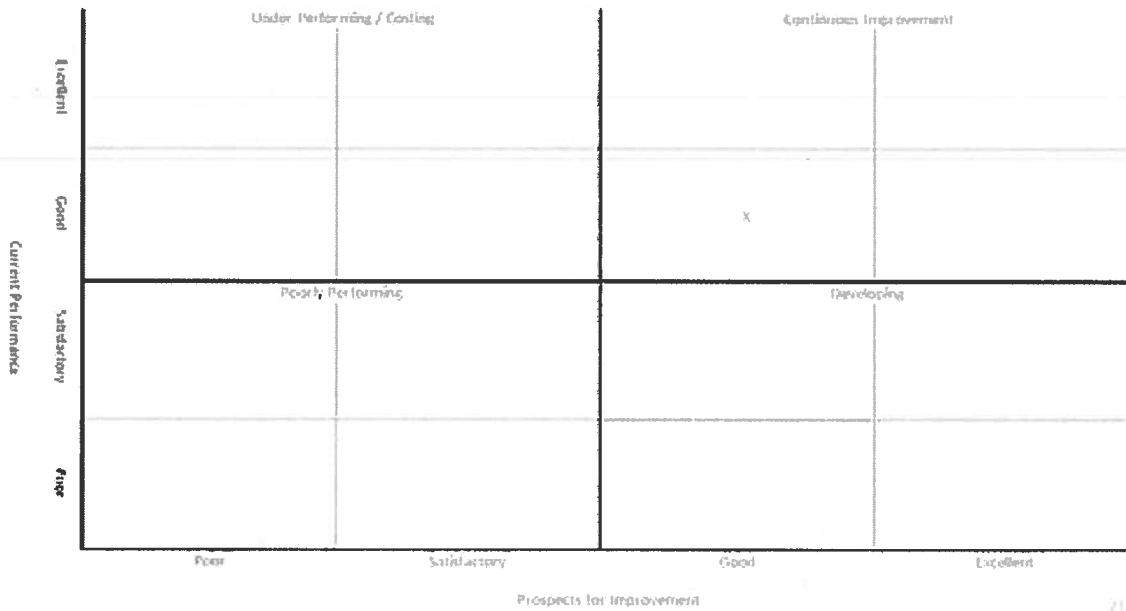
To prepare for the November reviews services were expected to self-assess their performance against ten key criteria –

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

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

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

Housing Assessed Position on Matrix (November 2014)



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.

<p>Key Performance Indicators KPI's</p>	<p>Performance Indicators that are National or chosen by the Council which monitor the Council's key activities. These are reported to and monitored by Elected Members, Senior Leadership Team, staff and other partners on a quarterly basis. Examples include: rent arrears of current tenants, number of outcomes, rent arrears of former tenants.</p>
<p>Performance Indicators selected by Tenants</p>	<p>Indicators selected by our Tenants as being areas of performance important to tenants. Performance will be reported to the Mōn Tenants Voice (MTV) on a quarterly basis. Examples include: % of appointments kept by BMU, % homes empty at year end.</p>

	See Appendix 3 for proposed targets for 2015 - 2016.
Service Management Indicators	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. Examples include: satisfaction with services received; void turnaround times; transformation of repairs and maintenance service
	See Appendix 4 for the proposed service targets for transformation of repairs and maintenance service

4.3 Internal Audit

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

During 2014 – 2015, the following Internal Audits were undertaken:-

Date	Description	Internal Audit Overall Opinion
June 2014	Housing Rents	
October 2014	National Fraud Initiative	Corporate Report – Actio Completed
November 2014	Homelessness	Amber

Future Internal Audits include Social Tenancy Fraud

4.4 Awards gained during 2014

- Housing Services secured an award of £1000 from the Wales Illegal Money Lending Unit to recognise our status as ‘2014 Stop Loan Sharks National Champion’ and to assist with further awareness raising campaigns. The Tenant Audit Group was entered into the TPAS Cymru awards and won 1st prize for the “Improving Services’ award.
- Staff Recognition - The service also secured three Anglesey staff awards in the following categories ‘Valuing and Developing Staff,’ and providing services that are ‘Customer, Citizen and Community Focused’. The awards are linked to the six key themes of the Council’s Corporate Plan 2014 – 2017 and recognise those people who go beyond the call of duty to achieve what’s necessary for the Council and its services.

4.5 Customer satisfaction

4.5.1 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%

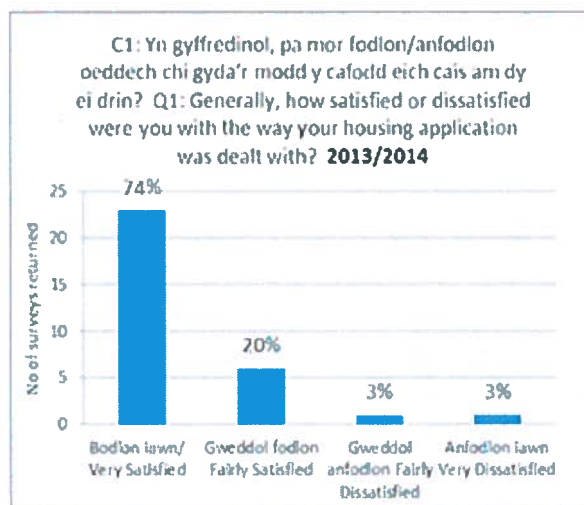
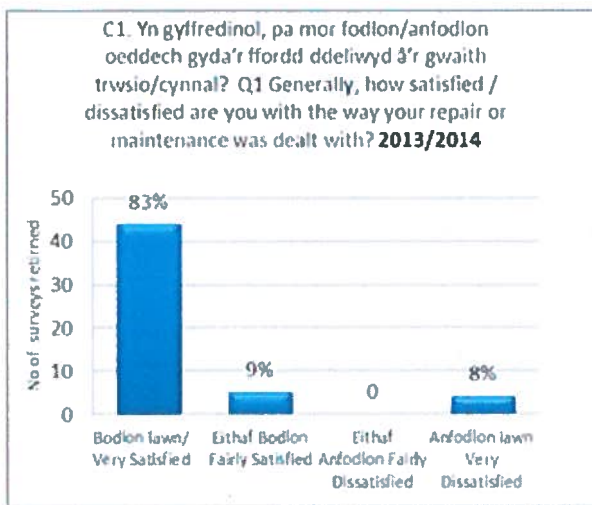
CHC Cymru has recently commissioned a STAR survey and the findings are due to be published shortly. Housing Services elected to participate in the process to enable it to measure current satisfaction levels with services and also to benchmark against those of RSL's (Registered Social Landlords) to identify service improvements. Results expected in January 2015.

4.5.2 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 Môn 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



4.5.3 Tenant Auditing Group

The aim of the Tenant Auditing group is to monitor and improve the service we provide.

During 2014 the group were asked to carry out an audit of OAP and Sheltered properties ready to let to ensure we were delivering against our minimum lettable standards

To carry out this audit the group visited 6 properties (two sheltered housing flats, two OAP flats, one bungalow and one house) during March 2014.

Using the minimum lettable standard check sheet the auditors carried out a visual inspection of each property to make personal judgements about whether or not the standard was being adhered to.

The findings of the report were positive and the auditors confirmed all properties had met the minimum lettable standard.

Four recommendations were made which included the following; flats with single door access should show the designated fire escape window, all kitchens should have a fire alarm or heat detector, all mail to be cleared from behind the front door prior to the sign-up

and all wood chip wall paper should be removed. The Tenant Auditing Group enhances Tenant involvement and shows our commitment towards Customer Excellence.

4.5.4 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 - 2013/2014 report expected in early January 2015.

Both Reports are analysed in detail by the Head of Housing and the Housing Services' Management Team and used for further service improvements.

4.5.5 Maximising the Impact of Investment

The Housing Service fully supports the Welsh Government's Wales Procurement Policy Statement. On all new procurement schemes over £500k from April, 2015, 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 and adopt Targeted Recruitment and Training clauses within contracts.

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.

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 currently subscribe to Tai Pawb, an organisation which promotes equality and social justice in housing in Wales, .

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

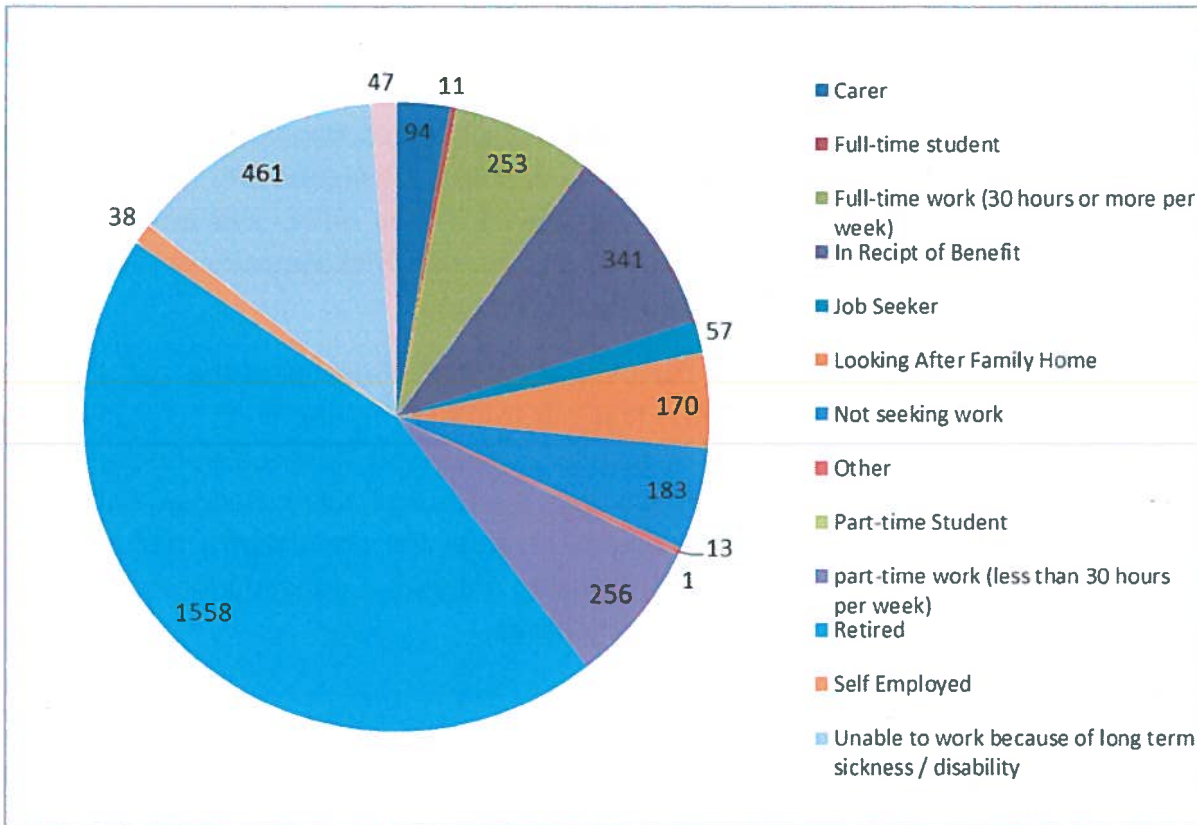
Tenant profiling data includes information on household composition and other information such as ethnicity, gender, age, disability and language and will enable us to tailor our services to ensure that they are appropriately provided when required.

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

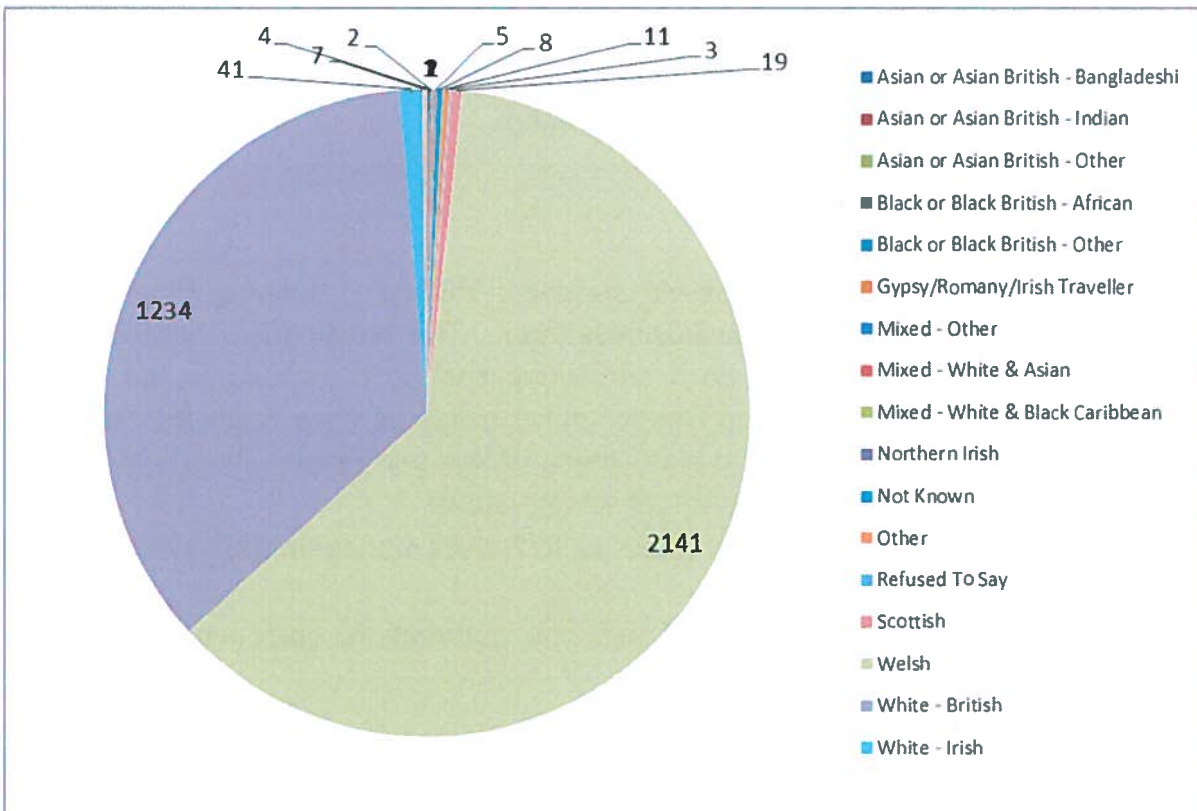
5.1 Welsh Language

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.

Working Status of Council’s Tenants



Ethnicity of the Council’s Housing Tenants



6.0 Risk Management

6.1 Corporate Risk Register

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

Key Housing Operational Risks and Housing Risk matrix

6.3 Housing Business Continuity Plan

- During 2015 / 2016, Housing Services will produce a Business Continuity Plan which will complement the Council's Corporate Business Plan. The Housing Business Continuity Plan will explain what we would do if something serious happened to the Housing Services. Examples could be if the Council office buildings were badly damaged or if we lost a lot of staff, perhaps due to staff illness. Roles and responsibilities of services with corporate responsibility, and individual service areas.
- Anticipated threats to service delivery (such as ICT, data management, severe weather, major careline or BT faults).
- The approach to be taken in the event of an E-bola outbreak, flu epidemic.
- Ways of minimising the threat / risk
- Disaster recovery and priorities
- Initial actions to be taken

7.0 HRA Financial Plan

7.1 Underlying Financial Assumptions

- Inflation is calculated using the Government target rate of 2% per annum.
- Rents are assumed to rise 1.5% above inflation per annum plus £2 per week until convergence with the benchmark rent attained (forecast to be 2020/21).
- The target rent is assumed to rise by 1.5% above inflation per annum.
- The provision for bad debts is forecast to increase from 0.6% in 2015/16 to 0.9% in 2016/17 with a further increase to 1.5% from 2017/18 due to the introduction of universal credit then gradually reducing by 0.1% every 2 years until the level of 0.6% is reached.
- Voids are expected to reduce to 1.9% from 2014/5.
- 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 3 in 2014/15, suspended for 5 years from 2015/16 and then remain consistent at 2 per annum following the suspension period.
- The capital plan is based on the Stock Survey, with component replacements being carried out as per schedule of component life cycles.
- It is assumed that a development programme will commence in 2015/16 with the acquisition of 10 units, following this 40 units are expected to be developed during 2016/17 and following this 15 units per annum. It is expected that the mix of developments will be 2/3 new build and 1/3 existing properties.
- The interest rate on credit balances is assumed to be 0.65% 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 of remodelling a an existing scheme of 51 units which is currently hard to let. A provision of £2.3m has been included in the plan over a 2 year period.
- Assumed that debt is not being re-paid early
- Other income includes feed in tariff income, commission from selling insurance, sewerage charges and recoverable repairs.
- For modelling purposes, the PWLB rate of interest we have used is 3.3%, which is the rate predicted as at 31/03/2014 by our Treasury advisors. The settlement figure (and therefore the limit on indebtedness) has been calculated based on a PWLB rate of 3.3% for consistency.

7.2 5 Year Capital & Revenue Budgets

5 Year Capital & Revenue Budgets

Draft Revenue Budgets

	2015/16	2016/17	2017/18	2018/19	2019/20
	£'000	£'000	£'000	£'000	£'000
Employee Costs	708	722	736	751	766
Premises Related Expenditure	582	595	607	619	631
Transport Related Expenditure	14	14	14	14	14
Supplies and Services	348	355	362	478	377
Support Services	1,114	1,136	1,159	1,182	1,206
Repairs and Maintenance	3,814	3,953	4,101	4,240	4,469
Capital Financing Costs	3,092	3,709	3,685	3,564	3,523
Contribution to Capital Programme	5,769	6,635	5,026	3,752	3,905
Total Expenditure	15,441	17,119	15,690	14,600	14,891
Net Rental Income	13,943	14,865	15,787	16,792	18,206
Other Income	670	684	699	714	729
Interest on Balances	22	15	12	25	47
Total Income	14,635	15,564	16,498	17,531	18,982
Revenue Surplus/(Deficit)	- 806	- 1,555	808	2,931	4,091
Balance Brought Forward	3,787	2,981	1,426	2,234	5,165
Balance Carried Forward	2,981	1,426	2,234	5,165	9,256

Draft Capital Budget

	2015/6	2016/17	2017/18	2018/19	2019/20
	£'000	£'000	£'000	£'000	£'000
WHQS Improvements & Maintenance	4,687	4,404	4,492	3,160	3,224
New Build		3,710	1,470	1,514	1,589
Regeneration / Remodelling of existing stock	1,530	832			
Acquisition of existing properties	1,372	1,959	714	728	742
Other Improvements	1,000	1,000	1,000	1,000	1,000
Total Capital Expenditure	8,589	11,905	7,676	6,402	6,555
Capital Funding					
Major Repairs Allowance	2,650	2,650	2,650	2,650	2,650
Capital Receipts	170				
Borrowing		2,620			
Capital Expenditure funded by HRA	5,769	6,635	5,026	3,752	3,905
Total Capital Funding	8,589	11,905	7,676	6,402	6,555

8.0 HRA ACTION PLAN 2015 / 2016

General Housing Revenue Account Actions			
	Action	Responsibility for achievement	Target date
HRA1	Deliver project plan to achieve successful implementation of HRA Subsidy buy-out from UK Treasury	Head of Service – Housing	April, 2015
HRA2	Where housing need has been identified, assess and identify possible sites to inform council housebuilding plan.	Housing Business Manager	August, 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	September, 2015
HRA4	Develop Business Continuity Plan	Head of Service – Housing	July, 2015
HRA 5	In view of HRA Self Financing strengthen current Governance arrangements.	Head of Service – Housing	July, 2015
Housing Management			
HRA6	Develop new common housing allocation scheme with RSL's for adoption and implementing during 2015 – 2016.	Housing Services Manager	June, 2015
HRA7	Update action plan to incorporate actions that are designed to prepare the service and tenants for the roll-out of Universal Credit.	Housing Services Manager Welfare Reform Project Manager	June, 2015
HRA8	Mitigate effects of Welfare Reform on the HRA budget and support citizens affected through implementation of Welfare Reform Project Plan.	Head of Service - Housing	Review annually

HRA9	Review Housing Services’ Anti-Social Behaviour Policy in the light of the new Anti-social Behaviour Crime & Policing Act, 2014 and best practice.	Housing Services Manager	July, 2015
HRA10	Work towards achievement of the Welsh Housing Management Standard for tackling Anti-social behaviour.	Senior Housing Management Officer	March, 2016
HRA11	Prepare for introducing new Rent Policy	Financial Systems Manager and Housing Accountant	March, 2015
HRA12	Implement Phase III of remaining ICT modules which include Electronic Document Management System, CRM and Dashboard and review effectiveness.	ICT Manager	July, 2015
HRA13	Implement Service Charges project (de-pooling of service charges from rent) and introduce clear and transparent service charges. Review Implementation	Financial Systems Manager	March, 2015 September, 2015
HRA14	Undertake, analyse and report on Learning Needs Analysis with all Housing staff and use to inform staff training plan for 2015 - 2016.	Housing Services Manager & Housing Business Manager	June, 2015
HRA15	Review Tenancy Agreement	Principal Housing Officer	September, 2015
HRA16	Undertake interim evaluation of debt advice caseworker service	Housing Services Manager	September, 2015
Tenant Participation			
HRA17	Promote and allocate funding for estate environmental improvements.	Tenant Participation Lead Officer	March and September 2015
HRA18	Implement and monitor new Local Tenant Participation Strategy / Action Plan.	Tenant Participation Lead Officer	March, 2016

HRA19	Conduct extensive consultation events e.g. , Llwr y Dref - remodelling warden service community hubs	Tenant Participation Lead Officer	June, 2015
HRA20	Develop and monitor usage of Tenant Portal	Tenant Participation Lead Officer	March, 2016
HRA21	Work with partner agencies to further develop community hubs	Tenant Participation Lead Officer	March, 2016
Housing Repairs and Maintenance			
HRA22	Continue to transform the BMU Service and achieve Excellence status – top quartile performance across Social Landlords (LA's and RSL's) in Wales.	Head of Service – Housing and Technical Services Manager supported by the Transformation Manager	Target completion of Transformation Project March, 2016
Housing Capital Plan			
HRA24	Complete implementation of Keystone Asset Management System	Housing Technical Services Manager	September 2015
HRA25	Produce the Development Strategy for the Council House Building programme.	Business Manager	June 2015
HRA26	Commence on Council House Building Programme by acquiring 10 units during 2015/16.	Business Manager	December 2015
HRA27	Maximise tender opportunities for local SME's to undertake Housing related Capital works - Target of minimum 5 traditional planned maintenance schemes to be procured via sell2wales	Housing Technical Services Manager	March 2016
HRA28	Introduce Community Benefit Clauses in all Capital Contracts where estimated expenditure exceeds £500k	Housing Technical Services Manager	April, 2015
HRA29	Continue to tackle 'acceptable fails' following WHQS compliance by	Housing Technical Services Manager	March, 2016

	means of undertaking the work at Change of Tenancy or by persuading former tenant refusals to have the work carried out		
HRA30	Improve environmental conditions on our estates by working in partnership with the Highway Authority in order to ensure continued targeted investment in non-adopted footpaths, roads and parking areas	Housing Technical Services Manager	March, 2016

Appendices

**Appendix 1
Sensitivity Analysis**

**Appendix 2
30 Year Financial Model**

**Appendix 3
Tenant – selected Performance Indicators to 2014 / 2015 carried forward to 2015/16**

**Appendix 4
Repairs and Maintenance Proposed Performance Framework Indicators**

**Appendix 5
Risk Register**

Appendix 1

Sensitivity Analysis

Scenario	Base Case	Increase Bad Debt by 1%	No MRA Grant from 2016/17	Increase New Build Units by 15 per annum	Increase Maintenance costs by 5%	PWLB Rate Increase by 0.5%
Year	Surplus (Deficit) c/fwd £,000	Surplus (Deficit) c/fwd £,000	Surplus (Deficit) c/fwd £,000	Surplus (Deficit) c/fwd £,000	Surplus (Deficit) c/fwd £,000	Surplus (Deficit) c/fwd £,000
2014.15	3,787	3,787	3,787	3,787	3,589	3,787
2015.16	2,981	2,981	2,981	1,363	2,591	3,094
2016.17	1,426	1,349	1,350	1,375	1,391	1,362
2017.18	2,234	1,988	1,346	1,325	1,957	2,366
2018.19	5,165	4,738	1,320	1,769	4,638	5,484
2019.20	9,256	8,632	2,442	3,344	8,415	9,756
2020.21	14,520	13,692	4,724	6,052	13,352	15,196
2021.22	20,324	19,282	7,568	10,855	18,819	21,165
2022.23	26,152	24,889	10,392	15,735	24,297	27,158
2023.24	29,609	28,110	10,833	18,317	27,389	30,773
2024.25	33,024	31,284	11,219	19,112	30,431	34,340
2025.26	37,063	35,072	12,210	19,418	34,085	38,530
2026.27	41,720	39,467	13,067	20,748	38,341	43,343
2027.28	47,579	45,049	15,851	24,150	43,789	49,355
2028.29	53,545	50,730	18,726	27,648	49,331	55,469
2029.30	61,525	58,413	23,599	33,177	56,875	63,595
2030.31	70,292	66,872	29,246	39,517	65,195	72,505
2031.32	80,456	76,709	36,273	47,315	74,899	82,811
2032.33	90,923	86,841	43,588	55,414	84,893	93,414
2033.34	102,150	97,720	51,647	64,312	95,633	104,777
2034.35	110,237	105,444	56,549	70,114	103,218	112,997
2035.36	119,937	114,759	63,047	77,629	112,401	122,829
2036.37	129,951	124,380	69,843	85,466	121,883	132,973
2037.38	140,972	134,991	77,268	94,373	132,355	144,121
2038.39	152,880	146,473	86,283	104,238	143,698	156,156
2039.40	167,995	161,136	98,127	117,457	158,230	171,396
2040.41	183,500	176,179	110,344	131,088	173,135	186,972
2041.42	200,204	192,402	123,741	146,013	189,219	203,790
2042.43	218,155	209,853	138,368	162,294	206,532	221,854
2043.44	237,229	228,407	154,100	179,813	224,947	241,039

Additional Borrowing	2,620	2,700	6,110	8,545	3,200	2,250
Borrowing Headroom	13,000	13,000	13,000	13,000	13,000	13,000

*Based on estimated 2015-2016 Borrowing Headroom

Sensitivity Analysis

The base case business plan shows the HRA to have solid financial footing, this being due to the condition of the Council’s housing stock meeting the Welsh Housing Quality Standards. The borrowing requirement for the base plan is £2.62m which take into consideration the Council’s aspiration to develop 470 homes over the 30 year duration of the plan.

Increased Bad Debts

If we increase the bad debts by 1% above the assumptions of the base case then the overall borrowing requirements of the base plan would increase to £2.7m.

Loss of MRA

Should the Welsh Government withdraw the MRA from 2016/17 then there would be a loss of £2.65m per annum for the Council. The overall effect of this over the 30 year period would be that the Council’s borrowing requirement would increase to £6.11m for the period which is still within the Council’s current borrowing headroom of approximately £13m.

Increase the developments of new build by 15 units per annum

To increase the number of new units developed by 15 units per annum would significantly increase the Council’s borrowing requirement to £8.545m over the period of the plan which again is within the borrowing cap limit.

Should a scenario arise whereby we face the loss of the MRA and we wished to increase the number of units developed by 15 units per annum this would not be possible as the borrowing requirement would be £14.655m which would breach the current borrowing headroom of approximately £13m.

Increased Maintenance Costs

If the maintenance costs were to increase by 5% above the assumptions of the base case then this would increase the borrowing requirement to £2.75m which is an increase of £600k to that of the base case.

Increase to the PWLB interest Rate

Should the PWLB interest rates increase by 0.5% above the assumptions of the base case then this would result in a borrowing requirement of £3.2m over the period of the plan.

Appendix 3

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

Appendix 4

Repairs and Maintenance Proposed Performance Framework Indicators

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

Appendix 5		Risk Register										Amledd Adolygu / Review Frequency			
Cyfeirnod Risg / Risk ID	Risg / Risk	Effaith (Canlyniadau) / Impact (Consequences)	Perchennog y Risg / Risk Owner	Risg Cynhenid / Inherent Risk			Rheolaethau Presennol / Existing Controls	Risg Gweddilliol / Residual Risk			Gweithred Ychwanegol Sydd Eu Hangen / Additional Action Required				
				Tebgoirwydd / Likelihood	Effaith / Impact	Sgôr / Score		Tebgoirwydd / Likelihood	Effaith / Impact	Sgôr / Score	Gweithred / Action	Swyddog Cyfrifol / Responsible Officer	Dyddiad Targed / Target Date		
	Governance risks														
G1	Existing governance arrangements not robust for new self-financing HRA	lack of transparency and accountability; poor leadership, risk of non-compliance with HRA / WG and Corporate guidelines	Head of Service	3	B3	Governance options paper to be presented to SLT. Models developed by HoS, S151 and Business Manager. New Governance arrangements will need to be put in place so that appropriate action can be taken to keep the business on track.	c	4	c4						
G2	Procurement of development partners for Council housebuilding programme	non-compliance with procurement guidelines / local companies not winning tenders	Business Manager	2	C2	A clear project plan for procurement will be established and technical guidance sought on the approach to procurement	C	3	C3						
	Operational risks														
O1	Voluntary Agreement not signed by all LA's	could jeopardise the whole project	Head of Service	1	B1	Legal officer has had input into discussions on draft VA, and comments fed back to WG officers	c	1	c1	agree details behind signing off of document as part of project management arrangements			Head of Service		
O2	Right to Buy levels increase	associated rental income loss, delay in providing replacement homes	Head of Service	3	b3	Report to Elected Members on option of suspending RTB	c	3	c3	Application to WG; bi-monthly monitoring of RTB takeup, scenario planning if increase is significant. Model into business plan if trend is continuing			Business Manager		

OP1	No capacity to deliver on requirements of ASB, Crime and Policing Act 2014	increase in ASB activities, higher associated costs of estate management, complaint resolutions, court costs	Head of Service	A	2	A2	Appoint a dedicated ASB officer to lead on more complicated ASB cases	D	4	D4	investigate closer working with North Wales Police early intervention team	Head of Service
OP2	We do not have staffing resources and capacity to support the delivery of HRA plan	shortage of skills and capacity required to deliver the increased estate renewal plan and new housebuilding programme	Head of Service	B	3	B3	arrangements will need to be in place to identify skills required and capacity within the Council and recruit as appropriate	c	3	c3	on a corporate basis, identify any periods where there may be additional capacity from other capital schemes e.g. school modernisation programme	Head of Service
OP3	Risk to overall success of the HRAS project by not meeting critical milestones in the project plan	failure to deliver project outcomes and benefits	Head of Service	A	1	A1	Robust project management to project plan, regular reviews of current position and forward planning / early booking of critical meetings	c	2	c2		
OP6	reputational damage if we were to partner with a developer who failed to deliver	schemes not delivered to agreed timescales. Increased costs in connection with securing alternative	Head of Service / Technical Services Manager	B	3	B3	financial checks undertaken and qualitative assessments undertaken prior to contract awards	d	3	d3		
OP7	Staff turnover - loss of key staff	loss of skills, knowledge and experience	Head of Service	b	3	b3	workforce development planning in place	c	3	c3		
OP8	Demand for social housing continues to increase	financial climate will sure to increase demand for social housing, plus increase in price of housing in general on the Island. Demographics may change pattern in need	Business Manager	B	2	B2	Council is looking to maximise the number of homes it provides, and intends to respond to housing need in terms of dwelling size and type, where possible	b	3	b3	development plan will be developed to mitigate the effects as far as possible. Extra care housing developments also proposed for Older Adult population.	Business Manager
UL	Financial risks	reduction in HRA income.	Head of Service	b	2	b2	Seminar arranged for Elected Members to take through various scenarios and likely impacts of decisions taken	C	2	C2	model difference scenarios	Finance Officer

1	PWLB interest rate falls significantly thus increasing the buy-out [settlement figure] to an unsustainable level	other Local Authorities could decide not to proceed and pull-out of the HRAS project	Treasury Management Manager	b	1	b1	Monitor trends over forthcoming weeks	b	2	b2			
2	loss of £2.65m per annum. Overall effect over 30 years would be that the borrowing requirement would increase to £6.675m which could hinder Council's housebuilding programme		Head of Service / Finance Manager / Business Manager	a	2	a2	continued dialogue with WLGA and WG	c	2	c2			
3	increased maintenance costs e.g. due to associated Wylfa Newydd construction	borrowing requirement would increase	Head of Service / Technical Services Manager	a	2	a2	open and transparent compliant tendering procedure	c	3	c3	tender rates will be continuously monitored to ensure that schemes remain within business plan financial parameters		Technical Services Manager
4	PWLB interest rate increased by 0.5% above assumptions used in base case	borrowing requirement would increase by £2.38m over period of plan	Treasury Management Manager	c	3	c3	fixing of interest rates at time of drawing down loans	d	4	d4			
5	Welfare reform changes around introduction of Universal Credit	increase in debt and arrears	Housing Services Manager	a	1	a1	Impact assessments being undertaken. Action plan in place to mitigate effects, including supporting our Tenants in making the transition	a	2	a2	action plan to be developed for introduction of Universal Credit		Housing Services Manager
6	Welfare Reform / Universal Credit changes will lead to increase in need for additional staff and associated costs	UC pilot projects and current workloads of staff, demonstrate the need for additional staff	Housing Services Manager / Business Manager	a	1	a1	Impact assessments being undertaken. Action plan in place to mitigate effects, including business case for additional resources	a	2	a2	action plan to be developed for introduction of Universal Credit, including working with DWP, Job Centre plus, Library services, RSLs and 3rd sector		Welfare Reform Project Manager

Digwyddiad bron yn sicr o ddigwydd yn y rhan fwyaf o amgylchiadau / Event is almost certain to occur in most circumstances		A	Bron Yn Sicr / Almost Certain	>70%	Digwyddiad bron yn sicr o ddigwydd yn y rhan fwyaf o amgylchiadau / Event likely to occur in most circumstances	B	Tebygol / Likely	30-70%	Dim ond yn digwydd ar rhyw adag / Event will possibly occur at some time	C	Posib / Moderate	10-30%	Digwyddiad anhwybygol a all ddigwydd rhyw byd / Event unlikely and may occur at some time	D	Anhebygol / Unlikely	1-10%	Digwyddiad prin i ydd ond yn digwydd mewn amgylchiadau eithriadol / Event rare and may occur only in exceptional circumstances	E	Pryn / Rare	<1%
		5	4	3	2	1														
		Dinod / Insignificant	Bychian / Minor	Cymedrol / Moderate	Sylweddol / Major	Trychinebus / Catastrophic														
Gwasanaeth / Service		Dim elfaith ar ansawdd y gwasanaeth, tartu gyfyngedig / No impact to service quality, limited disruption to operations	Mân elfaith ar ansawdd y safonau gwasanaeth mewn cael eu bodloni, amharhad tymor byr i weithredau / Minor impact on service quality, limited disruption to operations	Gostyngiad sylweddol yn ansawdd y gwasanaeth, amharhad difrifol / Significant fall in service quality, serious disruption to service standards	Effaith sylweddol ar ansawdd gwasanaeth, lluosog heb eu bodloni, amharhad tymor hir i weithredau / Significant impact on service quality, multiple service standards disruption to operations	Gostyngiad trychinebus yn ansawdd y gwasanaeth allweddol ddim yn cael eu bodloni, ymyriad trychinebus hir cynor i weithredau / Catastrophic fall in service quality and key service standards are not met, long term catastrophic interruption to operations														
Enw Dai / Reputation		Pryder cyhoeddus wedi ei gyfyngu i gwynion lleol / Public concern restricted to local complaints	Mân sylw anffafriol lleol i cyhoeddus / cyfngynion / Minor adverse local / public / media attention and complaints	Syw andwyol lleol difrifol neu sylw andwyol mewn y wasg rhanbarthol neu chenedlaethol / Serious adverse regional or national media attention	Beirniadaeth rhanbarthol difrifol neu genedlaethol negyddol / Serious negative regional or national criticism	Condemiad rhanbarthol a chenedlaethol hir / Prolonged regional or national condemnation														
COST Arianoll / Financial Cost (£)		< £50k	£50k - £750k	£250k - £750k	£750k - £3m	>£3m														

TEBYGOLRWDD / LIKELIHOOD

Allwedd Difrifoleb Risg Corfforaethol / Corporate Risk Severity Key

- Dinod / Minor
- Cymedrol / Moderate
- Sylweddol / Major
- Allweddol / Critical

Risg a reolir yn hawdd yn lleol - dim angen i gymwys rheolaeth / Risk easily managed locally - no need to involve management

Risg gallu cael eu rheoli ar lefel gwasanaeth - efallai bydd angen rhoi gwybod i uwch reolwyr at UDA / Risk containable at service level - senior management and SLT may need to be informed

Ymyrraeth gan yr UDA a / neu gyfrangiad Pwyllgor Gwaith / Intervention by SLT and / or Executive Committee involvement

Ymyrraeth sylweddol gan yr UDA a Pwyllgor Gwaith / Significant SLT and Executive Committee intervention

