



# ONCHAN – A PLACE FOR EVERYONE<sup>2019</sup>



DECEMBER 2019

## HOUSING REVIEW REPORT



Owner: Senior Administrator  
Onchan District Commissioners



# ONCHAN DISTRICT COMMISSIONERS

## HOUSING REVIEW REPORT

### Contents

|   |           |
|---|-----------|
| <b>INTRODUCTION .....</b>   | <b>4</b>  |
| <b>1. AIMS .....</b>  | <b>6</b>  |
| <b>2. OBJECTIVES.....</b>   | <b>6</b>  |
| <b>3. HOUSING STOCK .....</b>   | <b>7</b>  |
| <b>4. FINANCE .....</b>   | <b>8</b>  |
| 4.1 RENTAL INCOME .....   | 8         |
| (a) Setting of Rent: .....  | 8         |
| <i>Figure 1 – Rent Increase by percentage .....</i>                   | <i>8</i>  |
| (b) Rent Reinvestment.....  | 9         |
| <i>Figure 2 – 2019/20 Allowances .....</i>                            | <i>9</i>  |
| (c) Rent Arrears.....   | 10        |
| <i>Figure 3 – Arrears Balance Chart .....</i>                         | <i>10</i> |
| (d) Void Rent Loss.....   | 10        |
| <i>Figure 4 – Void Rent Loss .....</i>                                | <i>11</i> |
| 4.2 EXPENDITURE .....   | 11        |
| (a) <b>Staffing Expenditure .....</b>                                 | <b>11</b> |
| 4.3 CAPITAL INVESTMENT .....  | 12        |
| <b>5. MAINTENANCE AND REPAIRS.....</b>                                | <b>13</b> |
| <i>Figure 5 – Responsive Repairs –Key Performance Indicator .....</i> | <i>13</i> |
| 5.1 MAINTENANCE EXPENDITURE .....                                     | 14        |
| <i>Figure 6 – Maintenance Expenditure – General Housing .....</i>     | <i>14</i> |
| <i>Figure 7 – Maintenance Expenditure – General Housing .....</i>     | <i>14</i> |
| 5.2 VOID MAINTENANCE .....  | 15        |
| <i>Figure 8 –Void Categories .....</i>                                | <i>15</i> |
| <i>Figure 9 –Void Cost .....</i>                                      | <i>15</i> |
| <i>Figure 10 –Void - Average cost per void for maintenance .....</i>  | <i>16</i> |

|           |  |           |
|-----------|--|-----------|
| 5.3       | RESPONSIVE MAINTENANCE.....  | 16        |
|           | <i>Figure 11 – Responsive Repairs –Key Performance Indicator</i> ..... | 16        |
|           | <i>Figure 12 – Responsive Repairs Raised</i> .....                     | 17        |
|           | <i>Figure 13 Void Cost vs Responsive Repair Costs</i> .....            | 17        |
|           | It is depicted that the downward trend shown above will continue. .... | 17        |
| <b>6.</b> | <b>ESTATE AND TENANCY MANAGEMENT.....</b>                              | <b>18</b> |
| 6.1       | HOUSING ALLOCATIONS.....   | 18        |
| 6.2       | HOUSING APPLICATIONS.....  | 18        |
|           | <i>Figure 14 – Housing Waiting List Breakdown</i> .....                | 20        |
|           | (a) Shared Housing Waiting Lists .....                                 | 20        |
| 6.3       | TENANCY .....  | 21        |
|           | (b) General Housing.....   | 21        |
|           | (c) Elderly Persons Housing.....                                       | 21        |
| 6.4       | OCCUPANCY .....  | 21        |
| 6.5       | ANTI-SOCIAL BEHAVIOUR (ASB).....                                       | 21        |
| <b>7.</b> | <b>TENANT SATISFACTION.....</b>  | <b>22</b> |
| 7.1       | QUARTLERY STATISTICS.....  | 22        |
|           | <i>Figure 15 – Repairs Time Periods</i> .....                          | 22        |
| <b>8.</b> | <b>FUTURE HOUSING .....</b>  | <b>23</b> |
|           | <i>Figure 16 –Population – Age Profile</i> .....                       | 23        |
| <b>9.</b> | <b>ADMINISTRATION .....</b>  | <b>25</b> |
|           | <i>Figure 17 – Housing Process Mapping</i> .....                       | 25        |
|           | <i>Figure 18 – SWOT analysis</i> .....                                 | 26        |
| <b>9.</b> | <b>RECOMMENDATIONS.....</b>  | <b>26</b> |
| (a)       | <b>Finance</b> .....   | 26        |
|           | (i) Rental Income.....   | 26        |
|           | (ii) Staffing.....   | 27        |
| (b)       | <b>Maintenance and Repairs</b> .....                                   | 27        |
|           | (i) Inspections .....  | 27        |
|           | (ii) Procurement.....  | 27        |
|           | (iii) Framework Agreement.....   | 27        |
|           | (iv) Voids.....  | 27        |
| (c)       | <b>Estate and Tenancy Management:</b> .....                            | 27        |
|           | (i) Tenancy Agreements .....   | 27        |

|   |                             |    |
|---|-----------------------------|----|
| <b>(ii)</b>   | Future Housing .....        | 27 |
| (ii)  | Documentation.....          | 27 |
| (iii)   | Information Technology..... | 27 |
| (iv)  | Training.....               | 28 |
| (v)   | Safeguarding.....           | 28 |
| <i>Figure 19 – Value for Money</i> .....  |                             | 28 |
| Appendix 1 - Rent Increases across the sector .....                                       |                             | 29 |
| Appendix 2 - Total Void Cost.....   |                             | 30 |
| Appendix 3 – Housing Planned Maintenance Programme, Annual Review and<br>Update 2019..... |                             | 31 |
| Appendix 4 – KPI Summary Report.....  |                             | 32 |

## INTRODUCTION

As a providers of social housing, Onchan District Commissioners are in a position of trust by those who require the service. As such the Authority has an obligation under the Housing Act (1955) to support residents who are unable to rent in the private sector or purchase their own home.

Housing provided by Onchan District Commissioners is an integral part of the community for both existing residents and the next generation. The policies mentioned within this document refer to legislation and program delivery, which have a direct or indirect impact on the provision of housing within the housing authority area.

The Council of Minister's Programme for Government 2016-2021<sup>1</sup>, entitled "Our Island: A Special Place to Live and Work" within which commits their strategic aims to:-

*"Ensure we have housing which meets the future needs of our community; and that they will work together with Local Authorities and other partners to deliver the right services in the right place at the right time, making sure national priorities are funded accordingly." (Page 13)*

The Programme for Government also wishes to have the Action by Outcome for an Inclusive and Caring Island:-

*"Work with housing providers to identify and develop suitable alternative types of housing to meet the Island's future needs*

*Investigate how to ensure we have accommodation that can meet the needs of an ageing population including 'care' and 'extra care' housing, and nursing and residential homes.*

*Modify the access and eligibility criteria for housing so that access is prioritised for those who are most in need, both at first point of allocation and at any subsequent tenancy review." (Page 19)*

The provision of public sector housing is subsidised, and to maximise the Authority's greatest asset, it is essential that best use is made of the housing stock. The housing budget is separate and has no effect on levying the rate for the District or is offset against any rate bourne income received.

**Asset value of the Commissioners social housing portfolio is  
£48,112,333 as at 31<sup>st</sup> March 2019.**

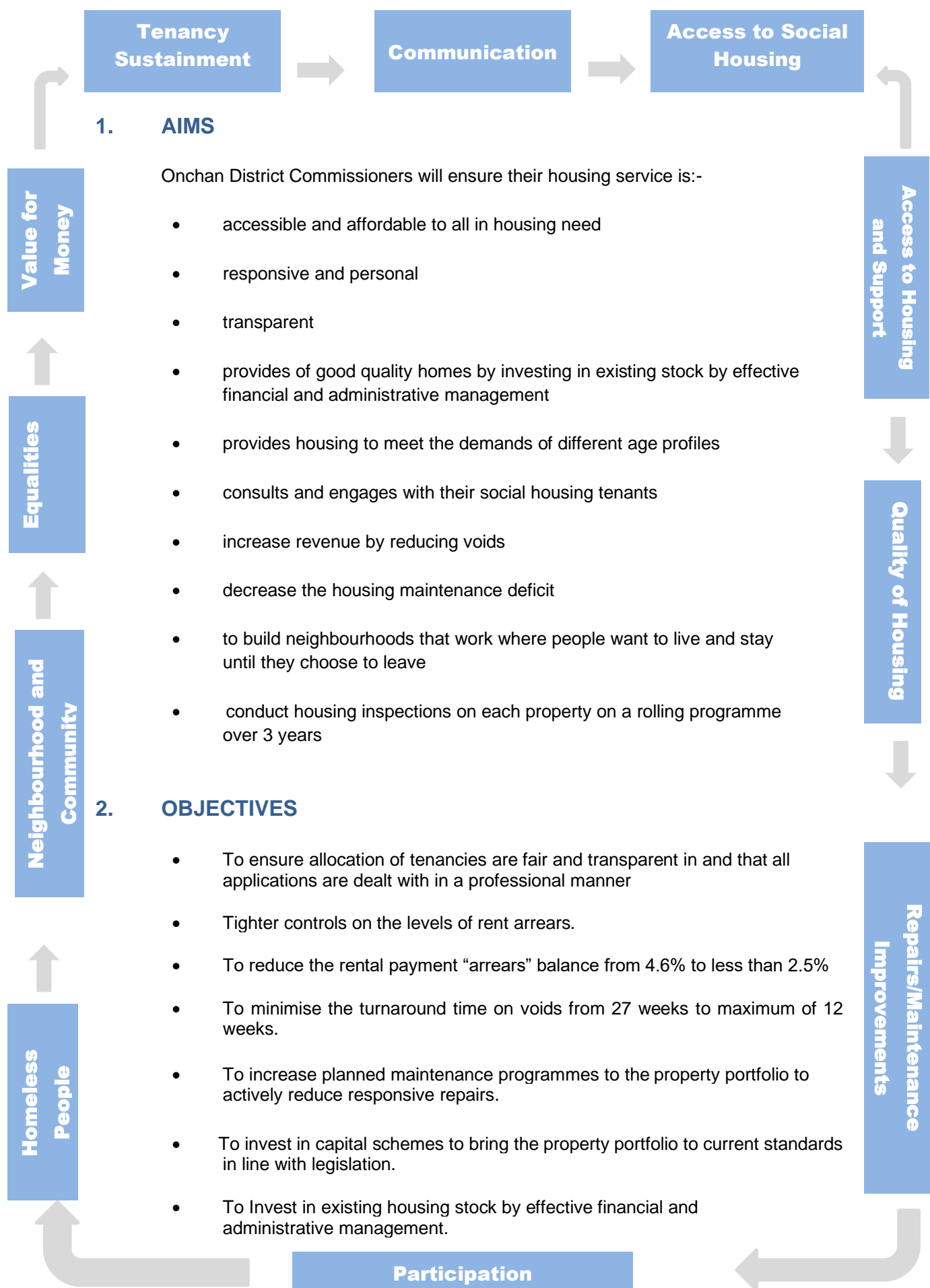
<sup>1</sup> Our Island: A Special Place to Live and Work, Programme for Government 2016-2021 [GD No: 2017/002]

A review of the Authority's housing service provision has been undertaken in four key areas:-

|                                 |
|---------------------------------|
| • Finance                       |
| • Maintenance and Repairs       |
| • Estate and Tenancy Management |
| • Tenant Satisfaction           |

Increasing the supply of homes is a strategic national priority and the overarching vision, aims and objectives of the Authority should consider supporting the sustainability of developing communities:-

- Meet identified need in the area.
- Energy Efficiency (improving environmental and design standards)
- Reduce the Carbon Footprint.
- Contribute to effective integration of health and social care and the contribution housing can make in addressing:-
  - Fuel Poverty
  - House Condition
  - Homelessness



### 3. HOUSING STOCK

Onchan District Commissioners are social housing landlords for 506 properties, which is broken down as follows: -

#### General Housing

| House Type                       | Number of Units |
|----------------------------------|-----------------|
| Bedsits                          | None            |
| 1 Bed Flat                       | 13              |
| 2 Bed Flat                       | 15              |
| 3 Bed Flat                       | None            |
| 4 Bed Flat                       | None            |
| 1 Bed Bungalow                   | 13              |
| 2 Bed Bungalow                   | 95              |
| 3 Bed Bungalow                   | 1               |
| 2 Bed House                      | 139             |
| 3 Bed House                      | 121             |
| 4 Bed House                      | 8               |
| 5 Bed House                      | 1               |
| <b>TOTAL FOR GENERAL HOUSING</b> | <b>406</b>      |

#### Sheltered Housing

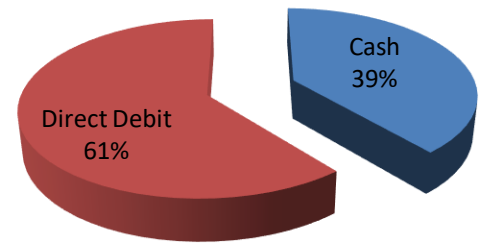
| Elderly Persons Complex's         | Number of Units |
|-----------------------------------|-----------------|
| <b>Springfield Court Phase I</b>  |                 |
| 1 Person Flat                     | 18              |
| 2 Person Flat                     | 12              |
| <b>Springfield Court Phase II</b> |                 |
| 1 Person Flat                     | 18              |
| 2 Person Flat                     | 20              |
| TOTAL                             | 68              |
| <b>Heywood Court</b>              |                 |
| 1 Bed Flat                        | 24              |
| 2 Bed Flat                        | 8               |
| TOTAL                             | 32              |
| <b>GRAND TOTAL FOR EPH</b>        | <b>100</b>      |



## 4. FINANCE

### 4.1 RENTAL INCOME

Payments are received via direct debit or cash payments.



#### (a) Setting of Rent:

The Department of Infrastructure and Council of Ministers set the public sector rents and allowances for each financial year.<sup>2</sup>

Rents are calculated by totalling the points applicable to that dwelling after applying the living area, bedroom and supplementary elements<sup>3</sup>. The Authority pay the rates and charges as owners of the property, and then recover the amount through the total rent payable by a tenant.

See below for overview of the rent increase by percentage per year.

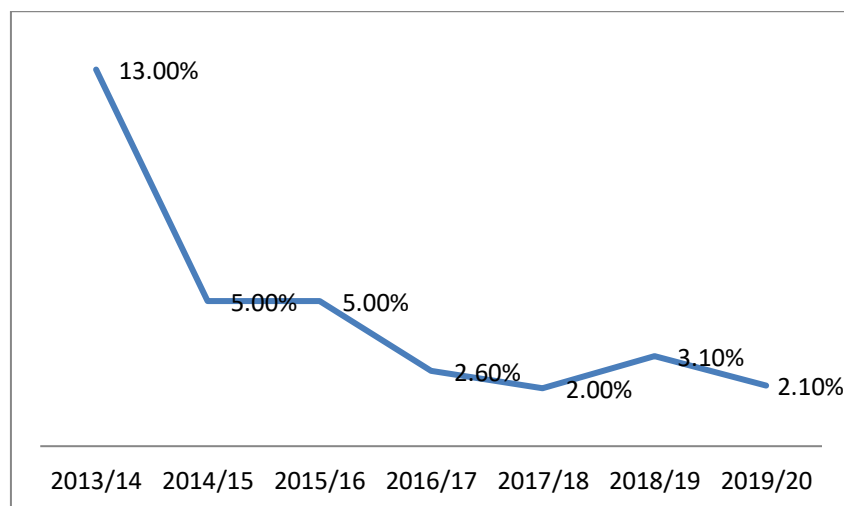


Figure 1 – Rent Increase by percentage

... Average weekly rent by house type are detailed in Appendix 1.

The Department of Infrastructure currently consults with Local Housing Authorities to advise of their suggested percentage increase for the upcoming financial year. For 2020/21 the Authority have suggested a maximum of 2% increase, which will have the effect of £1-£2.50 increase per week on the rental element.



<sup>2</sup> Housing Act 1955 Section 49(3)

<sup>3</sup> modern central heating, double glazing, private off-road parking and proximity to amenities

(b) Rent Reinvestment

The rent income received is re-invested in social housing to improve the asset. At the time of this report it is not possible to reinvest in our housing stock from existing budgets or reserves as the housing maintenance reserve is running at a deficit of £331,272 (as at 31<sup>st</sup> March 2019).

Any reinvestment will need to be funded by loans or capital schemes approved by the Board and the Department of Infrastructure.

Allowances are approved by the Department of Infrastructure as a percentage of rental income received, and these are used to fund repairs, refurbishments, and administration costs for the provision of the housing service. A snap shot over the years of the voids is shown at Appendix 2.

...

The 2019/20 allowances have been dictated by the Department of Infrastructure as follows:-

|            | Admin Allowance    | Maintenance Allowance | Community         |
|------------|--------------------|-----------------------|-------------------|
| Percentage | 5.5%               | 25.1%                 | 8.4%              |
| TOTAL      | <b>£123,485.00</b> | <b>£563,45.00</b>     | <b>£29,816.00</b> |

*Figure 2 – 2019/20 Allowances*

Please note that any funding for disabled adaptations is taken from within the maintenance allowance of 3-5%, which equates to a total of £35,513.75 broken down as follows: -

|                 |            |
|-----------------|------------|
| General Housing | £29,177.11 |
| Sheltered       | £6,336.64  |

However, further clarification is required in respect of the figures.

(c) **Rent Arrears**

Rent arrears is showing an upward trend as illustrated below:-

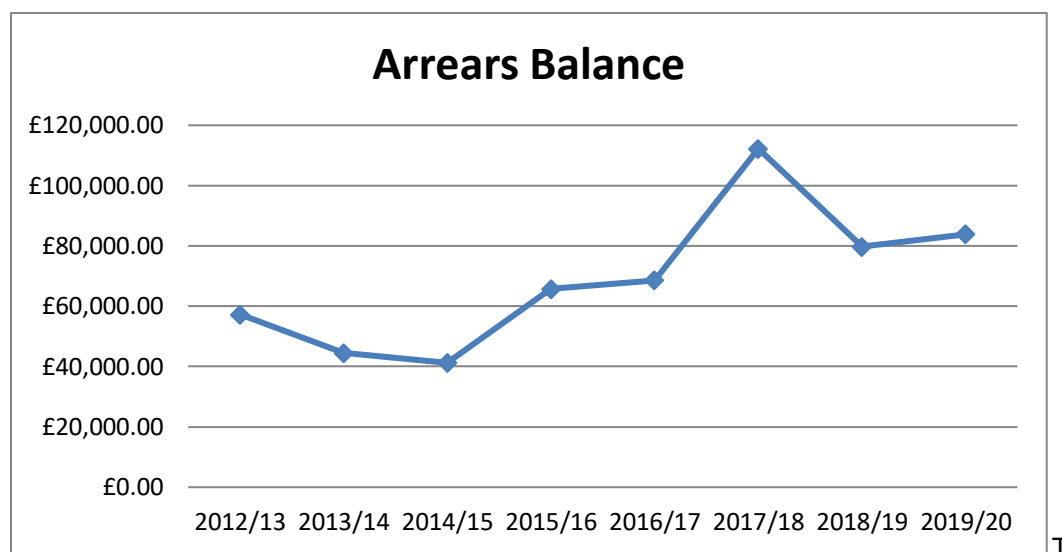


Figure 3 – Arrears Balance Chart

The total current rent arrears for the Authority stands at 4.6% in comparison with 3.7% in 2018.

Of the 164 tenants who are in arrears, 71 pay by cash/card, 22 are paid by Benefits, and 71 pay by direct debit.

The rent arrears process is operated in line with the Public Sector Housing Eviction and Operational Practice and Procedures Guidelines adopted by the Board in May 2019.

(d) **Void Rent Loss**

Housing stock not allocated for rent is a cost pressure to the Authority. The longer a property remains empty, leads to a reduced income stream. The void rent loss is the rent element only and does not include rates or service charges. The total void rent loss for 2018/19 equates to 2% of the total gross income of rent collected.

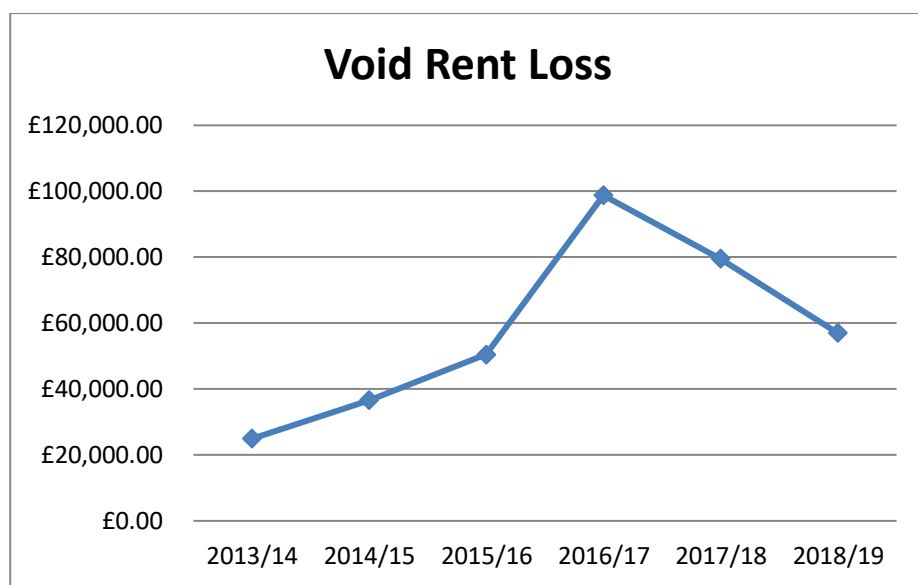


Figure 4 – Void Rent Loss

## 4.2 EXPENDITURE

The local level funding is limited, as this is driven by the rent re-invested in housing repairs, maintenance programmes which are dictated by the allowances agreed by the Department of Infrastructure. Currently day to day maintenance/ repairs are funded through our income and expenditure account for housing.

Funding is dispersed across Central Government Departments, and not all funding programs are open to applications from Local Authorities.

There are additional funding streams available to Local Authorities from Central Government but they have not always been transparent in how additional finance may be received. The housing expenditure is funded via:-

- Allowances granted (maintenance, admin, community allowances)
- Deficiency Payments
- Capital Funding/Loans
- Disabled Adaptations

### (a) Staffing Expenditure

The staffing compliment of the Authority, with the exception of the Property Maintenance Manager and Property Maintenance Officer, is distributed within existing job roles.

Other specialist qualified consultants and contractors are appointed with approval from the Board as and when required for specific purposes.

### 4.3 CAPITAL INVESTMENT

Capital Schemes are programmes which allow for long term investment in to the housing need and demand for the District to meet present day requirements.

Unfortunately, the housing maintenance has been undertaken from the reserves account putting the Authority in to a deficit state rather than using capital and loan schemes.

#### ***Recent Schemes:***

- ❖ Funding for schemes such as new builds and regeneration of existing estates should be met from capital costs by applying for loans through Central Government.
- ❖ External Refurbishment Scheme of 118 properties (School Road, Barrule Drive (Odds), and Nursery Avenue)
- ❖ Reroofing of 62 properties (Hackett Close, Meadow Close, Ballachrink Drive)
- ❖ Replacement Boiler Scheme (411 properties)
- ❖ Replacement Doors and Windows (Heywood Park)
- ❖ Replacement Windows (Springfield Court Phase II)
- ❖ Replacement External Doors (Hewyood Court)
- ❖ Conversion of the former Police Station to 5 social housing units
- ❖ New Build Scheme – 10 Units (Marion Road)

#### ***Future Schemes:-***

- ❖ External Refurbishment of First Avenue
- ❖ External Refurbishment for The Park Houses
- ❖ Kitchen Framework Agreement throughout the general housing stock
- ❖ Electric Mains Board Upgrades and Periodic Testing
- ❖ Springfield Court Refurbishment/Regeneration including lift installations

## 5. MAINTENANCE AND REPAIRS

In considering the maintenance and repairs programmes the Authority has to consider the age, condition, construction method, and inherent defects of the property portfolio. This dictates the priority of the maintenance works, a summary of the construction periods is detailed below:-

### General Housing:

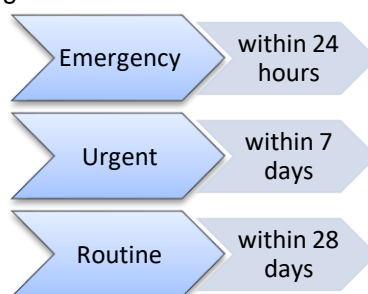
- 7% - Pre-War construction
- 33% - 1940's/50's
- 44% - 1960's/70's
- 16% - 1990's

### Sheltered Housing:

- 30% - 1980
- 38% - 1990's
- 32% - 2002

The Surveyor's Team plan ahead and deliver various activities, as detailed below:-

- (a) **Surveys** - This gives an up-to-date position of the condition of the housing stock. Property inspections are carried out on an opportunistic basis. However, a more formal approach will be provided going forward.
- (b) **Responsive Maintenance** – Generally day to day repairs are required inside the property and are usually event driven by Tenants reporting issues and are to be completed within the following time scales:-



*Figure 5 – Responsive Repairs –Key Performance Indicator*

- (c) **Planned Maintenance** – These are time driven activities which are normally carried out at set or periodic time intervals, such as gutter cleaning and electrical testing.
  - (d) **Cyclical Maintenance** – Annual servicing items, for example electrical testing, the annual servicing of heating systems, fire alarms, lifts.
  - (e) **Voids** – Where an empty property has been returned to stock, following cessation of tenancy. Any works identified will be completed and funded through the housing maintenance budget prior to reallocation.
  - (f) **Programmed Works** – works which are set out as a program to improve the property or estate such as capital schemes. The Surveyor's Department produce an Annual Review of Housing Planned Maintenance Programme and Update, and is attached at *Appendix 3*. This gives timeline guidance for larger works schemes affecting the fabric of the buildings.
- ...

## 5.1 MAINTENANCE EXPENDITURE

Maintenance expenses are the costs incurred to keep the property in good condition or good working order. Comparison charts are detailed below showing the budget vs actual expenditure for general and sheltered housing submitted to the Department of Infrastructure on a quarterly basis.

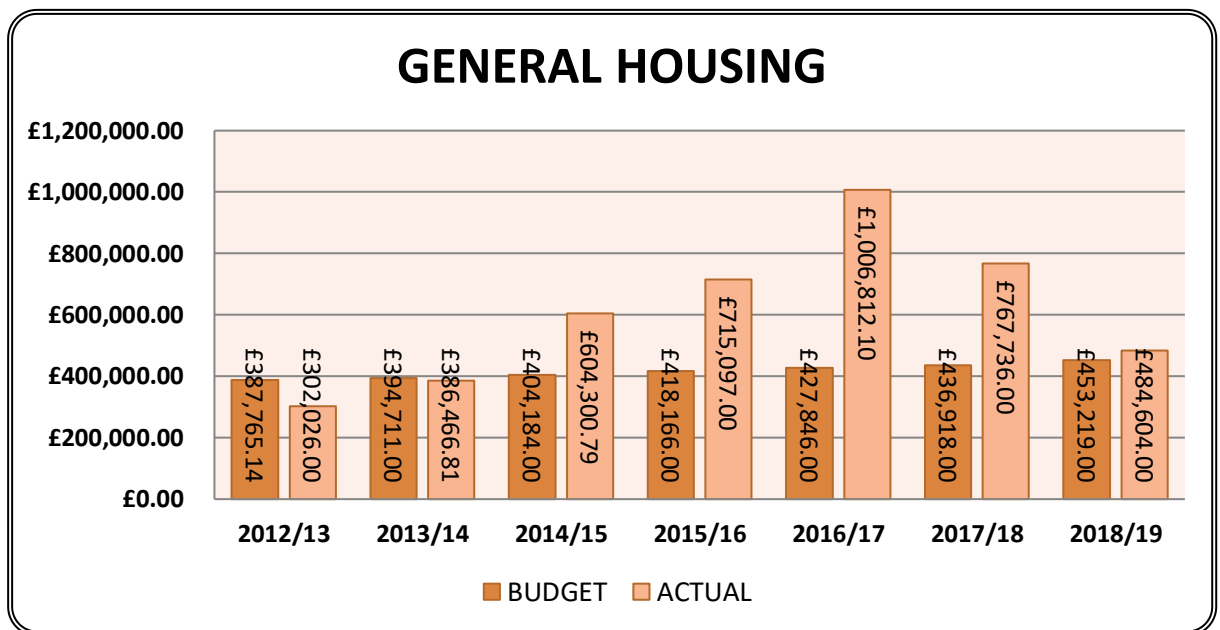


Figure 6 – Maintenance Expenditure – General Housing

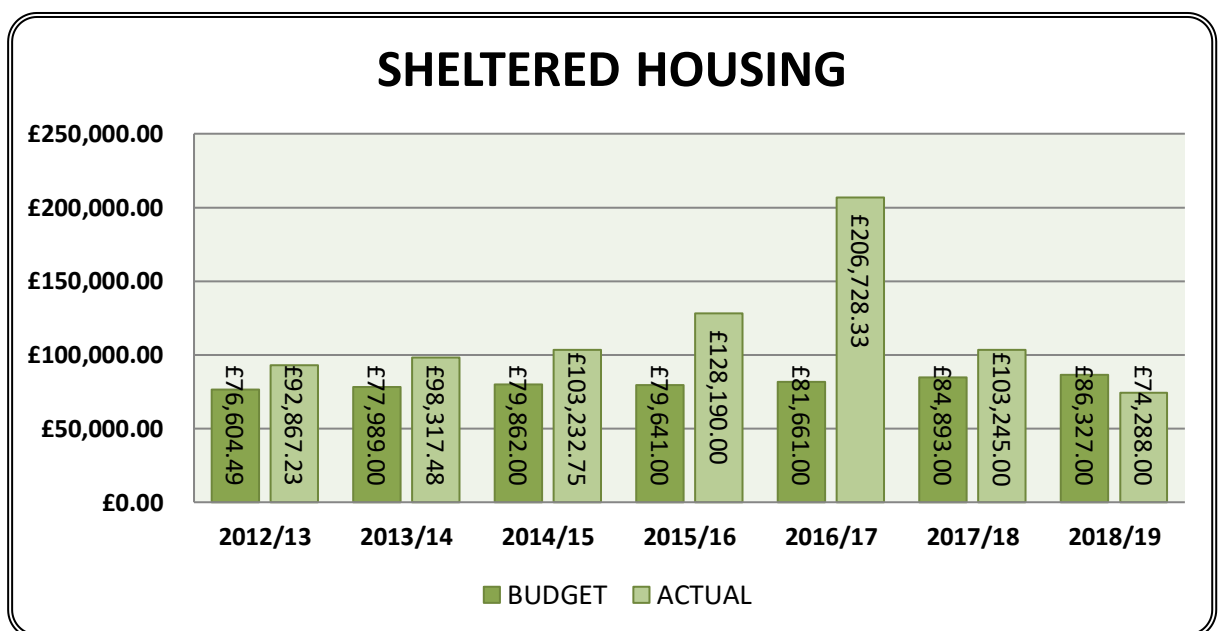


Figure 7 – Maintenance Expenditure – General Housing

## 5.2 VOID MAINTENANCE

Empty properties are called 'voids', and are handed to the Property Maintenance Team to inspect for any maintenance works required before they are re-let. As at the time of the report there are 5 empty properties.

Void re-let times and void maintenance categories are detailed below:-

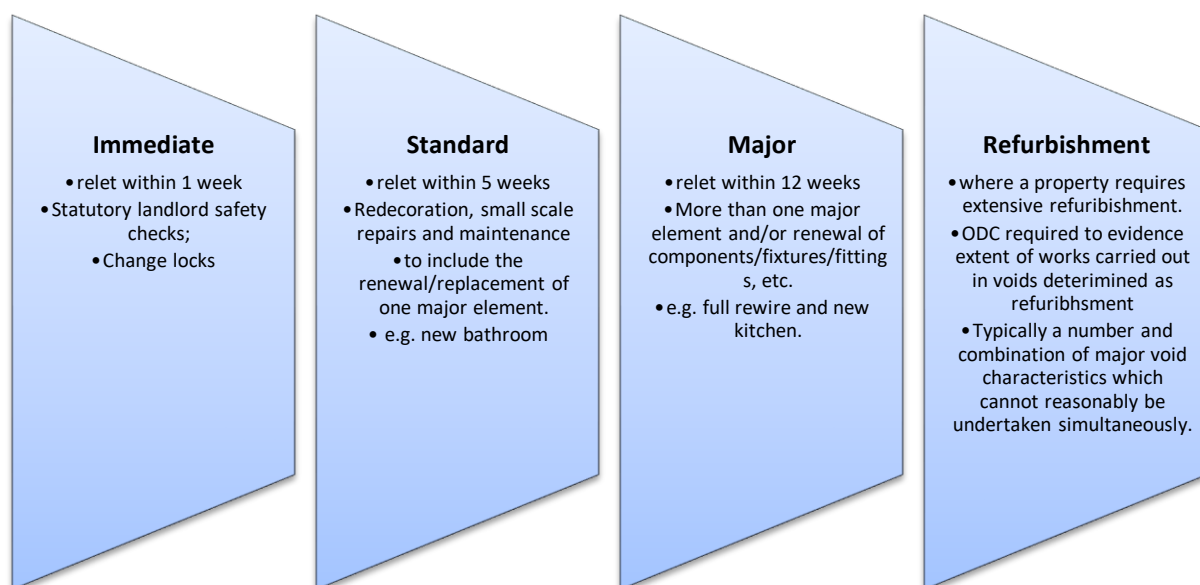


Figure 8 –Void Categories

There have been 268 voids over the last seven years, and the total void cost for the period 2012/13 to 2018/19 is as follows:

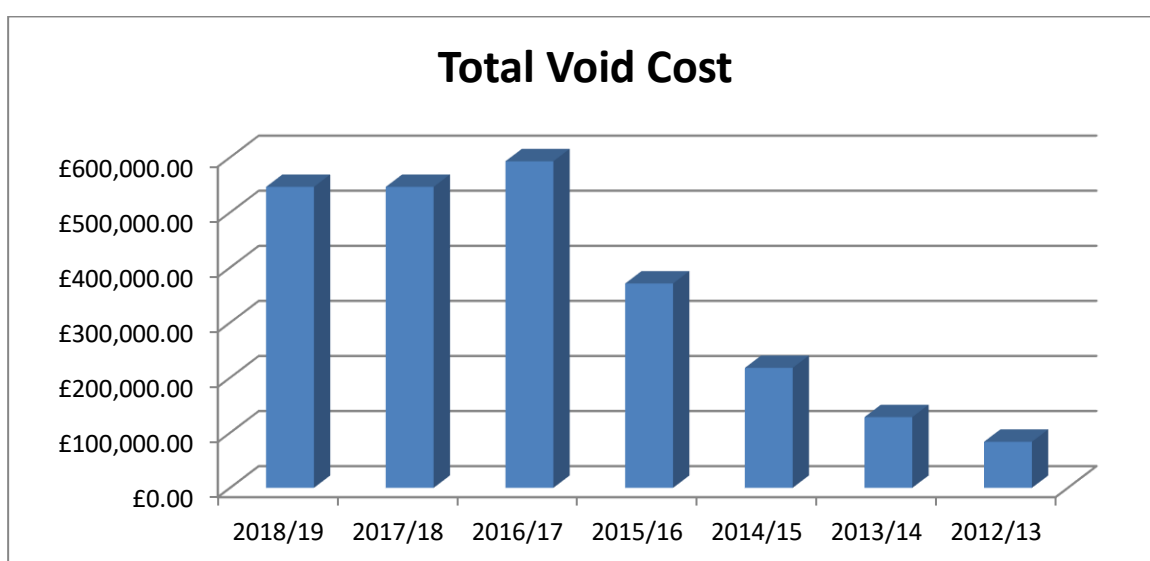


Figure 9 –Void Cost



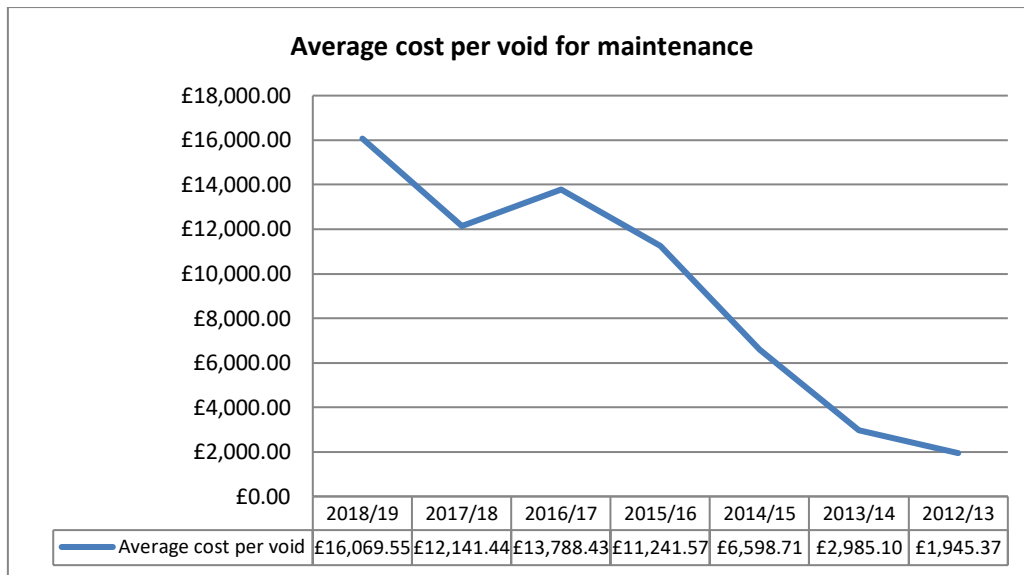


Figure 10 –Void - Average cost per void for maintenance

In 2015/16 there was a rise in transfers being undertaken, as very little estate management had been carried out previously. A number of bungalows had been returned to stock during this time period which enabled residents with significant health and welfare needs to move to appropriate accommodation, releasing their family home for allocation from the housing waiting list.

In reflection, these properties would have benefitted from a capital/loan scheme to carry out the works to limit the impact on the housing maintenance budget.

### 5.3 RESPONSIVE MAINTENANCE

Responsive maintenance is usually event driven by Tenants reporting issues and are to be completed within the following time scales:-

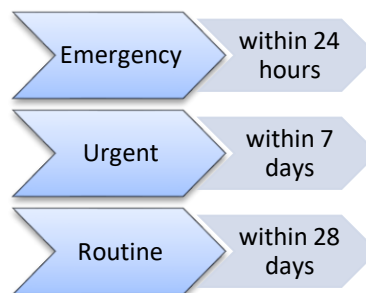


Figure 11 – Responsive Repairs –Key Performance Indicator

There has been a total of 5885 responsive repair orders raised over the last six years, and are detailed below:

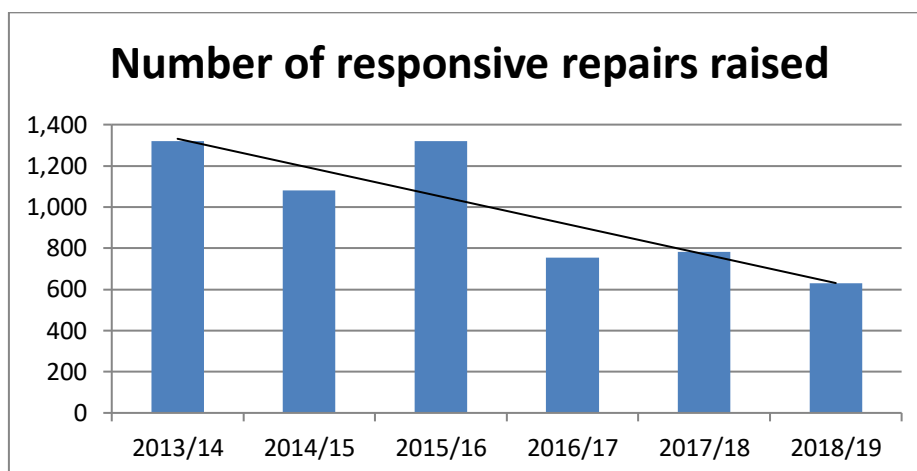


Figure 12 – Responsive Repairs Raised

In 2015/16 property condition inspections were carried out, and resulted in a large number of responsive repair issues being undertaken.

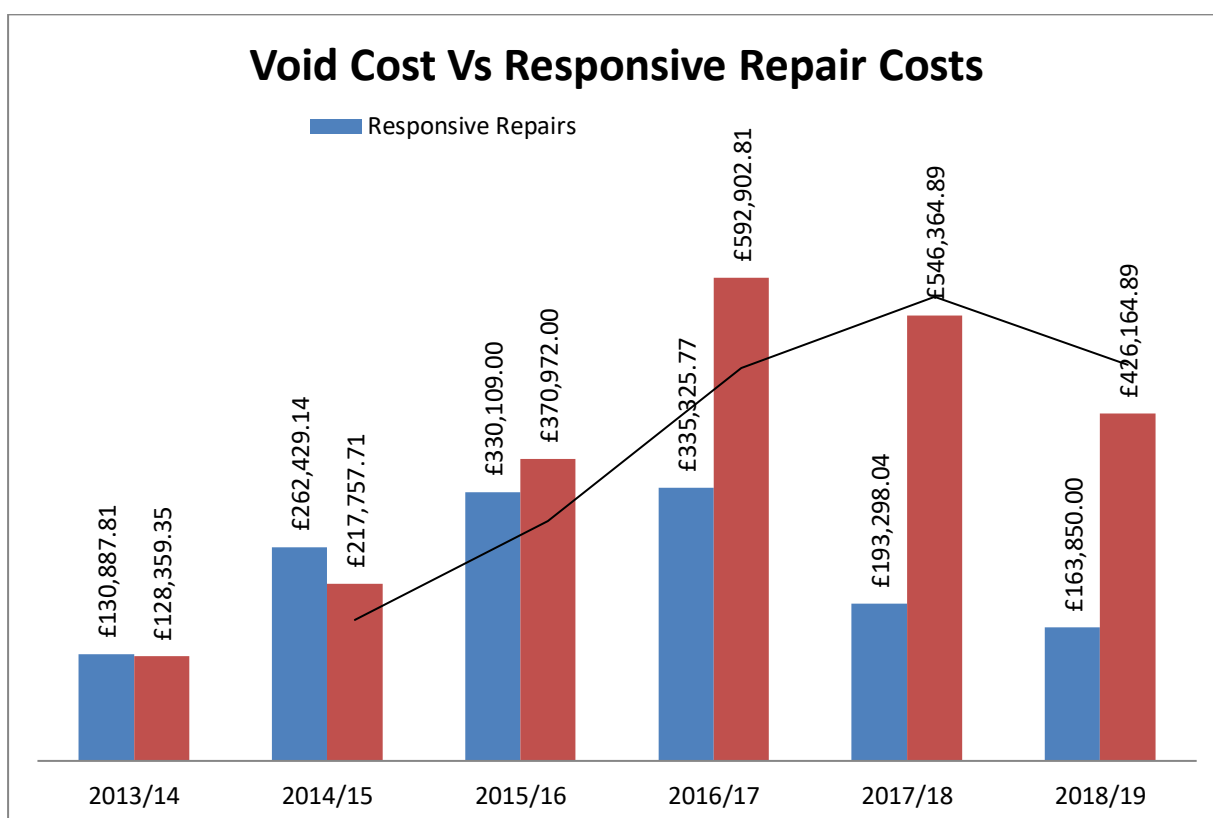


Figure 13 Void Cost vs Responsive Repair Costs

It is depicted that the downward trend shown above will continue.

The voids undertaken are to a high standard and are compliant with the Housing (Standards) Regulations 2017, and has resulted in fewer responsive repair issues being reported, and a reduction in the call-outs to general housing.

## **6. ESTATE AND TENANCY MANAGEMENT**

### **6.1 HOUSING ALLOCATIONS**

The Authority must ensure that the ways of accessing the social housing waiting list and allocating the Commissioners' social housing make the most effective use of the housing stock in identifying and meeting housing need.

A separate transfer list is operated, encouraging movement in the housing stock and enables existing tenants to deal with under/over occupation. This creates sound estate management to ensure that the housing conditions and social factors of the individuals are met.

Allocating properties in this way provides a vacancy chain which allows the Authority to solve the housing needs of several households through one initial transfer led allocation.

The Department of Infrastructure's guidelines suggest that 50% of allocations should be from the transfer waiting list if a need is identified.

### **6.2 HOUSING APPLICATIONS**

It is the Authority's duty to provide information to the public who may be looking for housing and issue advice and also to those who are at risk of becoming homeless. This ensures that the information to hand helps them make informed choices and decisions about the housing options available to them. .

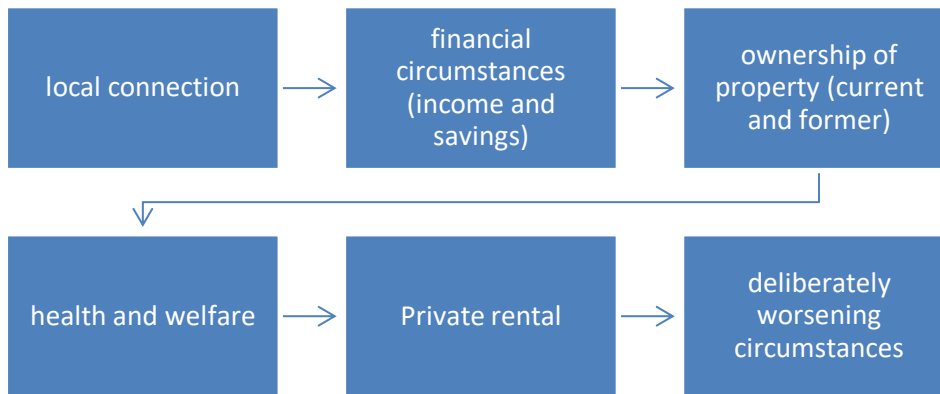
All Housing Authorities on the Island operate under a strict Uniform Acceptance Criteria and Allocations Policy which is approved by Tynwald. This points system captures the true need of each applicant and prioritises accordingly.

The Uniform Criteria<sup>4</sup> is applicable irrespective of whether it is as a stand-alone Authority such as Onchan and Douglas or those operating the shared waiting lists.

Access to the waiting list considers:-

---

<sup>4</sup> As required by Paragraph 1A of Schedule 3 of the Housing (Miscellaneous Provisions) Act 2011 – approved by Tynwald March 2019



From the 2<sup>nd</sup> April 2012 to current date, the housing team have processed 560 housing applications:-

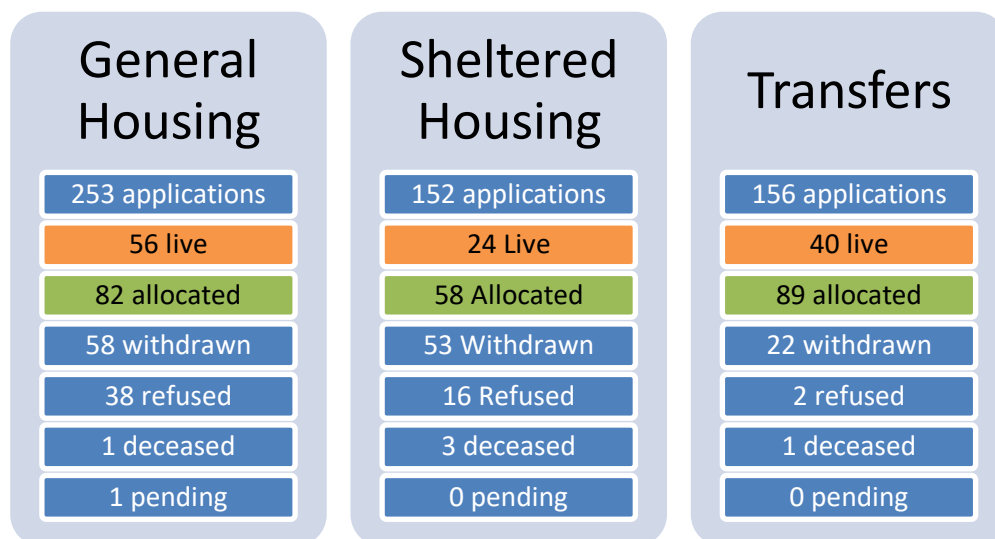


Figure 14 – Housing Waiting List Breakdown

The breakdown is as follows:-

| Housing Waiting List – as at 03/09/19 |       |       |       |       |       |
|---------------------------------------|-------|-------|-------|-------|-------|
|                                       | 1 bed | 2 Bed | 3 Bed | 4 Bed | Total |
| General Housing                       | 26    | 26    | 4     |       | 56    |
| EPC                                   | 18    | 6     |       |       | 24    |
| Transfer Waiting List as at 03/09/19  |       |       |       |       |       |
|                                       | 1 bed | 2 Bed | 3 Bed | 4 Bed | Total |
| Transfer General                      | 5     | 13    | 8     | 5     | 31    |
| Transfer EPC                          | 2     |       |       |       | 2     |
| Transfer Inter-Authority              | 1     | 2     | 4     |       | 7     |

A review of the application lists has been undertaken, which resulted in a number being removed from the waiting lists:-

25% being removed from the general waiting list as they do not comply with the uniform criteria.

8% of applicants being removed from the sheltered housing waiting list due to no response and withdrawals.

#### (a) Shared Housing Waiting Lists

Onchan is not part of the shared housing waiting lists, but the needs of applicants is always considered prior to allocation.

Onchan has a good relationship with all Housing Authorities on the Island and share working practices and documents. The welfare of all applicants is considered as demonstrated by advising of an adapted unit available, which met the housing need of a tenant from another Local Authority.

Onchan works in partnership with other Local Authorities and the Department of Infrastructure and transfers are considered on a needs basis.

### 6.3 TENANCY

Tenancies are issued on a weekly tenancy irrespective of whether there is an open time period, or whether the tenancy would expire through effluxion of time.

#### (b) General Housing

From the 1<sup>st</sup> April 2014 tenancies are granted on a 5 year fixed term. With the tenancy expiring on a fixed date as indicated within the Tenancy Agreement.

**36.75%** of our tenants on fixed term tenancy. Since 1<sup>st</sup> April 2019, 13 tenancies have been renewed.

#### (c) Elderly Persons Housing

No fixed term tenancy applies to the provision of sheltered housing. However at the recent Local Authority Sheltered Housing Manager's meeting it was agreed that the tenancy agreement was overdue and a review and consultation process will commence in the near future.

Sustainment of the tenancy may also require work in partnership with others to ensure that those who require extra support know how to access the information. This includes those who are in risk of falling into or are in arrears with their rent, and tenants who may need their home adapted to cope with age, disability or caring responsibilities.

### 6.4 OCCUPANCY

It is important to analyse housing stock occupancy to drive profiling for future need along with the demand from the Housing Application list.

An occupancy audit is issued January of each year, and this ascertains who is living in the property, and gives indication as to any changes to circumstances.

### 6.5 ANTI-SOCIAL BEHAVIOUR (ASB)

Anti-social behaviours are actions that harm or lack consideration for the well-being of others. It has also been defined as any type of conduct that violates the basic rights of another person and any behaviour that is considered to be disruptive to others in society.

As to what constitutes ASB can be subjective. The burden of proof is on the Authority and any partner agencies to provide valid and robust evidence to substantiate the case. If the evidence is regarded as subject to interpretation by the Court the legal process can take some considerable time as the case may be dismissed or adjourned a number of times.

Each matter is considered on a case by case basis, and in line with the Department of Infrastructure's Public Sector Eviction Operational Practice and Procedures previously adopted by the Board.

Over the last 12 months, there have been 4 cases of serious ASB:-

- Case 1 – Now resolved, with involvement from other stakeholders.
- Case 2 – Now resolved, with involvement from other stakeholders
- Case 3 – Proceeded to Eviction Stage
- Case 4 – Going through ODC due process to abate nuisance.

## 7. TENANT SATISFACTION

Both estate and property refurbishment has a knock on effect with long-term benefits such as quality of life for the tenants and improves the standards to which they upkeep their homes.

The tenants currently do not have an input in how they would like to see the estates and the homes be improved.

### 7.1 QUARTRLY STATISTICS

The Authority are required to submit quarterly Standards of Performance statistics to the Department of Infrastructure.

Housing Authorities on the Island are now measured against Key Performance Indicators (KPI's).

The figures inputted use BRIXX<sup>5</sup> assumptions to create a meaningful KPI summary report integral to the returns with live data which is completed by each Housing Authority. This will also highlight financial and administrative pressures which may be felt by the Housing Authority. See *Appendix 4*.

...

The repairs and voids are to be completed within the following time periods:

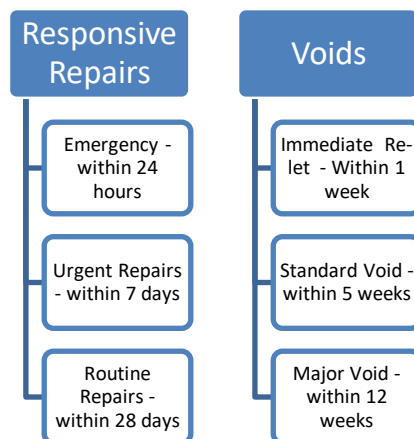


Figure 15 – Repairs Time Periods

<sup>5</sup> BRIXX – Department of Infrastructure Prediction Software for Housing Deficiency Payments

## 8. FUTURE HOUSING

In an attempt to predict potential future housing requirements the age profiling for the population of the District shows:

|                   |   |     |
|-------------------|---|-----|
| 0 - 19 age group  | = | 21% |
| 20 – 39 age group | = | 21% |
| 40 – 59 age group | = | 28% |
| 60 - 80 age group | = | 30% |

The population for Onchan is **9,128 residents**.<sup>6</sup>

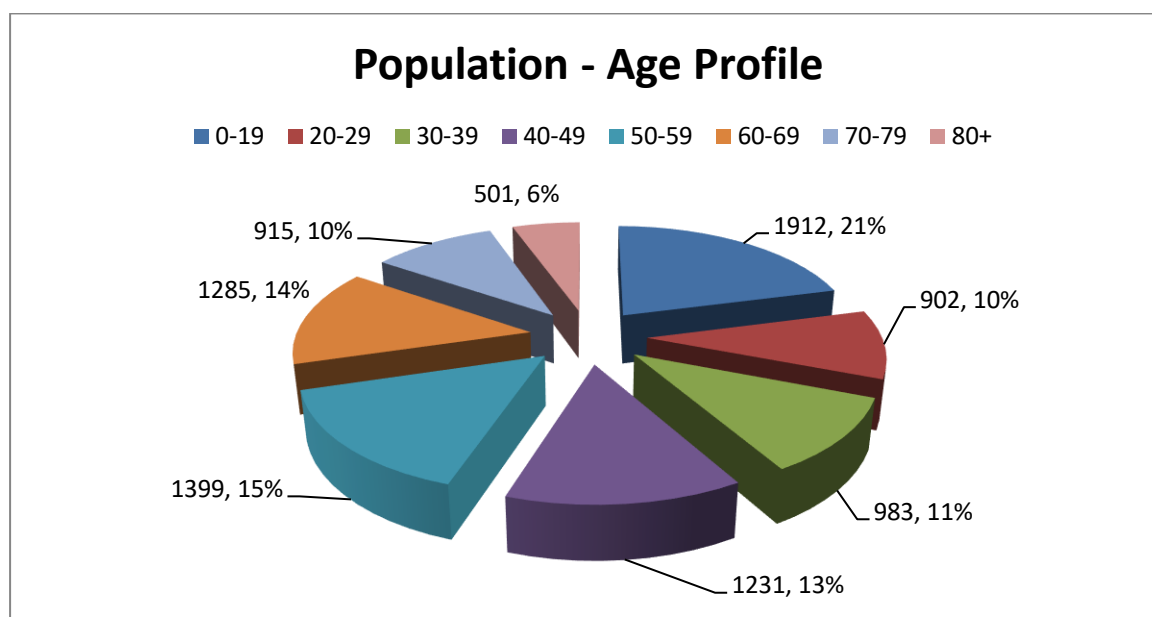


Figure 16 – Population – Age Profile

As evidenced through the annual occupancy audit, the Commissioners housing stock portfolio is currently under occupied:-

| Property Type | Under Occupied | Over-Occupied |
|---------------|----------------|---------------|
| 3 Bed House   | 28.6%          | 5.7%          |
| 2 Bed House   | 68%            | 6%            |

With a further 47% of the housing waiting list being of single persons.

The population demograph shows that consideration needs to be given to future housing needs to meet the demand of single person accommodation, along with care and possible extra-care provision for the older generation.

An element of the future housing need may be addressed under the Isle of Man Strategic Plan, Chapter 8, Housing Policy 5, any new build schemes planned within the District are required to provide 25% for affordable housing, which could be public sector units, mid-rent schemes or first time buyers.

<sup>6</sup> 2016 Isle of Man Census



However, Onchan is landlocked and there are very few opportunities to acquire land for building purposes. Redevelopment opportunities need to be considered to maximise the use of any land that may become available.

## 9. ADMINISTRATION

There is a review being undertaken of the housing structure, process and procedures through the business process mapping exercise, as detailed below:-

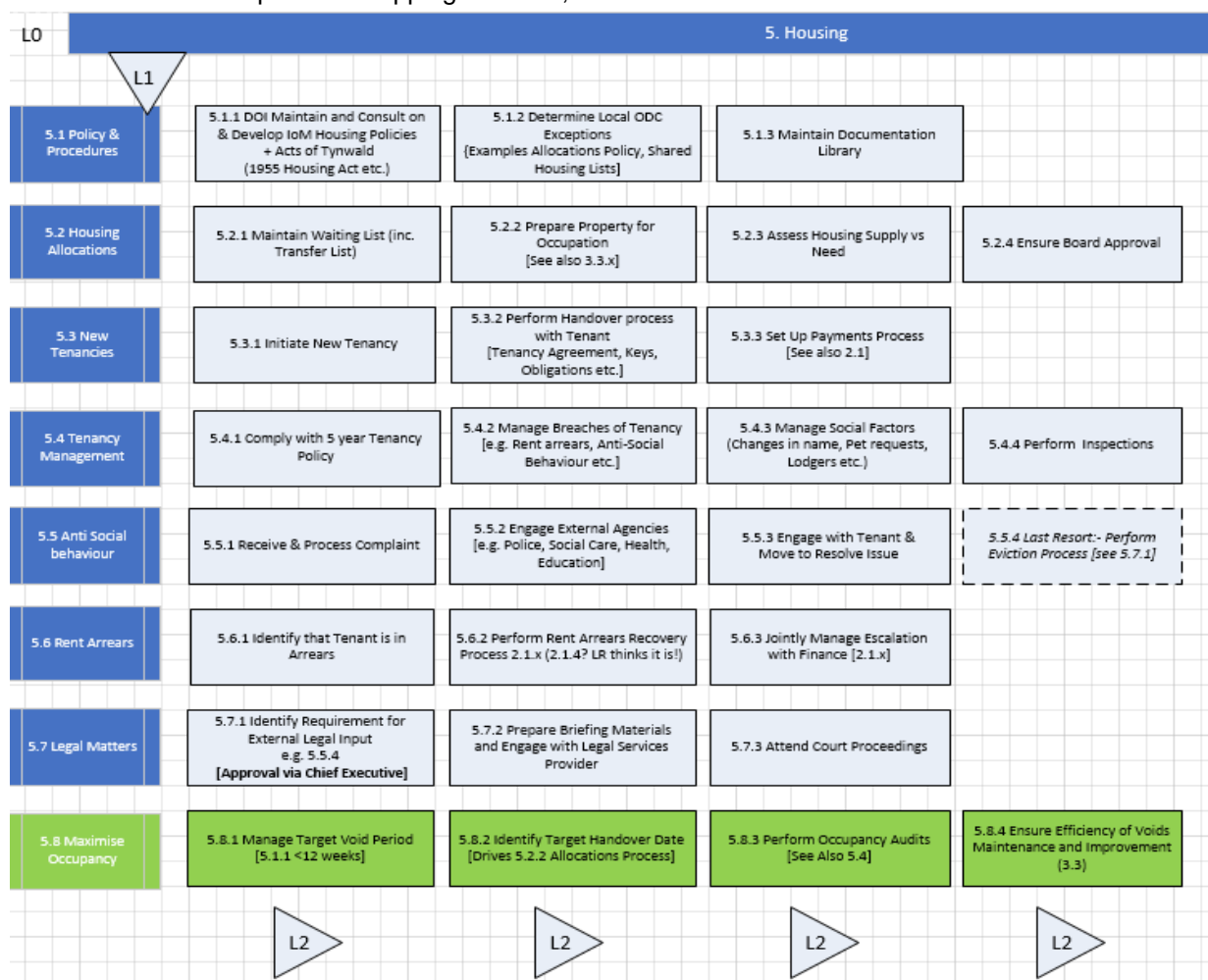
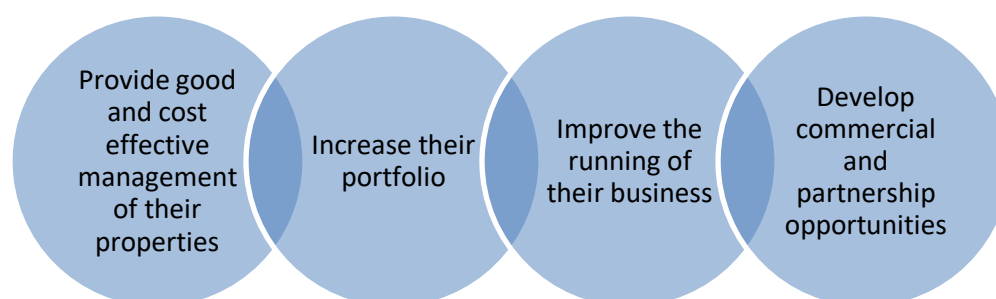


Figure 17 – Housing Process Mapping

The purpose of which is to align with the aims of the housing service to:-



A SWOT<sup>7</sup> analysis was conducted by team members and can be viewed below:



Figure 18 – SWOT analysis

## 9. RECOMMENDATIONS

In conclusion, the report has given an overview of the provision of the housing service over the last 7 years. The recommendations below are submitted for Members consideration:-

### (a) Finance

#### (i) Rental Income

- ❖ Reduce the rental payments “arrears” from 4.6% to less than 2.5%.
- ❖ Establish measures for tighter controls on the levels of rent arrears.
- ❖ Initiating first contact with the tenant a lot earlier in the process.
- ❖ Investigate writing off historic arrears before the end of this financial year.
- ❖ Direct Debits to be signed upon tenancy hand over.
- ❖ Move to tenants paying in advance as per their tenancy agreement.
- ❖ Investigate sharing agreement to create a bad debtors register across the housing authorities.

<sup>7</sup> Strengths, Weakness, Opportunities and Threats.

- (ii) **Staffing**
  - ❖ Increase to full capacity to ensure effectiveness of the provision of the housing service and its management.
  - ❖ Ensure adequate training is provided to meet any knowledge gaps in providing an efficient housing service.

## **(b) Maintenance and Repairs**

- (i) **Inspections**
  - ❖ Instigate rolling inspections of 100 individual properties per annum, to ascertain the stock condition, which will assist in giving an overall picture for future maintenance programmes.
  - ❖ Investigate Re-charge Policy.
- (ii) **Procurement**
  - ❖ Investigations are underway as to what work schemes can be carried out under capital arrangements rather than direct from the Housing Maintenance Funding.
  - ❖ Instigate the refurbishment scheme for Springfield Court Phase 1 and Phase 2.
- (iii) **Framework Agreement**
  - ❖ Investigate what framework agreements are available, e.g. replacement kitchens
- (iv) **Voids**
  - ❖ Quicker turnaround of empty properties to comply with the KPI set by the Department of Infrastructure.
  - ❖ A Review is being undertaken through business process mapping to continue to improve policy and procedures to reduce void cost.

## **(c) Estate and Tenancy Management:**

- (i) **Tenancy Agreements**
  - ❖ That all 60% of general housing tenancies be moved over to the five year fixed term tenancy within the next 5 years.
  - ❖ Tenancies are transferred to five year fixed term tenancies as and when opportunities arise, such as change in name, addition of partner, or there is reason to investigate the tenancy further which highlights changes in circumstances.
  - ❖ Work with the Department of Infrastructure for the review of the Tenancy Agreement for Sheltered Housing.
- (ii) **Future Housing**
  - ❖ Ensure that all new build schemes have 25% new build for affordable housing.
  - ❖ Actively source land for housing.
- (ii) **Documentation**
  - ❖ Review of the suite of documentation throughout the Housing Department, to ensure more user friendly so that it can be easily understood.
- (iii) **Information Technology**
  - ❖ Board support to move to the Civica Housing Management Solution which will assist in tenant engagement and health and safety of employees.

(iv) **Training**

- ❖ A training matrix is being developed and will be implemented in consultation with other Housing Authorities to make sessions cost effective by sharing knowledge.

(v) **Safeguarding**

- ❖ The Department will be offering training and best practice to housing professionals involved with the support of vulnerable tenants. The purpose is to take in to account of the 21 recommendations going before Tynwald in November 2019 for working with vulnerable people.

**(d) Tenant Satisfaction**

- (i) Guidelines for the completion and submission of Public Sector Housing Quarterly Standards of Performance in relation to responsive repairs and housing management.
- ❖ Issue KPIs for responsive repairs and housing management
  - ❖ Visit new tenants within 3 months of allocation
  - ❖ Record number of formal complaints received and resolved in the quarter. (Definitions need to be agreed, as this could be just reporting a repair in the property)

To ensure value for money from our housing stock (including rents and service charges) the diagram below depicts how an efficient and effective management service could be considered.

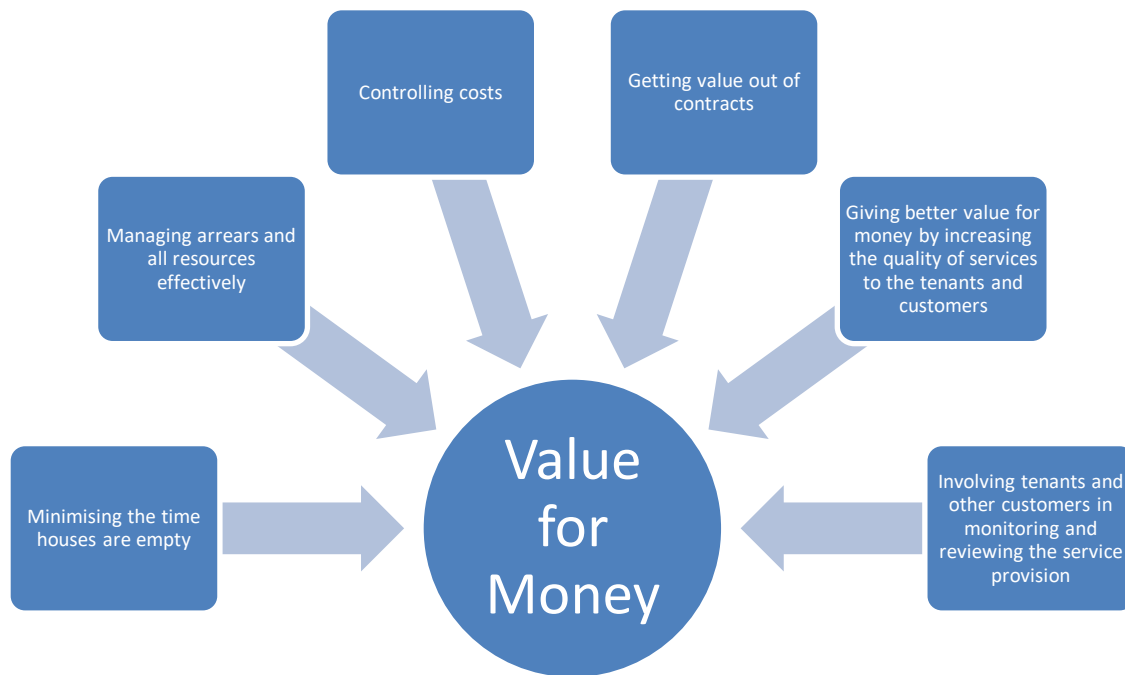


Figure 19 – Value for Money

## Appendix 1 - Rent Increases across the sector

|            |   |
|------------|---|
| April 2013 | 12-13% following adjustments to the pointing criteria |
| April 2014 | 5%  |
| April 2015 | 5%  |
| April 2016 | 2.6% (inflation)                                      |
| April 2017 | 2%  |
| April 2018 | 3.1%  |
| April 2019 | 2.1%  |

### Average Weekly Rent

| House Type<br>Average Weekly<br>Rent | 2019   | 2018   | 2017    | 2016    | 2015    | 2014    | 2013   |
|--------------------------------------|--------|--------|---------|---------|---------|---------|--------|
| 5 Bed House                          | 128.55 | 125.91 | £122.13 | £119.73 | £116.70 | £104.90 | £92.77 |
| 4 Bed House                          | 118.44 | 116.01 | £112.52 | £110.31 | £107.52 | £100.84 | £83.95 |
| 3 Bed House                          | 102.08 | 99.88  | £96.78  | £94.89  | £92.74  | £87.19  | £72.32 |
| 2 Bed House                          | 88.11  | 85.91  | £83.33  | £81.69  | £79.60  | £74.38  | £58.04 |
| 3 Bed Bungalow                       | 92.44  | 93.37  | £90.57  | £88.79  | £85.23  | £81.17  | £66.28 |
| 2 Bed Bungalow                       | 80.70  | 79.03  | £76.65  | £75.15  | £73.44  | £69.53  | £56.75 |
| 1 Bed Bungalow                       | 67.11  | 65.73  | £63.75  | £65.20  | £60.92  | £56.77  | £45.80 |
| 2 Bed Flat                           | 85.49  | 81.79  | £72.21  | £70.80  | £69.49  | £65.30  | £54.28 |
| 1 Bed Flat                           | 65.92  | 64.17  | £62.24  | £61.02  | £59.47  | £54.95  | £45.84 |
| 2 Bed Flat - EPH                     | 84.64  | 82.90  | £80.41  | £78.84  | £60.05  | £72.18  | £59.60 |
| 1 Bed Flat - EPH                     | 66.44  | 65.08  | £63.12  | £61.88  | £77.10  | £61.19  | £51.31 |

## Appendix 2 - Total Void Cost

| Year                  |             |             |             |             |             |            |
|-----------------------|-------------|-------------|-------------|-------------|-------------|------------|
| 2018/19               | 2017/18     | 2016/17     | 2015/16     | 2014/15     | 2013/14     | 2012/13    |
| ↓                     |             |             |             |             |             |            |
| General Housing       |             |             |             |             |             |            |
| 23                    | 34          | 33          | 23          | 19          | 23          | 25         |
| ↓                     |             |             |             |             |             |            |
| Sheltered Housing     |             |             |             |             |             |            |
| 11                    | 11          | 10          | 10          | 14          | 20          | 18         |
| ↓                     |             |             |             |             |             |            |
| Total Properties Void |             |             |             |             |             |            |
| 34                    | 45          | 43          | 33          | 33          | 43          | 43         |
| ↓                     |             |             |             |             |             |            |
| Total Void Cost       |             |             |             |             |             |            |
| £546,364.89           | £546,364.89 | £592,902.81 | £370,972.00 | £217,757.71 | £128,359.35 | £83,650.96 |

**Appendix 3 – Housing Planned Maintenance Programme, Annual Review and Update  
2019**

Document attached.



| <b>QUARTERLY PERFORMANCE FIGURES</b><br><b>Onchan District Commissioners</b>                              |           |   |           |    |          |
|---|-----------|---|-----------|----|----------|
| INDICATOR   | Quarter 1 |   | Quarter 2 |    | Year End |
| Anticipated rental income collected<br>(Target >95%)  | 108.3%    | ✓ | 100.6%    | ✓  |          |
| Overdue rental payments "arrears"<br>(Target <2.5%)   | 15.0%     | ✗ | 16.0%     | ✗  |          |
| Rental loss from empty properties<br>(Target <2%)   | 2.3%      | ! | 2.0%      | ✓  | ##### ## |
| Proportion of stock vacant<br>(Target <2%)  | 1.0%      | ✓ | 0.6%      | ✓  |          |
| Proportion of emergency repairs completed within target time of 24 hours<br>(Target >100%)                | 100.0%    | ✓ | #DIV/0!   | ## |          |
| Proportion of urgent repairs completed within target time of 7 working days<br>(Target > 95%)             | 20.7%     | ✗ | 100.0%    | ✓  |          |
| Proportion of routine repairs completed within target time within 28 days<br>(Target >90%)                | 79.1%     | ✗ | 75.4%     | ✗  |          |
| Proportion of immediate voids completed within 7 days<br>(Target >95%)                                    | 100.0%    | ✓ | #DIV/0!   | ## |          |
| Proportion of standard voids completed within 5 weeks<br>(Target >90%)                                    | 0.0%      | ✗ | 0.0%      | ✗  |          |
| Proportion of major voids completed within 12 weeks<br>(Target >90%)                                      | 25.0%     | ✗ | 33.3%     | ✗  |          |
| Proportion of anticipated maintenance spend in quarter<br>(Trend data only)                               | 89.83%    |   | 114.34%   |    |          |
| Total number of new housing allocations transferees and off waiting list<br>(Trend data only)             | 10        |   | 7         |    |          |
| Average time for relet from maintenance sign-off<br>(Trend data only)                                     | 21        |   | 16        |    |          |
| Total on housing waiting list<br>(Trend data only for those providers not within shared list environment) | 70        |   | 53        |    |          |
| Proportion of surveyed tenants who were satisfied with their repairs service<br>(Target 100%)             |           |   |           |    |          |
| Proportion of surveyed tenants who were satisfied with their management service<br>(Target 100%)          |           |   |           |    |          |