

# Dogfen ir Cyhoedd

## **PWYLLGOR SGRIWTINI CORFFORAETHOL**

**Dydd Iau, 17 Ebrill 2014 (2.00 o'r gloch)**

Gweler ynghlwm yr adroddiad sydd wedi cael ei ddynodi fel *Adroddiad Hwyr* gogyfer y Pwyllgor Sgriwtini Corfforaethol.

**8**                    **UNED CYNNAL A CHADW'R GWASANAETH TAI** (Tudalennau 1 - 162)

Cyflwyno adroddiad ynglyn â'r adolygiad o Uned Cynnal a Chadw'r Gwasanaeth Tai.

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<b>Pwyllgor:</b>	<b>Pwyllgor Sgriwtini Corfforaethol</b>
<b>Dyddiad:</b>	<b>17 Ebrill, 2014</b>
<b>Teitl yr Adroddiad:</b>	<b>Dyfodol yr Uned Cynnal Adeiladau yn y Gwasanaeth Tai (a elwir hefyd yn Sefydliad Llafur Uniongyrchol neu DLO)</b>
<b>Deilydd Portffolio:</b>	<b>Cynghorydd Kenneth P Hughes</b>
<b>Pennaeth Gwasanaeth:</b>	<b>Shan L Williams, Pennaeth Gwasanaethau Tai</b>
<b>Awdur yr Adroddiad:</b>	<b>Shan L Williams</b>

## 1.0 Cyflwyniad

- 1.1 Cynhaliwyd gwerthusiad opsiynau cynhwysfawr o ddyfodol y Gwasanaeth Trwsio sy'n rhan o'r Gwasanaeth Tai yn ystod chwarter 4 2013 – 2014, ar ôl nodi bod angen trawsnewid a moderneiddio'r gwasanaeth Cynnal Adeiladau.
- 1.2 Rhennir yr adroddiad hwn yn ddwy ran. Mae rhan 1 yn ymwneud ag adolyu'r gwasanaeth cyfredol yn yr Uned Cynnal Adeiladau a chynllunio gweithredu gwasanaeth cyfredol tra bod rhan 2 yn canolbwyntio ar y Cynllun Busnes tymor canol ar gyfer y Gwasanaeth Trwsio.

## 2.0 Rhan 1 – adolygiad o wasanaeth cyfredol yr UCA

### 2.1 Opsiynau posib ar gyfer Model Gwasanaeth

Mae nifer o opsiynau gwahanol y gallai Cyngor Sir Ynys Môn eu hystyried fel ei fodel cyflawni ar gyfer ei wasanaethau trwsio yn y dyfodol ac edrychwyd ar yr isod mewn peth manylder:

#### 2.1.1 Cadw'r gwasanaeth yn fewnol gyda'r rhaniad cyfredol rhwng y cleient / contractor, ond gweithio yn y dyfodol ar sail egwyddorion partneru a pharhau i foderneiddio'r gwasanaeth:

Mae cadw'r gwasanaeth yn fewnol yn golygu bod Ynys Môn yn gallu cadw rheolaeth o'r gwasanaeth a ddarperir i gwsmeriaid a chyfrifoldeb hefyd am gyflawni'r weledigaeth y mae'n rhaid i'r Gwasanaeth Tai ei gwireddu. Mae rhaniad rhwng cleient / contractor wedi ei feirniadu'n hallt yn y gorffennol gan y Comisiwn Archwilio, y Sefydliad Tai Siartredig a Swyddfa Archwilio Cymru ac felly byddai'n rhaid cael dadl gref ac achos busnes cadarn i gyfiawnhau ei gadw. Mae Solutions for Housing yn awgrymu na ellid ond gwneud hyn pe bai uwch swydd reoli yn cael ei chreu i oruchwylio gwaith y sefydliad llafur

uniongyrchol ac ochr y cleient, gan ddod â'r ddwy ochr ynghyd fel eu bod yn gweithio fel un tîm o ran gwasanaethau trwsio. Fodd bynnag, gallai hynny fod yn ddrud ac efallai y byddai'n anodd mesur pa werth ychwanegol fyddai i'r cwsmeriaid a'r gwasanaeth o ganlyniad. Byddai angen cynllun busnes tymor canol i ddangos ymarferoldeb a byddai angen i'r gwasanaeth fwrw ymlaen gyda'i Raglen moderneiddio. Byddai'n hawdd allanoli'r opsiwn hwn yn y dyfodol pe na bai'n cwrdd â'r safonau gofynnol o ran perfformiad a gwasanaethau cwsmer i'r dyfodol.

**2.1.2 Cadw'r gwasanaeth yn fewnol ond cyfuno'r swyddogaethau cleient a contractor a moderneiddio'r gwasanaeth,** wedi ei gefnogi gan gynllun busnes tymor canol ar gyfer yr SLIU i sicrhau y gellir cyflawni'r weledigaeth, yr amcanion a'r gofynion perfformio ar gyfer y gwasanaeth.

Byddai hyn yn golygu ailstrwythuro'r gwasanaeth atgyweirio ac uno'r timau cleient a contractor yn un tîm atgyweirio. Byddai ailstrwythuro yn gofyn hefyd am adolygu'r trefniant swyddfeydd cyfredol oherwydd y byddai'n rhaid i dimau sydd gan mwyaf yn gweithio gyda'i gilydd gael eu lleoli'n agos at ei gilydd. Byddai hyn hefyd yn osgoi'r perygl i'r 'bathodyn teitl newid ond nid y person'. Byddai hyn yn ei natur yn sicrhau agwedd un tîm tuag at atgyweirio a byddai'n weddol hawdd i'w integreiddio gyda gweddill y Gwasanaeth Tai. Byddai Cyngor Ynys Môn yn cadw'r rheolaeth derfynol dros y gwasanaeth sy'n cael ei ddarparu i'w gwsmeriaid ond hefyd y cyfrifoldeb am gyflawni'r weledigaeth a osodwyd ganddo. Byddai'r gwasanaeth hwn wedi ei uno yn osgoi'r problemau sylweddol sydd yn y strwythur presennol fel: dyblygu tasgau o ganlyniad i'r gwasanaeth yn cael ei rannu, cyfathrebu gwael, perthnasau gwrthwynebus, diffyg meddwl cydlynus ar draws y gwasanaeth atgyweirio a diffyg aleiniad strategol gyda gweledigaeth y Gwasanaeth Tai. Byddai angen cael cynllun busnes tymor canol i arddangos ymarferoldeb a byddai angen i'r gwasanaeth barhau gyda'i raglen moderneiddio. Byddai'r opsiwn hwn yn rhoi sylw uniongyrchol i bryderon Swyddfa Archwilio Cymru.

**2.1.3 Allanoli ochr y contractor yn unig i contractor allanol,** h.y. allanoli'r gwasanaeth trwsio ar gyfer cwsmeriaid ond cadw'r ochr cleient sy'n rheoli'r gwasanaeth yn fewnol. Nodyn: gallai'r opsiwn hwn olygu bod y contractor yn cymryd galwadau uniongyrchol gan gwsmeriaid yn dibynu ar ofynion Ynys Môn.

Byddai hyn yn golygu y byddai'n rhaid i'r Cyngor gynnal ymarfer caffael i allanoli ochr y contractor o'r gwasanaeth i contractor allanol, ond gyda'r ochr cleient yn parhau yn fewnol ond gyda strwythur gwahanol o bosibl na'r hyn sydd iddo ar hyn o bryd. Gallai Ynys Môn ddewis ymarfer fyddai'n cydymffurfio'n llawn o ran OJEU, neu mae yna'r opsiwn hefyd o ddefnyddio fframwaith caffael sy'n bodoli ac a fyddai'n llai costus ond efallai y byddai'n

profi i fod yn gyfyngus o ran y gallu i ganolbwyntio'r contract yn benodol ar anghenion Ynys Môn. Byddai hefyd gostau parhaol posib o ddarparu'r gwasanaeth trwy gytundeb fframwaith ac os defnyddir hwn, fel arfer byddai 3% o werth y contract blynyddol yn daladwy i'r fframwaith ei hun.

Gallai Ynys Môn ddewis o ystod o opsiynau o wasanaeth yn cael ei reoli'n llawn i un lle bo'r landlord cymdeithasol yn cymryd rhan fwy gweithredol. Mewn trefniant lle ceir rheolaeth lawn er enghraifft, byddai'r contractwr yn derbyn galwadau'n uniongyrchol gan y cwsmer ac yn codi'r gwaith ar ei system, yna yn rhyngweithio'n ôl gyda system y cleient mewn 'amser go iawn'. Byddent yn cynnal arolygiadau cyn ac ar ôl gwneud y gwaith, gyda'r cleient hefyd yn gorfod gwneud rhyw lefel o arolygiad cyn i'r gwaith gael ei wneud er mwyn sicrhau eu hunain o ansawdd y gwaith a wnaed. Ni fyddai angen gwneud archwiliadau blaenorol ond ar gyfer gwaith cymhleth y tu allan i'r gwaith arferol, neu waith fyddai uwchben rhyw drothwy ariannol penodol. Fel arall, efallai y byddai landlord cymdeithasol eisiau cymryd rôl fwy gweithredol a gellid sicrhau hyn drwy i'r landlord gymryd galwadau gan gwsmeriaid threfnu apwyntiadau penodol gyda'r contractwr.

Gellir hefyd ystyried gwahanol strwythurau o gontractau yn cynnwys cyfrifo llyfr agored, contract gyda chyfraddau, contractau Gwerth Archeb Ganolradd, neu bris craidd penodol ar gyfer gwaith atgyweirio penodol, ond nid ar gyfer pob gwaith, gyda gweddill y gwaith atgyweirio'n cael ei gytuno ar sail cyfraddau penodol. Gellid hefyd ystyried mathau eraill o gymhelliant fel trefniant colled/mantais lle y gallai'r contractwr elwa'n ariannol os ceir lefelau uchel o berfformiad, neu yn gweld lleihad yn ffi'r contract os na fyddai'r safon yn cael ei gyrraedd. Yn ddelfrydol, byddai hyn yn seiliedig ar gerdyn sgorio cytbwys lle bod mesurau ar gyfer cost ansawdd perfformiad ac effeithlonrwydd o safbwynt boddhad y cwsmer yn cael eu cyflawni cyn bod 'mantais' ariannol yn cael ei thalu.

O ran pa mor atyniad fyddai gwaith Ynys Môn i gontractwr allanol, rhaid cymryd lleoliad daearyddol i ystyriaeth. Mae contractwyr i raddau yn rhoi eu bidiau mwyaf cystadleuol i mewn ar gyfer ardaloedd lle y maent eisoes yn gweithio ynddynt, sydd wedyn yn sicrhau arbedion o ran maint i'r contractwr. Dylid nodi nad oes ond Lovell Homes yn gweithio yn ardal Gogledd Cymru a hynny ar gontract adeiladu newydd yn hytrach nag atgyweirio ond mae nifer o gontractwyr sy'n gwneud contractau gwasanaethu ac atgyweirio yng nghyswllt nwy yn yr ardal.

Byddai'n rhaid ystyried materion TUPE ar gyfer gweithlu uniongyrchol y Cyngor a rhaid ystyried gwneud adolygiad manwl o'r materion hyn ar gyfnod cynnar yn natblygiad unrhyw gynllun prosiect i allanoli'r gwasanaeth.

#### **2.1.4 Allanoli'r ochr cleient cyfan, gwasanaeth trwsio a'r gwasanaeth trin offer nwy i contractor allanol a cwmni rheoli Contract proffesiynol .**

Nodyn: efallai y bydd hynny'n golygu cymryd galwadau yn uniongyrchol gan gwsmeriaid yn dibynnu ar ofynion Ynys Môn.

Byddai hyn yn golygu allanoli'r gwaith atgyweirio i contractwr allanol, ond hefyd allanoli'r gwaith rheoli cleient i gwmni rheoli contract proffesiynol. Byddai angen lefel isel o amser uwch reolwr yn Ynys Môn i reoli'r trefniant hwn a thrwy hynny ryddhau'r landlord i ganolbwyntio'n hollol ar faterion rheoli tai. Byddai hyn, fodd bynnag, yn golygu y byddai'r landlord yn colli rheolaeth o'i wasanaeth atgyweirio ond gellid lliniaru hyn drwy sicrhau cerdyn sgorio cytbwys i contractwr i'w gyflawni a'r cwmni rheoli contract i sicrhau ei fod yn cael ei ddarparu, gyda chysylltiadau posibl i gynnig cymhelliant.

#### **2.1.5 Allanoli rhannau o'r gwasanaeth e.e. allanoli'r gwasanaeth trin offer nwy o bosib, ond cadw'r gwasanaeth trwsio cyffredinol yn fewnol, neu 'vice versa'.**

Gallai opsiynau posib eraill gynnwys allanoli elfennau eraill o'r gwasanaeth, gan gynnwys y swyddogaeth storffeydd, i sicrhau gwell gwerth am arian fel y gwnaed gan lawer o landlordiaid tai cymdeithasol eraill:

Byddai hyn yn golygu ymarfer caffael fyddai'n gweld darparwr gwasanaeth arall yn darparu elfen o'r busnes. Yn fwyaf cyffredin byddai hyn o fewn y gwasanaeth nwy, neu'r swyddogaethau storffeydd ac y mae'r rhain wedi eu darparu'n ddiweddar o fewn Gogledd Cymru ar brisiau cystadleuol iawn. Byddai hyn yn ei gwneud yn bosibl i'r Gwasanaeth Tai gadw rhannau o'r gwasanaeth sy'n perfformio gryfaf ac allanoli meysydd nad ydynt mor gryf, neu'r rhai lle y gellid dangos gwell gwerth am arian trwy iddynt gael eu darparu y tu allan i'r gwasanaeth.

#### **2.1.6 Creu menter ar y cyd gyda contractor lle mae gan y Cyngor fudd yn yr endid cyfreithiol.**

Mae opsiwn menter ar y cyd yn rhywbeth yn y canol rhwng gwasanaeth atgyweirio mewnol ac allanol.

Byddai menter ar y cyd yn golygu creu endid cyfreithiol ar wahân lle y byddai gan y contractwr atgyweirio a'r Cyngor ran, ond lle byddai'r contractwr yn rheoli'r gwaith o redeg y gwasanaeth o ddydd i ddydd. Byddai'r opsiwn hwn yn caniatáu i'r Cyngor elwa o arbenigedd contractwr preifat / masnachol tra hefyd yn rhoi iddo fantais ariannol posibl pe bai'r arbedion yn cael eu cyflawni wrth ddarparu'r gwasanaeth. Un opsiwn arall sy'n bosibl yw cael menter ar y cyd gyda landlord cymdeithasol cofrestredig arall.

Byddai angen cael cytundeb rheoli cynhwysfawr rhwng y partion i sicrhau y byddai cyfrifoldebau pob parti wedi eu ddiffinio'n glir. Fel arfer byddai

systemau TG y contractwr yn cael eu defnyddio. Mae hwn, felly, yn creu perygl pa na bai'r fenter ar y cyd yn llwyddiannus.

### 2.1.7 Sefydlu model menter gymdeithasol ar gyfer gwneud gwaith trwsio

Busnes yw menter gymdeithasol sy 'n masnachu i bwrpas cymdeithasol ac/neu amgylcheddol. Daw'r mwyafrif o'i incwm drwy fasnachu nwyddau a gwasanaethau ac ni all ond ailfuddsoddi ei wargedau mewn meysydd sy'n dilyn ei nodau cymdeithasol. Byddai'r rhain fel arfer yn endid cyfreithiol ar wahân megis CIC (Cwmni Budd Cymunedol) neu yn IPS (Cymdeithas Ddiwydiannol a Darbodus) gyda bwrdd ar wahân â throsolwg ohonynt. Byddai hyn yn ffordd hollol newydd o redeg y gwasanaeth a dylid nodi nad oes unrhyw fenter gymdeithasol ar hyn o bryd mewn bodolaeth i wneud gwaith atgyweirio i landlord tai cymdeithasol ac felly byddai angen i Ynys Môn greu ei fodel gweithredol allan o ddim ac fe allai hynny fod yn gostus o ran yr adnoddau sydd eu hangen i'w ddatblygu. Byddai'r opsiwn hwn hefyd yn dal i gadw rhaniad cleient / contractwr a byddai TUPE yn fater fyddai angen sylw.

### 2.1.8 Model **gwasanaeth diwastraff** yn seiliedig ar ddull arloesol Wrekin Housing ar gyfer gwneud gwaith trwsio ar yr un diwrnod, yn seiliedig ar egwyddorion meddwl yn ddiwastraff.

Un datblygiad diweddar gyda darparu gwaith trwsio tai cymdeithasol yw gwasanaeth trwsio yr un diwrnod Wrekin Housing. Mae hwn wedi ei fodelu ar fodel yr AA gyda'i waith yn helpu gyda cheir yn torri i lawr ac mae'n sicrhau presenoldeb mewn nifer uchel iawn o waith trwsio a bod y gwaith hwnnw'n cael ei wneud yr un diwrnod â phan yr adroddir amdano. Mae cwsmeriaid Wrekin Housing wedi adrodd yn ôl am lefelau uchel iawn o foddhad gyda'r gwasanaeth hwn. Byddai hyn yn golygu y byddai'r gwasanaeth yn bennaf yn rhedeg ar sail gwasanaeth argyfwng parhaol, ond gyda'r hyblygrwydd i dderbyn apwyntiadau lle byddai tenantiaid yn gofyn amdanynt. Byddai hyn yn cael ei ddarparu drwy ddefnyddio SLIU yn cael ei ddarparu'n fewnol, ond yn gweithio gyda model gweithredu hollol wahanol i'r hyn a geir ar hyn o bryd.

Gellir gweld gwerthusiad opsiynau manwl yn yr adolygiad o'r DLO - adroddiad Solutions for Housing dyddiedig Chwefror 2014 – **gweler atodiad 1**

### 2.2 Mae'r canlyniadau o'r ymarfer gwerthuso hwn wedi casglu mai'r opsiwn a fyddai'n cynnig y manteision mwyaf posib i'r gwasanaeth am gost rhesymol yw **cadw' r gwasanaeth yn fewnol, ond cyfuno'r timau cleient a chontractwr i greu un gwasanaeth trwsio, gan foderneiddio a trawsnewid y gwasanaeth ar yr un pryd.**

#### 2.2.1 Ystyriwyd mai hwn oedd yr opsiwn cryfaf oherwydd yr isod:

- **Perchnogaeth** - dan yr opsiwn hwn byddai Ynys Môn yn cadw perchenogaeth a rheolaeth lawn o'r gwasanaeth (yn hytrach na'i allanoli i gontractwr allanol i ddarparu'r gwasanaeth), gan sicrhau bod gwasanaethau lleol yn cael eu darparu gan bobl leol. Trwy gadw perchnogaeth lawn, gall y gwasanaeth hefyd sicrhau ei fod yn cydweddu'n gyfan gwbl â gweledigaeth ac amcanion strategol y Cyngor;
- **Hyblygrwydd** – mae cadw'r gwasanaeth yn fewnol yn cynnig mwy o hyblygrwydd i'r Gwasanaeth Tai nag y byddai allanoli, a fyddai'n golygu gorfod cael manylebau contract cadarn. Tybir y byddai gan wasanaeth mewnol fwy o allu i ymateb yn sydyn i faterion sy'n codi heb orfod ailtrafod y contract (gan gynnwys y posibilrwydd o daliadau ychwanegol) gyda chontractwr allanol;
- **Gwerth am Arian** – byddai'r opsiwn yn sicrhau bod yr holl adnoddau sydd ar gael yn cael eu gwario ar y stoc dai, yn hytrach na bod cyfran yn cael ei dalu ar gyfer elw'r contractwr. Tybir bod targed arbedion o leiaf £250k bob blwyddyn yn bosib yn sgil cadw'r gwasanaeth yn fewnol. Blaenoriaeth y gwasanaeth fyddai canolbwyntio ar y cwsmer, yn hytrach na chael ei yrru gan elw, ond ar yr un pryd cydnabuwyd bod angen i'r gwasanaeth mewnol ddatblygu craffter masnachol gwell a gwneud defnydd mwy effeithiol o adnoddau. Gallai'r Gwasanaeth Tai gadw unrhyw arbedion a wneid;
- **Y Gwasanaeth Integredig** - trwy gyfuno'r swyddogaethau cleient a chontractwr a dod â nhw yn agosach i'r Gwasanaeth Tai yn ei gyfanrwydd, roedd teimlad y gallai'r gwasanaeth weithredu fel un tîm yn y dyfodol, gan oresgyn y problemau cyfredol gyda chyfathrebu, blaenoriaethau gwahanol, rhwystredigaeth ymysg staff a diwylliant o weld bai. Byddai'r gwasanaeth newydd yn gweithio ar egwyddorion gweithredu fel tîm o fewn cyd-destun o weithio tuag at y nod o gael gwasanaethau ardderchog;
- **Risg** – mae'r opsiwn hwn yn osgoi'r risg y gallai contractwr allanol fynd i'r wal;
- **Atebolrwydd** - byddai atebolrwydd clir oherwydd y byddai'r gwasanaeth cyfun newydd yn gyfan gwbl gyfrifol am gwrdd â'i gynllun busnes a chyflawni ei weledigaeth a'i amcanion strategol. Byddai uwch reolwyr yn cael eu dal yn gyfrifol am eu penderfyniadau, eu gweithredoedd a pherfformiad eu gwasanaethau;
- **Materion Rheoleiddiol** – bydd yr opsiwn hwn yn rhoi sylw uniongyrchol i bryderon a fynegwyd mewn adroddiad gan Swyddfa Archwilio Cymru yn 2012 ac mewn adroddiad Adolygu a Gwerth am Arian gan Solutions for Housing yn 2012.

### 3.0 Gofynion y mae'n rhaid cwrdd â nhw

- 3.1 Wrth argymhell yr opsiwn hwn, mae'r Pennaeth Gwasanaethau Tai wedi pennu nifer o ofynion y mae'n rhaid cwrdd â nhw i roi sicrwydd i'r Cyngor a'i



gydranddeiliaid y gellir darparu gwasanaethau ardderchog i'r dyfodol ac o fewn amserlen resymol. Mae'r gofynion fel a ganlyn:

- i. Rhaid ceisio ailstrwythuro'r gwasanaeth trwsio cyfun arfaethedig newydd yn chwe mis cyntaf 2014/15, gan gydnabod na all rhan helaeth o'r gwaith trawsnewid yn y timau ddigwydd yn ystod y cyfnod hwn ac mae'n bwysig felly bod hyn yn cael ei wneud cyn gynted â phosib ac yr ymgynghorir gyda'r staff fel sy'n angenrheidiol
- ii. Ar ôl yr ailstrwythuro, byddai gan y gwasanaeth cyfun newydd ddwy flynedd i ymsefydlu a gwella perffomiad i gyrraedd y lefelau a ddisgwyllir gan ddarparwr gwasanaethau trwsio ardderchog. Oni lwyddir i gwrdd a'r lefel perffomiad, efallai y bydd y Pennaeth Tai yn dymuno ailystyried allanoli'r gwasanaeth, sef y gwasanaeth trwsio cyfan ( yr elfennau cleient ac chontractwr) ;
- iii. Cynnal adolygiad llety fel bod modd cyd-leoli'r timau o fewn y gwasanaeth cyfun newydd (lle bynnag y gellir gwneud hynny);
- iv. Bod cynllun busnes cynhwysfawr ar gyfer y gwasanaeth newydd sy'n dangos beth fydd y gwelliannau a sut a phryd y cânt eu gwneud, gan gynnwys targedau perfformiad fesul cam y bydd raid cwrdd â nhw;
- v. Cynnal adolygiad gwerth am arian a gwerthusiad opsiynau annibynnol ar gyfer y swyddogaeth storffeydd yn chwe mis cyntaf 2014/15;
- vi. Amlsgilio gweithwyr i sicrhau gwasanaeth hyblyg ac ymatebol sy'n gallu sicrhau lefel uchel o waith trwsio sy'n cael ei wneud yn iawn y tro cyntaf;
- vii. Adolygu strwythur y gweithlu i sicrhau bod proffil a nifer y gwahanol grefftau yn cyfateb i'r galw am waith trwsio ar y stoc dai;
- viii. Parhau i gadw cyfrif masnachu yn y gwasanaeth cyfun newydd, i gofnodi incwm a chostau elfen 'fasnach' y gwasanaeth cyfun, a fydd wedyn yn dangos bod y gwasanaeth cyfun newydd yn parhau i fod yn un ymarferol sy'n darparu gwerth am arian i'r gwasanaeth tai yn gyffredinol;
- ix. Cynnal adolygiad yn ystod 2014/15 o'r defnydd o is-contractwr a'r gwariant arnynt, gyda'r nod o ostwng y gwariant cyfredol os oes modd;
- x. Yn ystod dwy flynedd gyntaf y gwasanaeth newydd, cynnal adolygiad o'r model ar gyfer darparu'r gwasanaeth trin offer nwy a gwaith trwsio nwy i sicrhau ei fod yn wasanaeth sy'n darparu gwerth am arian i'r Cyngor:

- xi. Bod y gyllideb weithredol flynyddol ar gyfer 2017/18 ar gyfer y gwasanaeth cleient a chontractwr cyfun o leiaf £250k yn llai mewn termau gwirioneddol na'r gyllideb gyfun ar gyfer gwaith trwsio yn 2013/14. Bydd hyn yn caniatáu digon o amser i'r gwasanaeth newydd ymsefydlu a gwneud arbedion gwerth am arian;
- xii. Bydd y gwasanaeth angen cymorth arbenigol allanol ar gyfer y trawsnewid er mwyn gwireddu uchelgeisiau'r gwasanaeth o fewn yr amserlen ofynnol. Disgwylir y bydd rhai o gostau'r buddsoddiad hwn yn cael eu gwrthbwysu gan arbedion a wneir yn ystod y cyfnod trawsnewid dwy flynedd.

#### **4.0 Crynodeb o'r cynnydd a wnaed gyda chynlluniau gweithredu blaenorol**

**4.1** Dangosodd yr adolygiad bod cynnydd da yn cael ei wneud gyda'r cynllun gweithredu blaenorol, mae bron i 60% o'r camau wedi eu cwblhau neu'n cael sylw. Fodd bynnag, mae angen gwneud rhagor o gynnydd mewn nifer o feysydd i gwblhau'r cynllun gweithredu. Gellir casglu bod y gwasanaeth yn symud yn y cyfeiriad iawn a bod **y timau cleient ac UCA yn dechrau sefydlu hanes o lwyddiant.**

#### **4.2 Crynodeb o'r casgliadau yn dilyn adolygiad o drefniadau gweithio y gwasanaeth**

Gan mai'r argymhelliad yw cadw'r gwasanaeth yn fewnol, ond gyda strwythur cyfun newydd a dull modern o ddarparu gwasanaethau, mae'r ymgynghorwyr yn credu y gellir goresgyn yr anawsterau cyfredol. Fodd bynnag, bydd angen i'r gwasanaeth fod yn barod i ymgymryd â phrosiect trawsnewid mawr er mwyn gwireddu'n llawn uchelgeisiau'r Gwasanaeth Tai ar gyfer gwaith trwsio, sef gwasanaeth modern, effeithlon ac ardderchog. Mae'r Ymgynghorwyr yn credu y bydd yn cymryd chwe mis i ailstrwythuro'r tîm a dwy flynedd wedyn i godi lefel y gwasanaeth fel ei fod yn ddarparwr ardderchog.

### **Rhan 2 – Cynllun Busnes tymor canolog ar gyfer y Gwasanaeth Trwsio**

#### **5.0 Datblygu Cynllun Busnes tymor**

**5.1** Un amcan allweddol o fewn argymhellion adroddiad Solutions for Housing oedd datblygu Cynllun Busnes tymor canolog. Mae gweithdai a sesiynau datblygu wedi eu trefnu gyda staff o Gwasanaethau Tai, UCA, Cyllid ac Adnoddau Dynol i ddatblygu y Cynllun Busnes 2014 – 2017, sydd yn destun craffu gan Bwyllgor (gweler Atodiad 2)

**5.2** Dyma weledigaeth newydd y gwasanaeth: **Tîm Atgyweirio rhagorol, sy'n canolbwyntio ar gwsmeriaid, sydd wedi ymrwymo i gyflawni gwasanaethau modern, effeithlon ac o safon uchel, ac sy'n cael eu gwerthfawrogi gan ein cwsmeriaid.**

**5.3** O fewn y weledigaeth hon, cydnabyddir bod angen newid trawsnewidiol a diwylliannol a bod angen moderneiddio dull gweithredu'r gwasanaeth cyfan, drwy ei wneud yn fwy hyblyg, yn addasadwy, yn syml ac yn arloesol. Yn ogystal â'r gwasanaeth atgyweirio tai presennol, byddai cwrpas gwasanaeth y dyfodol hefyd yn ehangu i ystyried y cymunedau a'r amgylchedd lle lleolir yr eiddo a hefyd ceisio cyfleoedd busnes newydd y byddai'r arian/adnoddau dros ben yn cael eu defnyddio i'w hail-fuddsoddi i'r gwasanaeth. Felly, mae gweledigaeth y Cynllun Busnes wedi defnyddio'r gair 'cwsmeriaid' yn hytrach na 'thenantiaid i gydnabod ehangu darpariaeth y gwasanaeth i feysydd posibl nad ydynt yn ymwneud â thenantiaid.

**5.4** Mae amcanion allweddol newydd ar gyfer y Cynllun Busnes hwn wedi cael eu datblygu o amgylch pum thema, fel a ganlyn: Pobl, Cwsmeriaid, Cyfleoedd, Hyfywedd Ariannol a Gwerth am Arian ac Asedau. Mae'r datganiadau amcanion allweddol newydd hyn yn adlewyrchu gweledigaeth a chyfeiriad newydd y gwasanaeth, ac maent fel a ganlyn:

**Ein Pobl:** Datblygu sgiliau a chymwyseddau ein pobl i ddarparu gwasanaeth atgyweirio rhagorol i'n cwsmeriaid;

**Ein Cwsmeriaid a'n Gwasanaeth:** Gwybod pwy yw ein cwsmeriaid, cyflawni gwasanaeth atgyweirio sy'n canolbwyntio ar y cwsmer, a darparu ystod eang o gyfleoedd ar gyfer ein holl gwsmeriaid i ddylanwadu ar y gwasanaeth rydym yn ei ddarparu;

**Ein Cyfleoedd:** Ceisio a sicrhau cyfleoedd busnes newydd sy'n gwneud cyfraniad ariannol cadarnhaol fel y gellir ail-fuddsoddi arian dros ben yn ôl i'r busnes craidd, neu amcanion cymdeithasol ehangach;

**Ein Perfformiad a Chyflawni Gwerth am yr Arian:** Darparu lefelau rhagorol o berfformiad a lefel dda o werth am arian ym mhopeth a wnawn a pharhau i fod yn hyfyw yn ariannol;

**Ein Hasedau:** Mabwysiadu ymagwedd gyfannol tuag at atgyweirio a buddsoddi, rheoli asedau'n effeithlon ac yn gost-effeithiol, a defnyddio gwybodaeth o ansawdd da i hysbysu rhaglenni gwaith yn y dyfodol.

**5.5 Diwylliant y Gwasanaeth Atgyweirio** - Er mwyn sicrhau gwasanaeth rhagorol, bydd diwylliant y Gwasanaeth Atgyweirio yn cael ei ddatblygu ymhellach i fod fel a ganlyn:

- Yn broffesiynol
- Yn canolbwyntio ar y cwsmer – rhoi'r cwsmer gyntaf bob amser;
- Yn cyflawni Gwerth am Arian;
- Yn cael ei gymell gan berfformiad;
- Yn arloesol – i oresgyn a ffynnu;
- Yn gywir y tro cyntaf, bob amser.

**5.6** Yn y diwylliant uchod, mae'r Gwasanaeth Atgyweirio yn cydnabod fod angen iddo ddatblygu ei lefel o graffter busnes er mwyn sicrhau bod gwasanaethau yn gost effeithiol, yn cynrychioli gwerth da am arian a bod hyfywedd yn cael ei gynnal drwy gydol cyfnod y cynllun.

## **6.0 Blaenoriaethau Strategol**

**6.1** Esbonnir y blaenoriaethau strategol y bydd angen mynd i'r afael â nhw yn ystod cyfnod y cynllun busnes hwn yn fanwl yn y cynllun hwn, ond mae crynodeb isod:

### **6.2 Blwyddyn Un 2014 – 2015**

Bydd y cynllun busnes yn canolbwyntio ar y materion a ganlyn yn y flwyddyn gyntaf:

- datblygu a gweithredu'r strwythur tîm cleient / contractwr newydd ei uno; cynnal adolygiad llety (yn gysylltiedig â Phrosiect Gweithio'n Well y Cyngor) i sicrhau bod staff perthnasol yn cael eu cyd-leoli, gan ddileu'r rhwystrau a'r problemau cyfathrebu sy'n bodoli ar hyn o bryd;
- cynnal adolygiad gwerth am arian o'r swyddogaeth storffeydd a gweithredu unrhyw argymhellion sy'n deillio ohono;
- adolygu gwariant isgontractwyr i sicrhau cydymffurfiaid â rheolau caffael a gwerth am arian;
- ymgorffori ffyrdd newydd o weithio i gynnwys gweithio mewn tîm ac ar sail prosiect a'r Model Gwasanaeth Rhagorol (**Atodiad H**);
- yn cyflwyno diwylliant perfformiad a threfniadau rheolaeth ariannol gadarn ochr yn ochr â'i gilydd;
- dechrau ar y gwaith o gadw tystiolaeth am enillion gwerth am arian ac adolygu'r gofynion ar gyfer gweithwyr masnachol yn unol â'r galw am waith masnachol o'r stoc dai a dechrau ar y gwaith i aml-sgilio'r gweithwyr.

- Y bwriad yw y bydd rheolwr trosiannol yn cael ei benodi i weithio gyda'r timau yn ystod y cyfnod hyd nes y bydd strwythur y tîm sydd newydd ei uno'n cael ei roi ar waith. Ei rôl fydd goruchwyllo swyddogaethau'r cleient a'r contractwr tra byddant yn eu timau ar wahân er mwyn sicrhau bod gwaith tîm yn cychwyn yn gynnar a byddant hefyd yn cynorthwyo'r tîm i gyflawni'r tasgau allweddol a amlinellir uchod. Unwaith y bydd strwythur y tîm a unwyd mewn grym, yna bydd Arbenigwr ar Newid yn cael ei gyflwyno i gynorthwyo'r tîm newydd i ddatblygu ffyrdd newydd o weithio / meddwl a rheoli'r rhaglen newid fel y nodir yn **Atodiad C**.

### 6.3 Blwyddyn dau 2015 -2016

Bydd yr ail flwyddyn yn bennaf yn cynnwys ysgogi'r gwasanaeth i lefel gwasanaeth dwy seren 'da' i gynnwys:

- codi lefelau perfformiad tuag at chwarterel uchaf ar ddangosyddion allweddol (gweler **Atodiad D o**) a chyflawni lefelau uwch o gyfranogiad cwsmeriaid a chraffu ar y gwasanaeth.
- Bydd gweithredu'r prosiect TG yn cael ei gwblhau;
- bydd dull gweithredu darbodus yn cael ei gyflwyno i herio'r ffordd y caiff y gwasanaeth ei ddarparu er mwyn sicrhau mai gwasanaeth syml, modern ac effeithlon yw'r norm.
- Bydd y dull presennol o wasanaethu nwy ac atgyweirio systemau nwy yn cael ei adolygu ar gyfer gwerth am arian.
- Yn ogystal, bydd dull mwy cyfannol ac integredig i fuddsoddi asedau ac atgyweirio yn cael ei fabwysiadu lle bydd goblygiadau o ran cynnal a chadw yn cael eu hystyried cyn buddsoddi, gyda'r bwriad o ostwng costau cynnal a chadw yn y dyfodol.

### 6.4 Blwyddyn tri 2016 – 2017

Yn ystod y flwyddyn olaf hon o gyfnod y cynllun busnes gwelir:

- y tîm yn ysgogi'r gwasanaeth tuag at ragoriaeth, yn cyflawni'r targedau perfformiad fel y nodir yn **Atodiad D o Gynllun Busnes y Gwasanaeth Trwsio**;
- yn cyflawni lefelau uchel o waith atgyweirio cywir y tro cyntaf i gwsmeriaid;
- nodi a sicrhau gwelliannau gwerth am arian yn ogystal â'r targed arbedion ariannol sydd i'w cyflawni ar gyfer 2017, ac
- ehangu canolbwynt y gwasanaeth i ymgymryd â chyfleoedd busnes eraill y tu allan i gwmpas traddodiadol Tai (**adran 6 o Gynllun Busnes y Gwasanaeth Trwsio**).

## **6.5 Targedau perfformiad**

Felly, mae'r Cynllun Busnes hwn yn darparu targedau perfformiad sy'n realistig ond hefyd yn briodol ac yn heriol ac mae'r rhain yn dangos y targedau gam-wrth-gam (h.y. y cerrig milltir i ragoriaeth) i sicrhau lefelau yn y chwarter uchaf ac yn dangos y bwriad ar gyfer gwelliant parhaus yn y meysydd hynny sy'n hanfodol i gyflawni lefelau gwasanaeth rhagorol. Mae'r Gwasanaeth Atgyweirio yn cydnabod mai prif ddangosydd ei berfformiad fydd lefelau rhagorol o foddhad tenantiaid â'r gwasanaeth atgyweirio.

Bellach, mae'r cynllun yn darparu arweiniad clir ar gyfer y gwasanaeth a'i staff a dylai hefyd gynorthwyo cwsmeriaid i ddeall sut mae'r blaenoriaethau strategol yn cael eu cyflawni.

Bydd trefniadau cadarn yn cael eu rhoi ar waith rŵan i sicrhau bod y cynllun busnes yn cael ei fonitro, ei reoli a'i gyflawni'n effeithiol. Gan fod y Gwasanaeth Atgyweirio'n wasanaeth hanfodol i'n cwsmeriaid ac yn gysylltiedig â'u boddhad cyffredinol gyda Gwasanaethau Tai Ynys Môn, bwriedir adrodd ar gynnydd am gyflawni'r Cynllun Busnes hwn i'r Cyngor yn flynyddol. Mae hyn yn ychwanegol i'r Cerdyn Sgorio Gwasanaeth misol a'r cyfarfodydd chwarterol monitro perfformiad.

Dylid nodi bod rhai agweddau, yn enwedig, lefelau boddhad cwsmeriaid Gwasanaeth Trwsio Cyngor Sir Ynys Môn ymysg y chwarter uchaf o landlordiaid cymdeithasol sydd gyda llai na 5,000 o unedau stoc tai o fewn y Deyrnas Unedig.

## **6.6 Ymagwedd tuag at Gwerth am Arian**

Beirniadwyd y ffordd gyfredol o ymdrin â chaffael o fewn y Gwasanaeth Atgyweirio o fewn adroddiad Awdit Mewnol o'r Cyngor yn ddiweddar ac felly, o fewn tymor y Cynllun Busnes hwn, bydd y gwasanaeth yn sicrhau bod holl ardaloedd gweithgaredd caffael yn cael eu hadolygu i sicrhau cydymffurfiad gyda rheolau caffael y Cyngor. Bydd y gwasanaeth yn cychwyn ei adolygiadau gyda'r lefelau uchaf o wariant i ddechrau, eu herio am Werth am Arian a chydymffurfiad caffael ac wedyn gweithredu datrysiadau am Werth am Arian cynyddol wrth gadw at reolau'r Cyngor. Y bwriad yw y bydd y gwasanaeth yn defnyddio arbenigwyr caffael arbenigol lle nad yw'r arbenigedd angenrheidiol yn bodoli yn fewnol.

Yn awr, wedi datblygu gweledigaeth glir am ddyfodol y Gwasanaeth

Atgyweirio, bydd y tîm yn medru herio'n sylfaenol y ffyrdd y mae'n cyflwyno ei wasanaeth ac adnabod cyfleoedd i sicrhau gwell Gwerth am Arian. Mae'r Gwasanaeth Atgyweirio yn deall, gyda bygythiad parhaus o bolisiâu Diwygiadau Lles, ei fod yn gweithredu o fewn amgylchedd cyllidol heriol lle y gallai cyllidebau atgyweirio yn y dyfodol gael eu lleihau ac felly mae'n rhaid iddo gael ffordd gadarn o ymdrin â chwilio am a chyflawni Gwerth am Arian ym mhob peth a wna. Er mwyn sicrhau bod Gwerth am Arian yn cael ei gyflwyno bydd hefyd ymrwymiad cynyddol i gyfranogiad tenantiaid, tryloywder a chraffu.

Er mwyn adnabod pa mor bwysig yw Gwerth am Arian, mae'r gwasanaeth wedi cytuno amcan allweddol ar wahân, penodol ar gyfer Gwerth am Arian, sef '**darparu gwerth da am arian ym mhob peth a wnawn**'. I gyflawni hyn rhaid i'r gwasanaeth ymdrechu i:

- gyflwyno'r atgyweirio cywir,
- i'r cwsmer cywir,
- ar yr amser cywir,
- i'r safon gywir,
- ar y gost gywir (fforddiadwy), a
- chyflwyno atgyweiriadau yn gyson gywir bob tro trwy gyflawniad gweithredol effeithlon ac effeithiol.

Mae ymagwedd y Gwasanaeth i 'gwerth am arian' wedi ei fanylu o fewn y Cynllun Busnes (**Atodiad 2**).

Bydd cyflwyniad yn cael ei roi o agweddau allweddol y Cynllun Busnes tymor canolog yn y Pwyllgor Sgriwtini a bydd yn seiliedig ar y Cynllun manwl yn Atodiad 2.

## **Argymhellion**

- A.1** Sgriwtineiddio'r Adroddiad a'r Cynllun Busnes
- A.2** Argymell i'r Pwyllgor Gwaith eu bod yn cymeradwyo'r opsiwn a argymhellir o gadw'r gwasanaeth yn fewnol, ond gan gyfuno'r timau cleient a contractor i wneud un gwasanaeth trwsio, gan foderneiddio a thrawsnewid y gwasanaeth.
- A.3** Argymell i'r Pwyllgor Gwaith ei fod yn cymeradwyo'r Cynllun Busnes tymor canol ar gyfer y gwasanaeth trwsio am y cyfnod 2014 – 2017

**A.4** Argymell i'r Pwyllgor Gwaith y dylid rhoi caniatad i'r Pennaeth Gwasanaethau Tai fwrw ymlaen i weithredu'r cynllun busnes

**Awdur yr Adroddiad:**

Shan Lloyd Williams  
Pennaeth Gwasanaethau Tai  
09/04/13



# **Appendix 1, Corporate Scrutiny Committee 17/04/14**

## **Reviewing the future of the in-house DLO Housing Services Isle of Anglesey County Council**

**February 2014**

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This report has been prepared on the basis set out within our proposal of November 2013.

The report is for the benefit of the client, Isle of Anglesey County Council, only and has been released on the basis that it shall not be distributed to other third parties without our prior written consent.

Nothing in this report constitutes legal advice.

We have relied upon the information provided to us during our review and we have not sought to independently verify its accuracy.

Solutions for Housing Ltd. does not assume any responsibility and will not accept any liability in respect of this report to any party other than to the client.

We would like to thank the dedicated project team for their high level of cooperation, time and assistance during this project.

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# 1. Introduction, Background, Scope and Approach

## 1.1 Introduction and reason for this review

- 1.1.1 Solutions for Housing have been engaged by Isle of Anglesey County Council's Housing Service to conduct a review of the future of the in-house DLO, which is known internally as the Building Maintenance Unit (BMU). This review will identify and evaluate a range of possible options for the future of the service and make a recommendation as to the preferred option that best fits Anglesey's requirements.
- 1.1.2 In summer/autumn 2012, Solutions for Housing undertook an earlier assignment to perform a service and VFM review of the existing DLO. This concluded that the service was achieving the level of a one star service (i.e. a fair service) but had poor prospects for improvement should the existing client/contractor split be retained in its current form. The review was accompanied by an extensive action plan of over 60 actions to address weaknesses identified during that review.
- 1.1.3 An earlier review in the same year by the Welsh Audit Office (WAO) had also criticised the service stating 'the Council cannot demonstrate that its repairs service supports delivery of its strategic priorities, that the BMU's activities were based on meeting compulsory competitive tendering requirements which is now out of date, there was no consensus over what the service should be aiming to achieve, the Council cannot demonstrate that resources are being used effectively or that value for money is being achieved. There is no overall performance reporting framework in place and weaknesses in validating financial information means the Council is unable to fully evaluate its responsive repairs service'. The report then went on to state that 'an issue impacting on the effective use of resources is that the client/contractor split introduces potential duplication of activity particularly around pre-inspection of work, ordering of work and inspection of completed work.. a fundamental review of service arrangements is necessary'.
- 1.1.4 In October 2012, an internal audit review of the procurement arrangements of the BMU was undertaken by the Council's internal auditors. The key findings from the review were that 'the BMU does not have a procurement strategy in place outlining a commitment to obtaining value for money via procurement and how this is to be achieved within the BMU. There are no procedures in place within the BMU to ensure that procurement is undertaken in line with the requirements of the Council's Contract Procedure and Financial Procedure rules and that audit testing found that samples of procured goods and services tested within the BMU, which by value should have been procured in line with the Councils' Contract and Financial Procedural rules, were not in place'.
- 1.1.5 Since these reviews were undertaken, a key postholder has retired from the DLO which has now provided the Housing Service with an ideal opportunity to review the service received from the DLO and to consider, for the future, whether a different option for delivery might provide improved value for money for the Council in terms of cost, quality and/or effectiveness.

## **1.2 Background to the current service**

- 1.2.1 Anglesey Housing's Building Maintenance Unit (BMU) has an annual budget in the region of £5.2 million, with a workforce of 30 operatives serving approximately 3,800 properties. In addition, the BMU has 10 staff working in 'management/back office' roles, plus a further 3 staff in the stores.
- 1.2.2 In the wider repairs client team, there are a further additional 13 staff, including 8 inspectors and 3 call centre operatives.
- 1.2.3 A client/ contractor split is in place which results in the actual delivery of the repairs being managed by the BMU based in Gaerwen, but the client side is being managed from within the main Housing Services team based at Llangefni.

## **1.3 Scope of Review**

- 1.3.1 There are four key objectives for this current review which are as follows:
- i To examine a range of options for the future of the in-house DLO and make appropriate recommendations as to the way forward;
  - ii To externally review and validate the progress made by staff against the Solutions for Housing action plan and Welsh Audit Office (WAO) recommendations;
  - iii To review and examine the effectiveness of the current working arrangements between the DLO and the core housing service and make recommendations where necessary;
  - iv To identify opportunities for efficiencies.
- 1.3.2 The key deliverables from this project are as follows:
- Comprehensive options appraisal for the future of the repairs 'contractor' function;
  - Clear recommendations as to the preferred option based on clear evidence to support it;
  - A report on the progress made with previous action plans and WAO recommendations;
  - A report on the effectiveness of current working relationships with the rest of the Housing Service and how this may need to change depending on the chosen option;
  - Identified operational and financial efficiencies deliverable from these options.
- 1.3.3 This project however would not actually commence any work on the development or the implementation of the recommended option, as this was outside the scope of our review.

## 1.4 Approach undertaken during this review

1.4.1 During January and February 2014, a dedicated team of officers from the Housing Service was established to take part in this review and these were supported by representatives from the HR and Finance teams where appropriate. At an early stage in the project, it was decided that the overriding objective for the future repairs service was that it needed to be capable of delivering excellent service levels (**section 4.1** of this report) and that there needed to be full alignment with the Housing Service's vision of *'developing communities and enabling our citizens to secure and maintain quality affordable homes'* and that of the Council which by 2016 is *'a professional and well-run Council, innovative and outward-looking in our approach, committed to developing people and partnerships in order to deliver efficient and effective services of good quality, that are highly valued by our citizens'*.

Solutions for Housing's lead consultant for this project facilitated a number of group sessions and meetings with staff from the service. Our approach was for the dedicated team to have ownership of the final recommended option and in achieving this they needed to be fully involved in the process and have a clear understanding and awareness of the implications of any option they decided upon.

A full range of possible options were identified by the team and these are fully detailed within **section 4.2** of this report. Each option was then considered against the following headings:

- Customer service;
- Value for Money;
- Performance potential;
- Staffing and structure issues;
- Impact on wider Housing Services teams;
- IT issues;
- Legal and Regulatory;
- Ease/Complexity of implementation;
- Likely timescale to achieving the full potential from the option.

Under each of these headings, each option was appraised for its potential strengths, benefits, weaknesses and risks. The detailed options appraisal is contained within **Appendix Two** to this report.

The team then agreed the scoring mechanism that was to be used for scoring the options and the relative weightings of each criteria. This is detailed within **section 4.7**.

1.4.2 An exercise was then carried out by Solutions for Housing to examine what the potential prices were that could be obtained from the external contractor market should Anglesey wish to consider outsourcing its service. This exercise was based on factual evidence from our recent experience of evaluating tenders from a number of other social housing providers for similar repairs service contracts. A comparison was then made against the current costs of the DLO, to ascertain whether cost

savings could be achieved by 'going out to the market'. This is detailed within **section 4.5**.

- 1.4.3 A review was also undertaken by Solutions for Housing's HR consultant of the current working arrangements between the DLO and the remainder of the Housing Service. This involved meeting key personnel and reviewing relevant documentation. This focused on establishing how well the DLO and Housing teams currently communicate, identifying areas of duplication of tasks between the teams, whether barriers to working were observed, whether the structure enables the efficient and right first time delivery of repairs, whether different priorities between the two teams were evident and whether clear accountability for performance was in existence. This is detailed within **section 6**.
- 1.4.4 The lead consultant then reviewed the progress made by the team in implementing the action plan which accompanied the previous Solutions for Housing service and VFM review of the DLO, together with the recommendations made by the WAO. This involved meeting all relevant staff and reviewing source documentation. This was to gain an understanding of how well the service had implemented the changes and to establish an up to date position statement as to where the service currently was and therefore from where the new strategy for the future needed to start. This is detailed within **section 5**.
- 1.4.5 A final meeting was then held with the full project team on the 11<sup>th</sup> February to review all of the findings from this review and the appraisal of the options. The team were then asked to score the options against the scoring mechanism that they had earlier agreed and the detailed results of this are contained within **Appendix Three**.

## 2. Executive Summary

2.1 A comprehensive options appraisal of the future of Housing Service's repairs service has been undertaken. The results from this appraisal exercise have concluded that a recommended option of **retaining the service in house, but merging the client and contractor teams into one repairs service, whilst modernising and transforming the service** would achieve the highest possible benefits for the service, at a reasonable cost. This was considered the strongest option due to the following:

- Ownership - this option retains full ownership and control of the service by Anglesey (as opposed to outsourcing to an external contractor to deliver the service) and ensures that local services are provided by local people. By retaining full ownership, the service can also ensure full internal alignment with the strategic vision and objectives of the Council;
- Flexibility – by retaining internally, this offers a higher degree of flexibility to the Housing Service than outsourcing, which would involve a rigid contract specification being in place. It was thought that an internal service has the ability to respond quickly to emerging issues without the need to renegotiate the contract (including the possibility of additional payments) with an external contractor;
- Value for Money – the option would ensure that all the available resources were spent on the housing stock, rather than a proportion being paid for the contractor's profit. It is believed that efficiencies can be delivered with an in house arrangement and that a target minimum of £250k of annual savings is possible from retaining the service in house. The service would have a priority of being customer focused, rather than being profit driven, but at the same time it was recognised that the internal service needed to develop improved commercial acumen and make more effective use of resources. Any savings generated can be retained by the Housing Service;
- Integrated Service – by merging the client and contractor functions together and bringing these closer to the Housing Service as a whole, it was felt that the service in future could act as one team, overcoming present problems surrounding communication, differing priorities, staff frustration and a blame culture. The new service would work on team-working principles within the context of working towards a shared goal of excellent services;
- Risk – this option avoids the risk of an external contractor going out of business;
- Accountability – there would be clear accountability in place as the newly merged service will be solely responsible for delivering its business plan and achieving its vision and strategic objectives. Senior managers will be held accountable for their decision making, actions and the resulting performance of their service;
- Regulatory issues – this option will directly address the concerns of the Welsh Audit Office's report in 2012 and Solutions for Housing's VFM and Service Review report in 2012.



2.2 In recommending this option, the Head of Housing Services has specified a number of requirements that must be met in order to give assurance to the Council and its stakeholders that future excellent service levels will be achieved and within a reasonable timeframe. These are as follows:

- i. That the restructuring of the proposed newly merged repairs service must be aimed to be achieved within the first six months of 2014/15, recognising that much of the transformational change with the teams cannot take place during this period and therefore it was important that this was carried out as quickly as possible whilst at the same time ensuring that all necessary staff consultation takes place;
- ii. That following the restructuring, the newly merged service would have a two year timeframe to embed the service and drive performance up to the levels expected of an excellent performing repairs provider. Should performance levels not be achieved, then the Head of Housing may wish to consider again the outsourcing of the service. This would however be the entire repairs service (i.e. client and contractor elements);
- iii. That an accommodation review be undertaken to enable the co-locating of teams within the newly merged service (wherever possible);
- iv. That the new service is underpinned by a comprehensive medium term business plan demonstrating what, how and when the business improvements will be delivered and will set out the stepped performance targets to be achieved;
- v. That an independent VFM review and options appraisal of the stores function be conducted within the first six months of 2014/15;
- vi. That multi-skilling of operatives be implemented to ensure a flexible and responsive service, capable of delivering a high level of right first time repairs;
- vii. That the structure of the workforce be reviewed to ensure that the profile and number of trades matches the repairs demand from the housing stock;
- viii. That a trading account still be maintained in the newly merged service, to capture the income and costs of the contractor 'trading' element of the merged service, which will in term demonstrate its continued viability and VFM to the overall housing service;
- ix. That a review of sub-contractor usage and expenditure be undertaken during 2014/15 with the aim of reducing the current level of spend wherever possible;
- x. That during the first two years of the new service, a review of the model for delivery of the gas servicing and gas repairs be undertaken to ensure that a good VFM service is being achieved for the Council;

- xii. That the service will require external specialist transformational change support in order to realise the full ambitions of the service within the timescale required. It is expected that some of the costs of this investment will be offset by efficiencies generated during the transformational two year period.

### 2.3 Summary of the progress made on the previous action plans

The review found that positive progress is being made with the previous action plan, with almost 60% of actions either being completed, or in-progress. However, further progress is required in a number of areas to complete the action plan. It should be noted that some of the actions which were recommended by the 2012 report were dependent upon a decision being made with regards to the future of the service and as this is only now being considered, those related actions could not be progressed. We would conclude that the service is moving in the right direction and that the client and BMU teams are starting to build a track record of achievement. The full details of this review are contained within **section 5** of this report and **Appendix Four**.

### 2.4 Summary findings following the review of the current working arrangements of the service

The current working arrangements are old fashioned and in need of urgent review. There are current tensions between the client and contractor functions however we attribute the source of these problems to the current split arrangement, rather than to the staff themselves. As the decision has now been taken to retain the service in house, but with a newly merged structure and a modern approach to service provision, we believe that the current difficulties being experienced can be overcome. The service will however need to be prepared to undertake a major transformation project in order to fully realise the ambitions of the housing service for repairs in terms of it being a modern, efficient and excellent service. We believe that this process will take an initial six months to restructure the team and then a further two years to drive the service up to the levels of an excellent service provider. The full details of this review of working arrangements is contained within **section 6** of this report.

## 3. Current position of the existing in-house service

In undertaking this review, it was necessary to understand the current performance and financial management position of the current service, as this will provide the baseline and therefore the starting point for any new strategy.

### 3.1 Performance

- 3.1.1 Performance figures for the 2011/12 to 2013/14 years are contained within **Appendix One** to this report. The table presents the direction of travel of performance over recent years on key indicators and it shows that performance has been mixed, but a number of key areas have shown some improvement, particularly customer satisfaction.
- 3.1.2 The table within **Appendix One** also includes the upper quartile (i.e. top 25%) performance from the HouseMark benchmarking service of the Welsh social landlords which participate with HouseMark and also of UK wide performance of social landlords with less than 5,000 units in management, excluding London and any inner-city social landlords. The table's right hand column identifies whether the existing service is achieving any of these levels. This shows that a couple of these thresholds have been achieved, but mostly the service is not meeting the 'excellence standard' of other high performing social landlords.

### 3.2 Financial Management

- 3.2.1 During our review, we reviewed the latest set of management accounts available which were for month 9 of 2013/14. A number of concerns were raised by Solutions for Housing over the accuracy of this information. For 2013/14, a new cost centre style of budget and management accounts has been introduced. Budgets do not currently appear to be in the right places, sufficiency of some budgets were questioned given the throughput of spend during the year (e.g. sub-contractor spend) and in other areas, budgets appear to have been omitted and capital expenditure appeared to have been coded to revenue budgets (e.g. gas servicing and repairs). Notional income could not be calculated due to problems with the operating of the new contractor system. The BMU team did not fully understand the new financial arrangements, or the information contained within the latest reports. These problems were further exacerbated by the lack of an accompanying narrative report which would normally highlight key financial issues and concerns to the non-finance managers.

There is now a need for the relevant Accountant and the BMU to pool their knowledge over the financial arrangements of the DLO. As the financial information received by us did not withstand scrutiny, we are unable to comment further on the current tradition position, or forecast outturn, of the DLO. During our review, it was positive that these comments were taken on board and it was agreed that the Accountant and the BMU would jointly develop the 2014/15 budget and produce a summary schedule of assumptions upon which the budget has been based. It was also agreed that the Accountant would attend future management team meetings of the BMU. We thought this was a further positive step.

## 4. Objective One: To examine a range of options for the future of the in-house DLO and make appropriate recommendations as to the way forwards

This section of the report sets out in detail the process followed by the dedicated project team to identify and then appraise the possible options for the future.

### 4.1 What Would An Excellent Repairs Service Look Like?

It was first essential that the team actually defined what an excellent service would look like. This would also then be used to establish the criteria against which the options would be appraised. The team identified the following as being essential to delivering an excellent service:

- **Customer service** – a service to suit tenants rather than the landlord. More flexible hours of working particularly for tenants who work during the day. Right first time repairs thus avoiding the need for a repeat visit i.e. repair done on time, in full, no errors. It was recognised that an excellent service would be one in which staff were prepared to ‘go the extra mile’ for the customer and have services that were fully accessible. To achieve this, it was essential that there was a clear understanding of who customers are and the different needs of customer groups and adapting the service appropriately to these different needs. It was felt that the service could provide better information to tenants on what they can do to prevent problems occurring in their properties (i.e. a prevention better than cure approach) e.g. damp and condensation issues. It was recognised that the BMU has built good relationships with tenants during the recent WHQS work and that the same approach now could be used in the repairs service;
- **Customer involvement** – that a wide range of customer involvement opportunities were in place that could clearly demonstrate how this made a difference to the service. Customer involvement would reflect the profile of customers. It was recognised that to be excellent it would be essential that the service used customer complaints and compliments to positively influence the service;
- **Integrated/joined up services** – a repairs service which seamlessly integrates with wider Housing Management teams to deliver an integrated service, continuously feeding back information into the service. The ‘eyes and ears’ of the landlord. The landlord itself could use the service to capture wider information than just the state of the property i.e. on the customer and the estate/wider environment;
- **Continuous improvement** – a strong focus on continuous improvement, VFM and innovation. That the service needed to be continuously striving and developing itself to achieve higher ‘right first time’ service delivery. Developing

pilot projects, testing for impact before rolling out wider across the service and ensuring that post implementation reviews were carried out to measure the impact, evidenced by hard and soft data;

- **Front line staff** – in order to achieve right first time repairs it was recognised that a multi-skilled and empowered workforce needs to be in place and this needs to be supported by appropriate skills training courses. A combination of formal training and on the job training would be ideal, as would a regular assessment of skills;
- **IT** – modern and integrated systems are needed to enable the team to deliver an efficient service and one which meets the increasingly sophisticated expectations of tenants when it comes to technology. Hand held technology, opti-time work scheduling systems, customer tracking, appointment at first point of contact and text messaging in advance of an appointment all needed to be in place. Systems which seamlessly interface with one another was also thought to be essential. It was recognised however that for mobile devices to work that there is an issue with the level of signal in some parts of the island;
- **Costs** – the team felt that to achieve its vision of excellent levels of service then this could not be a cheap service, but it did need to be affordable. The team recognised the potential future financial risk of the government's Universal Credit welfare reform system which could reduce future net income streams and leave less money available for core services such as repairs. Value for money therefore needed to be more embedded in the service to ensure that maximum usage of the resources available was achieved in terms of outcomes for customers. Strong financial management and commercial awareness needed to be the norm;
- **Performance** – the repairs service would aim to achieve performance levels of top 10% of social housing providers in Wales and top 25% of social housing providers in the whole of the UK for landlords with less than 5,000 units in management;
- **Materials** – the team felt that there needed to be a modern, efficient and cost effectively sourced materials supply system in place. An efficiently supplied stores service, including automated van stock replenishment, would enable operatives to reduce levels of repeat visits to customers and non-productive time;

Overall, the team felt that there needed to be more of a strategic approach to the future service and its transformation and that excellence would not happen by accident. The future journey to excellence therefore needed to be more actively managed, challenging performance targets needed to be in place, with a strong performance culture embedded. It was thought essential that a clear route map to excellence was understood by all staff.

## 4.2 Possible Options to be considered

There are a number of possible different options that Anglesey Council could consider as its delivery model for its repairs service in the future and these include the following:

- i. Retaining the service in house with the existing client/contractor split, but working in future with more partnering principles and continuing to modernise the service;
- ii. Retaining the service in house but merging the client and contractor functions and modernising the service, supported by a challenging medium term DLO business plan to ensure that the vision, objectives and performance requirements for the service are achieved;
- iii. Outsourcing only the contractor side, i.e. repairs service delivery to customers is outsourced but client side management of the service retained in house. Note: this option could involve the taking of calls directly by the contractor from customers depending on Anglesey's requirements;
- iv. Outsourcing the total client, repairs delivery and gas servicing to an external contractor and professional contract management company. Note: this may or may not involve the taking of calls directly from customers depending on Anglesey's requirements;
- v. Outsourcing parts of the service, e.g. possibly outsourcing the gas service, but retaining the general repairs in-house, or vice versa. Other possible options could be to outsource other elements of the service including the stores function to achieve greater VFM which many other social housing landlords have done;
- vi. Create a joint venture with a contractor in which the Council has a stake in the legal entity;
- vii. Establishing a social enterprise model for the delivery of repairs;
- viii. Lean Service model based on Wrekin Housing's recent award winning innovative approach to same day repair, based on lean thinking principles.

These options are considered in more detail below.

## 4.3 Detailed Options

### 4.3.1 Retaining the existing client contractor split but working with partnering principles and modernising the service

Retaining the service in-house gives Anglesey ultimate control over the service delivered to customers but also responsibility for achieving the vision required by the Housing Service. A client/contractor split has been heavily criticised in the past by both the Audit Commission, the Chartered Institute of Housing and the Welsh Audit Office and therefore there would need to be a convincing argument and business case to justify its retention. Solutions for Housing would suggest that this could only be achieved if a senior management level post was created to oversee the work of both the DLO and the client side, effectively bringing the two sides together into a 'one team approach to repairs'. This would however be costly and it may be difficult to quantify what the level of value would be added to customers and the service as a



result. A medium term business plan would be required to demonstrate viability and the service would need to continue with its modernisation agenda. This option would be easy to outsource in future if it did not meet the customer and performance standards required.

#### **4.3.2 Merging the client and contractor functions and modernising the service**

This would involve restructuring the end to end repairs service and merging the client and contractor teams into one repairs team. The restructure would also necessitate a review of the current office accommodation arrangement as it would be essential that teams who predominantly work together should be located close together. This would also avoid the risk of 'the title badge changing but not the person'. This by its very nature would ensure a one team approach to repairs and would be relatively easy to integrate with the rest of the Housing Service. Anglesey Council would retain ultimate control over the service delivered to its customers, but also the responsibility for achieving the vision set by it. This merged service would avoid the considerable problems of the current structure such as: duplication in tasks as a result of the split service, poor communication, adversarial relationship, lack of joined up thinking across the repairs service and lack of strategic alignment with the Housing Service's vision. A medium term business plan would be required to demonstrate viability and the service would need to continue with its modernisation agenda. This option would directly address the concerns of the Welsh Audit Office.

#### **4.3.3 Outsourcing the service to an external contractor**

This would involve the Council undertaking a procurement exercise to outsource the contractor side of the service to an external contractor, but with the client side remaining in house however with a possible different structure than it has at present. Anglesey could opt for a fully compliant OJEU exercise, or has the option to use an existing procurement framework which would be less costly however it may provide some limitation in terms of the ability to focus the contract specifically on Anglesey's needs. There would also be potential ongoing costs of delivering the service through a framework agreement and if this is used, typically 3% of the annual contract value is payable to the framework itself.

Anglesey could choose from a range of options from a fully managed service, to one where the social landlord takes a more active involvement. In a fully managed arrangement for example, the contractor would take calls directly from the customer and would raise the job on their system, then interfacing this back with the clients system in 'real time'. They would perform pre and post inspections, with the client required to perform some level of post inspections to assure themselves of the quality being achieved. Pre-inspections would only be required on complex jobs outside of the norm, or above a certain financial threshold. Alternatively, the social landlord may want to take a more active role and this could be achieved by the landlord taking the calls from customers and booking appointment slots into the contractor's operatives diaries.

Different structures of contracts could be considered including open book accounting, schedule of rates contract, Average Order Value contracts, or a fixed core price for

certain, but not all repairs, with the remainder of repairs being agreed on a schedule of rates basis. Other incentive mechanisms could be considered which may include for example, a pain/gain arrangement where the contractor could financially benefit if high performance levels are achieved, or alternatively would receive a reduction in their contract fee if these were not achieved. Ideally, this would be based on a balanced scorecard approach in which measures for cost, quality, performance and effectiveness in terms of customer satisfaction, be achieved before a financial 'gain' was paid.

In terms of the attractiveness of Anglesey's work to an outside contractor, the issue of geographical location needs to be taken into account. Contractors tend to place their best competitive bids for areas of work in which they already have a presence, which then secures economies of scale for the contractor. It should be noted that there is only Lovell Homes working in the North Wales area and this is on a new build contract rather than repairs, however there are a number of contractors delivering gas servicing and gas repairs contracts in the area.

There would be a need to consider TUPE issues for the Council's direct workforce and a thorough review of these issues must be considered at an early stage in the development of any outsourced service project plan.

#### **4.3.4 Outsourcing the entire service (i.e. client and contractor) to external contractors**

This would involve outsourcing the repairs to an external contractor, but also outsourcing the client management to a professional contract management company. A low level of senior management time would be required within Anglesey to manage this arrangement, thus releasing the landlord to focus solely on housing management issues. This however would result in a loss of control by the landlord of its repairs service however this could be mitigated by building in a balanced scorecard mechanism for the contractor to achieve and the contract management company to ensure it was delivered, with possible links to incentive mechanisms.

#### **4.3.5 Outsourcing parts of the service.**

This would involve a procurement exercise which would result in another service provider delivering an element of the business. This commonly would be the gas service, or the stores functions and these have been delivered recently within North Wales at very competitive prices. This would enable the Housing Service to retain stronger performing parts of the service and outsource less stronger areas, or ones where VFM could be better demonstrated by delivery from outside the service.

#### **4.3.6 Creating a joint venture**

A joint venture option is the middle ground between an external and internal repairs service.

A joint venture would involve the creation of a separate legal entity in which both the repairs contractor and the Council would have a stake, but which the contractor would manage the day to day running of the service. This option allows the Council



to benefit from the expertise of a private/commercial contractor whilst also providing it with a potential financial gain if economies were achieved in delivering the service. A further potential option is to joint venture with another registered social landlord.

A comprehensive management agreement would need to be put in place between the parties to ensure that the responsibilities of each party were clearly defined. It would be usual for the contractors IT systems to be used. This therefore carries a risk if the joint venture was not successful.

#### **4.3.7 Social Enterprise**

A social enterprise is a business that trades for a social and/or environmental purpose. The majority of its income is through trading goods and services and can only reinvest its surpluses in areas which pursues its social aims. These would generally be a separate legal entity such as a CIC (Community Interest Company) or an IPS (Industrial and Provident Society) and would be overseen by a separate board. This would be a completely new way of running the service and it should be noted that there is no other social enterprise currently in place to run repairs for a social housing landlord and therefore Anglesey would need to create its operating model from scratch which could be costly in terms of resources required to develop it. This option would also still retain a client/contractor split and TUPE would be an issue.

#### **4.3.8 Wrekin Housing's same day fix service**

A recent development in social housing repairs delivery has been Wrekin Housing's same day fix service for repairs. This is modelled on the AA's model for car breakdowns and ensures that a very high level of repairs are attended and fixed the same day that they are reported. Customers of Wrekin Housing have reported very high levels of satisfaction with this service. This would involve the service mainly running on a continuous emergency service basis, but with flexibility to accommodate appointments where requested by tenants. This would be delivered using an internally provided DLO, but working with a completely different operating model to now.

## 4.4 Set up Costs to implement the option

4.4.1 Each of the potential options carries a financial cost for its implementation. For external options for example, there would be costs to draw up the specification, carry out the procurement exercise and mobilise the contract, including IT costs for new systems or interfaces. For in-house solutions, there could be the costs of specialised transformational change consultants to assist the team to achieve the required standards of performance and quality (although some or all of these costs could be offset by the generation of efficiencies within the newly modernised operation).

4.4.2 The table below provides an estimate of the likely set up costs of each option:

Option	One off procurement costs or transformational change assistance
Retaining in-house existing client/contractor split	Possibly nil if the work can be delivered within the capability and capacity of existing staff, otherwise the assistance of a transformational change consultant would be required, Circa £60k to £80k depending on the scope of the brief.*
Retaining in-house but with merged client/contractor	As above, could be nil if change can be delivered in-house, otherwise, circa £50k to £70k depending on the brief for the transformational consultant**
Outsourced contractor for repairs and gas	£100,000 to £150,000 (dependent upon type of contract and whether full OJEU or framework agreement)***
Outsourced contractor for repairs only	£100,000 to £125,000 (dependent upon type of contract and whether full OJEU or framework agreement)***
Outsourced contractor and client functions	£150,000 to £175,000 (dependent upon type of contract and whether full OJEU or framework agreement)***
Outsourced contractor for gas only	£20,000 to £30,000 (dependent upon type of contract and whether full OJEU or framework agreement)
Outsourced contractor for stores only	£15,000 to £30,000 (dependent upon type of contract and whether full OJEU or framework agreement)
Joint venture arrangements	£150,000 including legal fees

\*Excludes the costs of recruitment of a senior manager post to oversee the two elements of the team.

\*\* Some costs may however be offset by efficiencies generated by the newly modernised/restructured service.

\*\*\*These costs are based on the likely cost of procuring expert consultancy support to manage the entire procurement process however excluded from this is the potentially significant cost of internal staff's time that would be required to set up the new arrangement whilst at the same time managing out the old arrangement. Further costs could be possible in connection with employment law and pension advice in relation to TUPE issues.

## 4.5 Potential revenue costs of outsourced maintenance contracts

4.5.1 In order to properly consider an outsourced option it is necessary to understand what the likely cost of that option would be. Solutions for Housing have recently been involved in a number of full market tendering exercises for other social housing clients and therefore we have a comprehensive database of contracts and prices to refer to. Set out below is an indication of the likely potential costs that could be achieved from tendering if Anglesey decided to pursue an option of outsourcing the repairs service. Please note however that these are only an indicator of costs and clearly Anglesey would not know its actual cost until it had conducted a tendering exercise.

### 4.5.2 Responsive repairs (excluding gas repairs)

A number of different types of contracts exist for responsive repairs from Schedule of Rates contracts, average order value contracts and core annual value contracts and these are explained below.

- i. **Average order value contracts** - i.e. a fixed price per job is paid to the contractor regardless of its actual value and therefore the contractor will win on some and lose on other jobs, but overall there will be sufficient income to cover their costs and return them a profit. Price ranges achievable for this type of contract would be **£60 to £75 per job**.
- ii. **Schedule of rates contracts** - i.e. prices are referenced to the National Housing Federation schedule of rates against which the contractor will generally offer a discount against (current discounts are circa. the -10% mark). The annual cost per property for responsive repairs operating this type of contract would be as per the table below. These figures are based on the winning prices received from recent tenders from 4 different social housing tendering exercises (note: we have excluded any inner-city contracts from this table and have only included contracts for landlords with less than 5,000 properties in management).

	Contract 1	Contract 3	Contract 3	Contract 4
<b>Date of tender</b>	December 2012	April 2013	June 2013	November 2013
<b>Average amount predicted per property per annum based on SOR usage</b>	£325	£340	£300	£365

- iii. **Core value contracts** - fixed price per property per annum for all R&M works known as 'core works' but with exclusions for items beyond normal fair wear and tear and complete elemental renewals, which would be known as 'non-core' and which would be priced separately and generally in relation to a

schedule of rates within the contract. The total annual cost per property per annum, including revenue non-core costs are provided within the table below and we have again excluded any inner city contracts, or larger social landlords' contacts to ensure a reasonable indicator costs for Anglesey's contract.

	<b>Contract 1</b>	<b>Contract 2</b>	<b>Contract 3</b>	<b>Contract 4</b>
<b>Date of tender</b>	October 2012	December 2012	September 2013	November 2013
<b>Average amount predicted per property per annum based on Core value plus anticipated non-core revenue</b>	£290	£315	£360	£342

#### 4.5.3 Voids contracts

Essentially the same types of contracts exist for void repairs as for responsive repairs and we set out below the expected prices of these.

- i. Schedule of rates contracts - the average price predicted based on SOR usage would be as follows:

	<b>Contract 1</b>	<b>Contract 2</b>	<b>Contract 3</b>	<b>Contract 4</b>
<b>Date of tender</b>	December 2012	April 2013	June 2013	November 2013
<b>Average amount predicted per property per annum based on SOR usage</b>	£1,375	£1,524	£1,275	£1,650

- ii. Core value contracts – these would be based on a standard re-let specification resulting in a core fixed price per property per annum, with additional non-core costs for exceptionally dirty properties, or additional works required outside of the standard specification and these would generally be based on a schedule of rates and priced within the contract documentation.

<b>Contractor</b>	<b>Contract 1</b>	<b>Contract 2</b>	<b>Contract 3</b>	<b>Contract 4</b>
<b>Date of tender</b>	October 2012	December 2012	September 2013	November 2013
<b>Average amount per property per annum Core value plus non-core revenue</b>	£1,020	£1,215	£1,400	£1,342

#### 4.5.4 Gas servicing and repairs

Different standards exist for these contracts. Many social landlords have opted for a service based on the 3 star British Gas service type model (i.e. it includes a fixed price for all servicing and repairs costs but excludes component replacements e.g. boiler replacements) and therefore provides budget certainty to the landlord. Prices would be expected to be in the region of **£97 to £111 (excluding VAT) per property per annum** for servicing and repairs. Component replacements would be priced outside of this and would generally be costed separately within the tender document.

It should be noted that some lower prices than those set out in the above sections have been received in very recent years but it is doubtful that with improving market conditions, that these could be continued to be received and consequently we have eliminated these from the above figures.

#### 4.6 Comparison of possible external price to existing budget provision

4.6.1 Making a direct comparison of potential suppliers prices to current service is always difficult. The current BMU carries out a wide range of work which would generally lie outside of the traditional repairs and maintenance contract and would need to therefore be priced separately. These would include: solid fuel servicing, pre-paint repairs, external works, PAT testing, WHQS works and disabled adaptations.

4.6.2 We have therefore only made our direct comparisons of what could be achieved outside in the external market with the current revenue budgets available for responsive repairs, voids and gas servicing and gas repairs, exclusive of any component replacements. From this exercise it has been revealed that savings for general repairs and maintenance would likely be in the region of £100 to £130k per annum, savings for void re-let repairs (excluding any WHQS works) would likely be in the region of £150k to 200k per annum based on 275 voids per annum. Adopting a 3 star gas contract (i.e. a fixed price gas servicing and repairs) would save in the range £50k to £75k per annum. Total possible savings would therefore likely be in the region of £300k to £400k per annum should the service consider an outsourced option. It is also likely that with an outsourced option, that further savings would be achievable within the client side, with a more slimmed down and focused client size operation than at present (i.e. the contractor would pre-inspect jobs and the client would only attend joint inspections if jobs were expected to exceed certain financial thresholds).

## 4.7 Appraisal of Options

- 4.7.1 A full options appraisal of each of the above options has been undertaken in order to fully capture and understand the strengths, benefits, weaknesses and risks of each option. This detailed appraisal is contained within **Appendix Two**.
- 4.7.2 The team then defined the criteria to be used to score the options against. The team recognised that not all the criteria carried the same level of importance and therefore ranked these in order of priority and these would be used to weight the scoring system within the appraisal model.

Criteria	Ranking
Quality of service to be received by customers (linked to customer satisfaction)	1
Ability to deliver the wider strategic objectives of the Council and the Housing Service	2
Potential of option to deliver excellent levels of performance (i.e. repairs completed within target time, right first time etc.)	3
Communication and integration with wider Housing Service (i.e. a joined up service)	4
Potential for tenant involvement in the service	5
Flexibility of the option to respond to specific requirements of the service and its customers	6
Local employment	7
Complexity (and duration) of the implementation plus the time period for the option to be achieving its full potential	8
Affordability – set up costs plus ongoing revenue costs	9
Wider VFM and potential to achieve efficiencies/savings plus efficient end to end processes	10

- 4.7.3 The results of the scoring of each option against the above weighted criteria can be found in **Appendix Three**.

## 5. Objective Two: To externally review and validate the progress made against the Solutions for Housing action plan (following the previous VFM review of the DLO) and the Welsh Audit Office recommendations

### 5.1 Progress against Solutions for Housing Action Plan

5.1.1 A Service and Value for Money review was undertaken of the DLO in Summer/Autumn 2012. The review report concluded with a detailed SMART action plan containing 65 actions which were required in order to address the weaknesses identified during that review.

5.1.2 As part of this current review, Solutions for Housing were asked to externally review and validate the progress made against the action plan. This will provide three important pieces of information:

- i. It will give an up to date picture as to the current position of the DLO and therefore will provide an important starting/baseline position for the new strategic direction of the service;
- ii. It will make the link between actions implemented to date and the outcomes being achieved in terms of performance results and financial management of the service. This will establish whether the implemented actions are actually making a real difference to the service, thus ensuring that what has been done has not just been a 'ticking the box' exercise;
- iii. The results will inform the work carried out within Objective One to this report with regards to the capability and capacity of staff to improve the existing service should the option to retain it be considered. Alternatively, should an external option be pursued, it will provide an indication as to how staff will have the ability to deal with and successfully deliver a major change project, should an alternate option to the existing service provision model be considered for implementation. In other words, should staff have been successful in their implementation of actions to date and that positive and tangible outcomes have been achieved, it would provide evidence of a track record of achievement and therefore an important indicator of potential for the future.

Set out within **Appendix four** to this report is a detailed update against each of the actions.

5.1.3 A summary of these actions is provided within the table below. Progress has been categorised as set out within the table and the number of actions reviewed and relevant to each category is provided. An analysis of these total actions between those which are attributable to the BMU, those for the client and those which required joint working between BMU and Client, is also provided:

Category	Number of total actions	BMU	Client	Joint - BMU/Client
'Complete': in which case the task is finished	16	7	4	5
'In progress': in which case the task has been started but not yet completed	22	9	9	4
'Not yet started': in which case work has yet to commence	27	9	11	7
<b>Total</b>	<b>65</b>	<b>25</b>	<b>24</b>	<b>16</b>

5.1.4 The above table demonstrates that positive progress is being made, with almost 60% of actions either being completed, or in-progress, at the time of our review. However, further progress is required in a number of areas to complete the action plan. It should be noted that during the period under review, the teams were also undergoing considerable amounts of change with regards to the introduction of new IT systems and this may have had an impact on the speed of implementation of some of the required actions. Also, some of the actions which were recommended were dependent upon a decision being made with regards to the future of the service and as this is only now being considered, those related actions could not be progressed. With all things taken into account therefore, we would conclude that the service is moving in the right direction and that the client and BMU teams are starting to build a track record of achievement.

5.1.5 With reference to the table of performance within **Appendix One** which provides a three year view of the performance outcomes of the service, it can be seen that the changes introduced so far, do appear to be having some positive impact on some indicators. It is also very encouraging that the customer satisfaction of tenants with the repairs service has substantially increased over the last twelve months, with the latest results indicating that Anglesey's repairs team would have achieved upper quartile performance within the whole of the UK.



## 5.2 Progress against the Welsh Audit Office's proposals for improvement

The Welsh Audit Office conducted a review of the Building Maintenance Unit and issued its final report in April 2012. This report was very critical of the service and concluded that 'The Council cannot demonstrate whether its responsive repairs service supports delivery of its strategic priorities. The report made 6 key proposals for improvement and these are set out within **Appendix Four**.

During this latest review, Solutions for Housing were requested to review and validate progress against these improvement proposals. The current position statement is therefore contained within **Appendix four** to this report.

Our review identifies that many of the Welsh Audit Office recommendations are dependent upon a decision being made with regards to the future of the repairs service which is the purpose of this latest options appraisal review. Once a recommendation has been agreed on the future of the repairs service, then the service can work towards fulfilling the requirements of the Welsh Audit Office.

## **6. Objective Three: To review and examine the effectiveness of the current working arrangements between the DLO and the core housing service and make recommendations where necessary**

### **6.1 Information and Data Used to inform the review**

The review has essentially been a desk top review, although time has been spent with the Acting Operations Manager and Acting Assistant Operations Manager at Gaerwen, and at Llangefni with the Technical Services Manager, the Senior Maintenance Officer and with Corporate Human Resources. Some observations have been made that reflect these interactions. Information used to inform the findings has been gathered from documents and files made available by Corporate Human Resources, the Acting Operations Manager (BMU) and the Senior Maintenance Officer.

The employee information was somewhat difficult to gather as it was spread between Corporate Human Resources, Corporate Finance, the Housing Maintenance Unit, the BMU and some of it was duplicated in the different locations.

### **6.1 Staff Structure and Working Arrangements**

#### **6.2.1 Building Maintenance Unit (Contractor side)**

There are a total of 43 employees within the BMU structure with 10 Management and Support roles and 33 Craft Operatives (including Stores) delivering a front line repairs service across Anglesey.

The Craft Operatives are divided into 3 teams: Heating/Plumbing, Voids/Minor Maintenance and Adaptations. Each team is headed up by a Foreman/Controller who all report to the Acting Assistant Operational Manager.

Also reporting to the Assistant Operational Manager are Stores, the Admin Team and the H & S Welfare and Audit Officer. The Assistant Operational Manager reports to the Operations Manager, who then reports to the Head of Housing Services based in Llangefni. There is currently a vacant post of Operations Manager.

All the Craft Workers are employed on Red Book Terms and Conditions and those roles deemed to be Management or Support roles are on Green Book Terms and Conditions. There are some locally agreed variations to NJC Terms and Conditions of Service that apply to both Red and Green Book employees.

#### **6.2.2 Technical Services (Client side)**

The Technical Services Team is based in Llangefni and is headed up by the Senior Maintenance Officer who reports directly to the Technical Services Manager. The

Senior Maintenance Officer is responsible for a team of 8 Technical Inspectors, an Income Monitoring Officer and 3 Call Centre Operatives.

Within the wider team, the Technical Services Manager is also responsible for Assets and Private Sector.

All the employees within Technical Services are on Green Book Terms and there are some locally agreed Variations to NJC Terms and Conditions of Service that apply to them.

### **6.2.3 Working Hours - Building Maintenance Unit**

Normal working hours within Anglesey Council are 37 hours.

For Craft Operatives, the working hours are Monday to Thursday 0800 – 16.00 and Friday 0800.15.30 with half hour for lunch. Any work carried out by an Operative outside those working hours is designated as overtime. Although information regarding overtime spend was not currently available from the Finance team, the Acting Operations Manager has indicated that overtime take up is low. All Craft Operatives are permanent full time employees and there is no flexibility of working hours.

The line management and support staff within the BMU also work to the same hours (Monday to Thursday 0800 – 16.00 and Friday 0800.15.30) and in addition, enjoy use of the flexi time system. All Management and support staff can take advantage of this flexibility providing there is a management presence and administrative cover during normal working hours.

### **6.2.4 Working Hours -Technical Services**

The employees within Technical Services work Anglesey Councils normal office hours of 9am -5pm and all have access to the flexitime system around service requirements.

### **6.2.5 Annual Leave – Building Maintenance Unit and Technical Services**

Annual leave for all staff commences at 21 days per year rising to 25 after 5 years' service, to a total of 29 after 20 years' service. In addition there are a further 12 days which are made up of 9 Bank Holidays and 3 concessionary days to be taken between Christmas and New Year.

Average length of service in both BMU and Technical is 16.5 years which indicates that many staff are eligible for 25 days holiday. There are also 17 staff in the BMU who entitled to 29 days.

### **6.2.6 Sickness Absence– Building Maintenance Unit and Technical Services**

Regular information is provided to the Managers by HR in relation to sickness monitoring. There are some issues in relation to long term sickness levels within the workforce but the Managers are being supported in dealing with this by HR.

Some of the Craft roles are physically demanding and use should be made of the flexible retirement, ill health retirement and other Welfare at Work options available within the Council.

### **6.2.7 Employee Issues**

There have been no major discipline issues or concerns raised with HR recently with regard to any employees in the BMU or Technical Services.

### **6.2.8 Training and Development**

Until 2013, the training plans for the Craft Operatives only covered technical and health and safety based training. However, following the original Solutions for Housing Review, all BMU staff have since attended a Customer Care Training Course in 2013 and Equality and Diversity Training is scheduled within the next training year.

It does not appear from records available that any of the current acting Management post holders within the Building Maintenance Unit have attended any specific management training, which is a weakness.

## **6.3 Management Salaries - Building Maintenance Unit and Technical Services**

6.3.1 In comparison with other Registered Providers in North Wales/Merseyside and Cheshire, the salary for the Operations Manager (£38,257) and the Technical Services Manager (£38,422) is in the medium quartile. The job descriptions have been reviewed in the last few years and reflect the outcomes and required skills for the service currently so will need to be updated if those roles change in the future. The next level of Management is the Assistant Operations Manager at (£30,311) and the Senior Technical Officer (£27,323).

These salary differentials in terms of responsibility appear out of line and clearly there is some capacity for a reduction in terms of positions at this level when designing a structure for the future.

### **6.3.2 Administration and Support Salaries – Technical Services and Building Maintenance Unit**

Salaries of the Admin and Support staff members within the BMU (Gaerwen) are in the higher quartile (£15,598 - £26,678) which included the Health and Safety Officer at the higher end, for similar roles and the Customer Call Centre roles (£16,988) within the Technical Unit (LLangefni) are in the lower quartile.

(This is compared with other Registered Providers in North Wales/Merseyside and Cheshire). There is some cross over in terms of work and responsibilities between the two teams and this is a key area where consideration should be given to streamlining the processes and co-locating the teams.

For example: Currently, customers with requests for repairs, call the Repairs Call Centre based in LLangefni. Once a Repairs Centre Operator (there are three Call Centre Operatives in the structure) receives a repairs call, they decide whether they can order the work directly themselves, or need to pass on to an Inspector for a pre-inspection. If the Call Centre Operator feels that he/she has enough information to order the work directly they will enter details into the Orchard system which produces a job card printed out in the Depot at Gaerwen. An Emergency or Urgent job will also be followed up by a telephone call from the Call Centre to the Admin staff at Gaerwen. The job cards are passed on to the Controller who by way of the Admin Assistant/Tenant Liaison Officer delegates the job to the respective Craft Operative. If the job is of an Emergency or Urgent nature the Admin Assistant/Tenant Liaison Officer will make contact with the Craft Operative by phone. Jobs of a non-urgent nature/priority are left in the operative's pigeon hole and will be picked up on visits to the depot.

There is no computer based appointment system currently in use but this will be addressed when mobile working is introduced later this year. Appointments are currently made when this is highlighted on the job card from the Call Centre, or if a tenant calls direct or is referred to the Depot at Gaerwen where they can specifically request a repair carried out at a certain time and/or day.

Whilst there is an attempt to offer an appointment, this is not offered at the first point of contact and is not working as efficiently as it could due to the IT not being fully implemented and also the separation by location of staff dealing with customers. Appointments are not offered to customers at the first point of contact at the Call Centre and if the Tenant Liaison Officer / Appointments Coordinator (Gaerwen) is not in the office, then one of the two Chargehands who are currently carrying out administrative duties will take the call. It is understood that PDA's are already being used by the Technical Inspectors and that Craft Operatives are in the second phase roll out. The introduction of PDA's will assist in allocating and scheduling work more efficiently, particularly for urgent repairs.

### **6.3.3 Stores**

There are three members of staff in Stores, one Manager and two Assistants, who are also sometimes used to deliver essential items to Operatives during the day. Elsewhere in our report we will be recommending that there is an independent review and options appraisal of stores in 2014/15 and therefore we will not comment further on the staffing of the stores during this report.

### **6.3.4 Technical Inspectors – Technical Services**

There are 8 Technical Inspectors (£23,945) within the Technical Services Team based in LLangefni. It is noted that 8 Inspectors seem excessive for the stock size and there is substantial overlap between these roles and the roles of the Foreman /Controller (£32,220) based in Gaerwen.

### 6.3.5 Foreman/ Controllers – Building Maintenance Unit

There are two Foreman /Controllers based in Gaerwen one who leads on Voids/Minor Maintenance and the other on Adaptations.

In relation to the Foreman role (£29k to £32k) the salary is in the higher quartile for a 'Team Leader'. Typical Team Leader basic salary is £28,636 rising to £31,754. The job description needs to include more hands on supervision of the Operatives, performance management, budget control and planning. There is also a need to describe the role in terms of providing a service to customers and describing the skills and experience to reflect the need to be customer focused.

### 6.3.6 Working Chargehands

There are 6 Working Chargehands within the BMU although two were seen to be working on administrative duties assisting the Assistant Operations Manager. According to their job description, a Working Chargehand 'is expected to carry out work in his normal recognised building trade but also to assist the Foreman with supervisory matters with some degree of supervisory responsibilities as requested. The number of hours dedicated supervisory duties is dependent on the Foreman's workload, annual leave, sickness and other related factors'. These staff are paid an increase in their basic pay for all hours that they perform these duties. We consider that there is a need to clarify roles and responsibilities for supervisory tasks between the foreman and chargehand roles and to constructively challenge whether all these tasks are indeed necessary and are adding value to the business.

### 6.3.7 Craft Operatives

There is no multi-skilling presently in place which is a critical weakness of the current service. Craft Operatives are a mixture of home based (Pre-Planned) and those that report to the depot (Responsive) to pick up their work and for administrative purposes. Those Operatives mainly employed on Responsive are divided into 4 areas of the Island. Also working in responsive repairs are many contractors, including: Malbri Electrical, DLR Electrical, Cynan, Electrical Gavin Roberts Electrical, Gwynedd Electrical. The service has considerable levels of work being sub-contracted and a much higher level than we would expect for an organisation this size. Future decisions will be required over whether the freeing up of resources as a result of modernising the service, introducing IT and streamlining processes, can result in more work being handled internally and therefore less work being performed outside of the service. We consider that there are possible financial savings in this area.

Craft Operatives employed within the BMU are:

- 1 x Drain Man
- 3 x Driver Labourers
- 2 x Painter/Paint Sprayer
- 3 x Plasterer
- 3 x Electricians including 1 x Chargehand Electrical
- 7 x Plumber/Heating Engineer including 1 x Chargehand

- 1 x Bricklayer who is Chargehand Voids
- 10 x Joiners including 3 x Chargehands (Adaptations, Minor Maintenance, UPVC Windows and Doors)

Average age profile for Craft Operatives is 44 years although a good proportion of the workforce is over 50 years of age. There is therefore a need to recruit some younger members to the team to ensure the future working of the service.

We would question whether the geographic spread and housing stock warrants splitting into 4 geographical areas and this will become more of an issue as technology is introduced that supports effective scheduling and prioritising of workloads. We consider that in the interim period, before all the technology is fully introduced and embedded, that splitting the Island into 2 teams i.e. North/South or East West would be a much better allocation of resources and would allow for performance by teams to be measured, as well as the performance by the entire team.

In addition to the above, there are also two teams: Voids and Adaptations, and operatives within these teams can work anywhere on the Island.

The average jobs per day for an Electrician are 4-5 and 3-4 for Plumbers and Joiners. The Operations Manager commented that the use of contractors on Electrical works was due to the lack of qualified operatives in the BMU due to a current Council restriction on recruitment. We consider that this should be addressed as a matter of urgency as there is a clear business need for electricians to be employed by the service.

There are currently 28 operatives on responsive repairs and voids and the current size of the workforce appears to be reasonable. However, the service has not assessed whether it has had changes in the demand profile (i.e. volume and type of work) over the last few years (particularly with the advanced stage of the WHQS programme). Now that the WHQS contract is completed and a number of operatives having applied for voluntary redundancy, an assessment on staff requirement is planned. There is a need to establish whether volumes for particular trades have increased or decreased, for example, is there a need for 10 joiners in the future?

### **6.3.8 Craft Operatives Salary**

Craft Operatives are paid a basic salary (bonus has been removed) and are paid weekly by BACS on craft rates, plus tool allowance. All Trade staff except for three employees are paid an Attendance Allowance of £20 per week which is paid at the rate of £4.00 per day for a five day week. It is not paid during sickness absence.

Working Chargehands are paid at their Craft rate plus £3.10 per hour for each hour working as chargehand and is not paid during holidays or sickness absence.

Basic Salaries for Craft Operatives within Anglesey are generally low compared with other Registered Providers in Wales.

Highest rate of pay is for Plumber/Electricians/Heating Engineer at £19,421 and the lowest is for Joiner/Plasterer/Painter/Drain at £17,107. Based on the total salary



figures of the operatives and based on these being 'single trade', actual salaries are in the region of £20k, which is lower than we would expect (£22k average). It should be noted that multi-skilled operatives would be expected to be paid a higher level. It should be noted that some Registered Providers are increasing pay by up to 2.5 % this year and therefore the salaries above may fall behind due to the current limitations on pay increases for Local Government.

Whilst some of the Operatives may undertake to use their associated skills during their working day, none are classed as Multi Skilled and therefore pay does not reflect working towards, or achieving, this standard of service. Using Multi Skilled Operatives should offer a more efficient service to the customer by completing a job in a single visit wherever possible, thus achieving right first time and no call back. It is understood that there has been some consultation with Unions about Multi Skilling following Job Descriptions being drawn up in February 2013, but progress on this is not known by Management of the BMU.

It appears that the Managers within the BMU have not been involved in any of these Union discussions, which is a weakness in the negotiation process as they are fully able to articulate the requirements and justification. It is important that the introduction of multi skilling is taken on board as a priority.

Although there has been very little recruitment taking place over the last few years, the recruitment process in use for Craft Operatives is by interview questions only and there is no practical assessment of skills. This is a weakness, as all applicants should undergo a practical skills assessment as part of the recruitment process.

### **6.3.9 Tool Allowances**

For the Craft Operatives tool allowances are paid on top of basic salary and range from £30.11 per month for Bricklayers, Joiners, Plasterers and Painters to £29.51 per month for an Electrician and £31.41 per month for a Heating Engineer. From the information supplied it appears that there are differences in tool allowances paid within the same trade, the reason for this is not apparent. If Multi Skilling is implemented agreement needs to be made with regards to the means of providing the multi skill tools.

### **6.3.10 Emergency Call Out**

Operatives are called out to cover Emergencies after their working day and at weekends. Last year the service received 1,400 Emergency Calls out of hours

The Call Centre closes at 5.00pm, however any repair call taken after 4.00pm is routed to the out of hours service. A Duty Officer (which could be a manager, assistant manager, foreman, health and safety officer or chargehand, on 6 week rota at £238.00 per week) takes the call, assesses whether it is an emergency and phones the relevant Craft Operative (£148.00 per week) on standby to attend. The service has 4 operatives (Electrician, Joiner, Heating and Plumbing Engineer, Drainage contractor) on standby for each week which is a relatively high number for the size of stock but this is due to the lack of multi-skilling in place. These staff work on a six work rota basis and emergency cover provision is limited to 9 Craft



Operatives out of a possible 19, whilst recognising that for some Craft backgrounds it does not make sense to provide emergency cover i.e. Bricklayer or Painter etc.

It should be noted, that Contractors such as Gwynedd Electrics, Malbri, DLR, Gwres Cymru, and Anglesey Heating form part of the standby rota. It is recommended that the standby hours are reviewed and the emergency calls analysed to ascertain any trends, or specific requirements, that would enable a more focused approach to providing the service. The standby allowance of £148.00 per week is relatively low in comparison with other Registered Providers. Many other providers are splitting the 7 day week into two parts (4 days and 3 days) so to encourage more Operatives to take part or by making this a contractual element of employment.

We suggest that Emergency Cover provision be reviewed once multi-skilling has been implemented. In the short term, consideration should be given to reviewing the use of Contractors.

Out of hours emergency calls are to the Duty Officer and access to house files or risk register is not available, therefore no information is given to the Standby Operative regarding the risk register or providing a service for a vulnerable tenant unless the Duty Officer has local knowledge and is able to pass on the relevant information. The Operative should check in and out with the Duty Officer who would raise the alarm if the Operative fails to call in. Trackers have been fitted recently on the vans that are able to locate position but the facility to use the tracking system to locate lone workers is not accessible to the Duty Officer during out of hours. This is a weakness.

There are no formal working arrangements in place for activities peculiar to the Craft Operatives such as working in tenant's homes and sleep mode.

### **6.3.11 Call Out Payments**

If an operative is called but is not on standby, or gets called out whilst on Emergency Cover, a minimum payment of two hours is allowed.

All callout payments are at time and a half, Bank Holidays are paid at double time and at a later date equivalent time off with pay is allowed.

## **6.4 Contractors**

There are 69 Contractors used by the BMU and on any one day 30 Contractors are employed. We would expect this level of usage for a service which was two or three times the size of Anglesey and therefore we consider this to be excessive and requires a substantial rethink and a need to 'right size' the staffing of the operation in line with work demand. Some of these contractors have been employed for many years on a daily basis and are almost part of the work force. The reason for this has been described as a lack of investment and support for recruitment. The H&S Welfare Officer ensures that contractors are aware and abide by the H&S Policy and Customer Care expectations.

## 6.5 Recommendations

Our recommendations are divided into two areas, the first being issues that should be addressed as a matter of priority (in no particular order) and the second for your consideration.

### Priority

#### 6.5.1 Management and Structure

It is clear that the current management within the BMU and Technical Services have very different views and ideas as to how things should be done and the client /contractor split hasn't helped to alleviate these differences of opinion. This has led to some tension and frustration between the teams and it is clear that they are currently far from being a 'one team service for repairs'. We consider however that directly addressing the client/contractor split and removing it will result in a much improved service for Anglesey and a much better working environment for the staff.

It is recommended therefore that if the service is retained in house, that the structure of the BMU and Technical Services is completely reviewed, with particular emphasis on forming 'One Team' and breaking down the existing barriers. This One Team could also include Asset Management to ensure that a holistic and joined up approach to investment and repair is achieved.

#### 6.5.2 Accommodation

A key priority is to move the two sides of the service together into one location in order to create a 'One Team Repairs Service'. This will help remove communication barriers, improve the flow of the processes and importantly, enable the teams to work together in a co-ordinated approach to the repair and investment of housing properties.

#### 6.5.3 Skills Audit and Development

Management - it is possible that the current post holders (Acting Management) may not have the capacity to deliver the changes needed for the future and that external assistance may be required in the short term. A skills audit and assessment for management staff should be implemented, together with development plans for individuals. Staff need to have highly developed management, strategic and business acumen skills in order to realise the ambition of a 3 star excellent repairs service that the Housing team has now made a requirement for the future.

Workforce - we would recommend that a skills audit (linked in with multi-skilling below) is performed in order to inform future workforce planning.

#### 6.5.4 Multi-skilling

The implementation of multi-skilling must be put back on track through the normal channels of consultation and negotiation. Multi-skilling is an essential requirement of

a 2 star, good service, and therefore must be in place before the service drives forwards to three star.

### **6.5.5 Customer Service**

There is little evidence of an external customer service culture within the BMU even so far as to say that it is a very reactive, task focused service that does not consider the wider implications of delivering its service to customers. It is felt that there is little or no acknowledgment to the 'internal customer', or that the normal etiquette for customer service applies to them also.

### **6.5.6 Continuous Improvements**

The service is very introspective and service managers need to recognise the requirement to continually look outwards to other providers and review and refine working practices to best practice levels. Also a key current problem is knowledge sharing across the service which is exacerbated by the current client/contractor split. Currently knowledge is fragmented and in our discussions and meetings with staff we concluded that no one had a full understanding of how the service should work, or indeed how it was working at the present time. Due to these knowledge gaps, a range of assumptions are being made by staff which may not be correct and has contributed to discussions that we have observed being at cross purposes, misunderstanding occurring and mixed messages being received.

## **For Consideration**

### **6.5.7 Links with Corporate Call Centre**

Improvements to how calls are received from tenants and translated into action, are key to improving the repairs service and reducing costs. The decision on structures and location and the completion of the implementation of the IT system, will inform how this can be done at the first point of contact with the tenant.

The Service then needs to ensure that it is able to respond efficiently and that new lean processes (and their potential impact) should be considered and piloted.

We recommend that some 'job swops' could take place so that employees in both service areas can see what happens 'at the other end' and how their actions, or mistakes, affect the end result for the customer.

### **6.5.8 Flexibility**

The working times of the BMU and Technical Unit need to be aligned so that at least an appointment can be made up to 5pm. At the moment the Call Centre Operative works to 5pm but because the BMU staff work to 4pm some calls cannot be dealt with until the next day, or are dealt with as out of hours.

Outside of these hours, the service operates an out of hours arrangement.

It should be noted that where demand exists good 2 star performing organisations operate early evenings and Saturday morning appointments. Anglesey therefore

needs to ascertain whether it has demand from its tenants for extended hours and if it has, then it needs to put arrangements in place to deliver it.

No flexible working arrangements exist within the BMU i.e. 9-day fortnights which have proved popular within other DLOs and can be effectively used as a 'bargaining tool' to offer in exchange for longer working days during the full 5 day working week, or staggered starts, which ensure that the service has cover until 6.00pm. This should be considered by the service. In introducing the 9 day fortnight a greater flexibility is encouraged so that the service hours can be extended during the week.

This may mean Operatives working a long week and a short week and also requires Management or Support staff to be in the office. In terms of benefits, as an employer, Anglesey Council can more effectively serve customers and this in turn will raise performance, satisfaction and reputation. New work patterns can also help achieve the desired balance between work, and life outside work. Consideration can also be given to staggered starts on certain days in order that a service can be provided later on in the day to tenants who work during the day.

#### **6.5.9 Performance Standards for Craft Operatives**

There should be a set of performance standards for the Craft Operatives so they are clear as to what is expected in terms of when in a property, for example keeping uniforms clean and wearing PPE.

#### **6.5.10 Job Descriptions and Competences**

All Job Descriptions need to be reviewed and they should include expectations of standards of performance, behavioural expectations and reflect the customer focus.

For Multi Skilling a profile of the associated skills should be developed together with a transition plan for up skilling Operatives or recognising existing skills.

This should be done in consultation with staff and /or Unions.

#### **6.5.11 Training and Development**

There is nothing within any of the information provided that suggests that training needs for the Manager and Team Leaders has been identified, prioritised and planned

It is recommended therefore that Managers will use the performance and development appraisal system, the outcomes of quality audit assessments and regular work review processes to identify with staff their own areas of development need. Once this is agreed the Manager should agree attendance from a list that is specific to the role (the Managers and Team Leaders can work together to develop a list of mandatory training and also training that would add value to the role or the service).

Managers need to attend training on:

- Basic Management Skills
- Managing Performance
- Having Difficult Conversations
- Dealing with Discipline
- Managing Health and Safety
- Providing a Customer Focused Service

#### **6.5.12 Craft Operatives and Administrative Support**

There is no real recognition that tenants are customers, nor is the key focus of the job of providing a service to tenants in any of the Craft Operatives job descriptions. This is therefore not in alignment with the vision for the Housing Service as a whole. All Job Descriptions need to reflect the focus on customer service.

### **6.6 Conclusion from working arrangement review**

- 6.6.1 The review paints a picture of a difficult client/contractor service, that due to operating in a split approach is being prevented from having a 'One Team' approach to working and therefore they have been working within their own silos as a result. Effective communication and knowledge sharing are therefore key weakness. We do however believe that the staff are giving their best efforts despite the difficult circumstances of a structure that is effectively working against them. Their high level of frustration with the current working arrangements shows the depth to which they care about what they are doing and the need to arrive at a future solution that works for all – tenants and staff.
- 6.6.2 It does appear to be a very 'old fashioned' service which is reflected in the job titles used, reporting lines, BMU working hours etc. and is long overdue for review.
- 6.6.3 We suspect that the teams (client and contractor) have been very introspective and as a result have not paid much attention to the changing environment, or the future and that major transformational change is now required in the way that the service is delivered.
- 6.6.4 Implementation of the recommendations described in this report will support the desired improvements for the future, but it will be the senior managers who will need to want to take ownership and make this happen.
- 6.6.5 We do believe however that there is a lot of potential with this in house service and that all the issues that we have identified are not only fixable, but that a future merged team could have the potential, with the right level of support, to be a very valuable asset to the Council.

## 7 Objective Four: To identify opportunities for efficiencies

- 7.1 During the previous review by Solutions for Housing in 2012, a full VFM review of the DLO's service was undertaken which concluded '*Our overall assessment is that **the current level of VFM offered is low to medium** and that the BMU together with the client side of the repairs service need to take a more comprehensive, co-ordinated and focused approach to VFM and embed this within its culture*'.
- 7.2 During the latest review, we identified that although progress is being made, fundamentally the same service is in existence as before and we would consider that the overall assessment of VFM has not dramatically improved from the above statement since our last review. However, the opportunity to improve future VFM is now much stronger as a result of the comprehensive options appraisal which has been undertaken. The outcome from this will ensure that a modern, efficient and effective service can be delivered in future and we consider that this can be achieved whilst also delivering a fairly substantial cost saving compare to the current method of delivery.
- 7.3 We set out below how we see the potential opportunities for improvement VFM from the preferred option of retaining the service in house but with a merged client/contractor function combined with modernising the service. These would be as follows:
- i. A fully integrated (as opposed to fragmented) approach to service delivery;
  - ii. A service designed around the customer rather than the Landlord;
  - iii. Clear and challenging service standards, set by customers;
  - iv. Using the knowledge of Anglesey's customer base to tailor services to need and a customer focused approach to service delivery which will improve the customer experience from reporting of repairs through to completion.
  - v. High levels of customer satisfaction and opportunities for customers to feedback their experiences in order that the service can better meet their needs in the future;
  - vi. Flexible, multi-skilled and empowered workforce (after implementation of multi-skilling) and cost effective labour costs;
  - vii. Higher productivity in terms of numbers of jobs completed and the overall time taken to carry them out;
  - viii. Higher levels of right first time repairs for customers;
  - ix. Competitively priced and efficiently provided materials;
  - x. Achieving the right balance between cost and quality;
  - xi. Robust and transparent financial reporting systems combined with increased business acumen of key managers;
  - xii. Regular benchmarking against peer groups would be in place and used to drive performance up and costs down to match the levels of the best performers;
  - xiii. A more planned and less reactive approach to maintenance that takes into account up to date stock condition information and other stock sustainability

factors and also more cyclical and servicing programmes to ensure a prevention rather than cure approach. Joined up thinking will be the norm as will a holistic approach to asset management within an overall asset management strategy for the service;

- xiv. A reduced turnaround time for void re-lets thereby minimising rent loss;
- xv. Effective use of sub-contractors based on business needs for specialist work and dealing with peaks in workload, all other resources to run the business to be directly provided within the repairs service;
- xvi. The service being able to demonstrate that it is continuously delivering more in terms of outcomes for the same, or even for less resources (one of the requirements from the Head of Housing being that the service will save £250k per annum by 2017/18);
- xvii. Lean, efficient business processes and 'back office' support services that fully enable the delivery of an excellent overall service;
- xviii. Performance culture embedded within the service with a comprehensive and coordinated approach to KPI management covering a balanced scorecard of cost, quality, productivity and customer satisfaction measures. Stepped targets in place to continuously challenge the service to deliver more;
- xix. Regular testing against what is deliverable from the wider market to ensure that the service is matching and keeping pace with that which is being delivered by other providers. Seeking and implementing best practice;
- xx. Up to date, robust, reliable and flexible technology to support the business and its service provision;
- xxi. More effective working arrangements with the rest of the Housing Service within an overall 'one team approach to housing'.



## Appendix One

### Repairs Service Performance, Cost and Customer Satisfaction

Performance Indicator	Anglesey 2011/12 Actual	Anglesey 2012/13 Actual	Anglesey 2013/14 Latest figures	Benchmarking Upper Quartile Wales	Benchmarking Upper Quartile UK < 5,000 units	Upper Quartile achieved by Anglesey based on 2013/14 latest figures?
% of all responsive repairs on time	93%	84.1%	N/A	97.9%	98.9%	No (based on 2012/13 figures)
% Emergency repairs on time	99.82%	99.9%	99.57%	98.1%	99.8%	Wales – Yes UK – nearly
% Urgent repairs on time	99.8%	95.8%	87.55%	95.5%	99.2%	No
% of Routine repairs on time	90%	75.4%	N/A	94.7%	98.8%	No (based on 2012/13 figures)
% of all repairs represented by emergency and urgent	25%	40.0%	29%	39.6%	32.3%	Yes
% of all repairs emergency	10%	13.8%	5%	<15.1%	<13.6%	Yes
% of all repairs urgent	15%	26.1%	24%	<21.2%	<15.8%	No
Customer Satisfaction	2011/12 Actual	2012/13 Actual	2013/14 Latest figures	Benchmarking Upper Quartile Wales	Benchmarking Upper Quartile UK < 5,000 units	Upper Quartile achieved by Anglesey?
% tenants satisfied with responsive repairs	63%	83.10%	92%	82.10%	90%	Yes
% completed in one visit	N/A	N/A	N/A	89%	96.2%	Not measured

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<b>Performance Indicator</b>	<b>2011/12 Actual</b>	<b>2012/13 Actual</b>	<b>2013/14 Latest figures</b>	<b>Benchmarking Upper Quartile Wales</b>	<b>Benchmarking Upper Quartile UK &lt; 5,000 units</b>	<b>Upper Quartile achieved by Anglesey?</b>
<b>Average number of responsive repairs per property</b>	3.5	3.3	3.3	<2.6	<2.9	No
<b>Average time to re-let – all void (days)</b>	70	83.6	68	<27.2	<23.8	No – but this may not be due to repairs
<b>Cost Indicator</b>	<b>2011/12 Actual</b>	<b>2012/13 Actual</b>	<b>2013/14 Latest figures</b>	<b>Benchmarking Upper Quartile Wales</b>	<b>Benchmarking Upper Quartile UK &lt; 5,000 units</b>	<b>Upper Quartile achieved by Anglesey?</b>
<b>Cost of standard void</b>	£4,829	N/A	£3,700*	£2,303.56	£1,401	No
<b>Average cost of responsive repair</b>	£130	N/A	£126.70	£108	£99	No

N/A – Not Available

\*Figures may still contain WHQS works

## Appendix Two – Detailed Options Appraisal

### Option One – Retaining in house with existing client/contactor split and modernising the service

Issue	Strengths and Benefits	Weaknesses	Risk
<b>Customer Service</b>	<p>No change in service provider, therefore continuity for customers.</p> <p>Single identity of service provider – one stop shop.</p> <p>Service to Anglesey's customers is the key objective not profit.</p> <p>Opportunities for tenant involvement in the management of the service.</p> <p>Added value and flexibility of service – can go extra mile for customers.</p> <p>Use customer profiling and tailor the service accordingly.</p> <p>More accountable to customers as the provider of the service.</p> <p>Simpler problem solving – no third party involved to 'negotiate' solution with.</p> <p>In-house provision avoids the risk of the contractor going out of business – continuity of serviced assured.</p> <p>Easier quality control than going out to an external contractor.</p>	<p>Other options could produce higher levels of customer service and performance.</p> <p>Hasn't addressed the 'mindset' of separation within the teams and the customer may suffer as a consequence.</p>	<p>Retaining the split may result in existing problems not being resolved.</p> <p>Can the in-house team deliver a customer service equivalent to that of a professional external contractor?</p> <p>Less ability to deal with peaks and troughs in demand (compared to an external contractor)</p>
<b>Value for Money</b>	<p>Saving of the cost of going out to procurement for an external contractor.</p> <p>More control over budget.</p> <p>No contractor profit to pay.</p> <p>Potentially a long term solution without the need for regular</p>	<p>Cost of senior management level post to oversee 'both sides' of the service.</p> <p>Would possibly require external transformational change consultant to produce the required level of performance,</p>	<p>Lower level of VFM gains being made than other options under consideration.</p>

	<p>competitive tendering and resultant disruption to service and staff.</p> <p>Any savings produced can be retained and reinvested in the service.</p> <p>Avoids corner cutting by contractor that could be driven more by profit than service.</p> <p>Manager would have the ability to challenge the way in which things worked.</p>	<p>therefore costs need to be factored in.</p> <p>Retains the inefficiencies of the existing arrangement.</p> <p>Fewer opportunities would be available to achieve VFM gains due to duplication of controls and separation of duties.</p> <p>Would not have the economies of scale achieved through bulk buying that external contractors could obtain.</p> <p>Greater savings could possibly be made by tendering the service.</p> <p>Loss of profit motive – may result in lack of VFM/efficiency focus.</p> <p>‘Penalties’ could be applied if external contractor did not perform – difficult to do same with internal provider.</p> <p>Financial risk is all Anglesey’s (in comparison with a fixed price contract with a contractor).</p> <p>Avoids cost of retendering.</p>	
<b>Performance potential</b>	Transformation consultant working with the new senior management role could create a performance culture within the team.	Less incentive to change culture and performance.	The existence of the split may result in performance improvements being lower than other options under consideration.
<b>Staffing and structure issues</b>	<p>Newly created senior management role to oversee both sides of the service ensuring a one team approach to service delivery.</p> <p>Retention of staff - no TUPE issues.</p> <p>Multi-skilling would be put in place.</p> <p>Anglesey has control over the</p>	<p>Continuation of duplication of tasks including duplication of controls, checking quality of work and monitoring the work undertaken.</p> <p>Reliance on manager being able to make the client and contractor sides work – possibly spending most of time fire fighting.</p> <p>Management burden to manage</p>	Would rely on the ability to recruit an experienced and skilled senior manager who could oversee the service.

	recruitment and retention of operatives – local recruitment.	an in-house workforce.	
<b>Impact on wider Housing Services teams including communication issues</b>	<p>Sharing a joint vision with rest of Housing Services.</p> <p>Better integration -shared culture and consistency in objectives throughout the organisation.</p> <p>Internally provided service and therefore theoretically easier to communicate with than an external contractor and problems of adversarial relationship would have been removed by the introduction of senior management role.</p> <p>More control over the service its staff and management and tailored to the priorities of the Housing Service rather than a 'one size fits all'.</p> <p>New culture of using mistakes as an opportunity to improve and get it 'right next time'</p>	'Half-way house' solution. Client contractor split is retained. Communication with wider Housing Service may not improve.	Possible continuation of communication problems with the split remaining in place.
<b>IT issues</b>	No change to existing IT but would be more involved with the modernisation of the service.		
<b>Legal and regulatory issues</b>	No legal issues	WAO heavily criticised the use of the client/contract split	Risk is that WAO is not satisfied and that a further critical report is received.
<b>Ease/complexity of implementation of solution</b>	Would be the easiest of the options to introduce and transformational consultant would be in place to assist the team to implement the changes required to modernise the service.	<p>Considerable management time to oversee the transformation project.</p> <p>Difficult to modernise a service whilst running it at the same time.</p> <p>Capacity/capability of team to</p>	<p>Disruption to existing service</p> <p>Client contractor split is still in place and could be difficult to sustain a different way of working without constant management attention.</p>

		deliver the level of change required	
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Lead in time is 3 months for recruitment of manager and then 12 months to bed in the new way of working and 6 months to drive to excellence. Total timescale is 21 months from decision being made to potentially delivering excellence.

**Option Two – Retaining in house but with merged client/contactor and modernising the service**

Issue	Strengths and Benefits	Weaknesses	Risk
<b>Customer Service</b>	<p>No change in service provider, therefore continuity for customers.</p> <p>Single identity of service provider for customers – one stop shop.</p> <p>Service to Anglesey's customers is the key objective not profit.</p> <p>Tenants may be more comfortable with a council employee coming into their home than an external contractor's employee.</p> <p>Opportunities for tenant involvement in the management of the service.</p> <p>Added value and flexibility of service – can go extra mile for customers.</p> <p>Use customer profiling and tailor the service accordingly.</p> <p>More accountable to customers as the deliverer of the service.</p> <p>Simpler problem solving – no third party involved to 'negotiate' solution with.</p>	<p>Externalising the service may possible provide higher levels of service (but could be mitigated by a business plan with stepped targets for performance which needed to be achieved by the newly merged team).</p>	<p>Can the in-house team deliver a customer service equivalent to that of a professional external contractor?</p> <p>Possible dip in performance as new team working and processes bed in.</p> <p>Less ability to deal with peaks and troughs in demand (compared to an external contractor)</p>

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	In-house provision avoids the risk of the contractor going out of business – continuity of serviced assured.		
<b>Value for Money</b>	<p>Saving of the cost of going out to procurement for an external contractor.</p> <p>Duplications in service removed resulting in more efficient processes.</p> <p>Control over budget.</p> <p>No contractor profit.</p> <p>Potentially a long term solution without the need for regular competitive tendering and resultant disruption to service and staff.</p> <p>Any savings produced can be retained and reinvested in the service.</p> <p>Avoids corner cutting by contractor that could be driven more by profit than service.</p>	<p>Would possibly require external transformational change consultant to produce the required level of performance, therefore costs need to be factored in.</p> <p>Would not have the economies of scale achieved through bulk buying that external contractors could obtain.</p> <p>Greater savings could possibly be made by tendering the service.</p> <p>Loss of profit motive – may result in lack of VFM/efficiency focus.</p> <p>‘Penalties’ could be applied if external contractor did not perform – difficult to do same with internal provider.</p>	Transition to new way of working could take significant management time.
<b>Performance potential</b>	Transformation consultant working with the new team could create a performance culture within the team.	Full performance levels may take longer to achieve than with an external contractor who is driven by profit motive to make a contract perform.	Risk that the time taken to restructure the team could have a detrimental impact on performance during that period.
<b>Staffing and structure issues</b>	<p>New merged team, one vision, service priorities are understood by all, clear roles and responsibilities, no duplication of tasks/effort.</p> <p>No TUPE issues.</p> <p>Multi-skilling would be put in place.</p> <p>Anglesey has control over the recruitment and retention of operatives – local recruitment.</p> <p>Local employment</p>	<p>Will take time to bed in the new structure.</p> <p>Changing the mindsets of the staff from both client and contractor.</p> <p>Managing peaks and troughs in workload is down to Anglesey – cannot pull or push resources to another contract as a contractor could.</p> <p>Management burden (and expense) to manage an in-house</p>	Possible disruption to existing service whilst the changes are being made. Staff may not be able to transition to the new way of working and old working habits return.

		workforce.	
<b>Impact on wider Housing Services teams including communication issues</b>	<p>Sharing a joint vision with rest of Housing Services.</p> <p>Avoids the blame culture and 'us and them' of the split service.</p> <p>Improved communication.</p> <p>Shared culture and consistency in objectives throughout the organisation.</p> <p>Internally provided service and therefore theoretically easier to communicate with than an external contractor.</p> <p>More control over the service its staff and management and tailored to the priorities of the Housing Service rather than a 'one size fits all'.</p> <p>Joined up service – repairs service seamlessly integrating with Housing Service and continuously feeding back date into the service – 'eyes and ears of the landlord'.</p> <p>Stronger a one team than current arrangement.</p> <p>New culture of using mistakes as an opportunity to improve and get it 'right next time'</p>	<p>Full responsibility to make the service work to excellent levels falls to the Housing Service as opposed to transferring this to an external contractor.</p>	<p>Risk is that teams do not accept the new ways of working.</p>
<b>IT issues</b>	<p>No change to existing IT but would be more involved with the modernisation of the service.</p> <p>Easy access to information about the tenant from Council's systems.</p>		

	Less risk of exposing confidential information about tenants.		
<b>Legal and regulatory issues</b>	No legal issues Will address the concerns of the client/contractor split from the WAO. Service is not tied into a contract		
<b>Ease/complexity of implementation of solution</b>	Transformational consultant would be in place to assist the team to implement the changes required to modernise the service.	Considerable management time to oversee the transformation project. New staffing structure required. Accommodation issues must be dealt with at the same time – newly merged team(s) need to be co-located. Difficult to modernise a service whilst running it at the same time. Capacity/capability of team to deliver the level of change required. Existing levels of duplication – impact of new structure? Learning new role and working in a different way would be a challenge	Disruption to existing service

Lead in time is 6 months for restructuring the team and then two years to bed this new approach in and drive service to excellence. Total timescale is 2.5 years (30 months) from decision being made to potentially delivering excellence.

### Option Three – Outsource to an external contractor

Issue	Strengths and Benefits	Weaknesses	Risk
<b>Customer Service</b>	Contract specification can be written to suit Anglesey's	Confusion over who is delivering which parts of the service to	Outsourced contractor may fail – risk of liquidation



	<p>requirements for customer service.</p> <p>Many of the external contracts in place with other social housing landlords are achieving excellent levels of customer service.</p> <p>A higher right first time service could results in fewer call backs from tenants and fewer complaints to administer.</p>	<p>tenants i.e. external contractor for repairs but Council staff for other matters.</p> <p>Tenants may not like to have a contractor's employee in their home as opposed to a Council employee.</p> <p>Accountability issues – contractor is delivering the service not Anglesey.</p> <p>Dealing with problems and complaints from tenants may be more difficult than having an in-house service.</p> <p>Would external contractor have Welsh speakers (accepting that workforce would transfer over) in their call centre and work supervising team?</p>	<p>Profit may be the main driver and not customer service.</p> <p>Service is disrupted whilst new contractor beds in.</p>
<b>Value for Money</b>	<p>Can demonstrate VFM through competitively tendering the contract.</p> <p>Commercial focus on external contractor would drive VFM through the servie.</p> <p>Potential to reduce the costs of the present service caused by duplication of tasks.</p> <p>Evidence from other successful repairs partnering arrangements is that these have substantially reduced void turnaround time and therefore net income levels should rise through having lower void rent loss.</p> <p>Contractor will have access to bulk purchasing agreements and therefore will be benefiting from economies of scale.</p>	<p>A 'high end' specification will likely result in a high price from contractor.</p> <p>Costs incurred in the procurement process.</p> <p>Desire of contractor to maximise profit.</p> <p>Administration in terms of invoice processing for contractors costs.</p> <p>Unless a form of open book arrangement is in place, then the costs of the service may be less visible.</p> <p>How attractive is Anglesey to an external contractor – geographically remote from other major contracts and only a relatively small size landlord – would be attract a good price from bidding contractors?</p> <p>Contract would need to be re-</p>	<p>Risk is that very low bids may be offered by large firms which may not be sustainable in the long term.</p> <p>Contractor may go out of business.</p> <p>If the economy improves and the demand for work increases, then the contract price could significantly increase at renewal.</p>

	Potential administration savings – no longer paying individual invoices for materials and sub-contractors. Could be reduced to 12 invoices per year for the external contractor.	tendered e.g. every five years	
<b>Performance potential</b>	Reduced risk – can pass on responsibility for achieving performance to the contractor. Many external contractors are delivering exceptional performance levels especially when linked to incentive systems. Stepped targets for continuously improving KPI's can be built into the contract – possibly linked to an incentive mechanism.		Fall in performance during the transitional period to the new contractor.  Risk is that performance may not be achieved resulting in significant intervention from the client.
<b>Staffing and structure issues</b>	Working within a more healthy partnering relationship to deliver an excellent service to customers.  Reduced time for managing the service as contractor would take responsibility and avoids the costs of recruitment.	TUPE issues for staff Remaining staffing structure would need to be reviewed to manage the new contract. New ways of working required – capability issues for staff. Managing peaks and troughs in workload is down to Anglesey – cannot pull or push resources to another contract as a contractor could. Local employment may not be guaranteed. Long set up and mobilisation period	
<b>Impact on wider Housing Services teams including communication issues</b>	A strongly performing contractor should result in higher levels of customer	Loss of complete control of the repairs service. Client/contractor split would	

	satisfaction and therefore less complaints to deal with.	remain (although likely to be a difference structure to the current set up). Communication issues may exist due to contractor being a separate entity. Requirement to check quality of work, accuracy of invoices and monitor the contract.	
<b>IT issues</b>		Anglesey Council has already committed to the replacement of client and contractor systems including the mobile working module and therefore outsourcing the service could result in a write off of these committed costs. Possible access issues with contractor systems. New interfaces would be required to be written between contractors system and the councils.	Risk of exposing sensitive data to external party.
<b>Legal and regulatory issues</b>	Contract would need to be put in place		
<b>Ease/complexity of implementation of solution</b>		OJEU – costly and drawn out process. More complex to set up – specifications, contractor evaluations, mobilisation period. Costs of procurement but upfront costs could be offset by future savings. Bedding in time for new contract would be much shorter as contractor would be aiming to achieve full performance within 6 months from go live.	

Lead in time is 18 months for to procure and mobilise the contract and then six months for contractor to drive service to excellent levels. Total timescale is 2 years (24 months) from decision being made to potentially delivering excellence.

**Option Four – Outsource client and contractor**

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Issue	Strengths and Benefits	Weaknesses	Risk
<b>Customer Service</b>	<p>Contract specification can be written to suit Anglesey's requirements for customer service.</p> <p>Many of the external contracts in place with other social housing landlords are achieving excellent levels of customer service.</p> <p>A higher right first time service could results in fewer call backs from tenants and fewer complaints to administer.</p>	<p>Confusion over who is delivering which parts of the service to tenants i.e. external contractor for repairs but Council staff for other matters.</p> <p>Tenants may not like to have a contractor's employee in their home as opposed to a Council employee.</p> <p>Accountability issues – contractor is delivering the service not Anglesey.</p> <p>Dealing with problems and complaints from tenants may be more difficult than having an in-house service.</p> <p>Would external contractor have Welsh speakers (accepting that workforce would transfer over) in their call centre and work supervising team?</p>	<p>Outsourced contractor may fail – risk of liquidation</p> <p>Profit may be the main driver and not customer service.</p> <p>Service is disrupted whilst new contractor beds in.</p>
<b>Value for Money</b>	<p>Can demonstrate VFM through competitively tendering the contract.</p> <p>Commercial focus on external contractor would drive VFM</p>	<p>A 'high end' specification will likely result in a high price from contractor.</p> <p>Costs incurred in the procurement process.</p>	<p>Risk is that very low bids may be offered by large firms which may not be sustainable in the long term.</p> <p>Contractor may go out of</p>

	<p>through the service.</p> <p>Potential to reduce the costs of the present service caused by duplication of tasks.</p> <p>Evidence from other successful repairs partnering arrangements is that these have substantially reduced void turnaround time and therefore net income levels should rise through having lower void rent loss.</p> <p>Contractor will have access to bulk purchasing agreements and therefore will be benefiting from economies of scale.</p> <p>Potential administration savings – no longer paying individual invoices for materials and sub-contractors. Could be reduced to 12 invoices per year for the external contractor.</p>	<p>Desire of contractor to maximise profit.</p> <p>Administration in terms of invoice processing for contractors costs. Unless a form of open book arrangement is in place, then the costs of the service may be less visible.</p> <p>How attractive is Anglesey to an external contractor – geographically remote from other major contracts and only a relatively small size landlord – would be attract a good price from bidding contractors?</p> <p>Contract would need to be re-tendered e.g. every five years</p>	<p>business.</p> <p>If the economy improves and the demand for work increases, then the contract price could significantly increase at renewal.</p>
<b>Performance potential</b>	<p>Reduced risk – can pass on responsibility for achieving performance to the contractor.</p> <p>Many external contractors are delivering exceptional performance levels especially when linked to incentive systems.</p> <p>Stepped targets for continuously improving KPI's can be built into the contract – possibly linked to an incentive mechanism.</p>		<p>Fall in performance during the transitional period to the new contractor.</p> <p>Risk is that performance may not be achieved resulting in significant intervention from the client.</p>
<b>Staffing and structure issues</b>	<p>Working within a more healthy partnering relationship to deliver an excellent service to</p>	<p>TUPE issues for staff</p> <p>Remaining staffing structure would need to be reviewed to</p>	

	<p>customers.</p> <p>Reduced time for managing the service as contractor would take responsibility and avoids the costs of recruitment.</p>	<p>manage the new contract.</p> <p>New ways of working required – capability issues for staff.</p> <p>Managing peaks and troughs in workload is down to Anglesey – cannot pull or push resources to another contract as a contractor could.</p> <p>Local employment may not be guaranteed.</p> <p>Long set up and mobilisation period</p>	
<b>Impact on wider Housing Services teams including communication issues</b>	A strongly performing contractor should result in higher levels of customer satisfaction and therefore less complaints to deal with.	<p>Loss of complete control of the repairs service.</p> <p>Client/contractor split would remain (although likely to be a difference structure to the current set up).</p> <p>Communication issues may exist due to contractor being a separate entity.</p> <p>Requirement to check quality of work, accuracy of invoices and monitor the contract.</p>	
<b>IT issues</b>		<p>Possible access issues with contractor systems.</p> <p>New interfaces would be required to be written between contractors system and the councils.</p>	Risk of exposing sensitive data to external party.
<b>Legal and regulatory issues</b>	Contract would need to be put in place		
<b>Ease/complexity of implementation of solution</b>		<p>OJEU – costly and drawn out process.</p> <p>More complex to set up – specifications, contractor evaluations, mobilisation period.</p> <p>Costs of procurement but upfront costs could be offset by future</p>	

		savings. Bedding in time for new contract would be much shorter as contractor would be aiming to achieve full performance within 6 months from go live.	
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Lead in time is 18 months for to procure and mobilise the contract and then six months for contractor to drive service to excellent levels. Total timescale is 2 years (24 months) from decision being made to potentially delivering excellence.

**Option Five – Outsource elements of the service e.g. gas contract or stores but retain repairs**

Issue	Strengths and Benefits	Weaknesses	Risk
<b>Customer Service</b>	Would retain a stronger performing part of the service in house and outsource any weaker element. Focus of internal team could then be on driving to excellent service levels rather than dealing with management issues from a weaker part of the service.	Fragmented service.	
<b>Value for Money</b>	Outsourcing would test the market.	May not achieve as much VFM as a full outsource	
<b>Performance potential</b>	Focus could be on driving excellence in the retained part of the service whilst passing the weaker service to an external contractor to deliver performance levels.		
<b>Staffing and structure issues</b>	Fully merged service for the elements which remain in-house	Would retain a client/contractor split on the element which was outsourced.	
<b>Impact on wider Housing Services teams including communication</b>		Communication issues with the new contractor.	

<b>issues</b>			
<b>IT issues</b>		Would need interfaces with the contractor systems of the externalised service	
<b>Legal and regulatory issues</b>		TUPE	
<b>Ease/complexity of implementation of solution</b>		Would need to merge the teams into a fully merged service for repairs but then have to go through an outsourcing of elements of the service.	

### Option Six – Joint Venture

<b>Issue</b>	<b>Strengths and Benefits</b>	<b>Weaknesses</b>	<b>Risk</b>
<b>Customer Service</b>	Anglesey would be able to shape the service it wants for its customers. If partner contractor fails, staff and equipment contracted to JV could easily be taken over by social landlord.		Risk of a dip in performance whilst new company, working relationships and processes set in. If partner contractor fails, reliance on the contractors core systems would result in difficulties in being able to deliver the service in an efficient manner until an alternative option had been identified and implemented.
<b>Value for Money</b>	Potential for economic benefits – Council would share in any surpluses produced. Would benefit from expertise/skills/business acumen of the contractor. Modernising the service	Set up costs are high, particularly for legal fees. Reduced market interest from contractors. Potential savings could be lower than achieved with a 'traditional' contract. Less competition from contractors and the need to build in additional costs for running a JV company.	Whether the location and size of Anglesey's stock would be of interest to a contractor to setting up a JV. Risk that the contractor partner seeks to maximise profit rather than improve quality of service. Potential issue that if the contract was re-let via OJUE



			in the future, the JV may not be awarded the contract.
<b>Performance potential</b>			Potential dip in performance as the new company is set up and working relationships and new business processes bed in.
<b>Staffing and structure issues</b>		TUPE issues to the JV	
<b>Impact on wider Housing Services teams including communication issues</b>	Anglesey would be responsible for the management and performance of the JV company. Increased level of control compared to the fully outsourced option.	Would we be able to find a partner with comparable vision/ethos? Loss of complete control of the repairs service (but some control retained as part of the JV agreement). Client/contractor split would remain (although likely to be a difference structure to the current set up). Communication issues may exist due to contractor being a separate entity.	Potential conflicts around the need to focus on quality and customer satisfaction rather than profit
<b>IT issues</b>		Contractors system used as core system. Establishing independent systems would be costly and would offset many of the financial savings potentially achievable. Interfaces required. Security of data	Risk of JV failing and Anglesey left with no contractor system
<b>Legal and regulatory issues</b>		TUPE issues of Anglesey staff to the JV Complex contractual arrangement	Unwinding the JV would be complex and costly if it failed to perform
<b>Ease/complexity of implementation of solution</b>		Added complexity of new legal arrangement in addition to procuring the external contractor	

Lead in time is 18 months for to procure and mobilise the contract and then twelve months for contractor to drive service to excellent levels. Total timescale is 2.5 years (30 months) from decision being made to potentially delivering excellence.

**Option Seven – social enterprise model**

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<b>Issue</b>	<b>Strengths and Benefits</b>	<b>Weaknesses</b>	<b>Risk</b>
<b>Customer Service</b>	Anglesey would be able to shape the service it wants for its customers.  Provision of wider services to private tenants.		Risk of a dip in performance whilst new service is bring set up. new, working relationships and processes work take time to bed in.
<b>Value for Money</b>	Possible grants available to assist with set up.  Reinvestment of trading surpluses in local area.  VFM and not profit would be the objective of the service.	Set up costs would he high including internal staff time to set up and legal fees for setting up new entity.	
<b>Performance potential</b>			Potential dip in performance as the new company is set up and working relationships and new business processes bed in.
<b>Staffing and structure issues</b>		TUPE issues	
<b>Impact on wider Housing Services teams including communication issues</b>	Anglesey would be responsible for the performance of the social enterprise model.	Client/contractor split would remain (although likely to be a difference structure to the current set up). Communication issues may exist due to contractor being a separate entity.	
<b>IT issues</b>		How would social enterprise systems interface to Anglesey's – costs involved.	Risk of social enterprise failing and Anglesey left with no contractor system
<b>Legal and regulatory issues</b>		TUPE issues	Unwinding the social enterprise would be complex and costly if it failed to perform
<b>Ease/complexity of implementation</b>		No previous social enterprise has	

<b>of solution</b>		<p>been set up for repairs – Anglesey would be guinea pig. No existing model therefore in place to replicate and therefore time to set up would be long and costly.</p> <p>Is it right for the service now? Could be looked at again in a few years once existing service has been brought up to required standards.</p>	
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Likely lead in time (rough estimate) is likely to be 2 to 3 years (as no current model exists and Anglesey would be require to create one) and 18 months drive service to excellent levels. Total timescale (max) is 4.5 years (54 months) from decision being made to potentially delivering excellence.

### Option Eight – Lean Service based on Wrekin’s same day fix model

Issue	Strengths and Benefits	Weaknesses	Risk
<b>Customer Service</b>	<p>Internal provision and therefore strengths as per option 2.</p> <p>Customers would receive many repairs being fixed on the same day as they reported them and this could have a positive impact on satisfaction.</p>		<p>Risk of a dip in performance whilst new service is bring set up. new, working relationships and processes work take time to bed in.</p>
<b>Value for Money</b>	<p>Would not cost any more than option 2.</p>	<p>Would take a considerable period to implement as the whole service from end to end would need to be taken through lean reviews.</p>	
<b>Performance potential</b>	<p>Has potential to deliver excellent levels of performance and right first time repairs.</p>		<p>Potential dip in performance as new business processes bed in.</p>
<b>Staffing and structure issues</b>	<p>Structure would need to be based on the merged service of option 2.</p>		
<b>Impact on wider Housing Services teams including communication</b>	<p>As per option 2</p>	<p>.</p>	

<b>issues</b>			
<b>IT issues</b>		Potential changes to systems to assist the team to work in the new 'lean' way.	
<b>Legal and regulatory issues</b>	As per option 2		
<b>Ease/complexity of implementation of solution</b>		Implementation would take a considerable period if the service wanted to be completely 'leaned' .	

Lead in time likely to be 6 months for team restructure, 18 months preparation and implementation of new lean model and then 6 months to drive up to excellent levels. Total timescale 2.5 years (30 months)

## Appendix Three – Scoring of Options

Criteria	Weighting	Option One- retain in-house - split service		Option Two - retain in-house - merged service		Option Three - outsource works		Option Four - outsource works & client		Option Five - Outsource parts of service		Option Six - Joint Venture		Option Seven - Social Enterprise		Option Eight - 'Wrekin' model	
		Average Score	Total	Average Score	Total	Average Score	Total	Average Score	Total	Average Score	Total	Average Score	Total	Average Score	Total	Average Score	Total
Quality of service received by customers (linked to customer satisfaction)	10	8	80	9	90	8.75	87.5	7	70	8.5	85	8	80	8.25	82.5	10	100
Ability to deliver the wider strategic objectives of the Council and the Housing Service	9	7	63	9	81	6.5	58.5	6	54	8.5	76.5	7	63	8.25	74.25	8.5	76.5
Potential of option to deliver excellent levels of performance (i.e. repairs completed within target time, right first time etc.)	8	5.5	44	9	72	8.5	68	8.5	68	9	72	8	64	8	64	9	72
Communication and integration with wider Housing Service (i.e. a joined up service)	7	5	35	8.5	59.5	5.5	38.5	3.5	24.5	6.5	45.5	6.25	43.75	6.25	43.75	8.5	59.5
Potential for tenant involvement in the service	6	8	48	8	48	5.5	33	4	24	8	48	8	48	7.5	45	6	36
Flexibility of the option to respond to specific requirements of the service and its customers	5	7	35	8.5	42.5	6	30	5.5	27.5	7.25	36.25	7.5	37.5	7.5	37.5	6.5	32.5
Local employment	4	9	36	9	36	8	32	7	28	8	32	8.5	34	8.5	34	9	36
Complexity (and duration) of the implementation plus the time period for the option to be achieving its full potential	3	8.5	25.5	5.5	16.5	6	18	6	18	5	15	4.5	13.5	3.5	10.5	3.5	10.5
Affordability – set up costs plus ongoing revenue costs	2	7.5	15	6	12	6.5	13	6	12	4.5	9	4	8	2.5	5	4	8
Wider VFM and potential to achieve efficiencies/savings plus efficient end to end services.	1	6	6	7.5	7.5	8	8	8.5	8.5	8.75	8.75	8	8	6	6	8.5	8.5
<b>Total</b>			<b>387.5</b>		<b>465</b>		<b>386.5</b>		<b>334.5</b>		<b>428</b>		<b>399.75</b>		<b>402.5</b>		<b>439.5</b>
<b>Percentage Score</b>			<b>70.45%</b>		<b>84.55%</b>		<b>70.27%</b>		<b>60.82%</b>		<b>77.82%</b>		<b>72.68%</b>		<b>73.18%</b>		<b>79.91%</b>

As can be seen from the above table, the preferred option is option two which is to retain the service in-house but with a merged client and contractor team and supported by a modernisation and transformational change programme.

## Appendix Four

### (a) Progress against Solutions for Housing's DLO (BMU) Smart Action Plan

	Specifically ,the action will be:-	It will be Measured by Achieving the following Objectives/reaching the milestones	Achievement Led/ Owned by :-	Realistic Timescale for Delivery	Progress as at February 2014
1	<b>To review the current Client/contractor split</b> and evaluate various options in order to identify the “best fit” which will deliver the future strategic vision for the repairs function of Housing Services.	Options being evaluated and recommendations made  New client/contractor	<b>SLW</b>	<b>March, 2013</b>	<b>Current status: In progress (Client)</b>  A formal review of the client/contractor split and options appraisal is the subject of this wider report. A recommendation will be made by end of 2013/14.
2	<b>Performance –</b> to routinely share performance, benchmarking, customer demand, complaints and satisfaction information with the BMU. Targets mutually agreed.	Information routinely shared.  Targets going forwards mutually agreed	<b>SHO / LR</b>	<b>Immediate</b>	<b>Current status: In progress (Client)</b>  Some information is being shared although this is limited. Recent issues with regards to job costing and charging to client budgets have delayed some information. Targets have been agreed and benchmarking data for the previous financial year has been submitted to HouseMark’s benchmarking service.
	<b>Specifically ,the action</b>	<b>It will be Measured by</b>	<b>Achievement</b>	<b>Realistic</b>	<b>Progress as at February 2014</b>

	<b>will be:-</b>	<b>Achieving the following Objectives/reaching the milestones</b>	<b>Led/ Owned by :-</b>	<b>Timescale for Delivery</b>	
<b>3</b>	<b>Performance</b> – to design and introduce a comprehensive performance monitoring schedule to provide a balanced scorecard approach of cost, quality, productivity and customer satisfaction. Targets to be stretching and challenging.	Performance schedule designed  Performance schedule introduced and managed	<b>SLW</b>  <b>SHO / LR plus Corporate Unit</b>	<b>March, 2013</b>  <b>End October, 2012</b>	<b>Current status: Not Yet Started (Client)</b>  Client side have not yet introduced a comprehensive performance monitoring schedule to oversee all aspects of the BMU's work. Information is currently piecemeal and does not allow for a complete picture of performance to be gained.
<b>4</b>	<b>Financial Management</b> – to strengthen financial management arrangements, introduce a new trading account format and provide managers with financial training.	Budgets produced for the BMU  Trading account format revised  Monthly management accounts with variance analysis  Forecast outturns  Training provided	<b>Stephen Moore / Colin Harper</b>	<b>April, 2013</b>	<b>Current status: In progress (Client)</b>  Cost centre budgets have been prepared which is substantial improvement on the previous arrangement. These are being bedded in during 2013/14 and for 2014/15, the BMU will work closely with Housing's accountants to ensure that budget provision is sufficient to cover all anticipated expenditure and is correctly allocated to the appropriate workstreams. Monthly management accounts have not been produced in the first half of the year due to staffing issues within the Finance team, however from month 7 onwards these have been provided to the BMU.
	<b>Specifically ,the action</b>	<b>It will be Measured by</b>	<b>Achievement</b>	<b>Realistic</b>	<b>Progress as at February 2014</b>

	<b>will be:-</b>	<b>Achieving the following Objectives/reaching the milestones</b>	<b>Led/ Owned by :-</b>	<b>Timescale for Delivery</b>	
<b>5</b>	<b>IT Systems</b> – to review the proposed phasing of the implementation and put contingency arrangements in place	Review proposed phasing  Contingency plans in place	<b>Paul Harper</b>	<b>Nov, 2012 phase 1</b>  <b>June, 2013 phase 2</b>	<b>Current status: In progress (Client)</b>  The proposed phasing has been revised and a more realistic implementation timescale is in place.
<b>6</b>	<b>Contract Management/ Housekeeping</b> – to implement a comprehensive schedule of housekeeping tasks to ensure that the systems of the BMU are always accurate and form a basis for informed decision making	Housekeeping schedule introduced	<b>LR</b>	<b>In line with recs form Internal Audit Report (due Oct, 2012)</b>	<b>Current status: - In progress (BMU)</b>  Informal arrangements are in place and these now require formalising.  The implementation of new systems during the year and the agreed new approach to operating the job costing system will require housekeeping tasks to be regularly performed to ensure data in systems is consistently up to date and accurate.
<b>7</b>	<b>GAS servicing</b> – to review all arrangements for annual programme	CP 12 dates provide Annual programme passed to BMU Performance information shared No access procedures reviewed VFM demonstrated	<b>BWT / HWT</b>	<b>March, 2013</b>	<b>Current status : Complete (Client/BMU)</b>  The BMU has compiled an annual programme with CP12 dates and client side is supplying the BMU with monthly worktickets.  It has been identified however that the current arrangement is very heavy in terms of administration and that a more simpler approach may be possible.
	<b>Specifically ,the action</b>	<b>It will be Measured by Achieving the following</b>	<b>Achievement</b>	<b>Realistic Timescale</b>	<b>Progress as at February 2014</b>



	<b>will be:-</b>	<b>Objectives/reaching the milestones</b>	<b>Led/ Owned by :-</b>	<b>for Delivery</b>	
<b>8</b>	<b>Pre and Post</b> Inspections – to move to industry best practice levels	10% pre and post inspections achieved	<b>DR / SHO / LR</b>	<b>End March, 2014</b>	<b>Current status: In progress (Client)</b>  Client have reduced the level of pre-inspections down from 60% to 40% and expect this to be lower by the year end. This will be kept under review to ensure that best practice levels are aimed for.  BMU have resolved the duplication of Post inspections between them and client by reducing post inspections to 10% of jobs below £1k value.
<b>9</b>	<b>Lettable standard</b> – to develop an agreed lettable standard	Lettable standard in place	<b>SHO / LR</b>	<b>Dec, 2012</b>	<b>Current status: Complete (Client)</b>  A new standard is now in place.
<b>10</b>	<b>Customer service</b> – to revise the repair service standards, policy and customer literature to best practice levels	All literature will be best practice	<b>Heulwen Roberts</b>	<b>End March, 2013</b>	<b>Current status : In progress (Client)</b>  Progress has been made with developing new standards and literature. The website however still needs to be developed further.
<b>11</b>	<b>Medium Term Business Plan</b> – to develop a medium term BMU plan to deliver the Housing Strategic plan.	Medium Term plan in place	<b>Housing Strategic Unit</b>	<b>April, 2013</b>	<b>Current status: Not yet started (Client/BMU)</b>  That has been delayed until a decision on the future of the repairs service has been agreed.
	<b>Specifically ,the action will be:-</b>	<b>It will be Measured by Achieving the following Objectives/reaching the</b>	<b>Achievement</b>	<b>Realistic Timescale for</b>	<b>Progress as at February 2014</b>

		<b>milestones</b>	<b>Led/ Owned by :-</b>	<b>Delivery</b>	
<b>12</b>	<b>Code of Conduct</b> – to deliver a specific version for BMU	Tenant consultation Code of conduct in place	<b>LR / Jodie Davies / Caroline Williams</b>	<b>Jan, 2013</b>	<b>Current status: Complete (BMU)</b>  Code of conduct in place, communicated to operatives and to tenants within the recent (very) comprehensive repairs and maintenance newsletter.
<b>13</b>	<b>Schedule of Rates</b> – to introduce a condensed version of the proposed new schedule	Condensed schedule in place	<b>LR / SHO</b>	<b>November, 2012</b>	<b>Current status : In progress (Client/BMU)</b>  A new schedule has been put in place, however there are some issues yet to be finalised (i.e. material and labour elements) and some amendments for travel time were also being looked at during our review.
<b>14</b>	<b>Job Costing Rates</b> – to ensure that the correct job costs exist and are in alignment with budget, in order to compare directly with SOR	Job costing rates reviewed	<b>LR / SHO</b>	<b>December, 2012</b>	<b>Current status: In progress (BMU)</b>  Some issues have been experienced with the new systems and operating the new job costing system. These were being addressed at the time of our review. It is anticipated that these issues will be resolved by the commencement of the 2014/15 financial year.
<b>15</b>	<b>Voids</b> – allocations team to inform the BMU of the priority order in which voids to be returned.	Priority order put in place	<b>DR</b>	<b>Nov, 2012</b>	<b>Current status : Complete (Client/BMU)</b> The priority order is now being supplied.
	<b>Specifically ,the action</b>	<b>It will be Measured by</b>	<b>Achievement</b>	<b>Realistic</b>	<b>Progress as at February 2014</b>

	<b>will be:-</b>	<b>Achieving the following Objectives/reaching the milestones</b>	<b>Led/ Owned by :-</b>	<b>Timescale for Delivery</b>	
<b>16</b>	<b>Financial management arrangements</b> – to decide whether cost centre approach or trading account format	Decision on future of financial management made	<b>SLW / SM</b>	<b>End March, 2013</b>	<b>Current status: Complete (Client)</b>  Cost centre approach has been decided upon however please refer to our comments within action point 4 above
<b>17</b>	<b>Void turnaround</b> – Housing Service to introduce stepped targets to improve and possible lean review of end to end of service	Stepped targets  Lean review considered	<b>Karen Roberts</b>  <b>SLW</b>	<b>April 2013</b>  <b>April 2013</b>	<b>Current status: Complete (Client)</b>  Stepped targets are in place and performance is improving.  No lean review has been considered however this has been delayed due to the options appraisal on the future of the service.
<b>18</b>	<b>Void Costs</b> – to review current void cost to understand what key cost drivers are.	Void costs reviewed	<b>SHO / Group Accountant</b>	<b>End March, 2014</b>	<b>Current status: Not Yet Started (Client)</b>  This needs to be actioned as a matter of urgency as financial management is currently difficult due to WHQS transfers of expenditure to capital being made only twice per annum. Solutions for Housing have suggested that separate jobs are ordered for revenue and capital elements of jobs to ensure the correct coding from the outset. This should enable proper financial management to be undertaken.
	<b>Specifically ,the action</b>	<b>It will be Measured by</b>	<b>Achievement</b>	<b>Realistic</b>	<b>Progress as at February 2014</b>

	will be:-	Achieving the following Objectives/reaching the milestones	Led/ Owned by :-	Timescale for Delivery	
19	<b>Multi-skilling</b> operatives – to introduce multi-skilling arrangements	HR informs BMU of the issue with the Unions  Training programme for multi-skilling in place	LR	June / September, 2013	<b>Current status: Not Yet Started (BMU)</b>  It is understood that there are some outstanding issues with HR (job evaluation issues) and these need to be resolved quickly if the service is to remain in house as multi-skilling would be a key requirement of a modern and effective service.
20	<b>Training-</b> to ensure Equality and Diversity and Customer care training to operatives	<b>Training plans amended</b>	Heulwen Roberts	January, 2013	<b>Current status: In progress (Client)</b>  All staff have now undertaken customer care training. Equality and Diversity training will be provided before the end of March 2014 or very early in 2014/2015.
21	<b>BMU Management Teams</b> – monthly meetings established	Monthly meetings in place	LR	September 2012	<b>Current status: In progress (BMU)</b>  Strategic meetings are being held with the Head of Housing and operational meetings are in place with relevant BMU staff, however there is a need for a management meeting with managers from the BMU to be held at least once a month to discuss overall performance, financial management and change management issues. Whilst undertaking our review, it was agreed that the Group Accountant would be attending future meetings, which is a positive step.

	<b>Specifically ,the action will be:-</b>	<b>It will be Measured by Achieving the following Objectives/reaching the milestones</b>	<b>Achievement Led/ Owned by :-</b>	<b>Realistic Timescale for Delivery</b>	<b>Progress as at February 2014</b>
<b>22</b>	<b>Customer satisfaction-</b> to set appropriate targets for receipt of customer satisfaction information and consider incentivising their return. To set a minimum acceptable level of satisfaction. To make more clear the information provided in graphs.	Targets in place  Incentives considered  Acceptable level of satisfaction agreed  Graphical information made clear	<b>TP Team</b>       <b>Informatics Officer</b>	<b>March, 2013</b>	<b>Current status: Complete (Client/BMU)</b>  This has substantially improved since our last visit in summer 2012. Considerable work has been delivered.  Customer satisfaction performance for repairs is currently very high and would place the service in an upper quartile (i.e top 25% position) when benchmarking with the whole of UK (social landlords with less than 5,000 units in management). This is an excellent result for the BMU.
<b>23</b>	<b>Housing Service`s vision-</b> to communicate the new vision to the BMU	Vision communicated	<b>SLW</b>	<b>November, 2012</b>	<b>Current status: In progress (Client)</b>  This was being finalised at the time of this progress review.
<b>24</b>	<b>Emergency repairs-</b> to establish what performance would be against a 4 hour target and introduce this as the new target.	Performance against 4 hour target known  New target implemented.	<b>SHO</b>	<b>November, 2012</b>	<b>Current status: Complete (BMU)</b>  This has been revised and it was encouraging that the BMU was still performing excellently at over 99% against this new, tougher target.
<b>25</b>	<b>Routine repairs –</b> stepped targets to take performance to upper	Stepped targets in place	<b>SHO to monitor on implementation</b>	<b>November, 2013</b>	<b>Current status: Not yet started (Client)</b>  Difficulties have been experienced in reporting following the introduction of the new

	quartile.		<b>of Orchard</b>		systems. During our review it was established that performance can be measured by using a 'practical completion' date field in the systems. Performance can therefore start to be measured by client and then once the position is known then stepped targets to excellent levels over a reasonable time period can be established.
	<b>Specifically ,the action will be:-</b>	<b>It will be Measured by Achieving the following Objectives/reaching the milestones</b>	<b>Achievement Led/ Owned by :-</b>	<b>Realistic Timescale for Delivery</b>	<b>Progress as at February 2014</b>
<b>26</b>	<b>Target times</b> – to investigate the discrepancy between service standards and BMU target times	Discrepancy investigated	<b>SHO / LR</b>	<b>September 2012</b>	<b>Current status: Complete (Client)</b>  Service standards are now consistent across the service.
<b>27</b>	<b>Urgent repairs</b> – to review the existing the urgent repairs timescales (possibly 5 day urgent)	Urgent repair timescales reviewed	<b>SHO / LR</b>	<b>September 2012</b>	<b>Current status: Not yet started (Client)</b>  This will be reviewed once a decision has been made with regards to the future of the service.
<b>28</b>	<b>Routine repairs</b> – the number of routine categories to be reduced	Number of categories reviewed	<b>SHO / LR</b>	<b>October 2012</b>	<b>Current status: Not yet started (Client)</b>  This will be reviewed once a decision has been made with regards to the future of the service.
<b>29</b>	<b>Emergency and urgent</b> – to jointly review and formalise definitions of repairs within categories.	Definitions reviewed by client and BMU	<b>SHO / LR</b>	<b>October 2012</b>	<b>Current status: Complete (Client/BMU)</b>  This has been reviewed and tenants have also been notified with the recent Repairs and Maintenance newsletter.

	<b>Specifically ,the action will be:-</b>	<b>It will be Measured by Achieving the following Objectives/reaching the milestones</b>	<b>Achievement Led/ Owned by :-</b>	<b>Realistic Timescale for Delivery</b>	<b>Progress as at February 2014</b>
<b>30</b>	<b>Job volumes –</b> to understand the reasons for job volumes reducing.	Reasons for reducing job volumes know	DR	<b>March, 2013</b>	<b>Current status: In progress (BMU)</b>  This is being kept under review by the BMU but no conclusions have yet been drawn on job volumes and the potential impact of WHQS works on repairs budgets and whether this may or may not be a continuing trend.
<b>31</b>	<b>Operative rest breaks –</b> to review and formalise required rest breaks (out of hours working)	Defined rest breaks in place	LR / BWT / HWT	<b>February 2013</b>	<b>Current status: Complete (BMU)</b>  This has been reviewed and implemented.
<b>32</b>	<b>Productivity targets –</b> to put in place targets for productivity for operatives.	Productivity targets in place	LR / BWT / HWT	<b>March, 2013</b>	<b>Current status: Not yet started (BMU)</b>  Productivity targets will be introduced in 2014/15
<b>33</b>	<b>Skills Audit –</b> to arrange a skills audit of the operatives to assess skills and inform future work-planning	Skills Audit completed	LR / Caroline Williams (Human Res)	<b>June / September, 2013</b>	<b>Current status: Not yet started (BMU)</b>  This has been deferred until a decision regarding the future of the service has been determined and the HR issues with regards to multi-skilling have been resolved.
<b>34</b>	<b>Stores –</b> options appraisal on future on stores to provide VFM option	Options appraisal performed	<b>Consultants to be appointed</b>	<b>June, 2013</b>	<b>Current status: Not yet started (Client/BMU)</b>  This cannot be considered until a decision has been reached on the future of the repairs service.

	<b>Specifically ,the action will be:-</b>	<b>It will be Measured by Achieving the following Objectives/reaching the milestones</b>	<b>Achievement Led/ Owned by :-</b>	<b>Realistic Timescale for Delivery</b>	<b>Progress as at February 2014</b>
<b>35</b>	<b>Procurement consortia</b> – to be explored for material procurement	All procurement consortia evaluated	<b>LR</b>	<b>Dependant on targets within findings of internal audit report</b>	<b>Current status: In progress(Client/BMU)</b> BMU have provided Procurement for Wales with their fully priced and specified stores commodity list and are awaiting response. In the early stages of procuring the services of sub-contractors, considering merging with the Authority's Property Section as they are also reviewing this function. This cannot be fully considered until a decision has been reached on the future of the repairs service.
<b>36</b>	<b>Minimum van stores on vans</b> – to ascertain whether insurance on van stores can be obtained in order for higher stores levels to be retained on vans	Insurance arrangements reviewed Revised van store levels in place	<b>LR / BWT / HT</b>	<b>April, 2013</b>	<b>Current status: Complete (BMU)</b>  Van stores are now in place.
<b>37</b>	<b>Overheads</b> – to review the charges to the BMU to ensure reasonableness	Breakdown of costs provide Reasonableness established	<b>LR / CH</b>	<b>September 2013</b>	<b>Current status: Not yet started (BMU)</b>  This will be addressed during the upcoming 2014/15 budget.
<b>38</b>	<b>Materials</b> – to review the specification of materials to establish whether savings can be made.	Joint working group in place Materials reviewed Recommendations made	<b>DR/SHO/LR/ BWT/HWT link with recommendation 35</b>	<b>To be confirmed</b>	<b>Current status: Not yet started (Client/BMU)</b>  This cannot be considered until a decision has been reached on the future of the repairs service.



	<b>Specifically ,the action will be:-</b>	<b>It will be Measured by Achieving the following Objectives/reaching the milestones</b>	<b>Achievement Led/ Owned by :-</b>	<b>Realistic Timescale for Delivery</b>	<b>Progress as at February 2014</b>
<b>39</b>	<b>Stores uplifts – to establish whether 20% uplift covers cost of stores</b>	Calculation carried out	<b>LR / BWT</b>	<b>End March, 2013</b>	<p><b>Current status: In progress (BMU)</b> This was addressed shortly after the 2012 report as BMU were then a profit making unit, it was established that 20% uplift did cover cost of stores at that time, however this was not reflected within the job costing system where materials costs inclusive of overheads should have been charged to the job, which was the purpose of this recommendation.</p> <p>This issue will be addressed during the upcoming 2014/15 budget.</p>
<b>40</b>	<b>Stores option appraisal – to carry out an options appraisal on the future of the stores</b>	Options appraisal completed	<b>Consultant to be appointed</b>	<b>June 2013</b>	<p><b>Current status: In progress (BMU)</b> A desk-top in-house stores appraisal has been carried out and presented to the Head of Housing Services. This however was limited in scope and did not involve any visits to other provider's stores operations.</p> <p>An independent VFM review and options appraisal is recommended from this report and should be carried out during 2014/15.</p>
<b>41</b>	<b>Low demand voids – to carry out options appraisal on low demand properties and develop plan as to whether to repair.</b>	Options appraisal performed Voids plan in place	<b>SLW/DR</b>	<b>June 2013</b>	<p><b>Current status: In progress (Client)</b> Low demand properties are currently being reviewed and a complete voids plan will be developed.</p>

	<b>Specifically ,the action will be:-</b>	<b>It will be Measured by Achieving the following Objectives/reaching the milestones</b>	<b>Achievement Led/ Owned by :-</b>	<b>Realistic Timescale for Delivery</b>	<b>Progress as at February 2014</b>
<b>42</b>	<b>Utilities during void period</b> –to contribute to project to have utilities within void properties.	Utility supplier in place	<b>DR / SHO</b>	<b>March, 2013</b>	<b>Current status: Not yet started (Client/BMU)</b>  This will be considered during 2014/15.
<b>43</b>	<b>Contact with incoming tenant</b> – voids team “customise void within lettable standard parameters	Incoming tenant able to influence void	<b>DR / SHO</b>	<b>March, 2013</b>	<b>Current status: Not yet started (Client)</b>  This will be considered during 2014/15.
<b>44</b>	<b>Incentives</b> – Housing Service to consider whether incentives could be introduced for tenants to leave properties in good condition	Incentives considered	<b>SLW</b>	<b>June 2013</b>	<b>Current status: Not yet started (Client)</b>  This will be considered during 2014/15.
<b>45</b>	<b>Staff appraisals</b> – to take account of new strategic direction for Housing and identify skills gap.	Appraisals completed	<b>LR / BWT</b>	<b>December, 2012</b>	<b>Current status: Complete (BMU)</b>  Staff appraisals now in place.

	<b>Specifically ,the action will be:-</b>	<b>It will be Measured by Achieving the following Objectives/reaching the milestones</b>	<b>Achievement Led/ Owned by :-</b>	<b>Realistic Timescale for Delivery</b>	<b>Progress as at February 2014</b>
<b>46</b>	<b>Toolbox talks</b> – more effective talks with operatives to include performance information sharing and service improvement	New format for toolbox talks introduced	<b>LR/BWT</b>	<b>September 2012</b>	<b>Current status: In progress (BMU)</b>  Toolbox talks are in place. Ideally, performance and high level financial information should be being shared but due to implementation of new systems this has not been possible to date but will be introduced in 2014/15.
<b>47</b>	<b>Tenant involvement</b> – to ensure that learning from the WHQS extends to the remainder of the BMU.	Learning passed to remainder of BMU service	<b>Heulwen Roberts / Jodie Davies</b>	<b>April, 2013</b>	<b>Current status: In progress (Client/BMU)</b>  The BMU has adopted some of the learning from working on the WHQS and this now needs to be embedded within the future service.
<b>48</b>	<b>Sickness</b> – establish the rates for the BMU and compare to industry averages	Rates calculated  Benchmarking carried out	<b>LR / BWT</b>	<b>November 2012</b>	<b>Current status: In progress (BMU)</b>  The BMU is currently receiving management reports form HR, however the reports do not provide sickness %, or trends.  However the monthly reports do show BMU sickness records against the Authority's annual target of 10 days per employee.  Benchmarking not yet carried out.

	<b>Specifically ,the action will be:-</b>	<b>It will be Measured by Achieving the following Objectives/reaching the milestones</b>	<b>Achievement Led/ Owned by :-</b>	<b>Realistic Timescale for Delivery</b>	<b>Progress as at February 2014</b>
<b>49</b>	<b>Variations</b> – to introduce formal procedures for operatives varying jobs	Variation procedure in place	<b>SHO  To be done by consultants</b>	<b>September, 2013</b>	<b>Current status: In progress (BMU)</b>  Informal arrangements are in place and these need to be formalised and agreed with the client and shared with operatives.
<b>50</b>	<b>Cost comparison with SOR</b> – to review BMU job costs to SOR rates once new schedule of rates introduced	Cost comparison to SOR undertaken	<b>SHO  To be done by consultants</b>	<b>September, 2013</b>	<b>Current status: Not yet started (BMU)</b>  The implementation of the new systems and teething problems with the new job costing system has prevented this from being achieved. However this is planned to be introduced for 2014/15.
<b>51</b>	<b>Job cost benchmarking</b> – to share information with BMU once available	<b>Information shared</b>	<b>SHO / GOP</b>	<b>November, 2013</b>	<b>Current status: Not yet started (Client/ BMU)</b>  Planned for 2014/15
<b>52</b>	<b>Stock condition survey</b> – to share information with BMU once available	Information shared	<b>DR 2 Stage  Savills Survey March 2013  Longer term phase 2 Orchard/Keyst one</b>	<b>13 / 14</b>	<b>Current status: Not yet started (Client)</b>  No information has yet been shared with the BMU, however it is understood that the 20% sample stock condition survey results are nearing completion and results will be shared with the BMU shortly. It was also recommended that results of Fire Risk Assessments are also provided to the BMU.

	<b>Specifically ,the action will be:-</b>	<b>It will be Measured by Achieving the following Objectives/reaching the milestones</b>	<b>Achievement Led/ Owned by :-</b>	<b>Realistic Timescale for Delivery</b>	<b>Progress as at February 2014</b>
<b>53</b>	<b>Aborted jobs</b> – the % of aborted jobs should be formally measured and corrective action in place.	% of jobs monitored  Corrective action taken.	LR	<b>October 2012</b>	<b>Current status: Not yet started (Client)</b>  This information is being fed into the systems and client should be able to provide this % figure. It is understood that customer groups have also asked for this information.
<b>54</b>	<b>% Repairs completed at first visit</b> – to measure first time fix rates	First time fix rates known	<b>BWT / HT/ SHO</b>	<b>September, 2013</b>	<b>Current status: Not yet started (Client)</b>  This can only be measured once appointments are in place and operative PDA's are in operation.
<b>55</b>	<b>Trackers</b> –to ensure that new hand held technology incorporates tracking system	Hand held technology has trackers embedded	<b>BWT</b>	<b>13 / 14</b>	<b>Current status: Complete (BMU)</b>  Trackers are on all vehicles apart from ones which are due for replacement.
<b>56</b>	<b>Extended opening hours</b> – to establish whether demand exists for “out of office hours”	Evening/Saturday appointments offered if demand confirm need	<b>Jodie Davies TP team to discuss with tenants groups</b>	<b>March, 2013</b>	<b>Current status: Not yet started (Client/BMU)</b>  Once the future of the service has been determined this will be considered.
<b>57</b>	<b>Flexible working arrangements</b> – to consider flexible arrangements with operatives to provide a “wider service time coverage”	Alternate arrangements considered	<b>SLW / LR</b>	<b>March, 2013</b>	<b>Current status: Not yet started (Client/BMU)</b>  Once the future of the service has been determined this will be considered.

	<b>Specifically ,the action will be:-</b>	<b>It will be Measured by Achieving the following Objectives/reaching the milestones</b>	<b>Achievement Led/ Owned by :-</b>	<b>Realistic Timescale for Delivery</b>	<b>Progress as at February 2014</b>
<b>58</b>	<b>Out of Hours</b> – size of standby team to be reviewed after multi-skilling introduced.	Team size reviewed	LR/BWT/HWT	To be looked at after <b>June/July 2013</b> following <b>Equal Pay Claims</b>	<b>Current status: Not yet started (BMU)</b>  Once future of service has been determined and multi-skilling is in place, this could be considered.
<b>59</b>	BMU to work with <b>new Tenant Liaison section</b>	Joint working in place	LR/BWT/HWT and BMU staff to meet tenants group	<b>December 2012</b>	<b>Current status: Complete (BMU/Client)</b>  Joint working arrangements have commenced and are already producing tangible results.  Recent publication “Tenants Voice” a good example of co-working.
	<b>Specifically ,the action will be:-</b>	<b>It will be Measured by Achieving the following Objectives/reaching the milestones</b>	<b>Achievement Led/ Owned by :-</b>	<b>Realistic Timescale for Delivery</b>	
<b>60</b>	<b>Work tickets</b> – to contain vulnerability/disability information of tenants	Information provided on work tickets	SHO	<b>December, 2013</b>	<b>Current status: In progress (Client/BMU)</b> It has been decided that this will be put onto the ne PDA screen.
<b>61</b>	<b>Van fleet</b> – to review whether van safety checks can be reduced	Van safety check frequency reviewed	LR/BWT / Julie Jones/Noel Roberts	<b>December, 2013</b>	<b>Current status: Complete (BMU)</b> BMU have decided to continue with the current arrangement as this is an Authority wide policy.

	<b>Specifically ,the action will be:-</b>	<b>It will be Measured by Achieving the following Objectives/reaching the milestones</b>	<b>Achievement Led/ Owned by :-</b>	<b>Realistic Timescale for Delivery</b>	<b>Progress as at February 2014</b>
<b>62</b>	<b>Sub-contractors</b> – costs compared with SOR values	SOR comparison performed	LR/BWT	<b>September, 2013</b>	<b>Current status: Not yet started (BMU)</b> This will commence in 2014/15.
<b>63</b>	<b>Work for sub-contractors</b> – to review which work should be sub-contracted and which should be brought in	Review completed	LR/BWT <b>Depending on the outcome of the report from item 52</b>	<b>September 2013</b>	<b>Current status: Not yet started (BMU)</b> This will commence in 2014/15.
<b>64</b>	<b>Evaluation of major contracts</b> – tenants to review gas servicing contractors	Review completed	SHO	<b>April 2013</b>	<b>Current status: Not yet started (Client)</b>  It is anticipated that tenants will be involved in evaluating the performance of the new approach to the repairs service.
<b>65</b>	<b>Procedure manuals</b> – to update all procedure manuals with the changes to operational arrangements introduced during 2012/13	Procedure manuals of up to date procedures in place.	SHO/BWT	<b>To be completed by September 2013</b>	<b>Current status: Not yet started (BMU)</b> This will commence in 2014/15 once future of the service has been determined. If the service is retained in house, the structure will significantly change and new procedures will be required to reflect this.

**Key:**

<b>SLW</b>	<b>Shan L Williams, Head of Housing Service</b>	<b>LR</b>	<b>Leslie Roberts, Operational Manager, BMU</b>	<b>SM</b>	<b>Stephen Moore, Group Accountant</b>
<b>DR</b>	<b>Dafydd Rowlands, Technical Services Manager</b>	<b>BWT</b>	<b>Barry Thomas, Assistant Operations Manager</b>	<b>HR</b>	<b>Heulwen Roberts, Housing Services Manager</b>
<b>SHO</b>	<b>Stephen Owen, Senior Technical Officer</b>	<b>HT</b>	<b>Hefin Thomas, Contracts Supervisor</b>	<b>CH</b>	<b>Colin Harper, Accountant</b>
<b>GOP</b>	<b>Geraint Parry, Information Management Officer</b>	<b>PH</b>	<b>Paul Harper, IT Project Manager</b>	<b>KR</b>	<b>Karen Roberts, Principal Housing Officer</b>
<b>JD</b>	<b>Jodie Davies, Tenant Participation Liaison Officer</b>	<b>CW</b>	<b>Caroline Williams, Human Resource Officer</b>		



## (b) Progress against Welsh Audit Office's Proposals for Improvement

	<b>Proposal for Improvement</b>	<b>Progress as at February 2014</b>
1.	The Council should establish a clear purpose for its housing repairs service based on what it wishes to provide to its tenants and its contribution to achieving the Council's strategic priorities.	The clear purpose is being developed as part of this report on the future of the DLO. If the recommendation is accepted that the service is retained but under a merged client/contractor arrangement, then a medium term business plan will be developed to demonstrate how it will achieve the strategic priorities of the Council.
2.	Establish operational arrangements that are not based on a client/contractor split and develop a cost centre based approach to service delivery.	Once the recommended option with regards to the future of the DLO has been agreed, the service can then move to the next stage which is restructuring the team. This will ensure that all aspects of the service are 'value adding' in terms of service delivery and that any duplication, or needless bureaucracy, is removed.
3.	Review systems for receiving, ordering and completing responsive repairs with the aim of reducing activities within the system that do not add value or provide necessary assurance.	This will again be dependent upon the agreement of the option chosen for the repairs service. Should the recommended option to retain the service in house under the fully merged arrangement, be accepted, then all operational processes will be reviewed and all non-value adding activity will be removed.
4.	Review the findings and recommendations in the December 2008 Internal Audit report about job costing in the BMU and implement those recommendations that remain relevant	A new job costing system has not been implemented however it has suffered some 'teething' issues during 2013/14. Solutions for Housing have assisted the team in this regard and have developed an action plan to ensure that this is being operated correctly during 2014/15.
5.	Review current delivery arrangements with a view to clearly identifying the costs and benefits of existing arrangements in the context of the purpose of the service. (To include the review of the costs and benefits of existing stores arrangements compared to alternative options for ensuring access to parts and materials).	Should the service be retained in house under the fully merged arrangement, then all operational delivery arrangements will be challenged and amended where necessary. One of the conditions of the retaining of the service in house, is that the stores will be subject to an independent VFM and options appraisal during 2014/15.
6.	Having established a clear purpose for the service, establish a range of relevant performance measures that enable evaluation of the outcomes achieved and implement systematic review and evaluation at officer and member level.	Subject to the retaining of the service in house, a new suite of performance indicators measuring a 'balanced scorecard view' of the service will be introduced. A performance culture will be embedded and performance measurement will be a topic on all future management team meetings.





**CYNGOR SIR  
YNYS MÔN  
ISLE OF ANGLESEY  
COUNTY COUNCIL**

**Cynllun Busnes Tymor Canolig y  
Gwasanaeth Atgyweirio  
(yn cynnwys yr Achos Busnes ar gyfer Cadw'r  
Gwasanaeth yn Fewnol)**

**Gwasanaethau Tai – Cyngor Sir Ynys Môn**

**Rhwng 2014/15 a 2016/17**

**Ebrill 2014**

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# 1. Cyflwyniad a Chefndir

1.1 Mae Cynllun Busnes y Gwasanaeth Atgyweirio yn nodi'r weledigaeth, yr amcanion a'r camau strategol allweddol i'w cyflawni erbyn mis Mawrth 2017. Er mwyn gosod y Cynllun Busnes hwn yn ei gyd-destun, mae gan y Gwasanaeth Atgyweirio gyllideb sylweddol o £5.2 miliwn y flwyddyn ac mae'n cyflogi mwy na 60 o staff. Prif nod y Cynllun Busnes hwn felly, yw amlinellu trywydd clir ar gyfer sut y bydd y gwasanaeth yn symud o'i sefyllfa bresennol, i gyflawni ei uchelgais o fod yn ddarparwr gwasanaeth atgyweirio rhagorol, ac ar yr un pryd, dangos ei hyfywedd a gwerth am arian i'r Cyngor.

1.2 Ym mis Chwefror 2014, cynhaliwyd adolygiad Gwerthuso Opsiynau llawn am ddyfodol y Gwasanaeth Atgyweirio, ac yn ystod y cyfnod hwn, cafodd ystod lawn o opsiynau darparu gwasanaeth posib eu hystyried a'u gwerthuso. Lluniwyd adroddiad cynhwysfawr ar wahân o'r adolygiad hwn a dylid ei ddarllen ar y cyd â'r Cynllun Busnes hwn.

Argymhellodd yr adroddiad Gwerthuso Opsiynau i '**gadw'r gwasanaeth yn fewnol, ond gan uno'r timau cleient a chontractwyr i un gwasanaeth atgyweirio, gan foderneiddio a thrawsnewid y gwasanaeth**'. O'r ymarfer gwerthuso manwl hwn, cafwyd achos busnes ar gyfer cadw'r gwasanaeth yn fewnol, a drafodir yn fanylach yn **Adran 2** yr adroddiad hwn. Mae gweddill y Cynllun Busnes hwn yn rhoi manylion am sut yr ymdrinnir â'r heriau yn y gwasanaeth presennol a sut y gwireddir yr uchelgeisiau ar gyfer y gwasanaeth.

1.3 Lluniwyd y Cynllun Busnes o amgylch datganiad gweledigaeth newydd (**gweler adran 3.1**), blaenoriaethau strategol allweddol ar gyfer y gwasanaeth (**gweler adran 1.6**) a phum amcan allweddol (**gweler adran 3.5**). Nodwyd camau strategol i'w cymryd hefyd ynghyd â'r terfynau amser i'w gweithredu. Diffiniwyd canlyniadau disgwylidig o'u gweithredu, ynghyd â sut y bydd y rhain yn cael eu mesur. Rhoddir manylion am y rhain yn **Atodiad C**.

1.4 Mae'r cynllun hwn yn ystyried y canlynol:

- Gweledigaeth gyffredinol Cyngor Sir Ynys Môn;
- Perfformiad presennol y Gwasanaeth Atgyweirio (**Atodiad B**);
- Y newidiadau posibl fydd yn effeithio ar yr amgylchedd gweithredu y mae'r gwasanaeth yn rhan ohono (**Atodiad A**);
- Cryfderau a gwendidau'r gwasanaeth presennol (**Atodiad A**)
- Cyfraniad tai cymdeithasol i ansawdd bywyd cyffredinol y cymdogaethau lle lleolir y stoc a'i gyfraniad ehangach i gyflogaeth leol a datblygiad economaidd (**adrannau 6 ac 8**);
- Yr uchelgais ar gyfer rhagoriaeth sydd gan y Gwasanaeth Tai (rhoddir manylion am hyn yn **adran 5**); a
- Disgwyliadau perfformiad y Pennaeth Tai, ac yn benodol, y dylai'r Gwasanaeth Atgyweirio anelu at gyflawni safle yn y chwarterl uchaf yn ei ddangosyddion perfformiad pan gaiff ei feincnodi gyda chymheiriaid ledled y DU (h.y. y rhai â stoc dai o lai na 5,000 o unedau dan eu rheolaeth) ac y

byddai hefyd yn anelu at fod o fewn y 10% uchaf o ddarparwyr tai cymdeithasol yng Nghymru ar gyfer gwaith atgyweirio (**Atodiad D**).

Bydd y gwasanaeth yn ceisio cyflawni rhagoriaeth ar gyfer elfen resymol (h.y. cost ar gyfartaledd), gan gydnabod mai anaml y cyflawnir rhagoriaeth gyda chostau isel. Bydd yr holl gyfleoedd i gyflawni gwerth am arian yn cael eu harchwilio gan y gwasanaeth yn ystod cyfnod y cynllun busnes (gweler **adran 8**), ond ni fydd effeithlonrwydd ariannol yn cael ei gyflawni ar draul gwasanaeth i'r cwsmer.

1.5 Wrth wneud yr argymhelliad i gadw'r gwasanaeth yn fewnol, yn amodol ar brosiect moderneiddio / newid trawsnewidiol, nododd y Pennaeth Gwasanaethau Tai nifer o ofynion y mae'n rhaid eu bodloni er mwyn rhoi sicrwydd i'r Cyngor a'i randdeiliaid y bydd lefelau gwasanaeth rhagorol yn cael eu cyflawni yn y dyfodol ac o fewn terfyn amser rhesymol. Ymdrinnir â'r rhain yn y Cynllun Busnes hwn ac fe welir camau gweithredu manwl a phenodol yn **Atodiad C**. Mae'r rhain fel a ganlyn:

- i. Bod yn rhaid anelu at gyflawni'r dasg o ailstrwythuro'r gwasanaeth atgyweirio arfaethedig fydd newydd gael ei uno o fewn chwe mis cyntaf 2014/15, gan gydnabod na all llawer o'r newid trawsnewidiol gyda'r timau ddigwydd yn ystod y cyfnod hwn, ac felly ei bod yn bwysig bod hyn yn cael ei wneud cyn gynted ag y bo modd ac ar yr un pryd yn sicrhau bod yr holl waith angenrheidiol o ymgynghori gyda'r staff yn cael ei gynnal;
- ii. Yn dilyn yr ail-strwythuro, byddai gan y gwasanaeth sydd newydd ei uno derfyn amser o ddwy flynedd i sefydlu'r gwasanaeth a chymell perfformiad i'r lefelau sy'n ddisgwyliedig gan ddarparwr atgyweirio sy'n perfformio'n rhagorol. Pe na fyddai'r gwasanaeth yn cyflawni'r lefelau perfformiad disgwyliedig, yna efallai y bydd y Pennaeth Tai yn dymuno ystyried allanoli'r gwasanaeth eto. Fodd bynnag, byddai hyn yn golygu'r gwasanaeth atgyweirio cyfan (h.y. yr elfennau cleient a chontractwr);
- iii. Bod adolygiad llety yn cael ei gynnal er mwyn cydleoli timau yn y gwasanaeth newydd ei uno (pan fo hynny'n bosibl);
- iv. Bod y gwasanaeth newydd yn cael ei ategu gan gynllun busnes tymor canolig cynhwysfawr fydd yn dangos pa welliannau busnes fydd yn cael eu cyflawni a sut a phryd fyddan nhw'n cael eu cyflawni, a byddant hefyd yn nodi'r targedau perfformiad gam-wrth-gam i'w cyflawni;
- v. Bod adolygiad gwerth am arian a gwerthusiad o'r opsiynau annibynnol o'r swyddogaeth storfeydd yn cael eu cynnal yn chwe mis cyntaf 2014/15;
- vi. Bod gweithwyr yn cael eu haml-sgilio er mwyn sicrhau gwasanaeth hyblyg ac ymatebol, sy'n gallu cyflawni lefel uchel o atgyweiriadau cywir y tro cyntaf;
- vii. Bod strwythur y gweithlu'n cael ei adolygu i sicrhau bod y proffil a nifer y crefftau'n cyfateb â'r galw am atgyweirio gan y stoc dai;
- viii. Bod cyfrif masnachu yn parhau i gael ei gynnal yn y gwasanaeth sydd newydd ei uno, i gadw incwm a chostau elfen 'fasnachu' y contractwr o'r gwasanaeth sydd wedi'i uno, a fydd yn ei dro yn dangos ei hyfywedd parhaus a gwerth am arian i'r gwasanaeth tai cyffredinol;

- ix. Bod adolygiad o ddefnydd a gwariant is-gontractwyr yn cael ei gynnal yn ystod 2014/15 gyda'r nod o leihau'r lefel bresennol o wariant lle bo hynny'n bosib;
- x. Yn ystod dwy flynedd gyntaf y gwasanaeth newydd, bod adolygiad o'r model ar gyfer cyflawni'r gwasanaethu nwy ac atgyweirio nwy yn cael ei gynnal er mwyn sicrhau bod gwasanaeth gwerth am arian da yn cael ei gyflawni ar gyfer y Cyngor;
- xi. Bod y gyllideb weithredol flynyddol ar gyfer 2017/18 ar gyfer y gwasanaeth cleient a'r contractwr yn isafswm o £250k yn is mewn termau real na'r gyllideb atgyweirio gyfunol ar gyfer 2013/14. Bydd hyn yn caniatáu digon o amser ar gyfer sefydlu'r gwasanaeth newydd ac i gynhyrchu enillion gwerth am arian;
- xii. Y bydd y gwasanaeth angen cefnogaeth newid trawsnewidiol arbenigol allanol er mwyn gwireddu uchelgeisiau llawn y gwasanaeth o fewn y terfyn amser gofynnol. Disgwylir y bydd ychydig o gostau'r buddsoddiad hwn yn cael ei osod yn erbyn arbedion effeithlonrwydd a gynhyrchir yn ystod y cyfnod trawsnewidiol o ddwy flynedd.

1.6 Esbonnir y blaenoriaethau strategol y bydd angen mynd i'r afael â nhw yn ystod cyfnod y cynllun busnes hwn yn fanwl yn y cynllun hwn, ond mae crynodeb isod:

- **Blwyddyn Un** – Bydd y cynllun busnes yn canolbwyntio ar y materion a ganlyn yn y flwyddyn gyntaf: datblygu a gweithredu'r strwythur tîm cleient / contractwr newydd ei uno; cynnal adolygiad llely (yn gysylltiedig â Phrosiect Gweithio'n Well y Cyngor) i sicrhau bod staff perthnasol yn cael eu cyd-leoli, gan ddileu'r rhwystrau a'r problemau cyfathrebu sy'n bodoli ar hyn o bryd; cynnal adolygiad gwerth am arian o'r swyddogaeth storffeydd a gweithredu unrhyw argymhellion sy'n deillio ohono; adolygu gwariant isgontractwyr i sicrhau cydymffurfiaid â rheolau caffael a gwerth am arian; ymgorffori ffyrdd newydd o weithio i gynnwys gweithio mewn tîm ac ar sail prosiect a'r Model Gwasanaeth Rhagorol (**Atodiad H**); yn cyflwyno diwylliant perfformiad a threfniadau rheolaeth ariannol gadarn ochr yn ochr â'i gilydd; dechrau ar y gwaith o gadw tystiolaeth am enillion gwerth am arian ac adolygu'r gofynion ar gyfer gweithwyr masnachol yn unol â'r galw am waith masnachol o'r stoc dai a dechrau ar y gwaith i amlsgilio'r gweithwyr. Y bwriad yw y bydd rheolwr trosiannol yn cael ei benodi i weithio gyda'r timau yn ystod y cyfnod hyd nes y bydd strwythur y tîm sydd newydd ei uno'n cael ei roi ar waith. Ei rôl fydd goruchwyllo swyddogaethau'r cleient a'r contractwr tra byddant yn eu timau ar wahân er mwyn sicrhau bod gwaith tîm yn cychwyn yn gynnar a byddant hefyd yn cynorthwyo'r tîm i gyflawni'r tasgau allweddol a amlinellir uchod. Unwaith y bydd strwythur y tîm a unwyd mewn grym, yna bydd Arbenigwr ar Newid yn cael ei gyflwyno i gynorthwyo'r tîm newydd i ddatblygu ffyrdd newydd o weithio / meddwl a rheoli'r rhaglen newid fel y nodir yn **Atodiad C**.
- **Blwyddyn dau** – bydd yr ail flwyddyn yn bennaf yn cynnwys ysgogi'r gwasanaeth i lefel gwasanaeth dwy seren 'da' i gynnwys: codi lefelau perfformiad tuag at chwarterel uchaf ar ddangosyddion allweddol (gweler **Atodiad D**) a chyflawni lefelau uwch o gyfranogiad cwsmeriaid a chraffu ar y

gwasanaeth. Bydd gweithredu'r prosiect TG yn cael ei gwblhau; bydd dull gweithredu darbodus yn cael ei gyflwyno i herio'r ffordd y caiff y gwasanaeth ei ddarparu er mwyn sicrhau mai gwasanaeth syml, modern ac effeithlon yw'r norm. Bydd y dull presennol o wasanaethu nwy ac atgyweirio systemau nwy yn cael ei adolygu ar gyfer gwerth am arian. Yn ogystal, bydd dull mwy cyfannol ac integredig i fuddsoddi asedau ac atgyweirio yn cael ei fabwysiadu lle bydd goblygiadau o ran cynnal a chadw yn cael eu hystyried cyn buddsoddi, gyda'r bwriad o ostwng costau cynnal a chadw yn y dyfodol.

- **Blwyddyn tri** – yn ystod y flwyddyn olaf hon o gyfnod y cynllun busnes, bydd y tîm yn ysgogi'r gwasanaeth tuag at ragoriaeth, yn cyflawni'r targedau perfformiad fel y nodir yn **Atodiad D**; yn cyflawni lefelau uchel o waith atgyweirio cywir y tro cyntaf i gwsmeriaid; nodi a sicrhau gwelliannau gwerth am arian yn ogystal â'r targed arbedion ariannol sydd i'w cyflawni ar gyfer 2017, ac yn ehangu canolbwynt y gwasanaeth i ymgymryd â chyfleoedd busnes eraill y tu allan i gwmpas traddodiadol Tai (**adran 6**).

- 1.7 Felly, mae'r Cynllun Busnes hwn yn darparu targedau perfformiad sy'n realistig ond hefyd yn briodol ac yn heriol ac mae'r rhain yn dangos y targedau gam-wrth-gam (h.y. y cerrig milltir i ragoriaeth) i sicrhau lefelau yn y chwarterel uchaf ac yn dangos y bwriad ar gyfer gwelliant parhaus yn y meysydd hynny sy'n hanfodol i gyflawni lefelau gwasanaeth rhagorol. Mae'r Gwasanaeth Atgyweirio yn cydnabod mai prif ddangosydd ei berfformiad fydd lefelau rhagorol o foddhad tenantiaid â'r gwasanaeth atgyweirio.
- 1.8 Bellach, mae'r cynllun yn darparu arweiniad clir ar gyfer y gwasanaeth a'i staff a dylai hefyd gynorthwyo cwsmeriaid i ddeall sut mae'r blaenoriaethau strategol yn cael eu cyflawni. Rhoddir manylion am y targedau perfformiad yn **Atodiad D**.
- 1.9 Bydd trefniadau cadarn yn cael eu rhoi ar waith rŵan i sicrhau bod y cynllun busnes yn cael ei fonitro, ei reoli a'i gyflawni'n effeithiol. Gan fod y Gwasanaeth Atgyweirio'n wasanaeth hanfodol i'n cwsmeriaid ac yn gysylltiedig â'u boddhad cyffredinol gyda Gwasanaethau Tai Ynys Môn, bwriedir adrodd ar gynnydd am gyflawni'r Cynllun Busnes hwn i'r Cyngor yn flynyddol.



## 2. Achos Busnes ar gyfer Cadw'r Gwasanaeth yn Fewnol

### 2.1 Cefndir ac Ysgogwyr ar gyfer Newid

Nodir isod fanylion am y rhesymau allweddol pam fod angen newid y dull cyfredol o ddarparu gwasanaeth:

- 2.1.1 Yn 2012, beirniadodd Swyddfa Archwilio Cymru (SAC) y gwasanaeth presennol gan nodi '...ni all y Cyngor ddangos bod ei wasanaeth atgyweirio'n cefnogi cyflawni ei flaenoriaethau strategol, roedd gweithgareddau'r UCA yn seiliedig ar fodloni gofynion tendro cystadleuol gorfodol oedd wedi dyddio, nid oedd unrhyw gonsensws ynghylch yr hyn yr oedd y gwasanaeth yn anelu at ei gyflawni, ni all y Cyngor ddangos bod adnoddau'n cael eu defnyddio'n effeithiol gan sicrhau gwerth am arian. Nid oes unrhyw fframwaith adrodd yn ôl am berfformiad wedi cael ei sefydlu ac mae gwendidau o ran gwirio gwybodaeth ariannol yn golygu nad yw'r Cyngor yn gallu gwerthuso ei wasanaeth atgyweirio ymatebol yn llawn'. Yna, aeth yr adroddiad ymlaen i nodi 'un elfen sy'n effeithio ar y defnydd effeithiol o adnoddau yw bod y rhaniad cleient / contractwr yn cyflwyno dyblygiad posib yn enwedig o amgylch gwaith cyn-archwilio, archebu gwaith ac archwilio gwaith sydd wedi'i orffen...mae angen adolygiad sylfaenol o drefniadau'r gwasanaeth'.
- 2.1.2 Yn dilyn adroddiad SAC, cynhaliodd Solutions for Housing adolygiad o'r Gwasanaeth a gwerth am arian y gwasanaeth presennol. Daeth i'r casgliad bod y gwasanaeth yn cyrraedd lefel sy'n cyfateb â gwasanaeth un seren (h.y. gwasanaeth gweddol) ond roedd ganddo ragolygon gwael ar gyfer gwella petai'r rhaniad cleient / contractwr presennol yn cael ei gadw ar ei ffurf bresennol. Ynghlwm wrth yr adolygiad, roedd cynllun gweithredu eang o dros 60 o gamau gweithredu i fynd i'r afael â'r gwendidau a nodwyd yn ystod yr adolygiad hwnnw.
- 2.1.3 Ym mis Hydref 2012, cynhaliodd archwilwyr mewnol y Cyngor adolygiad archwilio mewnol o drefniadau caffael yr UCA. Y canfyddiadau allweddol o'r adolygiad oedd 'nad oes gan yr UCA strategaeth gaffael mewn grym sy'n amlinellu ymrwymiad i sicrhau gwerth am arian drwy gaffael a sut mae hyn yn cael ei gyflawni yn yr UCA. Nid oes unrhyw weithdrefnau mewn grym yn yr UCA i sicrhau bod caffael yn cael ei wneud yn unol â gofynion Gweithdrefn Contractau'r Cyngor a rheolau Gweithdrefn Ariannol, a bod profion archwilio wedi canfod nad oedd samplau o nwyddau a gwasanaethau a gaffaelwyd a welwyd yn yr UCA, y dylent, oherwydd eu gwerth, fod wedi'u caffael yn unol â Chontract y Cyngor a rheolau Gweithdrefn Ariannol mewn grym.
- 2.1.4 Mae rhaniad cleient / contractwr mewn grym, sy'n golygu bod y dasg o gyflawni'r gwaith atgyweirio yn cael ei rheoli gan yr UCA yn y Gaerwen, ond mae'r rhan sy'n gofalu am y cleient yn cael ei rheoli gan brif dîm y Gwasanaethau Tai yn Llangefni. Mae hyn yn creu rhaniad mewnol yn y tîm a dull tameidiog o ddarparu gwasanaethau.

## 2.2 Yr achos busnes ar gyfer newid

Nodir yr achos busnes dros gadw'r Gwasanaeth Atgyweirio yn fewnol, yn amodol ar gyfuno'r timau cleient a contractwr mewn un tîm ac ymgymryd â rhaglen drawsnewid a foderneiddio cynhwysfawr isod.

### 2.2.1 Gwasanaeth Atgyweirio Cyfredol – gwendidau a chryfderau

Gwendidau - Cydnabuwyd bod gan y gwasanaeth cyfredol rai gwendidau allweddol yn cynnwys y canlynol: dim cyfeiriad strategol a gytunwyd arno, dim nod cyffredin gyda'r Gwasanaeth Tai, rhaniad cleient / contractwr sydd wedi creu perthynas waith gwrthwynebus a dull gweithredu tameidiog at ddarparu gwasanaeth ynghyd â diffyg canolbwynt ar werth am arian a methu dangos cydymffurfiaeth â rheolau caffael y Cyngor. Yn ei hanfod, mae'n wasanaeth hen ffasiwn sy'n gweithio ar bapur. Nid yw'r gweithlu'n cael eu haml-sgilio, ac mae diffyg technoleg fodern (er eu bod yn ymdrin â hyn ar adeg yr adolygiad hwn gyda phrosiect gweithredu TG gynhwysfawr eisoes ar y gweill).

Cryfderau - Fodd bynnag, mae gan y gwasanaeth cyfredol rai cryfderau fel a ganlyn: mae perfformiad yn dda mewn rhai meysydd rheng flaen allweddol, mae boddhad cwsmeriaid yn gymharol uchel ac mae wedi dangos gwelliant sylweddol dros y flwyddyn ddiwethaf (gweler **Atodiad B**). Mae'r gwasanaeth eisoes yn cyrraedd lefel un seren o wasanaeth 'gweddol' ac roedd cynllun gwella wedi bod yn y broses o gael ei weithredu dros y deunaw mis blaenorol. Mae gan y tîm agwedd gadarnhaol, a'r awydd i wella a moderneiddio ac felly ni fyddai llawer o amharodrwydd mewnol i unrhyw raglen newid trawsnewidiol, yn amodol ar gefnogaeth ac adnoddau priodol.

### 2.2.2 Canlyniadau Meincnodi'r Gwasanaeth Cyfredol

Mae'r gwasanaeth cyfredol wedi cael ei feincnodi yn erbyn landlordiaid cymdeithasol yng Nghymru, ac yn erbyn canlyniadau ar gyfer landlordiaid cymdeithasol ledled y DU sydd â llai na 5,000 o unedau'n cael eu rheoli (ac eithrio Llundain ac unrhyw landlordiaid cymdeithasol yng nghanol dinas). Mae'r canlyniadau i'w gweld yn **Atodiad B**. Mae'r tabl hwn yn dangos hanes perfformiad dros y blynyddoedd diwethaf mewn perthynas â dangosyddion allweddol ac mae'n dangos bod perfformiad wedi bod yn gymysg, ond mae nifer o feysydd allweddol wedi dangos rhywfaint o welliant, yn enwedig o ran boddhad cwsmeriaid.

Mae'r tabl yn **Atodiad B** yn cynnwys perfformiad chwartel uchaf (h.y. 25% uchaf) landlordiaid cymdeithasol Cymru sy'n cymryd rhan yng ngwasanaeth meincnodi HouseMark a hefyd perfformiad landlordiaid cymdeithasol ledled y DU sydd â llai na 5,000 o unedau dan eu rheolaeth. Mae colofn ochr dde'r tabl yn nodi a yw gwasanaeth atgyweirio cyfredol Ynys Môn yn cyflawni unrhyw un o'r lefelau hyn. Mae hyn yn dangos bod ychydig o'r trothwyon hyn wedi cael eu cyflawni, ond ar y cyfan, nid yw'n bodloni 'safon rhagoriaeth' landlordiaid cymdeithasol eraill sy'n perfformio'n rhagorol.

### 2.2.3 Opsiynau a ystyriwyd ar gyfer cyflawni'r gwasanaeth yn y dyfodol

Cafodd ystod o opsiynau posibl ar gyfer y gwasanaeth eu hystyried yn ystod y Gwerthusiad o'r Opsiynau, gan gynnwys y posibilrwydd o allanoli'r gwasanaeth cyfan, neu rannau o'r gwasanaeth. Roedd y gwerthusiad yn ystyried cryfderau, manteision, gwendidau a risgiau pob opsiwn ac yna'n sgorio'r opsiynau hyn yn erbyn meini prawf wedi'u pwysu a'u mesur. Mae manylion llawn y Gwerthusiad Opsiynau yn destun adroddiad cynhwysfawr ar wahân ac ni chaiff ei ailadrodd yma; fodd bynnag, mae'r crynodeb o'r cryfderau, y manteision a'r risgiau sydd ynghlwm wrth yr opsiwn a argymhellir i gadw'r gwasanaeth yn fewnol yn cael ei gynnwys yn **Atodiad E** y Cynllun Busnes hwn.

Nid yw cadw'r gwasanaeth yn fewnol o reidrwydd yn golygu y bydd popeth o fewn y gwasanaeth presennol yn cael eu cadw. Bydd y gwasanaeth yn nodi ac yn datblygu ei gryfderau craidd ac yn gweithredu'r rhain yn fewnol, ond mae'n cydnabod y gall meysydd busnes llai critigol eraill gael eu cyflawni'n allanol. Er enghraifft, bydd y gwasanaeth yn archwilio opsiynau ar gyfer y dyfodol ar gyfer ei swyddogaeth storfeydd a allai gynnwys allanoli hyn i ddarparu'r allanol, petai asesiad gwerth am arian annibynnol yn darparu tystiolaeth y byddai hyn yn cynnig mwy o fanteision busnes a chost-effeithiolrwydd.

### 2.2.4 Gwerth Ychwanegol a Gwerth Ariannol yr Opsiwn Mewnol

Mae rheolaeth ac ymwybyddiaeth ariannol yn y gwasanaeth wedi cael ei gydnabod fel maes o wendid yn y gorffennol, ond roedd hyn yn cael ei gryfhau pan gynhaliwyd yr ymarfer Gwerthuso Opsiynau a phan ddatblygwyd y Cynllun Busnes.

Ystyriwyd bod costau gweithredu a rheoli'r gwasanaeth yn gymharol uchel (yn rhannol oherwydd y rhaniad cleient / contractwr ar wahân yn arwain at ddyblygu rhai tasgau) ond dywedodd yr ymgynghorydd oedd yn adolygu'r gwasanaeth fod 'posibilrwydd o gael enillion gwerth am arian ac arbedion o ran costau'. Nodwyd y cyfleoedd hynny ac fe'u hamlinellir yn **adran 8** yr adroddiad hwn ac maent wedi cael eu cynnwys fel camau gweithredu yn y Cynllun Gweithredu Strategol yn **Atodiad C**. Mae'r canlyniadau meincnodi diweddaraf o gostau'r gwasanaeth yn dangos bod gwasanaeth atgyweirio ymatebol Ynys Môn ar gyfartaledd yn £160 ar hyn o bryd, yn erbyn ffigur chwarter uchaf o £108 yng Nghymru a £99 yn y DU yn gyffredinol ac felly mae angen cyflwyno ffyrdd o arbed costau er mwyn cyflawni'r un lefelau â'r perfformwyr gorau.

O ran y potensial ar gyfer arbedion ariannol, ystyrir bod isafswm targed o £250k y flwyddyn yn lefel ddarbodus i'w nodi, a bydd yn cael ei gyflawni drwy enillion o ymarferion caffael ar draws y gwasanaeth gan gynnwys y swyddogaeth storfeydd, arbedion staffio posibl o'r strwythur wedi ei uno ac effeithlonrwydd gweithredol drwy weithio mewn ffordd fwy syml ac fel busnes, a fydd yn cael ei gyflawni drwy ddull gweithredu darbodus tuag at gyflawni'r gwasanaeth. Fodd bynnag, dylid cymharu hyn yn erbyn yr arbedion posibl o £400k y flwyddyn a allai fod yn gyraeddadwy (ond nid oes gwarant o hynny) pe byddai'r gwasanaeth yn cael ei allanoli, ac mae'n seiliedig ar brofiad o wasanaethau eraill a dendrwyd yn ddiweddar (cyfeiriwch at yr adroddiad Gwerthuso Opsiynau ar wahân i gael rhagor o fanylion).

Teimlai'r Tîm Atgyweiriadau y byddai cadw'r gwasanaeth yn fewnol (yn amodol ar foderneiddio / trawsnewid) yn cyflawni lefel uwch o werth i'r Cyngor na'r opsiwn o allanoli a bod angen ystyried y gwerth hwn, er ei fod yn anodd ei fesur yn ariannol, er mwyn sicrhau bod cymhariaeth deg â'r opsiwn o allanoli.

Ystyrir bod y gwerth ychwanegol i'r Cyngor fel a ganlyn:

- i. Perchnogaeth – mae'r opsiwn hwn yn golygu y byddai Ynys Môn yn cadw perchnogaeth a rheolaeth lawn o'r gwasanaeth (yn hytrach nag allanoli i gontractwr allanol i gyflawni gwasanaeth) ac yn sicrhau bod gwasanaethau lleol yn cael eu darparu gan bobl leol. Drwy gadw perchnogaeth lawn, gall y gwasanaeth hefyd sicrhau aliniad mewnol llawn â gweledigaeth ac amcanion strategol y Cyngor gyda phwrpas a gwerthoedd cyffredin;
- ii. Gwasanaethu un cleient yn hytrach na llawer - byddai'r gwasanaeth mewnol wedi'i ymrwymo'n llawn i Wasanaeth Tai Ynys Môn, fel ei unig gleient, yn hytrach na'r llawer o gleientiaid a wasanaethir gan gontractwr allanol;
- iii. Hyblygrwydd - drwy gadw'r gwasanaeth yn fewnol, mae hyn yn cynnig lefel uwch o hyblygrwydd i'r Gwasanaeth Tai na'i allanoli, a fyddai'n cynnwys manyleb contract anhyblyg mewn grym. Teimlwyd y byddai gan wasanaeth mewnol y gallu i ymateb yn gyflym i faterion sy'n dod i'r amlwg heb yr angen i ail-drafod y contract (gan gynnwys y posibilrwydd o daliadau ychwanegol) gyda chontractwr allanol;
- iv. Pwrpasol - byddai'r gwasanaeth mewnol yn bwrpasol ar gyfer gofynion Ynys Môn yn hytrach na bod yn wasanaeth cyffredin a ddarperir gan gontractwr allanol i bob un o'i gleientiaid;
- v. Gwerth am Arian - byddai'r opsiwn yn sicrhau bod yr holl adnoddau sydd ar gael yn cael ei wario ar y stoc dai, yn hytrach na chyfran yn cael ei dalu fel elw i'r contractwr. Byddai gwasanaeth mewnol yn cael blaenoriaeth o ganolbwyntio ar y cwsmer, yn hytrach na chael ei gymell gan elw, ond, ar yr un pryd, cydnabyddir bod angen i'r gwasanaeth mewnol ddatblygu gwell craffter masnachol a gwneud defnydd mwy effeithiol o adnoddau. Byddai dull gweithredu darbodus yn cael ei gyflwyno i symleiddio prosesau a bydd yr adnoddau a arbedir drwy weithio yn fwy effeithlon ac effeithiol ar gael i'w cyfrannu naill ai at fusnes craidd, neu at faterion ehangach fel: prosiectau effeithlonrwydd ynni, gwelliannau amgylcheddol i stadau, creu cyfleoedd prentisiaeth a gwella'r gwasanaeth ymhellach i gwsmeriaid. Mae ystod eang o gyfleoedd gwerth am arian wedi cael eu nodi a'u harchwilio yn y prif gynllun busnes (**adran 8**);
- vi. Lleihau risg – mae'r opsiwn hwn yn osgoi'r risg y gallai contractwr allanol fynd yn fethdalwr, a fyddai'n golygu na fyddai swyddogaeth atgyweirio ar gael ar unwaith ar gyfer y Gwasanaeth Tai. Mae dadansoddiad risg llawn ar gyfer cadw'r gwasanaeth yn fewnol i'w weld yn y cynllun busnes (**adran 11**);
- vii. Atebolrwydd - byddai atebolrwydd clir mewn grym gan mai'r gwasanaeth newydd ei uno'n unig fyddai'n gyfrifol am gyflawni ei gynllun busnes a chyflawni ei weledigaeth a'i amcanion strategol. Byddai uwch reolwyr yn atebol am eu penderfyniadau, eu camau gweithredu a pherfformiad eu gwasanaeth.

Yn y blynyddoedd cynnar o'r prosiect trawsnewid sydd ei angen, disgwylir y bydd angen unrhyw arbedion a gynhrychir i ariannu costau'r rhaglen newid, i gynnwys yr arbenigwyr/hyfforddwyr rheoli newid ac arbenigwyr caffael posibl i sicrhau arbedion effeithlonrwydd gwerth am arian ar draws meysydd gwariant allweddol y gwasanaeth. Mae'r costau posibl yn dangos y gallai cost y prosiect trawsnewid fod oddeutu £100k, fodd bynnag, nid yw hyn yn cynnwys costau posibl unrhyw ddiswyddiadau a allai ddeillio o ailstrwythuro'r gwasanaeth. Er mwyn darparu cymhariaeth ddefnyddiol, byddai'r gost o allanoli'r gwasanaeth, gan gynnwys bodloni gofynion OJEU, yn debygol o fod hyd at £150k.

Er mwyn gweithredu'n bwylllog felly, mae'r Gwasanaeth Atgyweirio wedi tybio'r elfennau a ganlyn:

- Na fydd unrhyw arbedion net ym mlynnyddoedd cynnar y cynllun busnes tra bod y rhaglen trawsnewid yn mynd rhagddi;
- Bydd costau'r rhaglen drawsnewid yn cael ei ariannu o'r arbedion a gynhrychir yn y blynyddoedd cynnar hyn ac na fydd angen i'r Cyngor ychwanegu unrhyw adnoddau at gyllideb y Gwasanaethau Tai i'w gyflawni;
- Y bydd isafswm targed gwirioneddol o £250k yn cael ei gyflwyno yng nghyllideb refeniw blynyddol 2017/18.

Bydd cost ychwanegol hefyd ar gyfer Rheolwr Trawsnewid a fydd yn cael ei benodi i'r gwasanaeth yn ystod y cyfnod tra bod y strwythur tîm newydd yn cael ei ddatblygu a swyddi'n cael eu cyfateb / recriwtio i'r swyddi. Eu rôl fydd goruchwyllo swyddogaethau'r cleient a'r contractwr a gweithredu nifer o brosiectau allweddol yn ystod cyfnod cynnar y Cynllun Busnes nad ydynt yn ddibynnol ar gael y tîm newydd yn weithredol. Bydd hyn yn cael ei ariannu o swm wrth gefn ar gyfer prosiectau newid yng nghynllun busnes y Cyfrif Refeniw Tai ar gyfer 2014/15.

Dylid nodi hefyd bod y Cyngor eisoes wedi ymrwymo i lefelau mawr o wariant TG sy'n cynnwys y systemau contractwr atgyweirio ac felly byddai cadw'r gwasanaeth yn fewnol yn osgoi'r angen i gael gwared ar y gwariant hwn.

### **2.2.5 Manteision ehangach o gadw'r gwasanaeth yn fewnol**

Byddai ystod o fanteision ehangach eraill hefyd yn ymddangos o gadw'r gwasanaeth atgyweirio wedi ei uno a foderneiddiwyd yn fewnol fel a ganlyn:

- i. Gwasanaeth wedi'i integreiddio'n llawn - drwy gyfuno'r swyddogaethau cleient a contractwr gyda'i gilydd a dod â'r rhain yn nes at y Gwasanaeth Tai yn ei gyfanrwydd, teimlwyd y gallai'r gwasanaeth weithredu fel un tîm yn y dyfodol gyda gweledigaeth ar y cyd, yn goresgyn problemau presennol sy'n ymwneud â chyfathrebu, gwahanol flaenoriaethau, dyblygu gwaith, rhwystredigaeth staff a diwylliant o fwrw bai. Disgwylir y bydd y gwelliannau mewnol hyn yn galluogi'r tîm i sicrhau lefelau gwell o wasanaeth i gwsmeriaid;
- ii. Y gallu i ystyried gweithgareddau arallgyfeirio y tu hwnt i dai cymdeithasol traddodiadol, er enghraifft: cynnal a chadw adeiladau'r cyngor, adeiladau heblaw am dai, sector preifat, sector rhentu. Fodd bynnag, mae'r

- Gwasanaeth Atgyweirio'n derbyn na ddylai hyn gael ei wneud ar draul y gwasanaeth craidd (**adran 6**);
- iii. Mae manteision ehangach a phethau i'w dysgu wrth foderneiddio'r Gwasanaeth Atgyweirio a gall y wybodaeth hon gael ei throsglwyddo i'r Gwasanaeth Tai ehangach ar gyfer gwella perfformiad timau eraill y Gwasanaeth Tai;
  - iv. Materion rheoleiddio a llywodraethu - bydd yr opsiwn hwn yn mynd i'r afael â phryderon adroddiad Swyddfa Archwilio Cymru yn 2012 ac adroddiad Gwerth am Arian ac Adolygiad o'r Gwasanaeth gan Solutions for Housing yn 2012. Bydd yr opsiwn hefyd yn mynd i'r afael â'r pryderon ynglŷn â chaffael gan Archwilwyr Mewnol y Cyngor.

### 2.2.6 Staffio / Adnoddau Dynol

Mae strwythur staffio lefel uchel mynegol ar gyfer y gwasanaeth newydd yn cael ei gynnwys yn Atodiad G y Cynllun Busnes hwn. Mae'r strwythur staffio'n adlewyrchu'r uchelgais i ddarparu ymagwedd gyfannol tuag at fuddsoddi mewn asedau ac atgyweirio gyda'r bwriad o reoli'r swyddogaethau hyn yn y dyfodol gan un Rheolwr Gwasanaethau Eiddo a fydd yn sicrhau bod gweithio a meddylfryd cydgysylltiedig yn cael ei gyflawni.

Bydd y swyddogaeth reoli gwaith atgyweirio yn un tîm (yn hytrach na'r swyddogaethau cleient a chontractwr ar wahân ar hyn o bryd) a bydd cysylltiadau clir â chanolfan alwadau'r gwaith atgyweirio.

Bydd aml-sgilio'n cael ei gyflwyno ar gyfer y gweithwyr, a ddylai yn ei dro arwain at lefel uwch o atgyweirio cywir tro cyntaf ar gyfer cwsmeriaid. Bydd yr oriau gwaith presennol hefyd yn cael eu hadolygu a'u hystemyn i sicrhau y gall gwaith atgyweirio gael ei wneud ar adeg fwy cyfleus i gwsmeriaid e.e. apwyntiadau gyda'r nos ar gael. Bydd y gymysgedd o grefftau yn y gwasanaeth yn cael ei adolygu'n unol â'r galw am waith gan y stoc dai a bydd y gweithlu'n cael ei ailstrwythuro'n unol â hynny. Ar hyn o bryd, mae'r gwasanaeth rheng flaen wedi ei rhannu'n bedair ardal ddaearyddol a bydd hyn yn cael ei aildrefnu'n drefniant symlach, fydd yn cael ei ysgogi'n rhannol wrth gyflwyno technoleg gweithio symudol a Chynorthwyr Digidol Personol (PDAs).

Unwaith y bydd cytundeb wedi ei gael am ddyfodol y Gwasanaeth Atgyweirio, yna bydd adroddiad strwythur staffio manwl i'r dyfodol yn cael ei ddatblygu a'i gyflwyno gerbron Uwch Dîm Arweinyddiaeth y Cyngor. Y bwriad yw na fydd y strwythur staffio manwl newydd yn costio mwy na'r gwasanaeth presennol a'r uchelgais yw y bydd yn sicrhau arbedion o ran costau.

Bydd y Gwasanaeth Tai yn gweithio'n agos gyda thîm Adnoddau Dynol y Cyngor i sicrhau bod amserlen yn cael ei rhoi ar waith a bod yr holl weithdrefnau ac ymgynghoriadau angenrheidiol gyda staff ac undebau yn cael eu dilyn.

### 2.2.7 **Gweledigaeth ac Amcanion Strategol Newydd ar gyfer y Gwasanaeth a Gedwir**

Er mwyn sicrhau bod cyfeiriad strategol clir i'r dyfodol, mae'r Gwasanaeth Atgyweirio wedi datblygu datganiad Gweledigaeth newydd a chyfres o amcanion strategol allweddol, canlyniadau clir i'w cyflawni a chynllun gweithredu strategol manwl i'w cyflwyno (gweler **adran 3**).

### 2.2.8 **Cyflawni'r Prosiect Trawsnewidiol**

Bydd y prosiect trawsnewidiol yn cael ei gyflawni mewn tri cham allweddol fel a ganlyn:

Cam Un: Cyfnod Sylfaenol - Amserlen ddisgwyliedig o 6 mis hyd at fis Tachwedd 2014.

Yn ystod y cyfnod hwn, bydd rheolwr trawsnewidiol yn cael ei gyflwyno i'r tîm a fydd yn darparu arweinyddiaeth glir, yn rheoli ac yn cydlynu gwaith y swyddogaethau cleient a chontractwr sydd ar wahân ar hyn o bryd ac yn sefydlu perthynas waith mwy cynhyrchiol. Yn ystod y cyfnod hwn byddai'r rheolwr hefyd yn goruchwylio'r prosiectau i gyflawni strwythur y tîm newydd ei uno a'r adolygiad llety. Bydd y rheolwr yn cyflwyno dull gweithredu 'yr hanfodion sylfaenol' ar gyfer y gwasanaeth er mwyn sicrhau bod yr elfennau sylfaenol o'r gwasanaeth yn cael eu cyflawni'n briodol ac yn effeithlon a bydd yn sicrhau bod rheolaeth weithredol gref mewn grym ar gyfer y gwasanaeth, bod rheolaeth ac ymwybyddiaeth ariannol yn cael eu cryfhau a bod diwylliant perfformiad, a ategir gan weithdrefnau rheoli contract cadarn, yn cael ei gyflwyno. Bydd y gwaith hwn yn sicrhau bod sylfaen gadarn mewn grym a bydd y gwasanaeth modern i'r dyfodol yn cael ei ddatblygu ar ben hyn.

Cam Dau: Cyfnod Datblygu – Amserlen ddisgwyliedig o 18 mis hyd at fis Mawrth 2016.

Bydd y cyfnod hwn yn dechrau unwaith y bydd strwythur y tîm sydd newydd ei uno mewn grym a gall y cam 'rheoli newid' i foderneiddio a thrawsnewid y gwasanaeth ddechrau. Bydd perfformiad yn cael ei ysgogi tuag at lefelau gwasanaeth rhagorol yn y cyfnod hwn. Bydd y tîm yn cael ei gefnogi gan arbenigwyr rheoli newid a fydd yn goruchwylio, yn rheoli'r prosiect, yn arwain ac yn hyfforddi'r tîm a bydd yn cyflwyno egwyddorion dull gweithredu darbodus i'r tîm. Y bwriad, fodd bynnag, yw y bydd llawer o'r gwaith yn cael ei gyflawni gan y tîm eu hunain a fydd yn sicrhau bod dysgu a pherchnogaeth yn ei le. Y bwriad yw y bydd y prosiect newid trawsnewidiol yn cael ei gyflwyno mewn camau, a fydd yn rhoi amser i'r timau yn y gwasanaeth i gael eu sefydlu cyn symud ymlaen i fentrau newid eraill. Drwy'r prosiect trawsnewidiol, bydd y 'Model Gwasanaeth Rhagorol' (gweler **Atodiad H**) yn cael ei fabwysiadu, sydd wedi cael ei ddefnyddio'n llwyddiannus gan landlordiaid cymdeithasol rhagorol 3 seren eraill, lle mae staff naill ai'n gyflenwyr gwasanaethau rheng flaen (h.y. yn darparu'r gwasanaeth i'r cwsmeriaid), neu maent yn alluogwyr o'r gwasanaeth rheng flaen, sy'n gyfrifol am sicrhau bod popeth yn y gwasanaeth yn barod i ddarparu gwasanaethau cywir y tro cyntaf, bob amser. Bydd yr holl fentrau newid drwy ddull sy'n seiliedig ar brosiectau, lle gall aelodau allweddol a effeithir gan y penderfyniad

ddod â sgiliau a gwybodaeth berthnasol ar draws y tîm i sicrhau bod ystod lawn o safbwyntiau yn cael eu hystyried yn ystod y cyfnodau cynllunio a rheoli.

Cam Tri: Cam Grymuso - Amserlen ddisgwyliedig 6 mis hyd at fis Medi 2016

Bydd y cam hwn yn golygu y bydd gan y tîm fwy o rym a byddant hefyd yn gallu cyflawni gwelliannau a mentrau eu hunain yn y gwasanaeth heb fod angen cymorth allanol parhaus. Bydd yr arbenigwyr rheoli newid yn dal i weithio gyda'r tîm, er ar sail llai dwys nag yn ystod cyfnod datblygu'r prosiect a'u blaenoriaeth fydd trosglwyddo gwybodaeth i'r tîm. Erbyn y cam hwn, bydd lefelau perfformiad y gwasanaeth yn rhagorol a bydd yr enillion gwerth am arian wedi cael eu gwireddu.

### 2.2.9 Cynllun Busnes

Mae'r achos busnes hwn bellach yn cael ei gefnogi gan gynllun busnes cynhwysfawr sydd wedi cael ei gynllunio gan y Gwasanaeth Atgyweirio i droi'r uchelgais a'r dyheadau ar gyfer y gwasanaeth yn y dyfodol, i mewn i gynllun gweithredu strategol gwirioneddol, pendant a chyraeddadwy gyda chanlyniadau clir. Mae'r cynllun busnes hwn, sy'n ffurfio gweddill yr adroddiad hwn, yn amlinellu beth fydd y camau gweithredu allweddol, sut fyddan nhw'n cael eu cyflwyno ac erbyn pryd fyddan nhw'n cael eu cyflawni.

### 2.2.10 Targedau Perfformiad

Mae'r gwasanaeth wedi datblygu ystod o dargedau perfformiad gam-wrth-gam dros gyfnod y cynllun i ddarparu map llwybr disgwyliedig clir i gyflawni lefelau gwasanaeth rhagorol (**Atodiad D**).

### 2.2.11 Cynllun Ariannol

Mae cynllun ariannol ar gyfer y gwasanaeth ar gyfer cyfnod tair blynedd y cynllun busnes newydd wedi cael ei ddatblygu ac fe welir hyn yn Atodiad I. Mae hyn yn dangos hyfywedd y gwasanaeth dros y cyfnod hwn.

### 2.2.12 Cerrig Milltir Allweddol

Mae rhestr o gerrig milltir a dyddiadau allweddol wedi cael eu datblygu gan y Tîm Atgyweirio sy'n amlinellu beth yw elfennau allweddol y cynllun a'r dyddiad amcangyfrifedig ar gyfer eu cwblhau (gweler **adran 12**).

### 2.2.13 Strategaethau Ymadael

Mae strategaeth ymadael glir wedi cael ei datblygu gan y Pennaeth Gwasanaethau Tai sy'n nodi, pe na fyddai'r gwasanaeth a gedwir yn fewnol yn cyflawni'r lefelau perfformiad gofynnol, yna bydd y gwasanaeth yn cael ei ystyried eto ar gyfer ei allanoli a byddai'r gwasanaeth cyfan, h.y. y swyddogaethau cleient a chontractwr yn cael eu hallanoli pe byddai hynny'n digwydd.



### 3. Datganiad Gweledigaeth, Amcanion Allweddol a Diwylliant

- 3.1 Dyma weledigaeth newydd y gwasanaeth: **Tîm Atgyweirio rhagorol, sy'n canolbwyntio ar gwsmeriaid, sydd wedi ymrwymo i gyflawni gwasanaethau modern, effeithlon ac o safon uchel, ac sy'n cael eu gwerthfawrogi gan ein cwsmeriaid.**
- 3.2 O fewn y weledigaeth hon, cydnabyddir bod angen newid trawsnewidiol a diwylliannol a bod angen moderneiddio dull gweithredu'r gwasanaeth cyfan, drwy ei wneud yn fwy hyblyg, yn addasadwy, yn syml ac yn arloesol. Yn ogystal â'r gwasanaeth atgyweirio tai presennol, byddai cwmpas gwasanaeth y dyfodol hefyd yn ehangu i ystyried y cymunedau a'r amgylchedd lle lleolir yr eiddo a hefyd ceisio cyfleoedd busnes newydd y byddai'r arian/adnoddau dros ben yn cael eu defnyddio i'w hail-fuddsoddi i'r gwasanaeth. Felly, mae gweledigaeth y Cynllun Busnes wedi defnyddio'r gair 'cwsmeriaid' yn hytrach na 'thenantiaid i gydnabod ehangu darpariaeth y gwasanaeth i feysydd posibl nad ydynt yn ymwneud â thenantiaid.
- 3.3 Wrth ddatblygu'r cynllun busnes hwn, mae'r gwasanaeth atgyweirio wedi ystyried yr amgylchedd gweithredu economaidd ac allanol ehangach ac wedi cynhyrchu dadansoddiad PEST cynhwysfawr yn **Atodiad A**. Yna, ystyriwyd y bygythiadau a'r cyfleoedd a nodwyd o'r dadansoddiad hwn ochr yn ochr â chryfderau a gwendidau'r Gwasanaeth Atgyweirio. Arweiniodd hyn at ddatblygu dadansoddiad TOWS manwl (a elwir weithiau yn ddadansoddiad SWOT) ac mae hyn hefyd yn cael ei gynnwys yn **Atodiad A**.
- 3.4 Fel gwasanaeth rheng-flaen sy'n cyflawni 7,428 o atgyweiriadau cyffredinol bychain, 2,426 o achosion o wasanaethu nwy a 272 o unedau gwag y flwyddyn ar gyfartaledd, mae hefyd wedi cydnabod rhai amcanion allweddol cyffredinol fel a ganlyn:
- Bod yn groesawgar ac yn hygyrch gyda phob cwsmer;
  - Darparu tai fforddiadwy, diogel, o ansawdd uchel;
  - Helpu creu gwell amgylchedd lleol ar gyfer ein tenantiaid.
- 3.5 Mae amcanion allweddol newydd ar gyfer y Cynllun Busnes hwn wedi cael eu datblygu o amgylch pum thema, fel a ganlyn: Pobl, Cwsmeriaid, Cyfleoedd, Hyfywedd Ariannol a Gwerth am Arian ac Asedau. Mae'r datganiadau amcanion allweddol newydd hyn yn adlewyrchu gweledigaeth a chyfeiriad newydd y gwasanaeth, ac maent fel a ganlyn:

**Ein Pobl:** Datblygu sgiliau a chymwyseddau ein pobl i ddarparu gwasanaeth atgyweirio rhagorol i'n cwsmeriaid;

**Ein Cwsmeriaid a'n Gwasanaeth:** Gwybod pwy yw ein cwsmeriaid, cyflawni gwasanaeth atgyweirio sy'n canolbwyntio ar y cwsmer, a darparu ystod eang o gyfleoedd ar gyfer ein holl gwsmeriaid i ddylanwadu ar y gwasanaeth rydym yn ei ddarparu;

**Ein Cyfleoedd:** Ceisio a sicrhau cyfleoedd busnes newydd sy'n gwneud cyfraniad ariannol cadarnhaol fel y gellir ail-fuddsoddi arian dros ben yn ôl i'r busnes craidd, neu amcanion cymdeithasol ehangach;

**Ein Perfformiad a Chyflawni Gwerth am yr Arian:** Darparu lefelau rhagorol o berfformiad a lefel dda o werth am arian ym mhopeth a wnawn a pharhau i fod yn hyfyw yn ariannol;

**Ein Hasedau:** Mabwysiadu ymagwedd gyfannol tuag at atgyweirio a buddsoddi, rheoli asedau'n effeithlon ac yn gost-effeithiol, a defnyddio gwybodaeth o ansawdd da i hysbysu rhaglenni gwaith yn y dyfodol.

Rhoddir manylion am yr amcanion allweddol hyn, y canlyniadau a fydd yn deillio o'u gweithredu a'r camau gweithredu strategol allweddol i'w cyflawni yn ystod cyfnod y ddogfen cynllun busnes hwn yn **Atodiad C**.

3.6 Diwylliant y Gwasanaeth Atgyweirio - Er mwyn sicrhau gwasanaeth rhagorol, bydd diwylliant y Gwasanaeth Atgyweirio yn cael ei ddatblygu ymhellach i fod fel a ganlyn:

- Yn broffesiynol
- Yn canolbwyntio ar y cwsmer – rhoi'r cwsmer gyntaf bob amser;
- Yn cyflawni Gwerth am Arian;
- Yn cael ei gymell gan berfformiad;
- Yn arloesol – i oresgyn a ffynnu;
- Yn gywir y tro cyntaf, bob amser.

Yn y diwylliant uchod, mae'r Gwasanaeth Atgyweirio yn cydnabod fod angen iddo ddatblygu ei lefel o graffter busnes er mwyn sicrhau bod gwasanaethau yn gost effeithiol, yn cynrychioli gwerth da am arian a bod hyfywedd yn cael ei gynnal drwy gydol cyfnod y cynllun.

## 4. Perfformiad presennol y Gwasanaeth Atgyweirio

4.1 Wrth osod cyfeiriad strategol newydd ar gyfer y gwasanaeth, i ddechrau, roedd hi'n angenrheidiol deall perfformiad presennol y Gwasanaeth Atgyweirio, gan fod hyn yn creu man cychwyn ar gyfer y Cynllun Busnes newydd hwn.

4.2 Rhoddir tueddiadau perfformiad ar gyfer y tair blynedd ariannol lawn ddiwethaf yn **Atodiad B**. Mae hyn yn darparu dadansoddiad tueddiadau defnyddiol a chyfeiriad dangosyddion perfformiad a chostau allweddol yn ystod y cyfnod. Yng ngholofnau canol y tabl (wedi'u lliwio'n llwyd) gwelir y lefelau meincodi ar gyfer cyflawni'r chwarter uchaf (h.y. 25% uchaf) yng ngrŵp meincodi Ynys Môn. Mae'r golofn ar y

llaw dde yn rhoi asesiad goleuadau traffig ynglŷn ag a yw'r lefelau hyn wedi eu cyflawni hyd yn hyn.

4.3 Mae'r wybodaeth hon wedi cael ei defnyddio i lywio a gosod y targedau perfformiad gam-wrth-gam yn y cynllun busnes newydd a drafodir yn fanylach yn **adran 10** ac yn **Atodiad D**.

## 5. Hanfodion Gwasanaeth Atgyweirio Rhagorol

5.1 Uchelgais y Cynllun Busnes hwn yw cyflawni gwasanaeth rhagorol ac felly mae'n hanfodol bod y gwasanaeth yn diffinio'r hanfodion, a thrwy hyn sicrhau bod y gwasanaeth yn symud ymlaen tuag at nod a gytunwyd ac a ddeallwyd gan bawb. Yn ystod yr adolygiad Gwerthuso Opsiynau adnabu'r tîm prosiect y canlynol fel hanfodion ar gyfer cyflawni gwasanaeth rhagorol:

- i. **Gwasanaeth cwsmer** – gwasanaeth i fodloni'r tenantiaid yn hytrach na'r landlord. Oriau gweithio mwy hyblyg ar gyfer tenantiaid sy'n gweithio yn ystod y dydd. Atgyweirio'n gywir y tro cyntaf fel norm, fel y gellir osgoi'r angen am ymweliad arall h.y. yr atgyweirio yn cael ei wneud ar amser, yn llawn, heb gamgymeriadau. Adnabuwyd mewn gwasanaeth rhagorol y byddai'r staff yn barod i fynd 'y filltir ychwanegol' ar gyfer y cwsmer a bod â gwasanaethau hollol hygyrch. I gyflawni hyn, roedd yn hanfodol bod dealltwriaeth glir o bwy yw'r cwsmeriaid a gwahanol anghenion grwpiau o gwsmeriaid ac addasu'r gwasanaeth yn briodol i'r gwahanol anghenion hyn. Teimlwyd y gallai'r gwasanaeth hefyd ddarparu gwell gwybodaeth i'r tenantiaid ar yr hyn y gallent hwy eu hunain wneud i osgoi problemau yn eu hunedau (h.y. agwedd ei bod yn well atal na thrwsio) e.e. materion lleithder a chyddwysiad. Adnabuwyd bod yr Uned Cynnal a Chadw Adeiladau (BMU) wedi adeiladu perthnasoedd da gyda thenantiaid yn ystod y gwaith Safon Ansawdd Tai Cymru (SATC) diweddar ac y gellir bellach ddefnyddio'r un dull yn y gwasanaeth atgyweirio;
- ii. **Cyfranogiad cwsmer** – bod ystod eang o gyfleoedd cyfranogiad cwsmer mewn lle a allai arddangos yn glir sut yr oedd hyn yn gwneud gwahaniaeth i'r gwasanaeth. Byddai cyfranogiad cwsmer yn adlewyrchu proffil y cwsmeriaid. Adnabuwyd er mwyn bod yn rhagorol y byddai'n hanfodol bod y gwasanaeth yn defnyddio cwynion a chanmoliaeth cwsmeriaid i ddylanwadu'n gadarnhaol ar y gwasanaeth;
- iii. **Gwasanaethau integreiddiedig/unedig** – gwasanaeth atgyweirio sy'n integreiddio'n llyfn gyda'r timau Rheolaeth Tai ehangach i gyflwyno gwasanaeth integreiddiedig, gan roi adborth o ran gwybodaeth i'r gwasanaeth yn barhaus. 'Llygaid a chlustiau' y landlord. Gallai'r landlord ei hunan ddefnyddio'r gwasanaeth i gipio gwybodaeth ehangach na dim ond cyflwr yr eiddo h.y. gwybodaeth am y cwsmer a'r ystâd/amgylchedd ehangach;
- iv. **Gwella parhaus** – canolbwyntio clir ar wella parhaus, Gwerth am Arian a datblygiadau newydd. Bod y gwasanaeth angen ymdrechu yn barhaus a

datblygu ei hunan i gyflawni gwasanaeth 'cywir y tro cyntaf' uwch. Y bwriad felly yw y bydd prosiectau peilot yn cael eu datblygu ar gyfer mentrau newydd er mwyn profi eu heffaith mewn ffordd reoledig cyn eu defnyddio'n ehangach ar draws y gwasanaeth. Yn ychwanegol, byddai'r gwasanaeth yn sicrhau y byddai adolygiadau yn cael eu cynnal ar ôl y gweithredu i fesur y gwir effaith, gyda thystiolaeth ar ffurf data caled a meddal;

- v. **Staff llinell flaen** – er mwyn cyflawni atgyweiriadau cywir y tro cyntaf adnabuwyd bod gweithlu aml-sgil ac wedi'u grymuso angen bod mewn lle ac mae hyn angen cael ei gefnogi trwy gyrsiau hyfforddiant sgiliau priodol. Byddai cyfuniad o hyfforddiant ffurfiol a hyfforddiant wrth weithio yn ddelfrydol, fel y byddai asesiad rheolaidd o sgiliau;
- vi. **TG** – mae angen systemau modern ac integreiddiedig i alluogi'r tîm i gyflawni gwasanaeth effeithiol ac un sy'n diwallu disgwyliadau cynyddol soffistigedig tenantiaid o ran technoleg. Mae dyfeisiau technoleg a ddelir yn y llaw, systemau trefnu gwaith *opti-time*, tracio cwsmeriaid, apwyntiad ar y pwynt cyswllt cyntaf a negeseuon testun cyn yr apwyntiad, i gyd angen bod mewn lle. Ystyriwyd bod systemau sy'n rhyngwynebu yn llyfn gyda'i gilydd hefyd yn hanfodol. Adnabuwyd, fodd bynnag, er mwyn i ddyfeisiau symudol weithio bod problem gyda'r lefel o signal mewn rhai rhannau o'r ynys;
- vii. **Costau** – teimlai'r tîm er mwyn cyflawni ei lefelau ardderchog o wasanaeth, na allai'r gwasanaeth fod yn un rhad, ond bod yn rhaid iddo fod yn fforddiadwy. Adnabu'r tîm y risg posibl yn y dyfodol o system diwygio lles Credyd Cynhwysol y llywodraeth a allai o bosibl leihau llif incwm net yn y dyfodol a golygu bod llai o bres ar gael ar gyfer gwasanaethau craidd megis atgyweirio. Dylai gwerth am arian felly fod yn rhan annatod o'r gwasanaeth i sicrhau'r defnydd mwyaf o'r adnoddau sydd ar gael o ran canlyniadau i gwsmeriaid. Dylai rheolaeth gyllidol gref ac ymwybyddiaeth fasnachol fod yn norm;
- viii. **Perfformiad** – byddai'r gwasanaeth atgyweirio yn anelu at gyrraedd lefelau perfformiad ymysg y 10% uchaf o ddarparwyr tai cymdeithasol yng Nghymru a'r 25% uchaf o ran darparwyr tai cymdeithasol yn y Deyrnas Unedig gyfan i landlordiaid sydd â llai na 5,000 o unedau dan eu rheolaeth;
- ix. **Defnyddiau** – teimlai'r tîm bod angen i system gyflenwi defnyddiau o ffynonellau cost-effeithiol, modern ac effeithlon fod mewn lle. Byddai gwasanaeth cyflenwadau wedi ei gyflenwi'n effeithlon, gan gynnwys adnewyddu stoc yn awtomataidd mewn faniau, yn galluogi gweithwyr i leihau lefelau o ail ymweliadau i gwsmeriaid ac amser anghynhyrchiol.

5.2 Yn gyffredinol, teimlai'r tîm bod angen ymdrin â'r gwasanaeth a'i drawsffurfiad mewn ffordd fwy strategol yn y dyfodol ac na fyddai rhagoriaeth yn digwydd drwy ddamwain. Er mwyn cyflawni hyn, bydd y tîm yn mabwysiadu model y Gwasanaeth Rhagoriaeth a amlinellir yn **Atodiad H**. Mae angen i'r daith at ragoriaeth yn y dyfodol felly gael ei rheoli yn fwy gweithredol, a dylid herio targedau perfformiad, gyda diwylliant perfformiad cryf yn

rhan annatod o'r gwasanaeth. Teimlwyd ei bod yn hanfodol bod yr holl staff yn deall y llwybr clir at ragoriaeth.

## 6. Opsiynau Strategol Ehangach ar gyfer y Dyfodol

6.1 Wrth ddatblygu'r Cynllun Busnes hwn, ystyriodd y Gwasanaeth Atgyweirio ystod o opsiynau strategol ehangach a ellir eu defnyddio gan y gwasanaeth yn y dyfodol. Bydd ymgymryd â busnes newydd yn canolbwyntio ar geisio twf, arloesedd a chyfle. Prif ddiben ymgymryd â busnes newydd fydd creu arian/adnoddau dros ben o'r gweithgareddau hyn er mwyn eu hail-fuddsoddi yn ôl i wasanaethau craidd Tai Môn, neu i gefnogi eu hamcanion cymdeithasol ehangach.

Y bwriad yw y bydd ymchwil i gyfleoedd a marchnadoedd busnes newydd, y risgiau yn cael eu hasesu yn llawn ac achos busnes llawn yn cael ei ddatblygu ar gyfer pob cyfle i'w ystyried gan y Pennaeth Tai. Bydd dull rheolaeth prosiect yn cael ei fabwysiadu ar gyfer pob cyfle a bydd yn ymwneud ag aelodau allweddol o'r timau ar draws Môn a fydd yn cael eu heffeithio gan y busnes newydd.

Caiff cyfleoedd newydd eu treialu lle bo'n bosibl ac os yn llwyddiannus, bydd y rhain yn cael eu gweithredu'n llawn a'u gwneud yn rhan annatod o'r gwasanaeth. Bydd strategaethau gadael hefyd yn cael eu datblygu ar gyfer pob cyfle. Y bwriad yw y bydd pob busnes newydd yn cael ei sefydlu mewn ffordd a fydd yn caniatáu am adrodd cyllidol tryloyw o ran incwm a gwariant, er mwyn arddangos ei ddichonoldeb parhaus i'r Cyngor.

6.2 Dewiswyd nifer o opsiynau i'w cynnwys o fewn y cyfnod Cynllun Busnes tair blynedd gyfredol fel a ganlyn, a chânt eu hystyried ymhellach o fewn yr Amcan Cyfleoedd o fewn **Atodiad C**:

- Darparu gwasanaethau atgyweirio ar gyfer adrannau eraill o'r Cyngor;
- Gwneud gwaith sydd ar hyn o bryd yn cael ei is-gontractio yn fewnol (ond dim ond lle y gall achos busnes arddangos angen parhaol am y gwaith a bod y gwell Gwerth am Arian ohono yn cael ei berfformio yn fewnol);
- Darparu gwasanaeth atgyweirio i unedau RTB. Mae hyn yn adnabod bod yr unedau yma o fewn ardaloedd rheolaeth cyfredol stoc Môn a gallai hyn ddarparu cam cyntaf hawdd wrth gynnig gwasanaethau i eraill i ddiben cynhyrchu arian/adnoddau dros ben ar gyfer buddsoddiad mewnol;
- Gwneud gwaith yn yr amgylchedd lle mae'r stoc wedi'i leoli ac nid dim ond i'r eiddo ei hunan;
- Bydd y gwasanaeth yn edrych yn rhagweithiol am gyfleoedd cydweithredu a phartneriaeth gyda darparwyr tai cymdeithasol a chydag asiantaethau eraill yn gweithio o fewn Môn.

6.3 Y bwriad yw bod y cyfleoedd busnes cychwynnol yn defnyddio sylfaen sgiliau cyfredol y Gwasanaeth Atgyweirio a byddant yn adeiladu ar ei gryfderau busnes craidd. Y nod yw adeiladu hyder a chymhwysedd y tîm wrth gyflwyno gwaith o fath ehangach, mwy masnachol ac wrth wneud hynny, ddatblygu sgiliau craffter busnes ac ehangu i ardaloedd eraill mwy cymhleth, ac o bosib o risg uwch. Mae'n debygol y

bydd y cyfleoedd yma yn cael eu hystyried ym mlwyddyn 3 o'r cynllun busnes, unwaith bod y tîm wedi adeiladu'r gwasanaeth craidd i gyrraedd lefelau rhagorol.

## 7. Cyfranogiad cwsmeriaid yn y dyfodol

- 7.1 Nodwedd amlwg o sefydliadau rhagorol yw eu lefel uchel o gyfranogiad cwsmeriaid. Yn benodol, maent yn medru arddangos sut mae eu cwsmeriaid wedi dylanwadu ar y gwasanaethau y maent yn eu derbyn ac maent yn glir am gyfranogiad cwsmeriaid a sut mae hyn yn ychwanegu gwerth at y busnes.
- 7.2 Ar hyn o bryd teimlir bod cyfranogiad cwsmeriaid yn cynnwys nifer cymharol fychan o gwsmeriaid. Tra bod y gwasanaeth yn derbyn bod heriau wrth geisio cael mwy o gwsmeriaid i gyfranogi, mae teimlad wrth gynnig ystod ehangach o gyfleoedd cyfranogi, sy'n adlewyrchu lefelau amrywiol o ymrwymiad gan y cwsmeriaid, y gall hyn gynyddu lefel derbyn barn cwsmeriaid ac felly gyflwyno gwasanaethau sy'n adlewyrchu'n agosach eu hanghenion.
- 7.3 Mae'r Cynllun Busnes yma yn adnabod bod angen sicrhau craffu effeithiol ar denantiaid hefyd a dylai hyn gynnwys ystod o fesurau megis: siopa dirgel, cysgodi, gwirio data, mynychu cyfarfodydd, cynnal arolygon, gwneud archwiliadau neu gyfweld staff.
- 7.4 Er mwyn cyflawni hyn, mae'r Gwasanaeth Atgyweirio yn bwriadu sicrhau (trwy weithio gyda thimau Tai Môn eraill) bod y canlynol mewn lle a bod yr holl gwsmeriaid yn medru chwarae rôl weithredol mewn sicrhau bod rhagoriaeth yn cael ei gyflawni dros gyfnod y cynllun:
- i. Y caffaelir 100% o'r wybodaeth proffil cwsmer.
  - ii. Cronfa ddata cyfranogiad Cwsmer sy'n cofnodi gwahanol lefelau o gyfranogiad tenant yn amrywio o grwpiau ffocws sy'n cyfranogi'n llawn i gwblhau holiaduron arlein yn unig ayyb.
  - iii. Bod cwsmeriaid yn derbyn data meincnodi yn ogystal â data perfformiad, er mwyn i gwsmeriaid fedru rhoi perfformiad Môn yn ei gyd-destun cywir a medru barnu drostynt eu hunain a yw'r gwasanaeth yn cyrraedd lefelau rhagorol (chwartel uwch).
  - iv. Bod cyfranogiad cwsmeriaid yn adlewyrchu amrywiaeth ein cymunedau a bod y gwasanaeth yn cysylltu ag unrhyw grwpiau anodd eu cyrraedd trwy fodd sy'n addas iddynt hwy.
  - v. Ei fod wedi darparu mwy o adborth i gwsmeriaid, yn enwedig o amgylch 'fe ddywedoch chi, fe wnaethom ni'.
  - vi. Ei fod yn dysgu oddi wrth ganmoliaeth a chwynion cwsmeriaid a bod hyn yn arwain ein gwasanaeth yn y dyfodol.
  - vii. Bod ganddo fwy o siopa dirgel/gwiriadau realiti gan gwsmeriaid.
  - viii. Bod y safon ail-osod yn cael ei adolygu gan grwpiau cwsmeriaid.
  - ix. Ei fod yn cynnal arolygon cwsmeriaid gyda mwy o ffocws yn ystod y flwyddyn ar bynciau penodol a bod unrhyw newidiadau i'r gwasanaethau yn cael eu dilyn gan arolygon cwsmeriaid i gipio profiadau cwsmeriaid.



- x. Ei fod yn sicrhau bod cyfranogiad cwsmeriaid mewn lle wrth ddylunio rhaglenni peilot ar gyfer busnes newydd, neu newidiadau i fusnes cyfredol.

## 8 Y modd yr ymdrinnir â Gwerth am Arian a Chaffael

- 8.1 Mae'r Cynllun Busnes hwn wedi cymryd i ystyriaeth adroddiad diweddar HouseMark ym Mawrth 2014 ar 'Ddiffinio Gwerth am Arian mewn Tai Cyngor'. Dywedant 'Mae newidiadau radical yn amgylchedd cyllidol a gweithredol tai cyngor, ynghyd â phwysau i ailfeddwl beth yw ei rôl a'i bwrpas, mae natur gwerth wedi newid sy'n gofyn am olwg newydd ar ystyr Gwerth am Arian. Mae amodau newydd yn creu angen am ailymweld â chwestiynau megis ar gyfer pwy y dylai tai cyngor fod, a pha fuddion y gallant ac y dylent eu darparu ... ac mae Cynghorau'n awr angen cymryd golwg tymor hirach a rôl llawer mwy gweithredol o ran rheoli eu hasedau tai. Fel chwaraewyr pwysig yn 'nheulu' y cyngor – yn gyfrifol am reoli cyfran sylweddol o asedau, dyledion, incwm a gwariant, a chyda cyfran sylweddol o weithlu'r cyngor, sylfaen sgiliau a chaffael – mae Adrannau Tai yn gyfrannwyr pwysig i amcanion corfforaethol y cyngor. Hanner y frwydr gyda Gwerth am Arian yw sicrhau bod adnoddau terfynedig yn cael eu gwario yn effeithiol ar y pethau cywir a fydd yn cyflawni'r amcanion a ddymuna'r sefydliad – bod cynllunio busnes yn gadarn. Mae hanner arall y frwydr – economi ac effeithlonrwydd, neu wneud pethau'n iawn - yn cynhyrchu ychydig iawn o werth os yw'n cael ei dargedu ar y pethau anghywir. Ni ellir gorbwysleisio pa mor bwysig y bydd rheoli asedau'n gadarn i sicrhau llwyddiant – efallai mai am bobl a lles y mae busnes ond fe'i hadeiladir ar asedau.'
- 8.2 Mae Cyngor Sir Ynys Môn ynghyd â'r holl ddarparwyr gwasanaeth atgyweirio tai cymdeithasol eraill, yn wynebu'r her o gynnal a chadw eiddo i safon gyson uchel, gyda gwasanaeth o safon uchel, o fewn cyd-destun rheoli costau a gwneud defnydd effeithiol o adnoddau. Mae'n hanfodol felly bod ganddo dechnoleg gadarn, ddibynadwy a hyblyg i gefnogi'r busnes a'i ddarpariaeth gwasanaeth. I gael gwerth da am arian, mae'r gwasanaeth yn deall ei fod angen datblygu ffordd gynyddol integreiddiedig o ymdrin â chyflawni'r gwasanaeth a dealltwriaeth well o ofynion cwsmer.
- 8.3 Credir bod y gwasanaeth ar hyn o bryd yn cael ei yrru'n ormodol gan broses a bod angen llinio'r gwasanaeth, cael gwared ag unrhyw weithgaredd nad yw'n ychwanegu gwerth ac wedyn rheoli, gwella a llyfnhau'r gwaith sydd ar ôl i sicrhau ei fod yn llifo'n well ar draws y gwasanaeth i'r cwsmer.
- 8.4 Beirniadwyd y ffordd gyfredol o ymdrin â chaffael o fewn y Gwasanaeth Atgyweirio o fewn adroddiad Awdit Mewnol o'r Cyngor yn ddiweddar ac felly, o fewn tymor y Cynllun Busnes hwn, bydd y gwasanaeth yn sicrhau bod holl ardaloedd gweithgaredd caffael yn cael eu hadolygu i sicrhau cydymffurfiad gyda rheolau caffael y Cyngor. Bydd y gwasanaeth yn cychwyn ei adolygiadau gyda'r lefelau uchaf o wariant i ddechrau, eu herio am Werth am Arian a chydymffurfiad caffael ac wedyn gweithredu datrysiadau am Werth am Arian cynyddol wrth gadw at reolau'r

Cyngor. Y bwriad yw y bydd y gwasanaeth yn defnyddio arbenigwyr caffael arbenigol lle nad yw'r arbenigedd angenrheidiol yn bodoli yn fewnol.

- 8.5 Mae'r Cynllun Busnes hwn yn adnabod bod y Gwasanaeth Atgyweirio angen dod â mwy o ffocws busnes i'w wasanaeth. Wrth wneud hyn, bydd yn archwilio a yw allbynnau uwch yn medru cael eu cyflwyno o'r adnoddau cyllidol cyfredol a fuddsoddiwyd yn y gwasanaeth ac, yn ddelfrydol, bod allbynnau cynyddol yn cael eu cyflwyno ar gyfer lefelau is o adnoddau, gan ganiatau i unrhyw adnoddau sydd wedi eu rhyddhau gael eu buddsoddi mewn mannau eraill i gyflawni amcanion ehangach.
- 8.6 Yn awr, wedi datblygu gweledigaeth glir am ddyfodol y Gwasanaeth Atgyweirio, bydd y tîm yn medru herio'n sylfaenol y ffyrdd y mae'n cyflwyno ei wasanaeth ac adnabod cyfleoedd i sicrhau gwell Gwerth am Arian. Mae'r Gwasanaeth Atgyweirio yn deall, gyda bygythiad parhaus o bolisiau Diwygiadau Lles, ei fod yn gweithredu o fewn amgylchedd cyllidol heriol lle y gallai cyllidebau atgyweirio yn y dyfodol gael eu lleihau ac felly mae'n rhaid iddo gael ffordd gadarn o ymdrin â chwilio am a chyflawni Gwerth am Arian ym mhob peth a wna. Er mwyn sicrhau bod Gwerth am Arian yn cael ei gyflwyno bydd hefyd ymrwymiad cynyddol i gyfranogiad tenantiaid, tryloywder a chraffu.
- 8.7 Mae Gwasanaeth Atgyweirio Môn yn deall bod cynnig Gwerth am Arian yn gofyn am gymryd golwg tri dimensiwn ar y gyfundrefn fel a ganlyn, ac mae'r gwasanaeth wedi meincnodi'r gwasanaeth atgyweirio cyfredol yn erbyn cymheiriaid yn yr ardaloedd penodol hyn ac mae'r canlyniadau o fewn **Atodiad B**:

➤	<b>Cost</b> y Gwasanaeth
➤	<b>Ansawdd</b> y gwasanaeth a pherfformiad
➤	<b>Bodddhad, Allbynnau a Chanlyniadau</b> (yn enwedig i gwsmeriaid)

- 8.8 Er mwyn adnabod pa mor bwysig yw Gwerth am Arian, mae'r gwasanaeth wedi cytuno amcan allweddol ar wahân, penodol ar gyfer Gwerth am Arian, sef '**darparu gwerth da am arian ym mhob peth a wnawn**'. I gyflawni hyn rhaid i'r gwasanaeth ymdrechu i:
- gyflwyno'r atgyweirio cywir,
  - i'r cwsmer cywir,
  - ar yr amser cywir,
  - i'r safon gywir,
  - ar y gost gywir (fforddiadwy), a
  - chyflwyno atgyweiriadau yn gyson gywir bob tro trwy gyflawniad gweithredol effeithlon ac effeithiol.
- 8.9 Wrth ddatblygu'r cynllun busnes hwn, gwnaed ymchwil i sut roedd landlordiaid tai eraill oedd yn perfformio'n dda yn cyflawni Gwerth am Arian ym maes atgyweirio. O'r ymchwil hwn roedd hi'n glir bod ystod o welliannau ac effeithlonedd gwasanaeth yn bosibl o fewn Môn. Adnabuwyd y cyfleoedd canlynol a'u hymgorffori yn y cynllun busnes fel a ganlyn:



Cyfle Gwerth am Arian	Sut yr Ymdrinir â hyn yn y Cynllun Busnes
i. Ffordd llwyr integreiddiedig (o'i gymharu ag un ddarniog) o ymdrin â chyflwyno'r gwasanaeth.	Bydd uno swyddogaethau'r cleient a'r contractwr a hefyd yr adolygiad llety yn sicrhau dull mwy integreiddiedig o ymdrin â gweddill y Tîm Tai.
ii. Gwasanaeth a gynllunir o amgylch y cwsmer yn hytrach na'r Landlord.	Cyflwyno dull Syniadaeth Ddarbodus/Systemau a mwy o gyfranogiad gan y cwsmeriaid wrth ddylunio'r gwasanaeth a chraffu.
iii. Safonau gwasanaeth clir a heriol, wedi eu gosod gan gwsmeriaid	Meincnodi'r safonau gwasanaeth gydag eraill ac ymgynghori â chwsmeriaid cyn gweithredu newidiadau.
Cyfle Gwerth am Arian	Sut yr Ymdrinir â hyn yn y Cynllun Busnes
iv. Defnyddio'r wybodaeth o sylfaen cwsmer Môn i deilwra gwasanaethau ar gyfer anghenion ac agwedd at gyflwyno'r gwasanaeth sy'n canolbwyntio ar y cwsmer, a fydd yn gwella profiad y cwsmer o'r adrodd am atgyweirio hyd at y cwblhau.	Cynyddu'r lefel o gyfranogiad cwsmer yn y gwasanaeth ynghyd â phroffilio cwsmer i ddeall anghenion y gwahanol grwpiau cwsmer. Bydd agwedd unedig y tîm yn sicrhau bod ceisiadau cwsmeriaid yn llifo'n rhwydd o un pen i'r llall o'r gwasanaeth.
v. Lefelau uchel o foddhad cwsmer a chyfleoedd am adrodd am eu profiadau er mwyn i'r gwasanaeth fedru diwallu eu hanghenion yn well yn y dyfodol.	Gosod targedau perfformio heriol ar gyfer boddhad cwsmer. Cynyddu'r nifer o gyfleoedd i gwsmeriaid roi adborth am eu profiad i'r gwasanaeth a diwylliant dysgu yn cael ei gyflwyno a fydd yn cael ei ddefnyddio i wella'r profiad yn y dyfodol.
vi. Gweithlu hyblyg, aml-sgil wedi'u grymuso (ar ôl gweithredu'r aml-sgilio) a chostau llafur cost-ffeithiol.	Gweithio aml-sgil wedi ei gyflwyno a chostau llafur wedi eu cymharu gyda darparwyr eraill.
vii. Cynhyrchedd uwch o ran nifer o swyddi a gwblhawyd a'r amser cyfangwbl a gymerwyd i'w cwblhau.	Gweithio aml-sgil wedi ei gyflwyno, apwyntiadau cwsmer, cyflenwi cyflenwadau yn effeithlon a gweithio symudol oll wedi eu cyflenwi o fewn diwylliant perfformiad tîm.
viii. Lefelau uwch o atgyweirio cywir y tro cyntaf ar gyfer cwsmeriaid.	Gweithio aml-sgil a dysgu o fethiannau.
ix. Defnyddiau wedi'u prasio'n gystadleuol a'u darparu yn effeithlon.	Adolygiad Gwerth am Arian o'r cyflenwadau a gweithredu'r argymhelliad.
x. Cyflawni'r cydbwysedd iawn rhwng cost ac ansawdd.	Perfformiad yn cael ei berfformio yn defnyddio dull cerdyn sgorio cytbwys i sicrhau nad yw'r dymuniad am leihau cost ar draul ansawdd.

xi. Systemau cyllidol cadarn a thryloyw wedi'u cyfuno â chraffter busnes cynyddol rheolwyr allweddol.	Cyflwyno cyllidebau cyllidol cadarn newydd, ynghyd â'r rhagdybiaethau allweddol a gytunwyd gan reolwyr. Cyfrifon rheoli misol mewn cyfarfodydd tîm i fonitro perfformiad cyllidol a gweithredu i gywiro pan fo angen.
xii. Byddai meincnodi rheolaidd yn erbyn grwpiau o gymheiriaid mewn lle ac yn cael eu defnyddio i godi perfformiad a gyrru costau i lawr i gydweddu lefelau'r perfformwyr gorau.	Meincnodi blynyddol trwy wasanaeth HouseMark gyda landlordiaid o Gymru a'r DU i sicrhau bod y gwasanaeth yn cael ei gymharu â'r perfformwyr gorau ac yn medru dysgu oddi wrthynt.
<b>Cyfle Gwerth am Arian</b>	<b>Sut yr Ymdrinir â hyn yn y Cynllun Busnes</b>
xiii. Agwedd mwy bwriadol a llai adweithiol i gynnal a chadw sy'n ystyried gwybodaeth am gyflwr stoc cyfredol a ffactorau cynaliadwyedd stoc eraill a hefyd mwy o raglenni gwasanaethu a chylchol i sicrhau agwedd atal yn hytrach na thrwsio. Bydd meddwl yn yr un ffordd yn norm fel y bydd agwedd holistig at reoli asedau o fewn strategaeth rheoli asedau cyffredinol ar gyfer y gwasanaeth.	Bydd arolygon cyflwr stoc yn cael eu diweddarau'n rheolaidd a'u rhannu â'r Tîm Atgyweirio. Bydd gwariant buddsoddiad mewn tai yn cymryd i ystyriaeth 'cost bywyd cyfan' y buddsoddiad gan gynnwys unrhyw gyfrifoldebau atgyweirio. Bydd y timau rheoli asedau ac atgyweirio yn cael eu rheoli gan un rheolwr er mwyn sicrhau bod pawb yn meddwl yn yr un ffordd.
xiv. Amser byrrach i ganiatau ail-osod eiddo gwag, felly colli llai o rent.	Deall y rhesymau am amser hirach nag sy'n dderbyniol i gadw eiddo'n wag, dysgu oddi wrth ddarparwyr eraill, gwell cyfathrebu gyda'r tîm gosod eiddo a mabwysiadu egwyddorion Syniadaeth Ddarbodus /Systemau.
xv. Defnydd effeithiol o is-gontractwyr yn seiliedig ar anghenion busnes am waith arbenigol ac ymdrin â phegynnau yn y llwyth gwaith, pob adnodd arall ar gyfer rhedeg y busnes i gael ei ddarparu yn uniongyrchol o fewn y gwasanaeth atgyweirio.	Y defnydd o is-gontractwyr i gael ei herio a dod â'r gwaith yn ôl i'r adran lle y gellir profi enillion Gwerth am Arian. Bydd is-gontractwyr sydd ar ôl yn atebol i reolau dyfynbris a thendro'r Cyngor a gwiriadau rheolaidd i sicrhau mai'r pris cyfredol a gynigir yw'r pris gorau sydd ar gael.
xvi. Y gwasanaeth yn medru arddangos ei fod yn barhaus yn cyflenwi mwy o ran canlyniadau am yr un adnodd neu hyd yn oed am lai (un o'r gofynion gan y Pennaeth Tai yw bod y gwasanaeth yn arbed £250k y flwyddyn erbyn 2017/18).	Arbedion o leiafswm o £250k y flwyddyn yn cael eu cyflawni.

xvii. Prosesau busnes darbodus effeithlon a gwasanaethau cefnogol 'swyddfa gefn' sy'n llwyr alluogi cyflawni gwasanaeth cyffredinol rhagorol.	Bydd yr holl brosesau allweddol yn cael eu herio a'u symleiddio/llilinio lle bo hynny'n bosibl. Cael gwared â gweithgareddau nad ydynt yn ychwanegu gwerth neu gael rhai yn eu lle.
xviii. Diwylliant perfformiad wedi'i ymgorffori o fewn y gwasanaeth gydag agwedd gynhwysfawr a chydlynol at reolaeth Dangosyddion Perfformiad Allweddol (KPI) sy'n cynnwys cerdyn sgorio cytbwys o fesurau cost, ansawdd, cynhyrchedd a boddhad cwsmer. Targedau cam-wrth-gam mewn lle i herio'r gwasanaeth yn barhaus i gyflawni mwy.	Cyflwyno targedau perfformiad gam-wrth-gam, bydd cerdyn sgorio cytbwys mewn lle, gweithdrefnau rheolaeth contractau cadarn yn cael eu gweithredu i sicrhau bod data yn gyfredol ac yn gywir. Ymgymryd yn syth ag adolygu perfformiad yn wythnosol. Y gweithlu yn cael eu hysbysu am eu perfformiad.
<b>Cyfle Gwerth am Arian</b>	<b>Sut yr Ymdrinir â hyn yn y Cynllun Busnes</b>
xix. Profi rheolaidd yn erbyn yr hyn sy'n bosib ei gyflenwi o'r farchnad ehangach i sicrhau bod y gwasanaeth yn cydfynd ag ac yn cystadlu â'r hyn sy'n cael ei gyflenwi gan ddarparwyr eraill. Chwilio am a gweithredu arfer gorau.	Cynhaliwyd arfarniad opsiynau eisoes yn 2014 ynglŷn â'r hyn sydd ar gael yn y farchnad ehangach. Cyflwynwyd cynllun trawsffurfio i gydfynd â'r safonau a gyflenwyd gan gontractwr allanol. Mwy o fynychu cynadleddau a digwyddiadau hyfforddi perthnasol i sicrhau nad yw'r gwasanaeth yn parhau yn 'ynysig'.
xx. Technoleg gyfredol, gadarn, ddibynadwy a hyblyg i gefnogi'r busnes a'i ddarpariaeth gwasanaeth.	Bydd prosiect moderneiddio TG yn cael ei gwblhau yn ystod tymor y cynllun busnes hwn.
xxi. Trefniadau gweithio mwy effeithiol gyda gweddill y Gwasanaeth Tai o fewn 'agwedd tîm at dai' cyffredinol.	Gweledigaeth o'r cynllun busnes hwn yn plethu i weledigaeth ehangach ar gyfer Gwasanaethau Tai. Bydd cael gwared â'r rhaniad cleient/contractwr yn cael gwared ag arwahanrwydd y gwasanaeth atgyweirio a bydd yr adolygiad llety yn dod â thimau yn agosach at ei gilydd.

8.10 Mae'r cynllun busnes wedi adnabod ystod o fetrigau a fydd yn cael eu defnyddio i fesur Gwerth am Arian a chaiff y rhain eu cynnwys yn **Atodiad F**.

## 9 Rhagamcanion Ariannol

- 9.1 Bydd Cyngor Sir Ynys Môn angen sicrwydd trwy gydol tymor y cynllun busnes bod y Gwasanaeth Atgyweirio yn aros yn wasanaeth dichonadwy yn gyllidol.
- 9.2 Datblygwyd cynllun cyllidol tair blynedd ar gyfer y gwasanaeth a geir yn **Atodiad I**. (Er gwybodaeth, y golofn blwyddyn 2014/2015 yw'r gyllideb a gymeradwywyd ar gyfer y flwyddyn gyfredol.)
- 9.3 Mae'r cynllun cyllidol yn dangos model sylfaen sydd yn y safle cyfredol 'fel y mae', gyda'r holl gostau sydd ar ôl yn aros fel y maent ar hyn o bryd, gyda dim ond cynnydd ar gyfer chwyddiant yn cael ei ddarparu. Mae hyn yn dangos bod disgwyl i'r gwasanaeth gynhyrchu arian/adnoddau dros ben iach, os yw pob rhagdybiaeth gyfredol yn parhau'n wir. Fodd bynnag, ar hyn o bryd mae ystod o bwysau posibl ar y cyfrif masnachu, nid y lleiaf o'r rhain yw'r polisïau Diwygio Lles a fydd angen rheolaeth gyllidol glos i sicrhau bod y rhagamcanion cyllidol hyn yn cael eu cyflawni mewn gwirionedd.
- 9.4 I brofi grymuster y cynllun, mae tri sensitifrwydd wedi eu darparu hefyd yn **Atodiad 11** i asesu sensitifrwydd y cynllun i newidiadau mewn rhagdybiaethau incwm:
1. 10% llai o incwm ar y cyfrif masnachu cyfredol.
  2. 20% llai o incwm ar y cyfrif masnachu cyfredol.
  3. 5% mwy o incwm ar y cyfrif masnachu cyfredol.
- Fel y nodwyd uchod, dim ond y cyfrif masnachu cyfredol fel y mae ar gyfer 2014/2015 sydd wedi cael sensitifrwyddau wedi eu rhedeg yn ei erbyn. Mae canlyniadau'r sensitifrwyddau hyn wedi eu crynhoi yn y tabl isod.

### Arian neu Adnoddau Dros Ben/(Diffyg) Blynyddol fesul blwyddyn o ganlyniad i redeg sensitifrwyddau

	2014/15 £'000	2015/16 £'000	2016/17 £'000
<b>Model Sylfaen</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Incwm – 10%</b>	<b>-157</b>	<b>-160</b>	<b>-163</b>
<b>Incwm – 20%</b>	<b>-315</b>	<b>-321</b>	<b>-327</b>
<b>Incwm + 5%</b>	<b>79</b>	<b>80</b>	<b>81</b>

- 9.5 Fel y dangoswyd uchod, mae'r canlyniadau cyllidol yn agored i ddirywiad petai incwm yn disgyn a chostau sefydlog (sydd ar hyn o bryd yn bopeth heblaw am ddefnyddiau ac is-gontractwyr) yn parhau ar eu lefelau cyfredol. Bydd lleihad sylweddol mewn incwm felly yn gofyn am naill ai i'r gyfundrefn leihau ei chostau sefydlog, neu ddod â gwaith ychwanegol i mewn i'r cyfrif masnachu er mwyn gwrthbwysu'r lleihad hwn.

Nid yw'r cynllun cyllidol ar hyn o bryd wedi rhagdybio unrhyw gyfleoedd twf busnes a byddai'r rhain yn cael eu hymgorffori yn unig wedi cymeradwyaeth gan y Cyngor.

- 9.6 Oherwydd y pwysau cyllidol posibl ar y gwasanaeth a'i sensitifrwydd i ddirywiad, mae'r Gwasanaeth Atgyweirio yn ddiweddar wedi cryfhau ei drefniadau rheoli cyllid ac wedi mabwysiadu ar gyfer 2014/2015 fformat adrodd yn ôl newydd ar gyfer ei gyfrif masnachu, a fydd yn sicrhau adrodd mwy cyson, tryloyw a llawn gwybodaeth. Mae adolygiad yn cael ei gynnal ar hyn o bryd i'r gweithdrefnau a'r prosesau sydd eu hangen gan y Tîm Atgyweirio a'r Tîm Cyllid i gynhyrchu Cyfrif Masnachu misol ac adroddiadau naratif cysylltiedig mewn ffordd amserol ac effeithlon.

## 10 Targedau Perfformiad

- 10.1 Mae targedau perfformiad gam-wrth-gam blynyddol ar gyfer cyfnod y Cynllun Busnes wedi eu datblygu yn seiliedig ar y canlynol:
- Bydd perfformiad yn cael ei yrru i fyny i'r 10% perfformiad gorau yng Nghymru dros dymor y cynllun busnes;
  - Lle bo perfformiad eisoes yn y 10% perfformiad uchaf yng Nghymru, bydd yn cael ei yrru i fyny i'r chwarterl uwch o ran perfformiad yn y DU (ar gyfer perchnogion sydd â llai na 5,000 uned i'w rheoli);
  - Lle bo perfformiad cyfredol yn barod yn lefelau chwarterl uchaf y DU, yna ein nod yw cynnal y lefel hwn o berfformiad trwy gydol y cynllun.
- 10.2 Mae'r targedau perfformiad cam-wrth-gam yn gynwysedig o fewn Atodiad D ac mae'r ddwy golofn dde o fewn y tabl hwn, yn y lliw llwyd, yn cynnwys y wybodaeth meincnodi ar gyfer Cymru a'r DU.

# 11 Dadansoddiad Risg

11.1 Mae nifer o risgiau wedi eu hadnabod gan y Cynllun Busnes hwn ac mae'r rhain wedi eu gosod o fewn yr adrannau isod:

11.2 **Risgiau rheoleiddio a threfn lywodraethol:**

- Gallai methiant i gyflawni'r cynllun busnes arwain at adroddiad beirniadol pellach gan Swyddfa Awdit Cymru;
- Gallai methiant i gyflawni'r cynlluniau caffael arwain at adroddiad beirniadol pellach gan Archwilwyr Mewnol y Cyngor;
- Gallai methiant i gyflawni gwelliannau i'r gwasanaeth arwain at ymyrraeth gan LICC.

11.3 **Risgiau cyllidol:**

- Gallai methiant i reoli'n gywir yr adnoddau cyllidol sydd ar gael yn y gwasanaeth arwain at anallu i ddangos dichonoldeb parhaus y gwasanaeth mewnol i'r Cyngor;
- Gallai methiant i gyflawni'r lefel o arbedion cyllidol a adnabuwyd o fewn y cynllun hwn atal y gwasanaeth mewnol rhag medru arddangos pa mor gost-effeithiol ydyw o'i gymharu ag opsiynau cyflenwi eraill;
- Risg i gyllidebau craidd cyfleoedd busnes newydd yn methu cyflawni arian/adnoddau dros ben;
- Effaith anffafriol posibl ar gyllidebau atgyweirio craidd o ganlyniad i Ddiwygiadau Lles, yn arwain at i'r elfennau allweddol yn y Cynllun Busnes hwn fod yn anghyraeddadwy oherwydd adnoddau annigonol a'r cynllun cyllidol yn methu arddangos ei ddichonoldeb.

11.4 **Risgiau gweithredu:**

- Gallu'r rheolwyr i reoli'r busnes cyfredol, tra ar yr un pryd eu bod yn moderneiddio'r gwasanaeth a'i yrru at ragoriaeth;
- Bydd methiant i foderneiddio'r gwasanaeth ac felly beidio rhyddhau gallu'r staff yn arwain at anallu i gyflawni'r graddfeydd amser a osodir yn y Cynllun Gweithredu Strategol;
- Methiant y rheolwyr i gludo'r staff gyda nhw ar y daith o newid;
- Gallai troi sylw at y rhaglen newid trawsffurfiol arwain at ddirywiad y perfformiad busnes craidd cyfredol;
- Methiant i gyflawni'r targedau perfformiad gam-wrth-gam o fewn y cynllun busnes yn arwain at ddiffyg hyder yn y gwasanaeth mewnol ac ystyried opsiynau eraill, gan gynnwys darganfod ffynonellau allanol;
- Y risg cyffredinol o beidio cyflawni'r cynllun trawsnewidiol ac felly'r buddion busnes ddim yn cael eu gwireddu.

11.5 **Risgiau i Enw Da:**

- Y risg i enw da Môn os yw'r rhaglen newid trawsffurfiol yn methu.

11.6 O ystyried y risgiau a amlinellir uchod bydd yn angenrheidiol i liniaru'r risgiau hyn cyn belled ag sy'n bosibl a chaiff hyn ei gyflawni trwy oruchwylio a rheoli gweithredu'r Cynllun Gweithredu Strategol cynhwysfawr o fewn **Atodiad C**.

## 12 Gweithredu'r Cynllun Busnes – y camau nesaf a'r cerrig milltir allweddol

- 12.1 Mae'r Gwasanaeth Atgyweirio yn adnabod bod sefydliadau rhagorol yn rheoli eu taith at ragoriaeth yn rhagorol. I gyflawni hyn, mae'r gwasanaeth wedi gosod targedau perfformiad cam-wrth-gam heriol ar gyfer pob blwyddyn o'r Cynllun Busnes hwn a fydd yn sicrhau bod yna ffocws clir ar ddisgwyliadau perfformiad a bod diwylliant perfformiad cryf yn cael ei sefydlu. Bydd hyn yn sicrhau bod y llwybr at ragoriaeth yn ddealladwy i bob aelod o staff.
- 12.2 Unwaith i'r cynllun busnes gael ei gymeradwyo gan y Cyngor, bydd y Gwasanaeth Atgyweirio yn datblygu cynllun gweithredol a fydd yn pennu gweithredoedd strategol i unigolion allweddol, gan sicrhau perchnogaeth.
- 12.3 Os caiff ei gytuno, bydd y cynllun newydd yn cael ei lansio yng Ngwanwyn 2014 trwy gyfres o gyfarfodydd briffio tîm gyda'r staff swyddfa, sgwrs benodol am offer gyda'r gweithwyr a nodyn briffio arbennig gan y Pennaeth Tai i'r holl staff. Bydd trafodaethau hefyd yn digwydd gyda'r cynrychiolydd undeb lleol. Bydd yr holl staff yn glir am y cyfeiriad newydd ar gyfer y gwasanaeth, y disgwyliadau a beth fydd eu cyfraniad hwy wrth geisio cyflawni ei uchelgeisiau.
- 12.4 Y bwriad yw cynnwys erthyglau am y cynlluniau ar gyfer y gwasanaeth i'r dyfodol o fewn cylchlythyrau cwsmer ac ar y wefan. Mae'n fwriad hefyd i berfformio cyflwyniad o'r Cynllun Busnes i'r Fforwm Cwsmeriaid.
- 12.5 Bydd y Gwasanaeth Atgyweirio yn sicrhau cyfathrebu'r cynllun busnes newydd i dimau ehangach Cyngor Môn, ac yn benodol lle bo angen cymorth i gynorthwyo'r gwasanaeth i gyflawni rhagoriaeth. Caiff crynodeb o'r cymorth disgwyliedig sydd ei angen gan y timau ehangach yn **Atodiad J**.
- 12.6 Bydd y tîm yn cyfathrebu canlyniadau perfformiad gwirioneddol yn erbyn targedau yn rheolaidd i'r cwsmeriaid a bydd yn rhoi'r rhain yng nghyd-destun meincnodi gwybodaeth gyda chymheiriaid, er mwyn galluogi cwsmeriaid i farnu go iawn a ydym yn perfformio'n rhagorol.
- 12.7 Caiff adroddiadau perfformiad misol eu cyflwyno – bydd y rhain yn sefydlu a yw'r gwasanaeth ar y llwybr i gyflawni targedau blynyddol, neu a oes angen gweithredu i gywiro.
- 12.8 Caiff adolygiad blynyddol o berfformiad yn erbyn y cerrig milltir targed cytûn ei gyflwyno i'r grwpiau cwsmeriaid.
- 12.9 Bydd gan gyfarfodydd tîm rheoli misol agenda cytûn, canlyniadau cyfrif masnachu, Dangosyddion Perfformiad Allweddol (KPI), monitro perfformiad yn erbyn y cynllun ac ati. Bydd y prif benawdau o'r cyfarfodydd hyn yn cael eu hadrodd yn ôl i'r tîm cyfan.

- 12.10 Ar gyfer canlyniadau meincnodi, bydd adroddiad blynyddol yn cael ei gynhyrchu i ddangos gwelliant mewn dangosyddion allweddol a'r safleoedd graddio sy'n berthnasol o ran cymheiriaid.
- 12.11 Adroddir am adolygiad o gynnydd blynyddol yn erbyn y Cynllun Gweithredu Strategol i'r Cyngor.
- 12.12 Mesurir deilliannau o'r datganiadau amcanion allweddol i ddangos pa mor dda y mae Môn yn eu cyflawni.
- 12.13 Bydd gweithio prosiect a seiliedig-ar-dîm o fewn y tîm yn dod yn norm a defnyddir hyn i ddatblygu a gweithredu datrysiadau i broblemau sy'n gynwysedig yn y cynllun busnes. Bydd hyn yn ei dro yn sicrhau bod teimlad o berchnogaeth ar draws y tîm.
- 12.14 Darperir Cerrig Milltir Allweddol ar gyfer y Cynllun Busnes isod:

<b>Cerrig Milltir Allweddol i'w cyflawni</b>	<b>Dyddiad</b>
Cymeradwyo'r Achos Busnes a'r Cynllun Busnes ar gyfer cadw'r gwasanaeth yn fewnol	Mai 2014
<b>Dechrau Cam Un o'r prosiect newid Trawsffurfiol</b>	Mehafin 2014
Apwyntio Rheolwr Trawsffurfiol	Mehafin 2014
Dechrau prosiect AD ar gyfer y tîm newydd ei gyfuno ac aml-sgilio gweithwyr	Mehafin 2014
Gweithdrefnau rheoli cytundeb/cynnal a chadw mewn grym	Mehafin 2014
Cychwyn adolygiad Gwerth am Arian	Gorffennaf 2014
Cyfres lawn o ddangosyddion perfformiad mewn lle	Medi 2014
Dechrau adolygiad o is-gontractwyr am Werth am Arian a chydymffurfio â chaffael	Medi 2014
Adolygiad faniau ac offer y gweithredwyr	Medi 2014
Adolygiad llety	Hydref 2014
Dechrau gweithredu argymhellion o'r adolygiad cyflenwadau	Hydref 2014
Adolygu gofynion busnes ar gyfer masnachau gweithredol	Hydref 2014
Cwblhau prosiect AD ar gyfer y tîm newydd ei gyfuno ac aml-sgilio.	Tachwedd 2014
<b>Dechrau Cam Dau y prosiect newid Trawsffurfiol</b>	Rhagfyr 2014
Arbenigwyr Rheoli Newid mewn lle	Rhagfyr 2014
Cyflwyno Syniadaeth Ddarbodus/Systemau	Ebrill 2015
Dechrau lefel uwch o gyfranogiad cwsmer yn y gwasanaeth	Ebrill 2015
Dechrau adolygiad o is-gontractwyr am Werth am Arian ac adolygiad caffael	Mawrth 2015
Adolygiad Gwerth am Arian o wasanaethu ac atgyweirio nwy	Medi 2015
Cwblhau prosiect gweithredu TG gan gynnwys gweithio gyda ffonau symudol	Medi 2015
Cyflwyno apwyntiadau cwsmeriaid	Rhagfyr 2015
Aml-sgilio llawn mewn lle	Mawrth 2016



Adolygu cynhyrchion a manylebau o fewn rhaglen fuddsoddi i sicrhau isafswm costau cynnal a chadw yn y dyfodol	Mawrth 2016
<b>Dechrau Cam Tri y prosiect newid Trawsfurfiol</b>	Mehfin 2016
Dechrau'r ystyriaeth o gyfleoedd busnes ehangach	Mehfin 2016
Cyflawni targedau perfformiad rhagorol	Mawrth 2017
Cyflawni enillion Gwerth am Arian	Mawrth 2017

## Atodiad A: Dadansoddiad PEST a TOWS

### Dadansoddiad PEST (Gwleidyddol, Economaidd, Cymdeithasol a Thechnegol)

Mae'r dadansoddiad yma yn ymdrechu i gipio'r materion yn yr amgylchedd economaidd ehangach a gweithredol a allai gael effaith ar y gwasanaeth atgyweirio, yn gadarnhaol neu'n negyddol, dros gwrs y tair blynedd nesaf o'r cynllun busnes.

<p><b>Gwleidyddol (&amp; rheoleiddiol)</b></p> <ul style="list-style-type: none"> <li>• Etholiad Cyffredinol 2015</li> <li>• Etholiadau Llywodraeth Cymru 2016</li> <li>• Ad-drefnu Llywodraeth Leol</li> <li>• Etholiadau Lleol 2016</li> <li>• Diwygiadau Lles/Credyd Cynhwysol</li> <li>• Deddf Dai Newydd</li> <li>• Diwygiad o'r Cyfrif Refeniw Tai (HRA) (cymhorthdal gadael y system)</li> <li>• Fframwaith Rheoleiddio, ffocws ar arddangos Gwerth am Arian</li> <li>• Agenda Gwyrdd</li> <li>• Agenda Cyngor Môn</li> <li>• Diffyg Tai Fforddiadwy</li> <li>• Disgwyliad o gysylltiadau agosach rhwng gofal cymdeithasol, iechyd a thai</li> <li>• Toriadau sector cyhoeddus</li> </ul>	<p><b>Economaidd</b></p> <ul style="list-style-type: none"> <li>• Diwygiadau lles/credyd cyffredinol</li> <li>• Diwygiad o'r Cyfrif Refeniw Tai (HRA)</li> <li>• Gostyngiad yng ngwariant y Cyngor</li> <li>• Chwyddiant yn codi – effaith ar gostau adeiladu, llafur a thanwydd i'r faniau</li> <li>• Y gallu i ddenu a chadw staff o safon mewn economi sy'n gwella lle mae cyfleoedd i staff wedi cynyddu</li> <li>• Twf yn yr economi (WYLFA)</li> <li>• Agenda Gwerth am Arian</li> <li>• Effaith tloidi ac amddifadedd, tloidi tanwydd</li> <li>• Poblogaidd yn heneiddio</li> <li>• Nawdd ECO</li> <li>• Diweithdra ieuencid</li> <li>• Rhaglen VVP</li> </ul>
<p><b>Cymdeithasol</b></p> <ul style="list-style-type: none"> <li>• Effaith Diwygiad Lles/Credyd Cynhwysol ar denantiaid</li> <li>• Poblogaeth yn heneiddio – stoc tai yn addas i bwrpas?</li> <li>• Diweithdra ieuencid</li> <li>• Disgwyliadau cwsmeriaid yn codi – 'Rydym ni eisiau hyn rwan ac rydym eisiau rheoli sut rydym yn ei dderbyn'</li> <li>• Effaith tloidi – cynnydd mewn trosedd, ASB, effaith ar eiddo, dwyn tanwydd ac ati.</li> <li>• Gwasanaethau yn cael eu tynnu oddi wrth bobl fregus o ganlyniad i doriadau yn y sector cyhoeddus a'r disgwyliad y gall landlordiaid tai cymdeithasol 'lenwi'r bwllch'.</li> </ul>	<p><b>Technolegol</b></p> <ul style="list-style-type: none"> <li>• E-gaffael</li> <li>• E-fasnach</li> <li>• Credyd cynhwysol – gofynion am dechnoleg</li> <li>• Hygyrchedd tenantiaid at dechnoleg</li> <li>• Mesuryddion clyfar</li> <li>• Newid sianeli</li> <li>• Signal ffonau symudol</li> <li>• Hunan-wasanaeth cwsmer – hygyrchedd tenantiaid at dechnoleg</li> <li>• Cymwysiadau ffonau clyfar</li> <li>• Gweithio o bell /ffonau symudol</li> <li>• Cyfrifiadura cwmwl</li> <li>• Mwy o integreiddio rhwng systemau</li> <li>• Siop un stop</li> </ul>

## Dadansoddiad TOWS (Bygythiadau, Cyfleoedd, Gwendidau a Chryfderau)

<p><b>Bygythiadau</b></p> <ul style="list-style-type: none"> <li>• Diwygiad lles – gostyngiad mewn incwm net yn arwain at ostyngiadau mewn cyllidebau craidd h.y. y gyllideb atgyweirio</li> <li>• Newid mewn llywodraeth/newid posibl mewn polisiau – Etholiad Cyffredinol/ Etholiad Llywodraeth Cymru</li> <li>• Ad-drefnu Llywodraeth Leol – newid posibl mewn blaenoriaethau</li> <li>• Ffocws rheoleiddiol ar Werth am Arian</li> <li>• Chwyddiant yn codi</li> <li>• Denu/ail-hyfforddi staff o safon</li> <li>• Poblogaeth yn heneiddio – a yw ein tai yn addas i'w hanghenion?</li> <li>• Disgwyliadau cwsmeriaid yn codi – a ellir diwallu'r rhain os yw adnoddau hefyd yn gostwng?</li> <li>• Deddf Tai</li> <li>• Effaith tlodi – trosedd a'i effaith ar ein hunedau o ganlyniad. Tlodi tanwydd – talu am wres neu dalu am rent?</li> </ul>	<p><b>Cyfleoedd</b></p> <ul style="list-style-type: none"> <li>• Newid llywodraeth/newidiadau posibl mewn polisiau – Etholiad cyffredinol/ Etholiad Llywodraeth Cymru</li> <li>• Cyfleoedd busnes newydd</li> <li>• Dysgu o gyfleoedd busnes newydd yn medru trosglwyddo gwybodaeth newydd yn ôl i'r busnes craidd</li> <li>• Gweithio gyda'r Bwrdd Iechyd Lleol</li> <li>• Deddf Gwerth Cymdeithasol</li> <li>• Agenda Gwyrdd</li> <li>• Nawdd ECO</li> <li>• Poblogaeth yn heneiddio – gwasanaethau newydd/ nawdd addasiadau</li> <li>• VVP</li> <li>• Cymunedau yn Gyntaf</li> <li>• Diweithdra ieuencid – prentisiaid</li> <li>• Coleg yn yr ardal ar gyfer sgiliau technegol</li> <li>• Cyfleoedd busnes ehangach y tu hwnt i gwmpas y gwasanaeth Tai traddodiadol</li> <li>• Cyflenwi gwell gwasanaeth trwy TG a syniadaeth Ddarbodus</li> <li>• Ailgylchu</li> </ul>
<p><b>Gwendidau</b></p> <ul style="list-style-type: none"> <li>• Sgiliau busnes/cyllid</li> <li>• Agwedd darniog tuag at y gwasanaeth</li> <li>• Diwylliant a meddylfryd y gweithlu</li> <li>• Data proffilio cwsmer ddim yn cael ei ddefnyddio bob amser</li> <li>• Cost unedau gwag/rheolaeth</li> <li>• Atgyweirio cywir y tro cyntaf</li> <li>• Agwedd hen ffasiwn/defnyddio papur</li> <li>• Gweithio Seilo</li> <li>• TG – defnydd o ymarferoldeb, cyfathrebu tenantiaid a hyfforddiant</li> <li>• Dim yn ddigon rhagweithiol nac ymrwymedig ar strategaethau corfforaethol allweddol</li> <li>• Gwrthwynebus i risg</li> <li>• Ynysig</li> <li>• Perfformiad Dangosyddion Perfformiad Allweddol (KPI)</li> <li>• Diffyg hyblygrwydd oriau gwaith</li> <li>• Diffyg aml-sgilio</li> </ul>	<p><b>Cryfderau</b></p> <ul style="list-style-type: none"> <li>• Gwybodaeth dda o'r stoc</li> <li>• Hanes o welliant ar rai Dangosyddion Perfformiad Allweddol (KPI)</li> <li>• Uchelgais am foderneiddio o fewn y tîm</li> <li>• Boddhad cwsmer yn uchel</li> <li>• Staff profiadol ac ymrwymedig</li> <li>• Cynllun busnes Cyfrif Refeniw Tai (HRA) cadarn</li> <li>• Cydymffurfio â Safon Ansawdd Tai Cymru (SATC)</li> <li>• Prosiect rheoli eiddo gwag wedi arwain at welliannau mewn gweithio ar y cyd.</li> </ul>

## Atodiad B

### Gwasanaeth Atgyweirio Cyfredol – Dangosyddion Perfformiad a Chostau – Canlyniadau a Thueddiadau

Dangosydd Perfformiad	Ynys Môn 2011/12 Gwirioneddol	Ynys Môn 2012/13 Gwirioneddol	Ynys Môn 2013/14 Ffigurau diweddaraf	Meincnodi Chwarter Uchaf Cymru	Meincnodi Chwarter Uchaf DU < 5,000 uned	Cyflawnwyd y Chwarter Uchaf gan Ynys Môn yn seiliedig ar ffigurau diweddaraf 2013/14
% o holl atgyweiriadau ymatebol ar amser	93%	84.1%	70.7%	97.9%	98.9%	<b>Naddo</b> (seiliedig ar ffigurau 2012/13)
% atgyweiriadau argyfwng ar amser	99.82%	99.9%	97.3%	98.1%	99.8%	<b>Cymru – Do DU – Bron iawn</b>
% Atgyweiriadau brys ar amser	99.8%	95.8%	95.5%	95.5%	99.2%	<b>Naddo</b>
% atgyweiriadau arferol ar amser	90%	75.4%	63.7%	94.7%	98.8%	(seiliedig ar ffigurau 2012/13)
% o holl atgyweiriadau a nodwyd yn	25%	40.0%	21.5%	39.6%	32.3%	<b>Do</b>

<b>argyfwng a brys</b>						
<b>% o holl atgyweiriadau argyfwng</b>	10%	13.8%	7.4%	<15.1%	<13.6%	<b>Do</b>
<b>% o holl atgyweiriadau brys</b>	15%	26.1%	14.1%	<21.2%	<15.8%	<b>Naddo</b>
<b>Bodddhad Cwsmer</b>	<b>2011/12 Gwirioneddol</b>	<b>2012/13 Gwirioneddol</b>	<b>2013/14 Ffigurau diweddaraf</b>	<b>Meincnodi Chwartzel Uchaf Cymru</b>	<b>Meincnodi Chwartzel Uchaf DU &lt; 5,000 uned</b>	<b>Chwartzel Uchaf wedi ei gyflawni gan Ynys Môn?</b>
<b>% o denantiaid yn fodlon gyda'r atgyweiriadau</b>	63%	83.10%	92%	82.10%	90%	<b>Do</b>
<b>% a gwblhawyd mewn un ymweliad</b>	Ddim yn berthnasol	Ddim yn berthnasol	Ddim yn berthnasol	89%	96.2%	<b>Heb ei fesur</b>
<b>Dangosydd Perfformiad</b>	<b>2011/12 Gwirioneddol</b>	<b>2012/13 Gwirioneddol</b>	<b>2013/14 Ffigurau diweddaraf</b>	<b>Meincnodi Chwartzel Uchaf Cymru</b>	<b>Meincnodi Chwartzel Uchaf DU &lt; 5,000 uned</b>	<b>Chwartzel Uchaf wedi ei gyflawni gan Ynys Môn?</b>
<b>Nifer cyfartalog o atgyweiriadau ymatebol fesul eiddo</b>	3.5	3.3	4.09	<2.6	<2.9	<b>Do</b>
<b>Amser</b>	70	83.6	68	<27.2	<23.8	<b>Naddo- ond</b>

<b>cyfartalog i ailosod – oll yn unedau gwag (dyddiau)</b>						<b>efallai nad atgyweiriadau sy'n gyfrifol am hyn</b>
<b>Dangosydd Cost</b>	<b>2011/12 Gwirioneddol</b>	<b>2012/13 Gwirioneddol</b>	<b>2013/14 Ffigurau diweddaraf</b>	<b>Meincnodi Chwartzel Uchaf Cymru</b>	<b>Meincnodi Chwartzel Uchaf DU &lt; 5,000 uned</b>	<b>Chwartzel Uchaf wedi ei gyflawni gan Ynys Môn?</b>
<b>Cost uned wag safonol</b>	£4,829	N/A	£1,308	<b>£2,303.56</b>	<b>£1,401</b>	<b>Naddo</b>
<b>Cost cyfartalog atgyweiriad ymatebol</b>	£130	N/A	£160	<b>£108</b>	<b>£99</b>	<b>Naddo</b>

## Atodiad C

### Amcanion Allweddol, Canlyniadau a Chynllun Gweithredu Strategol

#### Ein Pobl

Amcan	Canlyniadau	Gweithrediadau Strategol	Amserlen
<p><b>I ddatblygu sgiliau a chymhwysedd ein pobl i ddarparu gwasanaeth atgyweirio rhagorol i'n cwsmeriaid.</b></p>	<p>Ymagwedd un tîm at atgyweirio ac mae gan yr holl staff Gwasanaeth Atgyweirio sgiliau, cymhwyseddau, agwedd ac ymddygiad rhagorol sydd yn sicrhau bod gennym ymagwedd fodern, hyblyg, arloesol a newidiol at ddarparu gwasanaeth.</p> <p>Mae staff wedi eu grymuso ar gyfer gwaith yn y byd modern gydag agwedd 'dwi am lwyddo' ac mae ganddynt gyfrifoldeb cydfuddiannol am lwyddiant y gwasanaeth a'i gynllun busnes.</p> <p>Bydd staff yn teimlo eu bod yn cael eu gwerthfawrogi ac mae boddhad staff yn uchel.</p> <p>Wedi ei fesur gan: arolygon staff, gwerthusiadau, perfformiad gwasanaeth ac adborth gan gwsmeriaid.</p>	<ul style="list-style-type: none"> <li>• Byddwn yn datblygu ac yn cyflwyno strwythur tîm newydd ar gyfer swyddogaethau cleient a chontractwr cyfunol.</li> <li>• Byddwn yn sicrhau y bydd gan y tîm fynediad at reolwyr trawsnewidiol a hyfforddwyr tîm/mentoriaid proffesiynol sy'n rheoli newid, er mwyn sicrhau bod yr ochr 'bobl' o bethau'n cael sylw.</li> <li>• Byddwn yn cyflwyno gweithio tîm fel ymagwedd safonol at ddarparu ein gwasanaeth – ysbryd o dîm cryf.</li> <li>• Byddwn yn sefydlu cynlluniau datblygu wedi eu teilwra ar gyfer staff yn cynnwys y sgiliau, cymhwyseddau, ymagweddau a'r ymddygiadau sydd eu hangen i ddarparu gwasanaethau rhagorol.</li> <li>• Byddwn yn adolygu anghenion busnes y dyfodol ar gyfer proffesiynau a sicrhau bod cynllunio dilynol effeithiol yn ei le.</li> <li>• Byddwn yn cynnal adolygiad o'r cymysgedd o broffesiynau a sgiliau'r tîm gweithredol i wirio a oes gennym y cymysg addas o broffesiynau a'r nifer cywir ohonynt i gefnogi'r galw gan ein busnesau presennol ac i'r dyfodol.</li> <li>• Byddwn yn edrych y tu hwnt i'r gwasanaeth i ddysgu gan ddarparwyr tai cymdeithasol eraill a defnyddio'r wybodaeth hon i hysbysu ymagwedd ein gwasanaeth.</li> <li>• Byddwn yn cynnal cynllun peilot o fentrau ac</li> </ul>	<p>Tachwedd 2014</p> <p>Mehfin 2014</p> <p>Rhagfyr 2014</p> <p>Medi14</p> <p>Mawrth 2015</p> <p>Hydref 2014</p> <p>Mehfin 2015</p> <p>Ionawr 2016</p>

		<p>ymagweddau newydd at ddarparu gwasanaeth a sefydlu hynny o fewn y busnes os yw'r cynllun yn llwyddiannus.</p> <ul style="list-style-type: none"> <li>• Byddwn yn adolygu'r swyddfeydd i osod timau gyda'i gilydd ble bynnag fo'n bosibl.</li> <li>• Byddwn yn gwella ein dulliau o gyfathrebu fel tîm ac yn rhoi adborth ar wybodaeth berfformiad i holl staff.</li> <li>• Cynhelir cyfarfodydd tîm yn rheolaidd a byddant yn gynhwysol. Rhennir gwybodaeth ar draws y tîm cyfan er mwyn grymuso staff yn fwy.</li> <li>• Bydd pob aelod o'r tîm yn gwybod sut y bydd ef neu hi'n cyfrannu at amcanion y gwasanaeth a bydd perfformiad a gwerthuso staff yn cefnogi hyn.</li> <li>• Bydd pob rheolwr yn cael hyfforddiant rheoli proffesiynol</li> <li>• Bydd rheolwyr allweddol yn mynychu o leiaf un digwyddiad/cynhadledd yn ymwneud ag atgyweirio i sicrhau bod Ynys Môn yn llwyddo i gynnal unrhyw ddatblygiadau yn y sector.</li> <li>• Byddwn yn datblygu diwylliant lle bydd y staff yn medru ysgogi eu hunain drwy adborth rheolaidd a rhoi cyfle i gymryd rhan ac i fod yn arloesol o fewn amgylchedd gwaith cefnogol.</li> </ul>	<p>Hydref 2014</p> <p>Mawrth 2015</p> <p>Rhagfyr 2014</p> <p>Ionawr/Chwefror 2015</p> <p>Medi 2015</p> <p>Mawrth 2015</p> <p>Mawrth 2015</p>
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	<p>Gwasanaeth sy'n canolbwyntio ar y cwsmer a bydd cwsmeriaid yn cydnabod ein staff fel darparwyr gwasanaeth rhagorol.</p> <p>Wedi ei fesur gan: arolygon boddhad cwsmer yn dynodi perfformiad chwarterel uchaf.</p>	<ul style="list-style-type: none"> <li>• Bydd ein staff yn bwrpasol reoli'r daith at ragoriaeth gyda llwybr clir wedi ei fapio y gall pawb ei ddeall, ynghyd â sut fydd pawb yn cyfrannu at y llwyddiant hwnnw.</li> <li>• Byddwn yn cynyddu cyfleoedd i staff fedru gweithio gyda chynrychiolwyr cwsmeriaid.</li> <li>• Byddwn yn gweithio gyda thimau Tai Ynys Môn eraill i ddarparu gwasanaeth integredig cyfan.</li> <li>• Byddwn yn llwyddo i ennill y Wobr Rhagoriaeth Gwasanaeth Cwsmer.</li> <li>• Byddwn yn ceisio sicrhau boddhad cwsmer ar bob gwaith atgyweirio a ymgwymerir drwy nifer o ddulliau.</li> <li>• Byddwn yn asesu boddhad cwsmer yn rheolaidd drwy holiaduron ac arolygon mewn perthynas â'r holl wasanaeth atgyweirio</li> </ul>	<p>Mawrth 2015</p> <p>Ebrill 2015</p> <p>Medi 2015</p> <p>Rhagfyr 2016</p> <p>Mawrth 2015</p> <p>Ebrill 2015</p>
	<p>Gweithlu aml-sgiliau, brwdfrydig, ymroddgar a pharod.</p> <p>Wedi ei fesur gan: arolwg staff</p>	<ul style="list-style-type: none"> <li>• Byddwn yn rhoi gweithdrefnau aml-sgilio ar waith drwy ddulliau hyfforddi a recriwtio priodol i sicrhau gwasanaeth hyblyg ac ymatebol</li> <li>• Byddwn yn adolygu'r fflyd o faniau presennol i sicrhau ei fod yn ddigonol ac wrth symud ymlaen sicrhau hefyd bod gan bawb fan sy'n cwrdd â'u gofynion.</li> <li>• Byddwn yn adolygu'r cyflenwad o ddeunyddiau i sicrhau y darperir gwasanaeth effeithlon.</li> <li>• Byddwn yn darparu'r tîm â thechnoleg fodern i gyflawni lefelau uchel o gynhyrchiant.</li> <li>• Byddwn yn annog, cydnabod a gwobrwyo syniadau da ac arloesedd ac yn grymuso staff i'w gweithredu.</li> <li>• Byddwn yn mesur boddhad ein staff yn flynyddol.</li> <li>• Byddwn yn sicrhau y byddwn yn cwrdd â phob gofyniad lechyd a Diogelwch.</li> </ul>	<p>Mawrth 2016</p> <p>Medi 2014</p> <p>Rhagfyr 2014</p> <p>Mehafin 2015</p> <p>Chwefror 2015</p> <p>Mawrth 2015</p> <p>Mehafin 2014</p>

	<p>Sgiliau craffter busnes mewn trefn. Mae staff yn arloesol ac yn entrepreneuriaidd. Mae cydweithredu'n digwydd gyda thimau eraill ym Môn er mwyn datblygu a gweithredu mentrau newydd.</p> <p>Wedi ei fesur gan: adolygiadau ar ôl gweithredu mentrau newydd. Mae gwybodaeth ariannol yn bodoli a pherfformiad cryf wrth fasnachu.</p>	<ul style="list-style-type: none"> <li>• Byddwn yn hyfforddi a chefnogi ein staff i ddatblygu sgiliau mwy masnachol.</li> <li>• Anogir staff i weithio mewn ffyrdd arloesol a byddant yn cael eu cefnogi gan y tîm.</li> <li>• Byddwn yn mabwysiadu dull hyfforddi 'jest mewn pryd' ar gyfer staff wrth ddatblygu mentrau newydd, er mwyn i staff fedru defnyddio'r wybodaeth maent wedi ei dysgu.</li> </ul>	<p>Mawrth 2016</p> <p>Mawrth 2016</p> <p>Parhaus</p>
	<p>Gwasanaeth Atgyweirio'n integreiddio'n ddi-dor gyda'r Gwasanaeth Dai ehangach i ddarparu gwasanaeth integredig.</p> <p>Wedi ei fesur gan: Arolygon staff</p>	<ul style="list-style-type: none"> <li>• Byddwn yn sicrhau y bydd y gwasanaeth atgyweirio yn gweithio fel 'llygaid a chlustiau' y landlord ac adrodd yn ôl ar unrhyw faterion i'r timau Tai.</li> <li>• Byddwn yn sicrhau y bydd yr adolygiad llety yn ystyried yr angen i gyfathrebu gyda thimau Tai ehangach.</li> <li>• Byddwn yn gweithio ar amryw o fentrau o'r cynllun busnes gyda chydweithrediad ein cydweithwyr yn y Gwasanaeth Tai.</li> <li>• Fe hyfforddir gweithredwyr i gyfeirio tenantiaid at wasanaethau landlordiaid eraill yn ystod eu hymweliadau.</li> </ul>	<p>Mawrth 2015</p> <p>Mawrth 2015</p> <p>Mawrth 2015</p> <p>Ionawr 2015</p>

## Ein cwsmeriaid a'n Gwasanaeth

Amcan	Canlyniadau	Gweithrediadau Strategol	Amserlen
<b>I wybod pwy yw ein cwsmeriaid a darparu gwasanaeth atgyweirio sydd â phwyslais ar y cwsmer a chynnig ystod eang o gyfleoedd i ddylanwadu ar y gwasanaeth a ddarparwn</b>	Wedi cyflawni darpariaeth ragorol 3 seren	<ul style="list-style-type: none"> <li>• Byddwn yn sicrhau y bydd ein gwasanaeth ar gael bob amser i'w archwilio, gyda chefnogaeth dilysiad annibynnol yn ôl yr angen.</li> <li>• Byddwn yn ystyried ceisio achrediad dan Ragoriaeth Gwasanaeth Cwsmer, neu Sefydliad Gwasanaeth Cwsmer (neu debyg).</li> </ul>	Mawrth 2016
	Wedi ei fesur mewn unrhyw archwiliad/archwiliad ffug.		Mawrth 2017
	Perfformiad chwarterl uchaf mewn boddhad cwsmer o wasanaeth atgyweirio	<ul style="list-style-type: none"> <li>• Byddwn yn adrodd ar ein gwybodaeth berfformiad i gwsmeriaid yng nghyd-destun i drendio gwybodaeth a meincnodi ehangach gyda'n cyfoedion, i alluogi cwsmeriaid i ddeall ein safbwynt a'n bod yn darparu gwasanaethau sy'n gwella'n barhaus.</li> <li>• Byddwn yn archwilio ystod o wahanol ddulliau ar gyfer cael gwybodaeth ar foddhad cwsmer a fydd yn sicrhau bod y canlyniadau'n ddibynadwy ac yn cynrychioli'r gwasanaeth cyfan.</li> <li>• Byddwn yn defnyddio achosion o gŵyn i wella'r gwasanaeth i'r dyfodol ac atal pethau rhag digwydd eto.</li> <li>• Byddwn yn sicrhau bod ymateb cyflym i unrhyw achos o foddhad gwael ac yn rhoi mesurau cywiro ar waith i atal pethau rhag digwydd eto.</li> <li>• Byddwn yn ystyried a ddylid dal a mesur boddhad cwsmer ar PDAs y gweithredwyr.</li> </ul>	Medi 2014
	Wedi ei fesur gan: meincnodi ac arolwg cwsmer.		Medi 2014
			Mawrth 2015
			Mawrth 2015
			Mehafin 2015

	<p>Mae ein gwasanaeth cwsmer yn adlewyrchu ymagwedd wasanaeth fodern sy'n ystyried cynnydd yn nisgwyliadau a dewisiadau'r cwsmer wrth ddelio â'r gwasanaeth atgyweirio (e.e. hunan-wasanaethu, siop un stop)</p> <p>Mae'r pwyslais ar effeithiolrwydd a chanlyniadau i'r cwsmer.</p> <p>Gwasanaeth hyblyg ac un a ellir ei addasu.</p> <p>Wedi ei fesur gan: foddhad cwsmer a siopa gan gwsmer dirgel.</p>	<ul style="list-style-type: none"> <li>• Byddwn yn cwblhau gweithredu'r systemau TG newydd.</li> <li>• Byddwn yn sicrhau bod cwsmeriaid yn cael cynnig apwyntiad ar gyfer gwaith nad yw'n argyfwng ar y cyswllt cyntaf.</li> <li>• Byddwn yn ystyried opsiynau i ymestyn y diwrnod gwaith i ddarparu apwyntiadau yn gynnar yn y bore neu gyda'r hwyr.</li> <li>• Byddwn yn ymchwilio datblygiadau TG newydd i sicrhau bod ein gwasanaeth yn cwrdd â'r disgwyliadau e.e. Apiau ffonau deallus ar gyfer apwyntiadau a negeseuon testun ymlaen llaw ychydig cyn i'r gweithredwr gyrraedd.</li> <li>• Byddwn yn ymchwilio'r defnydd o gyfleoedd siopa gan gwsmer dirgel gyda'r tîm Gwasanaethau Tai.</li> <li>• Byddwn yn sicrhau y gall cwsmeriaid gael mynediad at y gwasanaeth drwy wahanol ffyrdd – e.e. ffôn, neges destun, e-bost, gwefan ac ati.</li> <li>• Byddwn yn adolygu ac yn herio ystod eang o fathau categori o atgyweirio presennol ar gyfer atgyweirio ac yn cynnig dewis gwahanol mwy syml a byrrach i grwpiau cwsmer.</li> <li>• Byddwn yn darparu gwell gwybodaeth i gwsmeriaid a fydd o gymorth iddynt wrth geisio deal eu cyfrifoldebau'n well ar gyfer cadw eu heiddo mewn cyflwr da.</li> <li>• Byddwn yn ymchwilio'r defnydd o daliadau ysgogol i denantiaid.</li> </ul>	<p>Rhagfyr 2015</p> <p>Rhagfyr 2015</p> <p>Rhagfyr 2015</p> <p>Rhagfyr 2015</p> <p>Mehafin 2014</p> <p>Mawrth 2015</p> <p>Hydref 2015</p> <p>Mehafin 2015</p> <p>Mehafin 2015</p>
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<p>Dewis eang o weithgareddau ar gael sy'n rhoi cyfle i'r cwsmer gyfranogi</p> <p>Tenantiaid deallus ac ynghlwm</p> <p>Wedi ei fesur gan: dewis llawn a dyddiadur o ddigwyddiadau wedi eu trefnu.</p>		<ul style="list-style-type: none"> <li>• Byddwn yn gweithio gyda thimau Tai Ynys Môn eraill i greu cronfa ddata sydd cael mewnbwn gan denantiaid.</li> <li>• Byddwn yn rhoi cymorth wrth ddatblygu rhaglen gynhwysfawr o fewnbwn gan denantiaid sy'n adlewyrchu'r cymunedau a wasanaethwn.</li> <li>• Byddwn yn darparu hyfforddiant priodol i denantiaid i'w galluogi i graffu effeithiolrwydd ein gwasanaethau.</li> <li>• Bydd gennym safonau a gytunwyd gan y cwsmer ar gyfer y gwasanaethau a ddarparwn.</li> </ul>	<p>Mawrth 2015</p> <p>Medi 2014</p> <p>Medi 2015</p> <p>Medi 2015</p>
<p>Byddwn yn medru dangos sut mae cwsmeriaid wedi siapio darpariaeth y gwasanaeth</p> <p>Wedi ei fesur gan: adborth 'dywedoch chi ac fe wnaethom ni' i denantiaid a meincnodi 'cyfleoedd i gyfrnagogi'</p>		<ul style="list-style-type: none"> <li>• Byddwn yn gweithio gyda thimau Tai Ynys Môn eraill i ddatblygu ymagwedd gynlluniol i adborth cwsmer a defnyddio'r canlyniadau i sbarduno canlyniadau.</li> <li>• Byddwn yn cydweithio â grŵp cwsmer atgyweiriadau a fydd yn cytuno ar dargedau perfformiad, yn derbyn adroddiadau perfformiad ac yn adolygu cynnydd yn erbyn gweithgareddau a gynlluniwyd.</li> <li>• Byddwn yn ceisio sylwadau gan gwsmeriaid ynglŷn â sut i ddefnyddio adnoddau dros ben wrth ymgymryd â chyfleoedd busnes newydd</li> <li>• Byddwn yn rhoi cyfleoedd i gwsmeriaid chwarae rhan fwy blaenllaw yn y gwasanaeth gan gynnwys er enghraifft archwilio safonau unedau gwag, ystadau a mannau cymunol.</li> <li>• Byddwn yn ymgynghori â chwsmeriaid i sicrhau y gallant herio a chraffu darpariaeth gwasanaeth, perfformiad a chanlyniadau.</li> <li>• Byddwn yn adolygu'r blaenoriaethau atgyweirio cyfredol a chynnig opsiynau symlach i gwsmeriaid.</li> </ul>	<p>Rhagfyr 2014</p> <p>Mawrth 2015</p> <p>Mawrth 2017</p> <p>Mehefin 2015</p> <p>Mehefin 2015</p> <p>Hydref 2015</p>

	Gwasanaethau cywir y tro cyntaf  Wedi ei fesur gan: canlyniadau perfformiad.	<ul style="list-style-type: none"> <li>• Byddwn yn deall y rhesymau am fethu â llwyddo gyda gwasanaethau tro cyntaf i gwsmeriaid gan ddefnyddio bob un methiant fel cyfle i ddysgu.</li> <li>• Bydd gennym weithlu aml-sgiliau ar gael.</li> <li>• Byddwn yn cynnal prosiectau peilot lle byddwn yn newid ein hymagwedd at y gwasanaeth a phrofi i weld a yw buddion cadarnhaol yn cael eu darparu. Os llwyddir, byddwn yn sefydlu'r newidiadau yn ein gweithdrefnau gweithredu safonol.</li> <li>• Gosodir targedau perfformio blynyddol i lefelau chwarteli uwch.</li> </ul>	<p>Mai 2015</p> <p>Mawrth 2016</p> <p>Ionawr 2016</p> <p>Mehffin 2014</p>
	Mae 100% o wybodaeth proffil tenantiaid yn wybyddus ac yn cael ei defnyddio o fewn y gwasanaeth  Wedi ei fesur o gronfa ddata'r tenantiaid.	<ul style="list-style-type: none"> <li>• Byddwn yn defnyddio gwybodaeth proffilio cwsmer i fwydo'n dealltwriaeth o anghenion a disgwyliadau'r cwsmer a defnyddio hyn i osod lefelau'r gwasanaeth i'r dyfodol.</li> <li>• Byddwn yn sicrhau y bydd Ynys Môn yn denu diddordeb gan grwpiau heb gynrychiolaeth ddigonol gan ymgysylltu â nhw mewn ffordd sy'n addas iddynt.</li> </ul>	<p>Medi 2015</p> <p>Medi 2015</p>

### Ein Cyfleoedd

Amcan	Canlyniadau	Gweithrediadau Strategol	Amserlen
<b>I geisio a chreu cyfleoedd busnes newydd sy'n cyfrannu'n gryf yn ariannol ac a all ildio gweddillion i'w hailfuddsoddi i'r busnes craidd neu amcanion</b>	<p>Cyfleoedd busnes newydd hyfyw wedi eu gweithredu</p> <p>Gweithio mewn partneriaeth</p> <p>Wedi ei fesur gan: allbynnau busnesau newydd, rhai ariannol a boddhad cwsmer.</p>	<ul style="list-style-type: none"> <li>• Byddwn yn adnabod ystod o gyfleoedd busnes ac yn asesu eu costau'n llawn, ynghyd â'u buddion a'u risgiau cyn gwneud unrhyw argymhellion i'w cynnig gerbron y Pennaeth Tai/Cyngor.</li> <li>• Byddwn wrthi'n bwrpasol yn ceisio gweithio mewn partneriaeth lle gellir dangos bod budd amlwg i Ynys Môn wrth wneud hynny</li> <li>• Byddwn yn sicrhau y bydd y cyfleoedd hyn yn cyfrannu'n gadarnhaol at sefyllfa ariannol y busnes</li> </ul>	<p>Ebrill 2016</p> <p>Mawrth 2017</p> <p>Mawrth 2017</p>

<b>cymdeithasol ehangach.</b>		<p>drwy fodelu eu heffaith ar gynllun busnes ariannol y Gwasanaeth Atgyweirio.</p> <ul style="list-style-type: none"> <li>• Rhoddir cyfleoedd busnes ar waith yn defnyddio dull tîm prosiect.</li> <li>• Byddwn yn datblygu strategaethau ymadael clir os na fydd y cyfleoedd newydd yn cyfrannu'n ariannol cystal â'r disgwyl.</li> </ul>	<p>Mawrth 2017</p> <p>Mawrth 2017</p>
	Drwy ymgymryd â chyfleoedd busnes newydd caiff staff gyfleoedd hyfforddi a gwaith mwy amrywiol	<ul style="list-style-type: none"> <li>• Ar gyfer pob cyfle busnes newydd byddwn yn sicrhau y byddwn yn asesu sgiliau'r staff i ymgymryd â'r cyfleoedd hyn ac i gael yr hyfforddiant priodol yn ôl yr angen.</li> <li>• Byddwn yn ystyried datblygu sgiliau i wneud gwaith adeiladu ar eiddo newydd os daw'r cyfleoedd hyn ar gyfer y gwasanaeth tai mewnol.</li> </ul>	<p>Mawrth 2017</p> <p>Ebrill 2016</p>
	<p>Ni chafwyd gostyngiad mewn safon yn y gwasanaeth i'r cwsmer drwy chwilio am ragor o gyfleoedd. Llwyddwyd i greu rhagor o fuddion cymunedol.</p> <p>Wedi ei fesur gan: arolwg cwsmer ac ystod o ddangosyddion/adborth boddhad.</p>	<ul style="list-style-type: none"> <li>• Byddwn yn mesur boddhad y cwsmer presennol yn barhaus, i sicrhau nad yw'r gwasanaeth craidd wedi ei effeithio wrth i ni geisio cyfleoedd busnes ehangach.</li> <li>• Byddwn yn ymgorffori buddion cymunedol i'r camau cynllunio a chaffael o brosiectau.</li> </ul>	<p>Ebrill 2017</p> <p>Ebrill 2015</p>

	<p>Ailfuddsoddi arian dros ben i mewn i'r gwasanaeth craidd, gyda chwsmeriaid yn penderfynu ar y blaenoriaethau hyn.</p> <p>Wedi ei fesur gan: arian dros ben yn dod ar gael a rhai cwsmeriaid yn dylanwadu'n gryf ar sut i'w wario yn ôl blaenoriaethau.</p>	<ul style="list-style-type: none"> <li>• Byddwn yn gosod targedau ariannol clir i fusnesau eu cyflawni a bydd strategaethau ymadael clir yn barod ar gyfer pob cyfle busnes.</li> <li>• Byddwn yn sicrhau y bydd cwsmeriaid yn cael dylanwadu ar sut i ailfuddsoddi arian sy'n weddill o fusnesau newydd.</li> <li>•</li> </ul>	<p>Mawrth 2017</p> <p>Mawrth 2017</p>
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### Ein Perfformiad a Sicrhau Gwerth am Arian

Amcan	Canlyniadau	Gweithrediadau Strategol	Amserlen
<p><b>I ddarparu lefelau rhagorol o berfformiad a Gwerth Da am Arian ym mhob elfen o'n gwaith a pharhau'n hyfyw yn ariannol.</b></p>	<p>Mae'r Gwasanaeth Atgyweirio'n darparu gwasanaethau o werth da am arian</p> <p>Wedi ei fesur gan : cymariaethau meincnodi annibynnol gyda chyfoedion</p>	<ul style="list-style-type: none"> <li>• Byddwn yn darparu £250k o leiaf o arbedion gwirioneddol bob blwyddyn erbyn 2017/18 (o'i gymharu â chyllideb 2013/14).</li> <li>• Byddwn yn atgyfnerthu ein trefniadau rheoli arian</li> <li>• Byddwn yn sicrhau tryloywder wrth adrodd yn ariannol.</li> <li>• Byddwn yn llawn ddeall ein costau a'n gyrwyr costau.</li> <li>• Byddwn yn gwneud defnydd llawn o wybodaeth meincnodi i ymdrin â meysydd sydd â chostau uchel a/neu meysydd sy'n perfformio'n wael.</li> <li>• Byddwn sefydlu ymwybyddiaeth Gwerth am Arian ar draws y gwasanaeth.</li> <li>• Byddwn yn dangos tystiolaeth o gynnydd mewn Gwerth am Arian yn rheolaidd.</li> </ul>	<p>Mawrth 2017</p> <p>Medi 2014</p> <p>Mehafin 2015</p> <p>Mehafin 2015</p> <p>Mawrth 2015</p> <p>Mehafin 2015</p> <p>Mehafin 2015</p>



	<p>Mae'r Gwasanaeth Atgyweirio'n darparu gwasanaeth effeithlon a chost effeithiol gan wybod i sicrwydd i ble mae ei adnoddau'n cael eu rhyddhau a'r rhesymau dros wneud hynny.</p> <p>Wedi ei fesur gan: alinio clir o adnoddau yn erbyn blaenoriaethau a rheolaeth ariannol gref a rheoli costau.</p>	<ul style="list-style-type: none"> <li>• Byddwn yn gwneud penderfyniadau ariannol a fydd yn alinio ein hadnoddau gyda blaenoriaethau ar gyfer gwella a datblygu'r gwasanaeth.</li> <li>• Byddwn yn ceisio'n bwrpasol i ganfod y perfformwyr gorau a dysgu ganddynt gan osgoi 'ail greu'r olwyn'.</li> <li>• Byddwn yn ymdrechu i sicrhau gwasanaethau llwyddo tro cyntaf a byddwn yn delio â phob methiant fel cyfle i ddysgu ohono.</li> <li>• Byddwn yn sicrhau bod cyllidebau ariannol yn adlewyrchu anghenion cynnal a chadw parhaus yr offer a osodwyd fel rhan o'r rhaglen SATC.</li> <li>• Byddwn yn adolygu'r opsiynau ar gyfer darparu'r gwasanaeth nwy ac atgyweiriadau nwy i'r dyfodol.</li> <li>• Byddwn yn adrodd ar gostau atgyweirio unedau i'w hailosod ar wahân i wariant cyfalaf ar unedau gwag.</li> </ul>	<p>Medi 2015</p> <p>Medi 2015</p> <p>Ebrill 2015</p> <p>Medi 2015</p> <p>Medi 2015</p> <p>Mehafin 2014</p>
	<p>Gwasanaethau effeithlon yn rhyddhau'r gallu i wneud rhagor gyda'r un adnoddau.</p> <p>Wedi ei fesur gan: dueddiadau mewn dangosyddion cost ac allbwn.</p>	<ul style="list-style-type: none"> <li>• Bydd gennym gynllun i gyflawni perfformiad chwarterl uchaf ym mhob maes o fewn cyfnod o dair blynedd y cynllun busnes.</li> <li>• Byddwn yn cyflwyno meddylfryd Systemau Effeithlon ar gyfer ymarferion allweddol o fewn y gwasanaeth.</li> <li>• Byddwn yn adolygu datblygiadau technolegol yn barhaus gan weithredu o fewn y gwasanaeth os gwneir achos am Werth am Arian.</li> <li>• Byddwn yn rhoi sicrhau bod gweithio symudol yn digwydd.</li> <li>• Byddwn yn adolygu costau unedau gwag a chymharu gyda darparwyr gwasanaeth eraill i sicrhau bod y cydbwysedd cywir gennym ar gyfer cost ac ansawdd.</li> </ul>	<p>Mehafin 2014</p> <p>Medi 2015</p> <p>Mawrth 2017</p> <p>Medi 2015</p> <p>Medi 2015</p>

	<p>Bydd gweithgareddau caffael wedi sicrhau'r pris gorau/ansawdd gorau ar gyfer popeth y mae'r Gwasanaeth Atgyweirio yn ei gaffael.</p> <p>Wedi ei fesur gan: brisiau yn cael eu cyflawni wedi iddynt gael eu profi yn erbyn y farchnad a boddhad cwsmer.</p>	<ul style="list-style-type: none"> <li>• Byddwn yn trefnu adolygiad Gwerth am Arian annibynnol o'r storfeydd.</li> <li>• Byddwn yn ceisio gweithio ag eraill i gaffael nwyddau a gwasanaethau ar y cyd os bydd hyn o fudd i'r cwsmer.</li> <li>• Byddwn yn adolygu'r ddarpariaeth o wasanaethu ac atgyweirio gwaith nwy a sicrhau y cyflawnir Gwerth am Arian.</li> <li>• Byddwn yn adolygu gwaith is-gontractiol ac yn cynnig y gwaith hwn yn fewnol os bydd hi'n ymarferol ac yn briodol gwneud hynny.</li> <li>• Byddwn yn sicrhau y cydymffurfir â Pholisi Caffael Ynys Môn a rhoi gwybod i'r gwasanaeth atgyweirio am bob penderfyniad a wneir ar gyflenwi a darparu nwyddau.</li> </ul>	<p>Gorffennaf 2014</p> <p>Mawrth 2017</p> <p>Medi 2015</p> <p>Mawrth 2015</p> <p>Mawrth 2016</p>
	<p>Cynllun rheoli ariannol cadarn yn ei le.</p> <p>Cynllun sy'n hyfyw yn ariannol.</p> <p>Wedi ei fesur gan: y cyfrif masnachu mewn credyd a chynllun ariannol hyfyw.</p>	<ul style="list-style-type: none"> <li>• Byddwn yn datblygu a chynnal cynllun ariannol hyfyw.</li> <li>• Bydd gennym gyllidebau cynhwysfawr yn eu lle gyda thybiaethau allweddol wedi eu deall a'u cymeradwyo gan reolwyr allweddol cyn cychwyn y flwyddyn ariannol.</li> <li>• Byddwn yn cadw cyfrif masnachu manwl a bydd y Tîm Rheoli'n derbyn cyfrifon rheoli misol ar ffurf sy'n ddealladwy ar gyfer rheolwyr nad ydynt yn arbenigwyr ar arian.</li> <li>• Byddwn yn darparu adroddiadau rheolaidd ar gymariaethau gwir gostau gyda Rhestr o Gyfraddau a gwir amser gyda Gwerthoedd Munudau Safonol.</li> </ul>	<p>Medi 2014/ Ionawr 2015/Mawrth 2015</p> <p>Mehedin 2014</p> <p>Mawrth 2015</p>

	<p>Arian dros ben a ddaw yn sgil cyfleoedd busnes newydd</p> <p>Wedi ei fesur gan: ddadansoddiad ar wahân o fewn y Cyfrif Masnachu</p>	<ul style="list-style-type: none"> <li>• Datblygir y cyfrif masnachu er mwyn dangos sefyllfa ariannol cyfleoedd busnes newydd ar wahân.</li> <li>• Byddwn yn ailfuddsoddi arian dros ben o gyfleoedd busnes newydd i mewn i'r busnes craidd, neu amcanion cymdeithasol ehangach.</li> </ul>	<p>Mawrth 2017</p> <p>Mawrth 2017</p>
	<p>Lefelau rhagorol o berfformiad a diwylliant o atebolrwydd yn ei le.</p> <p>Wedi ei fesur gan: Ganlyniadau tuedd o ddangosyddion perfformiad yn dangos sefyllfa'n gwella.</p>	<ul style="list-style-type: none"> <li>• Cyflwynir casgliad llawn o ddangosyddion perfformiad yn seiliedig ar ymagwedd sgorio cytbwys.</li> <li>• Bydd y tîm yn derbyn hyfforddiant a mentora i sicrhau y bydd gan staff y sgiliau i fedru rheoli a mesur perfformiad.</li> <li>• Bydd gweithdrefnau rheoli contract cynhwysfawr mewn grym a chyflwynir tasgau yn wythnosol i sicrhau y bydd perfformiad yn gyfredol ac yn gywir, gan felly sicrhau y bydd unrhyw waith cywiro'n cael ei wneud yn brydlon. Yna fe gyflwynir crynodebau misol i'r cyfarfodydd o'r Tîm Rheoli.</li> <li>• Rhennir gwybodaeth am berfformiad yn rheolaidd gyda'r timau rheng flaen a galluogi.</li> <li>• Dangosir adroddiadau perfformiad cyfredol ar draws y gwasanaeth yn hysbys i bawb ac wedi eu deal gan bawb.</li> </ul>	<p>Medi 2014</p> <p>Mawrth 2015</p> <p>Mehfin 2014</p> <p>Mawrth 2015</p> <p>Mawrth 2015</p>

## Ein Hasedau – Eu Rheoli'n Effeithiol

Amcan	Canlyniadau	Gweithrediadau Strategol	Amserlen
<b>I fabwysiadu ymagwedd gyfannol i atgyweiriadau a buddsoddiadau, gan reoli asedau'n effeithlon ac yn gost effeithiol, a defnyddio gwybodaeth safonol i hysbysu rhaglenni gwaith i'r dyfodol.</b>	<p>Cartrefi safonol mewn lleoliadau y mae pobl yn dymuno byw.</p> <p>Wedi ei fesur gan: foddhad cwsmer a chyfraddau ailosod cymharol gyson ac isel.</p>	<ul style="list-style-type: none"> <li>• Byddwn yn adolygu'r safon ailosod mewn ymgynghoriad â'n cwsmeriaid a byddwn hefyd yn cymharu'r safon gydag un gan ddarparwyr tai cymdeithasol eraill.</li> <li>• Byddwn yn ceisio adborth boddhad cwsmer yn rheolaidd gan denantiaid newydd.</li> <li>• Byddwn yn cynnig dewis o gynnyrch os yn bosibl er mwyn rhoi'r boddhad gorau i'r cwsmer.</li> <li>• Byddwn yn cynnal adolygiad o'r cynnyrch a ddefnyddiwn a'n manylebau ar gyfer gwelliant, cynnal a chadw ac ailosod. Bydd yr adolygiad yn ystyried: <ul style="list-style-type: none"> <li>➢ Egwyddorion tai gydol oes i alluogi pobl i fyw'n gyfforddus ac yn ddiogel yn eu cartrefi am gyfnod hirach</li> <li>➢ Cynnyrch Ynni a Gwresogi i wella safonau a gostwng biliau gwresogi ac allyriadau carbon</li> <li>➢ Hanes atgyweirio a chynnal a chadw a data cyflwr stoc</li> </ul> </li> </ul>	<p>Ebrill 2015</p> <p>Rhagfyr 2014</p> <p>Medi 2015</p> <p>Mawrth 2016</p>
	<p>Stoc wedi ei gadw yn unol â safonau Ynys Môn. Defnydd effeithlon o'r gofrestr asedau. Cynllunio buddsoddi am y dyfodol.</p> <p>Wedi ei fesur gan: MOTs, arolygon cyflwr stoc, boddhad cwsmer a dewis cwsmer.</p>	<ul style="list-style-type: none"> <li>• Byddwn yn defnyddio gwybodaeth am gyflwr stoc i hysbysu buddsoddiad a chynlluniau atgyweirio i'r dyfodol.</li> <li>• Byddwn yn gweithredu'r modiwl Conglfaen a gwneud y mwyaf o'r adnodd hwn a sicrhau bod data gwasanaethau ac atgyweirio yn gyfredol ac yn gywir, gan felly ddarparu gwybodaeth ddeallus a pherthnasol i siapiao darpariaeth y gwasanaeth a'r rhaglenni gwaith i'r dyfodol.</li> <li>• Byddwn yn darparu rhaglen o fuddsoddiad i gynnal safon Tai Ynys Môn.</li> <li>• Byddwn yn targedu eiddo sy'n anodd cael mynediad iddynt ac eiddo lle yr ydym wedi canfod</li> </ul>	<p>Medi 2014</p> <p>Mawrth 2015</p> <p>Medi 2014</p> <p>Mawrth 2016</p>

		<p>nad oes gwresogi yno a byddwn yn cynnal MOT ar yr eiddo hyn.</p> <ul style="list-style-type: none"> <li>• Byddwn yn datblygu cofrestr dai hygrych.</li> </ul>	Medi 2015
	<p>Ymagwedd gyfannol at reoli asedau. Ymagwedd atal yn hytrach na datrys.</p> <p>Wedi ei fesur gan: Leihad mewn costau cynnal a chadw i'r dyfodol</p>	<ul style="list-style-type: none"> <li>• Byddwn yn mabwysiadu ymagwedd gynlluniol ac ataliol at atgyweiriadau (yn hytrach na'r ymagwedd draddodiadol o ymateb, mynychu a thrwsio).</li> <li>• Byddwn yn gweithredu rhaglen gynnal a chadw cylchol a fydd yn diogelu'r buddsoddiad blaenorol o'r stoc, cadw'r stoc yn y cyflwr gorau a lleihau'r lefel o wariant a'r nifer o atgyweiriadau a wneir dros amser.</li> <li>• Byddwn yn ystyried a ddylid addasu rhaglenni buddsoddi i sicrhau llai o gostau cynnal a chadw i'r dyfodol.</li> </ul>	<p>Ebrill 2015</p> <p>Ebrill 2015</p> <p>Mawrth 2017</p>
	<p>Rhoddwyd ystyriaeth i gymunedau ehangach a'r amgylchedd lle lleolir yr eiddo.</p> <p>Wedi ei fesur gan: Tenant Satisfaction with the environment within which they live</p>	<ul style="list-style-type: none"> <li>• Bydd y tîm atgyweirio'n cydweithio â chydweithwyr mewn timau eraill i sicrhau yr ystyrir cymunedau ehangach a materion amgylcheddol.</li> <li>• Byddwn yn codi proffil grantiau gwelliannau amgylcheddol</li> <li>• Byddwn yn cynyddu'r lefel o fewnbwn tenant – teithiau cerdded drwy ystadau ac ardaloedd cymunol a chynnal gwaith ymgynghori mewn digwyddiadau cymunedol.</li> <li>• Byddwn yn sicrhau gwell ymgysylltu ag asiantaethau partner e.e. Heddlu Gogledd Cymru i adnabod troseddau a manau lle ceir problemau gan ddatrys neu wneud gwaith ataliol.</li> </ul>	<p>Ebrill 2016</p> <p>Rhagfyr 2015</p> <p>Mehefin 2015</p> <p>Mehefin 2015</p>

## Atodiad D

### Targedau Perfformiad rhwng 2014/15 a 2016/17

Dangosydd Perfformiad	2013/14 Perfformiad Diweddaraf	2014/15 Targed	2015/16 Target	2016/17 Targed	Meincnodi 10% Uchaf Cymru	Meincnodi Lefel Chwarter Uchaf y DU < 5000 uned
% o holl atgyweiriadau ymatebol ar amser	70.7%	85%	90%	97.9%	<b>97.9%</b>	<b>98.9%</b>
% atgyweiriadau argyfwng ar amser	97.3%	98%	99%	99.7%	<b>99.7%</b>	<b>99.8%</b>
% Atgyweiriadau brys ar amser	95.9%	96.5%	97.5%	98.4%	<b>98.4%</b>	<b>99.2%</b>
% atgyweiriadau arferol ar amser	63.7%	80%	90%	98.8%	<b>98.8%</b>	<b>98.8%</b>
% o holl atgyweiriadau a nodwyd yn argyfwng a brys	21.5%	21.5%	21.5%	21.5%	<b>38.4%</b>	<b>32.3%</b>
% o holl atgyweiriadau argyfwng	7.4%	7.4%	7.4%	7.4%	<b>13.4%</b>	<b>13.6%</b>
% o holl atgyweiriadau brys	14.1%	14.1%	14.1%	14.1%	<b>21.2%</b>	<b>15.8%</b>

<b>% o denantiaid yn fodlon gyda'r atgyweiriadau</b>	92%	92%	92%	92%	<b>87%</b>	<b>90%</b>
<b>Dangosydd Perfformiad</b>	<b>2013/14 Diweddaraf</b>	<b>2014/15 Targed</b>	<b>2015/16 Target</b>	<b>2016/17 Targed</b>	<b>Meincnodi 10% Uchaf Cymru</b>	<b>Meincnodi Lefel Chwartzel Uchaf y DU &lt; 5000 uned</b>
<b>% a gwblhawyd mewn un ymweliad</b>	Dim ar gael	70%	85%	92%	<b>92%</b>	<b>96.2%</b>
<b>Nifer cyfartalog o atgyweiriadau ymatebol fesul eiddo</b>	4.09	3.9	3.7	3.4	<b>&lt;3.4</b>	<b>&lt;3</b>
<b>Amser cyfartalog i ailosod – oll yn unedau gwag (dyddiau)</b>	37.1	35	30	25	<b>&lt;25 diwrnod</b>	<b>&lt;23.8 diwrnod</b>
<b>Amser cyfartalog i ailosod – oll yn brif unedau gwag (dyddiau)</b>	68	62	55	50	<b>&lt;50 diwrnod</b>	<b>&lt;49 diwrnod</b>
<b>Dangosydd Cost</b>	<b>2013/14 Diweddaraf</b>	<b>2014/15 Targed</b>	<b>2015/16 Targed</b>	<b>2016/17 Targed</b>	<b>Meincnodi 10% Uchaf Cymru</b>	<b>Meincnodi Lefel Chwartzel Uchaf y DU &lt; 5000 uned</b>
<b>Cost uned wag safonol</b>	£1,308	£1,340	£1,374	£1,409	<b>£1,800</b>	<b>£1,500</b>

<b>Cost cyfartalog atgyweiriad ymatebol</b>	£160	£150	£125	£100	<b>£100</b>	<b>£99</b>
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## Atodiad E

### Canlyniad y Gwerthusiad Opsiynau – Y dewis gorau ar gyfer cadw'r gwasanaeth yn fewnol ond yn gyfunol â chleient/contractiwr a gan foderneiddio'r gwasanaeth

Mater	Cryfderau a Buddion	Gwendidau	Risgiau
<b>Gwasanaeth Cwsmer</b>	<p>Dim newid yn y darparwr gwasanaeth, felly ceir parhad i gwsmeriaid. Un darparwr gwasanaeth ar gyfer cwsmeriaid – siop un stop. Gwasanaethu'r cwsmer yw'r amcan allweddol nid elw.</p> <p>Gall tenantiaid fod yn fwy cyfforddus gyda chyflogai o'r cyngor ond dod i'w gartref yn hytrach na chyflogai o gontractwr allanol.</p> <p>Cyfleoedd i denantiaid fod yn rhan o reolaeth y gwasanaeth.</p> <p>Ychwanegiad gwerth a hyblygrwydd gwasanaeth – y gallu i fynd un cam ymhellach er budd y cwsmeriaid.</p> <p>Proffilio cwsmeriaid a theilwra'r gwasanaeth yn sgil hyn.</p> <p>Mwy atebol i gwsmeriaid fel darparwr y gwasanaeth.</p> <p>Datrys problemau'n haws – dim trydydd parti ynghlwm i 'negodi' datrysiad.</p> <p>Darpariaeth fewnol yn osgoi'r risg o'r</p>	<p>Gall allanoli'r gwasanaeth lwyddo i roi lefel uwch o ddarpariaeth (ond gallai hyn gael ei liniaru gan gynllun busnes gyda thargedau cam wrth gam o berfformiad a fyddai angen eu cyflawni gan dîm sydd newydd gael ei ffurfio).</p>	<p>A all y tîm mewnol ddarparu gwasanaeth cwsmer sydd cystal ag un gan gontractiwr allanol?</p> <p>Gostyngiad posibl mewn perfformiad wrth i dîm a phrosesau newydd geisio sefydlu.</p> <p>Llai o allu i ddelio gyda chynnydd a gostyngiad mewn galw o'i gymharu â chontractwr allanol.</p>



	contractwr yn mynd i'r wal – sicrwydd o barhad y gwasanaeth.		
<b>Gwerth am Arian</b>	<p>Arbed y gost o fynd yn allanol i gaffael contractwr allanol.</p> <p>Dyblygiadau mewn gwasanaeth wedi eu dileu sy'n arwain at brosesau mwy effeithlon.</p> <p>Rheolaeth dros gyllideb.</p> <p>Dim elw i'r contractwr.</p> <p>Datrysiaid hirdymor o bosibl heb yr angen am dendro cystadleuol gan amharu ar y gwasanaeth a'r staff.</p> <p>Gellir cadw ac ailfuddsoddi unrhyw arbedion ar gyfer y gwasanaeth.</p> <p>Osgoi torri corneli gan contractwr o ganlyniad iddo gael ei arwain gan elw yn hytrach na budd y gwasanaeth.</p>	<p>Efallai y bydd angen ymgynghorydd newid trawsnewidiol allanol i gynhyrchu'r lefel gofynnol o berfformiad, ac felly rhaid ystyried y costau.</p> <p>Ni fyddai'r arbedion maint yn cael eu cyflawni drwy brynu mewn swmp fel y mae contractwyr allanol yn medru.</p> <p>Gellid gwneud rhagor o arbedion o bosib drwy dendro'r gwasanaeth. Ysgogiad colli elw – gall arwain at ddiffyg gwerth am arian/diffyg canolbwyntio. Gellid rhoi 'cosb' os na fyddai'r contractwr allanol yn perfformio – anodd gwneud hynny efo darparwr mewnol.</p>	Gall trawsnewid i ffordd newydd o weithio gymryd llawer iawn o amser rheoli.
<b>Gallu Perfformiad</b>	Gallai ymgynghorydd trawsnewid sy'n gweithio gyda tîm greu diwylliant o berfformio o fewn y tîm.	Gall gymryd yn hirach i gyflawni lefelau llawn o berfformiad gyda chontractwr allanol a ysgogir gan arian i wneud y contract berfformio.	Risg y gallai'r amser a gymerir i ailstrwythuro'r tîm gael effaith negyddol ar berfformiad yn ystod y cyfnod hwnnw.
<b>Materion Staffio a Strwythur</b>	Tîm cyfunol newydd, un weledigaeth, blaenoriaethau gwasanaeth wedi eu deall gan bawb, rolau a chyfrifoldebau	Bydd yn cymryd amser i sefydlu'r strwythur newydd. Newid meddylfryd y staff o	Amhariad posibl i'r gwasanaeth presennol wrth i newidiadau gael eu

	<p>clir, dim dyblygu tasgau/ymdrechion. Dim materion TUPE. Byddai aml-sgilio mewn grym. Mae gan Ynys Môn reolaeth dros recriwtio a chadw gweithredwyr – Recriwtio lleol. Cyflogaeth leol</p>	<p>safbwynt y cleient a'r contractiwr.  Cyfrifoldeb Ynys Môn yw rheoli'r cynnydd a'r gostyngiadau – ni ellir gwthio neu dynnu adnoddau ar gontract arall fel y gall contractiwr allanol. Baich rheoli (a chost) i reoli gweithlu mewnol.</p>	<p>gwneud. Efallai na fydd staff yn medru trawsnewid i'r ffordd newydd o weithio a bydd yr hen arferion gwaith yn dychwelyd.</p>
<p><b>Effaith ar dimau Tai a Gwasanaethau ehangach gan gynnwys materion Cyfathrebu</b></p>	<p>Rhannu gweledigaeth ar y cyd gyda gweddill y Gwasanaeth Tai. Osgoi'r diwylliant o weld bai a'r elfen 'nhw a ni' o wasanaeth sydd wedi ei hollti. Gwell cyfathrebu. Diwylliant ar y cyd a chysondeb gydag amcanion drwy'r sefydliad. Darpariaeth fewnol o'r gwasanaeth ac felly mewn egwyddor yn haws cyfathrebu na gyda chontractiwr allanol. Gwell rheolaeth dros y gwasanaeth, ei staff a'r rheolaeth ac wedi ei deilwra ar gyfer blaenoriaethau'r Gwasanaeth Tai yn hytrach nag 'un maint yn ffitio pawb'  Gwasanaeth cyfunol – gwasanaeth atgyweirio wedi ei integreiddio'n ddi-dor gyda'r Gwasanaeth Tai ac yn rhoi adborth cyson i'r gwasanaeth – 'llygaid a chlustiau'r landlord'. Cryfach fel un tîm na'r drefn bresennol. Diwylliant newydd o ddefnyddio camgymeriadau fel cyfle i wella a</p>	<p>Cyfrifoldeb llawn i sicrhau bod y gwasanaeth yn gweithio'n rhagorol yn cael ei roi i'r Gwasanaeth Tai yn hytrach na'i roi i gontractiwr allanol.</p>	<p>Mae risg na fydd timau bob amser yn derbyn y ffyrdd newydd o weithio.</p>

	Ilwyddo'n llwyr y tro nesaf.		
<b>Materion TG</b>	Dim newid i'r TG bresennol ond byddai mwy o gyfrannu wrth foderneiddio'r gwasanaeth. Mynediad hawdd at wybodaeth ynglŷn â'r tenant o systemau'r Cyngor. Llai o risg o amlygu gwybodaeth gyfrinachol am denantiaid.		
<b>Materion Cyfreithiol a Rheoleiddiol</b>	Dim materion cyfreithiol. Bydd yn ymdrin â phryderon gwahaniad y cleient/contractwr o'r WAO. Nid yw'r Gwasanaeth wedi ei glymu i mewn i'r cytundeb.		
<b>Pa mor Hawdd neu Anodd yw Gweithredu'r Datrysiaid</b>	Byddai ymgynghorydd trawsnewidiol yn ei le i roi cymorth i'r tîm i weithredu'r newidiadau angenrheidiol i foderneiddio'r gwasanaeth.	Llawer o amser rheoli i oruchwylio trawsnewid y prosiect. Angen strwythur staffio newydd. Rhaid ymdrin â materion llety ar yr un pryd – rhaid i'r timau sydd newydd ymuno gael eu lleoli gyda'i gilydd.  Anodd moderneiddio gwasanaeth wrth geisio ei redeg ar yr un pryd. Gallu tîm i ddarparu'r lefel o newid sydd ei angen.  Lefelau presennol o ddyblygu – effaith strwythur newydd? Gall dysgu rôl newydd a gweithio mewn ffordd wahanol fod yn her	Amharu ar y gwasanaeth presennol

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Amser arwain i mewn yn 6 mis ar gyfer ailstrwythuro'r tîm ac yna dwy flynedd i sefydlu'r ymagwedd newydd hon a sbarduno'r gwasanaeth at ragoriaeth. Amserlen lawn yn ddwy flynedd a hanner (30 mis) ers penderfyniad.

## Atodiad F

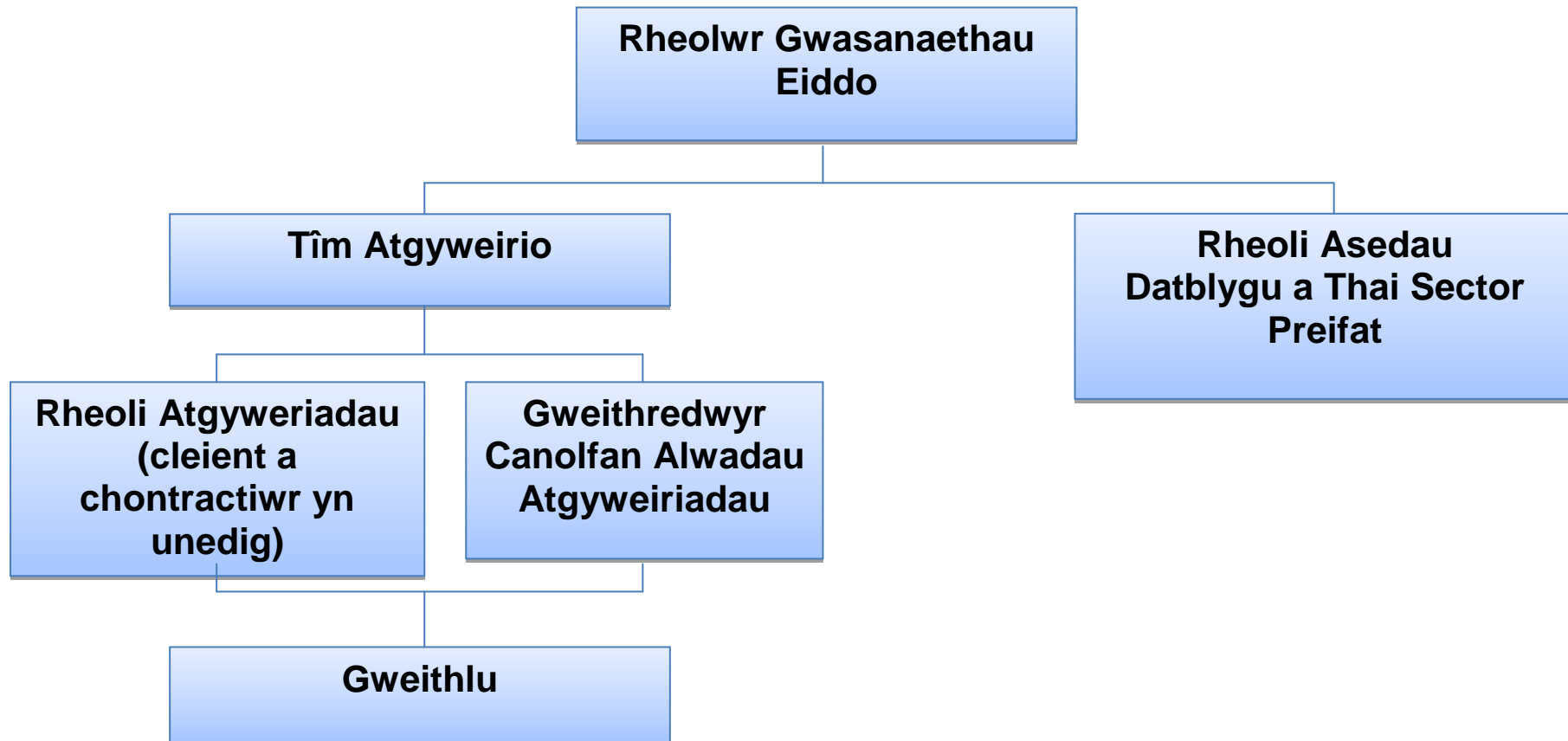
### Dangosyddion Gwerth am Arian

Gellid defnyddio'r dangosyddion gwerth am arian canlynol i fesur llwyddiant Gwerth am Arian:

- I. Cyfran o gostau alldro o'i gymharu â'r gyllideb
- II. Cyfran o atgyweiriadau a gynlluniwyd o'i gymharu â rhai ymatebol
- III. Cyfran o wariant ar atgyweiriadau argyfwng a brys o'i gymharu ag atgyweiriadau heb fod â brys.
- IV. Cyfanswm Costau atgyweiriadau ar gyfartaledd fesul atgyweiriad.
- V. Cost atgyweirio gyfartalog fesul eiddo.
- VI. Cost uned yn gyfartalog fesul atgyweiriad.
- VII. Cyfran o gostau atgyweirio hen fod yn argyfwng y gwnaed a chadwyd apwyntiad ar eu cyfer.
- VIII. Cyfran o apwyntiadau atgyweiriadau a ganslwyd.
- IX. Cyfran o atgyweiriadau ymatebol a gwblhawyd o fewn y targed.
- X. Cyfran o atgyweiriadau argyfwng a brys a gwblhawyd o fewn y targed.
- XI. Cyfran o atgyweiriadau a archwiliwyd wedyn a gafodd radd 'llwyddo'.
- XII. Cyfran o atgyweiriadau a gwblhawyd yn ystod yr ymweliad cyntaf.
- XIII. Cyfran o gwsmeriaid a ddyweddodd eu bod yn fodlon gyda'r atgyweiriadau ymatebol.
- XIV. Canran o dasgau a gwblhawyd fel atgyweiriadau argyfwng a brys.
- XV. Cyfran o eiddo gyda thystysgrif gwasanaeth nwy blynyddol.
- XVI. Cyfran o alwadau a gafodd eu delio o fewn 30 eiliad.
- XVII. Cyfartaledd o amser a gymerwyd i ateb galwadau
- XVIII. Nifer o dasgau heb eu delio â nhw yn ôl blaenoriaeth
- XIX. % o archwiliadau cyn ac ar ôl y gwaith.
- XX. Arbedion caffael a gyflawnwyd o'i gymharu â'r gyllideb.
- XXI. % o ffurflenni boddhad cwsmer a ddychwelir.
- XXII. % o dasgau a gwblhawyd y tu hwn i'w hamser targed yn ôl categori
- XXIII. % o atgyweiriadau ailosod a gyflawnodd radd 'llwyddo' gan archwilwyr neu denantiaid newydd.

## Atodiad 2

### Strwythur Lefel Uchel Mynegol

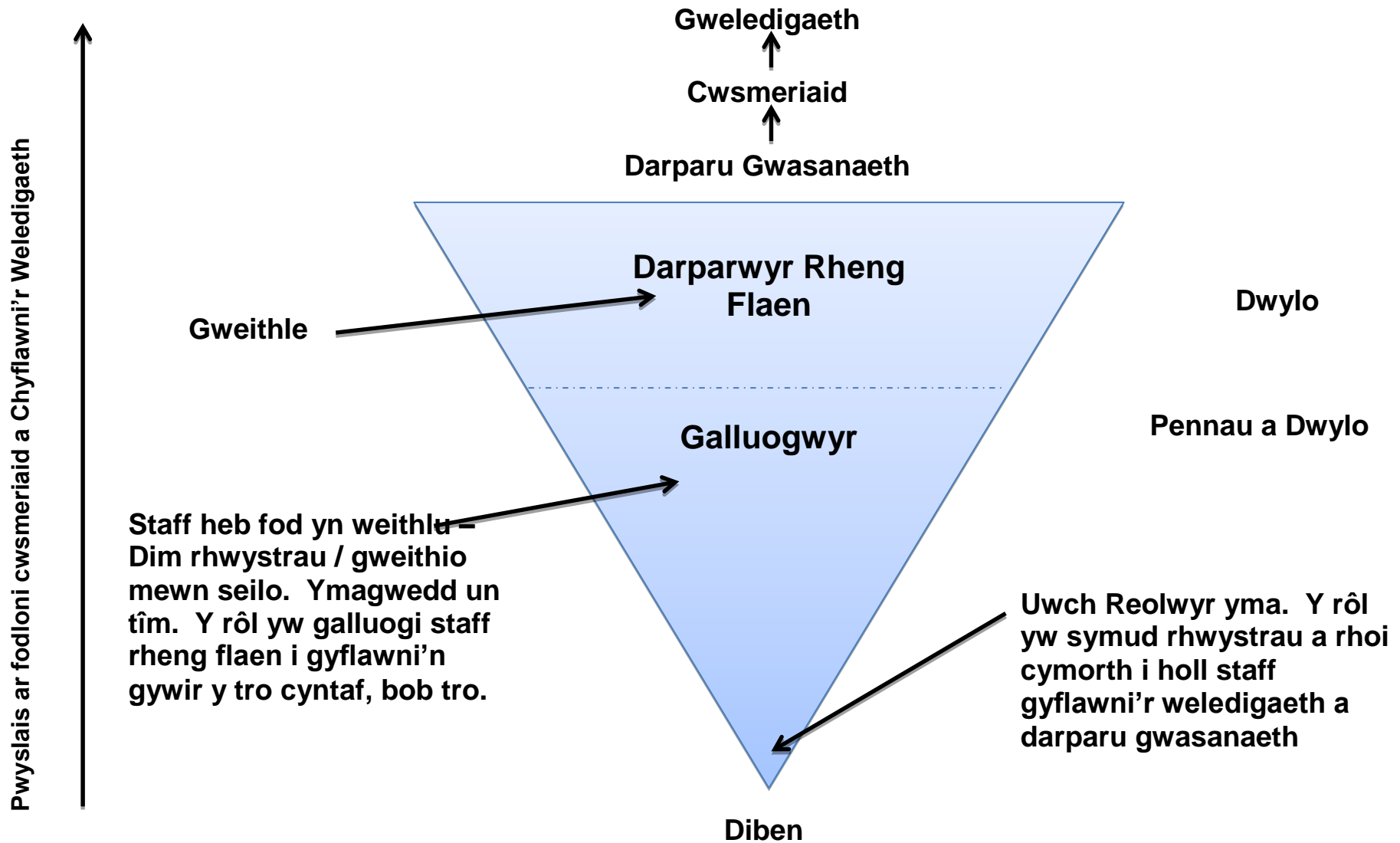


Tudalen 156

# Atodiad H

## Model Gwasanaeth Rhagorol

Tudalen 157



## Appendix I

### **Cynllun Ariannol a Sensitifrwyddiaethau Hyd at 2016/17**



## (a) MODEL SYLFAENOL

	2014/15	2015/16	2016/17
	£	£	£
<b>Trosiant (gros)</b>	<b>3,636,280</b>	<b>3,709,006</b>	<b>3,783,186</b>
<b>Llai: Costau Gwaith Uniongyrchol</b>			
Costau Llafur Cyflogeion Uniongyrchol (cynnwys cost pellach)	656,240	669,365	682,752
Cerbydau a Pheiriannau	19,290	19,676	20,069
Deunyddiau Uniongyrchol	602,590	614,642	626,935
Costau Is-gontractwyr/asiantaeth	1,460,310	1,489,516	1,519,307
Costau uniongyrchol eraill	59,840	61,037	62,258
<b>Cyfanswm Cost Uniongyrchol y Gwaith</b>	<b>2,798,270</b>	<b>2,854,235</b>	<b>2,911,320</b>
<b>Elw Gros (Cyfraniad)</b>	<b>838,010</b>	<b>854,770</b>	<b>871,866</b>
<b>Costau/Gorbenion Anuniongyrchol</b>			
Costau Cyflogeion Anuniongyrchol (cynnwys cost pellach)	276,360	281,887	287,525
Costau Safle	80,180	81,784	83,419
Costau canolig ac ad-daliadau o Southway	481,470	491,099	500,921
Arian wrth gefn	0	0	0
<b>Cyfanswm Anuniongyrchol/Gorbenion</b>	<b>838,010</b>	<b>854,770</b>	<b>871,866</b>
<b>Cyfanswm Gwariant</b>	<b>3,636,280</b>	<b>3,709,006</b>	<b>3,783,186</b>
<b>Gweddill / (Diffyg) Targed</b>	<b>0</b>	<b>0</b>	<b>0</b>

## (b) SENSITIFRWYDD 1: MODEL SYLFAENOL - 10% O OSTYNGIAD MEWM INCWM O'R PRIF GYLLIDEB MASNACHU

	2014/15	2015/16	2016/17
	£	£	£
<b>Trosiant (gros)</b>	<b>3,272,652</b>	<b>3,338,105</b>	<b>3,404,867</b>
<b>Llai: Costau Gwaith Uniongyrchol</b>			
Costau Llafur Cyflogeion Uniongyrchol (cynnwys cost pellach)	656,240	669,365	682,752
Cerbydau a Pheiriannau	19,290	19,676	20,069
Deunyddiau Uniongyrchol	542,331	553,178	564,241
Costau Is-gontractwyr/asiantaeth	1,314,279	1,340,565	1,367,376
Costau uniongyrchol eraill	59,840	61,037	62,258
<b>Cyfanswm Cost Uniongyrchol y Gwaith</b>	<b>2,591,980</b>	<b>2,643,820</b>	<b>2,696,696</b>
<b>Elw Gros (Cyfraniad)</b>	<b>680,672</b>	<b>694,285</b>	<b>708,171</b>
<b>Costau/Gorbenion Anuniongyrchol</b>			
Costau Cyflogeion Anuniongyrchol (cynnwys cost pellach)	276,360	281,887	287,525
Costau Safle	80,180	81,784	83,419
Costau canolig ac ad-daliadau o Southway	481,470	491,099	500,921
Arian wrth gefn	0	0	0
<b>Cyfanswm Anuniongyrchol/Gorbenion</b>	<b>838,010</b>	<b>854,770</b>	<b>871,866</b>
<b>Cyfanswm Gwariant</b>	<b>3,429,990</b>	<b>3,498,590</b>	<b>3,568,562</b>
<b>Gweddill / (Diffyg) Targed</b>	<b>-157,338</b>	<b>-160,485</b>	<b>-163,694</b>

**(c) SENSITIFRWYDD 2: MODEL SYLFAENOL - 20% O OSTYNGIAD MEWN INCWM O'R PRIF GYLLIDEB MASNACHU**

	2014/15	2015/16	2016/17
	£	£	£
<b>Trosiant (gros)</b>	<b>2,909,024</b>	<b>2,967,204</b>	<b>3,026,549</b>
<b>Llai: Costau Gwaith Uniongyrchol</b>			
Costau Llafur Cyflogeion Uniongyrchol (cynnwys cost pellach)	656,240	669,365	682,752
Cerbydau a Pheiriannau	19,290	19,676	20,069
Deunyddiau Uniongyrchol	482,072	491,713	501,548
Costau Is-gontractwyr/asiantaeth	1,168,248	1,191,613	1,215,445
Costau uniongyrchol eraill	59,840	61,037	62,258
<b>Cyfanswm Cost Uniongyrchol y Gwaith</b>	<b>2,385,690</b>	<b>2,433,404</b>	<b>2,482,072</b>
<b>Elw Gros (Cyfraniad)</b>	<b>523,334</b>	<b>533,801</b>	<b>544,477</b>
<b>Costau/Gorbenion Anuniongyrchol</b>			
Costau Cyflogeion Anuniongyrchol (cynnwys cost pellach)	276,360	281,887	287,525
Costau Safle	80,180	81,784	83,419
Costau canolig ac ad-daliadau o Southway	481,470	491,099	500,921
Arian wrth gefn	0	0	0
<b>Cyfanswm Anuniongyrchol/Gorbenion</b>	<b>838,010</b>	<b>854,770</b>	<b>871,866</b>
<b>Cyfanswm Gwariant</b>	<b>3,223,700</b>	<b>3,288,174</b>	<b>3,353,937</b>
<b>Gweddill / (Diffyg) Targed</b>	<b>-314,676</b>	<b>-320,970</b>	<b>-327,389</b>

**(d) SENSITIFRWYDD 3: MODEL SYLFAENOL + 5% O GYNNYDD MEWN INCWM O'R PRIF GYLLIDEB MASNACHU**

	2014/15	2015/16	2016/17
	£	£	£
<b>Trosiant (gros)</b>	<b>3,818,094</b>	<b>3,894,456</b>	<b>3,972,345</b>
<b>Llai: Costau Gwaith Uniongyrchol</b>			
Costau Llafur Cyflogeion Uniongyrchol (cynnwys cost pellach)	656,240	669,365	682,752
Cerbydau a Pheiriannau	19,290	19,676	20,069
Deunyddiau Uniongyrchol	632,720	645,374	658,281
Costau Is-gontractwyr/asiantaeth	1,533,326	1,563,992	1,595,272
Costau uniongyrchol eraill	59,840	61,037	62,258
<b>Cyfanswm Cost Uniongyrchol y Gwaith</b>	<b>2,901,415</b>	<b>2,959,443</b>	<b>3,018,632</b>
<b>Elw Gros (Cyfraniad)</b>	<b>916,679</b>	<b>935,013</b>	<b>953,713</b>
<b>Costau/Gorbenion Anuniongyrchol</b>			
Costau Cyflogeion Anuniongyrchol (cynnwys cost pellach)	276,360	281,887	287,525
Costau Safle	80,180	81,784	83,419
Costau canolig ac ad-daliadau o Southway	481,470	491,099	500,921
Arian wrth gefn	0	0	0
<b>Cyfanswm Anuniongyrchol/Gorbenion</b>	<b>838,010</b>	<b>854,770</b>	<b>871,866</b>
<b>Cyfanswm Gwariant</b>	<b>3,739,425</b>	<b>3,814,214</b>	<b>3,890,498</b>
<b>Gweddill / (Diffyg) Targed</b>	<b>78,669</b>	<b>80,242</b>	<b>81,847</b>

## Rhagdybiaethau Allweddol

1. Mae chwyddiant yn 2% y flwyddyn ar holl gostau ac incwm.
2. Rhagdybir mai costau deunyddiau ac is-gontractwyr yw'r rhai amrywiol, mae'r gweddill yn gostau sefydlog.
3. Mae'r nifer o eiddo a reolir yn aros yn gyson drwy gydol y cynllun.
4. Ni fodelwyd unrhyw gyfleodd twf busnes i'r dyfodol o fewn y cynllun.
5. Mae cost y rhaglen drawsnewid yn cael eu cwrdd gan enillion Gwerth am Arian yn ystod cyfnod y cynllun. Ni ragwelwyd unrhyw arbediad net yn ystod y cyfnod hwn, serch hynny llwyddir i arbed £250k o'r holl gyllideb atgyweirio (yn cynnwys cyllidebau atgyweiriadau cleient) erbyn 2017/18.
6. Mae sensitifrwydd 3 ynn rhagweld cynnydd bach mewn trosiant ac felly fe reolir y llwyth gwaith o'r gallu presennol a'r dyfodol o gynhyrchiant (o ganlyniad i welliannau Gwerth am Arian) ac felly nid oes angen cynnydd ym maint y gweithlu.

## Atodiad J

### Gofynion y Gwasanaeth Tai ehangach a thimau Cyngor Môn eraill i roi cymorth i'r Gwasanaeth Atgyweirio gyflawni rhagoriaeth.

1. Gwasanaethau Tai Ynys Môn i arwain/cydgordio cwynion cwsmeriaid, ac i sicrhau bod yr hyn a ddysgir a'r tueddiadau o'r rhain yn cael ei ddefnyddio i hysbysu ymdrechion i wella gwasanaeth.
2. Proffilio cwsmer i'w sefydlu.
3. Rôl y cwsmer – angen cronfa ddata rôl y tenant (sy'n adlewyrchu proffil y tenant) ar gyfer y rhai sy'n dymuno bod ynghlwm ar unrhyw lefel o'u dewis nhw.
4. Dewis cynhwysfawr o weithgareddau mewn perthynas â rôl y preswlydd.
5. Arolygon wedi eu canolbwyntio ar y cwsmer.
6. I weithio tuag at wobwr Rhagoriaeth Gwasanaeth Cwsmer neu debyg.
7. I ymgysylltu â phobl ifanc a grwpiau eraill nad ydynt wedi cael eu cynrychioli'n ddigonol.
8. Rhagor o hyfforddiant i denantiaid i'w galluogi i brofi effeithlonrwydd ein gwasanaeth.
9. Trefnu adborth 'Fe ddywedoch chi, fe wnaethom ni' i'r cwsmeriaid.
10. Cynnal asesiadau effaith mewn perthynas â rôl tenant.
11. Cwblhau datganiad meincnodi cywir (HouseMark) a rhannu'r canlyniadau gyda'r Gwasanaeth Atgyweirio.
12. Y tîm cyllid i ddarparu arbenigedd/cymorth i reolwyr y Gwasanaeth Atgyweirio, gan sicrhau bod yr adrodd yn glir ac yn dryloyw.
13. Y tîm cyllid i roi cymorth i'r tîm i ddeall eu gyrwyr cost.
14. Y tîm cyllid i roi cymorth i gymariaethau cost tasgau i SOR's a dadansoddiad tuedd.
15. Y tîm cyllid i roi cymorth wrth werthuso cyfleoedd busnes newydd.
16. Adnoddau dynol - i roi cymorth i'r tîm ddatblygu strwythur tîm newydd rhwng y cleient a'r contractwyr a'r ymgynghori a'r gweithredu angenrheidiol.
17. Adnoddau dynol – arolygon staff i fesur boddhad.
18. Adnoddau dynol – cynllunio dilyniant a phrentisiaid.
19. TGCh – cefnogaeth a thechnoleg TGCh sydd yn addas i'r pwrpas, effeithlon, yn cynnwys gweithio symudol ac ati.
20. Tai – angen i'r Gwasanaeth Atgyweirio gysylltu'n fwy effeithlon gyda'r Gwasanaeth tai, gan sicrhau y rhoddir adborth ar draws y ddau dîm a chynnwys y Gwasanaeth Atgyweirio ar dasgau fel teithiau cerdded o amgylch ystadau.
21. Gwasanaethau Tai Ynys Môn i ddatblygu strategaeth rheoli asedau corfforaethol sy'n cynnwys y Gwasanaeth Atgyweirio diwygiedig.