

Public Document Pack

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Head of Legal and Democratic Services
Pennaeth Gwasanaethau Cyfreithiol a Democraataidd



To: Cllr Ron Hampson (Chairman)

CS/NG

Councillors: Amanda Bragg, David Cox,
Peter Curtis, Ron Davies, Glenys Diskin,
Rosetta Dolphin, Jim Falshaw, Alison Halford,
George Hardcastle, Ray Hughes, Brian Lloyd,
Mike Reece, Gareth Roberts and Sharon Williams

24 May 2012

Sharon Thomas 01352 702324
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Dear Sir / Madam

A meeting of the **HOUSING OVERVIEW & SCRUTINY COMMITTEE** will be held in the **DELYN COMMITTEE ROOM, COUNTY HALL, MOLD CH7 6NA** on **WEDNESDAY, 30TH MAY, 2012** at **10.00 AM** to consider the following items.

Yours faithfully

Democracy & Governance Manager

AGENDA

- 1 **APOLOGIES**
- 2 **DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)**
- 3 **APPOINTMENT OF VICE-CHAIR**
Nominations will be sought for a Vice-Chair for the Committee.
- 4 **MINUTES** (Pages 1 - 6)
To confirm as a correct record the minutes of the meeting held on 7 March 2012 (copy enclosed).

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The Council welcomes correspondence in Welsh or English
Mae'r Cyngor yn croesawau gohebiaeth yn y Cymraeg neu'r Saesneg

- 5 **OVERVIEW & SCRUTINY COMMITTEES' TERMS OF REFERENCE** (Pages 7 - 12)
Report of Member Engagement Manager -
- 6 **QUARTER 4 PERFORMANCE REPORT** (Pages 13 - 62)
Report of the Environment & Housing Overview & Scrutiny Facilitator
- 7 **FORWARD WORK PROGRAMME** (Pages 63 - 72)
Report of the Environment & Housing Overview & Scrutiny Facilitator -

HOUSING OVERVIEW & SCRUTINY COMMITTEE **7 MARCH 2012**

Minutes of the meeting of the Housing Overview & Scrutiny Committee of Flintshire County Council held at County Hall, Mold on Wednesday, 7 March 2012

PRESENT: Councillor G. Hardcastle (Vice-Chairman in the Chair)

Councillors: J.B. Attridge, G.H. Bateman, M. Bateman, J.C. Cattermoul, P.J. Curtis, Q.R.H. Dodd, R. Dolphin, A.M. Halford, S. Jones and H.G. Roberts

ALSO PRESENT: Councillors: Eng. K. Armstrong-Braun and L.A. Sharps

APOLOGIES: Councillors: R.G. Hampson, E.W. Owen and A.P. Shotton

CONTRIBUTORS: Executive Member for Housing, Director of Community Services, Head of Housing, Housing Renewal Manager, Community Support Services Manager and Acting Senior Sheltered Housing Officer

IN ATTENDANCE: Environment & Housing Overview & Scrutiny Facilitator and Committee Officer

82. DECLARATIONS OF INTEREST

No declarations of interest were made.

83. MINUTES

The minutes of the meetings held on 20 January and 1 February 2012 and the joint meeting held on 13 February 2012 had been circulated with the agenda.

Matters Arising - 1 February 2012

Update on the Repair and Maintenance Service - Councillor J.B. Attridge sought an update on the recommendation for £100,000 from the Housing Revenue Account (HRA) to be allocated to reduce the backlog of repairs. The Director of Community Services said it was now intended to transfer a larger amount of £200,000 from the HRA budget to address repairs, subject to Executive approval later in the month. Councillor Attridge proposed that the Executive be made aware that this action had been fully supported by Overview & Scrutiny and this was duly seconded, having been noted by the Executive Member for Housing.

In response to the comments made by Councillor A.M. Halford on the availability of the Wales Audit Office (WAO) report, the Director said it was thought that the report in question had related to the Wales Housing Quality Standard and offered to make copies available if Members wished. Councillor Halford explained that she had raised the matter as it was usual practice for WAO reports to be shared with the Head of Service to which it referred and the Director agreed to follow this up.

Providing Disabled Adaptations in Council Properties and Rent Arrears Update - The Head of Housing circulated a document which addressed the questions raised by Members. Due to an error in the document, she clarified that the cost of officer time to carry out an eviction was £29.30 and therefore the total cost including the warrant was £139.30 assuming that there was no hearing to attend. It was explained that the breakdown of rent versus water charge arrears could not be provided at the present time but that a report could be brought back to the Committee at a later stage. She went on to advise that officers were in discussions with Welsh Water on the current arrangements for collecting water rates and that tenants were given the opportunity to have a water meter. The document also gave details on the number of plasterers employed by the Council and the reasons for an increase in mobile phone costs.

Councillor P.J. Curtis commented on the need for insurance to cover repairs to water pipes between properties and the mains system, and Councillor Halford reiterated her concerns on charges arising from excessive use of water.

RESOLVED:

- (a) That the minutes be approved as a correct record and signed by the Chairman; and
- (b) That the Executive be made aware that the recommendation to utilise £200,000 from the HRA budget to address the backlog of housing repairs had been fully supported by the Housing Overview & Scrutiny Committee.

84. DELIVERY OF HOUSING RENEWAL SERVICES - 6 MONTHLY UPDATE

The Director of Community Services introduced an update report on the delivery of the Council's first Neighbourhood Renewal Area including progress towards the appointment of a loans administrator, up-to-date information on private sector empty homes and the £5M Empty Homes Recyclable Loan Fund recently announced by Welsh Government (WG).

The Director reported on progress on the work programme for the Connah's Quay, Shotton and Queensferry Renewal Area and joint working with Groundwork UK on the Environmental Improvement Programme. The Housing Renewal Manager outlined details of the proposed appointment of Street UK Ltd, who were the largest loans administrator for Councils in the UK, and the allocation of up to £300,000 from the Housing Capital Programme to fund loans to eligible homeowners in 2012/13. It was explained that this was not additional expenditure but was distributing existing expenditure in a different way and that Flintshire's proportion of the fee payable to the loans administrator equated to £9,000 for the first year. An update on the Empty Homes Recyclable Loans Fund reported the allocation of WG funding to help bring long-term vacant homes back to use.

Whilst thanking the Housing Renewal Manager and his team on the work undertaken, Councillor J.B. Attridge said he had received positive feedback from residents in the Connah's Quay Central ward and drew attention to the substantial investment in a play area which had evolved through the environmental scheme.

Councillor A.M. Halford also congratulated officers and commented on the Committee's contribution to progress with the Empty Homes Recyclable Loans Fund.

In response to a query by Councillor J.C. Cattermoul on the loans, the Housing Renewal Manager explained that the role of the loans administrator was to deal with legal and financial aspects and additional conditions could be included in the contract as necessary, however the Council decided how to allocate the money. More detail on the policy would be brought back to the Committee in June 2012.

On the delivery of environmental improvement schemes, Councillor R. Dolphin was pleased to note the work opportunities available to young people.

RESOLVED:

- (a) That the update on the delivery of the Council's first Neighbourhood Renewal Area be noted;
- (b) That the appointment of Street UK Ltd and the proposal to provide £300K from the Housing Capital Programme during 2012/13 so that they can provide this resource as loans be supported in principle; and
- (c) That the announcement of the Empty Homes Recyclable Loans Fund and the work that is ongoing to ensure the efficient delivery of this fund be noted.

85. DEVELOPMENT OF THE COMMUNITY-BASED WARDEN SUPPORT SERVICE

The Head of Housing introduced an update report on the work being progressed to introduce a community based (Warden) support service.

She detailed the background to the development of the improved delivery model which would enable the Council to offer a more flexible service and maximise efficient use of resources. Wardens had been engaging with Council tenants and their families, where appropriate, to undertake objective needs assessments to determine levels of need, agree on frequency of visits and ensure that tenants fully understood any changes to their service levels. The Acting Senior Sheltered Housing Officer reported on the delivery of community based hub models to Council tenants in general needs housing which were currently being piloted in Ewloe and Shotton. The Head of Housing said that the results of the pilot would be known in May 2012 and spoke of the potential to offer the support service to non Council properties at a later stage.

Councillor J.B. Attridge remarked on the "best practice" consultation process which ensured involvement from tenants which he hoped would be taken on board by other Directorates. The Director of Community Services welcomed the comments and said that consultation had been used to inform Supporting People standards and would be shared with corporate colleagues.

Councillor S. Jones took the opportunity to thank the Head of Housing for the progress made since taking up her role. Members also wished to thank other Housing officers, in particular Paul Neave, for their work.

Councillor A.M. Halford referred to difficult issues on sheltered accommodation in previous years and asked how the positive development of the service had come about. The Head of Housing explained that efficiencies had been made over a few years which enabled services to be extended. The Community Support Services Manager spoke of the involvement of the workforce at an early stage with regular meetings and input welcomed to develop a programme for change to benefit tenants and employees. Employees had also helped to formulate job descriptions for the new roles which offered more opportunities for career progression. The Acting Senior Sheltered Housing Officer said that the improvements to the service allowed for Wardens' time to be utilised more productively than previously.

In response to plans to extend the service to the private sector at a later stage, Councillor R. Dolphin asked how this would be funded and whether Overview & Scrutiny could assist in making representations for this. The Head of Housing said that a cost model had been developed and she was confident that the service could be extended to more people without the need for extra funding. Changes in required levels of need would free up capacity for others and the service would gather pace based on interest expressed, however if the demand exceeded the cost model, a report would need to be brought back to Members. The Community Support Services Manager said it should be noted that providing a low level of support in this way could help to reduce the need for more expensive support at a later stage. In answer to a further query by Councillor H.G. Roberts, the Head of Housing said that all users would receive the same service.

Councillor J.C. Cattermoul asked if the proforma of needs assessment could be shared with Members and the Head of Housing agreed to circulate this to the Committee.

The Executive Member for Housing stressed that the changes to the service had always been intended to enhance provision rather than take away. She went on to thank the Committee and members of the Task Force on the Sheltered Housing Improvement Project.

RESOLVED:

That the contents of the report be noted and that further progress reports be received.

86. FORWARD WORK PROGRAMME

The Facilitator introduced the report which gave Members the opportunity to consider and update the Committee's Forward Work Programme.

She gave a reminder to Members that the meeting scheduled for 18 April 2012 had been cancelled and went on to make suggestions on reallocating items. As this was the last meeting of the Committee before the Elections, she pointed out that

these suggestions would be subject to approval of the new Committee and that a workshop would be arranged post May 2012 to help formulate the Committee's Forward Work Programme.

Councillor J.B. Attridge therefore proposed that the Committee note the current Forward Work Programme to acknowledge that the new Committee may agree on different priorities.

Councillor A.M. Halford suggested that an item be included on garage surveys and the Facilitator agreed to add this to the items to be scheduled.

RESOLVED:

That the Forward Work Programme be noted on the basis outlined above.

87. DURATION OF MEETING

The meeting commenced at 10.00am and ended at 11.10am.

88. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE

There were two members of the press in attendance.

.....
Chairman

SUMMARY OF DECLARATIONS MADE BY MEMBERS
IN ACCORDANCE WITH FLINTSHIRE COUNTY COUNCIL'S
CODE OF CONDUCT

HOUSING OVERVIEW & SCRUTINY COMMITTEE	DATE: 7 MARCH 2012
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MEMBER	ITEM	MIN. NO. REFERS
NO DECLARATIONS WERE MADE		

FLINTSHIRE COUNTY COUNCIL

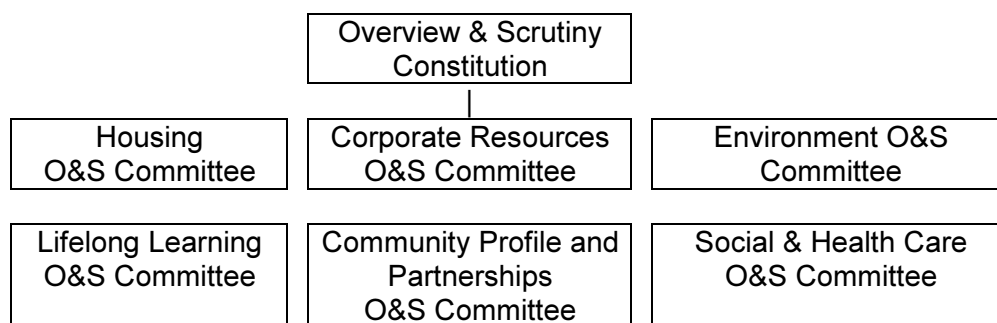
REPORT TO: HOUSING OVERVIEW & SCRUTINY COMMITTEE
DATE: WEDNESDAY, 30 MAY 2012
REPORT BY: MEMBER ENGAGEMENT MANAGER
SUBJECT: OVERVIEW & SCRUTINY COMMITTEES' TERMS OF REFERENCE

1.00 **PURPOSE OF REPORT**

To inform the Committee of its Terms of Reference, set in the context of Terms of Reference of all of the Overview & Scrutiny committees.

2.00 **BACKGROUND**

2.01 The Council now has a Constitution Committee and six functional Overview & Scrutiny Committees, as follows:



2.02 **The role and functions of Overview & Scrutiny Committees**

Article 6 of the Constitution sets out the powers of Overview & Scrutiny Committees within Flintshire. The following extract is particularly apposite.

6.02 **General role**

Within their terms of reference, Overview and Scrutiny Committees will:

- i) review and/or scrutinise decisions made or actions taken in connection with the discharge of any of the Council's or Executive's functions;
- ii) make reports and/or recommendations to the full Council and/or the Executive; and/or any joint Committee.

- iii) consider any matter affecting the Council area or its inhabitants; and
- iv) exercise the right to call-in, for reconsideration, decisions made but not yet implemented by the Executive.

6.03 **Specific functions**

(a) **Policy development and review.** Overview and Scrutiny Committees may:

- i) assist the Council and the Executive in the development of its budget and policy framework by in-depth analysis of policy issues;
- ii) conduct research, community and other consultation in the analysis of policy issues and possible options;
- iii) consider and implement mechanisms to encourage and enhance community participation in the development of policy options;
- iv) question members of the Executive and/or Committees and Chief Officers about their views on issues and proposals affecting the area; and
- v) liaise with other external organisations operating in the area, whether national, regional or local, to ensure that the interests of local people are enhanced by collaborative working.

(b) **Scrutiny.** Overview and Scrutiny Committees may:

- i) review and scrutinise the decisions made by and performance of the Executive and/or Committees and Council officers both in relation to individual decisions and over time;
- ii) review and scrutinise the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas;
- iii) question members of the Executive and/or Committees and chief officers about their decisions and performance, whether generally in comparison with service plans and targets over a period of time, or in relation to particular decisions, initiatives or projects;

- iv) make recommendations to the Executive and/or appropriate Committee and/or Council arising from the outcome of the Scrutiny process;
 - v) review and scrutinise the performance of other public bodies in the area and invite reports from them by requesting them to address the Overview and Scrutiny Committee and local people about their activities and performance; and
 - vi) question and gather evidence from any person (with their consent).
- (c) **Finance.** Overview and Scrutiny Committees may exercise overall responsibility for the finances made available to them.
- (d) **Annual report.** Overview & Scrutiny Committees must report annually to full Council through the Overview & Scrutiny Constitution Committee on their workings and make recommendations for future work programmes and amended working methods if appropriate.
- (e) **Officers.** Overview & Scrutiny Committees may exercise overall responsibility for the work programme of the officers employed to support their work.

6.04 **Proceedings of Overview & Scrutiny Committees**

Overview & Scrutiny Committees will conduct their proceedings in accordance with the Overview & Scrutiny Procedure Rules set out in Part 4 of the Constitution.

2.03 Specific Overview & Scrutiny training sessions will be held on 22 May, 6 and 7 June, to which all Members of the Council have been invited. There will be plenty of opportunities for Members to ask questions during the training, but if any Member requires information or wants to ask questions, please do not hesitate to contact a member of the Overview & Scrutiny team. The contact details were published in the packs available at the 'Your Council' event. Otherwise, the contact details of the Member Engagement Manager are at the end of this report.

3.00 CONSIDERATIONS

3.01 The terms of reference of the Committees are attached at **Appendix 1**. The Committee is asked to note its terms of reference and those of the other Overview & Scrutiny Committees, and make

any observations which are pertinent for onward transmission to the Constitution Committee.

4.00 RECOMMENDATIONS

That the report be noted.

5.00 FINANCIAL IMPLICATIONS

Not applicable.

6.00 ANTI POVERTY IMPACT

Not applicable.

7.00 ENVIRONMENTAL IMPACT

Not applicable.

8.00 EQUALITIES IMPACT

Not applicable.

9.00 PERSONNEL IMPLICATIONS

Not applicable.

10.00 CONSULTATION REQUIRED

Not applicable.

11.00 CONSULTATION UNDERTAKEN

Publication of this report constitutes consultation.

12.00 APPENDICES

Overview & Scrutiny Committees' Terms of Reference

**LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS**

None

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Article 6 – Overview and Scrutiny Committees

OVERVIEW AND SCRUTINY AND CO-ORDINATION COMMITTEE

6.01 Terms of reference

The Council will appoint the Overview and Scrutiny Committees set out in the left hand column of the table below to discharge the functions conferred by section 21 of the Local Government Act 2000 in relation to the matters set out in the right hand column of the same table.

Committee	Scope
Constitution (as it relates Overview & Scrutiny) 15 Elected Members	Allocating, co-ordinating and prioritising the work of the Overview & Scrutiny Committees where necessary. Dealing with matters of common interest to overview and scrutiny. Identification/allocation of appropriate Scrutiny Chair for consent/consultation purposes. The examination and development of good scrutiny practice. The promotion, effective development and maintenance of a high profile Overview and Scrutiny Function to ensure maximum opportunity for non-executive member engagement. Liaison with and responding to the Welsh Assembly Government on emerging legislation relevant to O&S.
Corporate Resources 15 Elected Members	Corporate Management and Governance, organisational design/Flintshire Futures Programme, monitoring finance but not specific control issues which are within the remit of the Audit Committee, Revenue and Capital Budget monitoring, Asset Management, Strategy and Planning, People Strategy and Single Status, Strategic Assessment of Risks and Challenges, Overview and Coordination of the Performance Management, Performance and Policy development for all 4 Corporate Services: HR and OD, ICT and Customer Services, Finance, Legal & Democratic Services.
Community Profile & Partnerships 15 Elected (Statutory Crime & Disorder Committee)	Community Strategy and Leadership initiatives. All external and regional collaboration and partnership working with other public service bodies. Local Service Board. Community Safety Partnership. Statutory Crime & Disorder Committee, thus relationship with the Police, Fire, Probation etc, Voluntary Sector compact, Clwyd Theatre Cymru, Cross Cutting Policy issues, the Outcome Agreement, but excluding issues specifically remitted to another committee (eg. NWRWTP, TAITH or DCELLS)
Environment 15 Elected Members	All services provided by the Environment Directorate including: Assets & Transportation, including TAITH, highways, engineering and energy issues but not valuation/estates which are specifically remitted to the Corporate Resources OSC. Planning, including planning and environmental strategy,

	<p>development control, minerals and waste planning, countryside and the environment.</p> <p>Public Protection, including community, health protection and environmental protection.</p> <p>Regeneration, including Communities First, economic development & tourism, enterprise and the Regeneration Partnership.</p> <p>Street Scene Services, including AD Waste, environmental and waste management, neighbourhood services and the vehicle fleet.</p> <p>Performance and Policy.</p> <p>Development within the Environment Directorate.</p>
<p>Housing 15 Elected Members</p>	<p>All housing services provided by the relevant divisions of the Community Services Directorate eg. Housing Management, Housing Strategy, Stock Ballot progress and ongoing work relating to the future of the housing stock.</p> <p>Neighbourhood housing renewal areas.</p> <p>Performance and policy development for the Housing Service.</p>
<p>Lifelong Learning 15 Elected Members (5 Statutory Co-Opted Members)</p>	<p>All services provided by the Lifelong Learning Directorate: Education – school organisation, School Improvement, Early Years, Special Educational needs.</p> <p>Adult and Community Learning, Youth Services Libraries, Culture and Heritage including archives, records management and museums.</p> <p>Leisure Services, including leisure and sports centres, swimming pools and recreational facilities/activities.</p> <p>Relations with external education providers/partners – Deeside College, Glyndwr University etc on service specific issues.</p> <p>Relations with DCELLS, Children and Young People’s Partnership (jointly with S & HC O&S).</p> <p>Performance and policy development for services within the Lifelong Learning Directorate.</p>
<p>Social and Health Care 15 Elected Members</p>	<p>Services provided by the Community Services Directorate relating to:</p> <p>Social Services to Adults, Social Services to Children, Social & Health Care Strategy Development, Children and Young People’s Partnership (jointly with Lifelong Learning O&S).</p> <p>Monitoring service delivery by the Health Services Providers and Voluntary sector including the relationship with Betsi Cadwaladr UHB.</p> <p>Health Social Care and Well-being partnership and the Good Health Good Care Strategy.</p> <p>Policy and Performance development within the Social Care and Development and Resources Division of the Community Services Directorate.</p>

FLINTSHIRE COUNTY COUNCIL

REPORT TO: HOUSING OVERVIEW & SCRUTINY COMMITTEE

DATE: WEDNESDAY, 30 MAY 2012

REPORT BY: ENVIRONMENT & HOUSING OVERVIEW &
SCRUTINY FACILITATOR

SUBJECT: QUARTER 4/YEAR END PERFORMANCE REPORT

1.00 PURPOSE OF REPORT

- 1.01** To note and consider the 2011/12 Quarter 4/Year End service performance reports produced at the Head of Service / Divisional level under the adopted business model of the Council. The reports cover the Quarter 4 period (January to March 2012).
- 1.02** To note the draft year end position of the Strategic Assessment of Risks and Challenges (SARC) contained within the performance reports.
- 1.03** To note the progress made against the Improvement Targets contained within the performance reports.

2.00 BACKGROUND

- 2.01** The quarterly performance/year end reports seek to provide the reader with the 'narrative' of quarterly performance, which gives the context for overall performance. These reports are a quarterly review of service plans.

3.00 CONSIDERATIONS

- 3.01** Copies of the detailed Quarter 4/Year End (January to March 2012) performance reports are attached at **Appendix 1** Housing Services.
- 3.02** A number of issues had been raised in relation to quarterly performance reporting. As a result a group of staff with representation from each Directorate and Corporate Services met to discuss possible solutions to the issues. In addition, two Overview & Scrutiny Committee Chairs attended the meeting to contribute to the discussions. Subsequently a small sub-group (including Member representation) prepared a set of guidance notes for the proposed revised format of quarterly reporting.

The new approach is based on **exception reporting** and splits the reports

into 3 distinct sections:

1. Foreword – to summarise key information that the Head of Service feels Members should be aware of, including both good and poor performance. Emerging issues should also be highlighted in this section e.g. a new SARC identified (as agreed by CMT).

2. Performance Summary – This section contains an ‘at a glance’ summary of performance for the quarter against the following, in a tabular format for each: - **Improvement Plan** – giving a summary of both RAG statuses for the progress and outcome, (as in the first mid year review).

SARC – a summary of the risk RAG status at the end of the quarter **Performance Indicators** – as a minimum this section will include all (PIs) classified as Improvement Targets and those which are aligned to the Improvement Priorities for the purpose of measuring outcomes. The summary will show target and outturn performance with a RAG status and trend.

Improvement Target Action Plan – this section summarises whether actions to support the achievement of Improvement Targets are ‘on track’ or ‘behind schedule’.

Key Actions from the Service Plan – summarises whether key actions/areas for improvement are ‘on track’ or ‘behind schedule’. (This will include other key areas of work not already identified.)

Internal & External Regulatory Reports – summarises regulatory work reported in the quarter and its outcomes and intended actions.

3. Exception Reporting – This section of the report is broken down in the same way as the service plan is sectioned e.g. by Service Teams. This section is to be used to report in detail the emerging issues and poor performance identified in Section 1 and also any poorer performance identified in Section 2 e.g. items which have an amber or red RAG status or are ‘behind schedule’. The detail will include the reason for the issue / poor performance arising and what is to be done to rectify the situation.

4.00 RECOMMENDATIONS

4.01 That Members consider the 2011/12 Quarter 4 performance reports produced by the Heads of Service, highlight and monitor poor performance and feedback details of any challenge to Corporate Resources O&S Committee who are responsible for the overview and monitoring of improvement targets.

5.00 FINANCIAL IMPLICATIONS

None as a result of this report.

6.00 ANTI POVERTY IMPACT

None as a result of this report.

7.00 ENVIRONMENTAL IMPACT

None as a result of this report.

8.00 EQUALITIES IMPACT

None as a result of this report.

9.00 PERSONNEL IMPLICATIONS

None as a result of this report.

10.00 CONSULTATION REQUIRED

Not applicable.

11.00 CONSULTATION UNDERTAKEN

Not applicable.

12.00 APPENDICES

Appendix 1 – Housing Services

Appendix 2 - Q4/Year End SARC Summary

**LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS**

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Quarterly Performance Report – Housing Services

Report Author Head of Housing Services
Report Date 11 May 2012
Report Period Quarter 4: 1 January 2012 to 31 March 2012




Introduction

The report is produced on a quarterly basis and provided to Executive members for review and assurance and will be available for Overview and Scrutiny Committees as part of their Forward Work Programmes.


The report provides managerial assessment as an overview of the key messages within the report and then provides evidence and data to inform that assessment from the following sources:

- Performance Targets
- Monitoring of Key Actions from the Service Plan
- Improvement Plan Monitoring
- Strategic Assessment of Risks and Challenges
- Internal and External regulatory reports
- Customer satisfaction and feedback
- Awards and accreditations
- Resource Management (HR, ICT, Finance, Assets)

RAG Status

RED equates to a position of under-performance, downward trend, non-achievement of target, non-achievement of action milestones.	
AMBER equates to a mid position where improvement may have been made (i.e. improved trend) but the target for the year is unlikely to be reached, or where action milestones have been deferred or narrowly missed.	
GREEN equates to a position of positive trend on performance, meeting target and achieving action milestones.	

Key Notes



The use of key note boxes is to highlight areas of interest or to respond specifically to enquiries from previous reports.

Record of Amendments

Date	Amendment	Amended by
24/04/12	Draft report for review by Head of Service.	Simon Abbott
08/05/12	Amendments requested by Head of Service	Simon Abbott
11/05/12	Final amendments as requested by the Director.	Simon Abbott

Document Contents

Foreword & Summary Sections

1 Foreword This section contains an executive summary of key information for the Housing Service.

This foreword will also highlight (where relevant) emerging risks that need to be considered as new SARCs and signpost readers to supporting commentary where necessary with in the detailed sections for the service areas.

2 Summaries This section presents a summary progress for each of the following:

- Improvement Plan
- Performance and Outcome Indicators
- Strategic Assessment of Risks and Challenges (SARCs)
- Service Plan

Detail Sections

3-9 Service Area Information A section for each area will be provided for service areas where the summary shows items off-track. Sections may also be included for those areas to report progress and risks on items not included in the summary.

Appendices

Appendix A Performance Graphs Performance graphs for main indicators are shown in this appendix. Only performance graphs showing a red or amber status will be included in the detail sections where explanation of issues affecting performance can be detailed.

Appendix B Supplementary Data Supplementary data such as demand profiles will be contained in this section when required.

1 Foreword

Work continues across the Housing Service to modernise processes, improve performance and develop a customer excellence culture. The programme of projects and initiatives started last year and continued this year are achieving positive change throughout all service areas.

1.1 Review of 2011/12

Housing has led the way in the authority in maturing its approach to performance monitoring and support. The results of this are reflected positively both in our own quarterly reports and by the adoption corporately of a similar reporting format which standardises reporting across the authority. The performance support function has also improved service planning and performance monitoring arrangements within Housing and we plan to build on these solid foundations to further improve the quality of systems and management information to inform better planning and decision making.

We have seen our local area offices develop their neighbourhood management capacity to establish generic housing management teams. This year has also seen the formation of a specialist income team. The team has been created to focus on rent collection and tackling rent arrears. The benefits of this team are already being realised.

We successfully introduced Lean which has underpinned the continued improvement achieved in our performance in key areas including void properties and repairs. Over the last two years we have seen steady improvement in performance across all service areas including:

- Voids reduced to 2% from almost 3% of stock and relet times reduced from 154.20 days to 51.59 days
- Improved and sustained performance in emergency and urgent repairs
- Reduction and early intervention in arrears cases

Achieving annual efficiencies has been a key focus in order to improve services and in 2011-2012 net savings of £0.5m were achieved. In the same period the capital programme has increased to almost £10m per annum and a six-year asset management strategy developed.

Encouraging a culture based around performance and customer service has been and continues to be a key focus for the service. Training and staff restructures have been essential to this.

The Housing Service is taking a key role with the introduction of the Flintshire Connects centres which are aimed at improving accessibility to services. Agile working and hot-desking is being rolled out across the service increasing flexibility and making the most efficient use of office accommodation.

The housing repairs service has seen significant changes over the course of the last year. These have included the introduction of mobile working and the outsourcing of the housing stores. We have trialled extending the working day to augment the

provision of repairs by appointment and introduced text reminders to reduce abortive calls.

A comprehensive review of the Anti-Social Behaviour (ASB) service has been conducted with improved policies and procedures developed. Both members and tenants have been consulted in the development and testing of these. The new procedures along with a new ICT system to support them are to be rolled out July 2012.

Better customer insight and creating more opportunities for tenant involvement have been a successful focus area for 2011/12 resulting in a new Customer Involvement Strategy. This will be rolled out during 2012/13. Work in this area will be championed through a newly formed Customer Involvement Group which is made of representatives from all teams across the service.

The Housing Strategy Team has continued to secure achievements in a number of areas. The team has been heavily involved in a number of key strategic projects including joint working on the Local Housing Strategy review with Wrexham CBC which has included an update of the Local Housing Market Assessment. Collaboratively working has also included participation in a regional Gypsy Traveller accommodation needs survey conducted with four other North Wales local authorities

Through effective management of the Social Housing Grant (SHG) programme between 2011 and 2014 143 social rented/intermediate rented homes were programmed. Supporting the delivery of affordable housing forms a key part of the strategy team's activities and the highlight for this area this was establishing the Flintshire Gifted Homes model to increase the range of options open to the council to meet local housing need.

Housing Renewal worked well to meet its ambitious aspirations this year with great progress being made in the delivery of the counties renewal area.

Of special mention are the efforts of the Homelessness and Advice teams that form Community Support Services who despite working in an increasingly challenging environment caused by both the current economic climate and the additional pressures from the reform to the welfare system have continued to maintain both high levels of performance and favourable outcomes for an increased number of citizens across the county.

1.2 The Year Ahead

Although we have made significant improvements in the performance of the housing service over the course of the year we retain the ambition of securing top quartile performance across the housing services. There are significant challenges that remain. These include:

- Further improve performance of non urgent repairs
- Implement staff restructure in asset management
- Enhance management of ASB
- Improve estate caretaking service
- Separate housing register and allocations functions
- Improve income collection and reduce arrears cases

- Continue to build a positive reputation for the service, improve customer satisfaction (72% in 2010) and further develop tenant feedback
- Secure more involvement from young people
- Expand expertise in regeneration and community development
- Establish in-house disabled adaptation team
- Improve sickness absence rates
- Reduce budget balances to recommended minimum of 3.0% and maximise capital expenditure from Revenue Account
- Roll out of the community based accommodation support services (formerly the warden service)
- Improve the empty homes service to increase the number of properties brought back into use
- Deliver projects and initiatives to mitigate the effect of Welfare Reform

The core of the strategic work to be undertaken in the coming year which in summary will include:

- Better alignment of planning and housing strategy
- Developing joint venture/partnering projects
- Explore land disposal options to provide intermediate housing options
- Make better use of the existing housing stock and bring empty homes back into use
- Expand the contribution of the private rented sector to increasing housing supply

1.3 Quarter 4 Report Highlights













Report highlights for this quarter are the following items:

Performance	It is pleasing to see that 7 out of the 15 key performance indicators are reported as having a RAG Status of Green and a further 6 of the indicators show an amber status this quarter. The outturns show significant improvements across many of the indicators particularly the relet times for empty properties.
Welfare Reform	Previous reports have warned about the authority wide implications of Welfare Reform. We are able to report that a new SARC has been created with corporate ownership along with a new strategy which will initiate four projects across the Housing Benefit and Homelessness services. These projects will be incorporated into service planning and monitoring for 2012/13.
Complaints Handling	It is pleasing to see that the number of complaints handled within the 10 day deadline increased from 60% (Q3) to 86% this quarter and exceeds the authority wide target of 80%. The outturn is a reflection on the additional focus of attention in this area this quarter.

2 Summaries

2.1 Improvement Plan

The following shows a summary of progress on the areas of the authority's improvement plan undertaken by Housing Services. Commentary will be provided for any areas showing a Red or Amber status in the detail sections.

Council Priority	Target Date	Progress RAG	Outcome RAG (Confidence)	Commentary
7. To promote independent, healthy and fulfilled living in the community with the highest quality personalised and supportive social and health care services				
7.6 Modernise the warden service	March 2012			
8 To meet housing need in the County and to work with partners to ensure a sufficient supply of quality and affordable homes and housing services in the social , mixed tenure and private sector housing markets				
8.1 Lead the Deeside Housing Renewal Area programme (also 5)	March 2021			
8.2 Further improve the Council's housing management and housing repairs service	On-going			
8.3 Increase the supply of affordable housing for first time buyers and people with special needs as a priority (also 7)	March 2021			See page 39
8.4 Extend the range of options in private sector housing	April 2012			See page 36
8.5 Develop a regional housing register and common allocations policy	April 2012			See page 39





2.2 Performance and Outcome Indicators





The status of the indicators are summarised for this quarter below:




Graphs and commentary will be offered in the relevant detail section for only those indicators shown with a RAG status of either Amber or Red. Graphs for all indicators are included in Appendix A – Performance Graphs. An asterisk (*) indicates that the indicator is an *improvement* target.

Community Support Services							
Indicator	Q4 Target	Q4 Outturn	2010/11 Outturn	Annual Target	2011/12 Outturn	RAG	Change (Trend)
HHA/002* Timelessness of discharging homelessness duty	220 days	154.08 days	167 days	220 days	123.73 days	● G	Improved
HHA/008 Homelessness presentations decided within 33 days.	90%	85.29%	95.45%	90%	92.31%	● G	Downturn See page 27
HHA/016* Average number of days families with children spent in B&B	7 days	4.00 days	6.63 days	7 days	9.44 days	● A	Downturn
HHA/017A Average number of days all homeless households spent in B&B	21 days	12.22 days	16.65 days	21 days	9.94 days	● G	Improved
HHA/017B* Average number of days all homeless households spent in other temporary accommodation	250 days	237 days	225.88 days	250 days	209.92 days	● G	Improved
HHA/013 The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	N/A	N/A	95.33%	90%	85.52%	● A	Downturn See page 27

Housing Neighbourhood Management (these indicators relate to section 8.2 of the Improvement Plan)							
Indicator	Q4 Target	Q4 Outturn	2010/11 Outturn	Annual Target	2011/12 Outturn	RAG	Change
HLS/006a Rent Collection, Permanent Accommodation	97.50%	95.51%	95.63%	97.50%	95.51%		Downturn see page 16
HLS/012a Current tenant rent arrears	3.00%	3.63%	3.48%	3.00%	3.63%		Downturn see page 17
HLS/013* Percentage rent loss due to empty property	2.00%	2.32%	2.73%	2.00%	2.32%		Improved see page 19
HLS/014* Letting Times	42 days	51.59 days	101.47 days	42 days	51.59 days		Improved see page 20

Housing Asset Management (these indicators relate to section 8.2 of the Improvement Plan)							
Indicator	Q4 Target	Q4 Outturn	2010/11 Outturn	Annual Target	2011/12 Outturn	RAG	Change
HLS/10a Emergency repairs	0.50 days	0.48 days	0.53 days	0.50 days	0.38 days		Improved
HLS/10b* Urgent Repairs	9.00 days	9.31 days	9.66 days	9.00 days	8.62 days		Improved see page 24
HLS/10c* Non-urgent repairs	35.00 days	56.42 days	64.80 days	35.00 days	61.15 days		Improved see page 24
HPMM7 Percentage of gas safety checks completed	99.00%	99.35%	98.05%	99.00%	99.35%		Improved See page 26
IA3.2L1 Number of void properties achieving zero defects on work undertaken	N/A	N/A	96.19	Target Not Set	98.5	N/A	Improved



















Housing Renewal (this indicator relates to section 8 of the Improvement Plan)					
Indicator	Annual Target	2010/11 Outturn	2011/12 Outturn	RAG	Change
PSR/004 Empty Homes	2.00%	1.00%	1.25%		Improved see page 34

2.3 Strategic Assessment of Risks and Challenges (SARCs)

The table below summarises the position of SARCs at the end of the reporting period.

Commentary will be offered in the relevant detail section for only those SARCS that:

- Are showing a Red RAG status
- Where the RAG status has changed since the last reporting period
- Where the Green Predictive Date has changed since the last reporting period
- Where there has been considerable change or additions of secondary risks and activity

SARC	Previous Status	Current Status	Green Predictive
CL04 Affordable Housing (see page 38 for a general update)			September 2012
CD08 Connah's Quay, Shotton And Queensferry Housing Renewal Area			March 2020
CD12a Housing Strategy (see page 38 for a general update)			May 2012
CD12b Housing Management			TBC
CD12c Housing Repairs And Maintenance Services (see page 26 for a general update)			April 2013
CD12d Homelessness			TBC
CD12e Sheltered Housing			November 2013
CD26 Disabled Facilities Grants (see page 36 for a general update)			March 2013
CD14* Housing Ballot			March 2012

*The Housing Ballot has now been completed a new SARC will be created during Q1 2012/13 to consider the risks and challenges in the authority meeting the WHQS standards on the stock.

2.4 Service Plan

Progress has been made in all areas of the service plan although some slippage has occurred in a small number of areas. The following table shows which areas have incurred slippage or have been subject to a revised timetable and references the page number of commentary where applicable:

Improvement Area	On Track	Commentary
1a) Create a Customer Focussed Service	x	See page 22
1b) Improve Void Re-let Times	✓	
1c) Best use of Housing Stock	✓	
1e) Expanding The Warden (Accommodation) Support Service	✓	
1f) Maximisation of Rental Income	x	See page 22
1g) Restructuring of Neighbourhood Housing Management	✓	
1h) Review Allocations Policy	✓	
1i) Restructuring of Housing Asset Management	✓	
1j) Asset Management Strategy	✓	
1k) Improve Workforce Productivity	x	See page 26
1l) Stores Service	✓	
1m) Fleet Management	x	See page 26
1n) Business Performance Management	x	See page 26
2a) Developing an integrated Advice and Homeless Service	✓	
2b) Homelessness and the use of temporary accommodation	✓	
2c) Planning and developing collaborative working arrangements amongst service providers	✓	
2d) Gypsies & Travellers	x	See page 39
2e) Strategy Development	x	See page 39

2g) Working with Registered Social Landlords	✓	
3a) Quality of Life in Neighbourhoods	✘	See page 23
3b) Development of Neighbourhood Plans	✘	See page 23
3c) Develop The Capacity To Deliver The Renewal Function	✘	See page 35
3d) Develop An Evidence Based Private Sector Housing Renewal & Improvement Policy	✘	See page 35
3e) Develop A Comprehensive Private Sector Housing Strategy	✓	
3f) Develop & Implement an Empty Homes Strategy	✘	See page 35
3g) Procurement of Loans Administrator	✓	

3 People Indicators

3.1 Sickness & Absence

Within the Community Services Directorate, levels of absence have decreased overall in Quarter 4 to 7.33% in comparison to 7.91% reported in Quarter 3 for period 2011 / 2012. You will note that the Quarter 3 figure has been adjusted from 8.70% to 7.91%. This is due to the data being recalculated at the end of Quarter 4 following the receipt of SCC documentation. Similarly Quarter 4 figures will also be adjusted when the Quarter 1 reports are produced.

The Community Services Directorate Management Team continues to carry out the actions identified in the Attendance Management Strategy. This includes monitoring attendance on a quarterly basis at DMT and identifying areas where Departmental Attendance reviews are to be conducted. Managers continue to work hard to improve attendance levels across the Directorate as a whole.

When reviewing absence levels by service, levels of absence have increased in Housing from 8.29% in Quarter 3 to 8.90% in Quarter 4. When compared to Quarter 4 absence rates for 2010/11 there has been an increase from 5.82% to 8.90% in 2011/12.

At year end the cumulative totals for Housing stand at 15.31 days lost per FTE when compared to 15.52 days lost per FTE in 2010/11; an overall decrease for 2011/12. Community Support Services have the highest levels of absence per FTE at year end of 18.33 days lost per FTE followed by Housing Asset Management at 15.37 days lost per FTE followed by Housing Management at 14.12 days lost per FTE.

A number of long term absences have resulted in the increase in absence levels across Housing services. These absences have been reviewed and actions are in place to manage these individual cases. It is anticipated that this will have a positive impact on the absence levels going forward to Quarter 1.



A review of the 100% attendance pilot in Housing forms part of 2012/13 Housing Service Plan to assess if it has had a positive impact on attendance.

3.2 Training & Appraisals

In the 12 months to 31 March, 2012 Housing Services staff undertook 748 days of training (compared to 933 days for the same period in 2010/2011.)

The changing emphasis continues with much less time being taken up by Qualifications and conversely much more time being taken up on training linked to Customer Service (200 days in comparison to 174 days for the same period in 2010/11) and Knowledge of the Job (279 days in comparison to 201 days for same period in 2010/11)

The following qualifications are currently being undertaken during this quarter:

- 2 x FdSc Housing Studies

- 1 x FdSc Applied Computing
- 1 x BA (Hons) Advice Studied (Distance Learning)
- 3 x NVQ Level 2 - Customer Service







Following the merger of the standalone Housing Services Training Database, into the Community Services Training Database, the extraction of appraisal information is inconsistent. ICT are currently working to address the problems and Workforce Training aim to have robust appraisal data available for the Q1 2012/13 Training Report.

4 Neighbourhood Management

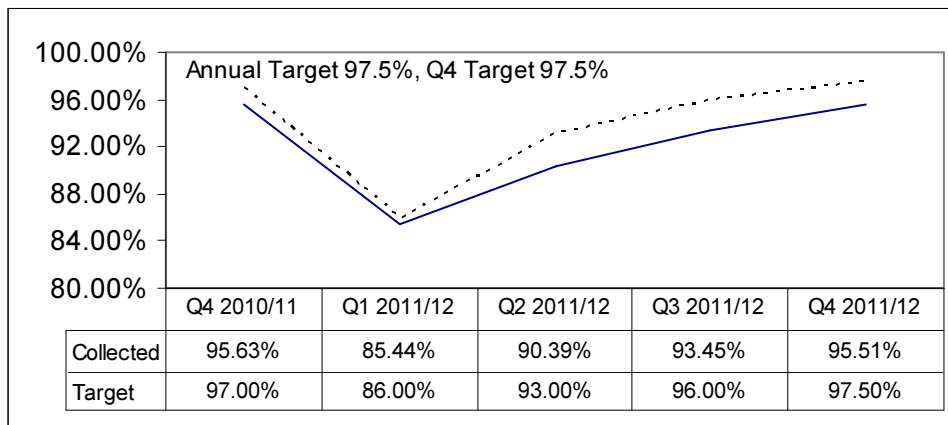
4.1 Performance Commentary

The targets were not met for the following indicators for Neighbourhood Management:

-  **HLS/006a**
Rent Collection, Permanent Accommodation
-  **HLS/012a**
Current tenant rent arrears
-  **HLS/013**
Percentage rent loss due to empty property
-  **HLS/014**
Letting Times

Supporting information for these indicators is provided below:

HLS/006a Rent Collection, Permanent Accommodation



An upward direction of travel in this graph represents an improvement.

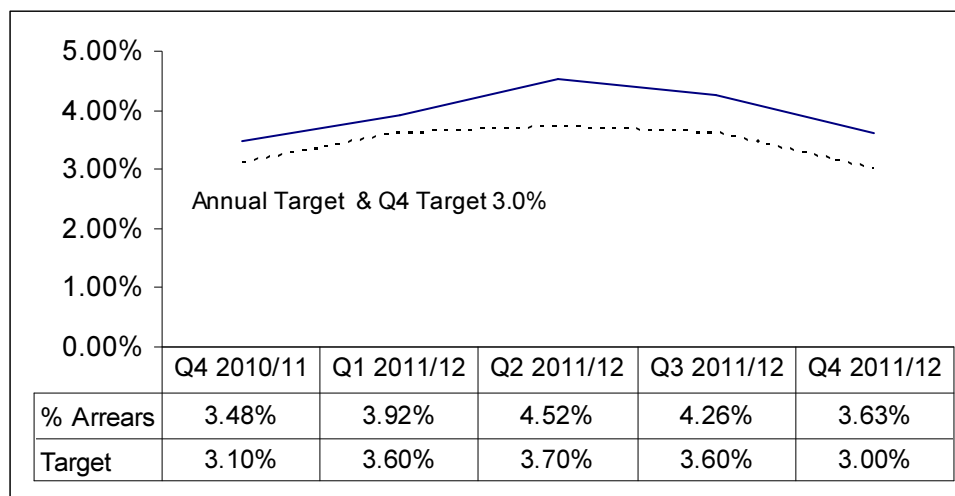
As anticipated, the quarter 4 and year end performance figure of 95.51% shows an improvement against the quarter 3 figure of 93.45%. This is a slight decrease in performance when compared to the quarter 4 performance figure for 2010/11 of 95.63%.

The total rent collected for 2011/12 was £28.2m. This is broken down as £13m in rental payments and £15.2m in Housing Benefit payments. This represents both an increase in rental payments (by 3.85%) and Housing Benefit payments (by 4.8%) when compared to the previous year.



The delay in formation of Income Team has stalled improvements in this area and it was agreed in the target setting exercise with members that the target of 97.5% be carried forward to 2012/13.

HLS/012a Current tenant rent arrears



A downward direction of travel in this graph represents an improvement.

The quarter 4 end-of-year performance figure of 3.63% shows a decrease in performance when compared to the end-of-year performance figure for 2010/11 of 3.48%.

This equates to a 2011/12 end-of-year current tenant arrears figure of £1.05m, compared to a 2010/11 figure of £966k, which is an increase of £90k. As previously noted, the Income Team came into place in July 2011 and subsequently set about reviewing accounts in rent arrears and introducing a new rent arrears procedure. Since the end of October 2011, the level of rent arrears has reduced by £150k. It is anticipated that the level of rent arrears owed during 2012/13 will continue to decrease steadily.

Arrears Band	No of Accounts WK 52 10/11	No of Accounts WK 52 11/12	Total Amount Outstanding WK52 10/11	Total Amount Outstanding WK52 11/12
0-300	1698	1311	£154,382.81	£119,216.63
300-600	400	368	£169,314.04	£159,966.50
600-1000	212	228	£162,795.33	£176,151.99
1000-2000	172	220	£239,398.53	£301,534.89
2000-3000	65	64	£155,672.24	£153,489.66
3000-4000	16	28	£54,399.32	£94,438.21
4000-5000	6	9	£25,120.36	£39,815.19
5000-6000	1	1	£5,070.00	£5,760.63
6000-7000	0	1	0	£6,011.35
Grand Total	2570	2230	£966,152.63	£1,056,385.05

The above banding table shows that between 2010/11 and 2011/12:

- The overall number of rent accounts in arrears has reduced by 340 cases
- The number of rent accounts over £1,000 has increased (260 to 323)
- The number of rent accounts owing less than £300 dropped by 387 cases and £35k

- The average cost per case in arrears has increased from £375.93 in 2010/11 to £473.72 in 2011/12

It is also important to note that for quarter 4:

- 31% of tenants were showing as being in arrears compared to the same quarter last year of 35% (a 4% reduction)
- Of those tenants in arrears, 59% owe less than £300
- 4.5% of current tenants owe more than £1000 in rent arrears
- The eleven arrears cases owing over £4000 have been to court and are subject to a court order for them to pay rent plus a small weekly figure off their arrears. At this rate some of these accounts would take 16 years to clear.

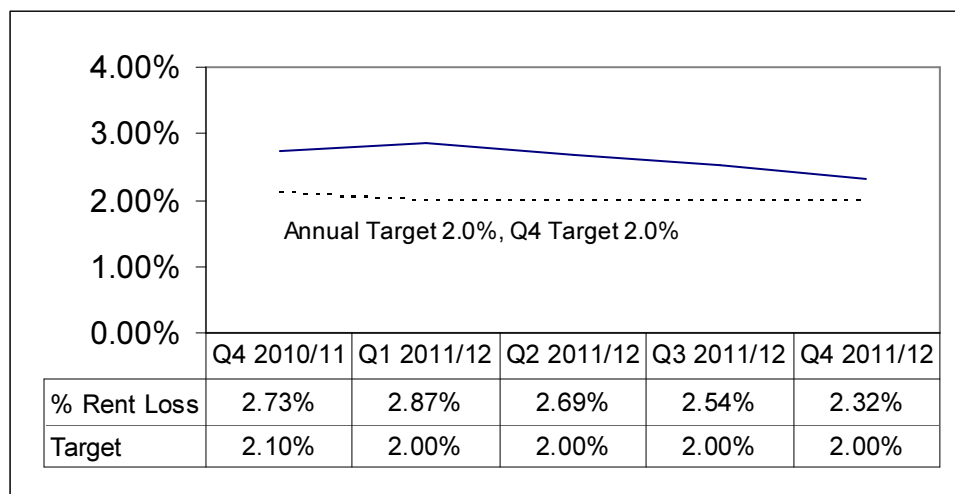
The Income Team will be concentrating on two particular areas during 2012/13:

- Continuing the good work in tackling low level rent arrears cases;
- Reducing the number of arrears cases owing over £1k.

The 2012/13 targets for both individual and Income Team levels has been set at a 10% reduction in the end of year figure. This equates to a target figure of £950k, which would be a reduction in monetary terms of £105k. Whilst this is seen as challenging, the reduction in rent arrears over the past 5 months would indicate that this is an achievable target.

As contained within the 2011/12 Service Plan, work is continuing with the Procurement Unit to tender for an outside collection agency to recover former tenant rent arrears. Work is also due to recommence on investigating potential incentive schemes for tenants to keep their rent accounts clear throughout the year.

HLS/013 Percentage rent loss due to empty property



A downward direction of travel in this graph represents an improvement.

It is again pleasing to note that the quarter 4 performance shows an improvement against the quarter 3 and the quarter 2 performance figures (as shown in the below table). This is also a significant improvement on the quarter 4 figure for 2010/11.

Quarter	2010/11	2011/12
Q1	3.11%	2.87%
Q2	3.03%	2.69%
Q3	2.82%	2.54%
Q4	2.73%	2.32%

The Q4 figure shown above is cumulative for the year (rather than just for the quarter). The % of stock that was vacant at the end of Q4 was 1.84%.

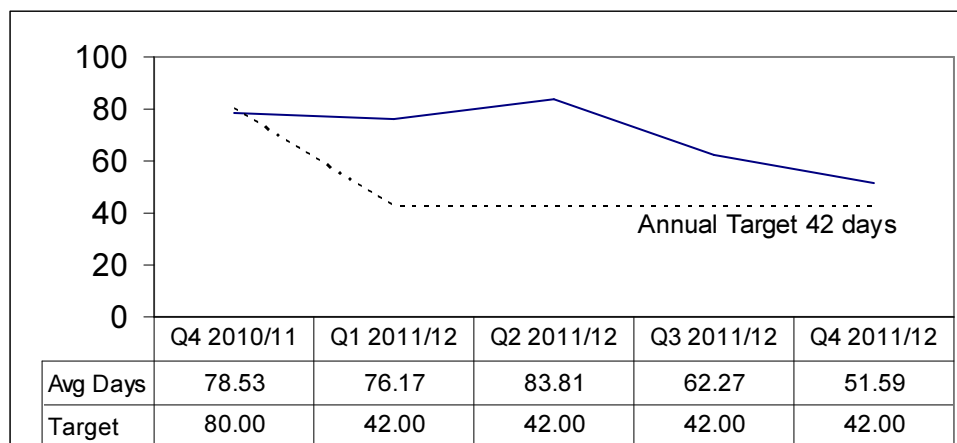
As can be seen from the below table, the total number of lets for quarter 4 has remained at a similar level when compared to quarter 3, which included 70 difficult to lets.

Quarter	Total Lets	Normal Lets	Difficult To Lets*	% Difficult To Lets
Q4 11/12	156	86	70	45.0%
Q3 11/12	160	102	58	36.0%
Q2 11/12	125	86	39	31.0%
Q1 11/12	115	85	30	26.1%
Q4 10/11	128	94	34	26.6%
Q3 10/11	120	99	21	17.5%
Q2 10/11	154	138	16	10.4%

* Difficult to let properties also include properties that have had major repairs or have taken longer than normal to let i.e. due to involvement of Occupational Health

It is acknowledged that continuing to improve performance in this area remains a priority for the Housing Service.

HLS/014 Letting Times



A downward direction of travel in this graph represents an improvement.

It is very pleasing to note that the overall figure for the turnover on day to day voids has again improved from Q3 to Q4 by over 10 days. Overall performance improved by 50 days when comparing 2011/12 year end with 2010/11.

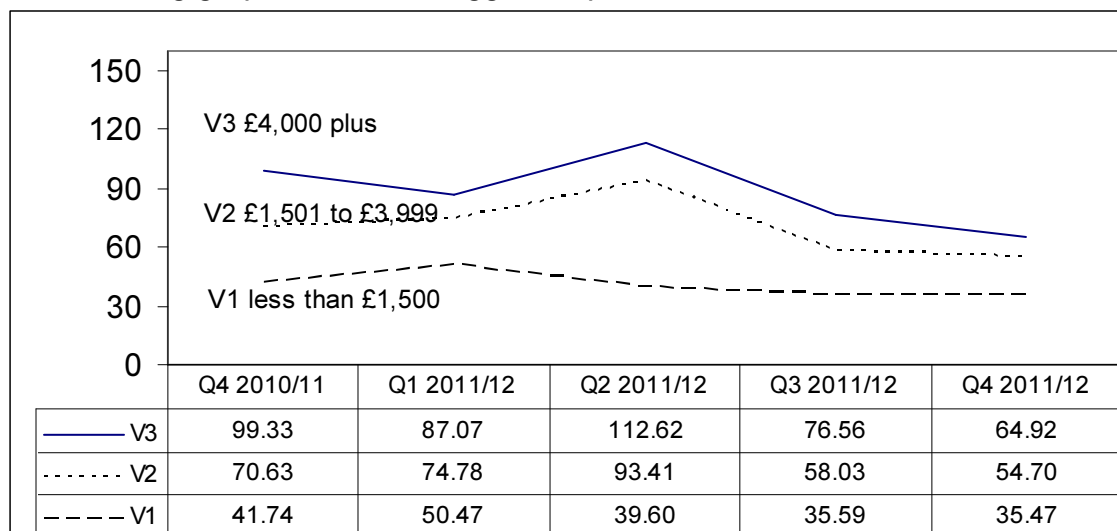
As reported in Q3, the reason for this improvement can be largely attributed to no longer replacing kitchens automatically in empty properties. At the end of October 2011 the decision was made to leave existing kitchens in situ and repair where required. A full replacement would be a last resort. These new measures ensure the voids team are working to the same standard as responsive repairs, which have been assessing the condition of kitchens in tenanted properties and prioritising them. Capital works, dependant on funding, will then place as many of the worst kitchens into the currently funded year and all others will be modernised as part a six year programme.

The table below shows the numbers of days (rounded) for each stage of the letting process:

	Waiting Days	Work Days	Letting Days
Q4 2010/11	24	32	22
Q1 2011/12	30	30	15
Q2 2011/12	37	31	16
Q3 2011/12	25	26	11
Q4 2011/12	18	22	11
Reduction from Q3	7 (28%)	4 (15%)	-

As can be seen above, the average duration of both the time waiting for inspection and the works being undertaken have both reduced, whilst the average days to let has remained the same.

The following graph shows the biggest improvement in V3's:



Following a review conducted after the Q3 figures, it was agreed to reduce the figure whereby a property would be considered a major repair (for the purposes of the above figures) down from £9k to £6k. For Q3, 18 void properties were subsequently classed as major repairs.

V2 properties (costing between £1,501 and £3,999 to repair) were the biggest group in Q4 with 47 properties, compared to 12 x V3 properties and 19 x V1 properties.

The table below shows that by reducing the amount of work in each property, the capacity to work on more properties at any one time has continued to remain at a high level.

Month	Number of properties with voids team	Number of properties not started	Number of properties being worked on
July	92	38	54 (58%)
August	78	38	40 (51%)
September	85	36	49 (57%)
October	88	19	69 (78%)
November	80	11	69 (86%)
December	70	9	61 (87%)
January 2012	46	9	37 (80%)
February	47	1	46 (98%)
March	50	7	43 (86%)

Whilst the number of empty properties does fluctuate it can be seen that the number of properties waiting for work to start has remained significantly reduced since October 2011 and as a result there has been an increase in the percentage of properties being worked on.

In conjunction with the above, the following table shows that the average refurbishment costs have also steadily reduced over the course of the year:

Period	Average Cost	Total Voids Returned
Q1 11/12	£4,736	149
Q2 11/12	£4,739	139
Q3 11/12	£3,705	170
Q4 11/12	£3,237	136

It is worth noting that although it is anticipated that costs will continue to reduce as the new process takes full effect, there will still be properties which will need major refurbishment as stated above where previously there has been little investment/repair work.

It is anticipated that there will be further improvements on turnaround time for all stages including letting times which have remained at the same average in Q4 as Q3 (11 days.)

Neighbourhood Housing Officers are continuing to let properties and give one rent free week where necessary to ensure the tenant has time to decorate, connect to gas and electrics supplies, and order oil without impacting on void times.

Neighbourhood Housing Managers are continuing to focus on the letting of historically difficult to let properties.

4.2 Service Plan Updates

Work continues to deliver all areas of the service plan being led by the Neighbourhood Managers. Below is commentary on areas of deviation from the timetable of delivery of the service plan.

Improvement Area 1a – Create a Customer Focussed Service

Work continues to develop options for enhanced mechanisms for customers in rural locations to access services. A Housing Management, Maintenance & Repair, Welfare Benefit and Money Advice service has been delivered in rural Flintshire to test the response to service delivery from the Family Centre in Gronant. It was felt that take up of the services was slow however further sessions need to be carried out in order to better understand the demand. Discussion are now taking place to determine how best to deliver services to meet the needs of the rural communities.

Improvement Area 1f

Following a recent meeting with Welsh Water, a number of areas for further investigation have been identified with a view to improving the Council's water collection rates. Further meetings are planned with Welsh Water to review/discuss this.

We are working with the Procurement Unit to tender for an outside company to collect former tenant rent arrears on our behalf.

In regards to charging for some services, there is a detailed Estate Caretaker review currently being undertaken. This action will be incorporated into the expected Estate Caretaker action plan.

Improvement Area 1h - Review Allocations Policy

The new allocations policy is now fully implemented. The information Booklet for applicants has now been translated and is in the process of being printed.

Improvement Area 3a – Quality of Life in Neighbourhoods

The deadline for the implementation of the ASB system has been delayed to better accommodate testing, staff training and the rollout of a CRM system which will interface to the ASB module and allow staff other than housing officers to log potential ASB complaints. The system is due to go live in July 2012.

Improvement Area 3b - Implement Neighbourhood Plans

It is now the intention to develop neighbourhood action plans in conjunction with the WHQS Environmental Standard so that neighbourhood planning is meaningful and delivers exactly what communities need. A steering group will be established during the summer made up of representatives from Housing, Street Scene, Communities First and Regeneration.

The group will take an incremental approach to managing the process, firstly by optimising existing services to enhance efficiency and then if and when the concept proves viable, extend it by integrating a range of key stakeholders and external agencies to identify further service improvements.

4.3 Internal and External Regulatory Reports

No reports for this section.

5 Housing Asset Maintenance

5.1 Performance Commentary

It is pleasing to note that performance in the emergency and gas servicing has improved from quarter 2. Quarterly targets were not met for the following indicators for Housing Asset Management:



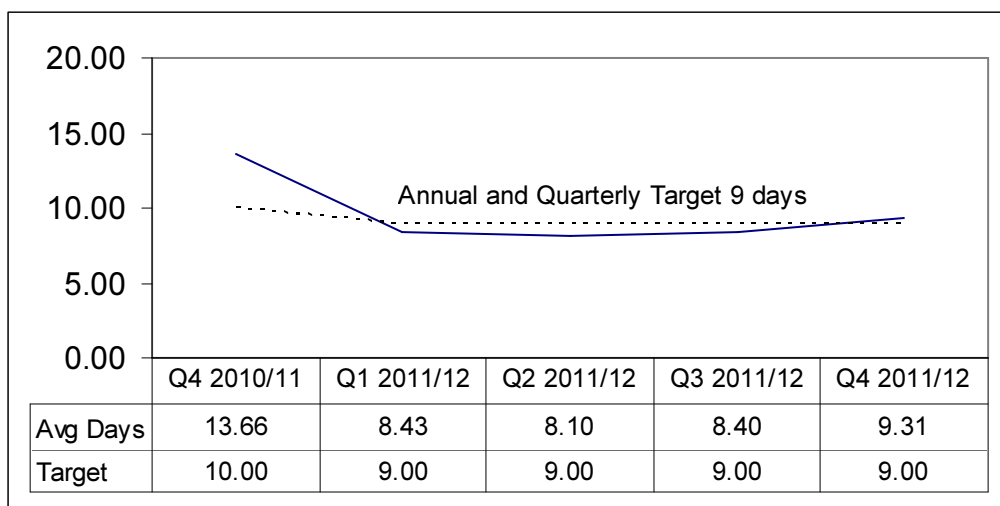
HLS/10b
 Urgent Repairs



HLS/10c
 Non-urgent repairs

Supporting information for these indicators is provided below:

HLS/10b Urgent repairs



A downward direction of travel in this graph represents an improvement.

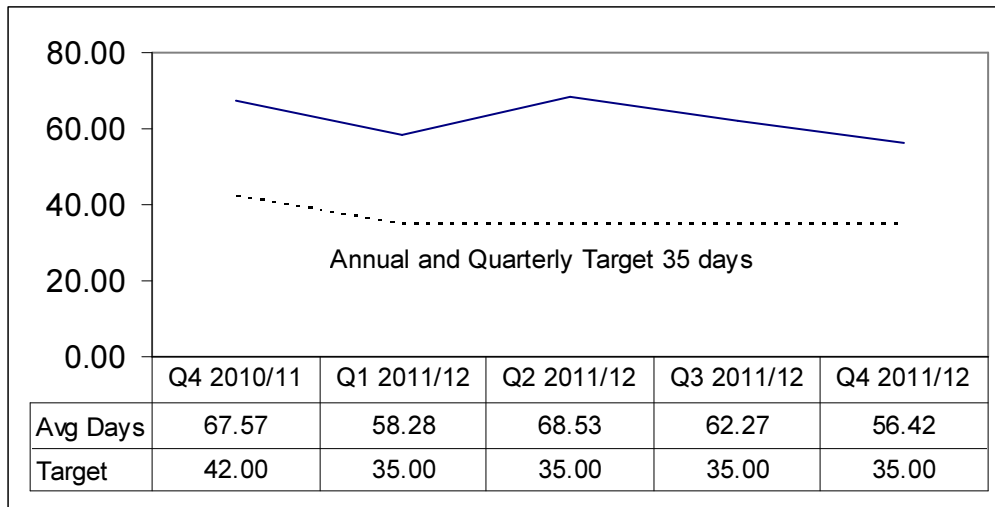
It is disappointing to see that the target this quarter has been narrowly missed, however the outturn is a considerable improvement on the same quarter of last year (13.66 days) and the annual average of 8.62 exceeds the 9 day target and shows a 1 day improvement against last years outturn of 9.66 days.

The reason for the downturn in performance this quarter is due to the introduction of mobile working in this area. Operatives have had to both attend training on the mobile devices and cope with some teething issues. Many of the initial technical issues have now been resolved and our software supplier is in the process of resolving the remaining technical issues with mobile working.



Incremental improvement of this target remains a priority for 2012/13.

HLS/10c Non-urgent repairs



A downward direction of travel in this graph represents an improvement.

Whilst there has been a significant improvement in this category of repairs, the quarter 4 outturn is still affected by the backlog of repairs. The table below shows that day to day repairs are being completed well below the target of 35 days. Members should be aware that the target was reduced from 45 to 35 days this year which was bound to affect the backlog. Overall performance for the year (61.15 days) shows an improvement on the previous year.

Year to Date (1 April 2011 to 31 March 2012)			
	No of Jobs	Total Days	Average Days
Backlog of repairs	945	136807.65	144.77
Day to day repairs	1866	20451.36	10.96

Over recent years an in-house team have been deployed to carry out part of the capital works programme kitchen replacement scheme. The reason for this was to generate additional income for the trading account without over spending the client account budgets. This has been the case again this financial year and the dedicated team has now completed their allocation of the capital kitchen replacement scheme. This team will now be tasked to focus solely on the backlog of repairs. The team leader responsible for this team has been provided with reports on the backlog and will be required to provide a weekly update on progress. The team leaders in responsive repairs have now been tasked to focus on the other areas i.e. urgent, emergency and non-urgent to ensure that all new work is being completed within the target times. This will ensure that the targets are met for new works received and also ensure that the backlog, determined at a point in time, is not added to.



Improvement of this target remains a priority for 2012/13.

5.2 Service Plan Updates

Work continues on all areas of the service plan for this area. Below is commentary on areas of deviation from the timetable of delivery of the service plan.

1k Improve workforce productivity

Full implementation of mobile working was delayed due to a range of technical and IT problems. Implementation was achieved in April 2012.

1m Fleet Management

Reduction in the fleet has been extended due to negotiations with concerned parties and trade unions.

1n Business Performance Management

A new suite of financial and performance reports have been developed in readiness for the new financial year to support financial and performance reporting following the removal of the trading account. These new reports will provide improved monitoring for performance of the Housing Asset Management service. Alongside this the aim is to develop further performance and monitoring reports relating to specific teams within the service which will aid work planning, assign accountability and embed a culture of performance management within the service.

5.3 Strategic Assessment of Risks and Challenges (SARCS)

CD12c Housing Repairs and Maintenance Services

Restructure of the service has been delayed due to job evaluation and the re-design of the structure to meet the organisational redesign principles.

5.4 Internal and External Regulatory Reports

No reports for this section.

6 Community Support Services

6.1 Performance Commentary

It is pleasing to see despite both the increased demand for accommodation and the decreased availability of suitable and affordable accommodation in the private rented sector that we are managing to maintain a Green RAG status on the majority of our indicators. Unfortunately the following indicators are a casualty of the current economic climate:



HHA/008

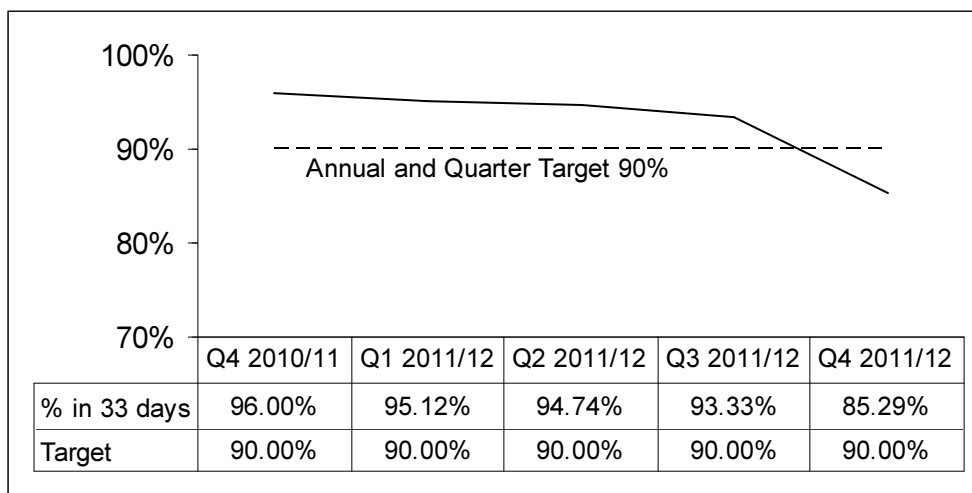
Homelessness Presentations decided within 33 days



HHA/013 (Annual)

Average number of days families with children spent in B&B

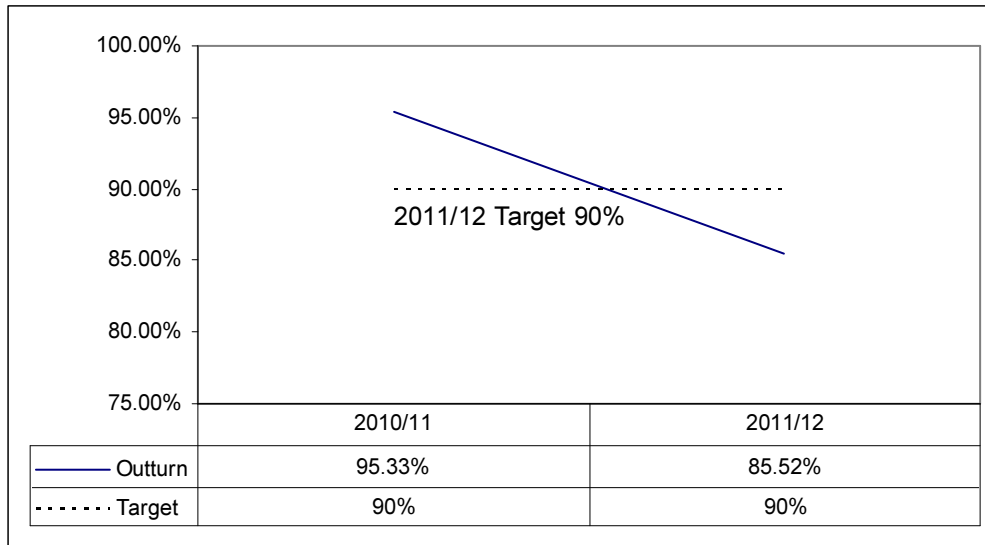
HHA/008 Homelessness Presentations decided within 33 days



An upward direction of travel in this graph represents an improvement.

The outturn for Quarter 4 reflects the additional pressures being placed on the service as a result of changes to the Welfare Benefits System and the general economic climate. We have seen a 37% increase in the number of people accessing the Housing Options Service compared to last year. This also resulted in a small downturn on the performance achieved in previous year, although the annual outturn for 2011/12 exceeded the annual target of 90%.

HHA/013 The percentage of all potentially homelessness households for whom homelessness was prevented for at least 6 months



An upward direction of travel in this graph represents an improvement.

The annual outturn of 85.52% is short of the target of 90%. Although disappointing this has to be put in the context of the 37% increase of households accessing the service and the more complex problems which have presented themselves following changes to local housing allowance etc. Also we are still seeing people accessing the service at the 11th hour which severely limits our ability to sustain their accommodation e.g. DHP (Discretionary Housing Payment) may provide a short term solution but households may ultimately still go on to lose their property.

6.2 Internal and External Regulatory Reports

No reports for this section.

7 Income Maximisation Unit

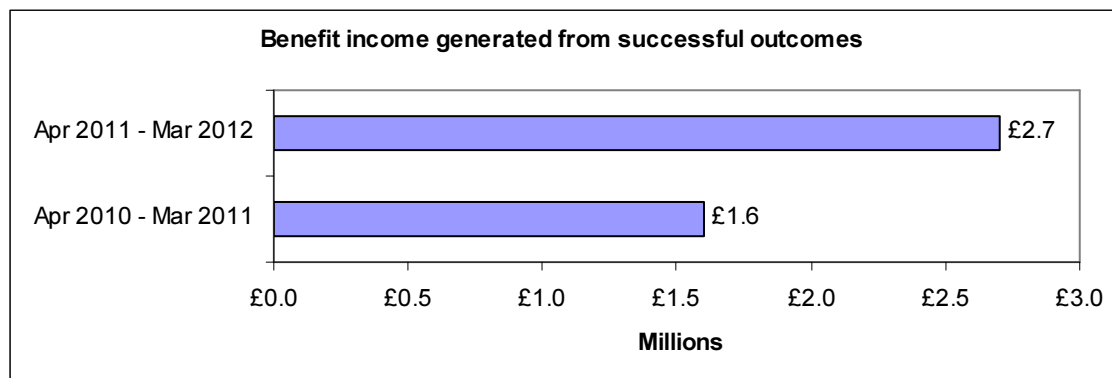
7.1 Welfare Rights Specialist Caseworker Service

The caseworker service helps residents to maximise their household income by ensuring they are in receipt of their correct entitlement to social security benefits and tax credits. The service supports residents throughout the entire benefit and tax credit claiming process. This ranges from identifying entitlement and completing initial claims to appearing for the resident before independent tribunal hearings where adverse decisions on entitlement are challenged.

During the period 01/01/12 - 31/03/2012:

- 401 Flintshire residents accessed the caseworker service and received advice and assistance from a welfare rights worker with their welfare benefit and/or tax credit problem. Of these residents, 89 were in need of specialist assistance and representation in connection with appealing an adverse decision on their sickness or disability benefit entitlement before a Social Security Tribunal.
- the residents supported by the caseworker service were helped to submit or challenge adverse decisions on a total of 469 social security benefits and tax credits applications. Of these applications, 214 have been successful, 87 unsuccessful and 168 are still awaiting a decision.
- the social security benefits and tax credits income generated for residents by successful outcomes to applications, totalled £577k. This figure is made up of £476,000 in on-going annual payments and £101k in one-off lump sum payments.

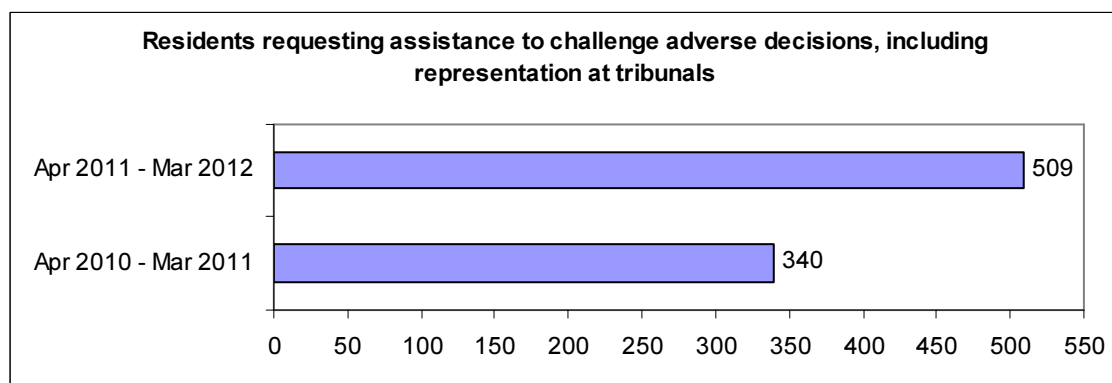
It is extremely pleasing to report that during the last financial year, through the commendable efforts of the welfare rights caseworker team, Flintshire residents have been supported to access over £2.7 million pounds in social security benefit and tax credit income.



The impact of increased social security benefit and tax credit take-up amongst lower income households has numerous and obvious positive benefits for the household concerned. The increased income also creates a positive economic effect for the wider community as the higher incomes, enjoyed by previously non-claiming recipients, is usually spent locally on the purchase of goods and services.

The amount of income gained for residents by the welfare rights caseworker service during the 2011/12 is £1.1 million higher than the income generated in 2010/11. However, as explained in previous Management Reports, not all this income represents 'new money' that has been introduced in to our local economy. Approximately £800,000 is income from a welfare benefit which has been re-awarded to a resident following a successful First-Tier Tribunal hearing that has overturned a previous decision made by Department of Work and Pension that had ceased the resident's entitlement to sickness and/or disability benefits.

As the reforms of the sickness and disability benefit system are progressed errors in decision-making on entitlement have become a regular occurrence as can be demonstrated by the number of residents accessing the welfare rights caseworker service for specialist assistance with challenging adverse decisions. (The welfare rights team are successful in 70% of Tribunal hearings against a Department of Works and Pension's decision to cease a resident's sickness related benefit.) During the next financial year there will continue to be an increasing number of residents, with a long-term health problem and/or a disability, who will require specialist advice on whether the decision on their welfare benefit entitlement is erroneous and, if it is, help with challenging the decision before an Independent Tribunal hearing.



Service Pressures – welfare reform

The Welfare Reform Act received Royal Assent in March 2012, and has introduced the legislation necessary for significant and far reaching changes to the social security benefit and tax credit systems to be implemented. The Government believe the reforms will make the welfare benefit system fairer and simpler and tackle the causes of poverty and worklessness by providing personalised support for people of working age to help them to overcome the barriers, which are preventing them from returning to employment.

On 24th January 2012, the Council's Executive approved a recommendation for a Welfare Reform Strategy, identifying all the risk/issues posed by the introduction of the Welfare Reform Act and the potential solutions that can be implemented to mitigate the risks to the authority, its partners and the local community, etc, be developed.

The Flintshire Welfare Reform Strategy will encompass a range of initiatives and complex strategic projects, including:

- Developing and implementing specific strategies, including the localised council tax replacement scheme and local welfare assistance scheme.
- Developing a robust homeless prevention strategy and ensuring that the private rented sector remains an affordable housing option for all residents.
- Increasing opportunities for residents to access support and training to overcome barriers to employment and improving access to social welfare advice and support services.

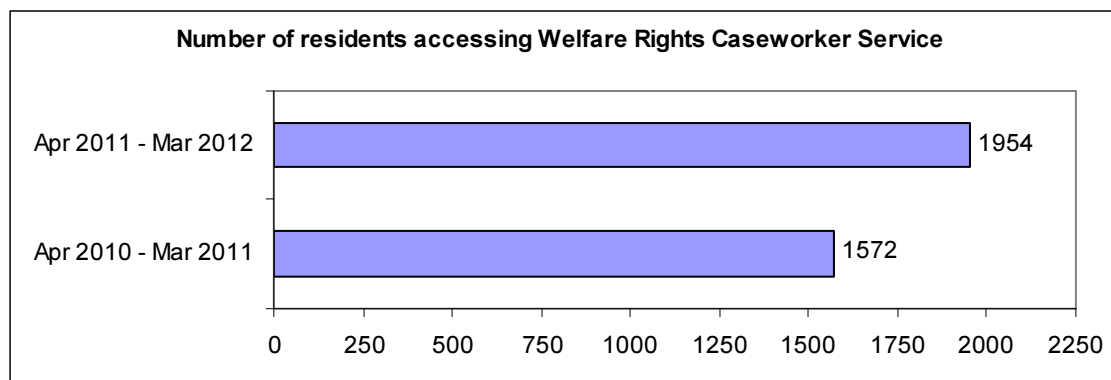
The design, implementation and long-term management of two high-scale projects within the Flintshire Welfare Reform Strategy, (i) Local Welfare Assistance Scheme and (ii) Welfare Reforms and Homelessness will lie with the Advice and Homelessness Service. The successful delivery of these two projects is a critical task, for example, they will provide the means through which measures can be implemented to ensure the Local Authority's statutory homelessness duties are fulfilled as cost effectively as possible.

As an acknowledgement that the significant risks that will emerge from introduction of the Welfare Reform Act are 'corporately owned' a comprehensive Community Leadership (welfare reform) SARC has been produced. The SARC has identified a total of nine significant risks. These range from loss of income to the Local Authority and to the local economy, through to a lack of available resources to deal with demands for access to advice and support services. However, the most significant risk is simply that all the reforms are being implemented within the same timeframe.

Not all the reforms of the welfare benefit system required primary legislation in order to be implemented. Two examples are the reduction in housing benefit paid to tenants renting in the private rented sector and the migration of claimants from incapacity benefit to employment and support allowance. These changes were both introduced in April 2011.

Consequently, there has already been a significant increase in the number of residents who are accessing the welfare rights caseworker service for advice and assistance on their welfare benefit entitlement. As demonstrated in the table below, during the last financial year, as compared to 2010/11, the demand for access to the caseworker service has increased by almost 25%. (The demand for access for specialist advice in connection with challenging decisions at First-Tier Tribunals has increased by almost 50%.)

The increase in demand for access to the welfare rights caseworker service will no doubt intensify during the next financial year (2012/13) as the wider impacts of the Welfare Reform Act is felt by our residents. This demand for access to the welfare rights caseworker service will need to be proactively managed within the project that will focus upon Welfare Reforms and Homelessness. For example, when the Advice and Homelessness Service was formed in April 2010 the authority placed within a single service the housing options and welfare rights specialist caseworker teams. Therefore, to manage the demand for access to the welfare rights caseworker service, access can be prioritised to residents who, because they have lost welfare benefit income, are at risk of losing their accommodation (and thus are being supported by Housing Options.)



7.2 Money Advisor Caseworker Service

The money advisor caseworker service is targeted at Flintshire residents who are at risk of homelessness. The advisor helps residents to resolve the financial difficulties that are resulting in them being unable to maintain their contractual rent or mortgage payments.

The advisor supports residents with all aspects of their interactions and negotiations with their creditors, including representing them at mortgage repossession and rent arrears hearings in the County Court.

The successful outcomes from the money advisor's casework not only alleviates a great deal of stress that has no doubt been placed upon the members of the households concerned but also saves the authority from having to meet the budgetary cost associated with fulfilling its statutory duties under Homelessness legislation, i.e. the provision of temporary accommodation.

During the period 01/01/2012 to the 31/03/2012, the Money Advisor:

- Provided on-going specialist money advice to 126 residents who were at risk of becoming homeless and to date has successfully resolved all the debt issues in 36 of these cases.
- Appeared for residents at four mortgage repossession hearings in the County Court. All these hearings resulted in the repossession order being refused and homelessness being prevented.

During the last financial year the Money Advisor provided specialist advice and support to 576 residents whose debt problems had placed them at risk of homelessness. To-date 181 of these residents had their debt problems successfully resolved and the threat of homelessness alleviated.

The successful outcomes from the money advisor's casework not only alleviates a great deal of stress that has no doubt been placed upon residents but also saves the authority from having to meet the budgetary cost associated with fulfilling its statutory duties under Homelessness legislation, i.e. the provision of temporary accommodation.

The work of this service also makes a positive contribution to the reduction of child poverty within Flintshire.

The Advice and Homeless Service (where the Income Maximisation Unit is based) adopts a proactive and customer focused approach in its work with all households that are at risk of losing their accommodation. Households can be provided with housing, money and benefit advice, as well as, accommodation support services and specialist support from Adult and Children Social Services.

This holistic approach has proven to be extremely effective in preventing households from becoming homeless and, very importantly, enabling households to sustain their accommodation and reduce the likelihood of the household again experiencing the threat of homelessness over the longer term.

7.3 Internal and External Regulatory Reports

No reports for this section.

8 Housing Renewal

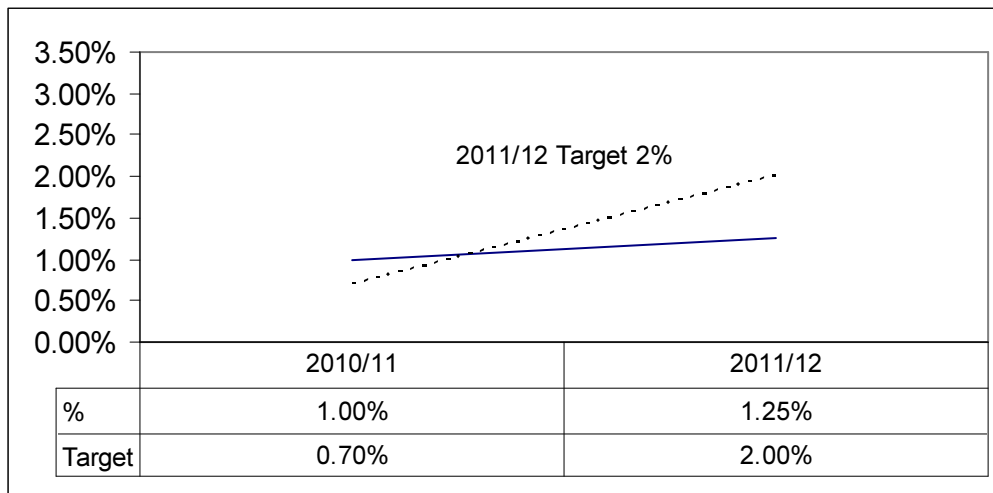
8.1 Performance Commentary



PSR/004
 Empty Properties

Supporting information for these indicators is provided below:

PSR/004 Empty Properties



An upward direction of travel in this graph represents an improvement.

It is pleasing to see that although we have not met the increased target for this year the outturn both exceeds last year's outturn and target. This area is on a major path of improvement which has started this year with the development of a new database and a data cleansing exercise which has included the surveying of 571 properties which were suspected (based upon council tax) of being empty.

Out of these properties 309 were found to be either in use or demolished with 172 properties identified as being empty and are now subject to staged procedures. The outturn is calculated by dividing the number of properties according to Council Tax records are empty by the number of properties that have being brought back into use through direct action (there have been 13 properties returned to use this year.) Considering the way the indicator is calculated and the number of properties we have proved not to be empty, performance in this area is far greater than can be officially reported.



A further 903 properties will be surveyed before the end of May 2012 to ensure a more robust baseline is identified for reporting and to ensure that a clear picture of the number and situation of empty homes in the county to inform further work and policy development in this area.

8.2 Service Plan Updates

Improvement Area 3c - Developing the capacity to deliver the Renewal function

The need to finalise the Service redesign has progressed. A large number of Job Evaluation Questionnaires have been reviewed and refined during this Quarter.

It was the intention to submit the whole Service to the JEQ Team for evaluation during Quarter 4. Unfortunately this has not progressed as scheduled. Given the recently issued timeline for implementation of Single Status, these JEQ's must be submitted by the end of May 2012, to ensure they are included in this round of the agreement. Therefore, the whole Service will be submitted to the JE team during the next Quarter and it is anticipated that the new structure will be implemented during Quarter 3 of 2012/13. This timeframe will allow for job matching and identification of any posts which may need to be advertised outside the Service, as per the Council's current recruitment policy.

Improvement Area 3d - Develop an evidence based private sector housing renewal & improvement policy and private sector housing strategy.

Four member workshops had taken place to gain member input for a new Strategy for Private Sector Housing and a revised Private Sector Housing Renewal & Improvement Policy.

The intention was that both would be implemented during Quarter 1 of 2012/13. Unfortunately, given the need for wide consultation, including with the other authorities participating in the loans project, the policy will now be developed for implementation in Quarter 2.

Further meetings have also taken place in respect of the joint Flintshire and Wrexham Local Housing Strategy consultations, which will feed in to the Private Sector Housing Strategy. These will be finalised for approval in Quarter 1 2012/13.

Please see CD12a Housing Strategy on page 38.

Improvement Area 3f - Develop and implement an Empty Homes Strategy

Members will be aware from the Quarter 3 commentary that a large data cleansing exercise is ongoing of the empty property database. This has revealed that there are fewer long term vacant properties within the County than previously thought.

This work is ongoing and a further data cleansing exercise was due to take place during Quarter 4 of all properties declared long term vacant between 2008 and 2011. However, due to staffing issues this piece of work has slipped slightly and will now be completed early in Quarter 1 of 2012/13.

Robust data will allow for a proactive and staged approach to tackling long term vacant homes and will allow the Service to build on the progress it is now making in this area.

Improvement Area 3g - Procurement of a loans administrator

This is a collaborative project involving Flintshire, Denbighshire and Gwynedd. Discussions with two further North Wales Local Authorities are ongoing, as they have expressed an interest in being part of the project. The contract for the provision of this service has been awarded to Street UK Ltd.

Street UK Ltd is currently the largest organisation of its type, providing loan administration services to a number of Council's nationally. The Scheme to be known locally as Renew North Wales, will offer a number of interest bearing and equity loans to eligible persons. The Housing Renewal Task and Finish Group meetings, which include Member representation, have been a useful forum for the development of potential products, which will now be put to the Housing Overview & Scrutiny Committee in June. Subject to Member support and Executive approval, it is anticipated that the Scheme will go live on 1st July 2012.

8.3 Improvement Plan Areas

There has been some slippage in the improvement plan actions for this area all of which are covered in the service plan notes above.

8.4 SARC Updates

CD26 Disabled Facilities Grants

The OT team continues to experience higher referral levels, which challenge the capacity of the team. However, the effects of this are being mitigated through additional funding for commissioning external assessments, an additional fixed term resource from Housing for a part time OT and a pressure bid for more OT resource.

This will impact on the Performance Indicators over time. It is hoped that the outcome of the lean review will further eliminate process delays and minimise the impact of rising demand in conjunction with the above measures.

8.5 Internal and External Regulatory Reports

No reports for this section.

9 Housing Strategy

9.1 General Update

The Housing Strategy Team continues to work in its three key areas of developing the Council's strategic housing role, increasing the supply of affordable housing and supporting sustained performance improvement in the various service areas.

The joint review of the Local Housing Strategies being carried out in conjunction with Wrexham CBC is approaching completion with approval of the new strategy scheduled for May 2012. Extensive consultation has been carried out during this period to inform the content and direction of the new strategy

Glyndwr University were commissioned to conduct a joint Local Housing Market Assessment update with Wrexham CBC as part of the on-going LHS and Local Development Plan (LDP) projects. The assessment will form a key role in informing the emerging strategy and will also contribute to the LDP development thus reinforcing the aim of more closely aligning planning and housing strategic policies.

We have continued to expand the promotion of the Affordable Housing Register through a coordinated media campaign involving regular advertisements and features in local print media and a radio campaign through Heart FM. Our findings indicate that the advertising campaign has been successful in increasing the number of enquiries which lead to applications.

Affordable Housing

At present there are 164 registered applicants.

The number of affordable homes delivered/planned since April 2010 is shown in the table below:

Year	Units SHG	Units Non SHG	Total Units
2010/11 (delivered)	100	15	115
2011/12 (planned)	35	59	94
2012/13 (planned)	62	60	122

In December 2011 the Welsh Government announced there was further additional Social Housing Grant available £8.6 million. This was distributed by Welsh Government across the 22 Local Authorities. Flintshire County Council received £394k for a development by Wales and West Housing Association to provide 60 Dwellings at Glan y Don, Greenfield. This is in support of the Flint Regeneration Scheme.

9.2 Strategic Assessment of Risks and Challenges (SARCS)

CL04 Affordable Housing

The housing strategy team has continued to work with the Planning service to encourage both the delivery and uptake of alternative forms of affordable housing. It is essential that a variety of alternatives are available to cater for the range of needs and demand presented. Since 2009, 209 new homes have been provided or planned through a range of options including:

- Shared equity (Equity shares held by the Authority)
- Purchase and/or development by Registered Social Landlords
- Properties gifted to the council by developers

A further 122 new homes are forecast for 2012-2013.

We are continuing to promote the affordable homes register in the local media through regular features and advertisements. In addition a radio promotion which starts January 2012.

With the adoption of the UDP further opportunities to provide additional affordable homes are being presented and the housing strategy team will continue to work closely with Planning to maximise sustainable and appropriate affordable housing.

Additional opportunities are being explored as part of on-going and planned renewal and regeneration schemes. Within the Deeside renewal area opportunities are being explored to provide additional housing through demolition and clearance, conversion of existing buildings and the bringing back into residential use of vacant properties.

The use of council land, which is surplus to requirements, will also form a part of the overarching strategy to provide additional affordable homes and the strategy team will be actively pursuing appropriate and viable opportunities.

In order to respond to the changing economic environment, supporting growth within the private rented sector remains a key objective. Activity aimed at supporting growth in the private rented sector continues to progress slower than hoped for as a consequence of the ongoing economic environment which continues to restrict the availability of mortgages continues to make unrealistic demands on the private rented sector.

The 'green predictive' date has been retained at September 2012. This situation will be monitored and will be updated to reflect any changes in the economic environment.

CD12a Housing Strategy

The development of the Local Housing Strategy is continuing in accordance with the revision of the programme to enable its link to the Welsh Government's national housing strategy.

One of the key outcomes for the local housing strategy is the successful coordination of separate, cross-sector strategies and plans to meet the housing needs of

vulnerable residents requiring housing-related support. The strategy has been structured to reflect the following three priority areas:

- More Housing, More Choice
- Improving Homes and Communities
- Improving housing-related services and support

Glyndwr University were commissioned to conduct a joint Local Housing Market Assessment update with Wrexham CBC as part of on-going LHS and Local Development Plan (LDP) projects. The initial findings of the assessment are currently being considered.

The 'green predictive' has been revised to May 2012 to reflect the updated timetable.

Improvement Plan

Ref 8.3 Increase the supply of affordable housing for first time buyers and people with special needs as a priority

Progress has been made in promoting the supply of affordable homes for first-time-buyers. However, the ongoing economic environment continues to restrict the availability of mortgages. In order to address this, alternative models are being developed for persons who are currently unable to access the necessary borrowing.

In addition to providing general needs accommodation we are continuing to focus on providing accommodation for Flintshire residents who currently reside out of county to facilitate their return to Flintshire. Many of these clients require specialist accommodation requiring detailed consultation and coordination with other agencies.

Ref 8.5 Develop a regional housing register and common allocations policy

This project is progressing and currently involves Flintshire, Wrexham, Denbighshire and Conwy councils in addition to the following RSLs: Tai Clwyd; Pennaf; Wales and West HA and North Wales HA. Proposals to carry out consultation on the project are currently being developed.

Service Plan Updates

Improvement Area 2d - Gypsies & Travellers

A new management agreement has been drafted for the council owned site at Riverside, Queensferry. Monitoring of the site is continuing and monitoring reports will follow on following the signing of the management agreement.

The development of a Gypsy Traveller Strategy for Flintshire has been delayed. The new strategy has been rescheduled for delivery in September 2012.

Improvement Area 2e - Strategy Development

See CD12a Housing Strategy on page 38 for information about progress and plans for this area.

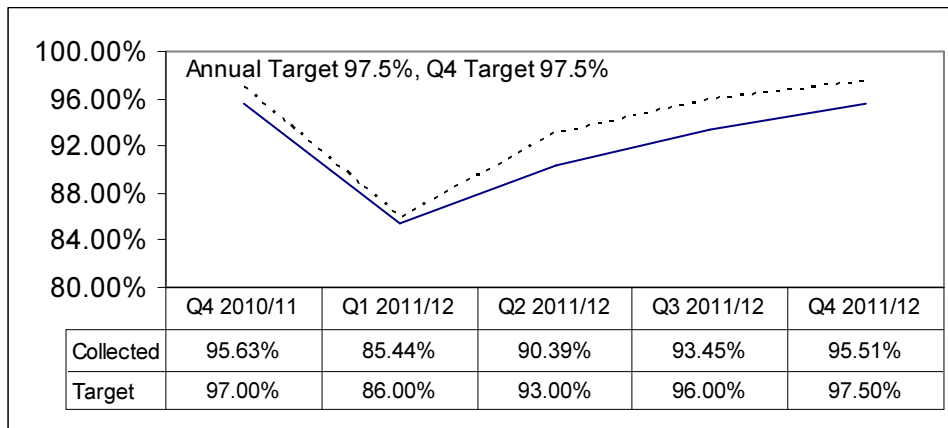
9.3 Internal and External Regulatory Reports

No reports for this section.

Appendix A – Performance Graphs

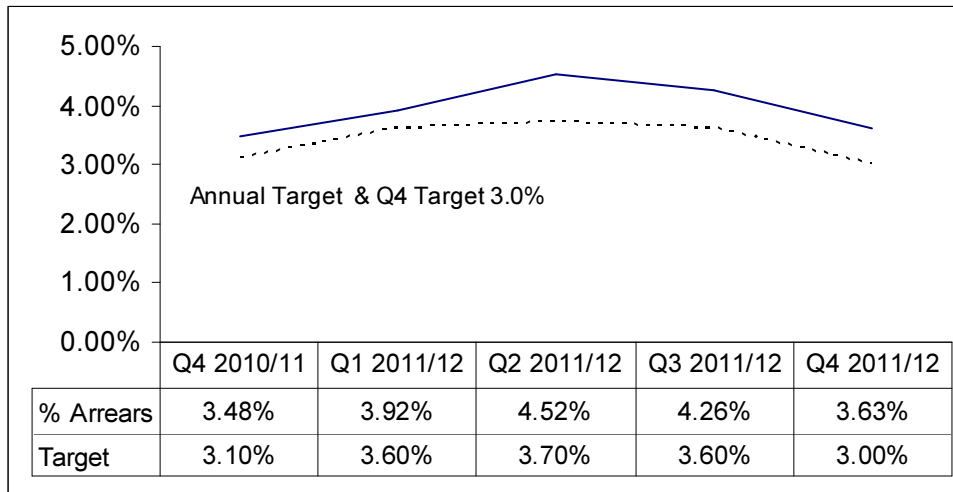
The graphs in this section show the quarterly performance achieved throughout 2011/12, except where the indicator is only measured annually. As a result some of the RAG status may appear different to those in Section 2, as they are generated by comparing the Q4 performance with the Q4 target as opposed to the annual performance with the annual target.

HLS/006a Rent Collection, Permanent Accommodation



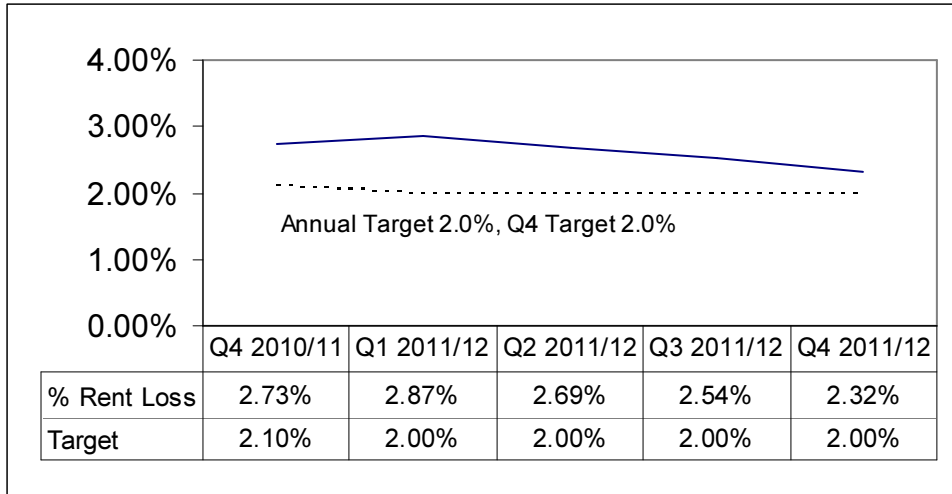
An upward direction of travel in this graph represents an improvement.

HLS/012a Current tenant rent arrears



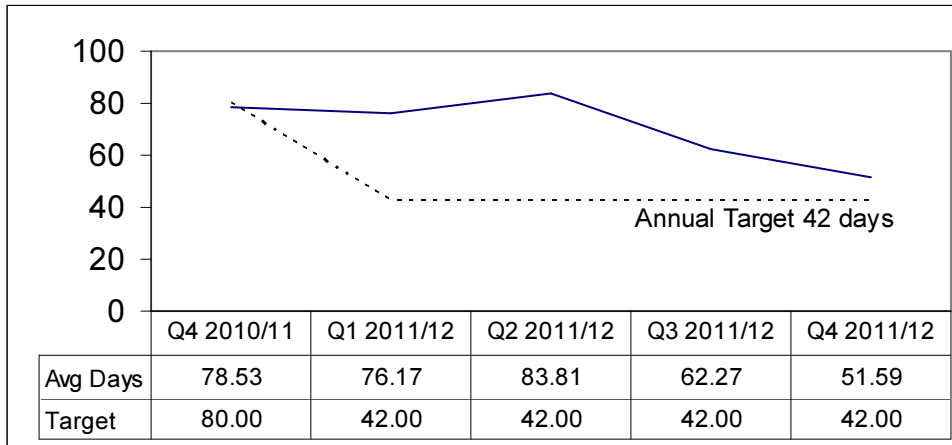
A downward direction of travel in this graph represents an improvement.

HLS/013 Percentage rent loss due to empty property



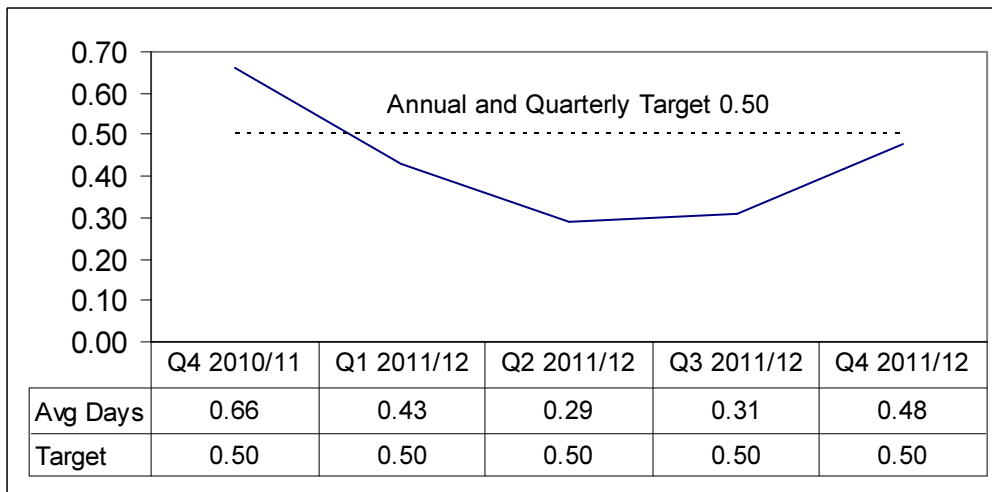
A downward direction of travel in this graph represents an improvement.

HLS/014 Letting Times



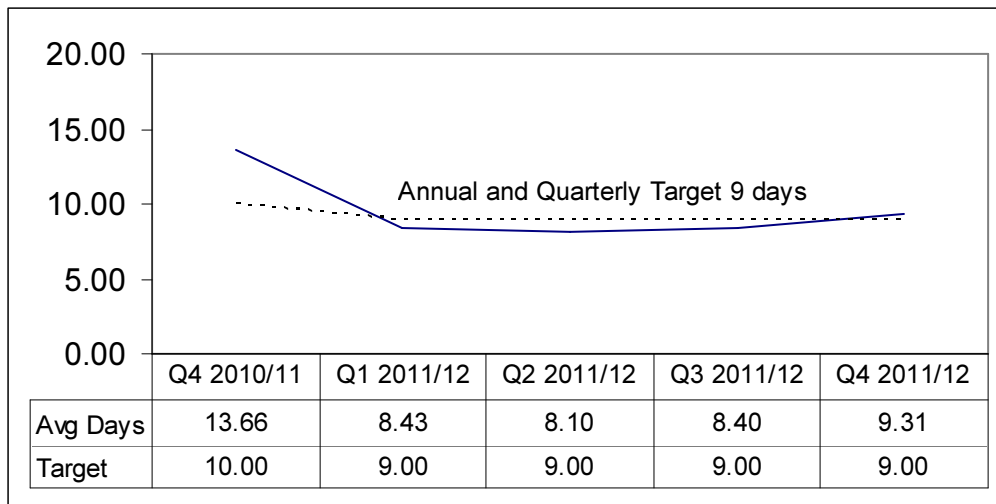
A downward direction of travel in this graph represents an improvement.

HLS/10a Emergency Repairs



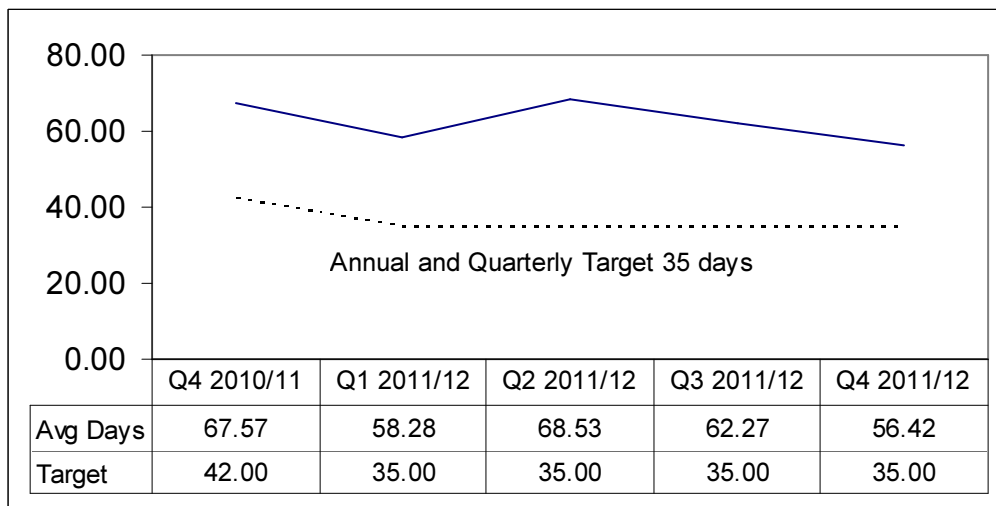
A downward direction of travel in this graph represents an improvement.

HLS/10b Urgent Repairs



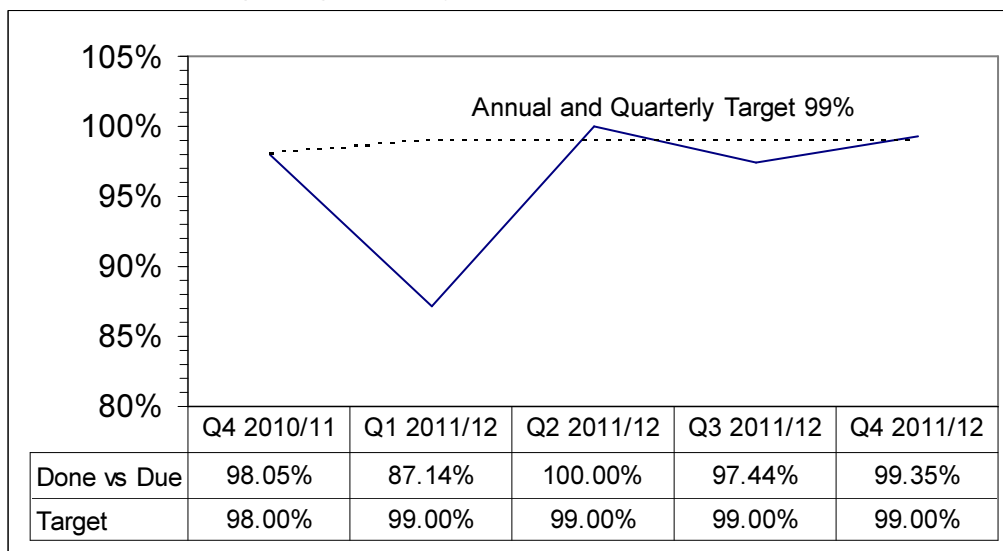
A downward direction of travel in this graph represents an improvement.

HLS/10c Non-urgent repairs



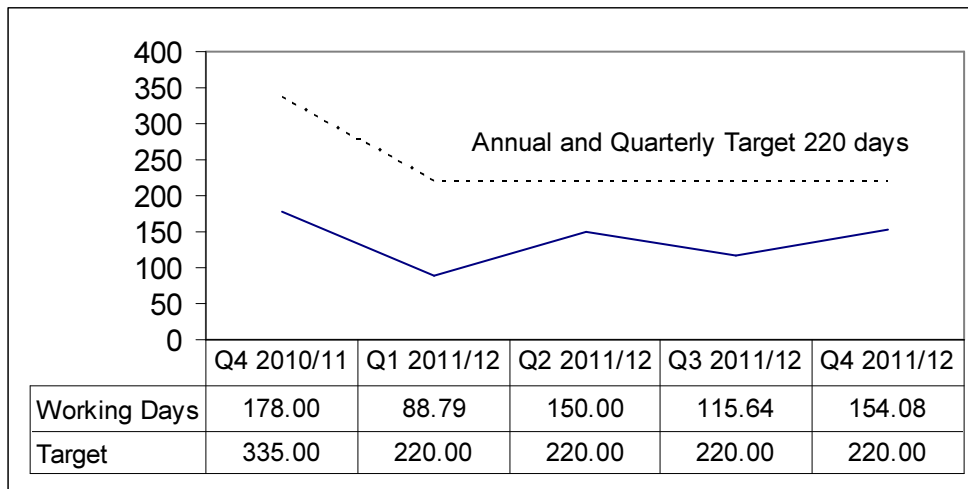
A downward direction of travel in this graph represents an improvement.

HPMM7 Percentage of gas safety checks completed



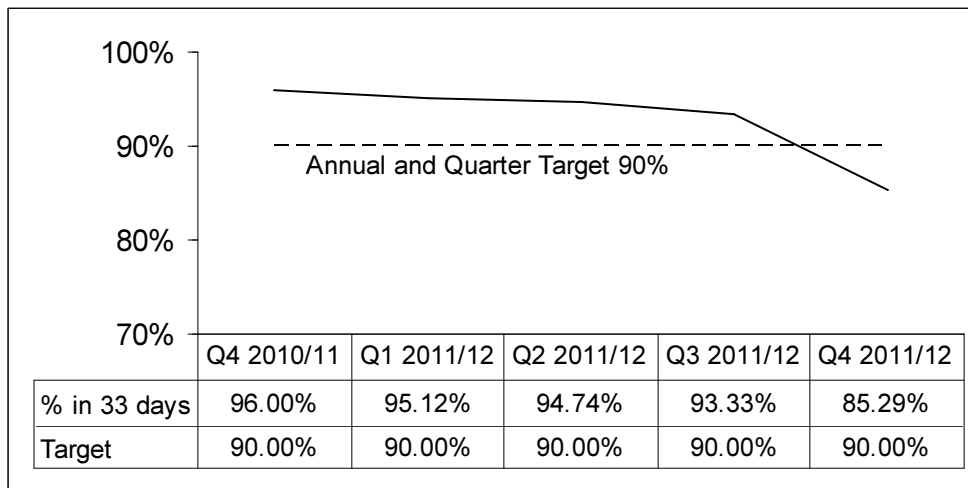
An upward direction of travel in this graph represents an improvement.

HHA/002 Timeliness of discharging full homelessness duty



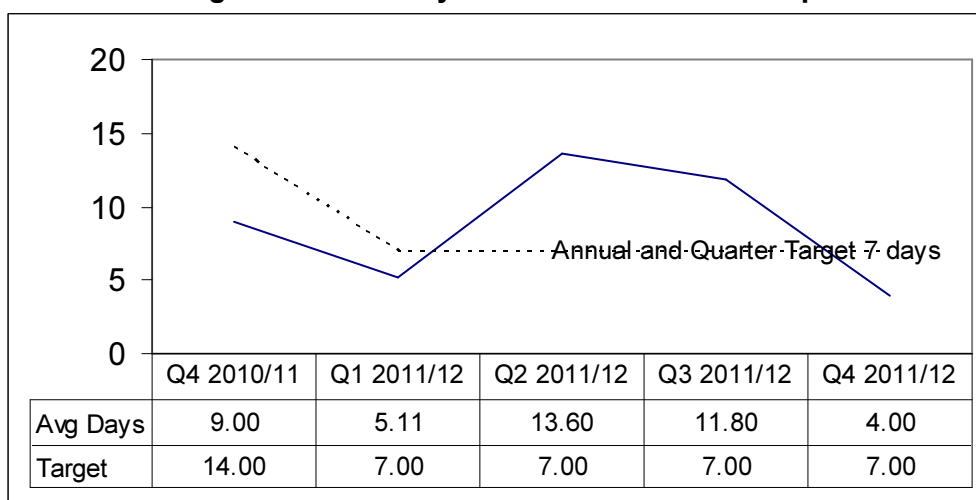
A downward direction of travel in this graph represents an improvement.

HHA/008 Homelessness presentations decided within target



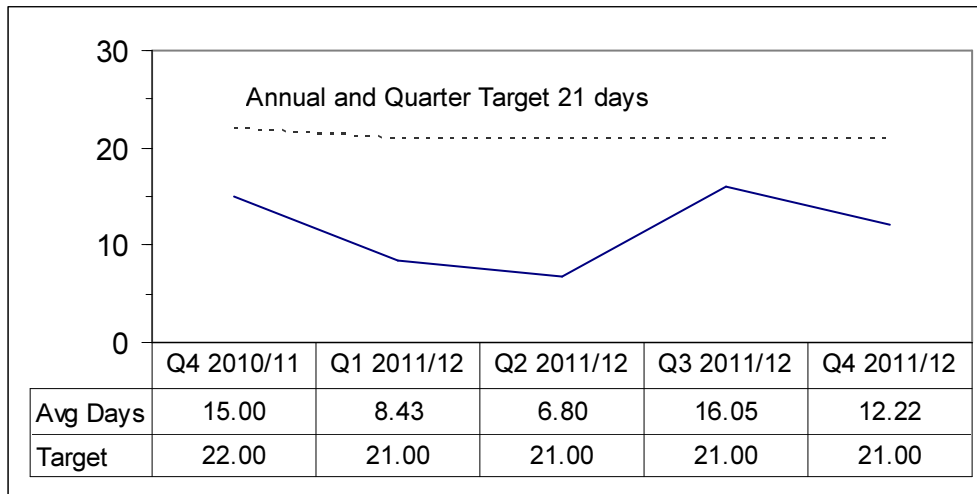
An upward direction of travel in this graph represents an improvement.

HHA/016 Average number of days families with children spent in B&B accommodation



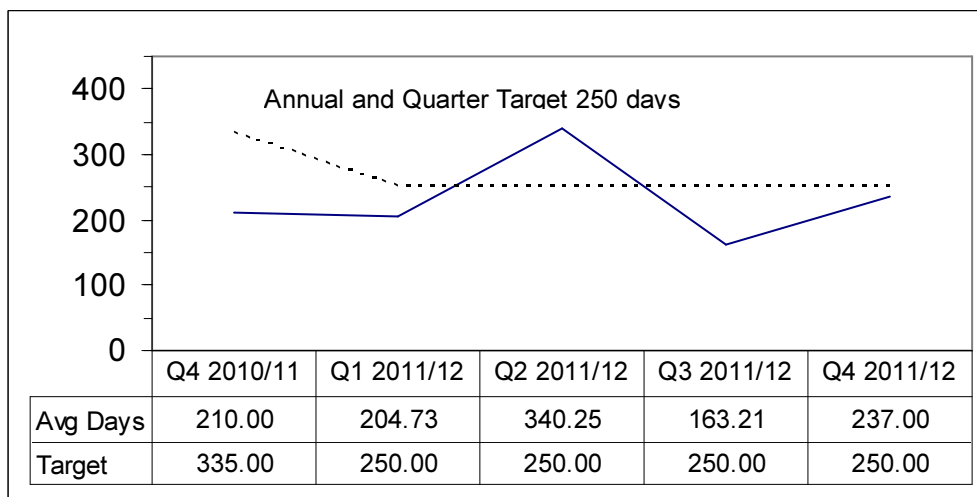
A downward direction of travel in this graph represents an improvement.

HHA/017a Average number of days all homeless households spent in B&B accommodation



A downward direction of travel in this graph represents an improvement.

HHA017b Average days all homeless households spent in other temporary accommodation



A downward direction of travel in this graph represents an improvement.

Strategic Assessment of Risks & Challenges' RAG Summary (Refresh)

Risk Title		2011-2012					Predictive Green/Amber
		Q4	Q1	Q2	Q3	Q4	
Risk Reference	Community Leadership	Mar 11	June 11	Sept 11	Dec 11	Mar 12	Predictive Green/Amber
CL04	Affordable Housing	A	A	A	A	A	SEP 2012
CL05	Social Care For Older People	A	A	A	A	A	TBC
CL07	Relationship with Local Health Board & Public & Primary Health	A	A	A	A	A	APR 2013
CL08	Climate Change & Flood Risk Management	A	A		A	A	TBC
CL09	Economic Regeneration	A	A	A	A	A	TBC
CL10	County Town Network Regeneration & Protection	G	G	G	G	G	FEB 2011
CL11	Integrated and Public Transport Infrastructure (External)	G	A	A	A	A	FEB 2011
CL12	Skills Needs of Employers	A	A	A	G	G	OCT 2011
CL14	North Wales Regional Waste Treatment Partnership	A	A		A	A	2016/17
CL15	Clwyd Theatr Cymru (CTC)	A	A	A	A	A	TBC
Risk Reference	Council Delivery	Mar 11	June 11	Sept 11	Dec 11	Mar 12	Predictive Green/Amber
CD02	Streetscene	A	A	A	A	A	JUN 2012
CD03	Transition from UDP to LDP	A	A	A	G	G	DEC 2011
CD04	Planning Protocol	A	G	G	G	A	SEP 2011
CD05	Highways Infrastructure	A	A	A	A	A	TBC
CD06	Transport Arrangments For Service Users	A	A	A	A	A	DEC 2013
CD07	Depot Provision	A	A	A	A	A	DEC 2013
CD08	Connah's Quay, Shotton & Deeside Housing Renewal Area	A	A	A	A	A	MAR 2020
CD10a	Leisure - Revenue Funding			R	R	R	TBC
CD10b	Leisure - Capital Projects			A	A	A	SEP 2012
CD10c	Leisure - Play Strategy			A	A	A	DEC 2012
CD12a	Housing Strategy	A	A	A	A	A	APR 2012
CD12b	Housing Management	A	A	A	A	A	TBC
CD12c	Housing Repairs and Maintenance Services	A	A	A	A	A	APR 2012
CD12d	Homelessness	A	A	A	A	A	TBC
CD12e	Sheltered Housing	A	A	A	A	A	NOV 2013
CD14	Housing Ballot	A	A	A	A	G	TBC
CD19	Gypsies and Travellers	A	A	A	A	A	TBC
CD20	School Buildings/School modernisation	R	R		R		2018
CD22	School Improvement - Regional Project			A	A	A	TBC
CD23	Procurement of Independent Sector placements for looked after children	R	A	A	A	A	TBC
CD26	Disabled Facilities Grants	A	A	A	A	A	TBC
CD27a	Waste Management Targets/Food Waste Treatment Project	A	A	A	A	A	2016/17
CD27c	Waste Management Operations	A	A	A	A	A	2016/17
CD27d	Waste Management (AD Waste)	G	G	G		G	SEP 2010
CD34	Severe Winter Weather	A	A	A	A	A	TBC
CD37	Food Waste Treatment Project					A	2016/2017
CD38	Welfare Reform					R	TBC
Risk Reference	Council Governance	Mar 11	June 11	Sept 11	Dec 11	Mar 12	Predictive Green/Amber
CG05a	Asset Management - Strategic	A	A	A	A	A	2015/16
CG05b	Asset Rationalisation			A	A	A	2015/16
CG06	Medium Term Financial Strategy	A	A	A	A	A	TBC
CG07	Financial Management and Control	A	A	A	A	A	TBC
CG08	ICT Strategy	A	A	A	G	G	DEC 2011
CG09	Information Governance	A	A	A	A	A	TBC
CG10	Human Resources and Management	A	A	A	A	A	NOV 2012
CG11	Single Status and Terms and Conditions of Employment	A	A	A	A	A	NOV 2012
CG13	Customer Focus	A	G	G	G	A	JUN 2011
CG16	Workforce and Succession Planning	A	A	A	A	A	NOV 2012
CG18	Procurement	A	A		A	A	TBC
CG19	Business Continuity (including Winter Disruption)	A	A	A	A	A	APR 2012
CG22	Flintshire Futures			A	A	A	TBC
CG23	Data Protection					R	

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: HOUSING OVERVIEW & SCRUTINY COMMITTEE

DATE: WEDNESDAY, 30 MAY 2012

REPORT BY: ENVIRONMENT & HOUSING OVERVIEW &
SCRUTINY FACILITATOR

SUBJECT: FORWARD WORK PROGRAMME

1.00 PURPOSE OF REPORT

To report to the committee on work which was left outstanding at the end of the municipal year. To outline how topics can be brought to Overview & Scrutiny and to suggest items to be included on the Forward Work Programme for the successor committee to consider.

2.00 BACKGROUND

2.01 Experienced Overview & Scrutiny Members will be aware that items feed into a committee's Forward Work Programme from a number of sources. Individual Members can suggest topics for review by Overview & Scrutiny committees; members of the public can suggest topics; items can be referred by the Cabinet for consultation purposes; items can be referred by the County Council, or Directors can request that a committee gives a view on a particular topic. Other possible items are identified from the Cabinet Work Programme and the Strategic Assessment of Risks & Challenges.

2.02 In identifying topics for future consideration, it is useful for a 'test of significance' to be applied. This can be achieved by asking a range of questions as follows:

1. Will the review contribute to the Council's priorities and/or objectives?
2. Are there issues of weak or poor performance?
3. How, where and why were the issues identified?
4. Do local communities think the issues are important and is there any evidence of this? Is there evidence of public dissatisfaction?
5. Is there new Government guidance or legislation?
6. Have inspections been carried out?
7. Is this area already the subject of an ongoing review?

3.00 CONSIDERATIONS

3.01 Overview & Scrutiny presents a unique opportunity for Members to determine the Forward Work Programmes of the committees of which they are Members.

3.02 It was agreed by the former committee that the meeting of the Committee scheduled for 18 April 2012 be cancelled due to the impending local elections. At the previous meeting held on 7 March during consideration of the Neighbourhood Housing Renewal Area, the Gavin advised members that a further report would be brought back to committee providing details on a revised Private Sector Housing Renewal and Improvement Policy in the Summer. Members agreed to this item being commended to the relevant successor committee.

When the Environment & Housing Overview & Scrutiny Facilitator reported on the Forward Work Programme, there were items outstanding for consideration of Tenancy Agreements, the Local Housing Strategy, Sheltered Housing Improvement Project and Anti-Social behaviour. It was suggested that these items be commended to the successor committee.

The committee had a number of items still waiting to be scheduled, together with a series of regular items upon which it has previously decided that it wished to receive updates on a regular basis. These items are identified in **Appendix 1** together with a schedule of the meetings of the committee as agreed at County Council on 21 February 2012 in the form of a draft Forward Work Programme.

4.00 RECOMMENDATIONS

That the committee has regard to the considerations above, and identifies a draft Forward Work Programme for the forthcoming periods: (i) June - July 2012 and (ii) September 2012- April 2013.

5.00 FINANCIAL IMPLICATIONS

Not applicable.

6.00 ANTI POVERTY IMPACT

Not applicable.

7.00 ENVIRONMENTAL IMPACT

8.00 EQUALITIES IMPACT

Not applicable.

9.00 PERSONNEL IMPLICATIONS

Not applicable.

10.00 CONSULTATION REQUIRED

Not applicable.

11.00 CONSULTATION UNDERTAKEN

Publication of this report constitutes consultation.

12.00 APPENDICES

Draft Forward Work Programme.

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985

BACKGROUND DOCUMENTS

None

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HOUSING OVERVIEW & SCRUTINY FORWARD WORK PROGRAMME

CURRENT FWP

Date of meeting	Subject	Purpose of Report	Scrutiny Focus	Responsible / Contact Officer	Submission Deadline
30 May 2012	Quarterly Performance Reporting	To consider Q3/Q4 performance outturns for improvement targets.	Performance Monitoring	Head of Housing	21 May 2012
27 June 2012	To be determined				18 June 2012
25 July 2012	To be determined				16 July 2012
26 Sept 2012	Quarterly Performance Reporting	To consider Q1 performance outturns for improvement targets.			
31 Oct 2012	To be determined				
5 Dec 2012	Quarterly Performance Reporting	To consider Q2 performance outturns for improvement targets			
23 Jan 2013	To be determined				
21 Feb 2013	To be determined				
21 March 2013	Quarterly Performance Reporting	To consider Q3 performance outturns for improvement targets.			

HOUSING OVERVIEW & SCRUTINY FORWARD WORK PROGRAMME

24 April 2013	To be determined				
5 June 2013	Quarterly Performance Reporting	To consider Q4, year end outturns for improvement targets.			
10 July 2013	To be determined				

HOUSING OVERVIEW & SCRUTINY FORWARD WORK PROGRAMME

ITEMS TO BE SCHEDULED as agreed by Committee

Item	Purpose of Report	Responsible / Contact Officer
Resident Involvement	To consider proposals for improving resident involvement	Head of Housing
Energy Efficiency	To consider work undertaken within Housing Services	Head of Housing
Community Conference's (Boot-camp housing)	To consider proposals for the introduction of Community Conference (Boot-camp housing) within Flintshire, as a means to address tenant education and rent arrears.	Head of Housing
Tracker System	To consider the effectiveness of the vehicle tracker system, and any lessons learnt.	Head of Housing
Grass cutting (early Spring 2012)	To consider the cost implications of removing grass cuttings at sheltered schemes/elderly tenant properties, and to consider other options available.	Head of Housing
Galw Gofal	To consider progress following implementation of the new service.	Director of Community Services
Tenancy Agreements	To receive an update on the introduction of a more robust tenancy agreement following earlier proposals in April '11	Head of Housing

HOUSING OVERVIEW & SCRUTINY FORWARD WORK PROGRAMME

Item	Purpose of Report	Responsible / Contact Officer
Local Housing Strategy	To consider proposals within the Draft Strategy	Head of Housing
Anti-Social Behaviour (ASB)	To receive and consider the outcome of the Anti-social Behaviour workshop	Neighbourhood Housing Manager

HOUSING OVERVIEW & SCRUTINY FORWARD WORK PROGRAMME

REGULAR ITEMS

Month	Item	Purpose of Report	Responsible / Contact Officer
Quarterly / Annual	Performance Reporting	To consider performance outturns for improvement targets against directorate indicators.	Director of Community
Six monthly	Update on Repairs and Improvements	To enable Members to monitor the approach and effectiveness of repairs and improvements to the Council's housing stock, to include void management.	Head of Housing
Quarterly	Sheltered Housing Improvement Project	To receive progress with the review on sheltered accommodation.	
Quarterly	Housing Stock Ballot	To enable Members to monitor the progress leading up to balloting Flintshire's tenants on the future of the housing stock.	Chief Executive
Six monthly	Neighbourhood Renewal Area	To consider progress on the delivery of Flintshire's first Renewal Area	Head of Housing
Quarterly	Collaborative Working within Housing Services	To receive and consider current and future collaborative initiatives.	Head of Housing

HOUSING OVERVIEW & SCRUTINY FORWARD WORK PROGRAMME

APPENDIX B

STRATEGIC ASSESSMENT OF RISKS AND CHALLENGES TOPICS ALLOCATED TO OVERVIEW & SCRUTINY COMMITTEES

SECTION 1 - COMMUNITY LEADERSHIP

Category	Risk Reference	Title	Committee
Strategic Partnerships	CL04	Affordable Housing	Housing

SECTION 2 - COUNCIL DELIVERY

Category	Risk Reference	Title	Committee
Environment	CD08	Shotton and Deeside Renewal Area	Housing
Housing	CD12a	Housing Strategy	C&H
	CD12b	Housing Management	C&H
	CD12c	Housing Repairs & Maintenance	C&H
	CD12d	Homelessness	C&H
	CD12e	Sheltered Housing	Housing
	CD14	Housing Ballot	C&H
	CD19	Gypsies and Travellers	C&H
Social Care	CD26	Disabled Facilities Grants	S&H and Housing (joint meetings)