

**APPENDIX 3**

**Priority:** Housing  
**Sub-Priority:** Achieve the Welsh Housing Quality Standard  
**Impact:** Improving quality of life for our tenants through improved housing

***We said in 2013/14 that we would:***

**1. Agree a revised business plan with Welsh Government to meet the Welsh Housing Quality Standard (WHQS)**

Progress Status	Progress RAG	G	Outcome RAG	G
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Flintshire County Council has agreed a revised business plan with Welsh Government to achieve the Welsh Housing Quality Standard by 2020. A number of surveys are to be procured to validate figures provided in the business plan and to inform a revised 7 year work programme for achievement of WHQS. These include: -

- Revised Stock Condition Survey – **Surveys are now in progress first draft expected Feb 2014**
- Asbestos Consultancy and Surveying – **Surveying progress for communal areas**
- Communal Heating – Due to go out to tender

The revised business plan will commit to circa £103m over the next 7 years to achieve WHQS. As per the current work streams the initial focus will be on the internal components of the properties with the external and environmental programmes to begin following the completion of the internal work schemes.

The agreed business plan highlights a number of alternative funding streams and efficiency and income generation targets to contribute towards achieving outcomes contained within the business plan i.e. ECO Funding, service charges.

Previous risk identified – Understanding what our options are should Welsh Government not agree Flintshire’s revised Business Plan – The risks have been revised on the basis that the business plan submitted has been agreed by Welsh Government.

**Achievement will be Measured through:**

- Agreement of a revised business plan with Welsh Government – **Achieved**

**Next steps:**

Pursue options to secure additional funding to maximise investment capacity in the housing stock – Funding gap reduced from 14M to 7M through additional efficiencies and income maximisation in 2014/15 budget - **Met**

**Risks to Manage:**

1. Outcomes of Stock Condition Survey
2. Securing additional funding such as ECO finance
3. Realising efficiencies and income generation targets identified in the business plan

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
H	H	R	1. Gaining political approval for efficiency and income generation proposals.	L	M	G	1. Options for prudential borrowing. 2. Revise business plan following outcomes of Stock Condition Survey	Head of Housing	↓	L	L	G

## 2. Deliver the capital programme ensuring value for money

### Progress Status

### Progress RAG

G

### Outcome RAG

G

During the financial year 2012 / 2013, a number of capital works targets were met within budget and market conditions enabled FCC to exceed our target numbers for the same value: -

- Heating upgrades - 600 homes planned - 1100 delivered
- Kitchen replacements - 922 planned - 1100 delivered
- Smoke detectors - 884 planned - 2400 delivered
- Bathroom replacements - 56 planned - 62 delivered

In 2013/14 the expectation is that the original commitments will again be exceeded: -

- Heating upgrades - 600 homes promised - 1000 in programme
- Kitchen replacements – 922 promised - 1000 in programme
- Smoke detectors - 884 promised - 1000 in programme
- Bathrooms – 0 promised – 60 in programme

Programme expenditure 2013/14 is currently in accordance with initial forecasts. Against a budget of £12m for the financial year actual spend at **December 2013 is £8m**. A number of work streams were profiled to commence later in the financial year and these also remain on target.

As part of the Housing Asset Management service review a Tenant Liaison Officer was appointed in July 2013.

Progress on the key milestones is as follows: -

- The asbestos consultancy and surveying is in progress.
- To ensure performance of the works programme, monitoring is in place for contract progress and budget management. Monthly project meetings are held with each contractor to review progress and performance against KPI's. Delivery targets are set and progress against these targets is monitored by the project managers.
- The revised Stock Condition Survey is currently in progress. The survey will verify previous Stock Condition Data, survey a further 10% of the internal condition of the properties and focus on the external aspects of the stock in order to inform the environmental work streams that will form part of the revised works plan to meet WHQS by 2020.
- Following the return and review of the updated Stock Condition Data a revised 7 year programme will be developed to meet the WHQS by 2020.
- An Asbestos Management Strategy has been developed together with an operational plan for implementation.

**Achievement will be Measured through:**

- Performance management of our works programme

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Capital Programme expenditure on improvement work streams	Housing	N/A	£12m	N/A	£4m	<b>G</b>	<b>G</b>

**Risks to Manage:**

Ensuring Contractors perform effectively.  
Meeting customer expectations

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
M	M	A	1. Effective budget monitoring and management 2. Robust management of contractors for programme delivery. 3. Ensuring effective arrangements and resource for customer liaison. Tenant Liaison Officer appointed in July 2013.	L	L	G	1. Review resource requirements in line with revised 7 year works programme.	Head of Assets & Transportation	↓	L	L	G

**3. Develop a Housing Asset Management Strategy by January 2014.**

**Progress Status**

**Progress RAG**

**G**

**Outcome RAG**

**G**

A revised Asset Management Strategy has been developed alongside the completion of an updated Stock Condition Survey. The outcomes of the Stock Condition Survey together with the information gathered for the Asset Management Strategy will then inform a revised 7 year Capital Investment Programme to achieve WHQS by 2020.

The Stock Condition Survey is currently in progress.

A new risk has also been identified in terms of welfare reform and the need to identify measures within the Asset Management Strategy to mitigate the potential impact. A small budget has identified in 14/15 capital programme to adapt properties that may become difficult to let due to the size (and threat of bedroom tax) for large properties where there is no demand.

**Achievement will be Measured through:**

- An effective strategy to maintain and improve the housing stock

**Achievement Milestones for strategy and action plans:** (Lead Officer – Head of Housing)

Asset management strategy including options for energy funding, WHQS, regulation and compliance etc. – January 2014

**Risks to Manage**

**Ensuring that the Council finds the resources required to meet the Welsh Housing Quality Standard by 2020  
Ability to address the impact and change in demand due to Welfare Reform**

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	H	R	1. Ensuring other services i.e. Housing Management input to the Asset Management Strategy to plan for the impact of Welfare Reform and other regeneration issues.	L	M	G	1. Revisit and revise business plan to address future impacts of Welfare Reform i.e. re-modelling of existing accommodation.  2. Options for prudential borrowing	Head of Housing	↓	L	L	G