

**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 2014/15 that we would:***

**1. Deliver the housing revenue account business plan to achieve the Wales Housing Quality Standard (WHQS) by 2020**

Progress Status	Progress RAG	G	Outcome RAG	G
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**Completed**

- A revised Asset Management strategy has been developed and agreed at the Scrutiny and Cabinet committees
- A revised Stock Condition Survey has been commissioned and completed, including verification of previous Stock Condition Survey reports
- Detailed work undertaken to maximise efficiencies and reduce costs in the HRA Business Plan
- Initial discussions with Tenants and Members on the development of a revised delivery programme
- Detailed analysis of Stock Condition Survey information to ensure accuracy and alignment of HRA Business Plan

**In Progress**

- Consultation on development of a revised delivery programme to meet WHQS
- Development of proposals and costings for a revised programme
- Existing programme continues to be delivered

**Next Steps**

- Collate feedback from consultation and develop a revised programme
- Revised programme and report to be presented at Scrutiny committee in October
- Procure contracts in preparation for revised programme to commence in April 15
- Further consultation, in particularly on Environmental work schemes

**Bathroom Upgrade Programme**

We are due to open tenders for the new WHQS Bathroom Upgrade programme. The Contractor will be finished before March 2015.

Capital Projects

Each project is subject to a Month Lead in, as the Contractor is required to complete surveys and designs before works can commence. This allows the tenant to raise any possible issues that could arise during the works stage.

**Achievement will be Measured through:**

- Investing in improving the housing stock
- Tenant satisfaction of work completed
- Performance measured against commitments made to tenants at the housing ballot
- Managing expenditure within or below budget to maximise available financial resources.

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Capital Works Target – Heating Upgrades	Chief Officer – Community and Enterprise	977	600	TBC dependant on WHQS Plan	350	G	G
Capital Works Target – Kitchen Replacements		1118	922		170	A	G
Capital Works Target – Smoke Detectors		804	500		0	A	G
Capital Works Target – Bathroom Replacements		200	120	Not in current plan for 2016/17	0	A	G
Tenant satisfaction of capital works completed on kitchens, heating and bathrooms.		N/A – new measure	Establish baseline 2014/15	TBC once baseline established	N/A	N/A	N/A
IPH3M1 - Capital Programme expenditure on improvement work streams ( <i>Managing expenditure within or below budget to maximise available financial resources - Capital works budget</i> )		£12m	£9.76m	TBC	£1.8m	A	G

**2. Reach a voluntary settlement with Welsh Government to introduce self financing for the Council housing service by 1<sup>st</sup> April 2015.**

<b>Progress Status</b>	<b>Progress RAG</b>	<b>G</b>	<b>Outcome RAG</b>	<b>G</b>
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Agreement has been reached with Welsh Government and the 11 affected councils on the arrangements to achieve an exit from the HRAS system by 1<sup>st</sup> April 2015. Plans are now underway to prepare a draft self financing business plan for submission to WG by the end September 2014. Governance arrangements are also in development.

**Achievement will be Measured through:**

- The implementation of a voluntary agreement by the deadline which gives the Council certainty about future funding

**Achievement Milestones for strategy and action plans:**

- Implementation of a voluntary agreement with Welsh Government to introduce self-financing by 1<sup>st</sup> April 2015

**3. Develop a revised stock investment plan to meet the objectives in the Assets Management Strategy in conjunction with Tenants and Members.**

<b>Progress Status</b>	<b>Progress RAG</b>	<b>G</b>	<b>Outcome RAG</b>	<b>G</b>
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Consultation is underway with tenants on the development of a revised delivery programme to meet WHQS. The feedback collected through the consultation will then be analysed and collated to inform a revised delivery programme. Once developed this will be presented for discussion at the Scrutiny committee in October.

**Achievement will be measured through:**

- Agreement of a 6 year investment programme by March 2015
- Delivery of capital improvement programmes

**Achievement Milestones for strategy and action plans:**

- Agreement of a 6 year investment programme by March 2015

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
IPH3M1 - Capital Programme expenditure on improvement work streams	Chief Officer – Community and Enterprise	£12m	£9.76m	TBC	£1.8m	A	G

**Risks to Manage: Ensure contractors perform effectively and that costs are contained within budget**

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	<p>1. Effective budget monitoring and management.</p> <p>2. Robust management of contractors for programme delivery.</p> <p>3. Ensuring effective arrangements and resource for customer liaison. Two Tenant Liaison Officers now appointed to ensure contractor performance and tenant satisfaction.</p> <p>4. Arrange further CA training to assist with Contract Monitoring &amp; Contractor Performance.</p> <p>5. Review Budget Monitoring Sheets in line with Finance Team.</p>	L	L	G	<p>1. Review current resources.</p> <p>2. Appoint required Clerk of Works to assist with the delivery of the WHQS Delivery Programme.</p> <p>3. Review current Specification and carry out Cost Engineering exercise if required.</p> <p>4. Manage tenant expectation</p>	Chief Officer – Community & Enterprise	↔	L	L	G

**Risks to Manage - Gaining agreement with all 11 stock retaining Councils and Welsh Government on approach to dismantling the Housing Revenue Account subsidy system**

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	H	H	<ol style="list-style-type: none"> <li>1. Flintshire County Council will have greater freedom to invest in council housing services.</li> <li>2. There are 11 stock holding councils across Wales that are members of the existing Welsh housing revenue account subsidy system. This should be abolished by April 2015.</li> <li>3. The next step in the process is to set up a voluntary agreement to enable the 11 organisations to introduce self-financing. If plans are agreed the County Council could receive borrowing approval of £14m to build new properties and £25m for renovations to meet Welsh Housing Quality Standards (WHQS).</li> <li>4. Chief Officer, Housing Asset Manager &amp; Finance Manager all working on HRA work-streams.</li> </ol>	L	H	A	<p>Review self-finance arrangements</p> <p>Joint agreements with neighbouring organisations</p> <p>Implementation of new finance agreement and introduce control measures to ensure WHQS investment</p>	Chief Officer – Community & Enterprise	↔	L	L	G

**Risks to Manage - Ensuring that the Council identifies and plans for the resources required to meet the WHQS by 2020**

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	<ol style="list-style-type: none"> <li>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.</li> <li>Ensure that each member of staff within the Housing Maintenance/ Management teams are fully aware of the WHQS and the Councils goals to achieving the WHQS by 2020.</li> <li>Ensure sufficient funding in place to deliver WHQS programme.</li> <li>Ensure staff capacity to deliver WHQS programme.</li> </ol>	L	M	G	<ol style="list-style-type: none"> <li>Revisit and revise business plan to address future impacts of Welfare Reform i.e. re-modelling of existing accommodation.</li> <li>Options for prudential borrowing</li> <li>Review Stock Survey results for further cost saving options</li> </ol>	Chief Officer – Community & Enterprise	↔	L	L	G