

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 and Cabinet
- 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
- Consultation on development of a revised delivery programme to meet WHQS
- Existing programme continues to be delivered

Next Steps

- Member workshops to finalise detailed programme
- Publish final revised programme
- Procure contracts in preparation for revised programme to commence in April 15
- Further consultation, in particularly on Environmental work schemes

The good progress made in Q1 on current work streams has continued throughout Q2. Progress During Q2 includes:-

- Bathroom Upgrade Programme: GM Jones have completed the first properties and are making good progress towards completing all properties identified in the programme. The scheme is on schedule to be completed before March 2015.
- Good progress continues to be made on all programmes with each on target to be completed before the end of the financial year.
- High rise sprinkler system. Tenders are due to go out in November with work on-site due to commence January

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	657	G	G
Capital Works Target – Kitchen Replacements		1118	922		591	G	G
Capital Works Target – Smoke Detectors		804	475		0	A	G
Capital Works Target – Bathroom Replacements		200	120	Not in current plan for 2016/17	12	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	£5.379	G	G

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

Progress Status

Progress RAG

G

Outcome RAG

G

Progress made includes:

- A consensus has been reached with the 11 affected Councils to enable a voluntary agreement to be made between each Council and Welsh Government to enable an end to the Housing Revenue Account Subsidy system from April 2015
- Agreement between the 11 Local Authorities has been reached and the Authority is represented on a number of groups planning for the implementation of self-financing.
- A report on the Housing Revenue Account Business Plan was presented to the Housing Overview and Scrutiny Committee in October and work now continues to submit a revised Business Plan to Welsh Government. The presentation to Scrutiny will also be followed up by Member Workshops to discuss the implications to the Housing Revenue Account and to discuss issues such as Governance Arrangements.

Future

- Council approval of HRA business plans budget
- Treasure Management strategy updated to support the borrowing requirements needed to exit the subsidy system
- Delegated autonomy to sign voluntary agreement in January 2015

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 1st April 2015

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

Progress Status

Progress RAG

G

Outcome RAG

G

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
- 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
- Collate feedback from consultation and develop a revised programme
- Proposals and report presented to the Scrutiny committee

Next Steps

- Member workshops to finalise detailed programme
- Publish final revised programme
- Procure contracts in preparation for revised programme to commence in April 15
- Further consultation, in particularly on Environmental work schemes

Successful WHQS Consultation Events have been held at the Flint Festival Fun Day and at the Connects Offices along with 7200 Questionnaires sent out by the Capital Works Team to all tenants to gain feedback on work streams and delivery areas.

Proposals for a revised delivery programme together with feedback from tenant consultation and engagement was recently presented to the Housing Overview and Scrutiny Committee and was received very positively. Members have approved the initial proposals for the revised programme which includes agreement of amended delivery areas and prioritisation of work stream delivery. The next stage is to agree the final detail of the revised programme and this will be achieved through Member Workshops which are scheduled in November. Once the detailed plan is agreed the procurement of new contracts and contractors will take place with all work streams scheduled to be on-site for the 1st April 2015.

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	£5.379m	G	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	Target Date
(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. Two Tenant Liaison Officers now appointed to ensure contractor performance and tenant satisfaction. 4. Arrange further CA training to assist with Contract Monitoring & Contractor Performance. 5. Review Budget Monitoring Sheets in line with Finance Team.	L	M	G	1. Review current resources. 2. Appoint required Clerk of Works to assist with the delivery of the WHQS Delivery Programme. 3. Review current Specification and carry out Cost Engineering exercise if required. 4. Manage tenant expectation	Chief Officer – Community & Enterprise	↔	L	L	G	Mar 2015

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	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)		
M	H	R	1. Chief Officer, Housing Asset Manager & Finance Manager all working on HRA work-streams.	L	H	A		Chief Officer – Community & Enterprise	↔	L	L	G	Apr '15

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	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
H	H	R	<ol style="list-style-type: none"> 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. 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. Ensure sufficient funding in place to deliver WHQS programme. Ensure staff capacity to deliver WHQS programme. 	L	M	G	<ol style="list-style-type: none"> Revisit and revise business plan to address future impacts of Welfare Reform i.e. re-modelling of existing accommodation. Options for prudential borrowing Review Stock Survey results for further cost saving options 	Chief Officer – Community & Enterprise	↔	L	L	G	Mar '15