

**APPENDIX 1**

**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
-----------------	--------------	---	-------------	---

**What we did in 2014/15: -**

- A revised Asset Management strategy was developed and agreed at the Scrutiny and Cabinet committees.
- A revised Stock Condition Survey was commissioned and completed, including verification of previous Stock Survey Data.
- Detailed work was 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.
- Consulted on the development of a revised delivery programme to meet WHQS.
- Development of proposals and costings for the revised programme.
- Collated feedback from consultation and developed a revised programme.
- Proposals and report presented to the Scrutiny committee.
- Continued to collate information to finalise WHQS Programme.
- Established a list of properties from the new WHQS Programme to complete initial validation surveys.
- Procured Contracts utilising Framework Providers.
- Procured Contractors via various Tendering options.
- Organised & Completed Contractor Interviews with Tenants Federation.
- Implement WHQS Survey work detailing exact Property work schedules.
- Issued orders to successful Contractors to commence the New WHQS 2020 Programme.

**What went well: -**

For the Third year running, we have exceeded the majority of our targets and measured KPI's and again outperformed the promises made within the Tenants Choices document. By continually performing value engineering exercises on all of our contracts, we have been able to demonstrate and achieve cost savings which have been reinvested into the Capital Programme resulting in increased programme delivery against targets.

**What did not go so well: -**

Issues with gaining access to properties to carry our WHQS Smoke Alarm Replacements. Further support required from our Tenant Liaison Officers & Housing Support Officers to assist the in-house Workforce Team with access and delivery.

**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	2015/16 Aspirational Target	2014/15 Outturn	Performance RAG	Outcome Performance Predictive RAG
Capital Works Target – Heating Upgrades	Chief Officer – Community and Enterprise	977	600	TBC dependant on WHQS Plan	(856feb+20 Warmer + 100 Energy) 966	G	G
Capital Works Target – Kitchen Replacements		1118	922		316wates+80refusals+365keep+108refusals) (+148voids+6nwps) 1023	G	G
Capital Works Target – Smoke Detectors		804	475		439	A	A
Capital Works Target – Bathroom Replacements		200	120	Not in current plan for 2016/17	127	G	G

Improvement Plan Progress  
Year End 2014/15

<p>Tenant satisfaction of capital works completed on kitchens, heating and bathrooms.</p>		<p>N/A – new measure</p>	<p>Establish baseline 2014/15</p>	<p>TBC once baseline established</p>	<p>-</p>	<p>Awaiting last batch of Tenant Questionnaires</p>	<p>To Finalise Results</p>
<p>IPH3M1 - Capital Programme expenditure on improvement work streams <i>(Managing expenditure within or below budget to maximise available financial resources - Capital works budget)</i></p>		<p>£12m</p>	<p>£9.76m has now increased to £9.93m</p>	<p>TBC</p>	<p>£9.93m</p>	<p>G</p>	<p>G</p>

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

**Progress Status**

**Progress RAG**

**G**

**Outcome RAG**

**G**

**What we did in 2014/15: -**

- Agreement between the 11 Local Authorities has been reached and the Authority is now represented on a number of focus 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 a revised Business Plan was submitted to Welsh Government.
- A Member & Tenant Workshop took place on the 7<sup>th</sup> Jan 2015.
- MRA Application submitted to Welsh Government
- Voluntary Agreement Signed by Leader of the Council
- Budget & Business Plan approved by Council February 2015
- Staff Briefings March 2015
- Newsletter to Tenants March 2015

**What went well: -**

Reached an agreement with other Local Authorities. Approved a Budget & Business Plan in February 2015. Conducted Staff Briefings and included updates within the March 2015 Tenants Newsletter.

**What did not go so well: -**

No Comment.

**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.**

**Progress Status**

**Progress RAG**

**G**

**Outcome RAG**

**G**

**What we did in 2014/15: -**

- A revised Asset Management strategy was developed and agreed at the Scrutiny and Cabinet committees.
- A revised Stock Condition Survey was commissioned and completed, including verification of previous Stock Survey Data.
- Detailed work was 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.
- Consulted on the development of a revised delivery programme to meet WHQS.
- Development of proposals and costings for the revised programme.
- Collated feedback from consultation and developed a revised programme.
- Proposals and report presented to the Scrutiny committee.
- Continued to collate information to finalise WHQS Programme.
- Established a list of properties from the new WHQS Programme to complete initial validation surveys.
- Procured Contracts utilising Framework Providers.
- Procured Contractors via various Tendering options.
- Organised & Completed Contractor Interviews with Tenants Federation.
- Implement WHQS Survey work detailing exact Property work schedules.
- Issued orders to successful Contractors to commence the New WHQS 2020 Programme.

**What went well: -**

Developed good working relationships with members and tenants. Improved our internal processes and procedures for procuring works and conducting scored interviews with Contractors. Produced a 'new way of working' by creating new work streams and creating new District Areas to complete the works in a deliverable and efficient way.

**What did not go so well: -**

Delays with our internal software system had resulted in the team utilising traditional methods to conduct surveys etc. We have now targeted the issues within our IBS system and resolved the process for loading information into the system which will assist to achieve a new way of completing WHQS Survey works and recording the WHQS Components linked to each property on IBS.

**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	2014/15 Outturn	Performance RAG	Outcome Performance Predictive RAG
IPH3M1 - Capital Programme expenditure on improvement work streams	Chief Officer – Community and Enterprise	£12m	£9.93m	TBC	£9.93m	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	L	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

**Risk Progress Summary for 2014/15 - Ensure contractors perform effectively and that costs are contained within budget.**

As a result of the ever changing economic climate and the level of investment within the Construction Industry, it is difficult to gauge the costs of the tenders and quotes the Capital Works Team receive on a weekly basis. Due to these fluctuations the Capital Works Team is consistently reviewing costs and measuring Contractors costs with other Contractors utilising other Authorities and Associations as bench marks along with past schemes/projects. We often undertake Value Engineering Exercises and query costs and measurements submitted by Contractors along with completing audits on Valuations. By undertaking these measures we are achieving 'best value' for the Council which will assist with the investment in the revised programme.

---



**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	<ol style="list-style-type: none"> <li>1. Flintshire County Council will have greater freedom to invest.</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.</li> <li>4. Chief Officer, Housing Asset Manager &amp; Finance Manager all working on HRA work-streams.</li> </ol>	L	L	G	<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	Apr '15

**Risk Progress Summary for 2014/15 –**

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

Voluntary agreement reached and agreed therefore risk now closed.

---

**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"> <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	L	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	Mar '15

**Risk Progress Summary for 2014/15 - Ensuring that the Council identifies and plans for the resources required to meet the WHQS by 2020**

The Housing Asset Management Team have continued to hold staff briefings and meetings to update all teams with regards to the WHQS programme and the Councils objectives. By involving all members of the service with regards to the new WHQS Programme we feel we have been able to relay important information and staff have obtained a greater understanding of the Programme and what it means to tenants.

Consultation Workshops/ Fun Day events etc. have all helped to widen the audience we can target with regards to the future investment plan expectations.

We have also achieved best value for money by procuring the works through various framework providers and comparing costs through the various contracts. By carefully weighting each contract (60 price/ 40 quality) we have achieved a high measured cost measurement whilst not compromising quality. As part of the Framework compliance procedure, each contractor must complete a quality assessment that ensures the Contractors who are successful have met certain criteria. This gives the Team 'piece of mind' at tender stage, that each Contractor has met and achieved required quality levels, thus resulting in the Team utilising a more aggressive Cost weighting scenario.

The Housing Asset Management Team have also identified the required staffing levels required to deliver the agreed Investment Programme.