Portfolio: Housing and Community

URN / Priority	Control Issue	Agreed Action / Recommendation (R)	Due Date	Revised Due Date	Service Update to Governance and Audit Committee 22 November 2023
3140	21/22 Maes Gwern Contractual Arrangement- Overage sum calculation not being monitored as per the development agreement	A process to be introduced to monitor the overage sum in line with the agreed calculation stated in the overarching agreement.	29-Oct-21	31-Jul-23	The review group of housing, finance and QS reviewed the development framework and recognised that the overage agreement specified in the documents was not the key focus, and that reliance in the sales receipt records between forecast and actual sales data was being relied upon incorrectly. Useful as this data was, the overage calculation formula was the proper focus of attention. It was also recognised that this calculation could only be completed at the end of the process. We still await that final data from the developer.
3159	21/22 Maes Gwern Contractual Arrangements- Changes to unit type have an impact on capital receipts	A process and a process owner to be devised and introduced to identify any discrepancies in changes to property type and chase any remaining funds and interest due to the Council since the completion date. Any risks to the achievement of the agreed capital receipts should be considered and escalated to Chief Officer.	29-Oct-21	30-Jun-23	A group from Finance, QS services and housing was set up, chaired by the SHARP project manager. A process was set up to monitor overseen by the SHARP project manager to identify any changes to the property types by cross referencing the property schedule of property types recorded in the original planning documents to the schedule of property types recoding sales receipts. One house type was identified as having changed its internal layout following a non-material alteration approved by planning. No discrepancies in house types have been identified. **Completed** ***To date evidence has not been provided to IA to close action down***

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3174	21/22 Maes Gwern Contractual Arrangements- The finance process in place to monitor capital receipts is not adequate.	A review to be complete of all current processes and these be aligned with the requirements stipulated in the Development Agreement. Management information to be reviewed at established governance routines to ensure programme deliverables are on track in line with Development Agreement. Identified changes to capital receipts should be escalated to the Chief Officer of Housing and Assets.	29-Oct-21	31-Jul-23	The review group ensured that the recording of sales receipts was refined in line with the terms of the development agreement. Finance identified various minor discrepancies to receipts and a process was developed for recording and checking outstanding amounts due with the contractor. This included recording the date of the sale and the date of the receipt of the payments due. This in turn enabled a claim to be formulated using criterion from the agreement to calculate interest due to FCC for late payment. As previously reported the risk to not receiving the full amount due seemed unlikely, so escalation to the Chief Officer was not necessary. All properties for private sale have been sold, and all receipts due received by FCC and the £2.85 million receipts achieved. A small sum of over- payment has been identified and a forthcoming meeting with Wates set up to correct this error. **Completed** ***To date evidence has not been provided to IA to close action down***
3234	Homelessness & Temporary Accommodation 21/22- A homelessness/Temporary accommodation policy is not in place.	The response will be delivered in 2 stages –medium and longer term. All actions are assigned to the Service manager to be delegated across team. Medium term (June 2022) Restructure of Housing Support and Homeless Prevention Service and create a specific team for Property Management to take the management of Temporary Accommodation out of the Homeless Team. Restructure has been approved, job descriptions are being devised and recruitment to begin in April 2022. Long Term (Dec 2022)	30-Dec-22	30-Sep-23	All actions on homelessness and temporary accommodation reported to Community and Housing Overview and Scrutiny Committee in October 2023. Progress is outlined below: Restructure within the Housing & Prevention Service and separation of Temporary Accommodation management from the Homeless Team functions: • There have been several staff changes and ongoing challenges regarding staffing capacity in the Housing and Prevention Service. This has included changes in management personnel, prolonged sickness absences and turnover within core staff for temporary accommodation. • The restructure of the Housing and Prevention Service although delayed will see the creation of a new Homefinder Team. Homeless Accommodation will be managed through

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		Homelessness Accommodation Policy to be devised which will guide all processes and ensure delivery of all ambitions identified in the soon to be revised Housing Support Programme Strategy which comes in force 1st April 2022.			the Homefinder Team and the Housing Register Manager will assume the role of Homefinder Manager with responsibility for: 1) Housing Advice 2) Common Housing Register 3) Homeless Accommodation 4) Move On Support Develop Homeless Accommodation Policy • Homeless Accommodation Policy in final draft and to be adopted when all elements of Back Office functionality are in place and Staff Guidance and Procedural notes updated to reflect system changes. Changes in process to respond to the Renting Homes Wales Act 2016 already adopted June 2023.

3237	Homelessness & Temporary Accommodation 21/22- Processes are not adequate to deal with increase in demand.	The response will be delivered in 3 stages – immediate, medium and longer term. All actions are assigned to the Service manager to be delegated across team.
		
		Short term (March 2022) SLAs to be introduced between all areas which have a direct impact in service delivery. Including Responsive repairs through FCC, Void Property Turnaround, Cleaning Contracts, Fire Safety Regime A process to be defined to deal with refused offers of permanent accommodation. A process to be defined to review lease agreements prior to their renewal/expiration date. A process for take on of new properties into the Temporary Accommodation portfolio.
		
		Medium term (June 2022) Rental Charge Policy to be define to oversee rent income, arrears and write off.
			31-Mar-23	30-Sep-23	Develop procedures for repairs and maintenance of Temporary Accommodation and ensure processes in place for:
					   o property inspections
					   o repairs for service
					   o repairs for landlords
					   o health & safety compliance
					
					• Core repairs responsibilities identified.
					• Temporary Accommodation guidance and procedural notes in place for all aspects of repairs and maintenance.
					• Repairs liabilities for Service and Landlords clearly stipulated in Lease Agreement (if unfulfilled by landlord process in place to be actioned by HRA and recharged to landlords.
					• Contractor for Fire Safety Compliance appointed through HRA contract to deliver services for all Temporary Accommodation.
					• Contractor for CCTV identified and linked into HRA processes and monitored where possible through FCC CCTV suite (Swan Inn).
					• Routine Inspection regime developed and to be implemented across all homeless accommodation once staff capacity allows (HMO settings already prioritized).

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		Review the performance information needed for management oversight when the Policy is in place.
		
		Longer term (March 2023) The full end to end temporary accommodation process to be mapped to assign roles and responsibilities, identify process delays and inefficiencies as well as document controls.
					• Service Level Agreement for Responsive Repairs awaiting sign off.
					• Workflow process and prompting for H&S compliance (Gas and Elec Certs) to be actioned within Back Office and management oversight in place.
					
					Develop procedures relating to Void Management for Temporary Accommodation including Service Level Agreement as required with:
					  o FCC Housing Assets Service
					  o Cleaning contracts
					
					• Voids standard developed in line with the Renting Homes Wales Act 2016 requirements (Homes Fit for Habitation).
					• Temporary Accommodation guidance and procedural notes in place for all aspects of void property maintenance.
					• HRA Repairs team continue to deliver and where possible fast track Temporary Accommodation Void Works.
					• Service Level Agreement for Voids Maintenance awaiting sign off.
					• Actively testing market at "point of purchase" for property furnishings (beds, sofas, blinds, whitegoods) as required through range of suppliers for value for money and availability.
					Develop procedures relating to Repairs for Temporary Accommodation including Service Level Agreement as required with:
					  o FCC Housing Assets Service
					  o Cleaning contracts
					  o Fire Safety Services
					  o Leased Landlords
					
					• Core repairs responsibilities identified
					• Contractor for Fire Safety identified and included on HRA contracts and where needed (HMO settings)
					• Contractor for CCTV identified and linked into HRA processes and monitored where possible through FCC CCTV suite (Swan Inn)

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					• Service Level Agreement for Responsive Repairs awaiting sign off.
					Review reasons for refusal of permanent accommodation and develop process to manage 'unreasonable refusals'
					• Refusal reasons identified as in significant part due to lack of guidance on Offer Process and inappropriate offers in regard to "suitability assessment".
					• Suitability Checklist now in place along with Direct Lets Nomination Form.
					• Clear process for Homeless Direct Lets now in place with dedicated officer leading the matching process.
					• Nominations report and suitability assessment requiring management sign off in place.
					• Refusals managed through the statutory instrument of Housing (Wales) Act 2014 s.85 Right to Review and "Independent Reviewer" appointed.
					Develop clear processes for Renewal and Review of Leases for the Temporary Accommodation portfolio.
					• Ongoing dialogue with Landlords underway for Lease Renewals and cost implications factored into budgets.
					• Lease Renewal Decision Record developed with management approval process in place.
					• Lease Agreement refreshed to reflect the Renting Homes Wales Act 2016
					• Expired leases "rolled over" whilst negotiating new lease costs.
					Review arrangements for "Take On" of FCC and Housing Partners properties for use as Temporary Accommodation through a Memorandum of Understanding or Management Agreement.
					• Additional properties taken on from HRA successfully and processes developed.

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					o The Swan Inn (6 flats purchased and refurbed to HRA standard with WGOV Phase 2 Grant – Handover April 2022) o Duke Street (2 flats built to HRA standard with WGOV Phase 2 Grant – Handover June 2023) o Park Lane (4 flats built to HRA standard with WGOV Phase 2 Grant – Handover Sept 2023) • Memorandum of Understanding for refresh and sign off for HRA properties. Develop Policy for Income Management relating to the Temporary Accommodation Portfolio to include: o Rent Collection o Service Charge Collection o Arrears management o Income Maximisation and Support o Arrears Write Off • Staff procedural guidance notes in place • Homeless Accommodation Policy in Draft with sections on Income Management activity to enable 1 Policy for all aspects of Homeless Accommodation Management • Awaiting the development of the Accounts Payable and Accounts Receivable feature within the Back Office for Income Collection • Performance Dashboard for Income Maximization to be implemented through Back Office Develop "Homeless Accommodation – Temporary and Emergency Policy" for the Homeless Service • Homeless Accommodation Policy in final draft and to be adopted when all elements of Back Office functionality in place and Staff Guidance and Procedural notes updated to reflect system changes • Changes in process to respond to the Renting Homes Wales Act 2016 already adopted June 2023

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					Complete full "end to end temporary accommodation process mapping" to assign roles and responsibilities, identify process delays and inefficiencies as well as document controls
					
					• Full "end to end process mapping" to be completed once all aspects of Back Office functionality are in place
					• System and process training to be completed with all staff who support delivery of the homeless accommodation placements, management and support:
					  o Homeless Team requesting placement – HOMELESSNESS SHOULD BE RARE
					  o Homefinder Team managing accommodation and housing management functions – HOMELESSNESS SHOULD BE BREIF
					Housing Support Team delivering bespoke housing related support for Move on Support – HOMELESSNESS SHOULD BE UNREPEATED

3255	Homelessness & Temporary Accommodation 21/22- Management information is not available or unreliable to monitor the achievement of the Homelessness Strategy and policy	The response will be delivered in the medium term. All actions are assigned to the Service manager to be delegated across team. Medium term (June 2022) Introduce management information to: Monitor performance timescales at the various stages in Void Management Process. Information to be timely reviewed to identify and address process impediments/ opportunities for improvement. Provide oversight of all offers for permanent accommodations, those that were declined and the reason for decline. Oversee length of stays in interim accommodation which is being developed in In-Phase.	30-Jun-22	30-Sep-23	Improve and enhance excel spreadsheet to capture all information in relation to temporary accommodation. • Spreadsheets updated for data capture. • Additional tabs on spreadsheets for collection of data relating to Performance Information for length of stay. • HB Monitoring information linked to TA placements spreadsheets. Move away from Spreadsheets for accommodation casework and adopt Back Office • Migration over to the Back Office system for management of all forms of homeless accommodation – commenced May 2023 • Complete training for all staff working on Back Office functionality for Temp Accom Staff once system implemented. • Performance Management functionality to be developed for reporting via Back Office

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		Oversee rent collection activities. Monitor SLA agreement KPIs.			Review reasons for refusal of permanent accommodation and develop process to manage "unreasonable refusals".
					
					• Refusal reasons identified as in significant part due to lack of guidance on Offer Process and inappropriate offers in regard to "suitability assessment".
					• Suitability Checklist in place along with Direct Lets Nomination Form
					• Clear process for Homeless Direct Lets now in place with dedicated officer leading the matching process
					• Performance management dashboard to be developed once full migration of all processes complete within Back Office system and all SLAs in place.
					
					Develop Policy for Income Management relating to the Temporary Accommodation Portfolio to include:
					  o Rent Collection
					  o Service Charge Collection
					  o Arrears management
					  o Income Maximisation and Support
					  o Arrears Write Off
					
					• Staff procedural guidance notes in place
					• Homeless Accommodation Policy in draft with sections on Income Management activity to enable one policy for all aspects of Homeless Accommodation Management
					• Awaiting the development of the Accounts Payable and Accounts Receivable feature within the Back Office for Income Collection
					• Performance Dashboard for Income Maximization to be implemented through Back Office

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3008	SARTH Follow Up 2019/20 - The number of overrides remains high	Management Response As a sub-regional activity (the Common Allocations Policy operates across Conwy Denbighshire and Flintshire Council areas) it is important that some issues are managed collectively across the SARTH partners as well as at the local level. Overrides is an issue that is a challenge across Conwy Denbighshire and Flintshire. In response to this the Regional Operational Panel for SARTH which meets monthly, reviews levels of overrides to collectively understand the system challenges. Close monitoring at the local level is also a necessary management control. Overrides are part of the allocations matching process but it is acknowledged that when excessive in numbers, this can be an indicator of a bigger problem. Reasons for overrides will usually be 1) inaccurate application data 2) user error when using the system for property matching 3) system specific issues 4) property specific issues. Lengthy waiting times for social housing (27 months was noted in the Audit sample) are predominantly an indicator of limited social housing stock and a disparity between supply of homes and the local housing need. Some applicants will have housing needs that are not easily resolved with the limited supply of social housing available within Flintshire. Examples include: There are specific challenges around limited 1 bed general needs accommodation. Not all properties will meet the needs of	31-Jul-21	30-Sep-23	A regional compliance officer has now been appointed by Cartrefi Conwy on behalf of the SARTH Partnership (June 2023). The Compliance Officer has started to review the number and reasons for overrides for the period April – Sept 2023 across all SARTH partners in Flintshire, Conwy and Denbighshire. Once the report is finalised the findings will be shared with Operational Panel and SARTH Steering Group and discussed with the relevant housing partners to identify any training needs and system flaws. Routine quarterly reporting will then be produced. Issues around repeat overrides identified and unable to resolve through Open Housing System. This will be reflected in the Regional Compliance Officers reports. All new starters within the SARTH Partnership trained by senior staff within Housing Partner organisations for correct allocations processes and procedures. Compliance Officer to complete further training as outlined above.

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		households with disabled adaptations requirements resulting in lengthier waiting times for significantly adapted properties Large families also wait a significant time due to the limited availability of larger family homes (4bed+).			
		Agreed Actions Ensure that there is regional oversight for "overrides" through the SARTH Operational Panel, and that opportunities for service improvement are identified for action at the local level.			
		Explore opportunities for improvements within the Open Housing System to reduce the number of overrides through changes or enhancements to the Allocations Module.			
		Ensure all staff allocating properties via SARTH (FCC and Housing Partners), have regular training on the matching process. When overrides are necessary they should be recorded accurately with reason codes and detailed narrative for justification.			

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3009	SARTH Follow Up 2019/20 - Applicant reviews are not being carried out on a regular basis	Management Response There have been significant resource issues within the Housing Register Team which have posed challenges in terms of service capacity and staff continuity. The periodic review process has therefore fallen behind. This will now be progressed and become routine within the teams approach to register management. Embedding the review process within the Housing Register Team's routine activity and exploring opportunities for utilising technology to create efficiencies within this process are welcomed suggestions and had been on management's radar for areas of service improvement for the Housing Register Team. Management are eager to explore opportunities to embrace technology for processes linked to Housing Register, but also mindful that not all applicants would want to make use of technology for the periodic review process. Striking a balance between efficient processes for the Housing Register Team that make use of technology and support principles of "channel shift" (moving away from telephone contacts as the norm), whilst also retaining a person centred approach will be important when considering the use of technology. Approx. 1 in 4 applicants are "older people" and the use of technology may not be their preferred method of contact. Agreed Actions Embed the periodic review process within	31-Jul-21	31-Jul-23	Periodic reviews are now routinely completed by Housing Register, Connects and Call Centre staff. Functionality of text messaging reminders and booking of appointments now in place for housing triage assessment and to be rolled out further to include the prompt and scheduling of periodic reviews. Opportunities for utilising the My Account functionality within the Councils Website to enable online applications for the Common Housing Register and completion of review information for existing applicants being explored, but subject to IT colleagues' capacity. Management information routinely produced for purposes of oversight of reviews outstanding.

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		routine operational practice of the Housing Register Team. Explore opportunities to use technology such as text, and online engagement to assist with the applications and periodic review process. Ensure robust management oversight of periodic reviews through monthly monitoring reports and a clearly documented process.			
3010	SARTH Follow Up 2019/20 - Not all band 1 tenancies have had pre-tenancy checks or landlord references evidenced	Management Response Pre tenancy assessment and a focus on supporting new tenants to start their tenancy on a strong footing are key to achieving sustainable long term housing and reducing the risks of homelessness. The Housing & Prevention Service delivers and commissions a range of housing related support services through Housing Support Grant. Previous tenancy history as evidenced through landlord references is potentially 1	31-Jul-21	31-Dec-21	A universal pre-tenancy process extends to gathering of supporting information for the application verification process and where possible identification of applicant support needs and risk assessment information where available. However, it is acknowledged that each housing partner within SARTH operates independent pre-tenancy processes when issuing offers of accommodation. SARTH Operational Panel to document procedures relating to pre-tenancy approach now regional Compliance Officer in post.

Those applicants offered social housing via the Homeless Direct Lets nominations process (50% homeless quota) have support |

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		indicator of an applicant's suitability as a prospective tenant, but it is widely acknowledged that some applicants, particularly those from the Private Rented Sector, will often not want their current landlord to be contacted about their application for rehousing. The fear of "revenge eviction" or creating instability with the landlord tenant relationship is a genuine concern for a great many people so finding other ways to evidence tenancy conduct.

Agreed   Actions

Review the pre tenancy approach with SARTH Partners to develop a consistent way of undertaking "pre tenancy checks". Clearly document the outcome of any changes to practice and formalise through a documented procedure Develop an internal transfer's procedure for FCC, which picks up on those applicants who are existing FCC tenants, in order to assess their suitability for a move (not housing need, but picking up on arrears and property condition) as well as helping tenants to prepare for a move. Develop a Tenancy Ready / Home Starter Support Matrix which will identify households who may require additional support with setting up home and managing the practicalities of a move in order to target support services at those with greatest support needs | | | needs identified by Homeless Team and are allocated Support Workers as required for move on support to exit homelessness. Limited capacity within the Housing Register Service means this cannot be offered to all applicants and where support needs are identified at the point of offer, the housing partner is required to refer the applicant to the Housing Support Gateway.

Rent arrears above value of £500.00 triggers a reduced priority of Band 4 on the Common Housing Register, significantly reducing the likelihood of offer of rehousing.   Housing Management to document processes for assessing rent arrears levels and inspections of FCC properties with consideration of suspension of application for those with significant arrears and property damage which would necessitate suspension of housing application and stop any offers of rehousing.

Principles of Homestarter Support Matrix identified including: first time tenancy, history of failed tenancies, significant support needs, one or more unmet support needs, limited finances to enable positive tenancy start-up. Where available Housing Support services will be provided to support positive tenancy start up and support needs also identified at property offer stage. |

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3137	21/22 Maes Gwern Contractual arrangements- The Abnormal costs being tracked for the development are not in line with the development agreement.	Abnormal costs to be tracked in line with the figure stated in the Development Agreement. Impact to be assessed whether abnormal costs will be met.	29-Oct-21	31-Jul-23	The review group has continued to monitor the build-up of 'abnormal' costs as this could in theory affect the land valuation figure. The figure used to do this is the £2.4 million drawn from the development agreement.

Completed

As reported previously a final claim for abnormal cost was received earlier this year. Verification data from the contractor is still awaited to vet and analyse. Meeting due 17th November. |
| 3160 | 21/22 Maes Gwern Contractual arrangements- roles and responsibilities have not been fully defined | A full review to be completed by the newly appointed SHARP Project Manager to ensure contractual requirements are being met and roles and responsibilities have been defined | 29-Oct-21 | 31-Jul-23 | A full review has been delayed awaiting the final completion of the sales data (now complete), the overage calculation (data from the contractor) and the abnormal cost.

The completion of the highways adoption and play area remain outstanding but should be finished soon. Revised report February 24 |
| 3236 | Homelessness & temporary Accommodation 21/22- Homelessness levels of accommodation are not monitored over time to ensure adequate temporary accommodation is available. | Agree in part. A weekly review of temporary accommodation capacity and those individuals'/families likely to move on (leaving temporary accommodation) takes place. Capacity is increased if required; emergency accommodation can be achieved through booking bed and breakfasts through block booking arrangements.

Additional pressures have been observed due to Covid, housing market pressures and the need to increase capacity immediately. Welsh Government Covid Hardship Grant has enabled this as part of the emergency homeless and public health response. | 31-Mar-22 | 30-Sep-23 | Review reasons for refusal of permanent accommodation and develop process to manage 'unreasonable refusals'.

- Refusal reasons identified as in significant part due to lack of guidance on Offer Process and inappropriate offers in regards to 'suitability assessment'.
- Suitability Checklist in place along with Direct Lets Nomination Form
- Clear process for Homeless Direct Lets now in place with dedicated officer leading the matching process.
- Nominations report and suitability assessment requiring management sign off in place.
- Refusals managed through the statutory instrument of Housing (Wales) Act 2014 s.85 Right to Review and Independent Reviewer appointed.

COMPLETE AND LIAISING WITH AUDIT TEAM FOR FOLLOW UP TESTING |

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		It is not possible to accurately forecast homelessness numbers. Trend analysis prior to Covid19 is not applicable and would deliver limited value due to the significant change the pandemic has had on the landscape. Achievement of deliverables in line with the Rapid Rehousing Transition Plan is the ultimate aim. Short term (March 2022) Identification of reasons for refusal of permanent accommodation and action process to manage "unreasonable refusals" to be documented.			
3256	Homelessness & Temporary accommodation 21/22- The Open Housing system is not being utilised to manage stock, tenancies, repair work or rental income to be able to effectively deliver on service objectives.	The response will be delivered in 3 stages – short, medium and longer term. All actions are assigned to the Service manager to be delegated across team. Short term (March 2022) In the short term, improve and enhance excel spreadsheet to capture all information in relation to temporary accommodation so data can be analysed and interrogated in order to identify efficiencies/opportunities for improvements as well as trends. Medium term (June 2022) Open Housing System Private Sector leasing module is already purchased but not implemented. IT has advised will need to wait for V16 of Open housing and IT capacity means that they will not be able to pick up this project until June 2022 at the	31-Mar-23	30-Sep-23	As reported to Community, Housing & Assets Scrutiny Committee in October 2023, whilst the initial audit action plan focussed on the implementation of the Open Housing Private Sector Module for the ICT system, other portfolio projects has meant limited ICT resources have been available. Further consideration was given to how the existing homeless case management system could be utilised to integrate homelessness systems functionality to seamlessly link with the management of temporary accommodation. Significant work has been done to the 'back office' to enable the functionality required by front line staff and to enable case work, management reporting and oversight but further work is required on temporary accommodation. Limited capacity within IT Services has delayed progress. The following is complete or in progress: Improve and enhance excel spreadsheet to capture all information in relation to temporary accommodation.

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		earliest. Ensure detailed scope of works and Project Plan adopted. Longer term (March 2023) Implement the new system and all appropriate functionality to manage the Temporary Accommodation Portfolio in regards to all aspects of housing management.			• Spreadsheets updated for data capture • Additional tabs on Spreadsheets for collection of data relating to Performance Information for length of stay • HB Monitoring information linked to TA placements spreadsheets Move away from Spreadsheets for accommodation casework and adopt Back Office • Migration over to the Back Office system for management of all forms of homeless accommodation – commenced May 2023 • Complete training for all Staff working on Back Office functionality for Temp Accom Staff once fully implemented • Performance Management functionality to be developed for reporting via Back Office
3491	Housing Demand 22/23- Improvements to processes required when informing strategic objectives	Following completion of the audit, the FCC LDP has now been published to facilitate applications from developers. The commissioned LHMA to be completed and findings to be analysed. Revised housing strategy targets to be defined to incorporate LHMA findings and address backlog of delivery as part of the new housing strategy from 2024 onwards.	31-Dec-23		LHMA currently being commissioned by Planning, Environment and Economy. Framework for LHMA agreed. Deadline for approval of LHMA is end of March 2024. Analysis will be undertaken to inform refresh of Housing Strategy 2024 – 2029. Timeline for renewal of strategy agreed within Housing Strategy update report to Cabinet in October 2023.
3493	Housing Demand 22/23- Management information to oversee delivery is not timely, aligned or sufficiently detailed.	A framework to be developed to define reporting Housing Strategy requirements and timescales. Reporting to be completed in line with timescales defined in framework and presented at various governance routines. Recruitment of a data analyst to assist with coordination and delivery of all	30-Sep-23		Framework for report – a template for the contents of the annual report to Overview and Scrutiny and Cabinet has been developed to include the information recommended by Audit. Reporting – annual update report presented to Communities and Housing Overview and Scrutiny in September 2023 and Cabinet in October 2023 (Cabinet pushed back the report from September).

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		management reports relating to housing demand.			Recruitment of data analyst – awaiting job evaluation of role profile. Current moratorium on job evaluation – need to revise timescale whilst alternatives are being explored.
3494	Housing Demand 22/23- Aggregated risk management is not being completed.	Aggregated delivery risks to be captured on risk register, impact assessed with mitigating actions and remediation timescales identified for those that are within FCCs control. Metrics within PDP to be RAG rated.	30-Sep-23		Two risks captured in the Housing and Communities portfolio risk register (NR05 and NR06) relating to pre-construction and during construction delays. A scheme specific risk register has been developed to identify risks to individual schemes – the register is reviewed and updated monthly to monitor mitigating actions, timescales and emerging risks. The spreadsheet captures the link to the Housing and Communities portfolio risk register. Further work has been identified following feedback from Audit colleagues to provide an overview of current risks.
3562	23/24 Landlord Health and Safety - Fire Risks - The monitoring of Maintenance Works	The service currently procures a number of Surveys and Assessments that require to be reviewed by a competent person(s) so that any actions or concerns can be correctly interested and understood. Following this step, the works required to be raised on the Open Housing System. As part of the new compliance software that is due to commence with system implementation / integration from December 2023, this part of the process (raising of works / actions) will be automated through the use of importing from source using templates etc.. Therefore it is proposed that this action will be fulfilled when the software has been implemented. When these works are raised on the Open Housing System, the service will ensure a review of those actions raised, is completed	30-Nov-23		Compliance software demonstration booked for early December 23. From December 23 the systems team will begin to work on uploading all component compliance data into Capita Open Housing. The Capita compliance module integration is free with the Capita One upgrade. If the Council decide to proceed with the implementation of the compliance module earlier than the Capita One upgrade, the Council will incur significant cost and will be required to deploy resources earlier to support with the implementation. It is therefore proposed to commence with the demonstration, commence with the data upload, (all compliance components and surveys) utilising the existing functions and reporting mechanisms within Capita Open Housing.

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		each quarter which will include a trend analysis of those actions.			

Streetscene & Transportation

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3423	21/22 Highways Structures - Part 2 Inspection & Preventative Maintenance - COMPLETENESS & ACCURACY OF AMX - Part 1	1. Define and implement process to regularly reconcile ins/outs will be. 2. Prioritise on basis of risk to assess whether FCC is liable for unconfirmed assets. Update in AMX 3. 3.Introduce use of mobile app so AMX can be updated in real time by inspectors 4. Ensure AMX data is the only basis for reporting / measuring performance for regular reporting to HAMP (see actions on defining performance indicators, risk management and reporting)	31-May-23	30-Nov-23	Following the recommendations of the Governance & Audit Committee, a report was taken to the Environment & Economy Overview & Scrutiny Committee on 10.10.2023 to provide members with an overview of the Highway Network service, with particular focus on the management of highways structures, along with assurances regarding the recommended action taken and controls put in place following the audit. The report and the updated action plan in Appendix B is attached. Since the update provided in July 2023, progress has been constrained by annual leave and the conflicting priorities faced by the portfolio to deliver on other major projects (such as 20mph). However, the audit system has been updated with progress to date and evidence has been provided to confirm the closure of actions, with work continuing to improve the record keeping on the dedicated software system AMX. The timescales for the audit action plan had been amended accordingly to reflect the available resources where necessary. Additionally, the highway network team has been experiencing resilience and capacity issues for the technical support for highway structures, due to the secondment of the technical officer who was supporting the operational manager to another temporary role within the portfolio. That technical officer has now returned to the service (with effect from 18th May 2023) and has continued to address the actions agreed in the audit since

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					returning to the substantive post, whilst transitioning back into the role. Work has continued with the software supplier to integrate a mobile solution that will allow inspection records to be inputted and updated on site, which will improve the timeliness and accuracy of records as well as reduce the admin burden back-office and avoid duplication and manual interventions. Flintshire IT Services have committed to resolving this by the end of September 2023. The reporting function within the software has been enhanced to create dashboards that identify risk and performance standards, which will begin to be reported to the senior management team on a regular basis after September 2023. A review of historical documents, plans, and photographs has been undertaken to create electronic records that will improve asset data held and make the process of retrieving information much more efficient. The work to link this information to the asset register will follow and the timescales for completion will be subject to available resources. A process has been drafted and presented to the operational manager for reconciling both adopted and disposed assets to ensure that the asset register is kept up to date. The existing assets across the county have received principal inspections where appropriate and the general inspections have been allocated across all eight area coordinators. These inspections are being recorded in the asset register for consistent record keeping.
3437	21/22 Highways Structures - Part 2 Inspection & Preventative Maintenance - INSPECTION	We do not have a dedicated structures team/resource. These responsibilities are part of the role of Operational Manager South and Structures and the resources allocated to him. We will approach action on risk basis – focusing on principal inspections first.	31-May-23	30-Nov-23	Flintshire Bridge (our largest and most expensive structure) was inspected during the Spring, and the general inspection and strand testing has been completed, for which we are awaiting the results. Initial indications are that the structure is in good condition. The overall condition of all our structures is recorded below:

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	CYCLE AND REPAIR	Part 1 - URN 03437 1. Schedule meeting with AMX to define standard /bespoke KPI reporting available to cover scheduled inspections / completions, asset condition / repair work. 2. Produce reports from AMX as basis for all reporting – HAMP, monthly risk and programme Board. Ensure all in team are able to run these reports/datasets.			487 assets with an average Bridge Condition Index (BCI) from General Inspection of 91.89, with the highest being 100 and the lowest being 63 Breakdown: 336 - structures fall within the **Very Good** category 120 - structures fall within the **Good** category 30 - structures fall within the **Fair** category 1 - structures fall within the **Poor** category 0 - structures fall within the **Very Poor** category An annual work programme of capital investment is in place to address those structures with the lowest BCI and the critical elements that require attention. It is planned that as part of the Highway Asset Management Plan (HAMP) review work that is included in the Forward Work Plan for Q4 2023/24 that Annual Status Reports (ASRs) will be presented for our major highway asset groups, including highways structures. The ASR will present a summary of the council's highway structures assets, which will complement the HAMP. It will provide information regarding the status of the structure in terms of condition, the outputs delivered, the standards achieved and an indication of customer satisfaction.
3445	21/22 Highways Structures - Part 2 Inspection & Preventative Maintenance - KEY	1. Schedule meeting with AMX to define standard /bespoke KPI reporting available to cover scheduled inspections / completions, asset condition / repair work. 2. Produce reports from AMX as basis for	31-May-23	31-Mar-24	See above 3423 and 3437

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	PERFORMANCE INDICATORS	all reporting – HAMP, monthly risk and programme Board. Ensure all in team are able to run these reports/datasets.			
3526	21/22 Highways Structures - Part 2 Inspection & Preventative Maintenance - INSPECTION CYCLE AND REPAIR WORK - Part 2	We do not have a dedicated structures team/resource. These responsibilities are part of the role of Operational Manager South and Structures and the resources allocated to him. We will approach action on risk basis – focusing on principal inspections first. Principal Inspections & Flint Bridge: 3. Identify available resource to reconcile AMX list of principal Inspections to ensure accurate.	31-May-23	30-Nov-23	See above 3423 and 3437
3527	21/22 Highways Structures - Part 2 Inspection & Preventative Maintenance - INSPECTION CYCLE AND REPAIR WORK - Part 3	We do not have a dedicated structures team/resource. These responsibilities are part of the role of Operational Manager South and Structures and the resources allocated to him. We will approach action on risk basis – focusing on principal inspections first.	31-Jul-23	30-Nov-23	See above 3423 and 3437
3538	22/23 Statutory Obligation for School Transport - Identify, analyse, monitor and report against statutory and non-statutory transport spend	It is agreed that costs for statutory / non-statutory transport should be specifically identified, analysed and reported. An exercise will be undertaken with Audit assistance to identify spend across 2022/23 on statutory and non-statutory transport. A process will be put in place to produce this information on a full termly basis. However, Welsh Government is currently reviewing the Learner Travel Measure, which is likely to impact the eligibility criteria for statutory / non-statutory spend, and data to support analysis is held across the ONE system, Finance and the Integrated Transport Unit	01-Dec-23		Agreed that Internal Audit will work with the portfolio to build a dashboard of reports that can be utilised to review the school transport costs and model on a termly basis. Meeting took place between the portfolio and internal audit on 06.11.2023 to scope the work required and further meetings will now follow to progress this work. Below are the key actions agreed: - Internal audit to look back at 22/23 school year and attempt to bring together the various datasets to ascertain whether the current datasets enable the service to distinguish between statutory and non-statutory spend by child/route. - Internal audit will highlight any gaps in data and potential risks presented by the new system. The deadlines are linked to the audit report implementation dates

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 		and the exercise may be resource heavy, hence the December 2023 implementation date.			The due date has been extended to 31 Jan 2024 to accommodate this piece of work.
3119	2020/21- Loss of O License- Lack of business continuity due to single person dependency	A documented set of procedures to be drafted to document the end to end process which demonstrates compliance with O Licence requirements. This should also set out roles and responsibilities, timescales for completion of the various processes and will ensure the process is embedded across all transport operations. Through the assignment of roles and responsibilities this will assist with the identification of single person dependencies and support service resilience. Compliance checks to be regular conducted to ensure that the processes are being delivered correctly and in a timely manner. Training to be provided to additional staff in critical roles to ensure business continuity in the event the individual responsible is not available.	31-Jul-21	31-Mar-24	Following a recommendation by the Governance & Audit Committee, a report is being taken to the Environment & Economy Overview & Scrutiny Committee on Tuesday, 14th November (see attached) to provide members with an update on the progress of the action plan.

Although there have been significant issues with staff resilience and capacity within the fleet services team previously, this has been overcome in recent months. In March/April 2023, following the unsuccessful appointment of the preferred candidate earlier in the year, we immediately went back out to the market, and an appointment was made with the newly appointed Fleet Manager taking up the post in June 2023, who is currently working through the 6-month probation period.

Whilst conducting this recruitment process, the GPFS Contract Manager submitted his resignation in May 2023 and the contractor is currently addressing this position within the contract.

The new Fleet Manager will need a period of transition into the role as part of the 6-month probation period and subject to satisfactory completion, beyond this time then is likely to be added to the Operator's Licence as the designated Transport Manager after March 2024.

The Chief Officer (Streetscene & Transportation) presented a report to Cabinet in July 2023 on resilience and capacity within Fleet Services, which presented proposals to address the issues within the portfolio in two key areas: fleet services and waste strategy. The recommendations within the report were approved and the service intends to address this issue through the development of two new posts within Fleet Services, which are intended to provide resilience and enable a career pathway and development programme for the team. |

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					The new positions would provide additional support and oversight to the fleet services function, ensuring that service delivery is maintained in the event of unexpected disruptions. By creating these new posts, we can establish a clear career advancement pathway for employees within the fleet services function whilst also providing resilience for the Fleet Manager. Both new roles will require investment in terms of personal development, either through mentoring and coaching, approved training courses and on-the-job learning.

The Fleet Contract Manager is currently going through a period of familiarisation with the fleet services team and the contractor, as well as the wider portfolio and operational services. Following the support provided through APSE's CPC holder, the new postholder is developing revised processes and agreeing system improvements with the contractor to continue to improve the controls measures across the fleet service area and ensure effective compliance with the undertakings required for the Operator's Licence. |
| 3219 | 21/22 Statutory Training: There is no specific S&T Training Policy | The Senior Management team are currently developing a People Management Strategy with HR and the Corporate Training team. A training strategy for S&T will be developed in conjunction with this strategy | 30-Apr-22 | 30-Sep-23 | Consultation with SMT and trade unions has been completed and any feedback received incorporated into the new draft policy. We have been advised in the last month that the new policy is now being reviewed corporately and by the new HR policy officer to ensure that it feeds into corporate policy. As soon as we have sign-off and agreement, we will adopt the new policy |
| 3422 | 21/22 Highways Structures - Part 2 Inspection & Preventative Maintenance - POLICY & PROCEDURE | We do not have a dedicated structures team/resource. These responsibilities are part of the role of Operational Manager South and Structures and the resources allocated to him. We will approach action on risk basis – focusing on principal inspections first.

Update policy to reflect the above as well as reference to risk management, performance reporting. | 31-Jul-23 | 31-Mar-24 | See above 3423 and 3437 |

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3517	22/23 Statutory Obligation for School Transport - Regular review and approval of the School Transport Model	Streetscene & Transportation assess eligibility and deliver school transport services based on the School Transport Policy, which is led by Education. We agree that the above analysis can be used to provide the evidence for us to present to Education to review the policy. We will share this with the Education and Youth portfolio once complete and support any policy review process. We intend to report to Council Members in Quarter 4 2023/24. We would stress that any changes to the school transport policy will cause significant lead in time.	31-Mar-24		Agreed that Internal Audit will work with the portfolio to build a dashboard of reports that can be utilised to review the school transport costs and model on a termly basis. Meeting took place between the portfolio and internal audit on 06.11.2023 to scope the work required and further meetings will now follow to progress this work. Below are the key actions agreed: - Internal audit to look back at 22/23 school year and attempt to bring together the various datasets to ascertain whether the current datasets enable the service to distinguish between statutory and non-statutory spend by child/route. - Internal audit will highlight any gaps in data and potential risks presented by the new system. The deadlines are linked to the audit report implementation dates The due date has been extended to 31 Jan 2024 to accommodate this piece of work.
3537	22/23 Statutory Obligation for School Transport - Completion of pupil eligibility details on the ONE System	The service will review the pupils which did not have an eligibility code recorded on the ONE system. We will also produce a report from the ONE system / new replacement system on a termly basis to identify any pupils on the system without an eligibility code.	31-Jul-23	31-Jan-24	See 3517 above