

# Public Document Pack

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Chief Officer (Governance)  
Prif Swyddog (Llywodraethu)



To: Cllr Ron Hampson (Chairman)

CS/NG

Councillors: Amanda Bragg, Paul Cunningham,  
Peter Curtis, Ron Davies, Rosetta Dolphin,  
Ian Dunbar, Jim Falshaw, Alison Halford,  
George Hardcastle, Ray Hughes, Brian Lloyd,  
Vicky Perfect, Mike Reece and Gareth Roberts

26 August 2015

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Dear Sir / Madam

A meeting of the **COMMUNITY AND ENTERPRISE OVERVIEW & SCRUTINY COMMITTEE** will be held in the **DELYN COMMITTEE ROOM, COUNTY HALL, MOLD CH7 6NA** on **WEDNESDAY, 2ND SEPTEMBER, 2015** at **10.30 AM** to consider the following items.

**Please note that the meeting will start at 10.30am, following a Member briefing session on iPads at 10am.**

Yours faithfully

Democracy & Governance Manager

## **AGENDA**

- 1 **APOLOGIES**
- 2 **DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)**
- 3 **MINUTES** (Pages 3 - 8)  
To confirm as a correct record the minutes of the meeting held on 8 July 2015 (copy enclosed).
- 4 **HOUSING REVENUE ACCOUNT (HRA) AND SELF-FINANCING** (Pages 9 - 16)  
Report of Chief Officer (Community and Enterprise) enclosed.

- 5 **ARREARS - COUNCIL HOUSING** (Pages 17 - 26)  
Report of Chief Officer (Community and Enterprise) enclosed.
- 6 **THE DEVELOPMENT OF A COMMUNITY BENEFIT TRAINING ACADEMY**  
(Pages 27 - 38)  
Report of Chief Officer (Community and Enterprise) enclosed.
- 7 **QUARTER 1 – IMPROVEMENT PLAN MONITORING REPORT** (Pages 39 - 66)  
Report of Community & Enterprise Overview and Scrutiny Facilitator enclosed.
- 8 **FORWARD WORK PROGRAMME** (Pages 67 - 74)  
Report of Community & Enterprise Overview and Scrutiny Facilitator enclosed.

**COMMUNITY AND ENTERPRISE**  
**OVERVIEW AND SCRUTINY COMMITTEE**  
**8 JULY 2015**

Minutes of the meeting of the Community and Enterprise Overview and Scrutiny Committee of the Flintshire County Council held in the Delyn Committee Room, County Hall, Mold, on Wednesday, 8 July 2015

**PRESENT: Councillor Ron Hampson (Chairman)**

Councillors: Amanda Bragg, Ron Davies, Rosetta Dolphin, Ian Dunbar, Alison Halford, George Hardcastle, Ray Hughes, Brian Lloyd, Vicky Perfect, Mike Reece and Gareth Roberts

**SUBSTITUTION:** Councillor Paul Shotton (for Peter Curtis)

**APOLOGY:** Councillor Paul Cunningham

**ALSO PRESENT:** Councillors Bernie Attridge and Tony Sharps

**CONTRIBUTORS:**

Cabinet Member for Housing, Chief Officer (Community & Enterprise), Economic Development Manager, Community Support Services Manager, Acting Senior Manager Council Housing Services, and Housing Strategy and Regeneration Manager

For minute number 10 – update on Tenant Involvement

Mr. John Ennis, Chair of Flintshire Tenants and Residents Federation, and Eddy Jones, Vice Chair of Flintshire Tenants and Residents Federation.

**IN ATTENDANCE:**

Community & Enterprise and Education & Youth Overview and Scrutiny Facilitator and Committee Officer

**8. DECLARATIONS OF INTEREST**

No declarations of interest were made.

**9. MINUTES**

The minutes of the meetings of the Committee held on 20 May 2015 and 1 June 2015 had been circulated to Members with the agenda.

**RESOLVED:**

That the minutes be approved as a correct record and signed by the Chairman.

## 10. UPDATE ON TENANT INVOLVEMENT

The Chairman introduced and welcomed Mr. John Ennis, Chair of Flintshire Tenants and Residents Federation, and Eddy Jones, Vice Chair of Flintshire Tenants and Residents Federation, to the meeting.

The Acting Senior Manager, Council Housing Services, introduced a report to provide assurance to the Committee on the commitment and approach to Customer Involvement within the Council Housing Services. The report provided an update on on-going activities and proposed further development of a number of measures to ensure effective customer Involvement and customer focused service.

The Acting Senior Manager, Council Housing Services, provided background information as detailed in the report and referred to the key consideration concerning the customer involvement strategic review.

Mr. John Ennis spoke in support of the report and thanked the Chairman for the opportunity to comment on customer involvement. He expressed his appreciation to the Chief Officer and her team for the support provided to the Tenants Association. He commented on the value of the meetings which had been held previously between Members and tenants and said he would welcome the continuation of these meetings in the future. The Cabinet Member for Housing agreed to review the arrangements for Member and tenant meetings. Mr. Eddy Jones, Vice Chair of Flintshire Tenants and Residents Federation, also endorsed the report and spoke in support of the assistance provided by Officers to the Tenants Association.

The Chairman invited Members to raise questions.

Councillor Vicky Perfect spoke in support of the social events held locally to engage with customers to promote the services and support available to both tenants and residents of the County and other visitors to the areas. The Acting Senior Manager, Council Housing Services, said the outcomes from such events provided positive feedback which enabled the Service to move forward.

Councillor George Hardcastle asked how many members of staff were using the handheld computer devices provided by CAPITA software system. The Acting Senior Manager, Council Housing Services, agreed to provide the figure following the meeting. In response to the further queries raised by Councillor Hardcastle the Senior Manager advised that the system was working well and the project was on course.

During discussion the Senior Manager responded to the further questions and comments raised by Members concerning communication through publication of a Housing News magazine which is delivered twice a year to all tenants and the use of social media. Councillor Rosetta Dolphin asked if a copy of the Housing News magazine could be provided to all Members in future. Councillor Dolphin also commented on the information

which was sent to tenants to allow them to choose their bathroom and kitchen for example, and asked whether a copy of this could be sent to her. The Senior Manager agreed to email a copy to her following the meeting.

**RESOLVED:**

- (a) That the on-going service activity in relation to customer involvement be noted; and
- (b) That the revised Customer Involvement Strategy, as outlined in the report, be supported.

**11. YEAR END CHIEF OFFICER PERFORMANCE REPORT AND YEAR END IMPROVEMENT PLAN MONITORING REPORTS**

The Chief Officer (Community and Enterprise) advised that she would give a joint presentation on the 2014/15 Year End Service Performance report produced for her portfolio and the Year End Improvement Plan Monitoring Report relevant to the Committee. She reported on the areas of positive performance regarding Customer Services, Benefits and Welfare Reform and Revenues and referred to any areas of concern. She also reported on progress on the Northern Gateway Scheme as detailed in appendix 6 of the Year End Improvement Plan report. She invited Officers present to outline the work which had been undertaken to improve performance in their respective areas.

The Economic Development Manager reported on regeneration and referred to the Vibrant and Viable Places programme in Deeside, Flint regeneration, the rural development programme, and Communities First programme. The Housing Regeneration & Strategy Manager commented on the areas of concern and around the Disabled Facilities Grant scheme. Referring to appendix 7 of the Year End Improvement Plan report the Economic Development Manager also commented on the European regional development of a number of town centres.

The Acting Senior Manager, Council Housing Services, gave a brief presentation on the areas of positive performance concerning the Housing Revenue Account and referred to the areas of concern. He also referred to appendix 1 in the Year End Improvement Plan report and reported on progress towards achieving the Welsh Housing Quality Standard.

The Community Support Services Manager gave an update on developments in Community Support Services and referred to the SARTH project, the Homeless Prevention pilot and the CBASS service. The Housing Regeneration & Strategy Manager reported on Fuel Poverty and the work undertaken to protect people from poverty as detailed in appendix 5 of the Year End Improvement Plan.

The Chairman thanked Officers for their detailed reports and invited Members to raise questions.

Councillor Alison Halford expressed concerns relating to the payment of grants to Community First areas and said the problem had been highlighted by the Welsh Audit Officer. The Chief Officer (Community & Enterprise) acknowledged the point and said that there was a need to be more robust concerning how grants were managed. Referring to the subject of regeneration Councillor Halford asked if a short note outlining what Vibrant and Viable places was could be e-mailed to her following the meeting. The Economic Development Manager agreed to provide this to her.

The Community Support Services Manager responded to the queries from Councillor George Hardcastle concerning the change to a new common housing register for Flintshire. The Cabinet Member for Community and Enterprise suggested that Members of the Committee be invited to go and have a look at how the SARTH system works.

In response to a question regarding homelessness and use of bed and breakfast temporary accommodation the Community Support Services Manager said she would provide this information as part of a wider report on the SARTH policy to the meeting of the Committee to be held in October.

Councillor Amanda Bragg referred to the matter of voids and the condition that some properties were left in when a tenant left. She asked if information on what the bond scheme was could be e-mailed to her. The Community Support Services Manager agreed to provide this.

In response to Councillor Ian Dunbar's comments concerning information on the Council's website about the Welsh Government Home Improvement Loan, the Housing Strategy and Regeneration Manager said he would review and improve this information.

In response to the earlier comments from Mr. John Ennis on future tenant and Member meetings, the Cabinet Member for Housing suggested that a report to outline terms of reference to set up a group to meet regularly be brought back to a future meeting of the Committee.

**RESOLVED:**

- (a) That the reports be noted; and
- (b) That feedback be provided to the Corporate Resources Overview & Scrutiny Committee who are responsible for the overview and monitoring of improvement targets.

**12. FORWARD WORK PROGRAMME**

The Community and Enterprise and Education and Youth Overview & Scrutiny Facilitator introduced the report to consider the Forward Work Programme for the Committee.

The Facilitator advised that an all Member workshop had been arranged for 22 July 2015, for all Overview and Scrutiny Committees to populate their Forward Work Programmes for the remainder of the year. She advised that prior to the workshop she would be liaising with the Chair and the Chief Officer (Community & Enterprise) to populate a draft Forward Work Programme for the Committee for the forthcoming year.

Members reviewed the current programme and agreed that the following item be considered at the next meeting to be held on 2 September 2015:

- Rent Arrears

**RESOLVED:**

That the Forward Work Programme, as amended, be noted.

**13. LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 – TO CONSIDER THE EXCLUSION OF THE PRESS AND PUBLIC**

**RESOLVED:**

That the press and public be excluded for the remainder of the meeting for the following item by virtue of exempt information under paragraph(s) 15 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

**14. SENIOR MANAGEMENT RESTRUCTURE**

The Chief Officer (Community & Enterprise) introduced a report on a new management structure in Community and Enterprise to deliver savings in management costs, provide opportunities for career development and talent management, and meet the organisational design objectives around layers and spans of control. She provided background information and referred to the key considerations as detailed in the report, and reported on the proposed new structure which was outlined in appendix 2 to the report.

**RESOLVED:**

That the revised structure be recommended to Cabinet at its meeting on the 14 July, 2015.

**15. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE**

There were no members of the press or public in attendance.

(The meeting started at 10.00 am and ended at 12.05 am)

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**Chairman**

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## COMMUNITY AND ENTERPRISE OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Wednesday, 2 September 2015
<b>Report Subject</b>	HRA and Self Financing
<b>Portfolio Holder</b>	Cabinet Member for Housing
<b>Report By</b>	Chief Officer (Community and Enterprise)
<b>Strategic / Operational</b>	Strategic

### EXECUTIVE SUMMARY

Following a lengthy process of negotiation with the UK Government, (and then between) Welsh Government and the 11 stock retaining councils across Wales, self-financing was introduced for the Housing Revenue Account from the beginning of the 2015/16 financial year. The final terms of the “buy out” were not agreed until towards the end of March and under delegated authority. This report explains the final outcome; and describes how the council will be able to achieve its long term strategic plans for stock improvement and development of new council homes.

### Recommendations

- |     |                                                                                                                                                                                                                     |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (1) | That Scrutiny consider the final outcome of the negotiations to introduce self-financing for the HRA; to ensure that plans to deliver WHQS by 2020 can be achieved alongside commencement of a new build programme. |
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## REPORT DETAILS

<b><u>1.00</u></b>	<b><u>REPORT DETAIL</u></b>
1.01	<p>The UK Government and WG reached agreement on arrangements to introduce self-financing for council housing in Wales from April 2015. Welsh Local Authorities had long argued for this change, which in a Flintshire context has seen circa £6.2m of tenants rent being paid through to the UK treasury each year (the total Wales figure has been £73m). The new arrangements have seen the annual subsidy payment replaced by a one off payment of £919m, with the 11 stock retaining councils taking out loans from PWLB which equate to £40m in interest charges per annum.</p> <p>In addition to this a total borrowing cap of £1.85b has been set for all 11 councils. This allowed for any existing borrowing councils had in place, any borrowing needed to achieve WHQS by 2020 and a small amount available for new build.</p> <p>Self financing is intended to provide greater self-determination for Local Authorities to provide locally focussed services meeting local need. In a Flintshire context this means providing borrowing limits which aim to ensure that there are sufficient capital resources available for meeting the quality standard for accommodation and some small scale new build programmes; in addition to the service quality promises made in the Choices document.</p> <p>However, councils are required to meet the WHQS by 2020 and provide regular evidence that this is being achieved, and to set rents in accordance with the Welsh Government rent policy (which includes an obligation to introduce charging for services).</p> <p>The Council has a robust Asset Management plan in place which has been through a process of consultation and assuming that all financial and performance assumptions in the business plan remain broadly as anticipated will allow the standard to be met in the expected timescale. A summary of progress in delivering the 2015/16 programme is attached at Appendix 1.</p> <p>Contractual commitments have now been made for the Council's new build programme and a full report on the new build programme for social and affordable homes will be brought to the October committee for consideration.</p>

<b><u>2.00</u></b>	<b><u>RESOURCE IMPLICATIONS</u></b>
2.01	<p><b>Self-Financing Agreement</b></p> <p>The voluntary agreement was signed on the 27th March. The 'buyout' provided for a total debt cap of £1.85bn to all eleven stock owning authorities, of which Flintshire's cap is £143.9m. The debt cap is the limit on total borrowing the Housing Revenue account can have at any point in time.</p>

	<p>The Council's HRA debt cap is broken down as follows:</p> <ul style="list-style-type: none"> <li>• £24.9m to take account of existing debt.</li> <li>• £25.0m borrowing assumptions to meet WHQS by 2020.</li> <li>• £14.8m borrowing assumptions for new council housing build</li> <li>• £79.2m settlement payment to buy out of the subsidy system.</li> </ul> <p>The eleven stock owning authorities 'bought out' of the subsidy system via a total loan of £919m. The Council's share of this was £79.2m. PWLB agreed a one day only 'HRAS' interest rate which over a basket of 10 loans for the HRA was circa 4.20%.</p> <p>Just prior to the voluntary agreement deadline and as a result of reducing interest rates since the original agreement had been reached, a decision was reached between Treasury and Welsh Government to fix the debt 'buyout' figure. Whilst this has meant that the overall borrowing for authorities is lower, it has also meant that from Flintshire's perspective the HRA currently has a lower share of total debt across the Council than indicated when the budget for 2015/16 was agreed. This provides a benefit to the HRA of circa £0.5m per annum.</p> <p>The Council approved a programme of savings and efficiencies as part of the HRA budget for 2015/16, and these are on course to be achieved in year.</p>
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<b><u>3.00</u></b>	<b><u>CONSULTATIONS REQUIRED / CARRIED OUT</u></b>
3.01	<p>Officers from the council were represented on the Welsh Government Steering Group and a range of work streams established to work through the detail of the buy out ahead of formal approval by individual councils.</p> <p>Various events and communications also took place with tenants to consult with and inform them as appropriate during and at the conclusion of the work to introduce self-financing.</p>

<b><u>4.00</u></b>	<b><u>RISK MANAGEMENT</u></b>
4.01	<p>There are a number of ongoing risks which have been identified and risk management measures are in place to mitigate these as far as possible.</p> <p>Key strategic risks include:</p> <ul style="list-style-type: none"> <li>• MRA funding certainty</li> <li>• Meeting the WHQS by 2020</li> <li>• Delivering the planned new build programme of 120 homes by 2020</li> <li>• Introduction of charging for services</li> <li>• Maximising rental income particularly in light of ongoing Welfare Reforms</li> <li>• Meeting annual efficiency targets</li> </ul> <p>A high level risk map is attached at Appendix 2.</p>

4.02	A Housing Programme Board has been established, which meets 6 weekly. This board is made up of senior officers of the Council and cabinet members. The group monitors a range of things including progress in achieving WHQS, progress in establishing new build programme and associated risk management; progress in delivery of annual efficiency targets and any major budget or expenditure risks.
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<b>5.00</b>	<b><u>APPENDICES</u></b>
5.01	Appendix 1 - WHQS Quarter 1 Progress Report
5.02	Appendix 2 – HRA Risk Register

<b>6.00</b>	<b><u>SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972</u></b> <b>List of Accessible Background Documents</b>
6.01	None.

<b>7.00</b>	<b><u>GLOSSARY OF TERMS</u></b>
7.01	PWLB – Public Works Loans Board WHQS – Welsh Housing Quality Standards HRA – Housing Revenue Account

## **WHQS Performance - Quarter 1**

### **2015-2016 Programme - INTERNALS**

#### **Whole House Project**

(Kitchens, Bathrooms, Heating)

Contractor - Keepmoat

Holywell District Area

Buckley District Area

**Agreed Number 575**

**Quarter 1 Target - 11**

**Quarter 1 Actual - 22**

Approximately 300 Surveys completed, to date works have been completed to over 100 properties

#### **Kitchens & Bathrooms**

Contractor - Mitie

Deeside & Saltney District Area

**Agreed Number 373**

**Quarter 1 Target - 0**

**Quarter 1 Actual - 0**

#### **Summary of Work Stream**

Approximately 200 Surveys completed. Contractor will be increasing number of 'property starts' to approximately 15 per week when quality of work and standard have been assessed and agreed.

#### **Kitchens & Bathrooms**

Contractor - Keepmoat

C'Quay & Shotton District Area

**Agreed Number 181**

**Quarter 1 Target - 0**

**Quarter 1 Actual - 0**

#### **Summary of Work Stream**

Approximately 150 Surveys completed. Contractor will be increasing number of 'property starts' to approximately 10 per week when quality of work and standard have been assessed and agreed.

### **Bathrooms & Heating**

Contractor - GM Jones

Flint District Area

Mold District Area

**Agreed Number - 328**

**Quarter 1 Target - 0**

**Quarter 1 Actual - 0**

#### Summary of Work Stream

Contract due to commence 24th August 2015. Contractor to commence at 4 'opening ups' per week and increase following assessment of standard and quality.

### **Smoke Alarms**

Contractor – In-House workforce

All Areas

**Agreed Number 373**

**Quarter 1 Target - 0**

**Quarter 1 Actual - 0**

#### Summary of Work Stream

Works commencing in Quarter 2

### **Heating Upgrades**

Contractor - Warmer Energy

All Areas

**Agreed Number 100**

**Quarter 1 Target - 72**

**Quarter 1 Actual - 89**

## **2015-2016 Programme - EXTERNALS**

### **Whole House Project Envelopes**

(Roofing/ Windows/Doors)

Contractor - A. Connolly

Holywell District Area

**Agreed Number 317**

**Quarter 1 Target - 0**

#### Summary of Work Stream

Approximately 150 properties surveyed

**Housing Services RISK REGISTER**

<b>Ref</b>	<b>Description/Issue</b>	<b>Risk</b>	<b>Mitigation Act (MA) / Response Plan (RP)</b>
1	MRA funding certainty - MRA is included within the HRA 30 year Business Plan at £5.2m per annum	<ul style="list-style-type: none"> <li>• MRA funding is only guaranteed year on year</li> <li>• MRA funding not received</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure delivery of WHQS programme</li> <li>• Fully complete Welsh Government MRA returns on a quarterly basis</li> <li>• Lobby Welsh Government on need for MRA to continue to invest in the Housing stock</li> <li>• Monitor and review at HRA Programme Board</li> </ul>
2	Meeting the WHQS by 2020 - Delivering a significantly increased investment programme	<ul style="list-style-type: none"> <li>• Annual programme not delivered to targets</li> <li>• Major supplier issues</li> <li>• Contractor performance or contractor viability issues</li> <li>• Loss of key staff</li> <li>• Recruitment to delivery team</li> <li>• Significant stock condition issues</li> <li>• Tenant satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>• Effective contractor management</li> <li>• Appoint sufficient resource in delivery team</li> <li>• Develop a revised delivery team structure</li> <li>• Appoint additional Tenant Liaison Officers</li> <li>• Post inspection of completed work</li> <li>• Stock Condition Survey in place</li> <li>• Monitor and review at HRA Programme Board</li> </ul>
3	Delivering the New Build programme by 2020	<ul style="list-style-type: none"> <li>• Mobilisation Phase of the Programme does not achieve the completion of the first phase of development in Flint by April 2016</li> <li>• Unsuitable sites selected for development and / or planning permission not granted</li> <li>• Reputational risk through poor communication of Programme objectives progress and</li> </ul>	<ul style="list-style-type: none"> <li>• Integration of the Programme with the development of the Local Development Plan (LDP) and the housing strategy</li> <li>• Integrated Communications Plan</li> <li>• Design Procurement process to meet commissioning objectives</li> <li>• More intensive site visits to be conducted on potential development sites</li> <li>• Early feasibility investigations to be undertaken in respect of sites identified</li> </ul>

<b>Ref</b>	<b>Description/Issue</b>	<b>Risk</b>	<b>Mitigation Act (MA) / Response Plan (RP)</b>
		outcomes	<ul style="list-style-type: none"> <li>• Concurrent work stream to liaise with highways; planning and street scene officers</li> <li>• Monitor and review at HRA Programme Board</li> </ul>
4	Introduction of charging for services	<ul style="list-style-type: none"> <li>• Quality and cost of services delivered</li> <li>• Recovery of income</li> <li>• Tenant satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>• Extensive tenant consultation</li> <li>• Effective debt management arrangements</li> <li>• Review of standard and cost of services delivered</li> <li>• Monitor and review at HRA Programme Board</li> </ul>
5	Maximising rental income particularly in light of ongoing Welfare Reforms	<ul style="list-style-type: none"> <li>• Poverty issues</li> <li>• Increase in rent arrears</li> <li>• Tenancy sustainment issues</li> </ul>	<ul style="list-style-type: none"> <li>• Effective tenancy management</li> <li>• Creative use of DHP</li> <li>• Consideration to resource for tenancy sustainment</li> <li>• Monitor and review at HRA Programme Board</li> </ul>
6	Meeting Annual Efficiency targets - Delivering the HRA efficiency plan ensuring savings targets are achieved	<ul style="list-style-type: none"> <li>• Efficiency targets not met</li> <li>• Detrimental impact on service delivery</li> <li>• Tenant satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor progress through Council Housing Service Senior Management Team</li> <li>• Service Plans and 1:1's</li> <li>• Financial management and monitoring</li> <li>• Monitor and review at HRA Programme Board</li> </ul>



## FLINTSHIRE COUNTY COUNCIL

**REPORT TO:** **COMMUNITY AND ENTERPRISE OVERVIEW & SCRUTINY COMMITTEE**

**DATE:** **WEDNESDAY, 2 SEPTEMBER 2015**

**REPORT BY:** **CHIEF OFFICER (COMMUNITY & ENTERPRISE)**

**SUBJECT:** **ARREARS - COUNCIL HOUSING**

### **1.00 PURPOSE OF REPORT**

1.01 The report is to update members of the levels of rent arrears, including progress of operational changes. It also identifies emerging external considerations which will require further changes and potentially additional staff resources to ensure that arrears are managed in compliance with new legislation whilst supporting vulnerable tenants.

### **2.00 BACKGROUND**

2.01 A review of the rent collection process identified a number of areas where change was required to provide a service which concentrated on debt management in addition to collection to ensure that arrears were addressed whilst enabling tenants to maintain future rent payments.

2.02 The operational changes to the service included:

A review of all arrears letters identified the need to update the letters to ensure available support was still promoted, but that letters stressed the importance of paying the arrears and maintaining future payments to avoid the potential consequences of non-payment.

The semi automation of reminders and visit lists removing labour intensive manual checking processes which released Income officers to visit and advise more tenants. This includes new tenant visits within the first 2 weeks of tenancy. The progress towards 100% automation is ongoing with support being required from the software supplier.

The visits to new tenants are assisting in the early identification of potential vulnerable tenants and the requirement for tenancy support in maximisation of benefit and budgeting skills.

Direct debit (DD) is being strongly promoted in part to support the closure of post office facilities but DD is recognised as a “guaranteed” payment method which reduces potential arrears. To assist tenants an additional monthly DD date has been introduced and weekly DD’S are now available.

The number of post office transactions has reduced significantly with a reduction of 75% in transactions however there were still 2,000 transactions which would equate to 500 tenants paying weekly rent. The department is continuing to support tenants to use alternative payment methods.

In instances where Notices of possession are required, a different Income Officer serves the notice; this removed the tenant’s familiarity with the primary income officer allowing a new review of the tenant’s circumstances and highlighting the importance of the Notice. This change in procedure has resulted in an increase in full payment of arrears and payment arrangements.

In cases where notices for possession are served, the tenant’s details are also now shared with Neighbourhood and Tenancy support officers, allowing early intervention for tenants needing support.

### **3.00 CONSIDERATIONS**

3.01 Income officers have also contacted all tenants with arrears totalling over £600 to establish latest circumstance and reviewing payment agreements.

The new processes appear to be successful with the Quarter 1 arrears levels indicating a reduction in lower level arrears.

Appendix A - Banded arrears comparison for Quarter 1  
**Quarter 1 Arrears position / income collected**

#### **Cash Collection**

2014/15 £3,796,071

2015/16 £4,082,272

#### **Rent collection % collected**

2014/15 95.73%

2015/16 96.39%

#### **Rent arrears**

2014/15 £1.224m

2015/16 £1.25m

Although there has been an overall increase of £26k against the same period last year, arrears under £1,000 have reduced by £34,368 and there has been an overall decrease of 118 tenants in arrears.

It must also be recognised that where tenants pay monthly, their accounts will be shown as in arrears. The software system does not facilitate these accounts to be identified separately, however accounts where Direct Debit payment in place indicates a high percentage of these accounts.

The collection of rent now includes service charges from April 2015 for new tenants (where applicable) with the following service charges.

Aerial	£0.88
Communal Cleaning	£2.75
Window Cleaning	£0.50
Laundry Cleaning	£0.37
Laundry	£0.75
Total	£5.25

If telecare/carelink alarms are within the property an additional weekly charge of £2.20 for tenants is applicable, excluding where Housing Benefit is applicable.

- 3.02 The levels of arrears continues to be addressed with all options being considered prior to eviction, but external factors continue to impact on the level of arrears.

The impact of Welfare reform is well known with the spare room subsidy (commonly known as bedroom tax) affecting Flintshire tenants. There are currently 660 tenants £236,457 in arrears. (Appendix A). The levels of arrears indicate that not all arrears are due to the bedroom tax however they must be considered as a contributory factor.

Assistance for these tenants is being proactively progressed, the allocations policy gives priority to those affected by the spare room subsidy. The policy can reduce priority for applicants who have arrears and are not maintaining a satisfactory arrangement to repay the debt. It disregards arrears of £1K for a single tenant and £2K per couple. Spare room subsidy cases are assessed on an individual basis and where there are arrears accrued before the spare room subsidy, the income team will contribute to the decisions around reducing.

Housing Payments (DHP) are also actively pursued within the DHP policy guidelines.

- 3.03 The introduction of Universal Credit (UC) in all Flintshire Job Centres is starting to impact on arrears due to the payment cycles of UC and length of time before the initial payment. There are currently 8 tenants (with arrears over £1000) totalling £15k which should be paid on receipt of UC. The service has actively sought direct payments from

the DWPs where possible, but this must be considered as a future risk.

- 3.04 The introduction of The Housing (Wales) Act 2014 requires local authorities to prevent or relieve homelessness by taking all reasonable steps to address housing issues. This means that the Flintshire Housing Options Service alongside the Tenancy Support Service will work with households to enable them to stay in their current home wherever this is possible. These activities include offering support around maintaining a tenancy and budgeting and in some cases spend to save payments to assist a household to remain in their current home if it is deemed suitable and affordable to their needs. There have been additional referrals through to the Housing Options and Tenancy Support Service to support tenants during this process.
- 3.05 Once all alternative options have been exhausted the service will proceed to apply for eviction.

The process of applying for possession is dependent on the decision of the Court, in many cases the Court will make a suspended order with an instruction to pay arrears at set amount, in many cases the minimum award is ordered being rent plus £3.70 per week. This results in arrears being paid over a number of years (£3K arrears would take over 15 years to recover) currently arrears include 334 tenancies totalling £462,888 who are paying on court orders.

- 3.06 There has been 6 evictions for 2015/16 to date, which is the same number as for the whole of 2014/15.

#### **4.00 RECOMMENDATIONS**

- 4.01 To review the content of the report and comment on current progress.
- 4.02 Consider the establishment of a dedicated Tenancy Support Officer within the Income Team.

#### **5.00 FINANCIAL IMPLICATIONS**

- 5.01 The timely collection of rent is vital to support a financially viable housing service.

#### **6.00 ANTI POVERTY IMPACT**

- 6.01 None directly from this report

#### **7.00 ENVIRONMENTAL IMPACT**

- 7.01 None

## **8.00 EQUALITIES IMPACT**

8.01 None

## **9.00 PERSONNEL IMPLICATIONS**

9.01 A more proactive approach to debt management has resulted in higher referrals to Tenancy support with 46 referrals within the first quarter, to enable a more joined up approach with the income team, consideration should be given to a dedicated officer being aligned with the Income team.

A dedicated officer would be available to provide long term budgeting support to tenants maintaining a case load to identify follow up requirements. The intention being to reduce low level arrears before they escalate, reducing arrears and producing higher income levels which would benefit the HRA and tenants in maintaining their tenancies. A business case is to be prepared jointly with Senior Manager Housing Services to identify costs and benefits to fund this post.

## **10.00 CONSULTATION REQUIRED**

10.01 None.

## **11.00 CONSULTATION UNDERTAKEN**

11.01 None.

## **12.00 APPENDICES**

Appendix A Banded arrears comparison for Quarter 1

## **LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS**

None

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**Banded Arrear comparison 14/15 - 15/16**

wk13	2014/15	2015/16	DIFF	2014/15	2015/16	DIFF	Under Occupation charge wk14		
Band	No of Accounts	No of Accounts		Total Amount	Total Amount		June 2015	No of	Total
0-300	3,576	3439	-137	232000.37	209589.9	-£22,410.47	<b>Overall</b>	<b>No of</b>	<b>Total</b>
300-600	513	507	-6	219303.07	216686.6	-£2,616.47	<b>Band</b>	<b>Accounts</b>	<b>Value</b>
600-1000	285	278	-7	223732.75	214390.47	-£9,342.28	0-300	416	38,028.48
1000-2000	218	244	26	301794.07	337710.6	£35,916.53	300-600	126	54,733.45
2000-3000	68	68	0	161159.31	162952.13	£1,792.82	600-1000	57	43,307.85
3000-4000	14	19	5	45364.18	62543.79	£17,179.61	1000-2000	48	67,247.81
4000-5000	7	8	1	31009.05	35457.56	£4,448.51	2000-3000	11	26,346.16
5000-6000	2	2	0	10592.53	11196.26	£603.73	3000-4000	2	6,794.00
6000-7000			0			£0.00	4000 +	0	-
<b>Grand Total</b>	<b>4683</b>	<b>4565</b>	<b>-118</b>	<b>1,224,955</b>	<b>1,250,527</b>	<b>£25,571.98</b>	<b>Total</b>	<b>660</b>	<b>236,457.75</b>

Under 1K	4374	4224	-150	675,036	640,667	-34369.22
Over 1K	309	341	32	549,919	609,860	59941.2

**Information relating to accounts included in above**

Direct Debit payers	2038	143,656.83
Debt Relief Orders outstanding	11	19,060.15
Bankruptcy Orders outstanding	4	13,988.29
With Neighbourhood	3	2,681.51
ASB	3	7,352.37
With Tenancy Support	1	3,432.62
Universal Credit	11	16,185.02
Court	334	462,888.26
<b>Total</b>	<b>2405</b>	<b>669,245.05</b>

### Banded Arrears summary - Direct Debit Payers

wk13	2015/2016	2015/2016
Band	No of Accounts	Total Amount
0-300	1933	64146.75
300-600	59	24599.44
600-1000	26	20035.47
1000-2000	14	19905.95
2000-3000	4	8587.35
3000-4000	2	6381.87
4000-5000		
5000-6000		
6000-7000		
Grand Total	2038	143656.83



## Banded Arrears Summary - Excluding Direct Debit Payers

wk13	2015/2016	2015/2016
Band	No of Accounts	Total Amount
0-300	1506	145443.15
300-600	448	192087.16
600-1000	252	194355
1000-2000	230	317804.65
2000-3000	64	154364.78
3000-4000	17	56161.92
4000-5000	8	35457.56
5000-6000	2	11196.26
6000-7000		
Grand Total	2527	1106870.48

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## COMMUNITY AND ENTERPRISE OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Wednesday, 2 September 2015
<b>Report Subject</b>	The Development of a Community Benefit Training Academy
<b>Portfolio Holder</b>	Community and Enterprise
<b>Report By</b>	Chief Officer (Community and Enterprise)
<b>Strategic / Operational</b>	Strategic

### EXECUTIVE SUMMARY

To share with Members the creation of a Community Benefit Training Academy (CBTA) as a vehicle to deliver jobs and training opportunities and community initiatives linked to externally procured services.

As part of the Welsh Government procurement policy statement [December 2012], it was encouraged that public sector organisations deliver maximum value for the Welsh pound via the procurement of external goods and services to:

- Develop a stronger economy
- Promote jobs
- Tackle Poverty

Three investment programmes (WHQS, 21<sup>st</sup> Century Schools and SHARP) are expected to spend an estimated £500m over the next 5 years. This provides a great opportunity to maximise the Welsh pound through increasing job and training opportunities and community development initiatives.

Local employment and training agencies including schools and colleges, who engage with 16-24 year olds, the unemployed, NEETS and long term unemployed are continually seeking opportunities to engage with those companies with the potential to create local jobs.

As part of the procurement and tendering process for all three programmes, potential contractors are required to confirm their commitment to the Council's community benefit agenda including setting out contractually the number of local jobs, training opportunities and traineeships which will be made available if their tender is successful.

The Academy will be unique in that the Council will establish the arrangement whereby opportunities such as traineeships and apprenticeships will be directly

employed through the Authority enabling a greater control and flexibility around placements and creating the opportunity to positively maximise the Community Benefits agenda and develop a lasting legacy for the Authority and County.

The WHQS programme is currently achieving the targeted recruitment and training outcomes outlined by Welsh Government. The WHQS programme has provided an average of 8 traineeships over all contracts with around 50 local employees per year.

The SHARP programme has the following targets: -

- Work Experience: 30/40 local people to be invited to apply for a 2 week 'Building Futures' accredited programme with a prediction of 20 completers.
- A minimum of 2 graduates in post in higher skilled professions such as surveying or architecture etc.
- A minimum of 6 apprenticeships.

The 21<sup>st</sup> Century Schools Programme has already achieved the following outcomes:-

- 8 young people from Maes Hyfryd school took part in an Academy for Retail and Hospitality
- A joint project with Coleg Cambria and Castell Alyn Mold in which 20 placements took part in Girls into Engineering
- 14 students took part in the Academy 2 Construction as part of the new build at Holywell High School gaining qualifications in Health and Safety, Manual Handling, Asbestos Awareness and First Aid

<b>Recommendations</b>	
(1)	For Members to support the creation of the Community Benefit and Training Academy to manage the implementation of the community benefit commitments.
(2)	For Members to support the creation of a new position to manage and administer the function and services of the academy. The lead officer will be supported initially through existing resource in terms of administration and support. These posts will be funded by a contribution from contractors, WHQS, 21 <sup>st</sup> Century Schools and SHARP programmes.

## REPORT DETAILS

<b>1.00</b>	<b><u>REPORT DETAIL</u></b>
1.01	<p>It is proposed that the Community Benefit and Training academy will provide the support and management of the implementation of the community benefit requirements across all three investment programmes. 'The Academy' will provide one point of contact to those individuals wishing to access the opportunities created as a result of the procured spend. A single point of contact will ensure streamlined and consistent coordination between all relevant parties such as contractors, individual apprentices and trainees, the college and Communities First and alike. In general 'The Academy' will focus on three main areas:</p> <ul style="list-style-type: none"> <li>• Managing employment and training activities.</li> <li>• School/ College/ University engagement.</li> <li>• Facilitation and coordination of community development/ initiatives.</li> </ul>
1.02	<p>'The Academy' intends to build on existing established partnerships with local agencies and partners who provide skill building and employability opportunities.</p>
1.03	<p>The community benefit commitments outlined by the contractors throughout the tendering process will be catalogued and implemented in partnership with all agencies.</p>
1.04	<p>It is proposed that 'The Academy' will be the employer for new apprenticeships/ graduates. The full cost of employment and training fees will be invoiced to the contractor in accordance with a pre-arranged cost at placement stage.</p>
1.05	<p>The Academy will be self-sufficient as the funding required for placements and to manage and administer the Academy will be drawn down from the contractors in place for each work programme. Previously contractors have employed and funded placements directly. Through this innovative proposal of an Academy the Council will employ the placements direct and fully recover the costs from the contractors. The benefit of direct employment through the Council means that placements are flexible, individuals can be allocated to different work streams and contractors to gain a wide range of experience and individuals are not affected when certain work programmes end. Direct employment through the Authority also provides an opportunity for individuals to seek internal positions such as within the direct workforce in Housing Asset Management. The service could potentially benefit from employing well skilled individuals as and when opportunities and vacancies arise such as the retirement of current trade's staff.</p>
1.06	<p>For the purpose of the new apprenticeships, 'The Academy' will align with the academic year to ensure enrolment deadlines for apprenticeships are met and are managed effectively.</p> <p>In addition to the job creation; community initiatives will also be developed such as funds/ resources towards i.e. refurbishment of community centres;</p>

1.07	funds towards events; skip days; art walls; community gardens.
1.08	<p>Performance indicators will monitor progress across all three programmes; these figures will increase year on year as more contracts are started. Recruitment and training commitments stated at the tendering process will be used as a benchmark. It is suggested that additionally within 2015/16:</p> <ul style="list-style-type: none"> <li>• Minimum of 5 apprenticeships are started.</li> <li>• Minimum of 10 work experience placements are completed.</li> <li>• 20 traineeships are provided and completed.</li> <li>• 30 local people are employed.</li> </ul> <p>The aim over 5 years is to create over 250 local jobs and 40 apprentices.</p>
1.09	<p>Contractors will report monthly on workforce (jobs and training) and community engagement to:</p> <ul style="list-style-type: none"> <li>• Provide information for promotion and showcasing of achievements through local media, social media and partners communication channels will be encouraged to increase positive publicity.</li> <li>• Senior Management Teams</li> <li>• Councillors and Members</li> </ul>

<b><u>2.00</u></b>	<b><u>RESOURCE IMPLICATIONS</u></b>
2.01	The creation of the Community Benefit and Training Academy will require an operating budget to cover printing/ branding and promotional costs. These costs will be funded by a contribution from contractors, WHQS, 21 <sup>st</sup> Century Schools and SHARP programmes.
2.02	It is suggested through the National Skills Academy Client Based Approach to have an Academy Training Lead to manage and administer the full operating. The lead officer will be supported through existing administrative support and also by the Tenant Liaison Officers within the existing Capital Works team. Resourcing requirements to manage and administer the academy will be monitored throughout the project and reviewed as the academy establishes itself to ensure that adequate resource is in place to fully meet the potential of the proposal. These costs will be funded by a contribution from contractors, WHQS, 21 <sup>st</sup> Century Schools and SHARP programmes.

<b><u>3.00</u></b>	<b><u>CONSULTATIONS REQUIRED / CARRIED OUT</u></b>
3.01	Internal stakeholders to be consulted prior to implementation including HR. Key partners such as contractors, Communities First, the college and other relevant agencies will all be consulted and engaged with as part of the Academy launch to ensure full commitment from all to maximise the potential of the proposal.

<b>4.00</b>	<b><u>RISK MANAGEMENT</u></b>
4.01	The Academy will be self-sufficient as the funding required for placements and to manage and administer the Academy will be drawn down from the contractors in place for each work programme. Previously contractors have employed and funded placements directly. Through this innovative proposal of an Academy the Council will employ the placements direct and fully recover the costs from the contractors. The benefit of direct employment through the Council means that placements are flexible, individuals can be allocated to different work streams and contractors to gain a wide range of experience and individuals are not affected when certain work programmes end. Direct employment through the Authority also provides an opportunity for individuals to seek internal positions such as within the direct workforce in Housing Asset Management. The service could potentially benefit from employing well skilled individuals as and when opportunities and vacancies arise such as the retirement of current trades staff.
4.02	Employees will be appointed on fixed term contracts.

<b>5.00</b>	<b><u>APPENDICES</u></b>
5.01	Appendix 1 - Community Benefit and Training Academy proposal

<b>6.00</b>	<b><u>SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972</u></b> <b>List of Accessible Background Documents</b>
6.01	<a href="http://gov.wales/about/cabinet/cabinetstatements/2012/welshprocurement/?lang=en">http://gov.wales/about/cabinet/cabinetstatements/2012/welshprocurement/?lang=en</a>

<b>7.00</b>	<b><u>GLOSSARY OF TERMS</u></b>
7.01	None.

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Community Benefit & Training Academy  
Flintshire County Council

# Project Suggestion Document 2015

- **Vision**

- To **provide, seek** and **exhaust** community benefit opportunities including training and employment as a result of contracted procured spend across the WHQS, 21<sup>st</sup> Century Schools and SHARP programmes. This will be delivered through a Community Benefit and Training Academy which will **engage** and **collaborate** with local employment agencies, schools and colleges, and community organisations to identify **people** and **places** who will benefit from the opportunities created.

- **Objectives**

- To develop one academy which fits all 3 Flintshire County Council construction programmes.
- To reduce unemployment figures across Flintshire.
- To create opportunities for long term unemployed/ school leavers/ unemployed 16-24 year olds/ NEETS.
- Coordinate and implement community initiatives.
- To further develop opportunities for SME's/ supply chain businesses and graduates.

- **Service**

- Management and coordination of targeted recruitment and training.
- Employment of new apprentices.
- Matching service between agencies and opportunities, to include:
  - Work Experience Placements/ Internships/ Traineeships
  - To provide training for FCC staff
  - School/ College Visits
  - Mentors/ Coaches for Social Entrepreneurs
  - Support Family Days and Recruitment Events
- Development of Community Initiatives i.e. Community Centres/ Gardens
- To establish a collaborative working group [Flintshire ETC] including all employment agencies/ educational providers and contractors to match opportunities with a local talent pool who are work ready.

- **Flintshire ETC**

- Flintshire ETC will be an established group of employment agencies/ training providers/ community groups who will network and become 'feeders' providing the academy with those individuals/ communities who will benefit from the opportunities created as a result of the community benefit initiative.
- **Examples of engaged partners:**
  - Job Centre Plus
  - Communities First
  - Careers Wales
  - Groundworks
  - FLVC
  - Career Academy
  - All contractors

### Simplification of the Academy Process



## • Internal Resources

- Community Benefit & Training Academy Lead
  - Lead contact with contractors and community agencies.
  - Chair Flintshire ETC and other steering groups.
  - Act as direct report for the apprentices.
  - Oversee the management and implementation of the apprenticeships and education provision.
  - Oversee the management and implementation of the community initiatives.
  - Report and Monitor KPI's.
- Academy Officer (Education/ TR&T)
  - To engage with the contractors Community Benefit representative.
  - To engage with employment and training agency representatives.
  - To engage with learners and service users.
  - To engage with community groups/ forums/ agencies.
  - Identify potential communities and community opportunities to implement suitable initiatives.
  - Organise and support the implementation of community initiatives.
  - Identify and catalogue employment and training opportunities.
  - Provide a matching service between contactor commitments and employment/ training demand.
  - Administer and coordinate apprenticeships and training opportunities.
  - Coordinate all educational activities including school engagement.
  - Administer data and promote success.
- Monitoring Officer
  - To engage with Academy Lead and Academy Officers to gain relevant information and reportable data.
  - Complete relevant processing tools to report to Welsh Government/ Councillors and senior managers.
  - To liaise with Academy administrator on academy related business.
  - Monitor learner/ service user numbers.
  - Administer data and promote success.

## • Management of Apprenticeship Programme

- The training academy will be the 'employer' of the new apprenticeships created as a result of the procured spend.
- The NMW for apprenticeships is £2.73\*
  - \*This rate is for [apprentices](#) aged 16 to 18 and those aged 19 or over who are in their first year. All other apprentices are entitled to the National Minimum Wage for their age.
- The employment costs will be off-set by the contractor who will be invoiced for the employment cost per apprentice.
- The cost of the training framework will be included in the total employment cost and will be negotiated with the training provider based on a SLA agreed cost.

- A full costing model will be created once a framework cost has been agreed.
- Most framework qualifications (apprenticeships) are between 12 and 18 months depending on the level undertaken. It is required that each apprentice exhibits progression and remain on track to complete.
- The apprenticeship placements will already be pre-agreed between the academy and the contractor before the apprentice starts employment to avoid any time which is without placement avoiding 'potentially out of time' (poot) status.
- Individual Learning Plans (ILP's) will be created to monitor and track progress of the apprenticeships.

## **Links with CITB and NSA Accreditation**

- Awaiting Business Plan

## Implementation:

When	Who Main Target Group:	Service Provided	How
> 6 months (July 2015 – January 2016)	<b>NEETS/ Long Term Unemployed</b>	<ul style="list-style-type: none"> <li>○ Traineeships</li> <li>○ Work Experience Placements</li> <li>○ Employability/ Workability packages to prepare the learners for work.</li> </ul>	<ul style="list-style-type: none"> <li>○ Develop and manage a Flintshire Employment Training Community (ETC)</li> <li>○ Engage with and catalogue a list of all available opportunities.</li> <li>○ Engage with Communities First/ LIFT programme and other agencies to identify cohorts of learners who would benefit from initial training packages including work experience/ traineeships.</li> </ul>
> 12 months (July 2015 – July 2016)	<b>NEETS/ Long Term Unemployed/ Disengaged/ School Leavers</b>	<p>The above including:</p> <ul style="list-style-type: none"> <li>○ Work Experience Placements (14-16)</li> <li>○ Apprentice Starts</li> <li>○ Existing Apprentices</li> <li>○ NVQ Starts</li> <li>○ Construction Curriculum Support Activities</li> </ul>	<ul style="list-style-type: none"> <li>○ School leavers/ 16-24 year olds made aware of 2016/17 apprenticeship opportunities (March 2016)</li> <li>○ Apprenticeship Recruitment/ interviewing plans to be designed (May- June 2016)</li> <li>○ Initial engagement with local primary and secondary schools.</li> <li>○ 14-16 work experience placements to offered to school (February 2016)</li> </ul>
>18 months onwards	<b>NEETS/ Long Term Unemployed/ School Leavers/ primary &amp; secondary students/ Communities/ SME's/ Graduates</b>	<p>The above including:</p> <ul style="list-style-type: none"> <li>○ Construction Curriculum Support Activities</li> <li>○ Jobs</li> <li>○ Higher Level training (Graduate positions)</li> <li>○ SME mentoring</li> <li>○ Community Initiatives</li> </ul>	<ul style="list-style-type: none"> <li>○ Additional school/ college engagement to be identified.</li> <li>○ Additional job creation for non-targeted groups to be launched.</li> <li>○ Graduate programmes to be considered (January 2017 for September 2017 start)</li> <li>○ Community Initiatives to be commissioned.</li> </ul>



## COMMUNITY & ENTERPRISE OVERVIEW & SCRUTINY MEETING

<b>Date of Meeting</b>	Wednesday 2 <sup>nd</sup> September, 2015
<b>Report Subject</b>	Quarter 1 Improvement Plan Monitoring Report
<b>Portfolio Holder</b>	Cabinet Member for Corporate Management
<b>Report By</b>	Community & Enterprise Overview & Scrutiny Facilitator
<b>Strategic / Operational</b>	Strategic

### EXECUTIVE SUMMARY

The Improvement Plan 2015/16 was adopted by the Council in June 2015. This report presents the monitoring of progress for the first quarter of 2015/16 focusing on the areas of under performance relevant to the Community and Enterprise Overview & Scrutiny Committee.

This report is an exception based report and therefore detail focuses on the areas of under-performance.

### **Recommendation**

(a)	That the Committee consider the 2015/16 Quarter 1 Improvement Plan Monitoring Report, highlight concerns and feedback details of any challenge to the Corporate Resources Overview & Scrutiny Committee which is responsible for the overview and monitoring of performance.
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## REPORT DETAILS

<b>1.00</b>	<b><u>REPORT DETAIL</u></b>
1.01	The Improvement Plan monitoring report gives an explanation of the progress being made towards the delivery of the impacts set out in the 2015/16 Improvement Plan. The narrative is supported by performance indicators and/or milestones which evidence achievement. In addition, there is an assessment of the strategic risks and the level to which they are controlled.
1.02	The detailed sub-priority reports, shown at Appendix 1, are in a new format, which has been generated from the new performance management solution, CAMMS.
1.03	CAMMS has been purchased to provide benefits which include: <ul style="list-style-type: none"> <li>• efficiencies by reducing duplication and data entry;</li> <li>• a single version of the truth;</li> <li>• improved visibility and accountability for performance and programme / project management objectives; including an audit trail; and</li> <li>• dynamic, exception based reporting with dashboards and standard reports.</li> </ul>
1.04	During the process of setting the Improvement Plan into CAMMS, some changes were required/requested by officers. A log of all changes made agreed by County Council can be found at Appendix 2.
1.05	Analysis of performance against the Improvement Plan measures is undertaken using the RAG (Red, Amber and Green) status. This is defined as follows:- <p><b><u>Performance</u></b></p> <ul style="list-style-type: none"> <li>• RED – equates to a position of under-performance against target.</li> <li>• AMBER – equates to a mid-position where improvement may have been made but performance has missed the target.</li> <li>• GREEN – equates to a position of positive performance against target.</li> </ul> <p><b><u>Outcome</u></b></p> <ul style="list-style-type: none"> <li>• RED – equates to a forecast position of under-performance against target at year end.</li> <li>• AMBER – equates to a forecast mid-position where improvement may have been made but performance will miss target at year end.</li> <li>• GREEN – equates to a forecast position of positive performance against target at year end.</li> </ul>
1.06	The high level (RED) risk areas identified for the Community and Enterprise Overview & Scrutiny Committee, is as follows:-



1.06.1	<p><b>Priority: Appropriate and Affordable Homes</b>  <b>PI: The average number of calendar days taken to deliver a Disabled Facilities Grant for Children (PSR/009a) - Target 316 days - Actual 660 days</b></p> <p>One highly complex case was completed during the quarter one which took a total of 660 days.</p>
1.06.2	<p><b>Priority: Poverty (Maximising Income)</b>  <b>PI: Speed of processing of Housing Benefit claims: new claims - Target 17.5 days - Actual 22.08 days</b></p> <p>The performance achieved for quarter one was as expected for this time of year in consideration of the year end rent increases and year end income changes. Performance for the current quarter has improved on that achieved for quarter one of 2014/15. It is expected that performance for new claims will improve in each subsequent quarter.</p>
1.06.3	<p><b>Priority: Appropriate and Affordable Homes</b>  <b>Risk: The supply of affordable housing will continue to be insufficient to meet community need</b></p> <p>The Housing Regeneration &amp; Strategy Service continues to work closely with the Planning Service and Grwp Cynefin for the delivery of affordable housing. Applications to the affordable housing register remain steady and an increasing number of affordable housing units (both gifted and equity share) are being provided through Section 106 Planning Agreements.</p>

<b>2.00</b>	<b><u>RESOURCE IMPLICATIONS</u></b>
2.01	There are no specific financial implications for this report; however the Council's Medium Term Financial Plan is aligned to resource the priorities of the Improvement Plan.

<b>3.00</b>	<b><u>CONSULTATIONS REQUIRED / CARRIED OUT</u></b>
3.01	The Chief Officer Team and the Performance Leads from across the Authority have contributed to help shape the new approach to reporting.
3.02	It was agreed during the Member Workshop in May, which consulted on the Improvement Plan for 2015/16, that a 'how to guide' for the Improvement Plan would be produced. This will be presented to the Corporate Resources Overview and Scrutiny Committee in September prior to being shared with the other Overview and Scrutiny Committees.

<b>4.00</b>	<b><u>RISK MANAGEMENT</u></b>
4.01	Progress against the risks identified in the Improvement Plan have been reported on for quarter 1 and the detail is included in the report at Appendix 1.

<b>5.00</b>	<b><u>APPENDICES</u></b>
5.01	Appendix 1 – Quarter 1 Improvement Plan Progress Report.
5.02	Appendix 2 – Log of changes to the Improvement Plan 2015/16.

<b>6.00</b>	<b><u>SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972</u></b> <b>List of Accessible Background Documents</b>
6.01	<b><u>Improvement Plan 2015/16</u></b>  <a href="http://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Improvement-Plan.aspx">http://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Improvement-Plan.aspx</a>

<b>7.00</b>	<b><u>GLOSSARY OF TERMS</u></b>
7.01	<b>Improvement Plan</b> – the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish an Improvement Plan.
7.02	<b>CAMMS</b> – is an integrated planning, risk management and programme/project management and reporting software. It was purchased in April 2015 and work to commence implementation began in Mat; focusing initially on the Council’s Improvement Plan and the Portfolio of Social Services. The link below provides further information about CAMMS. <a href="http://cammsgroup.com/">http://cammsgroup.com/</a>
7.03	<b>Grwp Cynefin:</b> a North Wales Housing Association that seeks to meet the specific housing needs of the communities it serves.



# Improvement Plan Progress Report for Community & Enterprise

## Overview & Scrutiny Committee Quarter 1 2015/16

Page 43

Flintshire County Council




## 1 Housing

### 1.1 Improving the choice and quality of local housing

#### 1.1.1 Appropriate and Affordable Homes


##### ACTIONS

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.1 Meet the new homeless prevention duties of the new Wales Housing Act 2014	Pam Davies - Housing Options Team Leader	In Progress	01-Apr-2015	31-Mar-2016	80.00%	 AMBER	

##### ACTION PROGRESS COMMENTS:

During quarter 1 there was 245 households approaching the local authority for assistance to either being homeless or threatened with homelessness. These households have all completed a section 62 assessment and a personal housing plan to identify the reasonable steps required to address their housing situation. Whilst the number approaching the authority is similar to the number presenting under the old legislation, however, under the new legislation the 245 households have all received a more enhanced service than they would have received previously. To enable the authority to achieve sustainable outcomes, it would be necessary to identify and implement a sufficient range of housing solutions. To ensure we are able to capture all the appropriate statistical data it has been necessary for a new IT system to be developed, hopefully we will be operational in October 2015.

Last Updated: 07-Aug-2015

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.2 Stimulate the growth of affordable housing	Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager	In Progress	01-Apr-2015	31-Mar-2016	60.00%	 GREEN	

##### ACTION PROGRESS COMMENTS:

The Flintshire House Standard Design Specification for new build was approved by Cabinet April 2015. The Standard will continue to be refined and developed during the design and development stages to incorporate detailed specification of key components parts including kitchens, windows, doors, bathrooms etc.

Detailed design and scheme viability work is now also being undertaken for The Walks, Flint, the site of the former Custom House School, Connah's Quay and Maes Y Meillion, Flint. Work is now also being undertaken on a further site of the former Dairy, Connah's Quay, which has been bought by the Council through the Welsh Government's V & V grant funding programme. These plans will be submitted for Cabinet approval in October 2015, with the view of submitting respective planning applications for each site presented in November / December 2015.


The work is overseen by fortnightly meetings the SHARP Design Team which included representatives from Wates (the development partner), Planning, Highways, Housing, Streetscene, Building Control and Design and Consultancy Team. Detailed plans and financial information will be presented to Cabinet in October 2015 for approval. Subject to Cabinet approval, schemes will be submitted for planning approval in November / December 2015, with the view of starting on site in February / March 2015.

Adopting a Flintshire House Standard Design Specification for new build Council led housing by December 2015 -The Flintshire House Standard Design Specification for new build was approved by Cabinet April 2015. The Standard will continue to be refined and developed during the design and development stages to incorporate detailed specification of key components parts including kitchens, windows, doors, bathrooms etc.

Receiving planning approval for the building of new Council and affordable homes on the Leeswood, Connah's Quay and Flint sites by January 2016 -Detailed design and scheme viability work is now being undertaken for The Walks, Flint, the site of the former Custom House School, Connah's Quay and Maes Y Meilion, Flint. Work is also being undertaken on a further site of the former Dairy, Connah's Quay. These plans will be submitted for Cabinet approval in October 2015, with the view of submitting respective planning applications for each site in November / December 2015.

Commence the construction of new Council and affordable homes on the Leeswood, Connah's Quay and Flint sites by April 2016 -Detailed design and scheme viability work is now being undertaken on The Walks, Flint, the former Custom House School site and Maes Y Meilion, Leeswood. Design work is also being undertaken on the former Dairy site, Connah's Quay, with the view of inclusion in the initial batch of housing schemes to be included within the SHARP. The work is overseen by fortnightly meetings the SHARP Design Team which included representatives from Wates (the development partner), Planning, Highways, Housing, Streetscene, Building Control and Design and Consultancy Team. Detailed plans and financial information will be presented to Cabinet in October 2015 for approval. Subject to Cabinet approval, schemes will be submitted for planning approval in November / December 2015, with the view of starting on site in March 2015.


Last Updated: 17-Aug-2015

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.3 Meet the duties of the Wales Housing Act 2014 for the Traveller Community	Gavin Griffith - Housing Regeneration & Strategy Manager	In Progress	01-Apr-2015	31-Mar-2016	20.00%	 AMBER	

**ACTION PROGRESS COMMENTS:**

The primary duty contained with the Housing Act in relation to the traveller community is the need to produce a Gypsy/Traveller Accommodation Assessment by 26th February 2016. Whilst opportunities for conducting this in collaboration were explored, this was not possible. Discussions have taken place with the consultancy firm that carried out the councils Local Housing Market Assessment (LHMA). The firm has the necessary skills and experience to undertake the assessment and can met WG timescales, therefore they are to be appointed in quarter 2 to conduct the study as an extension to their existing contract.

Last Updated: 10-Aug-2015

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.4 Develop our extra care provision to provide units in Flint and Holywell	Craig Macleod - Development & Resources Manager	In Progress	01-Apr-2015	31-Mar-2016	30.00%	 AMBER	

**ACTION PROGRESS COMMENTS:**



Full planning permission was granted for the Flint Extra Care scheme in April 2015. The design was signed off by Social Services in May. The service model will be agreed in partnership with Pennaf. The build is scheduled to commence in October 2015, subject to the movement of utilities and completion of the archaeology surveys. It will be an 18 month build and completion is aimed for April 2017.

Outline planning permission was refused for the Holywell Extra Care scheme in April 2015 as a result of concerns regarding the site chosen and the impact of the loss of parking to the town. Alternative sites are being reconsidered and explored before planning is re-submitted. The aim is to have outline planning permission by October 2015. The design is still to be agreed and will commence as soon as an agreed site has been identified and received outline planning permission.

Last Updated: 18-Aug-2015

Page 6

**PERFORMANCE INDICATORS**

TITLE	LEAD OFFICER	SUPPORTING OFFICER	PERIOD TARGET	PERIOD ACTUAL	PROGRESS RAG	PROGRESS COMMENTS
HHA/013 - The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	Katie Clubb – Community Support Services Manager	Pam Davies – Housing Options Team Leader	90.00%	N/A		Unfortunately we are unable to provide a figure for this indicator as the legislation only commenced in April, 2015. We will be able to provide data at the end of quarter 2, i.e. when the legislation has been in force for 6 months
The number of gifted new homes realised through Section 106 Planning Agreement between the Council, NEW Homes and the developers	Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager	N/A	0.00	0.00	 GREEN	


The number of households where homelessness is prevented by the use of the private rented sector	Katie Clubb – Community Support Services Manager	Pam Davies – Housing Options Team Leader	Baseline 2015/16	25.00		A total of 83 households were assisted in either preventing or relieving homelessness. Of these 25 successfully secured accommodation in the private rented sector
The number of households where the Council has discharged its full statutory duty into private rented accommodation	Katie Clubb – Community Support Services Manager	Pam Davies – Housing Options Team Leader	Baseline 2015/16	0.00		This indicator represents the section 75 duty which is only provided to a households when prevention work has failed. During this quarter no acceptance have been made

## RISKS

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICER	INITIAL RATING	CURRENT RATING	PROGRESS COMMENTS
Homelessness will remain a growing area of demand due to the current economic climate	Clare Budden - Chief Officer - Community and Enterprise	Pam Davies - Housing Options Team Leader	 Amber Moderate (3)	 Amber Moderate (3)	Due to legislation only coming into effect it April it is too early to say whether the risk has changed. However we will be in a better position following quarter 2 to comment further.
Demand for advice and support services will not be met.	Clare Budden - Chief Officer - Community and Enterprise	Paul Neave - Manager - Advice and Homelessness Service	 Amber Moderate (3)	 Amber Moderate (3)	FCC is continuing to fund the Flintshire Advice Gateway to complement the Flintshire Support Gateway. Both gateways aim to ensure residents in need of social welfare advice and support are referred to an appropriate service provider in order to, as far as practical, maximize effective use of resources. However, concerns have been by the service provider managing the Advice Gateway, that some providers are approaching capacity. This situation will be kept under review by the Flintshire Tackling Poverty Partnership.
The supply of affordable housing will continue to be insufficient to meet community need	Clare Budden - Chief Officer - Community and Enterprise	Gavin Griffith - Housing Regeneration & Strategy Manager	 Red Major (4)	 Red Major (4)	The Housing Regeneration & Strategy Service continues to work closely with the Planning Service and Grwp Cynefin around the delivery of affordable housing. This risk is being well managed with applications to the affordable register are steady and an increasing number of affordable housing units (both gifted and equity share) being provided through S.106 agreements.

## 1.1.2 Modern, Efficient and Adapted Homes


### ACTIONS

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.1 Deliver financial support to repair, improve and adapt private sector homes	Gavin Griffith - Housing Regeneration & Strategy Manager	In Progress	01-Apr-2015	31-Mar-2016	25.00%	 GREEN	

#### ACTION PROGRESS COMMENTS:

There has been an increase in the number of expressions of interest for financial support, which coincides with the launch of the Welsh Government Home Improvement Loan Scheme. There are currently 20 approved loans with the system awaiting a start on site. In addition 4 of the new WG Home Improvement Loans are making their way through the assessment process. This is a strong start to the first quarter, against a target of 40 Loans completed for the financial year.


Last Updated: 10-Aug-2015

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.2 Reduce the number of long term vacant homes	Gavin Griffith - Housing Regeneration & Strategy Manager	In Progress	01-Apr-2015	31-Mar-2016	25.00%	 GREEN	

#### ACTION PROGRESS COMMENTS:

Performance in the first quarter has been strong with 9 long term vacant properties returned to use. This is as a result of additional funds through Vibrant & Viable Places being made available for the Living Over The Shops initiative and the high demand for Houses into Homes loan funding.

Last Updated: 10-Aug-2015







ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.3 Deliver the six year asset management strategy to meet the Welsh Housing Quality Standard across all Flintshire Council homes	Tony Jones - Capital Works Team Manager	Not Started	01-Apr-2015	31-Mar-2016	5.00%	 GREEN	




The strategy has been developed and approved. The capital works team have completed all the main tendering exercises and are currently implementing the projects on site. The 5% complete reflects the progress made to date (approx. 3rd) of the first year of the six plan. 100% will only be achieved one the whole six year plan is delivered.

Last Updated: 18-Aug-2015











## PERFORMANCE INDICATORS

TITLE	LEAD OFFICER	SUPPORTING OFFICER	PERIOD TARGET	PERIOD ACTUAL	PROGRESS RAG	PROGRESS COMMENTS
Repair / improve 40 private sector dwellings through the Council's capital programme and Welsh Government's national Home Improvement Loan	Gavin Griffith - Housing Regeneration & Strategy Manager	N/A	10.00	20.00	 GREEN	There are currently 20 approved loans in progress, which will complete during Q2.
PSR/009a The average number of calendar days taken to deliver a Disabled Facilities Grant for Children	Gavin Griffith - Housing Regeneration & Strategy Manager	N/A	316.00	660.00	 RED	This represents one highly complex case completed during the quarter 1.
PSR/009b the average number of calendar days taken to deliver a Disabled Facilities Grant for Adults	Gavin Griffith - Housing Regeneration & Strategy Manager	N/A	274.00	284.57	 AMBER	This represents 21 cases completed during Q1.
The number of empty homes brought back into use through the Welsh Government Houses into Homes Scheme	Gavin Griffith - Housing Regeneration & Strategy Manager	N/A	9.00	9.00	 GREEN	Performance in the first quarter has been strong with 9 long term vacant properties returned to use. This is as a result of additional funds through Vibrant & Viable Places being made available for the Living Over The Shops initiative and the high demand for Houses into Homes loan funding.
Capital Works Target – Heating Upgrades	Nikki Evans - Senior Manager Council Housing Services	Tony Jones - Capital Works Team Manager	72.00	89.00	 GREEN	Contractors have been procured for all work streams. The majority of work scheduled to be undertaken in Quarter 1 involved surveys. The majority of individual upgrades are profiled to be delivered in Quarters 2 and 3.
Capital Works Target – Kitchen Replacements	Nikki Evans - Senior Manager Council Housing Services	Tony Jones - Capital Works Team Manager	22.00	11.00	 GREEN	Contractors have been procured for all work streams. The majority of work scheduled to be undertaken in Quarter 1 involved surveys. The majority of individual upgrades are profiled to be delivered in Quarters 2 and 3.

Capital Works Target – Smoke Detectors	Nikki Evans - Senior Manager Council Housing Services	Tony Jones - Capital Works Team Manager	0.00	0.00	 GREEN	Contractors have been procured for all work streams. The majority of work scheduled to be undertaken in Quarter 1 involved surveys. The majority of individual upgrades are profiled to be delivered in Quarters 2 and 3.
Capital Works Target – Bathroom Replacements	Nikki Evans - Senior Manager Council Housing Services	Tony Jones - Capital Works Team Manager	36.00	49.00	 GREEN	Contractors have been procured for all work streams. The majority of work scheduled to be undertaken in Quarter 1 involved surveys. The majority of individual upgrades are profiled to be delivered in Quarters 2 and 3.
IPH3M1 - Capital Programme expenditure on improvement work streams (Managing expenditure within or below budget to maximise available financial resources - Capital works budget)	Nikki Evans - Senior Manager Council Housing Services	Tony Jones - Capital Works Team Manager	£1,660,000	£1,200,000	 GREEN	In line with the individual work stream delivery the expenditure is heavily profiled in Quarters 2, 3 and 4.

**RISKS**

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICER	INITIAL RATING	CURRENT RATING	PROGRESS COMMENTS
The increased work programme to deliver the WHQS will not be met due to the scale of the programme.	Clare Budden - Chief Officer - Community and Enterprise	Nikki Evans - Senior Manager Council Housing Services	 Yellow Minor (2)	 Amber Moderate (3)	All major work streams have been procured with some smaller programmes to be procured during the financial year. A significant amount of work has gone into the pre contract meetings with new contractors to ensure that on-site delivery is as efficient and effective as possible. The majority of programme delivery will be undertaken in Quarters 2, 3 and 4 with Quarter 1 primarily allocated for survey work. Recruitment is also on-going to ensure that sufficient resource is allocated to each programme for full delivery.
Council funding for adaptations and home loans will not be sufficient to meet demand	Clare Budden - Chief Officer - Community and Enterprise	Gavin Griffith - Housing Regeneration & Strategy Manager	 Yellow Minor (2)	 Yellow Minor (2)	Not due for review until 30/09/15.


Financial assistance available to repair residents' homes is not taken up by residents	Clare Budden - Chief Officer - Community and Enterprise	Gavin Griffith - Housing Regeneration & Strategy Manager	 Moderate (3)	 Moderate (3)	There has generally been an increase in interest due to the launch of the national loan scheme and publicity associated with that. Local publicity was commissioned in Q1 through a local trade magazine and therefore confidence is currently high that applications will meet the resources available.
Customer expectations for the timeliness of adaptations undertaken through disabled facilities grants will not be met due to competing demands on resources	Clare Budden - Chief Officer - Community and Enterprise	Gavin Griffith - Housing Regeneration & Strategy Manager	 Moderate (3)	 Moderate (3)	The recruitment of three posts is progressing as planned. A further two business cases will be resubmitted in Q2 and with support they will also be recruited to. This will further improve timescales.

## 2 Economy and Enterprise

### 2.1 Creating jobs and growing the local economy

#### 2.1.1 Business Sector Growth


##### ACTIONS

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.1 Promote Flintshire as a recognised centre for energy and advanced manufacturing.	Rachael Byrne - Enterprise Manager	In Progress	01-Apr-2015	31-Mar-2016	36.00%	 GREEN	

##### ACTION PROGRESS COMMENTS:

Quarter 1 has resulted in 37 new business enquiries of which 21 have converted to investment, resulting in 437 new jobs throughout the county. New investment includes SIRA Testing Solutions, a USA global enterprise now based in Hawarden and Japanese food manufacturer, Calbee located in Deeside. Numerous expansions from existing businesses in Deeside and new developments at Broughton Retail Park have all contributed to job creation.

Last Updated: 04-Aug-2015


ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.2 Support the growth of the existing businesses in Flintshire, to maximise opportunities for investment.	Rachael Byrne - Enterprise Manager	In Progress	01-Apr-2015	31-Mar-2016	36.00%	 GREEN	

##### ACTION PROGRESS COMMENTS:

Quarter 1 reports a high level of businesses applying for Welsh Government Enterprise Zone Rate Relief Scheme and increased activity relating to workforce development, all of which maximise economic sustainability and growth potential. Deeside Business Forum was attended by more than 100 local businesses as was Mersey Dee Alliance Innovation forum which supports supply chain opportunities across borders and developing client bases.

Quarter 1 reported 431 jobs created and no requests for redundancy support.

Last Updated: 04-Aug-2015






ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.3 Improve the local broadband infrastructure to encourage investment in economic growth.	Rachael Byrne - Enterprise Manager	In Progress	01-Apr-2015	31-Mar-2016	10.00%	 GREEN	

**ACTION PROGRESS COMMENTS:**





Welsh Government reported 773 premises enabled in quarter 1, resulting in 20,102 premises enabled to date across the county. With the data available, Welsh Government is unable to differentiate between business and residential premises. Welsh Government has not set BT monthly targets and did not specify to BT which premises they should focus on under Superfast Cymru other than to prioritise Enterprise Zones. Welsh Government has stated that they are on track to deploy the roll-out this year.

Last Updated: 04-Aug-2015

**PERFORMANCE INDICATORS**



TITLE	LEAD OFFICER	SUPPORTING OFFICER	PERIOD TARGET	PERIOD ACTUAL	PROGRESS RAG	PROGRESS COMMENTS
Percentage of enquiries converted to investment in Flintshire	Rachael Byrne – Enterprise Manager	N/A	63.00%	56.76%	 AMBER	21 out of 37 new enquires resulting in a 57% conversion rate to investment
Number of jobs created in Flintshire	Rachael Byrne – Enterprise Manager	N/A	300.00	437.00	 GREEN	437 jobs created as a result of new investment and existing business expansion
Number of jobs safeguarded in Flintshire	Rachael Byrne – Enterprise Manager	N/A	200.00	0.00	 GREY	No requests received in quarter 1 from Flintshire businesses for redundancy support.
Number of jobs created as a result of large capital programmes (Welsh Housing Quality Standard)	Nikki Evans – Senior Manager Council Housing Services	N/A	9.00	8.00	 AMBER	
Number of jobs created as a result of large capital programmes (Strategic Housing and Regeneration Programme)	Melville Evans – Strategic Housing and Regeneration Programme Manager	N/A	0.00	0.00	 GREEN	Works have not yet commenced on the agreed sites.

**RISKS**

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICER	INITIAL RATING	CURRENT RATING	PROGRESS COMMENTS
Some areas within Flintshire will not be covered by superfast broadband if the joint project between Welsh Government and BT stalls.	Clare Budden - Chief Officer - Community and Enterprise	Rachael Byrne – Enterprise Manager	 Moderate (3)	 Moderate (3)	Continued monitoring of BT roll-out is required through Welsh Government progress reports.
Businesses are not sufficiently supported to maximise opportunities presented to them through major transformational projects within Flintshire.	Clare Budden - Chief Officer - Community and Enterprise	Rachael Byrne – Enterprise Manager	 Moderate (3)	 Moderate (3)	Meet the Buyer events and supply chain events are running in Flintshire and across the region for major projects including NW Prison Project; Whellabrator; 21st Century Schools to encourage local businesses to maximise opportunities.



## 2.1.2 Town and Rural Regeneration

### ACTIONS

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.1 Deliver an integrated programme of regeneration for Deeside	Niall Waller - Economic Development Manager	In Progress	01-Apr-2015	31-Mar-2016		 GREEN	 GREEN


The Vibrant and Viable Places programme is now in its second year of delivery. The programme of work has been reviewed with the Deeside Partnership and is now underway.

Last Updated: 27-Jul-2015

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.2 Develop and implement long-term regeneration plans for Town Centres	Niall Waller - Economic Development Manager	In Progress	01-Apr-2015	31-Mar-2016		 GREEN	 GREEN

The programme of environmental improvement projects across the towns is largely complete with the ERDF and Welsh Government funding ending in June 2015. The remaining projects will be completed by the end of financial year. The future approach is under review with local stakeholders in Buckley, Holywell and Mold. In Flint, the programme of regeneration centred around the replacement of the maisonettes is being delivered according to plan.

Last Updated: 18-Aug-2015

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.3 Increase the economic benefits to Flintshire of visitors coming into the County	Richard Jones - Regeneration Project Officer	In Progress	01-Apr-2015	31-Mar-2016	80.00%	 GREEN	

#### **ACTION PROGRESS COMMENTS:**

Alternative methods of distribution for promotional materials by Autumn 2015. On a local level - piloted 1 network event (June). Businesses were invited to attend the event and collect promotional print. Feedback from attendees was positive. Similar events scheduled for Sept 2015, March and July 2016 (before key visitor seasons).

Flintshire promotional materials (Explore Flintshire) are currently distributed to an agreed schedule via a distribution company i.e. across key sites in North East Wales, Chester, Cheshire and Wirral.



Flintshire CC is a member of the Cheshire Gateways Partnership. Distribution of Flintshire promotional materials form part of their circulation programme at key arrival sites such as M56 Services (Hapsford), Broughton Retail Park, Cheshire Oaks Retail Park, Chester Railways Station.

Flintshire CC supported the creation of a new visitor information point at Dangerpoint in Talacre - a key visitor destination. Development of new electronic promotion and communication tools e.g. website by May 2015-New Explore Flintshire website (www.exploreflintshire.co.uk) launched March 2015. On-going content management.





Production and circulation of e-newsletter in collaboration with North East Wales Partnership i.e. Denbighshire and Wrexham Councils.

Last Updated: 13-Aug-2015

## PERFORMANCE INDICATORS

TITLE	LEAD OFFICER	SUPPORTING OFFICER	PERIOD TARGET	PERIOD ACTUAL	PROGRESS RAG	PROGRESS COMMENTS
Number of business grants offered to high street businesses	Niall Waller – Economic Development Manager	N/A	2.00	3.00	 GREEN	3 Living Above the Shops Grants offered in Q1 2015/16.
Number of trainees recruited	Niall Waller – Economic Development Manager	N/A	10.00	13.00	 GREEN	Green Team operational throughout quarter 1 and 13 trainees recruited.

Page 56  
RISKS

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICER	INITIAL RATING	CURRENT RATING	PROGRESS COMMENTS
Opportunities to access external funding programmes to invest in our urban and rural areas are not maximised.	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Economic Development Manager	 Amber Moderate (3)		
Opportunities to access funding to invest in the promotion of tourism are not maximised.	Clare Budden - Chief Officer - Community and Enterprise	Richard Jones – Regeneration Project Officer	 Amber Moderate (3)	 Amber Moderate (3)	Regional Tourism Engagement Fund (Visit Wales) 2015/16 - collaborative bid on behalf of North East Wales approved - £70,000.
External funding sources are often weighted towards urban regeneration with funding for rural regeneration being limited.	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Economic Development Manager	 Amber Moderate (3)		



### 3 Poverty


#### 3.1 Protecting people from poverty

##### 3.1.1 Maximising Income

#### ACTIONS

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.1 Help children, young people and families, in or at risk of poverty achieve their potential.	Gail Bennett - Early Intervention Services Manager	Not Started	01-Apr-2015	31-Mar-2016			


Last Updated: 17-Jul-2015

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.2 Provide advice and support services to help people protect their income	Paul Neave - Manager - Advice and Homelessness Service	In Progress	01-Apr-2015	31-Mar-2016	25.00%	 GREEN	

#### ACTION PROGRESS COMMENTS:

FCC continues to provide advice and support services that are helping residents to maximise their household income through accessing their correct entitlement of social security benefits. The Advice and Support Gateways and the training of front line staff are helping, as much as possible, to manage the increase demand from residents, impacted by the welfare reforms, for access to advice and support providers and ensuring the effective and efficient use of available service resources.

Last Updated: 05-Aug-2015





ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.3 Support the implementation of Universal Credit (UC) within Flintshire	Paul Neave - Manager - Advice and Homelessness Service	In Progress	01-Apr-2015	31-Mar-2016	25.00%	 GREEN	

#### ACTION PROGRESS COMMENTS:

The Universal Credit expansion programme is underway within Flintshire. However, the eligibility gateway criteria does mean the majority of UC claimants are single and without overly complex life situations. The Delivery Partnership Agreement for 2015/16 has been agreed with the DWP and FCC continues to work proactively with local Jobcentre Plus and key stakeholders to raise awareness of, and, access to the support available to ensure the more vulnerable claimants can make and manage their on going UC claim.








Last Updated: 05-Aug-2015

**PERFORMANCE INDICATORS**

TITLE	LEAD OFFICER	SUPPORTING OFFICER	PERIOD TARGET	PERIOD ACTUAL	PROGRESS RAG	PROGRESS COMMENTS
<p>Amount of additional Social Security and Tax Credits paid to Flintshire residents as a result of the work undertaken by FCC (WEL/001)</p>	<p>Katie Clubb - Community Support Services Manager</p>	<p>Paul Neave - Manager - Advice and Homelessness Service</p>	<p>£500,000.00</p>	<p>£531,336.00</p>	 <b>GREEN</b>	<p>During quarter 1, FCC Welfare Rights Unit helped Flintshire households to access social security benefits and Tax Credits with a weekly value of £10,210 (£531,336pa). The households were also helped to claim one-off payments during this period totaling £105,914.</p> <p>During quarter 1, FCC Accommodation Support Officers, whilst supporting households to sustain their accommodation, assisted service users to access welfare benefit income totaling £130,841pa.</p> <p>The additional income that these households gained through the successful interventions of these FCC services is helping to lift households out of poverty and boosting spending power within the local economy.</p>
<p>Speed of processing of Housing Benefit claims - new claims</p>	<p>Jen Griffiths – Benefits Manager</p>	<p>Claire Flint – Systems Team Leader (Revenue &amp; Benefits)</p>	<p>17.50 days</p>	<p>22.08 days</p>	 <b>RED</b>	<p>This performance is as expected for quarter one in consideration of the year end rent increases and year end income changes. We are expecting an improvement in new claims processing times in each subsequent quarter .This is an improvement on performance achieved in quarter 1 of 2014/15.</p>
<p>Speed of processing of Housing Benefit claims - change of circumstances</p>	<p>Jen Griffiths – Benefits Manager</p>	<p>Claire Flint – Systems Team Leader (Revenue &amp; Benefits)</p>	<p>9.00 days</p>	<p>9.48 days</p>	 <b>AMBER</b>	<p>This performance is as expected, and an improvement on performance in quarter 1 of 2014/15.</p>
<p>Number of Flintshire residents assisted by FCC</p>	<p>Katie Clubb - Community</p>	<p>Paul Neave - Manager - Advice</p>	<p>N/A Mgt Info</p>	<p>312.00</p>		<p>During the first quarter of 2015/16, the FCC Welfare Rights Unit provided a caseworker</p>


to claim Additional Social Security and Tax Credits	Support Services Manager	and Homelessness Service				service to 312 Flintshire households. The successful outcomes from the interventions with these households generated additional social security and Tax Credit income for these households of £10,210pw.
Amount of discretionary housing payment (DHP) paid to support people to adjust to Welfare Reform changes	Jen Griffiths – Benefits Manager	Claire Flint – Systems Team Leader (Revenue & Benefits)	N/A Mgt Info	£21213.76		Totals as expected, no significant rise in expenditure.
Number of residents supported to better manage their financial commitments	Katie Clubb - Community Support Services Manager	Paul Neave - Manager - Advice and Homelessness Service	N/A Mgt Info	46.00		During the first quarter of 2015/16 the FCC Money Advice Officer provided specialist support to forty-six households at risk of homelessness and helped them to manage their household debts and sustain their housing costs.
Number of Universal Credit claimants referred for Personal Budgeting support	Jen Griffiths – Benefits Manager	Claire Flint – Systems Team Leader (Revenue & Benefits)	N/A Mgt Info	10.00		This figure is in line with the agreed amounts in the Delivery Partnership Agreement with Department for Work and Pensions.
Number of Universal Credit claimants referred for assistance with on-line access	Jen Griffiths – Benefits Manager	Claire Flint – Systems Team Leader (Revenue & Benefits)	N/A Mgt Info	0.00		There have been no referrals in this quarter.
Number of enquiries received from the Universal Service Centre by Flintshire County Council's Housing Benefit Service relating to housing costs	Jen Griffiths – Benefits Manager	Claire Flint – Systems Team Leader (Revenue & Benefits)	N/A Mgt Info	34.00		This figure is in line with the agreed amounts in the Delivery Partnership Agreement with Department for Work and Pensions.

## RISKS

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICER	INITIAL RATING	CURRENT RATING	PROGRESS COMMENTS
Demand for advice and support services will not be met.	Clare Budden - Chief Officer - Community and Enterprise	Paul Neave - Manager - Advice and Homelessness Service	 Moderate (3)	 Moderate (3)	FCC is continuing to fund the Flintshire Advice Gateway to complement the Flintshire Support Gateway. Both gateways aim to ensure residents in need of social welfare advice and support are referred to an appropriate service provider in order to, as far as practical, maximise effective use of resources. However, concerns have been by the service provider managing the Advice Gateway, that some providers are approaching capacity. This situation will be kept under review by the Flintshire Tackling Poverty Partnership.
Debt levels will rise if tenants are unable to afford to pay their rent	Clare Budden - Chief Officer - Community and Enterprise	Paul Neave - Manager - Advice and Homelessness Service	 Moderate (3)	 Moderate (3)	The progressive rollout of Universal Credit is restricting claims to single people who tend not to be responsible for housing costs. Therefore, the personal budgeting service funded by FCC is coping with the demand for support from UC claimants, who are householders, and do need advice and support to manage their monthly UC payment, including having their rent paid directly to their landlord.
The local economy will suffer if residents have less income to spend	Clare Budden - Chief Officer - Community and Enterprise	Paul Neave - Manager - Advice and Homelessness Service	 Moderate (3)		
Resources to meet the requirements of the Universal Credit roll-out will not be sufficient	Clare Budden - Chief Officer - Community and Enterprise	Paul Neave - Manager - Advice and Homelessness Service	 Moderate (3)	 Moderate (3)	FCC has negotiated a Delivery Partnership Agreement with the DWP for 2015/16. Due to the continued slow progress in the rollout of Universal Credit across Flintshire it is expected that the resources funded within this agreement will be adequate to cope with demand from UC claimants who need help to claim UC and to manage their on-going award.

### 3.1.2 Fuel Poverty


## ACTIONS

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.2.1 Help residents to access funding support to improve the thermal efficiency of their homes	Leanna Jones - Home Energy Conservation Officer	In Progress	01-Apr-2015	31-Mar-2016	50.00%	 GREEN	

### ACTION PROGRESS COMMENTS:

Arbed ERDF Project in Flint nearing completion. Utility company funding secured for tower blocks project July 2015. ESD Funding secured for Q2-4 to benefit Energy Efficiency/Fuel Poverty works. Applications complete for British Gas Healthy Homes, NEA Redressing the Balance, and Welsh Government Arbed projects. Will know in Q2 whether these will progress in Q3&4 and how many additional homes will benefit.


Last Updated: 30-Jul-2015

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.2.2 Deliver energy efficiency measures to council homes	Leanna Jones - Home Energy Conservation Officer	In Progress	01-Apr-2015	31-Mar-2016	25.00%	 GREEN	

### ACTION PROGRESS COMMENTS:

Review of remaining off gas and solid walled properties for Housing Asset Management team started July 2015. Gas Infill Projects on Track. Investigating further opportunities for funding remaining council solid walls and off gas solutions.

Last Updated: 30-Jul-2015

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.2.3 Develop a best practice procurement solution for energy efficiency and renewable energy across Wales	Leanna Jones - Home Energy Conservation Officer	In Progress	01-Apr-2015	31-Mar-2016	50.00%	 AMBER	

### ACTION PROGRESS COMMENTS:

Further development of framework undertaken with Procurement team. Progress now on hold awaiting outcome of discussions with National Procurement Service and Welsh Government.

Last Updated: 30-Jul-2015

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**Corrections / Amendments to Improvement Plan 2015/16 following Council approval**

**Improvement Plan:**

<b>Page</b>	<b>Detail</b>	<b>Correction / Amendment</b>
11	The impact for the Safeguarding sub-priority was missing: 'Ensuring adults, young people and children are safeguarded'.	Correction
11	The impact for the sub-priorities Business Sector Growth and Town and Rural Regeneration were incorrectly stated as 'Enabling more people to live independently and well at home' but should have read 'Creating jobs and growing the local economy'.	Correction
11	The impact for the sub-priority Transport Infrastructure and Services was incorrectly stated as 'Helping people to access employment, local services and facilities' but should have read 'Safely accessing employment, local services and facilities'.	Correction
11	The impact for the sub-priority Sustainable Development and Environmental Management was incorrectly stated as 'Developing and protecting the environment' but should have read 'Environmental development which maximises social and economic benefits'.	Correction
11	The impact for the sub-priority Developing Communities was incorrectly stated as 'Supporting communities to be resilient' but should have read 'Supporting communities to become more resilient'.	Correction
11	The impact for the sub-priority Improving Resource Management was incorrectly stated as 'Supporting front line services to perform well whilst being efficient' but should have read 'Front line services are efficiently and effectively supported'.	Correction
12	<b>Sub-priority: Appropriate and Affordable Housing</b> A measure to increase the number of gifted new homes using the Community Infrastructure Levy (CIL) was included under activity 2 (stimulate the growth of affordable housing). This has been amended as the CIL cannot be introduced until the LDP is adopted and this is approximately 3 years away. The measure has been changed to 'Increasing the numbers of gifted new homes using Section 106 Planning Agreement'.	Amendment
14	<b>Sub-priority: Independent Living</b> A measure to monitor care home inspection reports under the activity 'Ensure Care Home Provision within Flintshire enables people to live well and have a good quality of life', has been amended to reflect the monitoring of care homes, which will be undertaken through existing contract monitoring arrangements.	Amendment

14	<p><b>Sub-priority: Independent Living</b></p> <p>The milestone to evaluate the impact of the pilot project being undertaken with Age Concern 'Listening Voices' should have read 'Listening Friends'.</p>	Correction
15	<p><b>Sub-priority: Integrated Community Social &amp; Health Services</b></p> <p>The four risks for this sub-priority have been amalgamated into two:</p> <p>(1) Funding between Health and the Council does not transfer smoothly e.g. CHC, ICF, Primary Care Funds</p> <p>(2) Service Provision is not coordinated / integrated</p>	Amendment
21	<p><b>Sub-priority: Safe Communities</b></p> <p>The risk 'New Community Safety Partnership arrangements will not be effective enough to fully deliver its priorities' has been reworded for clarity to 'Grant funded services that are administered through the Community Safety Partnership are not delivered effectively'.</p>	Amendment
22	<p><b>Sub-priority: Poverty</b></p> <p>A measure to increase the number of <i>parents</i> receiving an enhanced Health service, under the activity 'Help children, young people and families, in or at risk of poverty achieve their potential', should have read <i>children</i>.</p>	Correction
25	<p><b>Sub-priority: Sustainable Development &amp; Environmental Management</b></p> <p>The risk 'The necessary planning approvals are not secured' has been amended for clarity to 'The necessary planning approval for the waste transfer station is not secured'.</p>	Amendment
25	<p><b>Sub-priority: Sustainable Development &amp; Environmental Management</b></p> <p>The risk 'Recycling and energy efficiency programmes are not supported by the public and employees' has been amended removing the reference to energy efficiency programmes as they have a good response.</p>	Amendment
27	<p><b>Sub-priority: Improving Resource Management</b></p> <p>The measures under the activity 'Optimise purchasing efficiencies through the use of regional and national procurement collaborations and through the increased use of electronic solutions' were incorrect and related to alternative delivery models. They should have read:</p> <ul style="list-style-type: none"> <li>• Creating efficiencies through the use of the regional and national procurement collaborations.</li> <li>• Reducing the cost of procurement through the use of end to end electronic purchasing.</li> </ul>	Correction



**Supporting Document (How we measure achievement):**

<b>Page</b>	<b>Detail</b>	<b>Correction / Amendment</b>
2	<b>Sub-priority: Appropriate and Affordable Housing</b> The milestone to introduce the Community Infrastructure Levy (CIL) by July 2015 has been deleted. The CIL cannot be introduced until the LDP is adopted and this is approximately 3 years away.	Amendment
3	<b>Sub-priority: Appropriate and Affordable Housing</b> A measure to increase the number of gifted new homes using the Community Infrastructure Levy (CIL) was included under activity 2 (stimulate the growth of affordable housing). This has been amended as the CIL cannot be introduced until the LDP is adopted. The measure has been changed to 'The number of gifted new homes realized through Section 106 Planning Agreement between the Council, NEW Homes and the developers'.	Amendment
6	<b>Sub-priority: Independent Living</b> The milestone to evaluate the impact of the pilot project being undertaken with Age Concern 'Listening Voices' should have read 'Listening Friends'.	Correction
6	<b>Sub-priority: Independent Living</b> A measure to monitor care home inspection reports has been deleted and replaced with the contract monitoring measures to monitor care homes which are a 'service of concern' or deemed to be 'in escalating concerns'. In addition, the baseline data and targets for both have been confirmed as 3 and 2 respectively.	Amendment
7	<b>Sub-priority: Independent Living</b> The measure referenced 'SCAM2L' should have been referenced 'SCAL/023'.	Correction
12	<b>Sub-priority: Business Sector Growth</b> The roll out of superfast broadband across the county had been included as both a milestone and a measure. It should only have been included as a milestone; measure now deleted.	Correction
14	<b>Sub-priority: Town and Rural Regeneration</b> The milestone '72 unit extra care development in Flint by <i>Wales and West</i> to start construction in August 2015' should have read <i>Pennaf</i> .	Correction
23	<b>Sub-priority: Maximising Income</b> The measure to increase the numbers of <i>parents</i> receiving an enhanced Health service, under the activity 'Help children, young people and families, in or at risk of poverty achieve their potential', should have read <i>children</i> . In addition, the baseline data (2014/15) should have been 1515 instead	Correction

	of 1236.	
24	<p><b>Sub-priority: Maximising Income</b></p> <p>The measure 'amount of additional Social Security and Tax Credits paid to Flintshire residents as a result of the work undertaken by Flintshire County Council', had been duplicated; one now removed.</p>	Correction
26	<p><b>Sub-priority: Fuel Poverty</b></p> <p>The target for the measure 'number of private homes receiving energy efficiency measures' had been incorrectly stated as 750. In total the target is for 750 homes to receive measures; 350 private homes and 400 council homes.</p>	Correction
28	<p><b>Sub-priority: Transport Infrastructure and Services</b></p> <p>The impact was incorrectly stated as 'People being able to safely access employment, local services and facilities' and should have read 'Safely accessing employment, local services and facilities'.</p>	Correction
32	<p><b>Sub-priority: Sustainable Development &amp; Environmental Management</b></p> <p>The milestone for securing planning permission for the introduction of a waste transfer station by July 2015 has been expanded to include reference to its proposed location (Greenfield).</p>	Amendment
34	<p><b>Sub-priority: Developing Communities</b></p> <p>A milestone for the development and publishing of a volunteering policy was incorrectly included under the activity 'Ensure community benefit through our commissioning of goods and services. This has now been removed.</p>	Correction

## FLINTSHIRE COUNTY COUNCIL

**REPORT TO:** **COMMUNITY & ENTERPRISE OVERVIEW & SCRUTINY COMMITTEE**

**DATE:** **WEDNESDAY 2<sup>ND</sup> SEPTEMBER, 2015**

**REPORT BY:** **COMMUNITY & ENTERPRISE OVERVIEW & SCRUTINY FACILITATOR**

**SUBJECT:** **FORWARD WORK PROGRAMME**

### **1.00 PURPOSE OF REPORT**

1.01 To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee.

### **2.00 BACKGROUND**

2.01 Items feed into a Committee's Forward Work Programme from a number of sources. Members can suggest topics for review by Overview & Scrutiny Committees, members of the public can suggest topics, items can be referred by the Cabinet for consultation purposes, or by County Council or Chief Officers. Other possible items are identified from the Cabinet Work Programme and the Strategic Assessment of Risks & Challenges.

2.02 In identifying topics for future consideration, it is useful for a 'test of significance' to be applied. This can be achieved by asking a range of questions as follows:

1. Will the review contribute to the Council's priorities and/or objectives?
2. Are there issues of weak or poor performance?
3. How, where and why were the issues identified?
4. Do local communities think the issues are important and is there any evidence of this? Is there evidence of public dissatisfaction?
5. Is there new Government guidance or legislation?
6. Have inspections been carried out?
7. Is this area already the subject of an ongoing review?

### **3.00 CONSIDERATIONS**

3.01 Overview & Scrutiny presents a unique opportunity for Members to determine the Forward Work Programme of the Committees of which they are Members. By reviewing and prioritising the Forward Work Programme Members are able to ensure it is Member-led and includes the right issues. A copy of the Forward Work Programme is attached at Appendix 1 for Members' consideration which has been updated following the last meeting.

**4.00 RECOMMENDATIONS**

4.01 That the Committee considers the draft Forward Work Programme attached as Appendix 1 and approve/amend as necessary.

**5.00 FINANCIAL IMPLICATIONS**

5.01 None as a result of this report.

**6.00 ANTI POVERTY IMPACT**

6.01 None as a result of this report.

**7.00 ENVIRONMENTAL IMPACT**

7.01 None as a result of this report.

**8.00 EQUALITIES IMPACT**

8.01 None as a result of this report.

**9.00 PERSONNEL IMPLICATIONS**

9.01 None as a result of this report.

**10.00 CONSULTATION REQUIRED**

10.01 N/A.

**11.00 CONSULTATION UNDERTAKEN**

11.01 Publication of this report constitutes consultation.

**12.00 APPENDICES**

12.01 Appendix 1 – Forward Work Programme

**LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985  
BACKGROUND DOCUMENTS**

None.

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**CURRENT FWP**

Date of meeting	Subject	Purpose of Report	Scrutiny Focus	Report Author	Submission Deadline
7 October, 2015	<b>SARTH Policy</b>	To review the implementation of the SARTH Policy and provide information on housing solution approaches for affordable homes, bond schemes and waiting list dates.	Performance Monitoring / Service Delivery	Chief Officer (Community & Enterprise)	
	<b>Welfare Reform</b>	To update Members on the latest Welfare Reform proposals; the potential impact on local people and the council's ability to support those affected.	Service Delivery	Chief Officer (Community & Enterprise)	
	<b>Strategic Housing and Regeneration Project (SHARP)</b>	To seek Members support on the first phase Housing schemes tenure and size mix and funding arrangements	Service Delivery	Chief Officer (Community & Enterprise)	
	<b>New Homes Business Plan</b>	To seek Members support for the revised New Homes Business Plan	Service Delivery	Chief Officer (Community & Enterprise)	

<p><b>4 November, 2015</b></p>	<p><b>Delivery and outcomes of recent Regeneration Programmes</b></p>	<p>For Member review of the delivery and outcomes of the Vibrant and Viable Places programme, Communities First programme and European funding programmes</p>	<p>Service Delivery</p>	<p>Chief Officer (Community &amp; Enterprise)</p>	
	<p><b>Growing the Local Economy</b></p>	<p>To seek Member support in the Council's vision to grow the local economy in towns and rural areas. To include information on the work of the Mersey Dee Alliance, Economic Ambition Board, and Deeside Enterprise Board.</p>	<p>Service Delivery</p>	<p>Chief Officer (Community &amp; Enterprise)</p>	
	<p><b>Local Lettings policy</b></p>	<p>To consider options and proposals to develop Local Lettings policies for new council housing.</p>	<p>Service Delivery</p>	<p>Chief Officer (Community &amp; Enterprise)</p>	
<p><b>9 December, 2015</b></p>	<p><b>Q2 - Mid Year Improvement Plan Monitoring Report and Chief Officer Performance Report</b></p>	<p>To enable Members to fulfil their scrutiny role in relation to performance monitoring.</p>	<p>Performance Monitoring</p>	<p>Community &amp; Enterprise Facilitator</p>	
	<p><b>Flintshire Business Week 2015</b></p>	<p>To report on the outcomes of Flintshire Business Week</p>	<p>Performance Monitoring</p>	<p>Chief Officer (Community &amp; Enterprise)</p>	

	<b>Service Charges and Council Housing</b>	To consider the outcomes and next steps following the consultation exercise completed about proposals to introduce service charges for existing council tenants	Service Delivery	Chief Officer (Community & Enterprise)	
<b>12 January, 2016</b>	<b>Housing Revenue Account draft budget and Rent Increase</b>	To provide the Committee with the draft HRA budget and proposed rent increase.	Service Delivery	Community & Enterprise Facilitator	
	<b>Housing (Wales) Act 2014 – Homelessness</b>	To review the implementation of the Housing (Wales) Act 2014 and how the Council undertakes its new homelessness prevention statutory duty.	Performance Monitoring	Chief Officer (Community & Enterprise)	
	<b>Supporting People - Local Commissioning Plan</b>	To enable the Committee to consider appropriate measures to manage reductions within the Supporting People Programme Grant to protect service delivery as much as possible.	Service Delivery	Chief Officer (Community & Enterprise)	
	<b>Council Tax Reduction Scheme</b>	To seek the adoption of the Council Tax Reduction Scheme for 2016/2017	Service Delivery	Chief Officer (Community & Enterprise)	

	<b>Introduction of Council Tax Premium for empty and second homes</b>	To seek the introduction of a local scheme to charge council tax premiums for long term empty property and second homes.	Service Delivery	Chief Officer (Community & Enterprise)	
	<b>Council Tax &amp; Business Rate Statutory Policies</b>	To ratify annual policies for the financial year 2016-17 that determine discount schemes and administrative arrangements.	Service Delivery	Chief Officer (Community & Enterprise)	
<b>10 February, 2016</b>	<b>Purchase of ex council stock</b>	To consider proposals and criteria for the repurchase of ex council property.	Service Delivery	Chief Officer (Community & Enterprise)	
<b>16 March 2016</b>	<b>Quarter 3 - Improvement Plan Monitoring Report</b>	To enable Members to fulfil their scrutiny role in relation to performance monitoring.	Performance Monitoring	Community & Enterprise Facilitator	
	<b>Review of the Fair Debt Policy</b>	To review the impact of the Fair Debt Policy previously approved by Cabinet.	Performance Monitoring	Community & Enterprise Facilitator	
<b>27 April, 2016</b>	<b>Improvement Plan 2016/17</b>	To consult with Members on the Improvement Plan 2016/17	Performance Monitoring	Chief Officer (Community & Enterprise)	
	<b>Welfare Reform – Including Universal Credit</b>	To update Members on the impact and risks of Welfare Reform and the cost to the Council.	Service Delivery	Chief Officer (Community & Enterprise)	



	<b>NEW Homes</b>	To review the performance of NEW Homes	Performance Monitoring	Chief Officer (Community & Enterprise)	
	<b>Strategic Housing and Regeneration Project (SHARP)</b>	To review progress on the Strategic Housing and Regeneration Project (SHARP)	Performance Monitoring	Chief Officer (Community & Enterprise)	
<b>8 June, 2016</b>	<b>Q4 – Year End Improvement Plan Monitoring Report and Chief Officer Performance Report.</b>	To enable Members to fulfil their scrutiny role in relation to performance monitoring.	Performance Monitoring	Community & Enterprise Facilitator	
	<b>Use of Commuted Sums</b>	To enable the Committee to review the use of Commuted Sums.	Service Delivery	Chief Officer (Community & Enterprise)	
<b>13 July, 2016</b>					

**REGULAR ITEMS**

<b>Month</b>	<b>Item</b>	<b>Purpose of Report</b>	<b>Responsible / Contact Officer</b>
<b>Quarterly / Annual</b>	<b>Performance Reporting</b>	To consider performance outturns for improvement targets against directorate indicators.	Chief Officer (Community and Enterprise)
<b>Six monthly</b>	<b>HRA Business Plan &amp; WHQS</b>	To update Members on progress made in meeting the WHQS and HRA business plan budget efficiencies	Chief Officer (Community and Enterprise)
<b>Six monthly</b>	<b>Welfare Reform Update – including Universal Credit</b>	To update Members on the impact of Welfare Reform and the cost to the Council.	Chief Officer (Community and Enterprise)
<b>Six monthly</b>	<b>Update on North East Wales Homes &amp; Property Management</b>	To update Members on the work of the North East Wales Homes & Property Management	Chief Officer (Community and Enterprise)
<b>Annually</b>	<b>Delivery of the Regeneration Programmes</b>	To seek Member support in the delivery of the Vibrant and Viable Places programme, Communities First programme and how European funding is spent	Chief Officer (Community and Enterprise)