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To: Cllr Ron Hampson (Chairman)

Councillors: David Cox, Paul Cunningham, Peter Curtis, Ron Davies, Rosetta Dolphin, Ian Dunbar, George Hardcastle, Hilary Isherwood, Ray Hughes, Sara Parker, Mike Reece, Gareth Roberts and David Roney

plus one Conservative vacancy

2 March 2017

Dear Councillor

You are invited to attend a meeting of the Community and Enterprise Overview & Scrutiny Committee which will be held at 10.00 am on Wednesday, 8th March, 2017 in the Delyn Committee Room, County Hall, Mold CH7 6NA to consider the following items

A G E N D A

1 **APOLOGIES**

Purpose: To receive any apologies.

2 **DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)**

Purpose: To receive any Declarations and advise Members accordingly.

3 **CONSIDERATION OF A MATTER REFERRED TO THE COMMITTEE PURSUANT TO THE CALL IN ARRANGEMENTS** (Pages 3 - 6)

A decision of the Cabinet meeting on 14 February 2017 relating to the Deeside Plan has been called in. Attached is a copy of the procedure for dealing with a called in item.

4 **DEESIDE PLAN** (Pages 7 - 50)

Report of Chief Officer (Community and Enterprise) and Chief Officer (Streetscene and Transportation) - Deputy Leader of the Council and Cabinet Member for Environment and Cabinet Member for Economic Development

To assist Members, the following documents are attached:

- Copy of the report of the Chief Officer (Community & Enterprise) and Chief Officer (Streetscene & Transportation)
- Copy of the Record of Decision
- Copy of the Call In Notice

5 **MINUTES** (Pages 51 - 60)

Purpose: To confirm as a correct record the minutes of the meetings held on 23 January and 1 February 2017.

6 **WELFARE REFORM UPDATE - UNIVERSAL CREDIT ROLL OUT** (Pages 61 - 78)

Report of Chief Officer (Community and Enterprise) - Cabinet Member for Corporate Management and Cabinet Member for Housing

Purpose: To update on the impact of Welfare Reform on Flintshire residents.

7 **QUARTER 3 IMPROVEMENT PLAN 2016/17** (Pages 79 - 116)

Report of Chief Officer (Community and Enterprise) - Cabinet Member for Economic Development, Cabinet Member for Housing

Purpose: To enable Members to fulfil their scrutiny role in relation to performance monitoring.

Yours sincerely



Robert Robins
Democratic Services Manager

FLINTSHIRE COUNTY COUNCIL

OVERVIEW & SCRUTINY

CALL-IN ARRANGEMENTS

1. Background

The arrangements for calling in a decision are to be found in paragraph 16 of the Overview & Scrutiny Procedure Rules contained within the Council's Constitution. The legal authority is derived from section 21 (3) of the Local Government Act 2000. This note summarises the provisions in the Constitution.

2. Decision of the Cabinet

When a decision is made by the Cabinet, the Democratic Services Manager publishes a record of those decisions within two days of them being made. Copies are available at County Hall, and are sent to all Members of the County Council.

The decision record bears the date on which it was published and specifies that the decision will come into force, and may then be implemented on the expiry of five working days after the publication of the decision, unless it is called in within 5 working days after the publication of the decision

3. Calling in a Decision

If the Chief Officer (Governance) or Democratic Services Manager receives a request from the Chair of the committee or at least four members of the Council, (for the avoidance of doubt such a request should be in writing on a call in notice form, giving the reason for the call-in, and signed by all parties) the Democratic Services Manager will notify the decision taker of the call-in, and then arrange a meeting of the Committee within seven working days of the decision to call-in. (The last working day before Christmas day and the three non-public holiday days between Christmas and New Year will not be counted as working days for the purposes of this paragraph).

4. The Call-in Meeting

By their nature, call-in meetings can often be held at short notice (i.e. within seven working days of the call-in decision) and the only item of business to be transacted would normally be to deal with the call-in. However, from time to time it is expedient to consider a call in at a meeting which has already been convened.

It is suggested that the procedure outlined below be used at such a meeting.

5. Procedure for a Call-in Meeting

- (i) The decision makers who have been invited to the meeting (usually the relevant Cabinet Member(s) and/or Chief Officer(s)) should be invited to sit at the committee table at the start of the meeting, as should any initiators of the call in who are not already members of the committee.
- (ii) The Chairman will invite the Democratic Services Manager or Overview & Scrutiny Facilitator to briefly outline the call-in procedure for Members of the Committee, explaining the time constraints within the Constitution. The Officer should also outline the ideal procedure, set out below, for an Overview & Scrutiny Committee to deal with a call-in meeting.
- (iii) The Chairman will then invite the initiators of the call-in (those who have signed the letter) to explain and clarify their reasons for calling in the decision. This can be by means of a spokesman, or by several Members contributing.
- (iv) The decision makers will then have the opportunity to respond to the issues raised by those initiating the call-in and provide further information if they believe that it will assist the committee's understanding of the decision.
- (v) The Chairman will then invite questions from Members, and the decision-makers and call-in initiators will be invited to answer the questions.
- (vi) At the end of Members' questions, the Chairman will ask the initiators of the call-in and the decision makers to sum up their respective cases.
- (vii) The Chairman will then invite the Democratic Services Manager or Overview & Scrutiny Facilitator to explain the Committee's options for decision contained in the Constitution. The decision should include one of the four options given below, which are contained in the Constitution.

Option 1

If, having considered the decision, the Overview & Scrutiny Committee is satisfied with the explanation which it has received, it will indicate as such, in order for the decision to be implemented.

Option 2

If, having considered the decision, the Overview & Scrutiny Committee is 'no longer concerned', having received the explanations, but is not minded to indicate that it is 'satisfied with the explanation', then it is in order for the Committee to resolve that 'the explanation be accepted but not endorsed by the Overview & Scrutiny Committee'.

Option 3

If, having considered the decision, the Overview & Scrutiny Committee is still concerned about it, then it may refer it back to the decision making person or body for reconsideration, setting out in writing the nature of its concerns. If referred to the decision maker then the decision maker shall then reconsider, at the earliest scheduled meeting, amending the decision or not, before adopting a final decision.

Option 4

If, having considered the decision, the Overview & Scrutiny Committee is still concerned about it, then it may refer the matter to full Council. If referred to full Council, the Council shall meet to consider the referral within 10 working days unless there is a scheduled meeting of the full Council at which the matter may be considered within the expiry of a further 5 working days.

Note:

If either Option 1 or Option 2 is decided upon, the Cabinet decision can be implemented after the Overview & Scrutiny meeting. If either Option 3 or 4 is decided upon, the Cabinet decision cannot be implemented after the Overview & Scrutiny meeting until it has received further consideration by either the Cabinet or Council.

- (viii) The Committee will then discuss the matter and following debate, reach a decision.

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CABINET

Date of Meeting	Tuesday 14 February 2017
Report Subject	Deeside Plan
Cabinet Member	Deputy Leader and Cabinet Member for Environment and Cabinet Member for Economic Development
Report Author	Chief Officer (Community and Enterprise) and Chief Officer (Streetscene and Transportation)
Type of Report	Strategic

EXECUTIVE SUMMARY

The Deeside Plan sets out a vision for economic growth for the next 30 years. It identifies the high level programmes of work needed to fulfil the aspirations for Deeside as a key element in regional economic growth and to ensure the maximum benefit to local people.

The Deeside Plan identifies transport infrastructure as fundamentally important to sustaining growth and highlights an integrated plan for improving that infrastructure in the short, medium and long term.

The report also highlights the anticipated Welsh Government consultation on improvements to the strategic road infrastructure network and identifies the potential benefits.

RECOMMENDATIONS

1	That the draft Deeside Plan is approved.
2	That the transport proposals for Deeside are approved.
3	That the Council respond to the forthcoming Welsh Government A494/A55 improvement consultation making a strong case for improvements that resolve congestion and facilitate the delivery of the Deeside Plan.

REPORT DETAILS

1.00	EXPLAINING THE CONTENT OF THE REPORT
1.01	Deeside was identified as a strategic priority for regeneration for the Council in 2011, recognising both the scale of economic opportunity and the concentration of deprivation in the area. To support this, the Deeside Partnership was formed in 2013 to combine previous governance structures and lead and co-ordinate the regeneration process which spans the work of a number of organisations and Council services
1.02	The economic importance of Deeside to the wider region is well documented and the growth visions for North Wales and for Cheshire / Warrington highlight its role in achieving their future economic growth ambitions. Welsh Government designated the Deeside Enterprise Zone in 2012 to accelerate new employment growth particularly in the advanced manufacturing sector. 5,000 jobs have now been created or safeguarded in the Enterprise Zone.
1.03	There are already 20,000 jobs located in the Deeside Enterprise Zone with the potential, through the Northern Gateway and Warren Hall sites, for another 10,000 jobs to be created as well as up to 1,500 new homes. Deeside is well-placed to realise this growth with Welsh Government investment in enabling works already underway on the Northern Gateway site.
1.04	However, the transport system in and around Deeside is already at capacity in many locations and is heavily dependent upon private car use which results in parking issues and congestion. This will act as a brake on future economic growth. The Welsh Government will consult on a major road infrastructure improvement project for Deeside in March 2017 and this must be considered in the context of the needs of the economy of Deeside as well as local quality of life.
1.05	<p>The Deeside Plan has been developed to set out how the ambitions for economic growth for Deeside can be achieved, maximising the value of growth for local people and for the wider region whilst also protecting and improving quality of life. The purpose of the Plan is to:</p> <ul style="list-style-type: none">• Create an ambitious high-level vision for economic growth in Deeside over the next 30 years;• Set the principles for identifying future sites for development after Northern Gateway and Warren Hall, recognising the long timescales needed to do so;• Ensure that transport infrastructure, economic development and land use planning are considered in parallel;• Align future regional and local strategies and programmes;• Build understanding of the needs of the area among decision-makers and businesses to encourage support; and• Provide a tool for the Deeside Partnership, the Council and others to monitor progress.

1.06	<p>The overarching priorities identified in the Deeside Plan are to:</p> <ul style="list-style-type: none"> • Build upon the economic strengths and specialisms of Deeside with a focus on innovation and research to build competitiveness; • Support investment through flexible policy frameworks and high quality support services; • Grow and support new business formation; • Ensure regional approaches to skills development meet current and future employer needs and that skills keep pace with evolving technology; • Reduce the mismatch between the career aspirations of young people and the jobs available locally and maximise employment opportunities for the resident workforce; • Ensure a sufficient supply and quality of homes to support economic growth aspirations; • Improve the quality of the natural and built environments; and • Develop the leisure and recreation infrastructure with the River Dee as an underpinning resource. <p>Transport is highlighted as a particular priority in the Plan due to current challenges and its potential to constrain future growth. The Plan priorities are to:</p> <ul style="list-style-type: none"> • Maximise the value of regional transport infrastructure investments including the proposed Welsh Government improvements to the strategic road network around Deeside; • Ensure that transport infrastructure improvements are planned alongside future development opportunities recognising that both processes may take several decades to come to fruition; and • Support the shift from private car use to more sustainable forms of transport and grow the active travel infrastructure. <p>The Deeside Plan sets out a detailed series of proposals for transport investment in the short, medium and long term.</p>
1.07	<p>Welsh Government have announced the potential for over £200m to be made available to improve the strategic road infrastructure between Queensferry and Northop to address congestion.</p> <p>Two route options are proposed by Welsh Government:</p> <ul style="list-style-type: none"> • The blue route – improvements to the A494 Aston Hill and the Ewloe interchange with the A55. • The red route – improvements to the A548 and a new road link from the Flintshire bridge to the A55 at Northop. <p>The consultation on the preferred route option is expected to launch on 13 March for 12 weeks. The final decision on the route rests with Welsh Government.</p>
1.08	<p>The Deeside Plan highlights a number of potential benefits that it is crucial that the proposed improvements deliver:</p> <ul style="list-style-type: none"> • Reduced traffic congestion in Deeside through the creation of a new route options around the settlement allowing increased network resilience; • Open up the opportunity of a new rail halt, park and ride, service

	<p>station and truck stop which are intrinsic to the success of the transport plan for Deeside;</p> <ul style="list-style-type: none"> • Improved access to enable new economic development sites to be identified to facilitate the growth proposed for Deeside; • Improved access to enhance the competitiveness of existing employment sites; and • Creation of a high-profile strategic gateway to Flintshire and to Wales.
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2.00	RESOURCE IMPLICATIONS
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2.01	The Deeside Plan does not, at this stage, identify specific resources needed for its delivery. The Plan is intended to steer the delivery of regional programmes of support, to act as a tool to support bids for resources and to steer current and future work programmes that use existing resources.
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3.00	CONSULTATIONS REQUIRED / CARRIED OUT
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3.01	<p>The development of the draft Deeside Plan has included consultation with:</p> <ul style="list-style-type: none"> • Deeside Partnership; • Deeside Forum including County Councillors and town and community councils; • Deeside Business Forum • Public consultation sessions. <p>As the elements in the Plan are developed further more detailed consultation with relevant stakeholders and local people will be needed.</p>
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4.00	RISK MANAGEMENT
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4.01	No specific risks identified arising from this report.
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5.00	APPENDICES
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5.01	Draft Deeside Plan - to follow.
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6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
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6.01	<p>None.</p> <p>Contact Officer: Niall Waller Telephone: 01352 702137 E-mail: niall.waller@flintshire.gov.uk</p>
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7.00	GLOSSARY OF TERMS
7.01	Deeside Enterprise Zone – designated by Welsh Government in 2012, the Enterprise Zone focuses on the advanced manufacturing sector and encourages investment through Welsh Government support, enhanced capital allowances and business rates incentives. The Enterprise Zone has a target of 5,000 new jobs to be created by 2017.

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DEESIDE PLAN

FOREWORD

Deeside is a story of phenomenal rebirth and success over the last thirty years. From a community reeling in shock from the devastating impact of job losses in the steel industry Deeside has reinvented itself as a national hub for advanced manufacturing, providing high quality employment not just locally but to people from across the region. Deeside is a major contributor to the economic prosperity of Flintshire and is one of the most important employment hubs in North Wales.

The Deeside Plan articulates how the growth aspirations for North Wales and for the Mersey Dee area can be realised and, vitally, how they can be harnessed for the greatest benefit for local people. The potential for economic growth in Deeside is real and immediate; already new roads are being constructed to open access onto Northern Gateway, one of the largest development sites in the UK. Welsh Government is working closely with the council to plan and improve the transport network in and around Deeside, demonstrating the shared commitment to Deeside as a hub for growth.

The inter-connected economic area in which Deeside sits is a great advantage, bringing a scale and diversity of employment, education and population that rivals many cities. Realising the potential of Deeside will also require inter-connected solutions with action needed across different sectors and across all levels of Government. Action will need to be sustained and will take long-term focus; the horizons for infrastructure investment are set over many years.

The Deeside Plan provides an overarching framework to guide this action over the next thirty years. The future for Deeside will be one of innovation and adaptation at the heart of the regional economy with a quality of life to reflect its success.

CONTENTS

TO BE COMPLETED AHEAD OF FINAL SUBMISSION

DEESIDE

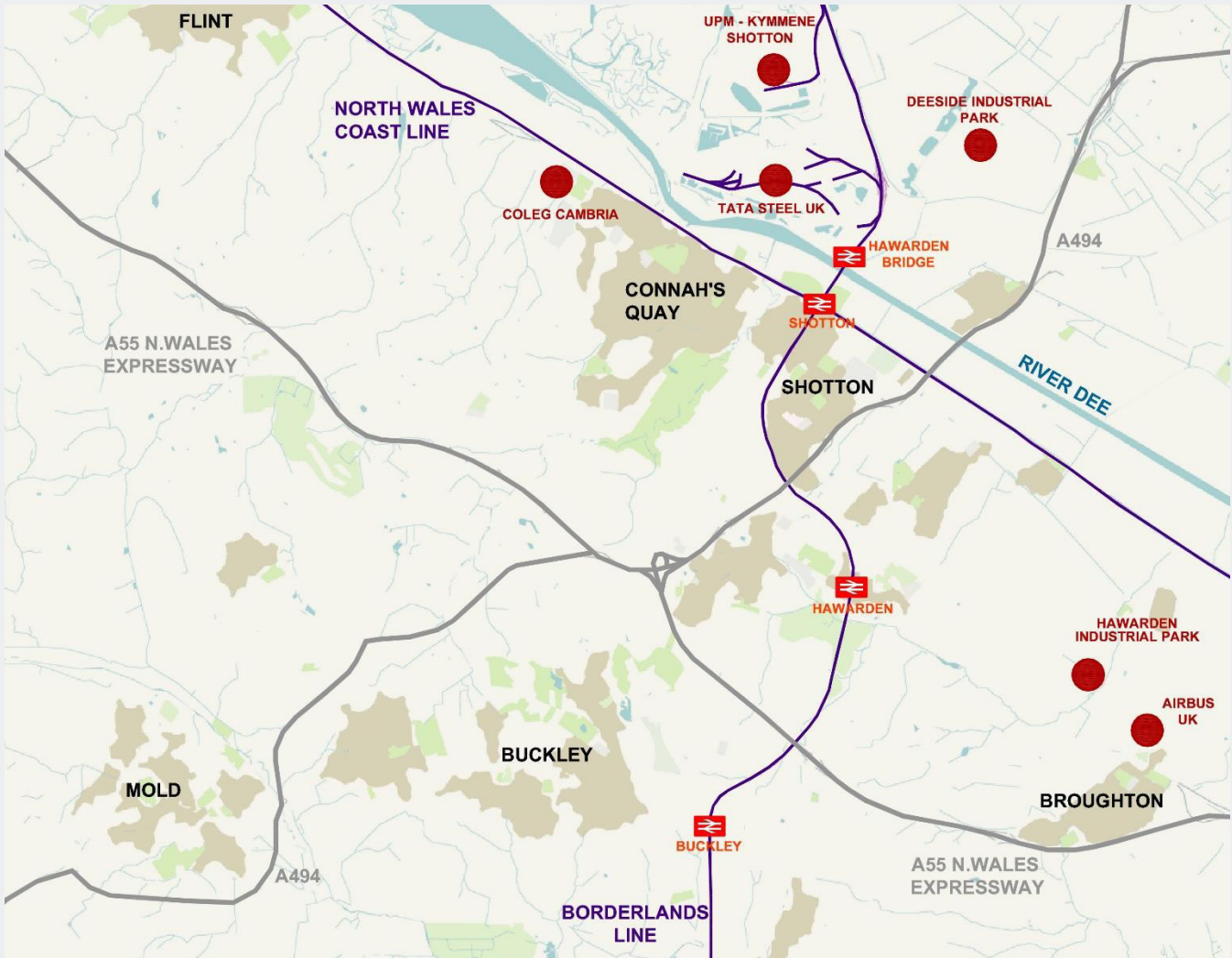
PART OF A GLOBALLY CONNECTED REGION WITH A STRONG, DIVERSE ECONOMY

Our plan outlines our vision for how we can build upon economic success in Deeside and ensure that the role of Deeside within the regional economy increases. Deeside has the raw ingredients for strong, sustainable growth –we need to ensure that the full benefits of these are harnessed.



Deeside: the wider context...

- 4** Enterprise Zones; Cheshire Science Corridor, Deeside Advanced Manufacturing and Materials, Sci-Tech Daresbury and Wirral Waters, delivering long-term, sustainable growth across the North West
- 3** major motorways; M6, M53 and M56
- 2** international airports located within a 30-minute drive of the region, offering direct connectivity to over 200 global destinations
- 1** area with unrivalled growth potential - Deeside



DEESIDE

Population of 54,000

1.6 million people living within 30-minute drive time

Over 125 ha high quality employment land available

10,000 new jobs forecast

Land for 1,500 new homes allocated

Centres of Excellence:

- Coleg Cambria
- Glyndwr University
- Swansea University Centre
- University of Chester
- Composite Materials Centre
- Wales Advanced Manufacturing Institute (proposed)
- Toyota Lean Academy
- Sustainable Building Envelope Centre, Tata Steel

DEESIDE

THINKING CRITICALLY

STRENGTHS

Deeside has a **rich manufacturing heritage**, with a significant concentration of employment in the sector. The area has successfully attracted a number of significant inward investment projects from internationally recognised firms who provide **high quality employment opportunities** on the Industrial Park and at Broughton.



Airbus UK, Broughton

Deeside **forms part of the wider Mersey Dee City Region** which offers an interconnected labour market, infrastructure, skills ecosystem and employment base. This strengthens the economy of Deeside and **reduces its vulnerability to future economic shocks**.



Shotton Paper Mill

Geographically, Deeside has **clear locational advantages**, with transport links to **nearby ports, airports and the wider portfolio of assets within the Atlantic Gateway area** (Liverpool, Cheshire & Warrington and Manchester), through the A55 and the North Wales Main Line.

Moreover, this **manufacturing expertise is across various sub-sectors**, further reinforcing the area's offer and generating additional supply chain opportunities.

Deeside has an economically engaged population, with a **higher economic activity rate than across Wales as a whole**.

WEAKNESSES

Transport infrastructure in Deeside is **outdated** and insufficient for current or future needs. **Poor rail infrastructure and services** make it an unviable option for travel to work. There are significant pinch points in the road network leading to congestion.



Rail service at Shotton Station

There are **high levels of deprivation** across many of the **neighbourhoods that make up Deeside**, particularly in the corridor to the south of the river.

Deeside has a **high-level skills deficit** relative to the rest of Flintshire, Wales and England.

Flintshire and Wrexham's **GVA growth has lagged behind both Wales and the UK over recent years**, and there has been a persistent productivity gap with the rest of the UK.

Deeside has very **low levels of self-employment** when compared to Flintshire, Wales and England figures.

Parts of Deeside also suffer from a **low quality and poor mix of housing**.

OPPORTUNITIES

The current UK government is keen to see the UK increase its manufacturing base, with Deeside well-placed to take advantage of investment in manufacturing or government incentives given its expertise and experience in this area.

There are ambitious growth plans in place for the Mersey Dee City economic area and for North Wales that reinforce the importance of Deeside economically. Deeside will be a key component in the delivery of these plans and new forms of regional working will help to accelerate and sustain growth.

Ensure that Deeside's business base taps into major opportunities nearby, including the proposed new nuclear facilities in Anglesey (potential £14bn investment), as well as Peel's investment in energy and innovation at Protos and Thornton.



Wales Advanced Manufacturing Institute

Address regeneration challenges and tackle stubborn pockets of severe deprivation by supporting community enterprise and boosting local skills.

Deeside needs more start-up companies and higher levels of entrepreneurship. This would complement the cohort of larger foreign-owned firms on the Industrial Park and would boost the resilience of the local economy and strengthen local supply chains.

Develop the proposed Advanced Manufacturing Institute in Deeside which would help to address the twin challenges of delivering enhanced higher-level skills and embedding more manufacturing R&D activity locally.

Areas of relative deprivation sit in close proximity to major employment opportunities.

Deeside Enterprise Zone presents the area with a key opportunity to incentivise inward investment by the private sector.

THREATS

Reduced employment opportunities within the manufacturing sector because of increased automation and new business models. If manufacturing takes place elsewhere, Deeside may be vulnerable to site closures or downsizing.

The strong presence of the manufacturing sector in the area could make it more vulnerable to economic shocks if the sector were to decline, though this is partly mitigated by economic integration into the wider Mersey Dee City economic area.

Employment growth has come from relatively large scale foreign direct investment projects, which tend to be more footloose than indigenous firms that have started, grown and developed within the area.

If Deeside is unable to tackle the higher level skills deficit, its long-term competitiveness as a modern business location will be undermined.



New housing is critical to Deeside's future

If Deeside fails to provide sufficient land for high quality residential development, skilled workers will continue to access employment opportunities from surrounding areas, increasing pressure on transport infrastructure.

The career aspirations of young people in the region do not match the range of employment available. This reduces the competitiveness of the area and weakens communities as young people leave to train and work elsewhere.

Continued investment in transport infrastructure will be key to ensuring that economic growth can be sustained in the long term.

OBJECTIVES

The underlying objectives of this Deeside Plan can be split across five core themes, as explored below.

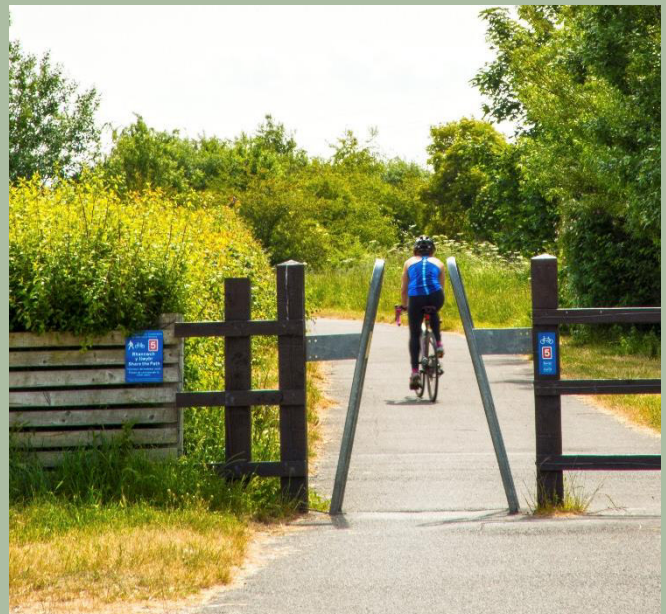
OBJECTIVE 1: ECONOMIC GROWTH

- Raise our competitiveness and productivity through a focus on innovation, R&D and specialisation.
- Support large-scale investment opportunities through flexible policy frameworks and targeted delivery and investment plans.
- Reinforce Deeside's role as a major economic driver for the Northern Powerhouse.
- Attract investment and support in-movers through targeting and key account management.
- Encourage R&D within Deeside's firms locally through encouragement of local business networks and broader knowledge exchange links.
- Foster a more entrepreneurial and business start-up culture amongst our residents.
- Grow and develop more high quality businesses through support services and incubation space.



OBJECTIVE 2: TRANSPORT

- Maximise the benefits of regional transport infrastructure investment.
- Use transport infrastructure investments to unlock further economic growth opportunities.
- Support modal shift from the private car to more sustainable patterns of movement.
- Develop solutions to reduce current congestion and ensure that transport, economic growth and housing are considered in parallel to reduce negative impacts from future growth.
- Encourage active travel through green infrastructure corridors and investment in cycling and pedestrian infrastructure.



OBJECTIVE 3: HOUSING & LEISURE

- Ensure that future planning frameworks facilitate growth, drive innovation and provide for supporting housing and infrastructure.
- Update existing housing stock to maintain the supply of high quality homes.
- Improve and increase the stock of social rent and affordable homes.
- Improve the energy efficiency of the current housing stock to reduce carbon use and fuel poverty.



OBJECTIVE 4: SKILLS & EMPLOYMENT

- Build alliances with wider industry, business and skills networks, drawing on university graduate and apprentice resource to establish Deeside as a go-to location for innovation in advanced manufacturing assets.
- Increase and maintain skill levels of workforce to meet evolving industry needs and facilitate progression.
- Maximise employment opportunities for resident workforce.
- Reduce the mismatch between young people's aspirations and local employment opportunities.
- Reduce health inequities.

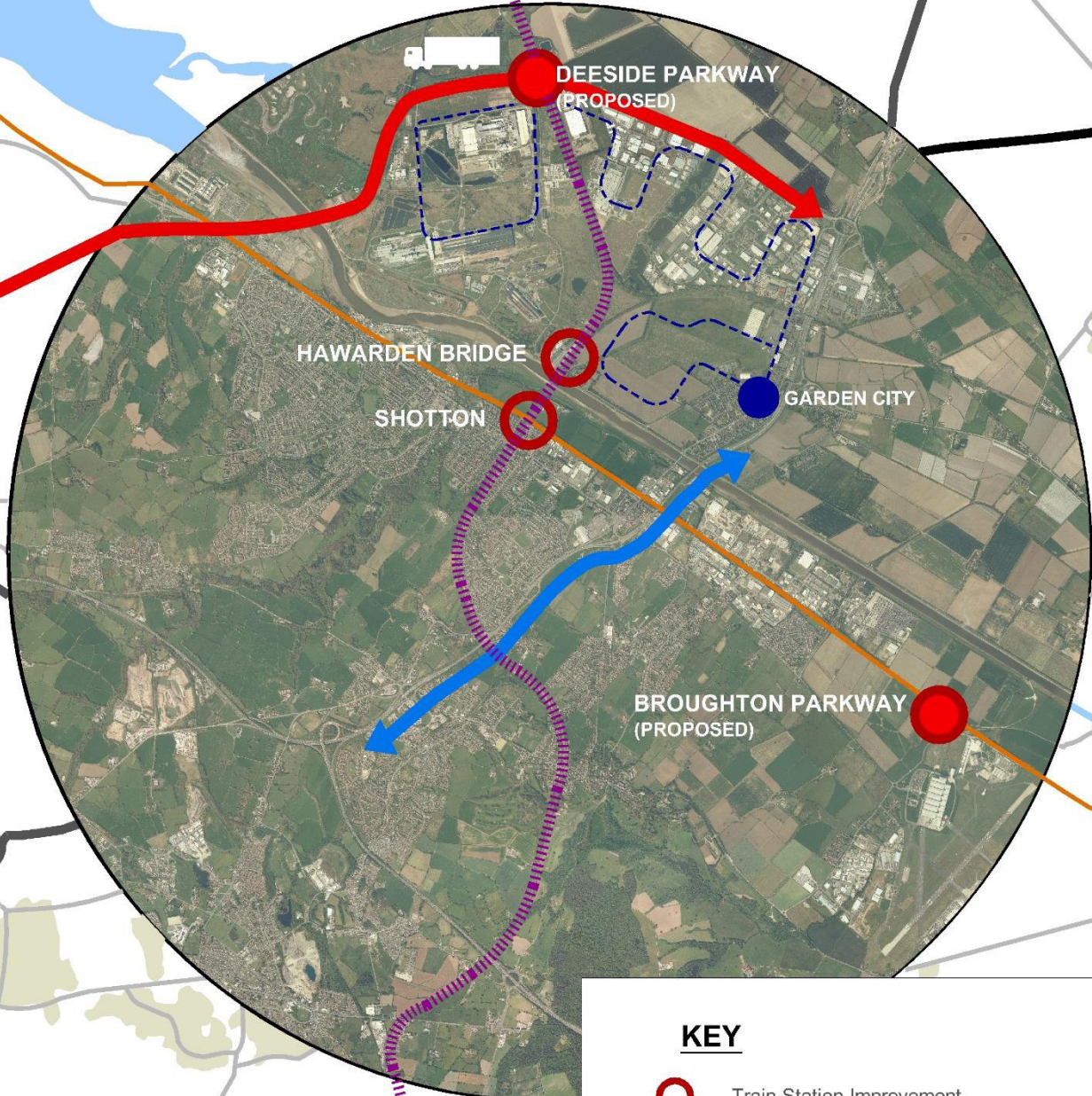


OBJECTIVE 5: ENVIRONMENT











- Transform outdated perceptions of Deeside.
- Support delivery of a mix of uses to enhance the function and viability of the Deeside high street areas.
- Improve the quality of the built and natural environment.
- Develop the leisure and visitor infrastructure with the Dee Estuary as an underpinning resource.



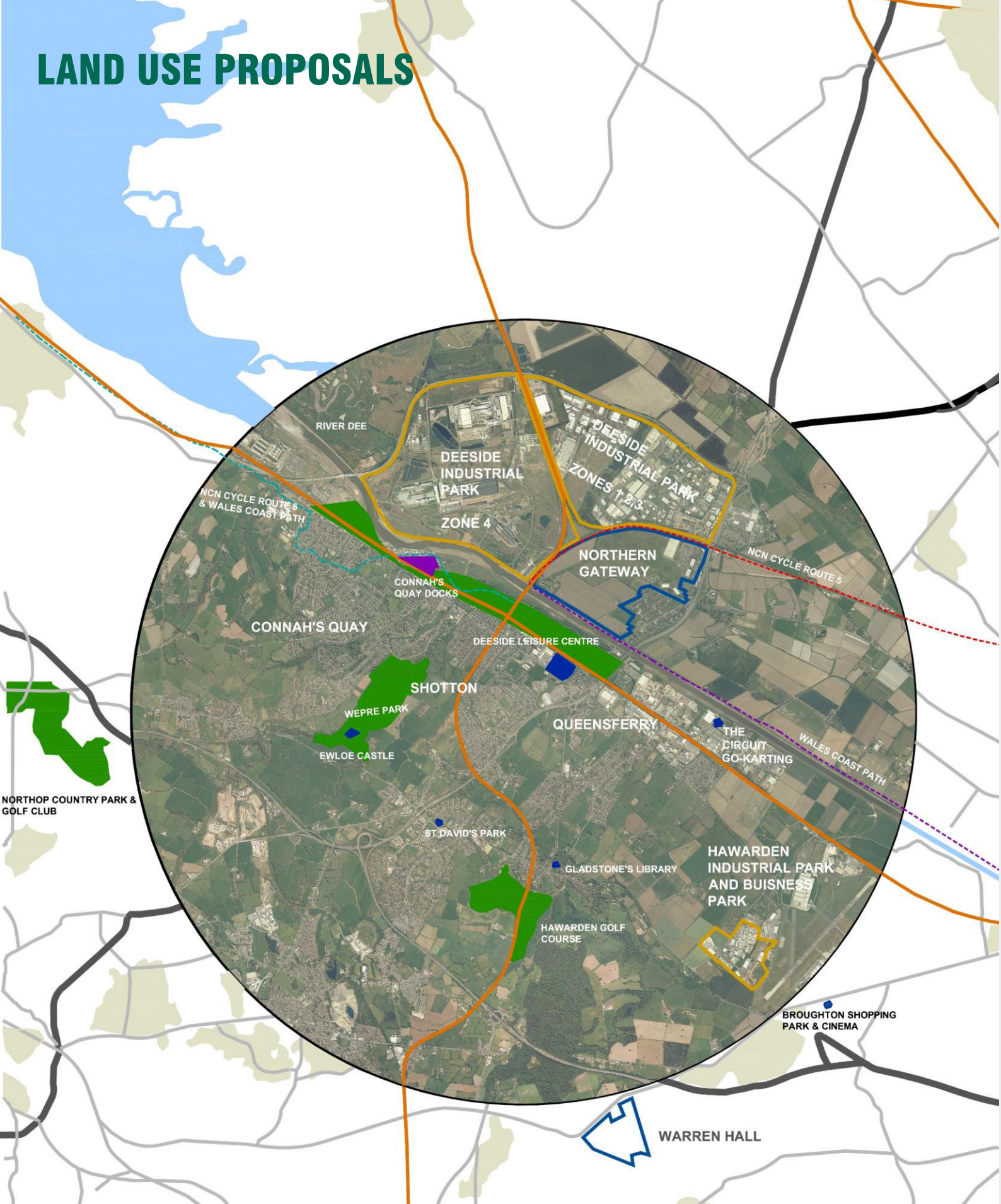
TRANSPORT PROPOSALS













KEY

-  Train Station Improvement
-  New Train Station - Deeside P'way & Broughton P'way
-  WG Proposed Road Improvement - 'Red Route'
-  WG Proposed Road Improvement - 'Blue Route'
-  Service Improvements & Light Rail/Tram Service
-  Proposed Service Station & Truck Stop
-  Shuttle Bus Routes for DIP & Northern Gateway
-  Bus Interchange - Deeside Parkway & Garden City
-  Railway Line
-  Carriageway

LAND USE PROPOSALS



KEY

- | | |
|---|--|
|  Water |  Rail |
|  Residential Areas |  Carriageway |
|  Green Spaces |  Cycle and Walking Routes |
|  Leisure and Lifestyle |  Development Land |
|  Current Sites |  Riverside |

OBJECTIVE 1: ECONOMIC GROWTH

Deeside has major opportunities to build upon its economic success and increase its role within the regional economy. The challenge will be ensuring that future development is sufficiently ambitious, sustainable and offers the high quality employment needed to realise economic growth aspirations. Initiatives such as the Welsh Government proposed Advanced Manufacturing Institute are vital in sending clear messages on the types of development Deeside aspires to and in increasing the competitive advantage of Deeside in securing business investment.

Deeside's place within the wider sub-region will be crucial to future success. On its own Deeside is relatively small in scale and faces competition from well-advanced competing centres. As part of an inter-connected regional network of centres, each with their own sectors and specialisms, Deeside can form part of a more significant, competitive and sustainable economic growth hub.

The key action areas identified are:

1. The **Northern Gateway** and **Warren Hall** development sites are **crucial to the economic growth ambitions** of the region and have the **potential to deliver up to 10,000 new jobs** and up to **1,500 new homes**.

Owners, developers and the public sector have a shared interest in maximising the economic impact of these sites, the quality and range of jobs created and the quality and value of development secured.

2. The process of identifying and readying sites for development can take many years. It is therefore **essential to begin the process of identifying the next generation of high quality employment land to accommodate future growth**. Future employment land will need to be in locations that facilitate sustainable transport and that meet the expectations of the employers of the future.

3. Ensure that there is a shared **understanding of the future growth plans for Deeside's most significant firms** and respond through 'best in class' key account management.

4. Through partnership with the Welsh Government, higher education providers and business, **support the development and adoption of new technologies by companies** to retain competitiveness. The proposed Welsh Advanced Manufacturing Institute will be crucial to achieving this for the manufacturing sector.



5. Build the strength of the supply chain within **Deeside** and across the region to ensure that Deeside businesses take full advantage of the major projects expected, **grow collaborative innovation and competitiveness** and **increase the vitality of the local economy**.

6. Co-ordinate **entrepreneurship workshops and skills sessions** to give individuals the confidence and know-how to start their own business (starting in schools and colleges).

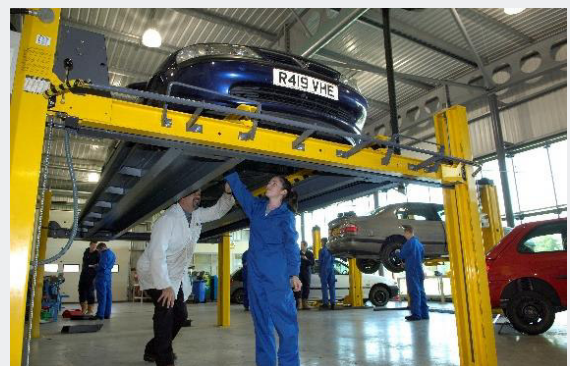
7. Co-ordinate **outreach activities to existing entrepreneurs** building on the existing support structures and **develop programmes and events that will strengthen entrepreneur networks**.

8. Ensure an adequate supply of high quality **incubation work space** linked to the start-up support identified above.

9. Identify sectors where there are significant **opportunities**, such as manufacturing, in order to create tailored programmes to **encourage start-ups in those areas**.

10. Provide support to **grow the scale and impact of the social enterprise sector** both through sector-specific services and through **ensuring that mainstream business support services are relevant to the needs of the sector**. The scale and range of public sector services delivered by the sector will be increased through more supportive procurement practices and building the capacity of the sector.

11. Through partnership with Welsh Government and infrastructure providers, **ensure that the infrastructure in Deeside keeps pace with the changing needs of the economy** and that, for communications technology, provision is of the highest quality to reflect the economic importance of Deeside.



OBJECTIVE 2: TRANSPORT

AN INTEGRATED TRANSPORT SOLUTION FOR DEESIDE

The Deeside Plan sets out a vision for an integrated, high quality, safe, affordable and sustainable transport system for everyone. This is a vision shared with Welsh Government; for a solution that ensures that Deeside has the economic impetus to flourish within an increasingly challenging environment.

WHY NOW? BECAUSE THE TIME IS RIGHT...

Transport in Deeside and North Wales stands at a critical point. Several key decisions are about to be made which will influence the transport infrastructure for a generation and beyond. It is important that these decisions are tied to a common purpose; that Deeside remains a destination of choice for business and continues to play a driving role in the economy of the region:

- **A494/A55 European Highway Route Alignment** – Welsh Government proposes to invest in a new strategic route to link the A55 North Wales Expressway and A494 Welsh Road. The chosen route will dictate the future direction of transport infrastructure both within Flintshire and neighbouring counties.



- **Rail Franchise** - The Borderlands and North Wales Coast rail lines bisect the area. Improved service availability as well as investment in the network is crucial to delivering a high-quality, integrated transport network. The Borderlands Line rail franchise will be renewed in 2018 and services and rolling stock will be determined for the 15-year franchise period. The potential to use the line for

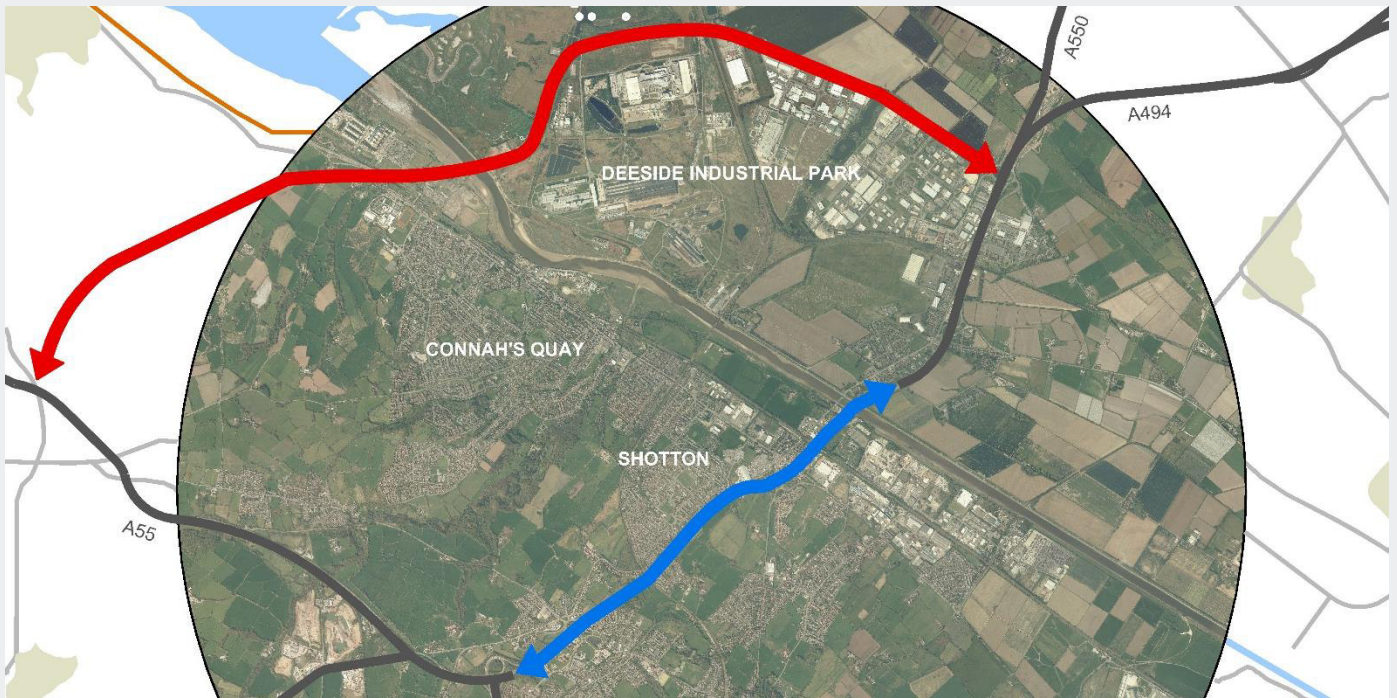
metro services into Deeside Industrial Park is crucial.

- **Local Development** - Major developments such as the Northern Gateway site are at planning stage and consideration of access infrastructure for these developments must be included in the consents to ensure that long-term growth opportunities are maximized.
- **Changes to public transport funding** – Investment in local bus services could help to reverse patterns of declining patronage and promote growth in affordable and sustainable travel choices.
- **Traffic Flows** – Flows within Deeside Industrial Park are becoming a barrier to employment. Congestion and poor journey times to the site are experienced on a daily basis and there is also a shortage of off-carriageway car parking. This increases levels of on-street parking, adversely impacting upon traffic flows within the site.

A forward looking transport solution is needed to capture all available funding opportunities and ensure that all interventions lead to a single goal of a truly integrated transport system. As outlined in the subsequent pages, investment in both the strategic network as well as across a range of transport modes is proposed within Deeside. These investments are outlined under the following headings:

- A494/A55 strategic transport infrastructure investment
- Highway network & capacity improvements
- Bus service improvements
- Rail service improvements
- Active Travel (walking & cycling) improvements

A494/A55 STRATEGIC TRANSPORT INFRASTRUCTURE INVESTMENT



In order to improve journey times to and from North Wales, Welsh Government is proposing strategic improvements to the highway infrastructure to link the A494 to the A55 more effectively. A study has been commissioned to appraise and consult on two proposed route options, both of which will have a direct impact on the future of connectivity for Deeside.

The options proposed by Welsh Government are:

- Blue Route: Incorporating improvements to the A494 Aston Hill and the Ewloe interchange with the A55.
- Red Route: Improvements to the A548 and a new link road to the A55 at Northop via Flintshire Bridge.

The final decision will be taken on the preferred option in late 2017. Regardless of which route is chosen by Welsh Government, there are a number of benefits that it is crucial that the proposed improvements deliver:

- Improved network capacity, reliability and journey times;
- Enhanced connectivity for local businesses;
- Improved access between residential and employment areas;
- Improved local environmental quality;
- Efficiency improvements for existing transport infrastructure;

- Opportunities for a new rail halt, park and ride service station and truck stop;
- Reduction in highway network casualties; and
- A high-profile strategic gateway to Flintshire and to Wales.

The route will need to increase the resilience of the highway network, offering further route choice in the event of a major incident on the network. Whilst such incidents are irregular, they can have devastating consequences for journey times, in turn reducing the long term viability and attractiveness of the area to local, national and international investors.

HIGHWAY NETWORK & CAPACITY IMPROVEMENTS

The provision of strategic highway improvements and the ability to reduce vehicle numbers from Deeside's towns, residential areas and sites of employment will improve the economic viability of the area, help to reduce network congestion and improve safety for walkers and cyclists.

The key actions are:

1. **Improve Park and Ride facilities** across Deeside as these form an **integral part of the transport vision for the area** and are critical to the development of the integrated transport solution, serving the needs of commuters travelling to the Deeside Industrial Park from further afield.



2. Develop a **Truck Stop in the vicinity of Deeside Industrial Park** as this would be of strategic economic value to Deeside and the wider North Wales region which suffers from HGV overnight parking and the concept could be incorporated into a wider service station.



3. **Upgrade the A55 junction 36A** as this is of strategic importance to Broughton and the wider economy of Flintshire. Linked to the retail development at Chester Road, Broughton's role within the regional economy has grown in recent decades and there is a **need to future-proof the highway network in the area to support the economy of the area**. Future expansion of the Broughton Shopping Park will be highly dependent on improved road access.

4. **Implement Traffic Regulation Orders (TRO)** to resolve longstanding on-street parking issues within Deeside Industrial Park and improve the movement of traffic and safety for vulnerable users of the site.

5. **Maximise Park and Share facilities** to assist in targeting congestion whilst **providing commuters with additional multi-modal transport options**. Instead of car-sharing from the start of a journey, commuters can meet at a convenient location and continue to their destination in one vehicle.



BUS SERVICE IMPROVEMENTS

An efficient bus service within the Deeside Industrial Park is essential to providing a seamless link to all other modes of transport. Well located and maintained bus interchange facilities are also an essential element of transport integration and contribute to broader economic, social, and environmental objectives. By delivering new interchange facilities, journeys made by public transport will become faster, easier, safer, more reliable and will underpin the viability of multi-modal transport journeys in Deeside.

The key actions are:

1. Deliver a **new interchange at Garden City** to link Hawarden Bridge Station, the Northern Gateway Development, Deeside Industrial Park and the core bus network. This facility would also benefit the Northern Gateway spine road.

2. Develop a new **interchange at Shotton Station** to help address issues of connectivity within the existing rail network. A frequent and reliable Shuttle Bus Service will link to the core bus network and provide sustainable links to the proposed upgraded cycle route along the Deeside Corridor.

3. Introduce an **integrated ticketing service** to allow travel on multiple modes of transport within Deeside and increase the attractiveness and convenience of using public transport.

4. **Identify optimum service provisions for the Deeside Shuttle** to best serve existing businesses in the park and undertake a **review of the scale of connectivity required to meet the requirements of anticipated future growth on the site** and the demands of potential new businesses. An opportunity also exists to develop a commercial bus service within the Deeside Industrial Park to help ensure the long term sustainability of the service.

5. **Improve bus journey times along the B5128 corridor by the use of a dedicated bus lane and by giving buses priority at traffic signals.** This would improve connectivity and public transport travel times between Deeside Industrial Park and the Deeside Corridor. Links to the recently constructed off road cycle way provision and connectivity with the proposed Shuttle Bus hub in Garden City will encourage modal shift towards public transport and improve the future viability of the B5129 corridor.



RAIL SERVICE IMPROVEMENTS

An accessible, reliable and frequent rail service is an underused local asset and is also key to the success of an integrated transport vision. Connectivity with wider transport networks coupled with improved facilities at stations will enable seamless multi-modal journeys. Improved journey times and service frequency to areas such as Manchester, Liverpool and Chester are key to improving cross border commuting and reducing car travel for both work and leisure trips. In addition to the proposed local actions outlined below, lobbying Train Operating Companies and Network Rail to deliver journey time improvements to major cities such as London and Manchester will be crucial to exploiting business opportunities on an international scale.

The key actions are:

1. Develop a new station at Deeside Parkway to provide a rail link into the heart of Deeside Industrial Park.

The station will be of strategic importance, improving accessibility at the local level to employment sites at the Industrial Park and leisure destinations including the Wales Coastal Path, as well as improving access to cross-border settlements such as Manchester, Liverpool and Chester.



2. Upgrade Shotton Station to facilitate connectivity improvements between Shotton High Level and the North West Coast Line, improving links to key employment sites. **Upgrades to pedestrian and disabled facilities** will support the vision for integrated transport for all users.



3. Improve Hawarden Bridge station to support access by sustainable transport to the Northern Gateway development site for both commercial and residential users.



4. Develop an upgraded hub station at Penyffordd and other stations along the Borderlands Line to provide enhanced access for commuters from surrounding areas including Mold and Buckley. The existing Penyffordd to Neston line runs through the heart of Deeside linking Hawarden, Shotton and Connah's Quay to major employment sites and the **introduction of light rail / Tram Train** along this corridor would provide a frequent service in to Deeside providing interchange opportunities with other modes of transport.



5. Deliver a new 'Broughton Parkway' station between Shotton Low Level and Chester stations to serve the industrial and residential areas of Broughton.

ACTIVE TRAVEL IMPROVEMENTS – WALKING & CYCLING

Investment in improved walking and cycling infrastructure across Deeside will help to increase safety and attractiveness and make it easier for residents to be active on a daily basis. A dedicated and efficient cycle network will provide convenient access to employment sites, places of recreation and residential areas. Cycling will be an important contributor to the success of the wider integrated transport network, unlocking opportunities both within Flintshire and also cross-border.

The key actions are:

1. Deliver a range of **cycle infrastructure improvements at Deeside Industrial Park between Zones 1, 2 and 3**, the geographical scope of which are shown in the adjacent figure. Proposed improvements include upgrading cycling provisions between Quay Pharmaceuticals on Parkway and National Cycle Route 563 (**Section 1**), widening the existing footway along Parkway (**Section 2**) and upgrading the shared use path between Drome Road and Parkway (**Section 3**).



2. Continue to work with Welsh Government to provide **off road cycle provision between Great Bear (Zone 3 of Deeside Industrial Park) and Toyota**.

3. **Improve cycle links between the regional towns in Flintshire and the industrial employment areas of Deeside** by completing the Strategic Cycleway Network which will provide improved cycling opportunities for local commuters.











4. **Deliver shared use facilities wherever possible**. This will provide safer links to National Cycle Network routes and local employment sites such as Deeside Industrial Park, Sandycroft Industrial Estate and the future Northern Gateway Development.



5. Ensure that both **recreational and employment cycle opportunities are supported from all of the proposed station upgrades**, including access to the Deeside Coastal Path.



6. Improve the availability of **safe cycle storage facilities at rail stations** to help change perceptions of cycling to work.

TRANSPORT INVESTMENT TIMELINE Anticipated timescales for delivering multi-modal transport improvements across Deeside	SHORT TERM (<5 years)	MEDIUM TERM (5 – 15 years)	LONG TERM (15 – 30 years)	UNLOCK OPPORTUNITIES			
				Industrial & Manufacturing	Business & Enterprise	Housing	Leisure
HIGHWAY NETWORK							
Deeside Park & Share				✓	✓		
Traffic Regulation Orders – Deeside Industrial Park					✓		
Northern Gateway – link road				✓	✓	✓	
Eastern Park and Share/Ride access to Deeside Industrial Park				✓	✓		
Improvements to Penyffordd Station and other stations along the Borderlands Line to facilitate Park & Ride					✓		
A494/A55 Red or Blue Route				✓	✓	✓	
Deeside Parkway Park & Ride				✓	✓		
Deeside Parkway Truck Stop				✓	✓		
Junction 36A Broughton					✓		✓
ACTIVE TRAVEL							
Improve cycle routes within Deeside Industrial Park including implementing missing links on the strategic cycling route				✓	✓		✓
Implement cycling links from the regional towns on the strategic cycleway network					✓	✓	✓
Continuous improvement to all walking and cycling routes as required by the Active Travel Act (Wales) 2013					✓		✓
Provision of improved signage and cycle parking facilities throughout Deeside							✓

TRANSPORT INVESTMENT TIMELINE Anticipated timescales for delivering multi-modal transport improvements across Deeside	SHORT TERM (<5 years)	MEDIUM TERM (5 – 15 years)	LONG TERM (15 – 30 years)	UNLOCK OPPORTUNITIES			
				Industrial & Manufacturing	Business & Enterprise	Housing	Leisure
RAIL							
Hawarden Bridge Station Improvements				✓	✓		
Linking upper/lower Shotton Station - access and car parking Improvements					✓		✓
Improved cycle facilities at all stations					✓		✓
Proposed Deeside & Broughton Parkway Stations				✓	✓	✓	✓
Improved frequency on Borderlands Line stopping at Deeside Industrial Park stations				✓	✓	✓	✓
Light Rail 'Metro' option for Borderlands Line – linking Park and Ride at local stations e.g. Penyffordd and Cheshire to Deeside Industrial Park				✓	✓		✓
BUS SERVICES							
Establish Quality Partnership on key strategic routes					✓		
Introduce Integrated Ticketing across the area					✓		✓
New Bus Interchange at Garden City				✓	✓	✓	
New Bus Interchange at Shotton Station					✓		✓
Develop Deeside shuttle service through Deeside Industrial Park				✓	✓		
Further support and development for Commercial Services					✓		✓
Improve bus journey times through Deeside Corridor i.e. dedicated bus lanes					✓		
Bus stop and accessibility improvements on key strategic bus corridors					✓		
Improved and integrated passenger information							✓

OBJECTIVE 3: HOUSING & LEISURE

The provision of the right mix of housing is essential in supporting the future economic success of Deeside, ensuring that it is the location of choice for employers and their workforce. Housing development in the right locations helps to justify and contribute towards the development of new transport infrastructure, an essential element in unlocking future growth.

Key to ensuring a competitive offer will be the provision of good quality and design across all housing, and providing a range of housing which is accessible to all in society including affordable homes built to Flintshire's Housing Design Standards. Consideration of innovative build methods and energy efficiency will also be key to improve the quality of life for residents and raise the overall environmental performance of Deeside.

The Deeside Plan does not propose specific sites for housing development; the statutory planning framework processes over the years of the Plan will consider and allocate sites.

Key actions include:

1. Identify opportunities for new strategic growth zones that knit together employment, existing communities, transport infrastructure and green infrastructure.

2. Working with partners to inform development priorities and ensure collaboration with the Strategic Housing and Regeneration Partnership (SHARP).

3. Continue the public sector house building programme through the Housing Associations and SHARP, to ensure that there are sufficient properties to meet local needs.

4. Maximising existing housing stock through continuing the housing renewal programme to improve older properties to ensure they remain attractive and efficient homes for the future.

5. Continue the installation of energy-efficiency measures on public sector housing stock to reduce carbon use and reduce fuel poverty.

6. Reduce health inequities by developing new approaches to delivering services that reach across traditional organisational boundaries.



7. Ensure that high quality design principles are integrated into future housing development including:

- I. **innovative design principles** resulting in lower build costs, shorter build times and energy efficiency;
- II. **inclusive and sustainable design principles**; mix of uses incorporating active streets and a vibrant public realm;
- III. **green space** for leisure, recreation and biodiversity;
- IV. **connected places and spaces** facilitating accessible journeys and choice in transport mode; and
- V. **high design quality** both in terms of place-making principles and within architectural design to reinforce distinctiveness of place.



CASE STUDY: STRATEGIC HOUSING AND REGENERATION PARTNERSHIP

Custom House Court in Connah's Quay is the first development from the unique Flintshire SHARP (Strategic Housing and Regeneration Partnership) programme that will build 500 council and affordable homes in five years across the county. The new homes are highly energy efficient, built to the equivalent of Code for Sustainable Homes Level 4.

This programme will regenerate the whole of Flintshire, not just in terms of much needed housing, but also in terms of the economic and social benefits for local communities and businesses. SHARP will generate £60m worth of benefit and 2,000 employment opportunities.

The SHARP programme will make a crucial contribution to improving the quality and choice of homes in Deeside, supporting the economic growth of the area and raising the quality of life of residents.



OBJECTIVE 4: SKILLS & EMPLOYMENT

The future availability of a skilled workforce is of fundamental importance to the future competitiveness of Deeside. Deeside has a lower skills profile than that of the wider area which will, if not addressed, increasingly lead employers to seek workers from further afield or eventually, to relocate. The responsiveness of the training infrastructure is vital to ensure that current and future employer needs are met.

The North Wales Economic Ambition Board has developed the Regional Skills and Employment Plan which sets out an integrated programme of delivery across the region. The Plan highlights the priority sectors for North Wales: energy and environment; advanced materials and manufacturing; and construction. It also highlights further growth sectors: creative and digital; health and social care; tourism and hospitality; and food and drink manufacturing.

Whilst many of the actions will be delivered at the regional level there will be a need for Deeside-specific activity in some.

The key actions are:

1. Develop an **innovation and smart specialisation plan for Deeside** to build upon the area's competitive advantages especially in the automotive and aerospace sectors. The **plan will need to cultivate and exploit identified opportunities**, under the general themes of: promoting and embedding a pervasive culture of innovation; providing support for innovation; increasing collaboration and knowledge-exchange between firms, and with Higher Education Institutions (HEIs); cluster development; and skills development.



2. Develop a **cross-border careers skills manifesto** built around a single **careers agency** to promote the fluidity of skills and expertise in relation to both our labour markets and those who are studying and learning.



3. Ensure that regional learning provision promotes **workforce progression** as an essential tool in reducing in-work poverty.

4. Develop a “**North Wales Toolkit of Employability Skills**” in response to agreed labour market expectations and future employer demands, with the ward of an accredited and employer supported, single regional certificate.



5. **Increase the number of companies that offer work experience, volunteering and apprentice opportunities.** Make better use of the opportunities created through the public sector supply chain.

6. Better understand employer demands for Science, Technology, Engineering and Mathematics (STEM) and increase STEM activity with schools to increase entrants into the sector.

7. Development of regional skills database to build intelligence on current skills availability, support business recruitment and encourage business and graduate retention.

8. In partnership with schools and employers promote the value of local employment opportunities and apprenticeships as a route to high quality careers. A substantial and sustained approach is needed to alter perceptions of local employment.

9. Support companies in Deeside to effectively plan for succession and develop future business leaders.

10. Provide pathways programmes to enable unemployed residents to develop the skills and abilities needed to enter the workforce.

11. Provide a co-ordinated approach to labour market engagement activity and provision of intensive pre-employment support to help those furthest from the labour market to secure and sustain employment.



CASE STUDY: WALES ADVANCED MANUFACTURING INSTITUTE

Welsh Government have announced the development of the Wales Advanced Manufacturing Institute in Deeside in Flintshire which will focus on research into, and development of, advanced manufacturing techniques, innovation and skills for key manufacturing companies and SMEs. The Institute will be a catalyst for growth and job creation across the supply chain throughout North Wales, Northern Powerhouse and further afield. Now at an advanced stage for public sector investment, and with an exciting partnership with Swansea University emerging, the prospects for the vision becoming a reality are positive. The presence of the Institute in Deeside will send a powerful message about the aspirations and strengths of Deeside to potential investors.

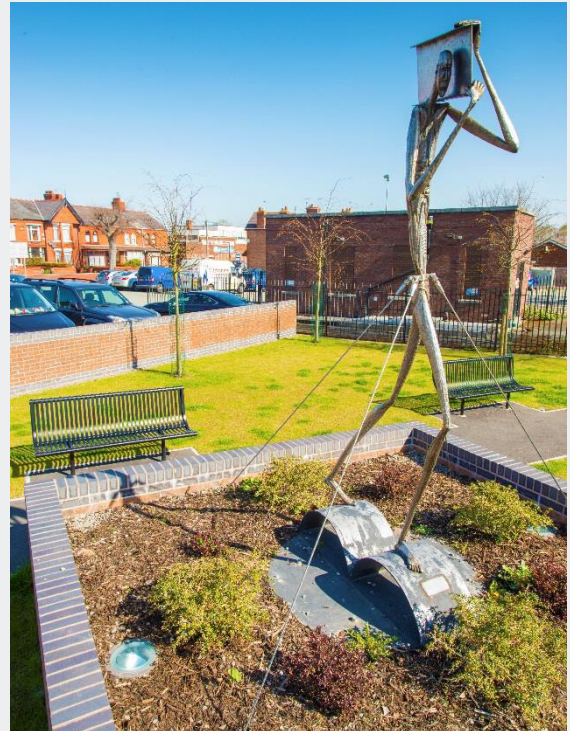


OBJECTIVE 5: ENVIRONMENT

Deeside combines both densely developed post-industrial urban landscapes with areas of great natural beauty such as the River Dee and Wepre Park. There is an opportunity to improve health and quality of life in Deeside, encourage sustainable transport and improve the image of the area by improving the quality of the built and natural environment and by facilitating access to green space for residents and workers.

The key actions are:

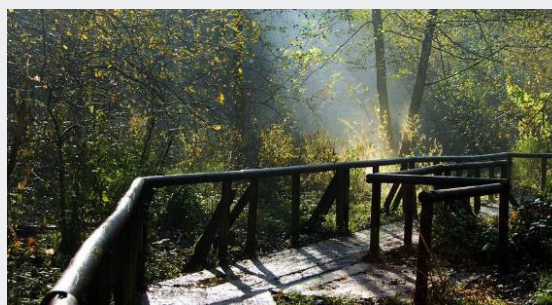
1. **Develop new roles for the town centres to reduce reliance upon retail activity**, which is diminishing nationally in smaller towns, and bring alternatives functions and land uses into the towns. Through future approaches to regeneration and planning, ensure that change is a **managed process resulting in a sustainable and higher quality built environment**.
2. As part of this change process, the **needs of an increasing older population will need to be planned for** and local stakeholders supported to respond effectively to meet changing demands.
3. More generally, **improve the urban environment in Deeside through physical improvements and greening projects** wherever opportunities arise. This should include housing, town centre and commercial areas to increase investor and buyer appeal, value and quality of life. Focus will be given to the appearance of the key gateways into Deeside.
4. Ensure that future development includes **high quality design principles to facilitate sustainable urban drainage, and connect green infrastructure and active travel networks**. Well-designed places will improve the quality of life and health of users and residents and will improve land and properties values.
5. Extend and **join up the existing green infrastructure network to link Deeside, Chester and the Wirral** through corridors that benefit biodiversity, improve active travel routes and increase recreational provision. The green infrastructure network will use the River Dee as a key spine through Deeside forming a vital leisure and recreational resource and will improve links to Wepre Park and other green spaces.



6. Ensure Deeside forms a key part of the River Dee Coast Park and, with key stakeholders, **plan and implement a programme of environmental and visitor infrastructure improvements to Connah’s Quay Docks** as an important “window” onto the River Dee.



7. **Highlight and celebrate the cultural history of Deeside** and the role of the river in its development.



8. Work with the owner to **plan for a sustainable and sensitive end use for the John Summers building** in Shotton.

9. Ensure that visitor infrastructure in Deeside is managed to a consistently high standard to maintain visitor satisfaction and encourage repeat visits and word of mouth referrals. **Build upon the key assets of Wepre Park, Ewloe Castle, Deeside Leisure Centre and the River Dee to generate new visitor opportunities.**

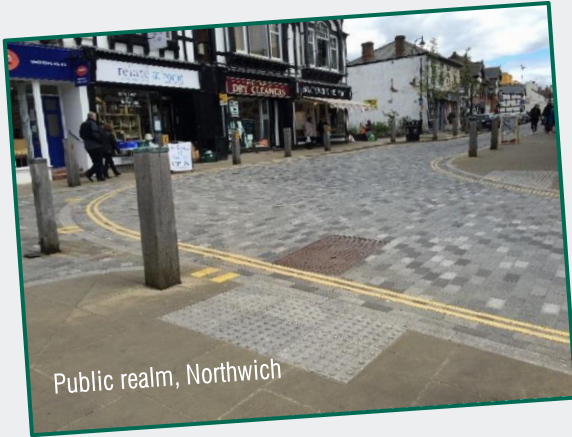


CASE STUDY: THE RIVER DEE

The River Dee runs through the heart of Deeside and offers an invaluable asset for recreation and leisure activities. The river corridor has been little used to date but, with improved access through the Wales Coastal Path and improvements to the cycling network the river is once more playing a more active part in the life of local people and visitors to the area. The new cycle link, for example, between Deeside and the Wirral has seen up to 13,000 users a month. Through physical improvements, events and promotion, the Dee will continue to grow as a leisure and cultural asset for Deeside.



URBAN INFRASTRUCTURE BEST PRACTICE



Public realm, Northwich



Gorse Stacks Bus Interchange, Chester



Waterfront public realm, Düsseldorf



Neighbourhood designed for pedestrians and cyclists, Vauban



Gold Route, Sheffield



Multi-modal public transport interchange, Karlsruhe



Segregated cycle lanes, London



Tram system and cycle routes, Freiburg

PLANNING FOR THE FUTURE

Planning is able to adopt an integrated approach to delivering the key outcomes of the Deeside Plan and creating sustainable, distinctive and vibrant communities:

- Well-located, available and well-serviced employment land that meets business needs and delivers job creation;
- Good transport links and exploring opportunities for new movement patterns and investment in sustainable forms of transport that can help sustain the growth of Deeside;
- Necessary infrastructure and utilities provision;
- A diverse mix of good quality, affordable and aspirational housing;
- Attractive public spaces and leisure opportunities;
- Making the most of the areas rich natural landscape and heritage – links to new prospects of housing and jobs;
- Healthy, educated, supported and thriving neighbourhoods;
- Reconnecting the areas and communities north and south of the River Dee;
- Maximising the potential of planned investment at Northern Gateway and help deliver the potential of the DEZ

One of the key roles of planning is to provide a sustainable planning framework that will assist with the delivery of the Deeside Plan. The ultimate theme underlying the various strands of the Deeside Plan is the need to ‘secure sustainable patterns of growth and shape the development of new communities supported by investments in physical and environmental infrastructure as well as strong social and economic networks to deliver a quality new residential development and secure real transformational change for Deeside’. Individual elements could include:

- Safeguarding of land for high quality development;
- Consideration of opportunities for a new strategic growth zone to knit together activities at Airbus and Hawarden Aerospace Park, Broughton with DIP and existing communities at Deeside;
- Provision of a range of housing by location, type and tenure to meet the evidenced need and demand arising from Deeside’s efforts and those of the wider sub-region, to support job creation;
- Balancing the need for growth with due consideration of environmental imperatives such as areas prone to flood risk and biodiversity importance, due to proximity to the Dee Estuary;
- Supporting aspirations for an integrated transport network and planned road and rail interventions;
- exploring opportunities for effective cross-boundary cooperation in plan making and strategies to bring enhanced economic benefit to the sub-region.
- Ensuring sufficient infrastructure is available to support growth including highways and transportation, telecommunications, water supply, water treatment and power and energy supply.
- Promoting design principles which achieve:
 - mixed uses incorporating active streets and a vibrant public realm;
 - green space for leisure, recreation and biodiversity;
 - connected places and spaces facilitating accessible journeys and transport choice; and
 - high design quality both in terms of placemaking principles and within architectural design to reinforce distinctiveness of place.

PLANNING INTERVENTIONS CAN BE SPLIT INTO DISTINCT TIME PERIODS

SHORT TERM: 2015-2020

In the short term 'here and now' period the emphasis is on delivering UDP allocations and a range of other projects whilst maximising the benefits associated with Enterprise Zone status:

- Northern Gateway
- Employment allocations at DIP / Hawarden Business Park etc.
- Housing on allocated sites
- Regeneration projects
- Strategic Housing and Regeneration Partnership (SHARP) projects

During this period there is a need to ensure that growth and development takes place whilst the LDP is progressed to adoption. The objective is gain momentum in delivering growth and to set the scene for subsequent periods.

MEDIUM TERM: 2020-2030

In the medium term the emphasis is on implementing and delivering the strategy and allocations within the LDP:

- Delivering existing and any new employment allocations in the DEZ and specifically Warren Hall Business Park
- Identifying further land opportunities for growth in DIP and progressing these to delivery
- Bringing forward housing allocations to support job creation
- Delivery of transport and other infrastructure

During this period there is a need to consolidate and build upon earlier growth. A key task will be to define more clearly the role that Deeside plays in the local and sub-regional economy.



LONG TERM: 2030-2045

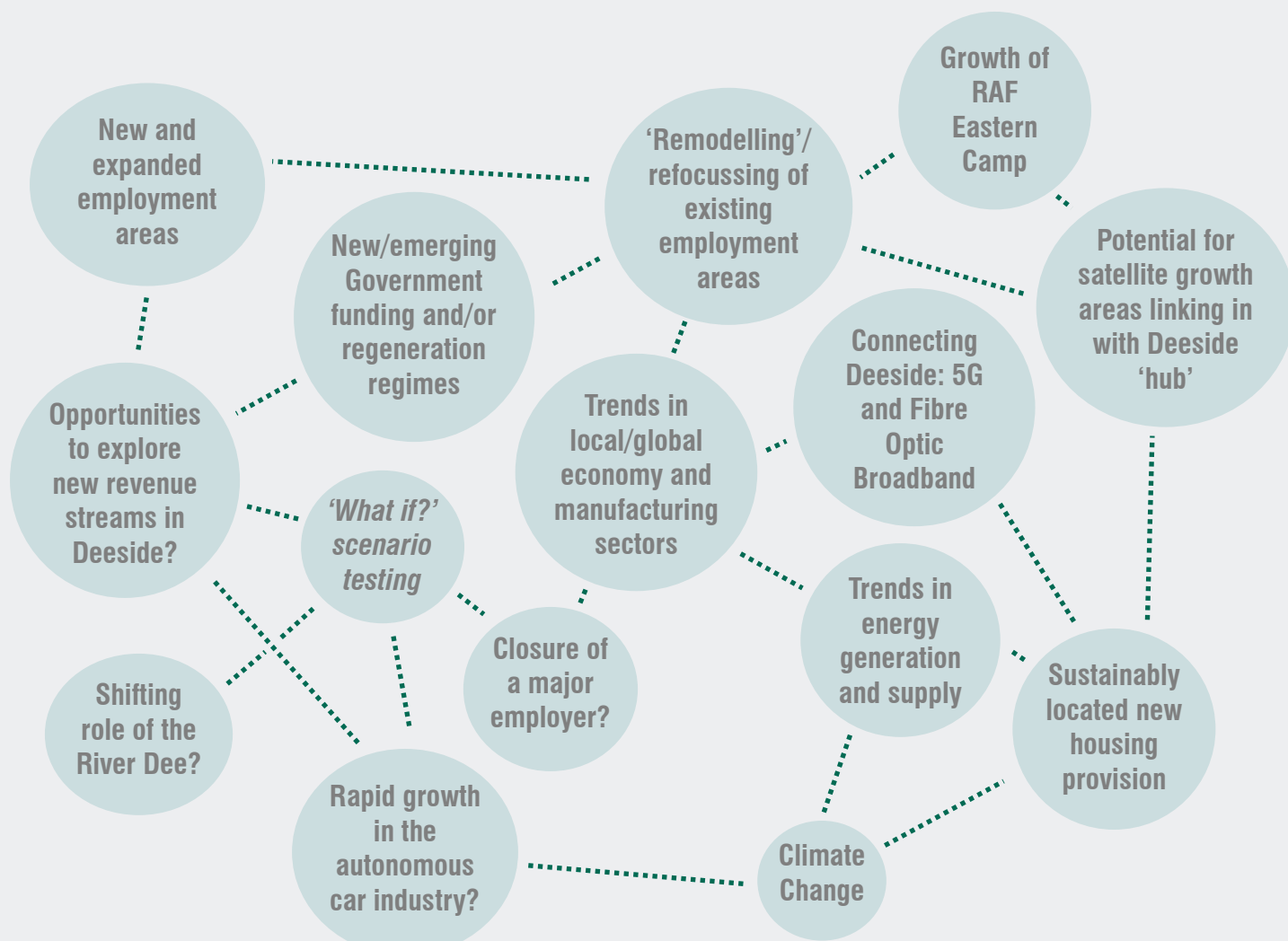
In the longer term, and following adoption of LDP1, there is an opportunity for LDP2 to be informed by a more fundamental local and sub-regional analysis in order to:

- Review Deeside’s role in delivering regional growth aspirations
- Progress a Strategic Development Plan for NE Wales
- Revisit and review previous Sub Regional Spatial Plan
- Review local Economic Development Strategy and Local Transport Plan



Longer term growth patterns, opportunities and risks in Deeside

Now is the time to start exploring the potential impacts and opportunities presented by future local and global economic, social and environmental trends. If we wait 10 or 15 years, these opportunities will quickly turn into risks...



DELIVERY & COMMUNICATION

The Plan will be delivered by partners at all scales: from Welsh Government delivering major infrastructure; through to local communities delivering environmental improvements. The Plan will help to align the work of partners and will focus attention on the importance of Deeside in achieving the regional aspirations for the economy. The success of the Plan will be determined by the strength of partners working together and clearly communicating with each other and with wider stakeholders.

The Deeside Partnership brings together public, private and voluntary sector organisations and is co-ordinated by Flintshire County Council. The Partnership will monitor progress in delivering the Plan, will ensure that the wide-ranging strands of delivery are integrated and will work with wider stakeholders to secure or lobby for the resources needed to realise its aspirations. The Partnership will also play a crucial role in ensuring that the long-term Plan evolves over time to remain relevant to the needs of the area. They will be assisted in the process by the Deeside Forum which comprises elected representatives from Deeside.

Delivery of the Plan is essential to the delivery of wider regional aspirations for economic growth and is itself

dependent upon the success of the wider regional programmes of work, in particular those for infrastructure development and skills. Close links between the delivery of the Plan in Deeside and wider regional structures will be essential to the process.

It is equally important that there is close partnership working with other structures in Deeside and, in particular, with the Deeside Enterprise Zone Board, Deeside Business Forum, and the Town and Community Councils. As well as being important delivery partners in their own right they play a vital role in the two-way flow of communication between the Deeside Partnership and their constituents.

A communications plan for the Deeside Plan will be developed to include:

- creation of a specific brand;
- compilation and use of a consistent range of positive stories, messages and images for Deeside;
- public communication channels and feedback methods;
- key milestones for promotional activity

The Deeside Plan, bringing Deeside's future together



TIMELINE FOR DELIVERY OF SIGNIFICANT PROJECTS

The following proposed major projects demonstrate that there are a number of short, medium and longer term growth opportunities and proposals in Deeside. The current forecast range of years in which we expect each project to be delivered in are denoted by the shaded icons.

Network Rail Control Period:	CP5				CP6				CP7				CP8				The Future		
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032		2033	2034
A494/A55 Red or Blue Route																			
A55 J36A Broughton Improvements																			
Deeside Northern Gateway																			
Warren Hall Development																			
Broughton Parkway Station																			
Deeside Parkway Station																			
Wales Advanced Manufacturing Institute																			
Local Development Plan (LDP) Period 1 Sites																			
Local Development Plan (LDP) Period 2 Sites																			

THE DEESIDE PLAN

For further information please contact:

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County Offices
Flint
CH6 5BD

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www.flintshire.gov.uk

FLINTSHIRE COUNTY COUNCIL

CABINET RECORD OF DECISION

DATE OF MEETING: **14 FEBRUARY 2017** **AGENDA ITEM NO. 10**

REPORT OF: **Chief Officer (Community and Enterprise), Chief
Officer (Streetscene and Transportation)**

SUBJECT: **DEESIDE PLAN**

RECOMMENDATIONS OF REPORT:

- (1) That the draft Deeside Plan is approved;
- (2) That the transport proposals for Deeside are approved; and
- (3) That the Council respond to the forthcoming Welsh Government A494/A55 improvement consultation making a strong case for improvements that resolve congestion and facilitate the delivery of the Deeside Plan.

DECISION: As detailed in the recommendations.

REASON FOR DECISION: As in the report.

**CONSULTATIONS
REQUIRED/CARRIED OUT:**

The development of the draft Deeside Plan has included consultation with:

- Deeside Partnership;
- Deeside Forum including County Councillors and town and community councils;
- Deeside Business Forum; and
- Public consultation sessions.

As the elements in the Plan are developed further more detailed consultation with relevant stakeholders and local people will be needed.

RESOURCE IMPLICATIONS:

The Deeside Plan does not, at this stage, identify specific resources needed for its delivery. The Plan is intended to steer the delivery of regional programmes of

support, to act as a tool to support bids for resources and to steer current and future work programmes that use existing resources.

DECLARATIONS OF INTEREST: None.

DISPENSATIONS None.

DATE PUBLISHED: 15.02.17

SIGNED

A handwritten signature in black ink, appearing to be 'Robert', written over a horizontal line.

(Proper Officer)

Insert date here. 22nd FEBRUARY 2017.

To Democracy & Governance Manager

We, the undersigned, wish to call in the following decision of the Cabinet:

Date of Cabinet meeting: 14th FEBRUARY 2017

Report title: DEESIDE PLAN

Record of Decision number: 3358

Reason(s) for call in: ① LACK OF CONSULTATION ACROSS FLINTSHIRE AND THE MEMBERSHIP OF FLINTSHIRE COUNTY COUNCIL ② LACK OF DATA IN RELATION TO RESOURCES AND FINANCES ③ NO IMPACT ASSESSMENT ON OTHER TOWNS AND COMMUNITIES IN FLINTSHIRE ④ THE OBJECTIVES REQUIRE FURTHER REVIEW.

In initiating this call in, we recognise that it will be regarded as a gross discourtesy to the committee if members who have requested the call in do not attend the meeting of the committee without contacting the Member Engagement Manager to explain their reasons.

We understand that the call in meeting will be held within 7 working days of this call in notice being received and accepted.

Signature	Printed name
1.	MIKE PEERS
2.	RICHARD JONES
3.	VERONICA GAY
4.	AIS OWEN THOMAS
5.	GARETH ROBERTS
6.	DAVE MACKIE
7.	NANCY MATTHEWS
8.	HILARY SHEPPARD

Call in Notice received 22/2.2017 Accepted 1/3.2017

Signed Democracy & Governance Manager

DEMOCRATIC SERVICES
MANAGER

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COMMUNITY AND ENTERPRISE OVERVIEW & SCRUTINY COMMITTEE **23 JANUARY 2017**

Minutes of the meeting of the Community and Enterprise Overview & Scrutiny Committee of Flintshire County Council held in the Delyn Committee Room, County Hall, Mold on Monday, 23rd January, 2017

PRESENT: Councillor Ron Hampson (Chairman)

Councillors: David Cox, Paul Cunningham, Rosetta Dolphin, Ian Dunbar, George Hardcastle, Hilary Isherwood, Sara Parker, Gareth Roberts and David Roney

APOLOGIES: Councillor Ron Davies and Mike Reece; and Councillor Derek Butler, Cabinet Member for Economic Development

CONTRIBUTORS: Councillor Aaron Shotton, Leader and Cabinet Member for Finance; Councillor Helen Brown, Cabinet Member for Housing; Chief Officer (Community & Enterprise); Interim Senior Manager (Council Housing); Revenues Manager; Housing Strategy Officer; and Principal Accountant

IN ATTENDANCE: Community and Enterprise Overview & Scrutiny Facilitator and Committee Officer

38. DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)

There were no declarations of interest.

39. MINUTES

The minutes of the meeting held on 15 December 2016 were submitted.

RESOLVED:

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

40. DRAFT HOUSING REVENUE ACCOUNT (HRA) BUDGET 2017/18 & CAPITAL PROGRAMME 2017/18

The Chief Officer (Community & Enterprise) presented the draft Housing Revenue Account (HRA) budget for 2017/18 and HRA business plan for consideration. Any comments raised would be referred to Cabinet on 14 February 2017 before seeking approval by full Council on the same day.

A presentation by officers covered the following areas:

- Self-financing
- 30 year business plan
- Other income
- Service charges 2017/18
- HRA efficiency proposals
- HRA investment decisions/cost pressures

- HRA Capital Programme 2017/18
- 2017/18 budget

The Chief Officer gave a reminder of the aims within the business plan to continue to meet obligations within the Choices Document, and to achieve the Welsh Housing Quality Standard (WHQS) by 2020. On rent policy, she explained the basis of the proposals to increase rent by 2.5% plus up to £2 for 2017/18, along with weekly rent increases of £1 for garages and 20p for garage plots. Any proposed changes to service charges would be determined following the outcome of public consultation due to start in June 2017.

On the Capital Programme for 2017/18, the Interim Senior Manager (Council Housing) explained that progress was on track to deliver the 200 new Council homes across the county over the next five years as part of the Strategic Housing and Regeneration Programme (SHARP).

Councillor Rosetta Dolphin felt that the increase in garage rent was high and asked how many garages would be taken out of use. Officers explained that this formed part of the environmental workstream to ensure the best use of garages and associated land by addressing under-occupation, poor condition and areas of high demand. A balanced view was needed on garage rent as the amount currently set by the Council was low compared to some other authorities and was insufficient to cover major repairs/replacement.

In moving the proposals, Councillor George Hardcastle thanked the officer team for their work.

Councillor David Roney referred to previous comments on the benefits of installing solar panels on new housing developments. The Chief Officer reaffirmed the commitment to include this within financial considerations for future schemes, but said that the effectiveness of solar panels depended on the positioning of the properties. Councillor Aaron Shotton acknowledged the importance of energy efficiency measures and pointed out that solar panels had been installed at a range of sheltered accommodation across the county. His suggestion to share information with the Committee on the Flintshire standard for new build homes was agreed by the Chief Officer.

On the SHARP programme, Councillor Hilary Isherwood spoke about the importance of building homes for lifetime use and exploring the most cost-effective methods of heating. The Chief Officer said that the Flintshire standard for homes had been designed to accommodate various adaptations if needed in the future and that the most affordable heating options were used, particularly for rural areas where there was no access to mains gas.

Councillor Ian Dunbar said that consideration should be given to converting to gas heating due to the rising price of oil. He also asked that thanks be extended to Gavin Griffith for his help on adaptations undertaken at a property in his ward. In response to comments on the number of new houses to be built at the dairy site in Connah's Quay, Councillor Helen Brown said that options for the site would be explored with the local Member. On the first point, the Chief Officer said that the option remained open for tenants to switch to gas in areas with connections to gas mains.

During discussion on solar panels, Councillor Dolphin suggested that it may be helpful to show the payback over the period.

Councillor Paul Cunningham praised the investment in employment and training initiatives by the Council within SHARP.

RESOLVED:

- (a) That the Committee supports the HRA budget for 2017/18 as set out in the business plan;
- (b) That the Committee supports a rent increase of 2.5% (plus up to or minus £2) as set out in the business plan with target rents applied for new tenancies;
- (c) That the Committee supports a garage rent increase of £1 per week and a garage plot rent increase of £0.20 per week; and
- (d) That Members support the proposed HRA Capital Programme for 2017/18 as set out in Appendix D.

41. HOUSING RENT ARREARS

The Revenues Manager presented an operational update on income collection in the Housing Revenue Account (HRA), including implications to date of the welfare reform programme and key risks arising from the impending full rollout of Universal Credit.

The report contained a table showing movement in rent arrears over a six year period. Projections for the end of 2016/17 indicated total rent arrears of around £1.19m, equating to 3.5% of the annual rent yield, which was a slight improvement on the previous year. The increasing challenges of welfare reforms were highlighted, particularly in relation to the Benefit Cap and Spare Room Subsidy where figures showed the impact on rent arrears and the additional burden on the HRA. The report detailed the Council's approach in encouraging early intervention and engagement with tenants to prevent the risk of escalating rent arrears.

The Interim Senior Manager referred to a suggestion previously made to consider deferring work in the Welsh Housing Quality Standard (WHQS) programme for those tenants who were in serious rent arrears. However, this approach was not recommended due to there being no provision in the national guidance and the cost implications involved in delivering work in this way. The Revenues Manager explained that strategies were already in place to tackle rent arrears including robust action for those who chose not to engage with the Council. Following a question from the Chairman, he explained the availability of Discretionary Housing Payments as a short-term solution only.

Councillor George Hardcastle thanked officers and said that the impact of welfare reforms on rent collection was inevitable.

Councillor Ian Dunbar questioned how some tenants had been able to accumulate significant amounts of rent arrears. Councillor Helen Brown said that there were a number of cases involving tenants settling their debts on the day of eviction following action taken by the team. The Chief Officer advised that the implications of further welfare reforms and associated risks to rent collection would be discussed at the meeting in March 2017. The Revenues Manager reiterated the support available to work with tenants on reducing the risk of rent arrears as far as this was practicable, however there were some cases where tenants had the ability to pay but delayed this until faced with the prospect of eviction. In the case of county court action, consideration was given to individuals' ability to pay when making the judgement and the Council was required to accept those payment terms. Repayment terms over a prolonged period were closely monitored to ensure that obligations were met.

Councillor Rosetta Dolphin spoke of the difficulties for those who were unable to keep up with their rent payments due to welfare reforms. She asked how many of the tenants subject to the Spare Room Subsidy had requested a transfer to smaller council homes which were in high demand. The Chief Officer said that these figures would be included in the update report to the March meeting. She referred to the Council's policy in adopting a different approach to individuals who were seeking a genuine solution in this way, however only a small percentage of tenants had asked to transfer and were prioritised. The Revenues Manager explained that the majority of tenants impacted by the Spare Room Subsidy were not currently in rent arrears and that evidence showed that most tenants preferred to remain in their property and bear the extra cost rather than pursue a transfer.

The customer-focussed approach was welcomed by Councillor Hilary Isherwood who said that tenants deliberately avoiding payment until the point of eviction should be penalised. The Revenues Manager shared these frustrations but gave assurance that court fees were recovered in addition to the full rent amount. On Discretionary Housing Payments, he advised that funding was guaranteed for 2017/18 but was uncertain beyond that.

The Chief Officer expressed her concerns about the increasing adverse impact on more tenants arising from the next phase of welfare reforms which would be reflected in the next update to the Committee.

Councillor Gareth Roberts spoke about local Member involvement and the introduction of direct payments to the landlord as means of helping tenants.

RESOLVED:

- (a) That the Committee notes the latest projections on rent arrears for the year ending 2016-17;
- (b) That the Committee endorses the measures being taken to support tenants and to deliver sustainable tenancies;
- (c) That the Committee supports the robust steps taken to recover arrears from tenants who, despite all preventative measures, make little or no effort to pay; and

- (d) That the Committee endorses the recommendation not to link rent arrears with the rollout of the WHQS Programme and to continue to deal with rent arrears using existing procedures and protocols.

42. COMMUTED SUMS AND SHARED EQUITY REDEMPTION PAYMENTS POLICY

The Housing Strategy Officer presented the report to seek support on changes to the use of commuted sums and the approach to shared equity redemption payments. The recommendations were based on the context of recent Section 106 agreements and the Council's commitment to build affordable homes through the Strategic Housing and Regeneration Programme (SHARP).

The proposed management and monitoring process in dealing with commuted sums and shared equity involved financial oversight by the Housing and Regeneration Programme Board, with expenditure and outcomes reported annually to the Committee.

In response to a question from Councillor Rosetta Dolphin, the officer explained that Section 106 contributions could also be used for educational or leisure purposes, however this policy dealt only with the affordable housing element and offered more flexibility in maximising commuted sums.

Councillor Ian Dunbar welcomed the report and referred to discussions by the Planning Strategy Group on cases where commuted sums could not be spent in the immediate community and were used to benefit wider areas.

RESOLVED:

- (a) That the Committee supports:
 - (i) Where a commuted sum is paid to the Council in lieu of on-site affordable housing provision, these monies must be prioritised for the relevant Community Council area;
 - (ii) Where a commuted sum is received and on site affordable housing has been provided as part of the Section 106 agreement, the monies can be utilised as part of the Council's priority for developing affordable homes across Flintshire through SHARP;
- (b) That the Committee supports the approach to the shared equity redemption payments as set out in the report; and
- (c) That the Committee receives an annual monitoring report on the commuted sums and shared equity redemption payments.

43. FORWARD WORK PROGRAMME

The following actions were agreed:

- The next meeting on 1 February 2017 to be held at County Hall, Mold to consider the Single Access Route to Housing (SARTH) and to bring forward the North East Wales Homes Board Update from March 2017. The Housing Renewal Policy to be deferred to a later meeting and the Customer Services Strategy Update to be moved to 8 March 2017.
- The meeting on 8 March 2017 to be held at County Offices in Flint to allow for a tour of the completed showhome at The Walks development.
- The items scheduled for 14 June 2017 to be re-scheduled to enable agreement on the Committee's Terms of Reference at this first meeting of the new Council term. The meeting would also include an informal session for officers to explain the portfolio areas.

RESOLVED:

- (a) That the Forward Work Programme be amended; and
- (b) That the Facilitator, in consultation with the Chair of the Committee, be authorised to vary the Forward Work Programme between meetings, as the need arises.

44. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

There was one member of the press in attendance.

(The meeting started at 2.00 pm and ended at 3.30 pm)

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Chairman

COMMUNITY AND ENTERPRISE OVERVIEW & SCRUTINY COMMITTEE
1 FEBRUARY 2017

Minutes of the meeting of the Community and Enterprise Overview & Scrutiny Committee of Flintshire County Council held in the Delyn Committee Room, County Hall, Mold on Wednesday, 1st February, 2017

PRESENT: Councillor Ron Hampson (Chairman)

Councillors: David Cox, Paul Cunningham, Peter Curtis, Rosetta Dolphin, Ian Dunbar, Ray Hughes, Gareth Roberts and David Roney

SUBSTITUTES: Councillors: Andy Dunbobbin (for Ron Davies), David Healey (for Mike Reece) and Hilary McGill (for Sara Parker)

APOLOGIES: Councillor Hilary Isherwood and Councillor Derek Butler, Cabinet Member for Economic Development

CONTRIBUTORS: Councillor Bernie Attridge, Deputy Leader and Cabinet Member for Environment; Councillor Helen Brown, Cabinet Member for Housing; Chief Officer (Community & Enterprise); and Service Manager, Customer Support

Service Manager, Housing Programmes and Ms. Jan Lysett, Independent Director of NEW Homes (for minute number 47)

IN ATTENDANCE: Community and Enterprise Overview & Scrutiny Facilitator and Committee Officer

45. DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)

As a Board Member of North East Wales (NEW) Homes, Councillor Hilary McGill declared a personal interest on agenda item 4, NEW Homes Business Plan 2016-21.

46. VARIATION IN ORDER OF BUSINESS

The Chairman indicated that there would be a slight change in the order of business to bring forward agenda item 4 to enable a representative to speak. The remainder of the items would be considered in the order shown on the agenda.

47. NEW HOMES BUSINESS PLAN 2016-21

The Committee welcomed Ms. Jan Lysett who was one of the independent Directors of North East Wales (NEW) Homes. She gave a brief summary of the core activities of the company. She spoke about the progress of The Walks development in Flint as part of the Strategic Housing and Regeneration Programme (SHARP) and explained that her participation in the SHARP Board meetings would give an insight into other opportunities for delivering future schemes. A systematic approach had been established to effectively manage the housing units and was supported by ongoing work to change the performance management framework. The Board had agreed to review the over 55s lease

offer scheme following targeted consultation with local groups and positive outcomes were reported on the Rent Smart Wales scheme in helping to identify quality accommodation. A projected surplus of £15.8K for 2016/17 was a reduction from the previous year, however additional expertise and resources acquired during the year, particularly those to support the financial viability of the company, were legitimate spend to benefit future schemes.

Councillor David Roney referred to the one property currently available within the over 55s lease scheme and asked whether more could be done to speed up the legal process. The Service Manager, Housing Programmes said that despite high demand for smaller properties, the take-up levels for this scheme had been lower than expected. A key priority was to address any delays in the system whilst working within housing legislation regulations and a report on this would shortly be considered by the Board. The Chief Officer (Community & Enterprise) explained that the careful development of a model lease was now in place, which meant that any legal delays were not related to the Council and may be due to individual homeowners' legal representation. The Service Manager agreed to a request to provide updated figures on the number of landlords registered on the Smart Rent Wales scheme.

Councillor Bernie Attridge said that the targeted group consultation had helped to provide detailed explanation of the process for the over 55s offer which enabled individuals to reach an informed decision.

Councillor Helen Brown added that the consultation sought to encourage trust on the offer, as some people were hesitant about leasing their properties.

Councillor Ian Dunbar thanked all those involved with the NEW Homes Board for the success in exceeding expectations.

On the over 55s offer, Councillor Hilary McGuill felt that the level of interest may have been affected by tax liability implications of leasing a property and the cost of bringing a property up to an appropriate standard for leasing.

In response to comments from Councillor Gareth Roberts, the Service Manager, Customer Support felt that participation levels on the over 55s scheme should not be viewed as a failure due to the complexities involved in matching individuals to properties and meeting individual expectations. The Chief Officer explained that criteria on capital assets held by individuals affected their position on the Affordable Housing Register and therefore the lease offer had been developed as an alternative option.

RESOLVED:

That the Committee notes the progress made by NEW Homes to date against its Business Plan and the future growth strategy projections and proposals.

48. UPDATE ON THE IMPLEMENTATION OF SARTH

The Service Manager, Customer Support presented the update report on the implementation of the Single Access Route to Housing (SARTH) project across the North Wales sub-region.

Explanation was given on the three workstreams. The establishment of a regional steering group was helping to ensure a consistent approach, along with the sharing of good practice and working together to resolve challenges. The Council's successful bid to develop, host and manage the register for Denbighshire Council was due to go live in April 2017 and would provide an additional income stream. The Service Manager gave a brief summary of statistics from the latest performance monitoring report which indicated a significant demand in the service and positive impact of the triage approach. After 18 months, the policy would be reviewed and any changes progressed through the steering group before seeking Cabinet approval.

The Chief Officer (Community & Enterprise) reminded Members that the constant movement of the common register was due to individuals being taken off and new applicants added, which reinforced the need for affordable housing.

In response to remarks from Councillor Rosetta Dolphin on the approach to allocations, the Chief Officer agreed to a follow-up discussion outside the meeting. The Service Manager clarified that there was a clear system for allocating properties with priority based on bandings and matched accordingly. Any allocations outside this approach required the necessary reason to be recorded which was subject to audit.

Councillor Hilary McGuill questioned why a property in the Mold area was not being leased through NEW Homes. The Service Manager spoke about close working between the Council and the company, and the aim of NEW Homes in targeting more individuals and matching expectations and affordability. Following a request, she agreed to share information on the number of young people on the common register who were 'sofa surfing' together with a breakdown of the circumstances involved.

Councillor David Healey welcomed the outcomes achieved within a short period. He asked if it was possible to ascertain the number of cases where homelessness had been prevented and the length of time that individuals in Band 1 (in most serious need) had waited for accommodation. The Service Manager referred to information on waiting times in section 1.05 of the report and agreed to provide a breakdown for the Committee.

Councillor Bernie Attridge spoke about the significant progress made by the team in reducing use of bed and breakfast accommodation. This was acknowledged by the Chairman.

Councillor Helen Brown commented that homelessness appeared to be less evident in Flintshire than some other areas, and that there was significant demand for single person's accommodation nationwide.

RESOLVED:

That the Committee notes the implementation of the policy, common register and regional collaboration developments.

49. FORWARD WORK PROGRAMME

In considering the Forward Work Programme, it was agreed that the next meeting would be held at County Hall in Mold to include a video showing progress of The Walks development. Members were able to decide at a future point whether a site visit was needed.

RESOLVED:

- (a) That the Forward Work Programme be amended; and
- (b) That the Facilitator, in consultation with the Chair of the Committee, be authorised to vary the Forward Work Programme between meetings, as the need arises.

50. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

There was one member of the press in attendance.

(The meeting started at 10.00 am and ended at 10.55 am)

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Chairman



COMMUNITY & ENTERPRISE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Wednesday 8 th March 2017
Report Subject	Welfare Reform Update – Universal Credit Roll Out
Cabinet Member	Cabinet Member for Corporate Management / Cabinet Member for Housing
Report Author	Chief Officer – Community and Enterprise
Type of Report	Operational

EXECUTIVE SUMMARY

The UK Government has been implementing its radical programme of Welfare Reforms over the last 5 years. Flintshire County Council has been working together with its partners, to attempt to mitigate the full impacts of these reforms for its most vulnerable residents.

Flintshire County Council was notified in November that Universal Credit “Full Service” will be introduced into the three Job Centres in Flintshire (Shotton, Mold and Flint) from April 2017. This report provides an explanation of the main changes to the benefit system for those in work and out of work and explains the actions the Council is taking to support households who will be affected by this significant change and challenge.

RECOMMENDATIONS

1	That Overview and Scrutiny Committee note the report and the impact that ongoing Welfare Reforms will have on Flintshire residents, and the actions being taken to support residents where possible.
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REPORT DETAILS

1.00	EXPLAINING THE WELFARE REFORMS & UNIVERSAL CREDIT
1.01	The UK Governments Welfare Reform and Work Act 2016 received Royal Assent in March 2016. The Welsh Government has no devolved powers for Welfare Reform.
1.02	Many of the Welfare Reforms covered in the act have already been introduced with the remainder being introduced over the next few years. Detailed information about each of the reforms can be found in the attached briefing paper at Appendix 1.
1.03	A workshop for members on welfare reforms and more specifically the introduction of Universal Credit (UC) Full Service has been arranged for 9 th March 2017 and details of the workshop have been circulated to all members.
	<u>Managing Welfare Reforms – Flintshire’s response</u>
1.04	Flintshire County Council and its partners are committed to preventing poverty and maximising opportunity with the County. This was first recognised in 2012 when it became clear that some of the welfare reforms had the potential to have significant negative impacts upon households who are in, or at risk of poverty, if not proactively supported.
1.05	A range of initiatives have been implemented since then by the Council and its partners, with the aim of protecting vulnerable households from the full force of these impacts.
1.06	Some of the mitigation work has included coordinating approaches with Registered Social Landlords in order to offer assistance in individual cases where there is a high level of rent arrears or where the pattern of rent payments is causing concern.
1.07	Proactive use and promotion of the Discretionary Housing payments (DHP) budget has also helped to mitigate impacts and as a result for 2016/2017 Flintshire has committed the entire budget from the Department for Work and Pensions to assist households who are in financial difficulty.
1.08	Work has also been ongoing to identify customers who may present with a need for discretionary housing payments who may also benefit from accessing support or advice services. The award of DHP provides a flexible time bound solution to be put in place whilst more specific advice and support services can be accessed to enable a more stable situation for the customer in the longer term.
	Universal Credit (UC) - Update
1.09	The UK Governments major programme to introduce UC started in 2013 and has been implemented slowly across the UK since then. Initially, the

	implementation was restricted to households with relatively uncomplicated lifestyles and this has been predominantly single newly unemployed people.
1.10	From May 2016 the UK Government commenced the national roll out of Full Service. This is significantly different to the current process and has no gateway that limits the types of claimants that will access the new benefit. This means that, with the exception of families with three or more children, all working age households who need to make a claim for financial assistance from the means-tested welfare benefit system will be claiming Universal Credit.
1.11	Opening up access to all working-age claimants means that there will be a large increase in the number of claimants with more complex life circumstances claiming UC. Managing the challenges that will be faced by these claimants will robustly test the effectiveness of the UC administration and safeguard processes. There are several elements of UC full service that could create problems for people with complicated lifestyles. Some of the concerns are described below:
1.12	Housing Costs – as an integrated means tested benefit, tenants will receive financial help towards their rent liabilities within their UC award. There are still many reports of delays in payments for a claimant’s housing costs being included in their UC award. The problems appear to be linked to difficulties that the UC service centres are experiencing with establishing that a claimant is legally liable to pay rent and/or verifying the amount of rent that they are required to pay. In some cases, experience in other areas is that claimants have not received any money in their UC award to help them to pay their rent for as long as two to three months after they first claimed UC. Whilst the housing cost payments may be backdated to the claim start date, this delay is creating problems for tenants and landlords.
1.13	Many Social landlords have raised concerns with the Department for Work and Pensions about the lack of information that is shared with them when a tenant claims UC. This is preventing Social landlords from being proactive and engaging with their tenants at the earliest opportunity to prevent any problems arising. This has been recognised and the Department for Work and Pensions are working on a data sharing protocol and a “trusted partner status” to alleviate some of these issues and improve communications.
1.14	Alternative Payment Arrangements – the Department for Work and Pensions recognise that UC will bring many challenges for claimants. To protect vulnerable UC claimants a variety of safeguards are available. These include paying a claimant’s housing costs directly to their landlord. There have been some issues around this in relation to reported delays in the UC Service Centre processing these requests and determining if the alternative payment will be permitted (as most of these decisions are discretionary). There is a risk that if these problems are not addressed that some private landlords may no longer be willing to let their properties to UC claimants.
1.15	As UC is claimed by a wider group of claimants, (many of whom will be vulnerable) it is important that the safeguard procedures are implemented effectively and efficiently, especially around housing cost payments direct to private landlords. It is equally important that the “Trusted Partner Status” is

	in place for all Social Landlords as soon as possible.
1.16	In-work conditionality – Low paid workers (typically those who earn less than £1,092 pcm) will be subject to some in-work conditionality. This means that they will be required to comply with reasonable job search activities to try to obtain more work hours, higher paid work, or a new job etc. Low paid workers who do not demonstrate that they are “actively seeking” and “available” for more work may have their UC claim sanctioned.
	Universal Credit – Preparing in Flintshire
1.17	The UK Government Department for Work and Pensions (DWP) selected Flintshire as the first local authority area in Wales to implement UC in April 2014 when the “live service” was implemented in Shotton Jobcentre. This was rolled out to Mold and Flint Jobcentres early in 2015.
1.18	From April 2017 (5 th April 2017 in Shotton, and 12 th April 2017 in Mold and Flint) UC Full Service will be implemented in Flintshire, by the DWP.
1.19	From April 2017 Households needing to claim UC in Flintshire will be responsible for managing their own Universal Credit claim via an online account, and will receive a single monthly household payment which will include an amount towards their housing costs (if they are in rented accommodation).
1.20	In addition to new claims, residents who are currently receiving other benefits and then have a change of circumstances, will naturally migrate onto universal credit at the point of a change.
1.21	The Council is expecting a significant increase in the numbers of people claiming and with that it is also expecting a significant increase in service demands for support and advice to residents to enable them to make and manage their UC claim on line (digital support) and also to assist with managing a single monthly household payment (personal budgeting support). However, it is not possible to predict volumes at this stage.
1.22	The Housing Benefit Service is working very closely with internal colleagues to prepare for UC implementation as quickly and effectively as possible.
1.23	An internal operational board has been created with a clear focus on: <ul style="list-style-type: none"> • Supporting affected households • Empowering Customer facing staff • Communication
1.24	A training and awareness programme will commence during March for all front line staff in Flintshire (including Connects and Contact Centres) to prepare them to be able to assist customers from day one. This programme will include practical workshops and information sessions.
1.25	The work of the operational board will be explained in full detail during the member’s workshop on 9 th March.

1.26	<p>Work is currently ongoing to assess the likely extra cost and increase in demands on the council with a primary focus on homelessness; rent arrears; council tax collection and temporary accommodation. Consideration is being given to understanding:</p> <ul style="list-style-type: none"> • The number of and financial impact to households with significant reductions in income • The potential extra demand for support services from the council • The estimated negative impact to rent and council tax collection • The potential total extra cost to the council
1.27	<p>The outcome from this will enable the council to consider whether sufficient resource is available to meet the demand for support required and also to consider if extra resources are required and can be found to mitigate the impacts.</p>
Housing Benefit Reforms	
1.28	<p>Due to the rising expenditure in Housing Benefit (HB) the UK Government has, since 2013, introduced a range of reforms in order to constrain the overall cost of HB. The reforms aim to manage HB expenditure. The Government consider the HB scheme for social tenants to be more generous than the HB scheme for private tenants, and intends to align the two schemes more closely.</p>
1.29	<p>The ongoing reforms of the HB scheme for social housing tenants continue to create financial problems for Flintshire County Council tenants and, may in some cases, put the long-term sustainability of their accommodation at risk. The impacts of the Spare Room Subsidy (Bedroom Tax) and the impact of the Benefit Cap on social housing tenants are briefly outlined below. (For information these reforms will be mirrored in the UC scheme)</p>
The Benefit Cap	
1.30	<p>From November 2016 the Benefit Cap ceiling significantly lowered. The total amount of “out-of-work” benefit income which a working age household can receive was set at:</p> <ul style="list-style-type: none"> • £20,000 for couples and lone parents (£383.56pw) • £13,400 for single claimants (£256.99pw)
1.31	<p>Up to November 2016 there were 28 households in Flintshire that had their HB restricted due to the Cap. From November 131 households have been affected and the financial consequences for some of these households are severe and many become at risk of becoming homeless if they cannot implement strategies to manage the reduction in their HB/UC award.</p>
1.32	<p>There are currently 26 families being supported with a DHP. All households affected have been offered support via several communications and events at job centres and work is continuing to try to identify those who have not taken up the offer of support who are in rent arrears to attempt to engage with them again.</p>

	The Spare Room Subsidy (Bedroom Tax)
1.33	Flintshire County Council currently has 5851 working age tenants claiming HB, of which 1105 (18.85%) are affected by the Spare Room Subsidy with 208 under occupying by two or more rooms and 897 by one bedroom. In total these tenants are losing HB payments totalling £16,144.36 per week (£839,506.72 pa).
1.34	There are currently around 720 council tenants impacted by the Spare Room Subsidy of which 181 (or 25%) are in rent arrears over £300.
1.35	From when the Spare Room Subsidy was introduced the Council has supported its tenants affected by the reduction and attempted to mitigate the full impact of the reduction falling on the council's Housing Revenue Account.
1.36	The council's rent arrears policy also includes a sensitive approach to those tenants who have accrued arrears wholly as a result of the Spare Room Subsidy. 40 numbers of tenants have been assisted to move during 2016/17, via the Single Access Route to Housing (SARTH) policy to more affordable accommodation.
1.37	In 2013 Elected Members recommended that the council should attempt to allocate its stock on the basis of an applicant's housing need and individual circumstances rather than on a strict adherence to the Department of Work and Pensions household bedroom size calculation. Since the beginning of 2016, Housing Services have been undertaking pre-tenancy assessments with applicants for Social Housing. Part of this assessment is to identify whether there will be any affordability issues in relation to the new tenancy. This is particularly important for people who will be affected by the Spare Room Subsidy.
	Restriction of HB/UC awards to Local Housing Allowance levels for Social Housing Tenants
1.38	This reform will restrict the amount of rent that HB or UC will cover in the social housing sector to the tenant's relevant Local Housing Allowance amount.
1.39	This reform has been subject to a delay of 1 year and will now apply to tenancies signed (or renewed) on, or after, 1 st April 2017. The restriction will take effect and the HB/UC will be restricted on 1 st April 2018.
1.40	This reform will have a significantly higher impact on single people under the age of 35, whose social housing tenancy commences on or after 1 st April 2017. The cap for these tenants will be applied from 1 st April 2018, when their maximum award of HB/UC will be restricted to LHA shared room rate. As an example, the current average rent for a 1 bedrooed council flat is £76.53 and, in Flintshire area the LHA shared room rate is £57.50, therefore when the restriction is applied the tenant will have their award reduced by £19.03 per week.
1.41	All new tenants who will be under 35 years of age on 1 st April 2018 are being advised as part of the pre-tenancy assessment that their HB/UC will be

	significantly reduced from this date. An affordability assessment will be completed with an applicant before an offer of accommodation is made. This will provide the prospective new tenant with an opportunity to assess their means to take on a tenancy and review their outgoings to consider how they will budget in the future. Housing Services is currently working with tenants who will potentially be affected to identify solutions in order to minimise the impacts
1.42	A greater focus needs to be placed on supporting tenants to gain employment and consideration also needs to be given to alternative housing models for single people, aged under 35, in advance of the restriction being introduced.
	Conclusion
1.43	A presentation which provides details of welfare reform impacts on Flintshire households will be delivered at the meeting

2.00	RESOURCE IMPLICATIONS
2.01	The ongoing welfare reforms have and will continue to generate additional financial problems for low-income households in Flintshire many of whom have already been impacted by previous reforms of their benefit entitlement. These households will require appropriate advice and support to help them to manage the difficulties the reduction in their household budget will generate. In addition, the latest welfare reforms will have an unprecedented impact on new and existing Flintshire households as not only is UC a new type of claim, it is also a new culture of self-management that many residents will not have experienced before.
2.02	To continue to manage demand from Flintshire households experiencing social welfare issues, the Council continues to support Flintshire Local Advice and Housing Support gateways. These gateways aim to reduce pressures on internal and external advice and support provides by effectively triaging referrals to ensure a person is referred to the most appropriate provider who has the capacity to take on the customer at the earliest opportunity.
2.03	As part of the work being carried out by the UC Operational board a review is underway to identify current provision within the council to ensure that we eliminate duplication of support/advice and then to identify any gaps in provision with proposals to address these gaps
2.04	However, as the impact of the welfare reforms are felt by an increasing number of Flintshire households, providers will be under increasing pressure. The UK Government has recognised that Local Authorities require additional funding for this and during the coming year Flintshire will work closely with the Department for Work and Pensions to try to ensure that the funding provided accurately reflects the increasing workloads and support required by our customers.
2.05	It has to be noted that the impacts of the welfare reforms, especially the reform of housing benefit and the introduction of Universal Credit to more

	vulnerable households has potential negative implications for the ability of the Housing Solution Service to prevent homelessness with the same level of effectiveness in the future without additional resources.
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3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Not applicable with this report

4.00	RISK MANAGEMENT
4.01	For some Flintshire households the financial impacts of the current reforms will be worsened by the next phase and in particular the implementation of UC full service from April. It is not possible to cover all of the impacts within this report, however, the main risks and mitigating activities that are planned or underway have been noted in the main report.
4.02	A service review of housing management has been undertaken and a revised structure and delivery model agreed. A proposed structure has been designed which aims to transform service delivery making it more efficient, effective and better value for money by refocusing the service on letting homes, tenancy enforcement and sustainment, neighbourhood management and engagement. Within the revised model there is the addition of 2 new posts to support the future development of the service. A tenancy sustainment officer who will primarily be responsible for working with new customers supporting them to sustain their tenancy, which will have the long term benefit of reducing the high costs often associated with tenancy failures. A customer inclusion officer who will primarily be responsible for working with the customer engagement officer to support digital and financial inclusion and supporting tenants back into employment or training.
4.03	There is a need to test and evaluate a range of housing solutions in order to try to mitigate the impact of the next phase of reforms. Services are considering opportunities for re-designation of stock and are working in partnership with local Housing Associations to scope other possible models including house sharing.

5.00	APPENDICES
5.01	Appendix 1 – Briefing Paper Welfare Reforms

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None Contact Officer: Jen Griffiths – Benefits Manager Telephone: 01352 702929 E-mail: jen.griffiths@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	Discretionary Housing Payment - Discretionary housing payments (DHPs) are extra payments to help who need extra financial assistance with their housing costs (rent). DHPs can be awarded to people receiving Housing Benefit or the housing costs element of Universal Credit and they are paid in addition to Housing Benefit or Universal Credit entitlement
7.02	Housing Benefit – financial assistance to help tenants pay all or part of their rent if they have a low income. Housing Benefit is administered by local authorities
7.03	Housing Costs - The amount a tenant is due to pay in rent, it also includes some eligible service charges
7.04	Means Tested Benefit – acts as a safety net for people on low income. Entitlement to a means tested benefit is based on the claimant (and or their partner) satisfying the basic condition of entitlement such as being unemployed or a pensioner etc. and satisfying the income and capital rules.
7.05	Supported Accommodation – is a term which applies to a whole range of housing based solutions for vulnerable people where housing, support and sometimes care services are provided as an integrated package.
7.06	Trusted Partner Status – this means that a Social Landlord does not have to request the UC Service Centre to use its discretion to pay a vulnerable tenant’s housing costs directly to the landlord, instead they are able to “instruct” the UC Service Centre to make the payment.
7.07	Universal Credit (UC) – is an integrated means tested benefit for people of working age whose income is below a specified minimum amount. UC can be claimed by people in and out of employment and with or without a disability. UC will eventually replace six current means tested benefits – Housing Benefit; Income Support; Employment Support Allowance; Job Seekers Allowance; Working Tax Credit; and Child Tax Credit
7.08	UC Alternative Payment Arrangements – different payment methods that are available within UC if a person is struggling to manage their UC payments or have fallen behind with their rent payments. They can also consist of splitting a household payment between joint claimants or paying housing costs (rent) directly to a landlord (this can also be referred to as a managed payment)
7.09	UC Full Service – in a UC full service area UC will be claimed by all working age claimants who make a new claim for a means-tested benefit.
7.10	UC Live Service – access to UC within a live service area is controlled by an eligibility “gateway” which predominantly restricts new UC claims being made unless the claimant is a newly unemployed single person.
7.11	UC Managed Migration – this is the process that will apply to a person whose household circumstances do not change and they will automatically

	be transferred to UC at the appropriate point in time in line with the overall UC timetable (please note this has been subject to significant change and the current prediction of starting this process is 2019/20)
7.12	UC Natural Migration – this is the process that will apply when a person who is receiving means tested benefits, who has a change in their circumstances which would mean a new means tested benefit claim was required will move on to claim UC.
7.13	Working Age – for social security purposes working age is up to (for both men and women) the female statutory retirement pension age (as at May 2016 this was age 63). By October 2018 the female retirement age will increase to equalise with men (65 years old). From 2020 the pension age for both men and women will increase to 66.
7.14	Welfare Reforms – changes being introduced to a range of social security benefits and tax credits

Briefing Paper: Update - Welfare Reforms

To Elected Members

Date: 08 March 2017

1. The Government remains committed to their policy of reducing public expenditure through transforming the social security system. This briefing note provides an update on the progress to implement the key welfare reforms and their impacts.

Annual Uprating of Social Security Benefits and Tax Credits

2. The Welfare Reform and Work Act 2016 introduced legislation for working age, non-disability welfare benefits/tax credits be frozen at their 2015/16 payment rates for a period of four tax years from the 6 April 2016. The Institute for Fiscal Studies estimates that the uprating freeze will affect 13 million families, who will lose £280 a year on average.
3. The four-year freeze on the annual uprating of welfare benefits payment levels is the latest in a series of reforms, which has restricted the uprating of working age benefits since 2011. A report¹, published in February 2017, by the Joseph Rowntree Foundation concludes that the restrictions on uprating working-age benefits has resulted in around nineteen million households living on incomes below their 'Minimum Income Standard'. Eleven million households now have incomes, which are below 75% of their Minimum Income Standard and are at a high risk of being in poverty, while the remaining eight million are 'just about managing at best'.
4. In addition, the research finds that families with children, even those working full time, have the highest risk of having incomes that are below their Minimum Income Standards. The growth of in-work poverty is concerning. In 2015², it was reported that around 300,000 Welsh households were experiencing in-work poverty. At that time, around 8% of working households in Flintshire were in poverty. The abolition of the Universal Credit work allowances (see below) has the potential to increase in-work poverty.

Housing Benefit³ - Capping Awards for Social Housing Tenants

5. Over the last fifteen years, expenditure on Housing Benefit has been constantly increasing. In 2015, the expenditure was £21 billion; this was a 50% increase on the expenditure in 2000. To try to prevent Housing Benefit

¹ <https://www.jrf.org.uk/press/just-about-managing-four-million-more-living-britain>

² <https://www.jrf.org.uk/blog/work-poverty-keeping-poverty-rates-wales-high>

³ This reform is mirrored in the maximum 'housing cost element' available to social housing tenants claiming Universal Credit.

expenditure completely spiralling out of control, a series of reforms have been introduced since 2011.

6. The latest reform aims to constraint Housing Benefit expenditure within the social housing sector. The Government is introducing a 'cap' on the amount of rent that Housing Benefit will cover to a tenant's relevant Local Housing Allowance (the maximum amount of Housing Benefit paid to a private sector tenant). This reform will affect working-age and pension-age social housing tenants.
7. The Government planned to introduce the cap on all social housing tenancies signed (or renewed) on, or after 1 April 2016, with a tenant's Housing Benefit entitlement reducing from 1 April 2018. However, on 15 September 2016, the Work and Pensions Secretary for State confirmed that tenants in Supported Accommodation and in Sheltered Housing schemes would be exempt from the cap until April 2019. In a further statement, issued on the 21 November 2016, the Secretary for State confirmed, the Government would defer the application of the Housing Benefit cap for social housing tenants in General Needs housing until April 2019.
8. To protect the Supported Housing sector from the negative financial impacts of tenants' Housing Benefit awards being capped, the Government intends to introduce a new funding model from April 2019. When launching a consultation exercise on the funding model, the Secretary of State said, "*the model will be based on accurate projections of future need and will give local authorities' greater flexibility to commission services in line with local needs*". The consultation period ended on the 13 February 2017, and the Government will publish their recommendations in due course.

Household Benefit Cap

9. The household benefit cap was introduced in 2013 to increase work incentives for workless households and to promote fairness between the taxpayer and welfare benefit recipient. In 2013, legislation was in place that ensured that the cap was set at a level equal to average weekly earnings. The legal requirement for the benefit cap to be set at average earnings was repealed in 2016 and a lower household benefit cap was introduced, in a phased approach across the United Kingdom, during a 12-week period commencing on the 7 November 2016.
10. The benefit cap affects households where an adult is expected to be actively seeking work. A household is protected from having their welfare benefit income restricted by the benefit cap, if someone in the household (claimant, partner, and a child under 18) receives a disability benefit. From November 2016, a household is also exempted if an adult receives Carer's Allowance, or they are a foster carer.

Means-Tested Benefits - Limiting Payments for Children

11. The household benefit cap was introduced to restrict the welfare benefit income payable to 'out-of-work' families. However, the Government considers that all families, who receive financial assistance from the social security system, should *“face the same financial choices about having children as those families who are supporting themselves solely through work”*.
12. Therefore, from the 6 April 2017, the amount of social security income payable to families will be controlled by introducing a 'two-child limit' when awards of means-tested benefits, e.g., Child Tax Credits or Universal Credit⁴ are calculated.
13. During the autumn of 2016, Government consulted on their proposals to limit social security payments to families. The Government's response to the consultation was published on the 20th January 2017⁵, Within their consultation response, the Government confirmed that it will introduce regulations, so the two child limit will not be applied to households where:
 - third and subsequent children are born as part of a multiple birth,
 - third and subsequent children are born from a non-consensual conception,
 - when family or friends are caring for a child under informal arrangements.
14. Claimants who are receiving benefit payments in respect of more than two children on the 6 April 2017 will continue to receive their higher benefit payments. However, they will not be entitled to any further child elements in their award for children for whom they become responsible for after the 6 April 2017.

Sickness Benefits - Claimants Assessed as Unfit for Work

15. At present, a claimant who is accepted by the Department for Work and Pensions (DWP) as having a 'limited capability for work' (i.e., they are unfit to work) has an additional amount included the calculation of their Universal Credit or Employment and Support Allowance award.⁶ In 2016, the Government expressed concerns that this additional money often acts as an incentive for claimants to strive to remain

⁴ Due to problems with the IT system, families with three or more children will not be able to make a new claim for Universal Credit until September 2018 at the earliest.

⁵ <https://www.gov.uk/government/consultations/universal-credit-and-child-tax-credit-exceptions-to-the-2-child-limit#history>

⁶ UC claimants have £126.11pcm included and ESA claimants have £29.05pw.

unfit for work and not fully engage with activities intended to improve their employability.

16. Therefore, from the 6 April 2017, the payment rate for a claimant, who has been assessed and accepted by the DWP as being unfit for work, will be the same as the payment rate received by an unemployed claimant who is capable of actively seeking employment.
17. The abolition of the additional benefit payment for a claimant whose health/disability is preventing them from being able to work has been extensively criticised. Many organisations argue that the reform undermines the basic principle of the social security system, i.e., to provide financial security for people who are too ill to work. In a report⁷, published on the 3 February 2017 by the House of Commons Work and Pensions Committee, it was noted that the Government's claim that the loss of income will enhance incentives to work is "ambiguous at best".
18. The Government has confirmed that funds will be provided to Jobcentres so they can help claimants who are unfit for work to meet the costs they incur when undertaking work preparation activities. However, the Work and Pensions Committee commented that the additional benefit payment, introduced in the early 1970's, was in recognition of the increased daily living costs, i.e., heating or dietary costs, which are faced by people with a health problem or disability.
19. A claimant, who has been accepted by the DWP as unfit for work on the 05 April 2017, will continue to receive their additional benefit payment for as long as their circumstances do not change.

Universal Credit

20. Universal Credit is the Government's 'flagship welfare reform'. It has been designed to bring fundamental changes to the working age benefit system, making the system fit for purpose in the 21st Century; remove barriers to work that are inherent in the current benefit system; and introduce a new social contract between the welfare state and recipients of support.
21. It has been well documented that the major programme to introduce Universal Credit has been plagued with difficulties. It is now projected that the programme will not be completed until April 2022. This is five-years later than the original completion date.

⁷ <http://www.parliament.uk/business/committees/committees-a-z/commons-select/work-and-pensions-committee/news-parliament-2015/disability-employment-gap-report-published-16-17/>

22. In May 2016, the national rollout of the Universal Credit Full Service commenced. In summary, the Full Service is Universal Credit as the policy maker intended, i.e., an integrated means-tested benefit available to all working-age people and delivered on a digital platform.
23. Opening access to Universal Credit for all working-age claimants has generated an increase in the number of claimants with complex life circumstances, claiming Universal Credit. Managing the challenges, generated by such claimants, is proving problematic. In July 2016, the Secretary for State announced that they would be significantly slowing down the rollout of the Full Service, (from fifty Jobcentres a month to five Jobcentres a month) *“in order to ensure that all claimants receive the support they need in a timely fashion”*.
24. When giving evidence to the Work and Pensions Committee on the 8th February 2017⁸, the, (now retired) Minister for Welfare Reform, Lord Freud, conceded that administrative problems and design issues are causing problems for those households who are claiming Universal Credit. Lord Freud commented, *“when I left, I was looking at figures that said there was a problem, a proportion of people – probably around a quarter – where Universal Credit was having an effect on their rent arrears”*. Lord Freud also accepted that, *“it may take decades for Universal Credit to be fully optimised”*.
25. On the 22nd February 2017, the Work and Pensions Committee announced that due to the *“compelling evidence”* it has received about the problems, which are being experienced as the Full Service rolls out across the United Kingdom, it has re-launched its inquiry⁹ into Universal Credit.

Universal Credit – Work Allowances

26. From the beginning of the programme to introduce Universal Credit, the Government made it clear that the work allowances, set at a more generous level than the existing earnings disregards in available in the current means-tested benefits, were integral to the offer under Universal Credit that *“work pays”*. This is because they allowed claimants to keep more of their earned income before their Universal Credit award began to be reduced.
27. However, from the April 2016 the range of work allowances, available to Universal Credit claimants, reduced from seven to two, with the remaining two work allowances being reduced - as compared to their pre April 2016 amounts. A work

⁸ <http://www.parliamentlive.tv/Event/Index/6911af5e-eb1c-478e-b3fb-d26b28ab5997>

⁹ <http://www.parliament.uk/business/committees/committees-a-z/commons-select/work-and-pensions-committee/news-parliament-2015/universal-credit-re-launch-16-17/>

allowance is now only available where the claimant is responsible for a child, or has a Limited Capability for Work.

28. The Department for Work and Pensions has decided not to publish an impact assessment on the work allowance changes. However, the changes have been subject to significant criticism from a wide range of organisations who all agree they are undermining the fundamental principle within Universal Credit, i.e., of making work pay.

29. A report published in October 2016, by the Centre for Social Justice¹⁰, chaired by former Secretary of State for Work and Pensions Iain Duncan-Smith (also one of the original architects of Universal Credit), concluded that by March 2022, the work allowance cuts will affect more than three million working households, reducing their income by more than £1,000 per year.

Universal Credit - Restricting the Housing Cost Element

30. From 6th April 2017, a single claimant, aged 18 to 21 years old, who is unemployed, and making a new claim for Universal Credit will no longer be automatically entitled to have an amount, in respect of their housing costs (rent) included in the calculation of their Universal Credit award. The Government has confirmed that young people will be exempted if they:

- are vulnerable
- estranged from parents. This is a complicated area of social welfare legislation and many young people, who present to the local authority as homeless, are estranged.
- have their child living with them.
- have been living independently & working continuously for six months before making UC claim (will only have their housing costs included for six months.)

Universal Credit – Youth Obligation

31. From 06 April 2017, unemployed Universal Credit claimants aged 18 to 21 years old and living within a 'Full Service' area, will participate in an intensive regime of support from day one of their claim. This is known as the Youth Obligation. If the young person is still unemployed after six months, they will be expected to apply

¹⁰ <http://www.centreforsocialjustice.org.uk/library/case-strengthening-universal-credit-work-allowances>

for an apprenticeship; traineeship; gain work based skills; or go on a mandatory work placement.

32. Whilst Flintshire has a low rate of youth unemployment, the County will become a Universal Credit Full Service area from April 2017. To date little information has been made available by the Department for Work and Pensions on the framework for the Youth Obligation.

33. Therefore, even at this late stage, many questions remain unanswered, including, what will the mandatory work placements entail, and are sanctions imposed if a young person does not engage with a mandatory work placement?

34. Having these questions answered is important. It is a reasonable assumption that it will be the more vulnerable young people who reach the end of the six-month intensive support period without securing employment and face the prospect of undertaking a mandatory work placement. Agencies, who work with vulnerable young people, do require full details of the mandatory work placements, etc, in order to support young people and help them to make informed decisions.

Conclusion

35. For further information on the reforms covered within this briefing note, please contact: jen.griffiths@flintshire.gov.uk or sian.humphreys@flintshire.gov.uk

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COMMUNITY & ENTERPRISE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Wednesday 8 th March, 2016
Report Subject	Quarter 3 Improvement Plan 2016/17
Cabinet Member	Cabinet Member for Housing Cabinet Member for Economic Development
Report Author	Chief Officer (Community & Enterprise)
Type of Report	Operational

EXECUTIVE SUMMARY

The Improvement Plan for 2016/17 was adopted by the Council on 14th June 2016.

This report presents the monitoring of progress for the third quarter of the Improvement Plan 2016/17 priorities 'Housing', 'Economy and Enterprise' and 'Poverty' relevant to the Community & Enterprise Overview & Scrutiny Committee.

Flintshire is a high performing Council as evidenced in previous Improvement Plan monitoring reports as well as in the Council's Annual Performance reports. This third quarter monitoring report for 2016/17 is another positive report with 95% of agreed actions being assessed as making good progress and 58% likely to achieve the desired outcome. In addition, 72% of the performance indicators met or exceeded target for the quarter. Risks are also being successfully managed with the majority being assessed as moderate (55%) or minor/insignificant (34%).

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

RECOMMENDATIONS

1	That the Committee consider the Quarter 3 Improvement Plan monitoring reports to monitor under performance and request further information as appropriate.
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REPORT DETAILS

1.00	EXPLAINING THE IMPROVEMENT PLAN MONITORING REPORT
1.01	<p>The Improvement Plan monitoring reports give an explanation of the progress being made toward the delivery of the impacts set out in the 2016/17 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 being controlled.</p>
1.02	<p>Monitoring our Activities</p> <p>Each of the sub-priorities have high level activities which are monitored over time. 'Progress' monitors progress against scheduled activity and has been categorised as follows: -</p> <ul style="list-style-type: none"> • RED: Limited Progress – delay in scheduled activity; not on track • AMBER: Satisfactory Progress – some delay in scheduled activity, but broadly on track • GREEN: Good Progress – activities completed on schedule, on track <p>A RAG (Red/Amber/Green) status is also given as an assessment of our level of confidence at this point in time in achieving the 'outcome(s)' for each sub-priority. Each outcome has been categorised as: -</p> <ul style="list-style-type: none"> • RED: Low – lower level of confidence in the achievement of the outcome(s) • AMBER: Medium – uncertain level of confidence in the achievement of the outcome(s) • GREEN: High – full confidence in the achievement of the outcome(s).
1.03	<p>In summary our overall progress against the high level activities is: -</p> <p>ACTIONS PROGRESS</p> <ul style="list-style-type: none"> • We are making good (green) progress in 54 (95%) actions. • We are making satisfactory (amber) progress in 3 (5%) actions. <p>ACTIONS OUTCOME</p> <ul style="list-style-type: none"> • We have a high (green) level of confidence in the achievement of 33 (58%) action outcomes. • We have a medium (amber) level of confidence in the achievement of 24 action outcomes (42%). • None of our actions have a low (red) level of confidence in achievement of outcomes.
1.04	<p>Monitoring our Performance</p> <p>Analysis of performance against the Improvement Plan performance indicators is undertaken using the RAG status. This is defined as follows: -</p>

	<ul style="list-style-type: none"> • RED equates to a position of under-performance against target • AMBER equates to a mid-position where improvement may have been made but performance has missed the target • GREEN equates to a position of positive performance against target.
1.05	<p>Analysis of current levels of quarterly performance shows the following: -</p> <ul style="list-style-type: none"> • 36 (75%) had achieved a green RAG status • 10 (21%) have an amber RAG status • 2 (4%) have a red RAG status
1.06	<p>The quarterly performance indicators (PI's) which showed a red RAG status for current performance, relevant to the Community & Enterprise Overview & Scrutiny Committee are: -</p> <p>Priority: Housing <i>PI: Repair / improve 40 private sector dwellings through the Council's capital programme and Welsh Government's national Home Scheme.</i></p> <p>The number of loans completed during this quarter have again not met target. The Council has now allocated additional resources (building surveyors) to process the loan applications. There was also a month during quarter 2 where the Council's Mortgage Trained Assessor was absent and therefore some loans were not approved as quickly as they are usually. Quarter 3 has been spent catching up with this backlog. These two factors resulted in a failure to meet the target. It will now be difficult to meet the full year target; processes are being reviewed during quarter 4 to ensure as much resource as possible is allocated.</p> <p>Priority: Housing <i>PI: Capital Works Target – Roofs and Associated Components</i></p> <p>The replacement of roof coverings forms part of the whole house envelope programme. As part of the programme all three of the individual components are completed as one exercise by the same principal contractor. This was the only programme to not be fully completed last year due to logistical issues with the relocation of a mains electrical supply thus allowing the scaffolding to be erected for other scheduled works to proceed. Work is in progress to catch up on the backlog during which 130 were completed during quarter 1 and 2, and 65 were completed during quarter 3.</p>
1.07	<p>Monitoring our Risks</p> <p>Analysis of the current risk levels of strategic risks identified in the Improvement Plan are as follows: -</p> <ul style="list-style-type: none"> • 8 (16%) are insignificant (green) • 9 (18%) are minor (yellow) • 28 (55%) are moderate (amber) • 6 (12%) are major (red) • There are no severe (black) risks.

1.08	<p>The one major (red) risks area, relevant to the Community & Enterprise Overview & Scrutiny Committee is:-</p> <p>Priority: Economy and Enterprise <i>Risk: Devolved powers in Wales do not match those in England.</i></p> <p>The risk assessment remains unchanged in this quarter as a Growth Bid is not yet complete. However, there has been extensive work to make the case for increased devolution of powers as part of the developing Bid with a positive reception from both the UK and Welsh Governments.</p>
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2.00	RESOURCE IMPLICATIONS
2.01	There are no specific resource implications for this report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The Improvement Priorities are monitored by the appropriate Overview and Scrutiny Committees according to the priority area of interest.
3.02	Chief Officers have contributed towards reporting of relevant information.

4.00	RISK MANAGEMENT
4.01	Progress against the risks identified in the Improvement Plan is included in the report at Appendix 1. Summary information for the risks assessed as major (red) is covered in paragraphs 1.06 and 1.08 above.

5.00	APPENDICES
5.01	Appendix 1 – Quarter 3 Improvement Plan Monitoring Report – Housing.
5.02	Appendix 2 – Quarter 3 Improvement Plan Monitoring Report – Economy and Enterprise.
5.03	Appendix 3 – Quarter 3 Improvement Plan Monitoring Report – Poverty.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>None.</p> <p>Contact Officer: Ceri Shotton Telephone: 01352 702305 E-mail: ceri.shotton@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS																																													
7.01	Improvement Plan: 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	<p>Risks: These are assessed using the improved approach to risk management endorsed by Audit Committee in June 2015. The new approach, includes the use of a new and more sophisticated risk assessment matrix which provides greater opportunities to show changes over time.</p> <p>Risk Likelihood and Impact Matrix</p> <table border="1"> <tr> <td rowspan="4">Impact Severity</td> <td>Catastrophic</td> <td>Y</td> <td>A</td> <td>R</td> <td>R</td> <td>B</td> <td>B</td> </tr> <tr> <td>Critical</td> <td>Y</td> <td>A</td> <td>A</td> <td>R</td> <td>R</td> <td>R</td> </tr> <tr> <td>Marginal</td> <td>G</td> <td>Y</td> <td>A</td> <td>A</td> <td>A</td> <td>R</td> </tr> <tr> <td>Negligible</td> <td>G</td> <td>G</td> <td>Y</td> <td>Y</td> <td>A</td> <td>A</td> </tr> <tr> <td colspan="2"></td> <td>Unlikely (5%)</td> <td>Very Low (15%)</td> <td>Low (30%)</td> <td>Significant (50%)</td> <td>Very High (65%)</td> <td>Extremely High (80%)</td> </tr> <tr> <td colspan="8" style="text-align: center;">Likelihood & Percentage of risk happening</td> </tr> </table> <p>The new approach to risk assessment was created in response to recommendations in the Corporate Assessment report from the Wales Audit Office and Internal Audit.</p>	Impact Severity	Catastrophic	Y	A	R	R	B	B	Critical	Y	A	A	R	R	R	Marginal	G	Y	A	A	A	R	Negligible	G	G	Y	Y	A	A			Unlikely (5%)	Very Low (15%)	Low (30%)	Significant (50%)	Very High (65%)	Extremely High (80%)	Likelihood & Percentage of risk happening							
Impact Severity	Catastrophic		Y	A	R	R	B	B																																						
	Critical		Y	A	A	R	R	R																																						
	Marginal		G	Y	A	A	A	R																																						
	Negligible	G	G	Y	Y	A	A																																							
		Unlikely (5%)	Very Low (15%)	Low (30%)	Significant (50%)	Very High (65%)	Extremely High (80%)																																							
Likelihood & Percentage of risk happening																																														

8.00	CAMMS – An explanation of the report headings
	<p>Actions:</p> <p><u>Action</u> – Each sub-priority have high level activities attached to them to help achieve the outcomes of the sub-priority.</p> <p><u>Lead Officer</u> – The person responsible for updating the data on the action.</p> <p><u>Status</u> – This will either be ‘In progress’ if the action has a start and finish date or ‘Ongoing’ if it is an action that is longer term than the reporting year.</p> <p><u>Start date</u> – When the action started (usually the start of the financial year).</p> <p><u>End date</u> – When the action is expected to be completed.</p> <p><u>% complete</u> - The % that the action is complete at the time of the report. This only applies to actions that are ‘in progress’. An action that is ‘ongoing’ will not produce a % complete due to the longer-term nature of the action.</p> <p><u>Progress RAG</u> – Shows if the action at this point in time is making limited progress (Red), satisfactory progress (Amber) or good progress (Green).</p> <p><u>Outcome RAG</u> – Shows the level of confidence in achieving the outcomes for each action.</p>

Measures (Key Performance Indicators - KPIs):

Pre. Year Period Actual – The period actual at the same point in the previous year. If the KPI is a new KPI for the year then this will show as ‘no data’.

Period Actual – The data for this quarter.

Period Target – The target for this quarter as set at the beginning of the year.

Perf. RAG – This measures performance for the period against the target. It is automatically generated according to the data. Red = a position of under performance against target, Amber = a mid-position where improvement may have been made but performance has missed the target and Green = a position of positive performance against the target.

Perf. Indicator Trend – Trend arrows give an impression of the direction the performance is heading compared to the period of the previous year:

- A ‘downward arrow’ always indicates poorer performance regardless of whether a KPI figure means that less is better (e.g. the amount of days to deliver a grant or undertake a review) or if a KPI figure means that more is better (e.g. number of new jobs in Flintshire).
- Similarly an ‘upward arrow’ always indicates improved performance.

YTD Actual – The data for the year so far including previous quarters.

YTD Target – The target for the year so far including the targets of previous quarters.

Outcome RAG – The level of confidence of meeting the target by the end of the year. Low – lower level of confidence in the achievement of the target (Red), medium – uncertain level of confidence in the achievement of the target (Amber) and high-full confidence in the achievement of the target (Green).

Risks:

Risk Title – Gives a description of the risk.

Lead Officer – The person responsible for managing the risk.

Supporting Officer – The person responsible for updating the risk.

Initial Risk Rating – The level of the risk at the start of the financial year (quarter 1). The risks are identified as follows; insignificant (green), minor (yellow), moderate (amber), major (red) and severe (black).

Current Risk Rating – The level of the risk at this quarter.

Trend Arrow – This shows if the risk has increased (upward arrow), decreased (downward arrow) or remained the same between the initial risk rating and the current risk rating (stable arrow).

Risk Status – This will either show as ‘open’ or ‘closed’. If a risk is open then it is still a relevant risk, if the risk is closed then it is no longer a relevant risk; a new risk may be generated where a plan or strategy moves into a new phase.



Quarter 3 Improvement Plan 2016/17 Progress Report

Housing

Flintshire County Council



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Print Date: 28-Feb-2017

1 Housing



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.1 Deliver a proactive housing solution service to prevent homelessness for as many households as possible	Pam Davies - Housing Options Team Leader	In Progress	01-Apr-2016	31-Mar-2017	75.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

The housing solutions team continue to focus on prevention. There has been a significant increase in customers approaching the Council for housing assistance. The triage service is managing demand, however this quarter has also seen an increase in those at risk of homelessness. This year has seen the implementation of a new reporting database which will improve the effectiveness of service delivery and reporting. However due to the transition some outcomes from each quarter will not be reported until quarter 4. This year we are reporting for the first time on the contribution to homeless prevention started by the triage process established in 2015.

Last Updated: 12-Jan-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.2 Stimulate the growth of affordable housing	Denise Naylor - Customer Services Manager	In Progress	01-Apr-2016	31-Mar-2017	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Construction at the Custom House site in Connah's Quay started in May 2016 and was completed in December 2016. Tenants moved into their new homes as soon as ownership transferred from the developer, Wates Residential, to the Council. A local lettings policy has been developed to support the allocation of tenants to these and future new build Council homes. This policy was applied when allocating tenants to the new homes in Connah's Quay meaning that all residents at this location have a local connection. Construction at the Walks site in Flint commenced in August 2016 and is scheduled for completion by April 2018. SHARP Batch 2 sites are progressing well and mobilisation works on the sites at Leeswood, Connah's Quay and Mold commenced in December 2016. Construction work on the 40 new Council homes began in January 2017.

Last Updated: 22-Feb-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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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-2016	31-Mar-2017	50.00%	 AMBER	 AMBER
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ACTION PROGRESS COMMENTS:

The Council continues to support vulnerable householders to repair and improve their homes through its own loan programme and the Welsh Government (WG) Home Improvement Loan Scheme. Demand for the Flintshire loan remains strong, as it is repayable on sale or disposal rather than within the 10 year timeframe of the WG Loan product. Whilst demand for the WG Loan has decreased, there are now a sufficient number of applications to match the resources available. However at the end of quarter 3, 28 applicants had withdrawn from the scheme. This is part of a national trend for the WG loan project and consideration is being given to revising the scheme to increase its popularity. The Council has until 31st March 2018 to spend the initial allocation of this resource, which was extended by WG due to the issues identified. Demand for Flintshire loans currently exceeds the available capital but the Council plan to manage this from repayments made over the current financial year.



Last Updated: 22-Feb-2017

ACTION	LEAD OFFICER	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-2016	31-Mar-2017	70.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

The Council continues to support a reduction in the number of long term vacant homes across the County. This is however, a downward trend. Investment in Flintshire capital funding for the work has been reduced in 2016/17, so the primary loan product for resolving these is now the Welsh Government House into Homes Scheme. Four units of accommodation were created during quarter 1 through this scheme and a further four additional units of accommodation during quarter 2. 10 Units have been returned to use in quarter 3.

Last Updated: 08-Feb-2017



ACTION	LEAD OFFICER	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 (WHQS) for all Council homes	Sean O'Donnell - Contract Surveyor	In Progress	01-Apr-2016	31-Mar-2017	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Capital Works Team have continued with the positive work achieved in year 1 and progress has continued into year 2 as these are rolling contracts. Most of these contracts were procured last year with the option to extend based upon contractor performance. The WHQS Capital Programme will be completed in the Year 2020.

Last Updated: 22-Feb-2017

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.1M01 Number of housing enquiries resolved at first point of contact	No Data	405	0	 GREEN	N/A	1536	0	 GREEN




Lead Officer: Katie Clubb - Community Support Services Manager

Reporting Officer: Jenni Griffith - Flintshire Connects Manager

Aspirational Target:

Progress Comment: There has been a decrease in demand this quarter with 768 customers making contact for housing service advice and assistance. 405 of these enquiries were managed at the first point of contact and referred directly to the appropriate services. The remaining 363 were referred for more specialist advice. By managing 53% at first point of contact we have ensured there has been capacity of specialist teams to concentrate on the more complex and urgent cases in line with statutory duties.

Last Updated: 10-Jan-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.1M02 (HHA/013) - The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	91.78	88.49	87	 GREEN		88.49	87	 AMBER



Lead Officer: Katie Clubb - Community Support Services Manager

Reporting Officer: Pam Davies - Housing Options Team Leader

Aspirational Target: 90.00

Progress Comment: The percentage of households helped to prevent / relieve homelessness has exceeded the target setting this quarter. Due to a transition to a new reporting system, some quarter 3 case outcomes will be reported in quarter 4. Therefore, this outturn should be treated with caution in terms of the full year performance.

Last Updated: 26-Jan-2017



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.2.1M01 Repair / improve 40 private sector dwellings through the Council's capital programme and Welsh Government's national Home	No Data	1	11	 RED	N/A	11	28	 RED

Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Gavin Griffith - Housing Regeneration & Strategy Manager
Aspirational Target:

Progress Comment: The number of loans completed during this quarter have again not met target. The Council has now allocated additional resources (building surveyors) to process the loan applications. There was also a month during quarter 2 where the Council's Mortgage Trained Assessor was absent and therefore some loans were not approved as quickly as they are usually. Quarter 3 has been spent catching up with this backlog. These two factors resulted in a failure to meet the target. It will now o be difficult to meet the full year target; processes are being reviewed during quarter 4 to ensure as much resource as possible is allocated.

Last Updated: 22-Feb-2017

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.2.1M02 (PSR/009a) The average number of calendar days taken to deliver a Disabled Facilities Grant for Children.	No Data	0	316	 GREEN	N/A	128	316	 GREEN

Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Gavin Griffith - Housing Regeneration & Strategy Manager
Aspirational Target: 223.00




Progress Comment: There were no Disabled Facilities Grant (DFG) completions for Children during quarter 3. However, the annual average performance exceeds the target set. It should be noted that this measure can be erratic due to the low number of cases.

Last Updated: 22-Feb-2017



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
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IP1.1.2.1M03 (PSR/009b) the average number of calendar days taken to deliver a Disabled Facilities Grant for Adults	262.08	259.11	247	 AMBER		227.5	247	 GREEN
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Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Gavin Griffith - Housing Regeneration & Strategy Manager
Aspirational Target: 204.00
Progress Comment: This indicator remains on target for the 3rd quarter in a row. Work is underway to further improve and sustain this performance.
 Last Updated: 11-Jan-2017



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.2.2M01 The number of empty homes brought back into use through the Welsh Government Houses into Homes Scheme	8	10	10	 GREEN		22	24	 GREEN

Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Gavin Griffith - Housing Regeneration & Strategy Manager
Aspirational Target:
Progress Comment: An additional 5 units of accommodation were delivered through the scheme in this quarter against a target of 10, with a further 5 units provided without direct financial assistance to meet the target. The complexity of the schemes are increasing as the number of empty homes are falling across the county and it is generally those with the most issues that now need to be addressed. This has resulted in a lower number of properties being completed to date than was initially forecast.
 Last Updated: 22-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.2.3M01 Capital Works Target – Roofs & Associated Components	No Data	65	105	 RED	N/A	65	147	 AMBER

Lead Officer: Tony Jones - Capital Works Team Manager
Reporting Officer: Sean O'Donnell - Contract Surveyor
Aspirational Target:
Progress Comment: The replacement of roof coverings forms part of the whole house envelope programme. As part of the programme all three of the individual components are completed as one exercise by the same principal contractor. This was the only programme to not be fully completed last year due to logistical issues with the relocation of a mains electrical supply thus allowing the scaffolding to be erected for other scheduled works to proceed. Work is in progress to catch up on the backlog during which 130 were completed during quarter 1 and 2, and 65 were completed during quarter 3.



Last Updated: 22-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.2.3M02 Capital Works Target – Windows	No Data	65	0	 GREEN	N/A	65	42	 AMBER

Lead Officer: Tony Jones - Capital Works Team Manager
Reporting Officer: Sean O'Donnell - Contract Surveyor
Aspirational Target:
Progress Comment: The replacement of windows forms part of the Whole House Envelope Programme. This also includes the replacement of roof coverings and external doors. As part of the programme all three of the individual components are completed as one exercise by the same principal contractor. This was the only programme to not be fully completed last year due to logistical issues with relocation of the mains electrical supply thus allowing the scaffolding to be erected for other scheduled works to proceed. Quarters 1 & 2 have seen 130 properties completed which formed part of the 2015-2016 Programme.

The 2016-2017 Programme is still expected to be completed by the 31st March 2017.



Last Updated: 22-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.2.3M03 Capital Works Target – External Doors	No Data	65	0	 GREEN	N/A	65	42	 AMBER

Lead Officer: Tony Jones - Capital Works Team Manager
Reporting Officer: Sean O'Donnell - Contract Surveyor
Aspirational Target:
Progress Comment: The replacement of external doors forms part of the Whole House Envelope Programme. This also includes the replacement of roof coverings and windows. As part of the programme all three of the individual components are completed as one exercise by the same principal contractor. This was the only programme to not be fully complete last year due to the logistical issues with the relocation of the mains electrical supply thus allowing the scaffolding to be erected for other scheduled works to proceed. Quarters 1 & 2 have seen 130 properties completed which formed part of the 2015-2016 Programme.

The 2016-2017 Programme is still expected to be completed by the 31st March 2017.

Last Updated: 22-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
1.1.2.3M04 Capital Works Target – Kitchen replacements	598	495	309	 GREEN	↓	1068	824	 GREEN

Lead Officer: Tony Jones - Capital Works Team Manager
Reporting Officer: Sean O'Donnell - Contract Surveyor
Aspirational Target:
Progress Comment: There are currently four contracts that include the upgrading of kitchens as part of the Capital Programme.

Following on from the positive progress achieved in quarter 1, the Capital Works Team progressed into quarters 2 and 3 with kitchen upgrades at the High-Rise flats, Flint now that the external work is complete.

The combined target figures for quarters 1, 2 and 3 was to complete 824 kitchens and the Capital Works Team have achieved 1068 kitchen upgrades respectively.

The 2016-2017 Programme is still expected to be completed by the 31st March 2017.

Last Updated: 08-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
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IP1.1.2.3M05 Capital Works Target – Bathrooms	744	669	419		↓	1451	1118	
<p>Lead Officer: Tony Jones - Capital Works Team Manager Reporting Officer: Sean O'Donnell - Contract Surveyor Aspirational Target: Progress Comment: There are currently six contracts that include the upgrading of bathrooms as part of the Capital Programme.</p> <p>Now the external work is complete and, following on from the positive progress achieved in quarter 1, the Capital Works Team progressed into quarter 2 and 3, and included the High-Rise flats, Flint.</p> <p>The combined target figures for quarters 1, 2, and 3 was to complete 1118 bathroom upgrades. The Capital Works Team have achieved 1451.</p> <p>The 2016-2017 Programme is still expected to be completed by the 31st March 2017.</p> <p>Last Updated: 22-Feb-2017</p>								



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.2.3M06 Capital Works Target – Central Heating	55	46	57		↓	79	152	

<p>Lead Officer: Tony Jones - Capital Works Team Manager Reporting Officer: Sean O'Donnell - Contract Surveyor Aspirational Target: Progress Comment: The Off Gas Programme in Treuddyn was completed late last year. However, due to low oil prices uptake was very low. The Penyffordd Off Gas Installation is now also complete. As oil prices increase uptake from tenants in these areas should improve. As the current cost of oil has risen from 23.8 p/litre to 54.2 p/litre an increase in installations is expected during quarter 4.</p> <p>Last Updated: 22-Feb-2017</p>								
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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.2.3M07 Capital Works Target – Electrical Systems	No Data	20	15		N/A	46	40	

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Lead Officer: Tony Jones - Capital Works Team Manager
Reporting Officer: Sean O'Donnell - Contract Surveyor
Aspirational Target:
Progress Comment: This work is currently managed by Flintshire County Council Electric Department on behalf of the Capital Works Team. Following electrical test certification 20 electrical rewiring installations have been completed as part of the upgrade programme during quarter 3.
 Last Updated: 22-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.2.3M08 Capital Works Target – Smoke Detectors	153	216	150	 GREEN	↑	496	400	 GREEN

Lead Officer: Tony Jones - Capital Works Team Manager
Reporting Officer: Sean O'Donnell - Contract Surveyor
Aspirational Target:
Progress Comment: The in-house Responsive Repairs Team have completed the Smoke Detector Installation Programme on behalf of the Capital Works Team.
 A total number of 216 Smoke Detector installations were completed in quarter 3.
 Last Updated: 22-Feb-2017

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Homelessness will remain a growing area of demand due to the current economic climate.	Katie Clubb - Community Support Services Manager	Pam Davies - Housing Options Team Leader	 Amber	 Amber	↔	Open

Potential Effect: Rising numbers of homeless households requiring support or assistance from the Council.

Management Controls: Only customers identified as being homeless / threatened with homelessness by the housing triage service are referred to the housing solutions service. This ensures the service is available to provide the specialist interventions to help in the prevention / relief of homelessness. Close working links with NEW Homes and the Bond Scheme to provide decent and affordable private sector housing to help in the positive discharge of homeless duties.

Progress Comment: The service has completed a forecasting model which highlights the areas of greatest risk and includes an action plan to mitigate against them. The action plan includes activities to increase availability and reduce barriers to finding suitable and affordable accommodation.

The roll out of full service universal credit and the local housing allowance cap present further risks to numbers presenting as homeless and finding suitable housing options which will be reflected in the forecasting model.

Last Updated: 22-Feb-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The increased work programme to deliver the Welsh Housing Quality Standard (WHQS) will not be met due to the scale of the programme.	Clare Budden - Chief Officer - Community and Enterprise	Tony Jones - Capital Works Team Manager	Amber	Amber	↔	Open

Potential Effect: Contractors under performing against targets may have an adverse effect on budgets

Management Controls:

Progress Comment: The risk has lowered as year 1 of the revised programme was delivered in full and year 2 of the programme is underway and ahead of schedule. All work streams are progressing well with many exceeding installation targets during quarter 1 and 2. A revised structure to ensure capacity at Team Leader level has also been approved and recruitment is currently in progress.

Last Updated: 22-Feb-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Council funding for adaptations and home loans will not be sufficient to meet demand.	Niall Waller - Enterprise and Regeneration Manager	Gavin Griffith - Housing Regeneration & Strategy Manager	Amber	Amber	↔	Open

Potential Effect: Adaptations are a statutory duty for the Council. Demand in excess of current budgets would create a financial pressure on the capital programme

Management Controls: i) Monthly management monitoring of budgets and case load.

ii) Co-ordination across Council teams to ensure approach to adaptations makes best use of available budget.

Progress Comment: Demand for adaptations for home improvement loans is on track and within current budget provision.

Last Updated: 06-Jan-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Financial assistance available to repair homes is not taken up by residents.	Niall Waller - Enterprise and Regeneration Manager	Gavin Griffith - Housing Regeneration & Strategy Manager	Amber	Yellow	↓	Open

Potential Effect: Available resources will not be fully utilized and the programme may not realise its full impact in bringing quality homes into flintshire

Management Controls: i) The programme has been extensively promoted this year.

ii) Officers are working closely with potential developers to raise awareness of the programme and encourage suitable projects to be brought forward.

Progress Comment: At present the budget for repair to homes is forecast to be fully utilised for this year.

Last Updated: 06-Jan-2017




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Customer expectations for the timeliness of adaptations undertaken through disabled facilities grants will not be met due to competing demands on resources.	Niall Waller - Enterprise and Regeneration Manager	Gavin Griffith - Housing Regeneration & Strategy Manager	Red	Amber	↓	Open

Potential Effect: The Council has a statutory duty to deliver Disabled Facilities Grants (DFG's), failure to do so in a timely manner risks challenge and reputational impact.

Management Controls: Caseload management to unblock slower cases and review process on an ongoing basis.

Progress Comment: Improvements to the adaptation process are currently being made including reducing bureaucracy of the programme, developing a framework for suppliers to speed up procurement, a new IT system to facilitate case management and improving the purchase of frequently used equipment. These measures are expected to bring down the timescale for adaptations that enter the system after they are in place.

Last Updated: 22-Feb-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The supply of affordable housing will continue to be insufficient to meet community needs.	Clare Budden - Chief Officer - Community and Enterprise	Denise Naylor - Customer Services Manager, Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager				Open
<p>Potential Effect: Impact would increase pressure on housing solutions and homelessness services.</p> <p>Management Controls: Affordable Housing Officer in post to monitor Section 106 and Social Housing Grant. Robust programme management arrangements for Strategic Housing and Regeneration Programme (SHARP).</p> <p>Progress Comment: A local lettings policy has been adopted to help with the allocation of tenants to new council properties and ensures that priority for council homes is given to the housing needs of the local community.</p> <p>To meet the requirements of the Section 106 agreements of developers North East Wales Homes Ltd has been gifted 6 new properties in Northop Hall by Anwyl Construction and 4 new properties in Saltney by Edwards Homes Ltd. These properties were allocated to new tenants with a local connection to the area on the same day that the ownership transferred to NEW Homes.</p> <p>Last Updated: 22-Feb-2017</p>						

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Quarter 3 Improvement Plan 2016/17 Progress Report

Economy and Enterprise



Flintshire County Council
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Print Date: 28-Feb-2017

3 Economy and Enterprise



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.1 Strategic / Regional positioning in readiness for future accelerated growth	Niall Waller - Enterprise and Regeneration Manager	In Progress	01-Apr-2016	31-Mar-2017	75.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Flintshire County Council (FCC) has played a central role in meeting with UK and Welsh Government on behalf of both North Wales and the Mersey Dee Alliance area to discuss the vision for future economic growth in the region. Flintshire strategic development sites have featured in both the North Wales Growth Vision and the Cheshire Warrington Local Enterprise Growth Plan. The aim, for the end of the year, is to have contributed to the publication of the Infrastructure Prospectus for the Mersey Dee region and to have continued to build support within Welsh and UK Government for the Growth Vision for North Wales and the Mersey Dee area.



Last Updated: 06-Jan-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.2 Maximise the economic value of transformation projects	Gavin Griffith - Housing Regeneration & Strategy Manager	In Progress	01-Apr-2016	31-Mar-2017	90.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Vibrant and Viable Places (VVP) is in it's final year of delivery and all projects are on track to fully spend. Pipeline projects are being developed to use any underspend funds that Welsh Government might make available. There are close working arrangements in place between the contractor for the Strategic Housing and Regeneration (SHARP), Wates Living Space, and the Communities First programme to ensure that unemployed people are offered pre-employment support and work experience opportunities. By the end of the year the intention is to fully spend all allocated VVP resources and to successfully bid for additional resources if they become available from Welsh Government and, build successful work experience and apprenticeship placements with the supply chain for the SHARP programme.



Last Updated: 23-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.3 Facilitate the creation of jobs	Rachael Byrne - Enterprise Manager	In Progress	01-Apr-2016	31-Mar-2017	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

23 new enquiries were received during quarter 3 in respect of new investment and existing business expansion, which will lead to job creation. Of the 23 enquiries for support, 7 are from the social enterprise sector. 3 supply chain events were held during quarter 3 including seminars and networking events for social enterprise; hospitality and tourism sectors. Of the 23 business enquiries received, 18 converted to investment during quarter 3 resulting in a conversion rate of 78% and a cumulative total 16/17 of 998 new jobs. The aim for the year is to provide a responsive support service to businesses considering expanding or investing in the area. The measure for this action is KPI IP3.1.1.3 M01.

Last Updated: 23-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.4 Strengthen the economic benefits of town centres and the visitor economy	Gavin Griffith - Housing Regeneration & Strategy Manager	In Progress	01-Apr-2016	31-Mar-2017	75.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

The final schemes in the Capital Works Programme started on site in late September 2016. The Buckley shop front improvement and vacant unit grant will improve the appearance of town centre shop units and encourage the re-use of empty shops. Flintshire County Council Coastal Communities Fund aim to improve access and awareness of the Dee coastline project, most of which is complete, having installed small scale visitor infrastructure and interpretation at key points along the Dee. By the end of the year the aim is to complete the last projects in the previous phase of town centre support and, in particular, the improvements to the square at St. Mary's Church in Flint. The service will also have started the process of developing a new plan for supporting town centres in the future which will extend into next year. The tourism service will focus on the ongoing work to grow the Ambassadors programme in North East Wales, promote the area as part of the North East Wales brand and improve the management of key destinations for visitors.

Last Updated: 23-Feb-2017


Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
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IP3.1.1.2M01 Delivery of supply chain development events	No Data	3	2	 GREEN	N/A	7	5	 GREEN
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Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Rachael Byrne - Enterprise Manager
Aspirational Target:
Progress Comment: Three supply chain events were held during quarter 3 including seminars and networking events for the social enterprise; hospitality and tourism sectors.
 Last Updated: 23-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
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IP3.1.1.2M02 Percentage of business enquiries converted to investment within Flintshire	No Data	78	N/A	N/A	N/A	255	N/A	 GREEN
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Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Rachael Byrne - Enterprise Manager
Aspirational Target:
Progress Comment: Of the 23 business enquiries received, 18 converted to investment during quarter 3 resulting in a conversion rate of 78%
 Last Updated: 19-Jan-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
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IP3.1.1.3M01 Number of new jobs in Flintshire	381	64	50	 GREEN	↓	998	750	 GREEN
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Lead Officer: Niall Waller - Enterprise and Regeneration Manager
Reporting Officer: Rachael Byrne - Enterprise Manager
Aspirational Target:
Progress Comment: 18 conversions to investment resulted in 64 new jobs created of which 7 are from the social enterprise sector. A cumulative total for 2016/17 of 998 new jobs were created against a target of 1,000 by the end of quarter 3.
 Last Updated: 17-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.1.3M02 Number of jobs created as a result of large capital programmes (Welsh Housing Quality Standard)	27	10	9	 GREEN	↓	30	27	 GREEN

Lead Officer: Tony Jones - Capital Works Team Manager

Reporting Officer: Sean O'Donnell - Contract Surveyor



Aspirational Target:

Progress Comment: All programmes have continued into the new financial year due to a rolling Welsh Housing Quality Standard scheme. As a direct result of this, local jobs that were created have been retained.

The number of jobs created continues to improve as further contracts are procured and future progress will be maintained through the new Flintshire Apprentice Academy.

Last Updated: 16-Jan-2017

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.1.3M03 Number of jobs created as a result of large capital programmes (Strategic Housing and Regeneration Programme)	0	118	0	 GREEN	↑	205	0	 GREEN

Lead Officer: Melville Evans - Strategic Housing and Regeneration Programme (SHARP) Programme Manager


Reporting Officer: Denise Naylor - Customer Services Manager

Aspirational Target:

Progress Comment: A total of 118 jobs and learning opportunities were created through SHARP at the Custom House site, Connah's Quay and the Walks site, Flint. This figure includes opportunities that have been introduced through the Communities First programme.




Last Updated: 23-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
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IP3.1.1.4M02 Number of new Ambassadors recruited	No Data	5	6	 AMBER	N/A	11	12	 GREEN
<p>Lead Officer: Niall Waller - Enterprise and Regeneration Manager Reporting Officer: Rachael Byrne - Enterprise Manager Aspirational Target: Progress Comment: Five new Ambassadors have signed up to the Flintshire Ambassador Programme during quarter 3. A cumulative total of 11 new ambassadors against a target of 12 was achieved by the end of quarter 3. Flintshire Ambassadors are organising a tourism promotional exhibition at Westminster Palace to showcase the county and region as a viable visitor destination.</p> <p>Last Updated: 16-Feb-2017</p>								




RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The Northern Powerhouse and Local Enterprise Partnership (LEP) could pose risks to the growth of the Flintshire economy if there is not devolution of powers and freedoms to match those being developed in England.	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager, Rachael Byrne - Enterprise Manager				Open
<p>Potential Effect: If a significant growth deal package is agreed for the Cheshire / Warrington area it will provide the ability for local partners to manage the economy locally with new investment as well as devolved powers that allow a responsive approach to meeting local needs. This has the potential to make the area more attractive to new business investment to enable maximum benefits from economic growth to reach local people.</p> <p>Management Controls: The Council is closely involved in the development of the Northern Powerhouse and in the development of the Cheshire / Warrington growth vision. The Council, together with partners across North Wales, is working to develop an ambitious growth vision for North Wales.</p> <p>Progress Comment: There has been extensive work to make the case for increased devolution of powers as part of the development of the North Wales Growth Vision. There have been positive discussions with Welsh Government in relation to the future role of the Economic Ambition Board and the emerging approach to regional working as an alternative to Local Government Reorganisation which may help with this process.</p> <p>Last Updated: 20-Jan-2017</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Infrastructure investment does not keep pace with needs and business is lost to the economy.	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager				Open
<p>Potential Effect: The potential impact would include businesses choosing not to locate in Flintshire, existing businesses finding it harder to justify remaining in the area and a worsening quality of life where, for example, traffic congestion increases.</p> <p>Management Controls: Working with North Wales Economic Ambition Board and Mersey Dee Alliance partners to make a robust and well-evidenced case for investment.</p> <p>Progress Comment: Flintshire has worked with partners across North Wales and the North West of England in developing ambitious visions for economic growth for both North Wales and the Cheshire Warrington area. Both visions set out the economic benefits that can be realised in the region and the infrastructure needed to deliver them. These have been submitted to the UK Government for consideration. Further work is also underway to identify barriers to developing the key strategic development sites in Flintshire.</p> <p>Last Updated: 19-Dec-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Support for businesses in Flintshire does not meet needs and fails to encourage investment.	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager, Rachael Byrne - Enterprise Manager				Open
<p>Potential Effect: i) Lower level of investment ii) Lower level of employment iii) Failure to realise wider benefits to the county from business investment</p> <p>Management Controls: i) Co-ordinated approach to business support across partner agencies to ensure good intelligence sharing and use of available resources ii) Sign posting to other support agencies where appropriate</p> <p>Progress Comment: The Council has been working closely with potential investors and the rate of conversion remains high. Flintshire Business Week 2016 was very successful with a number of well attended events and remains a popular and cost effective way of engaging with and supporting the business community, enabling them to network and trade together.</p> <p>Last Updated: 23-Feb-2017</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Devolved powers in Wales do not match those in England.	Clare Budden - Chief Officer - Community and Enterprise	Niall Waller - Enterprise and Regeneration Manager				Open

Potential Effect: Areas with a greater range of devolved powers have the potential to manage their economy in a more responsive manner and are able to take decisions quickly across a wide range of service areas. This gives them a considerable advantage in creating the conditions for successful business growth and neighbouring areas are likely to struggle to compete for new business investment.

Management Controls: The Council, together with partners in the Mersey Dee Alliance and North Wales Economic Ambition Board, has contributed to ambitious visions of economic growth for North Wales and the Mersey Dee area. These visions set out the potential economic growth that can be achieved and the investment and devolved powers needed to make it deliverable.

Progress Comment: The risk assessment remains unchanged in this quarter as a Growth Bid is not yet complete. However, there has been extensive work to make the case for increased devolution of powers as part of the developing Bid with a positive reception from both the UK and Welsh Governments.

Last Updated: 22-Feb-2017



Quarter 3 Improvement Plan 2016/17 Progress Report

Poverty



Flintshire County Council
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6 Poverty



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.1 Provide advice and support services to help people protect their income	Katie Clubb - Community Support Services Manager	In Progress	01-Apr-2016	31-Mar-2017	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

During quarter 3, Flintshire residents received specialist advice and support to access on-going social security benefits worth £468,511 and one-off lump sum payments totalling £67,343. During the remainder of the financial year the demand from residents for access to advice and support providers will continue to be managed, as effectively as possible, by the Advice and Housing Support Referral Gateways. However, as the Universal Credit full service is introduced within Flintshire from the beginning of the next financial year, service planning is being undertaken to ensure available resources can, as far as practical, meet the increase demand from Flintshire residents who will become Universal Credit claimants during 2017/18.



Last Updated: 23-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.2 Helping people to get closer to work and / or be work ready through a range of Government and European funded programmes.	Katie Clubb - Community Support Services Manager	In Progress	01-Apr-2016	31-Mar-2017	75.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

The Council and third sector providers are delivering support packages to households to enable them to get closer to work. The outcomes will be collated from across North Wales and reported half yearly. The commissioning team will ensure the focus of support providers remains on assisting people to get closer to work by developing skills and confidence.

Last Updated: 17-Feb-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.3 Deliver energy efficiency measures to homes in Flintshire.	Leanna Jones - Home Energy Conservation Officer	In Progress	01-Apr-2016	31-Mar-2017	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Gas Infill projects remain on track and the External Wall projects active in parts of Shotton and Garden City are now complete. The Pilot project utilizing air source heat pumps, solar technology and battery storage is now nearing completion. Savings and usage information will be monitored for at least 2 years to monitor the real time benefits for tenants and determine the best options for off-gas properties. The Affordable Warmth and Healthy Homes Healthy People projects continue to help those most vulnerable in our communities, assisting 62 clients in total and installing physical energy saving measures to 53 of those homes. The domestic energy retrofit framework for Wales is now live which should deliver savings, community benefits and a future income stream. Overall the team has delivered 222 measures in 176 properties, and energy advice provided to all these households. Annual energy bill savings from this quarter's installations will be £51,140, and lifetime CO2 savings of 9574.64 tonnes. In quarter 4 it is planned to work with capital works on an infill solar electric project, and progress work with the remaining harder to insulate properties. Funding permitting work will also continue on: - i) a small External Wall Insulation scheme ii) development of a framework and working with potential clients who have expressed an interest; and iii) Continuing work in the gas infill areas, council lofts and cavity wall insulation.

Last Updated: 17-Feb-2017

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1.1M01 (WEL/001) Amount of Additional Social Security and Tax Credits paid to Flintshire residents as a result of the work undertaken by FCC	162500	116489	125000	 AMBER	↓	1191141	1125000	 GREEN


Lead Officer: Katie Clubb - Community Support Services Manager

Reporting Officer: Paul Neave - Manager - Advice and Homelessness Service


Aspirational Target:

Progress Comment: During December 2016, Flintshire households accessed welfare benefits and tax credits with an annual value of £116,489. The households were also helped to access one-off payments totalling £13,972. The total for Q3 is £405,511.




Last Updated: 17-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1.1M02 Amount of discretionary housing payment (DHP) paid to support people to adjust to Welfare Reform changes	75825.24	101152.2	N/A	N/A	↑	207264.08	N/A	 GREEN



Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Claire Flint - Systems Team Leader (Revenue & Benefits)
Aspirational Target:
Progress Comment: There has been an increase in awards since quarter 2. This was anticipated, due to the introduction of the reduced Benefit Cap in November.
 We have continued to be actively involved in solutions for customers and have made payments to cover rent arrears across all tenures.
 Last Updated: 17-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1.1M03 Number of residents supported to better manage their financial commitments	34	No Data	N/A	N/A	N/A	21	N/A	 GREEN

Lead Officer: Katie Clubb - Community Support Services Manager
Reporting Officer: Paul Neave - Manager - Advice and Homelessness Service
Aspirational Target:
Progress Comment: During quarter 3 The Flintshire County Council Money Advice Officer was absent, however residents continued to be supported by the Flintshire Citizen Advice Service . The Citizen Advice Service will provide an updated position at the end of quarter 4.
 Last Updated: 17-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1.1M04 Speed of processing of Housing Benefit claims - new claims	16.35	16.81	20	 GREEN		67.12	60	 GREEN



Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Anna Friend - Team Leader - Benefits
Aspirational Target:
Progress Comment: There has been an improvement in performance for quarter 3. The vacancies which were being carried during quarter 1 and 2 have now been filled and this change in resource levels is reflected in performance for quarter 3.
 Last Updated: 17-Feb-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1.1M05 Speed of processing of Housing Benefit claims - change of circumstances	6.6	7.74	8	 GREEN	↓	19.34	24	 GREEN

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Anna Friend - Team Leader - Benefits
Aspirational Target:
Progress Comment: Performance is within target again in quarter 3. Recruitment of staff has enabled us to remain within target for processing changes whilst improving performance for new claims.
 Last Updated: 23-Feb-2017

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Demand for advice and support services will not be met.	Katie Clubb - Community Support Services Manager	Pam Davies - Housing Options Team Leader	 Yellow	 Yellow	↔	Open

Potential Effect: Service providers with insufficient resources to meet demand will quickly build up long waiting lists and residents will not be able to access timely advice that prevents problems from escalating to ones that require more costly specialist interventions.

Reduced access to advice and support will result in residents facing legal enforcement action, particularly those with debt problems and residents will be unable to gain entitlement to their legal entitlement of social security income, impacting their ability to maintain their financial commitments, including housing costs.

Increase in demand from residents for access to emergency provision, such as foodbanks, Flintshire County Council provision, i.e., section 17 & 21 payments, etc.

Management Controls: The Flintshire Advice and Support Gateways are ensuring residents in need of help are referred to an appropriate service provider and maximising effective use of resources as much as possible.

A social welfare training and development programme is enabling front line workers to increase their knowledge and skills and helping to manage the increase in demand from residents for help with social welfare issues from immediately fall upon traditional service providers.

Delivering more initiatives that targeted early intervention of help and support to households preventing problems from escalating and needing specialist advice/support.

Progress Comment: From October 2016, the Council's Welfare Rights Team will be based in the Citizen Advice Flintshire Mold office. Collaboration with Citizen Advice Flintshire will maximise the efficient use of service resources, increasing the number of households who are helped to access correct entitlement of social security benefits. In addition, the Advice and Housing Support Gateways continue to help providers to manage demand from households experiencing social welfare problems as a result of the ongoing transformation of the United Kingdom social security system.

Last Updated: 17-Feb-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Debt levels will rise if tenants are unable to afford to pay their rent.	Katie Clubb - Community Support Services Manager	Jen Griffiths - Benefits Manager	Amber	Amber	↔	Open

Potential Effect: i) Rent arrears amongst Flintshire County Council tenants will increase if they are not able to manage the impact generated by the reduction in their Housing Benefit award.

ii) Any reduction in income to the Housing Revenue Account negatively affects the Housing Service Business model.

Increase in court action for possession being taken against social housing tenants, particularly those with existing rent arrears which are worsened by the spare room subsidy. This will create additional financial pressures upon the fulfilment of FCC statutory homeless duties.

Management Controls: The funding from the Department of Work and Pensions (DWP), within the 2016/17 Delivery Partnership Agreement, will ensure that Flintshire's Universal Credit claimants have access to appropriate personal budgeting support during the current financial year.

FCC is negotiating with the Department for Work and Pensions over the level of funding, which will be available during the next financial year, when one, or more of the three Jobcentres in Flintshire, commence delivering the Universal Credit Full (Digital) Service and the number of Flintshire residents claiming Universal Credit will increase.

Progress Comment: Due to the continued, slow introduction of Universal Credit within Flintshire, the number of claimants who are also tenants remains low and there was little increase in the number of Universal Credit claimants during the third quarter. The personal budgeting service delivered by Citizen Advice Flintshire is coping with the demand from Universal Credit claimants.

Important Note: The Department for Work and Pensions have announced that Flintshire will be the first Welsh Local Authority area to have Jobcentres delivering the full Service of Universal Credit from April 2017. In principle the full service is Universal Credit as the policy maker intended, i.e. an integrated benefit available to all working age people and delivered on a digital platform. Consequently, there will be an increased number of claimants with complex life circumstances claiming Universal Credit within Flintshire for the first time throughout the next financial year. Service planning has commenced to ensure available resources around personal budgeting and other types of support are sufficient to meet the expected increased demand from households from April 2017.

Last Updated: 17-Feb-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The local economy will suffer if residents have less income to spend.	Katie Clubb - Community Support Services Manager	Jen Griffiths - Benefits Manager				Open

Potential Effect: Low income households predominately spend their income on local services and business. If these households cannot replace lost social security income with earned income, or have their household income maximised in other ways, there will be less spending power within the Flintshire local economy. It is estimated that an increase of £1 million income per annum amongst low income households may result in 12 jobs being created within a local economy. A loss of £1 million per annum creates pressures upon the sustainment of such jobs and limits job creation.

Management Controls: Flintshire County Council continues to provide specialist advice services to assist residents to maximise their household income by supporting them to access correct entitlement to social security benefits and tax credits, and/or through helping them to manage their financial commitments more effectively.

From October 2016, the Flintshire County Council Welfare Rights Team will be based in the Citizen Advice Flintshire's Mold office. The collaboration with Citizen Advice Flintshire aims to promote the effective and efficient use of the Council's income maximisation service resources, through streamlining referral processes, eliminating duplication of effort, improving the customer experience, increasing the number of households who can be helped to access their correct entitlement of social security benefits.

Progress Comment: During quarter 3, Flintshire residents received specialist advice and support to access ongoing social security benefits worth £405,511 and one-off lump sum payments totalling £67,343, increasing the spending power of these households within the local economy.

Last Updated: 17-Feb-2017

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Residents do not take up the energy efficiency measures available.	Niall Waller - Enterprise and Regeneration Manager	Gavin Griffith - Housing Regeneration & Strategy Manager	Amber	Yellow	↓	Open


Potential Effect: i) Available resources not used to their full potential
 ii) Household energy bills higher than needed
 iii) Fuel poverty remains higher than needed

Management Controls: Extensive publicity for the programme as well as direct contact with eligible households where appropriate.

Progress Comment: There has been a strong level of demand for energy efficiency measures and in particular for the external wall insulation offered in Deeside.

Last Updated: 14-Oct-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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Available funding for energy efficiency measures may fall short of public demand.	Niall Waller - Enterprise and Regeneration Manager	Gavin Griffith - Housing Regeneration & Strategy Manager	Amber	Amber		Open
<p>Potential Effect: i) Public frustration, and reduced funding may impact on the Council's reputation. ii) Opportunities to reduce household costs and fuel poverty may not be fully realised.</p> <p>Management Controls: i) All potential sources of external funding proactively targeted for support. ii) Use made wherever possible of innovative forms of finance. iii) Managing public expectation as far as possible.</p> <p>Progress Comment: There remains more demand for energy efficiency measures than the current level of funding allows, in particular for solar panels and external wall insulation. Expectations are being managed as far as possible and other sources of funding to increase the level of provision are being actively considered.</p> <p>Last Updated: 16-Dec-2016</p>						

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