

# Public Document Pack



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To:

Councillors: Sian Braun, David Cox, Jean Davies, Ron Davies, Adele Davies-Cooke, Rosetta Dolphin, Ian Dunbar, Mared Eastwood, George Hardcastle, Ray Hughes, Dennis Hutchinson, Ted Palmer, Mike Reece and Paul Shotton  
+ 1 Labour vacancy

14 September 2017

Dear Sir/Madam

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, 20th September, 2017 in the Delyn Committee Room, County Hall, Mold CH7 6NA to consider the following items

**Please note that there will be a briefing, which is for the members of the Committee only, commencing at 9.30 a.m. before the public session commences at 10.00 a.m.**

## A G E N D A

### 1 APOLOGIES

**Purpose:** To receive any apologies

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

**Purpose:** **Purpose:** To receive any Declarations and advise Members accordingly.

### 3 MINUTES (Pages 3 - 8)

**Purpose:** To confirm as a correct record the minutes of the meeting held on 19 July 2017.

**4 NORTH WALES ECONOMIC GROWTH DEAL**

**Purpose:** To receive a verbal update on the North Wales Economic Growth Deal

**5 COUNCIL PLAN 2017-23 (Pages 9 - 64)**

Report of Chief Executive - Leader of the Council and Cabinet Member for Finance

**Purpose:** To consider and endorse specific targets set within the Council Plan 2017-23, plus national performance indicators

**6 HOUSING (WALES) ACT 2014 – HOMELESSNESS (Pages 65 - 78)**

Report of Chief Officer (Community and Enterprise) - Deputy Leader of the Council and Cabinet Member for Housing

**Purpose:** To consider implementation of new legislation and emerging challenges

**7 SOCIAL HOUSING GRANT (SHG) PROGRAMME (Pages 79 - 86)**

Report of Chief Officer (Community and Enterprise) - Deputy Leader of the Council and Cabinet Member for Housing

**Purpose:** To consider the proposed Social Housing Grant Programme

**8 FORWARD WORK PROGRAMME (Pages 87 - 94)**

Report of Community & Enterprise Overview & Scrutiny Facilitator

**Purpose:** To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee

Yours faithfully



Robert Robins  
Democratic Services Manager

## **COMMUNITY AND ENTERPRISE OVERVIEW & SCRUTINY COMMITTEE** **19 JULY 2017**

Minutes of the meeting of the Community and Enterprise Overview & Scrutiny Committee of Flintshire County Council held in the Community Room, Castle Heights, Flint, CH6 5NG on Wednesday, 19 July 2017

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

Councillors: Sian Braun, David Cox, Jean Davies, Ron Davies, Adele Davies-Cooke, Ian Dunbar, Mared Eastwood, Ray Hughes, Dennis Hutchinson, Ted Palmer, Mike Reece and Paul Shotton

**APOLOGIES:** Councillors Rosetta Dolphin and George Hardcastle. Councillor Derek Butler, Cabinet Member for Economic Development; Chief Officer (Community & Enterprise)

**CONTRIBUTORS:** Councillor Bernie Attridge, Deputy Leader and Cabinet Member for Housing, Housing Asset Manager, Service Manager (Enterprise & Regeneration); Benefits Manager; and Contract Surveyor

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

### **7. DECLARATIONS OF INTEREST**

None were received.

### **8. MINUTES**

The minutes of the meetings held on 14 June 2017 were submitted.

#### Accuracy

That Councillor Dave Mackie's name under Chairman be amended to Councillor Ian Dunbar.

### **RESOLVED:**

That subject to the above amendment the minutes be approved as a correct record and signed by the Chairman.

### **9. IMPROVEMENT PLAN 2016/17 OUTTURN REPORT**

The Committee received the regular update report to consider progress towards the delivery of the impacts set out in the 2016/17 Improvement Plan, focussing on the areas of under-performance relevant to the Committee at the end of year.

The Benefits Manager provided an update on homeless households for whom homelessness was prevented for at least 6 months. She reported that the quarter 4 figure was lower than the rest of the year as some outcomes had rolled over but

across the year 89% of cases were prevented or relieved which had exceeded the 87% target.

The Benefits Manager informed that triage had handled 3,362 cases and that 63% were managed at first point of contact or through wider teams freeing up homeless officer time for those at risk of homelessness. The Welfare Rights team who have been based with the Citizens Advice Service since September 2016 had generated additional benefit income of £1,579,380 which was less than last year but had exceeded the target for the period.

The Benefits Manager continued that the figures for new claims processing for the year fell just outside the 20 days target due to performance being under target for quarter 1 and quarter 2, however, the figures for quarter 3 and quarter 4 showed improved performance and were within target. Regarding changes of circumstances processing, the Service performed within target for the year.

The Contract Surveyor reported that all contracts were delivered on time and exceeded targets with the exception of the following:

- The envelope contract (roofing works) was delayed due to work by Scottish Power to replace mains electrical cables, however, this has now been addressed and the contract is back “on track”.
- The Off Gas Programme in Treuddyn and Penyffordd was completed last year, but due to low oil prices uptake was low, however, there has been a rise in the demand for gas boilers as the price of oil has increased.

Councillor Paul Shotton expressed appreciation for the progress achieved in Housing to date. He referred to the Red Hall development and asked if a completion date had been determined. Councillor Bernie Attridge explained it was anticipated that properties would be allocated between August/September 2017.

Councillor Ron Davies asked that the Local Member be informed when any major capital works were being carried out in their Ward. The Contract Surveyor said that this should already be happening and would look into this to make sure it continued in the future.

The Service Manager (Enterprise & Regeneration) referred to the home renovation loans which were available to repair/improve private sector dwellings through the Council’s capital programme and the Welsh Government’s (WG) national Home Improvement Loans. He commented that the take up of both loans had been low and was being reviewed with the WG to consider a radical change on how home loans were delivered.

Councillor Dennis Hutchinson commented that the home loan schemes were not being advertised sufficiently and there was a need to raise greater public awareness. The Service Manager acknowledged the point made and said more needed to be done to bring properties back into use and to encourage home-owners on low incomes to take up the schemes available.

## **RESOLVED:**

That the report be noted.

### **10. FLINT HIGH RISE ASSURANCE**

The Housing Asset Manager gave a verbal update to assure the Committee and share information on fire safety measures in Flint high rise properties. He also distributed copies of a report which had been submitted to a meeting of the Cabinet on 18 July, on the measures taken and planned with regard to fire safety of Flintshire County Council high rise properties.

The Housing Asset Manager gave an overview of the measures in place to protect and ensure the safety of tenants in the event of fire and reported on the main points concerning the following six areas:

- building protective measures in place
- inspection regimes
- reassurance and communication measures
- external wall insulation fitted to other properties
- Fire Safety Audit
- further action to be taken going forward

The Housing Asset Manager referred to the undertaking of annual regulatory fire risk assessments or whenever a significant event or refurbishment takes place, the installation of sprinkler systems, fire protective doors, smoke and heat detectors, and personal emergency evacuation plans (PEEP). He also reported on the research and work carried out with Flintshire's Fire and Rescue Service and the Fire and Rescue Services training centre in the midlands.

The Housing Asset Manager explained that the reassurance and communication measures which had been put in place had been well received by tenants and would continue to be a priority. In response to the Freedom of Information requests which had been received a Frequently Asked Questions (FAQs) section had been developed on Flintshire County Council's website to address the ongoing local and national enquiries and concerns received.

Councillor Bernie Attridge reported that the Authority, with 3 other local authorities, had met with the Welsh Government recently to submit evidence on the fire safety measures in place on high rise properties in Flintshire and to suggest any improvements that could be made going forward. He said the outcome of the meeting was positive and no issues had arisen on the evidence reviewed.

Members expressed their appreciation to the Cabinet Member and officers for the prompt action taken by the Authority to reassure tenants and local residents following the fire at Grenfell Tower, London, in June 2017.

Councillor Ian Dunbar thanked the Housing Asset Manager for an informative and detailed update. He commented on the number of low rise properties in Flintshire and asked for reassurance that protective measures were in place for these properties.

The Housing Asset Manager outlined the measures taken to protect tenants in low rise buildings and referred to the regular undertaking of fire risk assessments, testing, and inspection procedures. A separate action plan for low rise properties in Flintshire had been completed and would be reviewed annually.

Councillor Mike Reece asked whether consideration was being given to installing outdoor stairwells as an additional means of fire escape. Councillor Attridge advised that this was being considered.

**RESOLVED:**

That the update be noted.

**11. FORWARD WORK PROGRAMME**

The Facilitator presented the current Forward Work Programme for consideration. She asked Members to consider the suggestion to hold a short workshop on the Economic Growth Deal prior to the beginning of the next meeting of the Committee on 20 September 2017, and this was agreed by the Committee. It was also agreed that an additional meeting of the Committee would be held during October 2017 to consider the proposed Social Housing Grant Programme and the proposed Business Plan.

**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.

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

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

(The meeting started at 10.00 am and ended at 10.50 am)

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**Chairman**



## COMMUNITY & ENTERPRISE OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Wednesday 20 <sup>th</sup> September, 2017
<b>Report Subject</b>	Council (Improvement) Plan 2017-23
<b>Cabinet Member</b>	Deputy Leader of the Council and Cabinet Member for Housing  Cabinet Member for Economic Development
<b>Report Author</b>	Chief Officer – Community & Enterprise
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

The Council (Improvement) Plan for 2017-23 has been reviewed and refreshed to reflect the key priorities of the Council for the 5 year term of the new administration.

The super-structure of the plan remains the same as previous plans and now comprises of six priorities and relevant sub priorities. The six priorities take a long term view of projects and ambitions over the next five years.

The Council Plan is published in a similar format to previous years highlighting objectives and actions to achieve within each sub priority and referencing national issues which have the potential to impact upon achievement of the priorities. These issues will also be referenced, where relevant, in the next refresh of the Medium Term Financial Strategy for 2017-2020.

### RECOMMENDATIONS

1	That the Committee consider the targets and milestones in the Measures and Milestones document (appendix 2) the Council (Improvement) Plan 2017-23 and provide feedback to Cabinet prior to adoption by the County Council for final publication.
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## REPORT DETAILS

1.00	<b>COUNCIL PLAN 2017-23</b>
1.01	It is a requirement of the Local Government (Wales) Measure 2009 (the Measure) to set Objectives and publish a Council Plan. It is a statutory requirement for the County Council to adopt the Council Plan.
1.02	The title of 'Improvement' Plan is changed to 'Council' Plan as the Plan is a combination of priorities service protection and growth and areas for improvement on current performance.
1.03	<p>Improvement Objectives and an accompanying Improvement Plan were first set and adopted by the Council in 2011. For 2013-14 the Council thoroughly reviewed the priorities to streamline and reset them with clearer outcome based aims which continued through to 2016-17. These have been reviewed again in light of the Well-being for Future Generations (Wales) Act 2015 to reflect a more outcome based approach for the priorities themselves. This has resulted in a revised set of six priorities supported by a structure of sub-priorities is proposed for adoption by the Council as follows:</p> <p><b>Priority: Supportive Council</b>  Sub-Priorities:  Appropriate and Affordable Homes  Modern, Efficient and Adapted Homes  Protecting people from poverty  Independent Living  Integrated Community Social &amp; Health Services  Safeguarding</p> <p><b>Priority: Ambitious Council</b>  Sub-Priority:  Business Sector Growth and Regeneration</p> <p><b>Priority: Learning Council</b>  Sub-Priority:  Modernised High Performing Education and Training</p> <p><b>Priority: Green Council</b>  Sub-Priority:  Sustainable Development &amp; Environmental Management  Sub-Priority:  Support and enable safe and sustainable travel services</p> <p><b>Priority: Connected Council</b>  Sub-Priority:  Developing and Inspiring Resilient Communities</p> <p><b>Priority: Serving Council</b>  Sub-Priority:  Improving Resource Management</p>
1.04	The Plan presentation remains largely unchanged, as it has been well received and commented upon favourably. The main change has been



	<p>the reduction from eight priorities to six. National policy issues have been updated and listed within each relevant sub-priority. These are issues over which we have little control and which may restrict successful and or timely delivery of our priorities. They are issues of national interest and have the potential to impact upon achievement of the priorities. These issues will also be referenced, where relevant, in the next refresh of the Medium Term Financial Strategy for 2017-2020.</p>
1.05	<p>For each sub-priority for 2017-18 there has been a review based on:-</p> <ul style="list-style-type: none"> <li>• the reasoning for the priority status;</li> <li>• what we will do and how we will measure achievement; and</li> <li>• the risks that will need to be managed.</li> </ul>
1.06	<p>The Council Plan in totality is presented as 2 documents that are inter-related; firstly the draft 'public' version of our statements of intent around the 6 priorities and secondly the document that describes the targets and milestones (shown at Appendix 1) on which achievement will be measured.</p> <p>These targets and milestones in the "How we Measure" document are being considered by the relevant Overview and Scrutiny Committees prior to final agreement by Cabinet in September. This will be the document that is used by Cabinet and Overview and Scrutiny Committees to monitor progress during the year. The "How we Measure" document that is relevant to this committee is attached at Appendix 2.</p>
1.07	<p>The final Council Plan will be available as a web-based document published on the website before the end of September following endorsement by County Council.</p>

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	<p>Resource implications have been considered during preparation of the Medium Term Financial Strategy and will continue to be monitored during the regular budget monitoring and financial planning arrangements.</p>

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	<p>All Overview and Scrutiny Committees have had the opportunity to consider and review the content of the draft Plan priorities including the opportunity to scrutinise targets set for 2017-18. A summary of the considerations will be appended in the September Cabinet and County Council reports.</p>

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	<p>Delivery of the Plan objectives is risk managed within each of the sub priorities of the Council Plan and monitored and reported against quarterly by the Overview and Scrutiny Committees.</p> <p>The risks to the statutory requirements of the Plan include: not publishing the plan within statutory timescales and, not adhering to the prerequisite content.</p> <p>Both these risks are managed through adherence to well established procedures for i) publishing the Plan and ii) ensuring that the content of the plan reflects the requirements of the Measure.</p> <p>An additional risk is that the Plan is not endorsed by Members; consultation with Members both individually and as part of the Scrutiny process allows for full engagement.</p>

<b>5.00</b>	<b>APPENDICES</b>
5.01	<p>Appendix 1: Draft Council Plan 2017-18</p> <p>Appendix 2: Proposed “How we Measure” document – Supportive Council</p> <p>Appendix 3: Proposed “How we Measure” document – Ambitious Council</p>

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p>None.</p> <p><b>Contact Officer:</b> Karen Armstrong, Corporate Business and Communications Executive Officer  <b>Telephone:</b> 01352 702740  <b>E-mail:</b> <a href="mailto:Karen.armstrong@flintshire.gov.uk">Karen.armstrong@flintshire.gov.uk</a></p>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<b>Council Plan:</b> the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Objectives and publish a Plan.
7.02	<b>Medium Term Financial Strategy:</b> a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period, and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.

**Flintshire County Council**

**Draft Council (Improvement)**  
**Plan 2017 to 2023**

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## Welcome to Flintshire County Council's (Improvement) Plan for 2017 to 2023

The new version of our Council (Improvement) Plan sets out our priorities for the forthcoming five years of the Council and what we aim to achieve. It does however focus on the objectives we intend to deliver during 2017/18. Flintshire prides itself on being a council which performs highly for its local communities and one which is motivated by a set of strong social values.

Flintshire is a well-governed and progressive council. We continue to perform well as a direct provider and commissioner of public services, and as a partner to others. Our recent track record in key services such as education, social care, housing, anti-poverty and environment show that we do deliver on what we say we will do.

Everything we do is important to someone, so selecting a set of priorities for the year is never an easy task. We have set six new priorities for the Council itself. The Council's new themed framework of six priorities has been developed to reflect the impact of the medium term financial strategy and protection of core services. Through our priorities we aim to make a real and noticeable impact.

We are under huge financial pressure during this period of unprecedented austerity. Despite this we still aim high on our priorities. If we fall short against our priorities it will be because of under-funding and not because we are not committed or are not capable. For this reason we have changed the name of the plan from the Improvement Plan to Council Plan.

The plan sets out the Council's six priorities and detailed sub-priorities for action, where we aim to achieve impact this year, page by page. An explanation for the choice of each one is given. In addition we have also taken into consideration the Well-being of Future Generations (Wales) Act by linking the impact statements to the Council's well-being objectives.

For 2017/18 a review of previous priorities and sub-priorities has been undertaken to set: -

- priorities that continue into 2017/18 for sustained attention;
- activities that can now be removed as completion of a time-limited piece of work which are now embedded;
- priorities which could be broadened to include more strategic issues e.g. 'growing the local economy', and sustainability of the social care market;
- emerging priority activities for 2017/18 e.g. managing local impact of the full service Universal Credit (UC) roll out .

Over the five year life of the Council, 2017/18 being the first year, the full set of priorities will be underpinned by the development of strategies. As these are developed new measures and actions will emerge in future years.

We hope that you find the Plan both informative and uplifting. Your feedback on the Plan itself, and on what we aim to achieve, would be very welcome.



Colin Everett  
Chief Executive



Aaron Shotton  
Leader of the Council

## Setting Our Priorities and Judging our Performance

The priorities for Flintshire as a County are set by the Council and its local public sector partners. We work together as a Public Services Board (PSB) combining our resources for the benefit of Flintshire.

The sub-priorities shown with a **(insert shaking hands symbol)** symbol denote those we share with our partners. These have been selected for special attention where we believe that concentrated effort by the partners working together will make a big difference to the communities of Flintshire. These sub-priorities currently<sup>1</sup> are:

- Independent Living
- Integrated Community Social and Health Services
- Developing and Inspiring Resilient Communities
- Safeguarding

*Our Public Services Board partners include: Coleg Cambria, Natural Resources Wales, Public Health Wales, North Wales Police, Betsi Cadwaladr University Health Board, Wales Probation, Flintshire Local Voluntary Council, North Wales Fire & Rescue Service, Coleg Cambria, Glyndwr University and Welsh Government.*

The Council has also set a number of priorities for itself as an individual partner organisation. Setting priorities helps us focus our attention and resources on the things that matter most; these priorities are echoed in the Council's business plans. We are legally required to set priorities known as Improvement Objectives (under the Local Government (Wales) Measure 2009). We call these our Council Priorities.

In setting our Council Priorities we have to take a number of factors into account from Welsh Government policy, to the expectations of our key partners, to our legal responsibilities, and to the views of local people.

We then set our targets, and judge our performance against them by using a wide range of information both quantitative (performance judged by numbers) and qualitative (performance judged by feedback, the results of consultation etc).

To ensure that we know how well we are doing in meeting the expectations for our priorities we have a series of 'measures' which we keep under regular review. These performance measures are set out for each of our priorities page by page. They are detailed more fully in the supporting document 'How we measure achievement'. Both these e-documents are linked together by hyperlinks.

Each of our sub-priorities is described individually on the following pages. We provide information about:

- The impact - what difference will be made
- Why the priority is important in 2017/18
- The national policy issues which impact on delivery of the sub-priority
- What we will do
- How we will measure achievement
- What risks we need to manage
- What some of our language means

We will let you know how well we have performed against our outcomes in two ways:

- 1) regular reports to the Council's Cabinet and Scrutiny committees, and
- 2) next year's published Annual Performance Report for 2017/18.

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<sup>1</sup> The priorities of the Public Services Board are currently under review as part of the development of the County's Well-being Plan, to be published April 2018



## Following the Plan – An Easy Guide

The previous page sets out the Council's six priorities and the sub-priorities which support them, where we aim to make a positive impact in 2017/18.

Each standing priority is illustrated with a different colour. For example, **Supportive Council** is **amber** and **Ambitious Council** is **dark pink**. This colour coding should make the priorities easier to follow as the reader works through the document and also the supporting document 'How we measure achievement'.

On the graphic illustration we have set out against each priority the impacts we aim to make. Under each impact we list the sub-priorities where action and achievement will help achieve the impact. A sub-priority is simply a specific programme of work on a given theme. Taken together, success in achieving the aims of a set of sub-priorities will deliver the ambition for the bigger, standing priority of the same theme.

Every organisation has to prioritise its attention and its resources to make an impact. The Council has selected a number of the sub-priorities for special attention in the 2017/18 Council year. Each of these selected sub-priorities then has a dedicated page to itself later in the document.

For example on page 24 you will see the priority for **Learning Council**.

This has 3 impacts: -

- **Providing high quality learning opportunities, and learning environments for learners of all ages.**
- **Supporting children and younger people to achieve their potential.**
- **Supporting learners from 3 to 18 years of age to aspire to high levels of educational attainment and achievement.**

This impact has one sub-priority selected for attention in 2017/18. The reason for selection is explained on the dedicated page (pages 24): -

- **Modernised High Performing Education and Training**

### What's changed for 2017/18?

The Council Plan is now based on 6 new themes which are detailed as priorities. The impact statements are our Well-being objectives which outline our commitment to the Well-being of Future Generations (Wales) Act 2015.



## Regulation, Audit and Inspection

As a public organisation the Council is regularly inspected to examine and challenge its performance and effectiveness. This work is mainly undertaken by a number of appointed bodies including Wales Audit Office (WAO), Estyn and the Care and Social Services Inspectorate (CSSIW).

The Council received a favourable Corporate Assessment from the Wales Audit Office in 2015 and has sustained a good level of progress and achievement in subsequent reviews and Annual Improvement Reports.

CSSIW's performance review of Social Services (June 2017) notes sustained progress in meeting the requirements of the Social Services and Wellbeing (Wales) Act 2014, with positive comments regarding the development of the Information, Advice & Assistance Service and the Early Help Hub.

CSSIW's focus themes for last year were carers and adult safeguarding; implementation of the new safeguarding thresholds and guidance will continue as a priority into next year.

## Other Audit / Regulatory Activity

The Council prepares an annual summary of all external audit and regulatory activity. The last one was produced in May 2017 and considered by the Council's Audit Committee.

## How Consultation Informs our Plan

The priorities set for this Council Plan (and the former Improvement Plans) were, from the outset, based on a wide range of previous consultations in service areas with both partners and representative groups (e.g. community safety, anti-poverty, education, economic development) and, in some cases, service users directly (e.g. housing).

There has been no single intensive consultation exercise on the Plan itself, by local choice, given this background. Elected members, on behalf of the communities they represent, have contributed to setting the priorities of the Council and used their representative role to test the relevance of the Plan against local public opinion. This has been facilitated through the sharing of the draft plan with all elected members and through its presentation at Scrutiny Committees covering all service areas. Feedback has been used to develop this final version of the Plan. In addition, elected members have been consulted on the targets and milestones to be used to measure achievement of the Plan and ensure there is sufficient pace and ambition.

Consultation on all parts of the Plan is continuous with stakeholders and Welsh Government. The Council remains open to feedback on the plan and amending it at any time following receipt of feedback as well as through new service based consultations or local and national policy issues.

## Council Plan and 'How we measure achievement'

These 2 documents are linked, with the 'measuring achievement' supporting document providing greater detail about the target performance and milestones we have set ourselves. The documents are hyperlinked at the relevant pages, or this table can be used as a guide.

Improvement Plan Page Numbers	Priority	Sub-Priority	Impact	Corresponding page numbers in 'How we measure achievement'
9 - 10	Supportive Council	Appropriate and Affordable Homes	Ensuring the supply of affordable and quality council housing of all tenures.	TBA
11 - 12		Modern, Efficient and Adapted Homes	Ensuring the supply of affordable and quality housing of all tenures	
13 - 14		Protecting people from poverty	Protecting people from poverty by maximising their income and employability	TBA
15 - 16		Independent Living	Making early interventions to support healthy and independent living Sustaining a local market of high quality and affordable service provision for those who are highly dependent on care support	TBA
				TBA
17 - 18		Integrated Community Social & Health Services	Enabling more people to live independently and well at home  Giving equal opportunity to all to fulfil their lives Providing joined-up services with public and third sector partners which support quality of life in communities and for individuals and families	TBA
	TBA			
	TBA			
19 - 20	Safeguarding	Protecting people from the risk of any form of abuse Making communities safe places by working with partners to prevent crime, repeat crime and anti-social behaviour	TBA	
			TBA	
21 - 23	Ambitious Council	Business Sector Growth and Regeneration	Sustaining economic growth through local and regional business development, employment and training sites	TBA
			Developing the transport infrastructure and employment sites and transport services, widening access to employment and training sites	TBA
			Creating a supply of diverse and quality training and employment opportunities	TBA
24 - 27	Learning Council	Modernised High Performing Education and Training	Providing high quality learning opportunities, and learning environments for learners of all ages	TBA
			Supporting children and younger people to achieve their potential	TBA
			Supporting learners from 3 to 18 years of age to aspire to high levels of educational attainment and achievement	TBA
28 - 29	Green Council	Sustainable Development & Environmental Management	Enhancing the natural environment and promoting access to open and green space	TBA
			Reducing energy consumption and using and developing alternative/renewable energy production	TBA
			Maximising the recovery and recycling of waste	TBA
30 - 31	Connected Council	Support and enable safe and sustainable travel services	Developing the transport infrastructure and employment sites, and transport services, widening access to employment and training sites	TBA
32 - 34		Developing and Inspiring Resilient Communities	Supporting local communities to be resilient and self-supporting	TBA
	Committing to resilient service models to sustain local public services		TBA	
	Widening digital access to public services		TBA	
35 - 37	Serving Council	Improving Resource Management	Continuing to be a high performing and innovative public sector organisation with social values	TBA
			Providing high quality, accessible, responsive and cost effective public services	TBA

## Priority: Supportive Council

### Sub-Priority: Appropriate and Affordable Homes

**Impact: Ensuring the supply of affordable and quality housing of all tenures.**

**This is a priority this year because we need to:**

- Prevent homelessness
- Meet the diverse housing and accommodation needs of the local population
- Develop more opportunities for people to access affordable rent and low cost home ownership
- Build the maximum number of Council houses possible as part of the housing supply solution
- Meet the Welsh Government target for all social housing to be brought up to the Welsh Housing Quality Standard (WHQS).

**National Policy Issues:**

- Welfare Reform and Work Act 2016
- Local Authorities to be able to access grant funding to support new build affordable and social housing
- Sufficiency of resourcing to fulfil the duties of the Wales Housing Act
- Capital limits on borrowing for councils to build new houses.
- Maintaining the funding of Major Repairs Allowance (MRA) so that the council can meet the WHQS by 2020
- Maintaining current rent policy so that the council can achieve WHQS by 2020.

**What we will do in 2017/18:**

1. Provide new social and affordable homes.

***Achievement will be measured through:***

- Delivery of HRA and NEW Homes Business Plans by: -

- Building 79 new Council and 62 new affordable homes through the SHARP programme
- Increasing the number of properties managed by NEW Homes to 144 in 2017/18
- Delivering options for new, innovative low rent housing schemes for under 35's.

2. Welsh Housing Quality Standard (WHQS) investment plan targets achieved.

***Achievement will be measured through:***

- Completing WHQS work schemes in line with the housing asset management strategy

3. Develop solutions to the increasing frequency of unauthorised gypsy and traveller encampments

***Achievement will be measured through:***

- Agreed options appraisal identifying a range of measures to address this

**Risks to manage:**

- Homelessness will remain a growing area of demand due to the current economic climate
- The supply of affordable housing will continue to be insufficient to meet community needs

- Department for Works and Pension's Welfare Reform Programme, including Universal Credit full service implementation which would place increasing demand on the Council for affordable and social housing
- Land supply for council housing construction
- Capital borrowing limits for council housing.

**What we mean by:**

**WHQS:** Welsh Government's physical quality standard for modern social housing.

**NEW Homes:** North East Wales Homes and Property Management provide a service to increase housing options available to local residents.

**HRA:** Housing Revenue Account

**Welfare Reform Programme:** A strategy to manage the impact and implementation of welfare reforms in terms of employment, financial inclusion, and integrated support for the most disadvantaged.

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## Priority: Supportive Council

### Sub-Priority: Modern, Efficient and Adapted Homes

**Impact: Ensuring the supply of affordable and quality housing of all tenures.**

#### **This is a priority this year because we need to:**

- Meet the needs of vulnerable groups including the need for adapted housing, Extra Care, Learning Disability and transitional social care beds/units
- Improve housing quality in owner occupied and private rented sectors
- Reduce the number of empty properties in the County
- Provide good quality housing for residents and maximise funding to improve homes.

#### **National Policy Issues:**

- Practical implementation of Welsh Government's Rent Smart guidelines across the private rented sector in Flintshire.
- Influencing the direction of national funding priorities for housing regeneration.
- Funding levels needed to address poor housing quality in private rented and owner occupied sectors.

#### **What we will do in 2017/18:**

1. Improve standards within the private rented sector.

##### ***Achievement will be measured through:***

- Working positively with private sector landlords to support growth of the sector
- Ensuring landlords and letting agents comply with the Rent Smart code of practice

2. Deliver the council's housing growth needs.

##### ***Achievement will be measured through:***

- Increasing the number of new affordable homes agreed through the planning system by 50 during 2017/18
- Delivering 49 social and affordable homes through Welsh Government funding programmes
- Increasing the number of new homes created as a result of bringing empty properties back into use

3. Meeting the housing needs of vulnerable groups.

##### ***Achievement will be measured through:***

- Reducing the average number of calendar days taken to deliver a Disabled Facilities Grant
- Providing additional Extra Care homes:
  - Constructing Flint Extra Care (Llys Raddington) providing 70 new units
  - Confirming and agreeing plans for Holywell Extra Care providing 55 new units
- Working strategically to address housing needs of adults with learning disabilities and other vulnerable individuals.

#### **Risks to manage:**

- Customer expectations for the timeliness of adaptations undertaken through disabled facilities grants may not be met due to competing demands on resources
- Availability of sufficient funding to resource key priorities.

**What we mean by:**

**SHARP:** Strategic Housing and Regeneration Programme – programme to build 500 new council and affordable homes over the next four years.

**Rent Smart:** Service to process registrations and grant licenses to landlords and agents who are required to comply with the Housing (Wales) Act 2014.

**Transitional Social Care:** Transition from inpatient hospital and community or care homes.

**Extra Care homes:** Development of high quality apartments for rent to meet varying needs of support, some of which are specifically adapted for older people with memory loss or living with dementia.

**Social Housing Grant (SHG):** funds housing schemes that meet local needs and priorities as identified by local authorities including providing housing for rent or low cost home ownership through new build or the use of existing buildings.

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## Priority: Supportive Council

### Sub-Priority: Protecting people from poverty

**Impact: Protecting people from poverty by maximising their income and employability**

#### **This is a priority this year because we need to:**

- Support people to manage the ongoing impact of Welfare Reform
- Help people claim the benefits they are entitled to
- Help people manage their financial commitments
- Reduce the risk of poverty amongst Flintshire households
- Reduce the impact of rises in fuel cost
- Help people access affordable credit
- Help people to manage their income, and provide support to access employment training.

#### **National Policy Issues:**

- Sustainability of funding for fuel poverty measures
- European Social Fund (ESF) Programmes affecting delivery of local targets
- Welfare Reform Act 2016
- Welsh Government approach to regeneration programmes.

#### **What we will do in 2017/18:**

1. Support Flintshire residents to better manage their financial commitments.

##### ***Achievement will be measured through:***

- Assisting people with Welfare Reform changes through the effective application of the Council's Discretionary Housing Payment Policy
- Providing advice and support services to help people manage their income, including supporting people to access affordable credit and local Credit Unions
- Timely processing of Housing Benefit claims
- Assisting Flintshire residents to claim additional Social Security and Tax Credits to which they are entitled.

2. Manage local impact of the full service Universal Credit (UC) roll out.

##### ***Achievement will be measured through:***

- Achieving the Homeless prevention target
- Delivering the UC Operational board action plan
- Delivering Personal Budgeting and Digital Support Services.

3. Develop and deliver programmes that improve employability and help people to gain employment.

##### ***Achievement will be measured through:***

- Developing an employability proposal as part of the Regional Economic Growth Bid to seek long term investment via a simple and cost effective programme of support
- Developing an enhanced careers and guidance service for North Wales to match young people to the labour market
- Increasing the number of local people who, following attendance on a programme report they are closer to work or becoming ready to enter work.

4. Develop and deliver programmes to improve domestic energy efficiency to reduce Co2 emissions and fuel poverty.

***Achievement will be measured through:***

- Reducing the overall annual fuel bill for residents
- Increasing the number of private sector and Council homes receiving energy efficiency measures
- Securing Welsh Government ARBED3 Programme Funding by March 2018.

5. Develop a strategy to address food poverty.

***Achievement will be measured through:***

- Developing programmes in partnership with the social and third sector to work towards addressing food poverty
- Undertaking feasibility work for the development of a food-based social enterprise by December 2017.

6. Assist residents of Flintshire to access affordable credit

***Achievement will be measured through:***

- Develop effective partnerships with local Credit Unions to enable residents to access banking services and affordable credit.

**Risks to manage:**

- Universal Credit Full Service roll out - negative impact upon FCC services
- Demand for advice and support services will not be met
- Debt levels will rise if tenants are unable to afford to pay their rent or council tax
- The local economy will suffer if residents have less income to spend
- Residents do not take up the energy efficiency measures available
- Available funding for energy efficiency measures falls short of public demand.

**What we mean by:**

**Welfare Reform:** A range of measures introduced by Central Government to reform the Welfare Benefits system.

**Discretionary Housing Policy:** Aims to provide a fair and consistent approach to help customers who require further financial assistance with their housing costs.

**Universal Credit Full Service roll out:** a new way of paying benefits on a monthly basis; now being expanded to cover all claimants.

**Regional Economic Growth Bid:** The proposals for economic growth in North Wales produced by local government, business leaders and the further and higher education sectors.

**Credit Unions:** Regulated financial cooperative which and subject to broadly the same scrutiny by the Financial Conduct Authority as any other bank or building society. Credit Unions are also part of the Government backed Financial Service to provide loans and saving schemes.

**ARBED 3 Programme:** A programme to support our commitment to reducing climate change, help eradicate fuel poverty, and boost economic development and regeneration.



## Priority: Supportive Council

### Sub-Priority: Independent Living

- Impacts:** 1) Making early interventions to support healthy and independent living.  
2) Sustaining a local market of high quality and affordable service provision for those who are highly dependent on care support.

**This is a priority this year because we need to:**

- Help people to live independently as they get older
- Support people with dementia
- Develop a model of support for persons with a disability which enables independent living
- Support families to support each other to live independently
- Ensure the sustainability of social care models.

**National Policy Issues:**

- Implementation of the Social Services & Well-being Act (Wales) 2014
- Registration and Inspection Act
- Living wage issues for care providers
- Care market fragility
- Insufficient national funding to meet escalating social care costs
- Aging population locally and nationally
- Welfare Reform Act 2016.

**What we will do in 2017/18:**

1. Ensure care provision within Flintshire enables people to live well and have a good quality of life.

***Achievement will be measured through:***

- Agreeing the business model to increase direct provision of residential care and sustain domiciliary care roles to support the wider market
- Supporting care home providers to ensure service sustainability
- Delivering dementia awareness training to the care homes workforce
- Working with Betsi Cadwaladr University Health Board (BCUHB) to develop an action plan to support the quality and breadth of nursing provision
- Delivering a strategy for independent sector domiciliary care agencies to support service sustainability.

2. Support greater independence for individuals with a frailty and / or disability, including those at risk of isolation.

***Achievement will be measured through:***

- Adults who are satisfied with their care and support
- Implementation of a joint Community Resource Team with BCUHB which is able to offer advice and support through the single point of access
- Ensuring that the workforce are equipped to provide person centred care in line with the requirements of the Social Services and Well-being Act (Wales) 2014.

3. Improve outcomes for looked after children.

***Achievement will be measured through:***

- Supporting children in stable, local placements
- Strengthening partnership working with BCUHB to ensure timely access to health assessments including CAMHS.

**Risks to manage:**

- Population needs assessment indicates that demand will outstrip supply.

**What we mean by:**

**Registration and Inspection Act:** Registration process to ensure all social workers and social care workers are suitable for work in social care.

**Welfare Reform Act 2016:** A range of measures introduced by Central Government to reform the Welfare Benefits system.

**CAMHS:** Child and Adolescent Mental Health Services – NHS – Provision of mental health services for children, generally until school leaving age in the UK.

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## Priority: Supportive Council

### Sub-Priority: Integrated Community Social & Health Services

- Impacts:**
- 1) Enabling more people to live independently and well at home.
  - 2) Giving equal opportunity to all to fulfil their lives.
  - 3) Providing joined-up services with public and third sector partners which support quality of life in communities and for individuals and families.

#### **This is a priority this year because we need to:**

- Work with Betsi Cadwaladr University Health Board (BCUHB) to develop Health and Social Care models for the future
- Avoid unnecessary admissions to hospital and support early and successful discharges
- Co-ordinate the provision of support for service users more effectively with BCUHB and other providers
- Work together with BCUHB to support people with dementia within the local community
- Work with the Public Services Board to identify and engage families early, who are at greater risk of escalating needs.

#### **National Policy Issues:**

- National trend for increasing demand on Children's Services
- National focus on supporting integrated approaches between health and social care
- NHS Service pressures and capacity
- Parity of funding between local authorities and NHS funded provision.

#### **What we will do in 2017/18:**

1. Ensure that effective services to support carers are in place as part of collaborative social and health services.  
***Achievement will be measured through:***
  - Increasing the number of carers identified through the single point of access
  - Increasing the number of Carers that feel supported
  - Evidencing improved outcomes for carers
  - Developing the Carers Action Plan.
2. Further develop the use of Integrated Care Fund (ICF) to support effective discharge from hospital and ensure a smoother transition between Health and Social Care services.  
***Achievement will be measured through:***
  - Creating essential additional services such as Step Up/Step Down beds providing choice when leaving hospital
  - Maintaining the rate of delayed transfers of care for social care reasons.
3. Establish an Early Help Hub, involving all statutory partners and the third sector.  
***Achievement will be measured through:***
  - Establishing the Early Help Hub to provide effective and timely support to families
  - Reducing referrals that result in "no further action".

4. Further develop dementia awareness across the county.

***Achievement will be measured through:***

- The number of dementia friendly cafes in Flintshire
- Increasing number of dementia friendly communities in Flintshire.

**Risks to manage:**

- Annual allocation of ICF - Short term funding may undermine medium term service delivery
- Unable to secure a multi-agency agreement for an information sharing protocol across all agencies.

**What we mean by:**

**Integrated Care Fund (ICF):** Funding from Welsh Government being used to support older people to maintain their independence and remain in their own home for as long as possible.

**Looked After Children:** Children who are being looked after by their local authority, including with foster parents, at home with their parents under the supervision of social services, in residential children's homes or in other residential settings like schools or secure units.

**Child and Adolescent Mental Health Services (CAMHS):** NHS-provided mental health services for children, generally until school-leaving age, in the UK.

**Early Help Hub:** The newly developed multi-agency Hub in Flintshire. The Hub provides a collective response to support families with greater needs to build their resilience and wellbeing.

**Step Up/Step Down beds:** Step-down beds are used for people who are not well enough to move from hospital straight to their home, but don't need to be in an acute hospital bed. Step-down beds are usually provided by care homes, and provide care for the interim period until the person is well enough to return home. Similarly, these beds can be used as a "step up" for people who become ill enough to need care, but don't need to be in an acute hospital environment.

## Priority: Supportive Council

### Sub-Priority: Safeguarding

Impacts: 1) Protecting people from the risk of any form of abuse.

2) Making communities safe places by working with partners to prevent crime, repeat crime and anti-social behaviour.

#### This is a priority this year because we need to:

- Have a Council wide approach to safeguard and protect vulnerable people
- Develop further awareness and support for the Council's approach to safeguarding including the prevention of human trafficking, modern slavery and child sexual exploitation (CSE)
- Comply with the new codes of practice for Safeguarding within the Social Services and Well-being Act (Wales) 2014
- Ensure the wider council workforce are aware of the Council's approach to Safeguarding
- Develop a consistent approach to regional collaboration for Community Safety
- Support achievement of the regional priorities set by the Police and Crime Commissioner.

#### National Policy Issues:

- Implementation of the Social Services and Well-being Act 2014
- Development of the National Safeguarding Board and structures
- Management of response to Child Sexual Exploitation
- Sustainability of short-term grant funded schemes.

#### What we will do in 2017/18:

1. Strengthen arrangements within all council portfolios to have clear responsibilities to address safeguarding.

##### ***Achievement will be measured through:***

- Increasing referral rates from within Council services other than Social Services
- Completion of the online child and adult safeguarding module
- Council officers completing safeguarding awareness training
- Embedding processes and best practice across the council
- Reviewing corporate service policies and procedures to identify breadth and depth of safeguarding coverage
- Implement the safeguarding policy across all Council Services.

2. Ensure that our response rates to referrals remain within statutory targets.

##### ***Achievement will be measured through:***

- Meeting statutory procedural targets for child and adult protection.

3. Preventative approach towards Child Sexual Exploitation (CSE).

##### ***Achievement will be measured through:***

- Delivering a corporate plan linked to regional work to combat CSE

4. Identify and address the signs and symptoms of domestic abuse and sexual violence.

***Achievement will be measured through:***

- Implementing training for Council employees to meet the requirements of the Domestic Abuse and Sexual Violence National Training Framework
- Delivering the level 1 training programme for all Council employees.

5. Strengthen regional community safety through collaboration and partnership arrangements.

***Achievement will be measured through:***

- Adopting and achieving the priorities of the North Wales Safer Communities Board Plan through formulation of a local delivery plan, which also includes locally identified priorities, and overseen by the Public Services Board.

Priorities of the North Wales Safer Communities Board include:

- Domestic Abuse
- Modern Slavery
- Organised Crime
- Sexual Abuse (Including Child Sexual Exploitation)
- Delivering Safer Neighbourhoods

6. Ensure we meet the requirements of the North Wales Contest Board.

***Achievement will be measured through:***

- Develop a plan to identify and monitor progress of the prevent duties as outlined within the Counter Terrorism and Security Act 2015

**Risks to manage:**

- Rate of increase of adult safeguarding referrals will outstrip current resources
- Refocusing resources within the Safeguarding Unit is likely to increase the backlog of DoLS assessments
- Knowledge and awareness of safeguarding not sufficiently developed in all portfolios
- Failure to implement training may impact on cases not being recognised at an early stage.

**What we mean by:**

**Child sexual exploitation (CSE):** a type of sexual abuse in which children are sexually exploited for money, power or status. Children or young people may be tricked into believing they're in a loving, consensual relationship. They might be invited to parties and given drugs and alcohol, and may also be groomed online.

**Social Services and Well Being (Wales) Act 2014 (SSWB):** An Act to reform social services law to make provision about improving well-being outcomes.

**Prevent Duty:** Forms 1 of the 4 stands of the Government's Counter Terrorism Strategy, known as 'Contest'. The object of this strand is to prevent individuals from within communities becoming radicalised. The Counter Terrorism and Security Act 2015 place statutory requirement on local authorities to meet what is known as 'The Prevent Duties' necessitating the need for effective processes and mechanisms to prevent radicalisation.

**Police and Crime Commissioner:** The North Wales Police and Crime Commissioner is the local governing body for policing in our area, and the role replaced North Wales Police Authority. The Commissioner has an overarching duty to secure an efficient and effective police force, which demonstrates value for money and, above all, cuts crime.

## Priority: Ambitious Council

### Sub-Priority: Business Sector Growth and Regeneration

- Impacts:**
- 1) Sustaining economic growth through local and regional business development, employment and training sites.
  - 2) Developing the transport infrastructure and employment sites and transport services, widening access to employment and training sites
  - 3) Creating a supply of diverse and quality training and employment opportunities.

**This is a priority this year because we need to:**

- Continue to grow the local and regional economy
- Secure infrastructure investment needed to facilitate growth both regionally and locally
- Continue to build upon the success of the advanced manufacturing sector in Flintshire
- Protect the economic viability of our town centres and rural areas providing focus on the wider economic growth approach and, housing and employment impact
- Work collaboratively to achieve key priorities for major infrastructure projects which will support economic growth projects
- Develop transport access solutions for our key employment sites

**National Policy Issues:**

- Confirmed support for growth deals following the general election
- Devolution of powers to support economic growth in North Wales: opportunity and possible threat if powers are insufficient and do not match those across the UK
- Infrastructure investment to create the platform for advancing economic growth
- Uncertainty over Welsh Government approach to regeneration

**What we will do in 2017/18:**

1. The Regional Economic Growth Deal will be submitted to UK and Welsh Governments this year and will set out the main priorities for economic development across North Wales.

***Achievement will be measured through:***

- Contributing to the development of a new governance framework for the North Wales Economic Ambition Board
- The Council playing its parts in the agreement of a Regional Growth Deal with the UK and Welsh Governments
- Developing a strategy for delivery of the parts of the Regional Growth Deal which will directly benefit Flintshire
- Developing the Local Development Plan (LDP) economic strategy
- Supporting the development of the Wales Advanced Manufacturing Institute by Welsh Government with a successful planning application.

2. Guide the development of the Deeside Enterprise Zone (DEZ) and Northern Gateway mixed use development site. Ensure that the developments maximise economic and social value for the County and that they deliver the commitments made in the Regional Economic Growth Deal.

***Achievement will be measured through:***

- Providing clear and responsive guidance to potential developers within the DEZ and Northern Gateway
- Seeking a revised strategic framework from the Northern Gateway developers
- Completing phase 1 enabling works by Welsh Government
- Securing Welsh Government agreement for phase 2 and / or phase 3 enabling works.

3. Develop long term strategic approach to Council's economic estate and land.

***Achievement will be measured through:***

- Completing a review of the Council's economic estate and land.

4. Expand the scale and quality of apprenticeships both regionally and locally and make best use of the Apprenticeship Training Levy (ATL)

***Achievement will be measured through:***

- Ensuring apprenticeships feature in the Regional Economic Growth Deal proposal.

5. Develop a new approach to supporting town centre vitality and regeneration that maximises their role as shop windows for the County and enables them to derive benefit from wider economic growth.

***Achievement will be measured through:***

- Developing and agreeing a multi-agency plan
- Identifying options to develop new land uses in town centres, especially for residential use.

6. Ensure that the development of regional and local transport strategy and initiatives maximises their potential for economic benefits, especially access to employment.

***Achievement will be measured through:***

- Ensuring that transport infrastructure features in the Regional Economic Growth Deal proposal
- Implementing the Deeside Plan to co-ordinate transport and economic development programmes.



**Risks to manage:**

- Infrastructure investment does not keep pace with needs and business is lost to the economy
- Support for businesses in Flintshire doesn't meet their needs and fails to encourage investment.

**What we mean by:**

**Northern Powerhouse:** A collaboration concerned with redressing the North-South economic imbalance, aiming to attract investment into northern cities and towns.

**LDP Strategy:** Delivering sustainable development in the County from 2017 – 2030.

**Regional Economic Growth Deal:** The North Wales Economic Ambition Board proposal to UK and Welsh Governments to create new employment and housing.

**Apprenticeship Tax Levy:** The Apprenticeship Levy is a UK-wide employment tax introduced by the UK Government that came into force on 6 April 2017. The Levy applies to all UK employers, and employers with an annual 'pay bill' of £3 million or more will have to pay the Levy.

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## Priority: Learning Council

### Sub-Priority: Modernised High Performing Education and Training

**Impacts: 1) Providing high quality learning opportunities, and learning environments for learners of all ages.**

**2) Supporting children and younger people to achieve their potential.**

**3) Supporting learners from 3 to 18 years of age to aspire to high levels of educational attainment and achievement.**

#### **This is a priority this year because we need to:**

- Utilise resources effectively to achieve the best possible educational outcomes
- Support the national Welsh Government priorities to improve literacy and numeracy outcomes and reduce the impact of poverty on educational attainment
- Improve digital literacy and skills to deliver digital curriculum and enable access to modern employment and economic development opportunities
- Work collaboratively to develop national reforms to curriculum, assessment and professional development models
- Work effectively with partners across the region to secure efficiency and improved outcomes from educational improvement programmes
- Reduce barriers to engagement, ensure equality of access and participation opportunities
- Make more efficient use of education resources through programmes of School Modernisation
- Engage young people more fully

#### **National Policy Issues:**

- Sustainability of Welsh Government short term grant funding
- Rationalisation of the provision, planning and accountability processes for education related specific grants
- Affordability of the 21st Century Schools programme
- Simplification of the process for school place planning and provision
- Additional learning needs reforms
- Increase in national child care offer
- European funding schemes
- Capital provision for schools' repair and maintenance
- Inadequate revenue funding for schools.

#### **What we will do in 2017/18:**

##### **1. Develop Education and Integrated Youth Services by:**

- Continuing to work with the Regional School Improvement Service (GwE) to:
  - Provide support and challenge to all schools to achieve the best possible educational outcomes for all learners;
  - Identify and target support for those schools most in need;
  - Develop the capacity of schools to respond to national initiatives and curriculum reforms;
  - Improve skills in digital literacy, literacy and numeracy.

- Implementing proposed reforms for the portfolio Pupil Referral Unit provision
- Embedding Welsh in the Education Strategic Plan
- Developing an effective local approach to national inclusion reforms
- Developing strategies to support broader well-being needs of children and young people
- Improving outcomes in Foundation Phase
- Maintain relative performance in Mathematics, English/Welsh 1st Language and Core Subject Indicators at KS2 and KS3
- Improving outcomes in Key Stage 4
- Raising standards achieved by learners who are entitled to free school meals
- Improving attendance
- Developing an effective local approach to national inclusion reforms
- Developing a sustainable strategy for the Flintshire Music Service
- Maintaining levels of 16 year olds in education, employment and training above benchmark position
- Further developing the Youth Engagement and Progression work programme for learners in danger of disengaging through:

***Achievement will be measured through:***

- Delivering and embedding the Families First Programme and Flintshire's Integrated Youth Services Strategy "Delivering Together"
  - Targeting vocational and employability skills
  - Enhancing personal support, including coaching, mentoring and help with transition
  - Realising the benefits of regional European Social Fund programmes
  - Measuring reduction in first time entrance to the youth justice system
  - Improving the number of hours in education, training or employment that young people in the youth justice system can access; and
  - Improving outcomes for targeted groups of vulnerable learners, e.g. Looked After Children and young people exiting the Youth Justice System
- Create a vibrant Youth Council to provide meaningful input from Flintshire young people to our democratic process.

***Achievement will be measured through:***

- Creating a delivery plan for the launch of the young peoples' council by October 2017.

- Developing and implementing a plan for the next phase of Schools Modernisation, through the 21<sup>st</sup> Century School programme

***Achievement will be measured through:***

- Completing key milestones in the Schools Modernisation programme

- Maintaining a schedule of repairs and maintenance of school buildings

***Achievement will be measured through:***

- By maintaining an annual repairs and maintenance programme of school buildings through the Council's Capital programme.

## 2. Enhance skills to improve employment opportunities by:-

- Working with the public, private and voluntary sectors to maximise the number of apprenticeships, traineeships and work experience opportunities
- Increasing training and apprenticeship opportunities through the Futureworks Flintshire Apprenticeship Academy and major capital programmes
- Strengthening and cultivating attractive routes into education for the workforce
- Embedding regional skills strategy for Science, Technology, English and Maths (STEM).
- Securing schools' active participation in events and activities to promote the development of young people's work-related skills

### ***Achievement will be measured through:***

- Improving the local skills base to improve employability and earning prospects through improved qualifications
- Reducing the number of 18 – 24 year olds claiming Jobseekers Allowance.

## 3. Implementing the Welsh Government pilot of the 30 hour childcare offer by:-

- Implementation of the Childcare Pilot project plan from October 2017

### ***Achievement will be measured through:***

- Number of registered settings to deliver the 'offer'
- Number of children accessing the 'offer'.

## 4. Families First Collaborative Programme

- Implementation of a Collaborative Families First strategy from 2017 - 2020

### ***Achievement will be measured through:***

- Develop a fully Commissioned collaborative Families First
- Number of young people accessing the 'offer'.

## Risks to manage:

- Those schools who do not recognise their need for improvement and external support
- Leadership capacity does not match school needs
- Impact of Additional Learning Needs reforms
- Local employers and learning providers do not work closely enough to identify and meet the skills based needs of the future
- Sustainability of funding streams.
- Numbers of school places not matching the changing demographics
- Limited funding to address the backlog of known repair and maintenance works in Education & Youth assets

**What we mean by:**

**Regional School Improvement Service (GwE):** School Effectiveness and Improvement Service for North Wales, works alongside and on behalf of the Local Authorities to develop excellent schools across the region.

**European Social Fund (ESF) Programmes:** To increase the employability of local people (aged 25 and over) who have complex barriers to employment.

**Core Subject Indicator:** Learners achieve the expected level in Mathematics, English or Welsh 1st language and Science.

**21st Century Schools:** A national programme of funding to improve school buildings and environments.

**School Modernisation:** The process by which the Local Authority ensures there are a sufficient number of high quality school places, of the right type in the right locations

**Youth Justice Service:** Aims to prevent children and young people under 18 from offending or re-offending.

**Childcare Offer:** Welsh Government initiative to offer working parents of 3-4 year olds 30 hours of funded early education and childcare per week (up to 48 weeks of the year).

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## Priority: Green Council

### Sub-Priority: Sustainable Development & Environmental Management

- Impacts:**
- 1) **Enhancing the natural environment and promoting access to open and green space.**
  - 2) **Reducing energy consumption and using and developing alternative/renewable energy production.**
  - 3) **Maximising the recovery and recycling of waste.**

#### **This is a priority this year because we need to:**

- Address the requirements of the sustainable development principles of the Well-being of Future Generations Act and Environment Bill
- Balance the need for sustainable development with the protection of the natural environment
- Continue to reduce our carbon emissions to meet Welsh Government targets and play our part in helping to address the consequences of climate change.

#### **National Issues:**

- Reduction of the Single Environment Grant whilst delivering the priority area of natural resource management
- Reliance on external funding for large scale developments
- Government cap on financial support for solar farms
- Capacity and funding to address flood risks.

#### **What we will do in 2017/18:**

1. Improve, protect and enhance the built environment.

##### ***Achievement will be measured through:***

- Adoption of a Local Heritage Strategy.

2. Manage our natural environment and accessible green-space networks to deliver health, well-being and resilience goals.

##### ***Achievement will be measured through:***

- Reviewing the rights of way improvement plan
- Delivering projects set out within the ESD grant application including flood defence, biodiversity duty and green-space enhancement

3. Maximise the potential of the Council's estate and assets for energy efficiency and renewable energy production, reducing the reliance on fossil fuels.

##### ***Achievement will be measured through:***

- Delivery of the renewable energy plan for the Council's estates and assets which was adopted in 2015
- Increasing usage of environmentally efficient vehicles
- Reduction in carbon emissions.

4. Maximise the recovery and recycling of waste with a view to reducing the reliance on landfill.  
**Achievement will be measured through:**
  - Improving recycling performance
  - Recycling rates per Household Recycling Centre (HRC)
  - Modernisation of the HRC site network.
  
5. Strengthen regional air quality collaboration to help promote better health and well-being outcomes.  
**Achievement will be measured through:**
  - Developing a regional strategic approach to the collation of air quality data.
  
6. Identification of the Local Development Plan preferred strategy.  
**Achievement will be measured through:**
  - Adoption of the Local Development Plan to support Sustainable Development & Environmental Management.

**Risks to manage:**

- Reduction of the Single Environment Grant
- Limitations on suitable Council sites with sufficient area for larger scale renewables schemes and suitable connections to the electric grid
- Funding will not be secured for priority flood alleviation schemes
- Customer expectations around the delivery of flood alleviation schemes are not effectively managed
- Lack of holistic air quality data across the region leading to on cost for the Council to manage its own review.

**What we mean by:**

**Well-being of Future Generations Act and Environment Bill:** Welsh Government (WG) approaches to managing the country's natural resources.

**Single Environment Grant:** A WG grant to support integrated delivery of natural resource management, waste and resource efficiency and local environmental quality.

**LDP Strategy:** Delivering sustainable development in the County from 2017 – 2030.

**Local Heritage Strategy:** To ensure that the distinct heritage of Flintshire County is fully appreciated and recognised, and enhanced for the overall benefit of the community.

**ESD Grant (Environment and Sustainable Development):** A Welsh Government grant to support integrated delivery of natural resource management, waste & resource efficiency and local environmental quality.

**Civic Amenity Site Network:** A network of collection spaces at fixed locations to increase recycling and raise awareness of the positive impact of selective collection.

**Single Air Quality Review and Assessment:** A strategy which aims to protect people's health and the environment under the provisions of the Environment Act 1995

## Priority: Green Council

Sub-Priority: Support and enable safe and sustainable travel services

**Impact: Developing the transport infrastructure and employment sites, and transport services, widening access to employment and training sites.**

**This is a priority this year because we need to:**

- Enable people to access key services and link communities across Flintshire
- Minimise congestion and delays on our highway network
- Maximise the benefits of available funding
- Include local transport solutions in the regional Economic Growth Deal bid.

**National Policy Issues:**

- Uncertainty of future grant funding
- Rail franchise renewal
- Impact of major road and rail infrastructure decisions
- Reductions in bus subsidies
- Outcomes of regional Economic Growth Bid deal

**What we will do in 2017/18:**

1. Access and use available grant funding to support Council priorities for accessing employment, health, leisure and education.

***Achievement will be measured through:***

- Successfully delivering projects and services through national grant funded schemes
  - Local transport fund
  - Rural Communities and Development Fund
  - Road Safety
  - Safe Routes
  - Bus Service Support Grant
  - Active Travel integrated network map
- Development of sub-regional and Metro inter-modal transport projects.

2. Prioritise the Council's road infrastructure for repairs and maintenance and implement programmes of work within available funding in order to improve the resilience, efficiency and reliability of the transport network.

***Achievement will be measured through:***

- Monitoring the condition of the highway's infrastructure
- Undertaking inspections to ensure reinstatements meet the required standards and raise the standard of works undertaken on Flintshire's network
- Delivery of the Highways Asset Management Plan.

3. Work closely with the communities to develop innovative and sustainable community based transport schemes.

***Achievement will be measured through:***

- Development of community based transport schemes within available funding.



- Developing and supporting community based transport schemes to complement the core network of bus services

4. Deliver a compliant, safe and integrated transport service.

***Achievement will be measured through:***

- Increasing the number of financially compliant contracts
- Increasing the number of safety compliant checks
- Ensure safety compliant checks for transport services are maintained.

**Risks to manage:**

- Sufficient funding to ensure our highways infrastructure remains safe and capable of supporting economic growth
- Sufficient funding will not be found to continue to provide subsidised bus services.
- Supply chain resilience
- Adverse weather conditions on the highway network
- Lack of community support for transport options.

**What we mean by:**

**Infrastructure:** Facilities, systems, sites and networks that are necessary for the County to function.

**“Active Travel”:** Walking or cycling as an alternative means to motorised transport for the purpose of making every day journeys.

**Community Transport:** Passenger transport schemes which are owned and operated by local community groups.

**Commercial bus services:** Following changes made in the 1980s, the majority of local bus services in Wales are commercially operated by bus companies.

**Regional Economic Growth Deal bid:** the North Wales Economic Ambition Board proposal to UK and Welsh Governments to create new employment and housing.

## Priority: Connected Council

### Sub-Priority: Developing and Inspiring Resilient Communities

- Impact:** 1) **Supporting local communities to be resilient and self-supporting.**  
2) **Committing to resilient service models to sustain local public services.**  
3) **Widening digital access to public services.**

#### **This is a priority this year because we need to:**

- Build on what has been completed in 2016/17 with support for local communities. In year two this will concentrate on:
  - Developing the community and social sectors to support local communities to be more self-sufficient
  - Creating alternative delivery models within the community and social sector to sustain valued public services
  - Developing social enterprises, who are able to act for the benefit of local communities and create both employment and economic opportunities
  - Realising social benefits in the community e.g. increasing volunteering and training opportunities for young people; keeping local money in the community.
- Ensuring our Armed Forces Community and their families are recognised for their commitment.

#### **National Policy Issues:**

- Lack of support programmes for the development of alternative delivery models
- Role of Town and Community Councils in cooperative working and local governance as detailed in the Local Government Bill 2015
- Strengthening of the social sector to be more commercial and less reliant on grant funding.

#### **What we will do in 2017/18:**

1. Build stronger social enterprises with the sector itself leading development of the sector.  
**Achievement will be measured through:**
  - Develop a strategy to grow existing social enterprises.
2. Grow the capacity of the social enterprise sector and Alternative Delivery Models (ADM's) to become more self-sustaining.  
**Achievement will be measured through:**
  - Monitoring the level of efficiencies ADMs have supported
  - Establishing two new social enterprises operating in Flintshire through the ADM and Community Asset Transfer Programme
  - Monitoring community benefits delivered by Community Asset Transfers

3. Implement the Digital Strategy and resources to meet future customer needs.

***Achievement will be measured through:***

- Development of an action plan to improve community access to digital services and to raise skill levels
- Review the Charter between Welsh Government and the Council for digital business to maximise the value of WG support to businesses in the County.

4. Ensuring and delivering community benefits.

***Achievement will be measured through:***

- Establishing a Community Benefits Board with an action plan
- Commissioning of two Council contracts with specific community benefits that provides the third sector with a competitive edge
- Monitoring the percentage of community benefit clauses included in new procurement contracts; and
- Increasing cultural connections.

5. Enabling the third sector to maximise their contribution.

***Achievement will be measured through:***

- Increasing the number of volunteering placements.

6. Getting Flintshire active through partnership objectives via the Public Services Board.

***Achievement will be measured through:***

- Increasing participation in activities that contribute to physical and mental well-being including libraries, theatre and countryside
- Increasing community assets
- Identity and equality of participation.

7. Ensure our Armed Forces Community and their families are not disadvantaged when accessing Council Services.

***Achievement will be measured through:***

- Revising portfolio policies to reflect the ambitions of the Armed Forces Covenant
- Achieving Silver status for our Employee Recognition Scheme
- Optimising the value of the regional grant monies to support a 2 year programme.

**Risks to manage:**

- The capacity and appetite of the community and social sectors
- The willingness of the workforce and Trade Unions to embrace change
- Market conditions which the new alternative delivery models face
- Limitations on public funding to subsidise alternative models
- Procurement regulations stifling our ability to develop local community and third sector markets

- Newly established Social Enterprises and Community Asset Transfers failing in their early stages of development.

**What we mean by:**

**Social Enterprise:** Businesses with primarily social objectives whose surpluses are mainly reinvested for that purpose in the business or community.

**Community Benefit Clauses:** Benefits to local communities from major procurements e.g. training and employment opportunities, community facilities.

**Alternative Delivery Models (ADMs):** New approaches to service delivery designed to sustain important services and meet future need.

**Community Asset Transfers (CAT):** The leasehold transfer of a Flintshire County Council asset to an organisation with a social purpose who plans to use it for the benefit of the local community.

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## Priority: Serving Council

### Sub-Priority: Improving Resource Management

**Impacts:** 1) Continuing to be a high performing and innovative public sector organisation with social values.  
2) Providing high quality, accessible, responsive and cost effective public services.

#### **This is a priority this year because we need to:**

- Manage with reducing resources
- Continue to aim high despite reduced financial and people resources
- Make the best use of our capability and capacity in challenging times
- Have the right buildings in the right places for the right uses
- Make our money go further through smarter purchasing
- Achieve the highest possible standards of customer services.

#### **National Policy Issues:**

- Reduction in capital investment and resources
- Ongoing austerity policies
- Non-funding of new legislative and policy commitments.

#### **What we will do in 2017/18:**

1. Develop and implement a renewed five year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making over the life of the new council.

##### ***Achievement will be measured through:***

- Increasing achievement rate of the budgeted efficiency targets to 95%
- Revising our plan to meet the relevant funding gap for 2017-2022
- Matching our priorities with revenue and capital investment
- Ensure sustainable business plans for service portfolios
- Develop a range of operational financial performance indicators.

2. Through the People Strategy we aim to operate effectively as a smaller organisation.

##### ***Achievement will be measured through:***

- Improving attendance
- Attainment of attendance and appraisal targets
- Increasing the number of managers and employees attending and accessing stress related / management programmes
- Percentage of employees who have secured employment following completion of apprenticeship training
- A single consolidated workforce plan and supporting action plan.

3. Maximise benefits from spending power through optimised purchasing efficiencies by exploiting technology and making efficient use of local, regional and national procurement arrangements.

***Achievement will be measured through:***

- % of goods, services and works procured through purchasing arrangements established by the National Procurement Service (NPS)
- % of Council spend with Welsh businesses
- % of Council spend with Flintshire businesses.

4. Develop and deliver a programme of activity to support local businesses, increasing their capacity and competency to respond to Council contracts.

***Achievement will be measured through:***

- Development of a programme to support local businesses
- Developing and delivering training and support to improve the inclusion of community benefits in Council contracts
- Developing a system to record and monitor Community Benefits centrally.

5. Delivery of key annualised objectives from the Digital Strategy and Customer Strategies.

***Achievement will be measured through:***

- Increasing the number of services available online and via the Flintshire App
- Increasing the take-up of online services
- Responding to customer feedback ensuring information is accessed at first point of contact online
- Development of action plans to deliver the Digital Strategy
- Deliver agreed actions from the Digital Strategy for 2017/18.

6. Delivery of key annual objectives from the Capital and Asset Management Strategy.

***Achievement will be measured through:***

- Critically challenging our current estate, continue with the programme of asset rationalisation, ensuring that assets retained are effective, efficient and sustainable to deliver services
- Identifying and considering options available to fund capital expenditure that minimise the ongoing revenue implications of historic capital expenditure and of any new investments
- Establishing effective arrangements for managing capital projects including assessment of outcomes and achievement of value for money.

**Risks to manage:**

- The scale of the financial challenge
- The capacity and capability of the organisation to implement necessary changes.

**What we mean by:**

**Procurement Collaborations:** Ways of purchasing goods and services within agreed terms and conditions.

**NPS – National Procurement Service:** Welsh Government sponsored organisation established to procure common and repetitive spend across public sector organisations in Wales.

**Flintshire App:** ios and android application to enable contact with FCC and find out about available services

**Community Benefits:** Benefits to the local community through delivery of Alternative Delivery Models and procurement of services and works.

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# Statement of Responsibility

On-going review about the Council's priorities and this plan is available through our website where feedback forms are available for the public, our partners, our workforce and businesses. We would like to know what you think about our priorities and those for the future. We would value your feedback and hope that you can spend a few minutes to tell us what you think.

In the meantime our contacts for any initial observations are:

**Corporate Business and Communications Team:**

Tel: 01352 701457

Email: [Christopher.x.phillips@flintshire.gov.uk](mailto:Christopher.x.phillips@flintshire.gov.uk)

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# FLINTSHIRE COUNTY COUNCIL

## Council Plan 2017/2023

**How achievement will be measured -  
Supporting milestones and measures**

**Supportive Council**

Priority	Sub-Priority	Impact
Supportive Council	Appropriate & Affordable Homes	Ensuring the supply of affordable and quality housing of all tenures

**What we will do in 2017/18:**

**1. Provide new social and affordable homes.**

**Achievement will be measured through:**

- Delivery of HRA and NEW Homes Business Plans

**Achievement Milestones for strategy and action plans:**

- Delivering options for new, innovative low rent housing schemes for under 35's by March 2018

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
<sup>1</sup> The numbers of new Council homes delivered through the SHARP programme	Chief Officer – Community and Enterprise	12	79	206
<sup>2</sup> The numbers of new affordable homes delivered through the SHARP programme		0	62	6
The number of properties managed by NEW Homes		61	144	179

**2. Welsh Housing Quality Standard (WHQS) investment plan targets achieved.**

**Achievement Milestones for strategy and action plans:**

- Completing WHQS work schemes in line with the housing asset management strategy by March 2018

<sup>1</sup> Aspirational targets are based on current business plans which may be subject to change for 2018/19

<sup>2</sup> The aspirational target of 6 for 2018/19 reflects delivery of properties where definitive proposals are in place

N/A is denoted by new measure where baseline data is not available

**3. Develop solutions to the increasing frequency of unauthorised gypsy and traveller encampments.**

**Achievement Milestones for strategy and action plans:**

- Agreed options appraisal identifying a range of measures to address this by March 2018

Priority	Sub-Priority	Impact
Supportive Council	Modern, Efficient and Adapted Homes	Ensuring the supply of affordable and quality Council housing of all tenures

**What we will do in 2017/18:**

**1. Improve standards within the private rented sector.**

**Achievement will be measured through:**

- Working proactively with landlords and tenants to improve the quality of private rented sector properties
- Ensuring landlords and letting agents comply with the Rent Smart code of practice

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
The percentage of landlords and letting agents compliant with the Rent Smart code of practice	Chief Officer – Planning and Environment	N/A	65%	70%
The number of landlords that have complied with improvement notices		N/A	80%	85%
The number of tenants protected from unsuitable living conditions		N/A	100%	100%

**2. Deliver the Council’s housing growth needs.****Achievement will be measured through:**

- Increasing the number of new affordable homes agreed through the planning system by 50 during 2017/18
- Delivering social and affordable homes through Welsh Government funding programmes
- Increasing the number of new homes created as a result of bringing empty properties back into use

<b>Achievement Measures</b>	<b>Lead Officer</b>	<b>Baseline Data (2016/17)</b>	<b>2017/18 Target</b>	<b>2018/19 Aspirational Target</b>
The number of new affordable homes provided through the planning system	Chief Officer – Community and Enterprise	42	50	50
<sup>3</sup> The number of additional affordable units provided through the SHG Programme		24	193	TBC
PAM/014 The number of new homes created as a result of bringing empty properties back into use		38	38	38

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<sup>3</sup> The Social Housing Grant funding for 2018/19 is not known therefore the aspirational target will remain to be confirmed

### 3. Meeting the housing needs of vulnerable groups.

#### Achievement will be measured through:

- Reducing the average number of calendar days taken to deliver a Disabled Facilities Grant (DFG)
- Increasing the numbers of Extra Care homes and individual units:
  - Constructing Flint Extra Care (Llys Raddington) providing 70 new units
  - Confirming and agreeing plans for Holywell Extra Care providing 55 new units
- Working strategically to address housing needs of adults with learning disabilities and other vulnerable individuals

#### Achievement Milestones for strategy and action plans:

- Confirming and agreeing plans by March 2018 for Holywell Extra Care providing 55 new units
- Develop a plan to address housing needs of adults with learning disabilities and other vulnerable individuals by March 2018

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
P7M/015 Average number of calendar days taken to deliver a DFG	Chief Officer – Community and Enterprise	248	240	230
<sup>4</sup> The number of Flint Extra Care (Llys Raddington) units created		0	70	70
The number of Extra Care units provided across Flintshire	Chief Officer – Social Services	111	180	240

<sup>4</sup> Aspirational target for the number of Flint Extra Care (Llys Raddington) units created is based on current business plans which may be subject to change for 2018/19

Priority	Sub-Priority	Impact
Supportive Council	Protecting People from Poverty	Protecting people from poverty by maximising their income and employability.

### What we will do in 2017/18:

#### 1. Support Flintshire residents to better manage their financial commitments.

##### Achievements will be measured through:

- Assisting people with Welfare Reform changes through the effective application of the Council’s Discretionary Housing Payment Policy
- Providing advice and support services to help people manage their income, including supporting people to access affordable credit and local Credit Unions
- Timely processing of Housing Benefit claims
- Assisting Flintshire residents to claim additional income to which they are entitled.

##### Achievement Milestones for strategy and action plans:

- Develop a plan to assist people with Welfare Reform changes through the effective application of the Council’s Discretionary Housing Payment Policy
- Providing support and guidance, though personal budgeting to help people manage their income, including support to access affordable credit and local Credit Unions

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
Number of days to process new housing benefit claims	Chief Officer – Community and Enterprise	20	20	20
Number of days to process change of circumstances for housing benefit		8	8	8
The amount of additional income paid to Flintshire residents as a result of the anti-poverty work undertaken by the Council		£1.5m	£1.5m	£1.5m

**2. Manage local impact of the full Universal Credit (UC) roll out.**

**Achievements will be measured through:**

- Achieving the Homeless prevention target
- Delivering the UC Operational board action plan
- Delivering Personal Budgeting and Digital Support Services

**Achievement Milestones for strategy and action plans:**

- Delivering the UC Operational board action plan

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
PAM/012 Percentage of households successfully prevented from becoming homeless	Chief Officer – Community and Enterprise	87%	89%	89%
<sup>5</sup> The number of people on UC that have received personal budgeting support		N/A	590	590
The number of people on UC that have received digital support		N/A	640	640

<sup>5</sup> Aspiration targets dependent on continuation of funding and the number of people receiving Universal Credit

N/A is denoted by new measure where baseline data is not available

**3. Develop and deliver programmes that improve employability and help people to gain employment.**

**Achievements will be measured through:**

- Developing an employability proposal as part of the Regional Economic Growth Bid to seek long term investment via a simple and cost effective programme of support
- Developing an enhanced careers and guidance service for North Wales to match young people to the labour market
- Increasing the number of local people who, following attendance on a programme report they are closer to work or becoming ready to enter work

**Achievement Milestones for strategy and action plans:**

- Developing an employability proposal as part of the Regional Economic Growth Bid to seek long term investment via a simple and cost effective programme of support by March 2018
- Develop a plan for an enhanced careers and guidance service for North Wales to match young people to the labour market by March 2018

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
Number of people completing programmes commissioned by the Council which deliver job and training outcomes	Chief Officer – Community and Enterprise	323	400	500

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**4. Develop and deliver programmes to improve domestic efficiency to reduce Co2 emissions and fuel poverty.**

**Achievements will be measured through:**

- Reducing the overall annual fuel bill for residents
- Providing advice and support to residents to enable them to switch to a lower cost energy tariff
- Increasing the number of private sector and Council homes receiving energy efficiency measures
- Securing Welsh Government ARBED3 Programme Funding

**Achievement Milestones for strategy and action plans:**

- Secure Welsh Government ARBED 3 Programme Funding by March 2018.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
Annual reduction of domestic fuel bills for residents of Flintshire	Chief Officer – Community and Enterprise	£288,000	£140,000	£250,000
The number of residents supported to lower their energy tariff		N/A	150	200
The number of people receiving the warm home discount		N/A	50	100
The number of people who receive a full healthy homes healthy people/affordable warmth/HHSRS home visit and tailored advice		N/A	500	1000
The number of private sector homes receiving efficiency measures		227	140	200
The number of Council homes receiving efficiency measures		650	300	600

**5. Develop a strategy to address food poverty.**

**Achievements will be measured through:**

- Developing programmes in partnership with the social and third sector to work towards addressing food poverty
- Undertaking feasibility work for the development of a food-based social enterprise

**Achievement Milestones will be measured through:**

- Developing programmes in partnership with the social and third sector to work towards addressing food poverty by March 2018
- Undertaking feasibility work for the development of a food-based social enterprise by December 2017

**6. Assist residents of Flintshire to access affordable credit.**

**Achievements will be measured through:**

- Develop effective partnerships with local Credit Unions to enable residents to access banking services and affordable credit.

**Achievements Milestones will be measured through:**

- Develop service level agreements with local Credit Unions to enable residents to access banking services and affordable credit by March 2018

# **FLINTSHIRE COUNTY COUNCIL**

## **Council Plan 2017/2023**

**How achievement will be measured -  
Supporting milestones and measures**

**Ambitious Council**

Priority	Sub-Priority	Impact
Ambitious Council	Business Sector Growth and Regeneration	<ul style="list-style-type: none"> <li>• Sustaining economic growth through local and regional business development, employment and training sites</li> <li>• Developing the transport infrastructure and employment sites and transport services, widening access to employment and training sites</li> <li>• Creating a supply of diverse and quality training and employment opportunities</li> </ul>

**What we will do in 2017/18:**

**1. The Regional Economic Growth Deal will be submitted to UK and Welsh Governments this year and will set out the main priorities for economic development across North Wales.**

**Achievements will be measured through:**

- Contributing to the development of a new governance framework for the North Wales Economic Ambition Board
- The success of the region in achieving a Regional Growth Deal Bid for Government Investment in the regional economy
- Developing a strategy for delivery of the parts of the Regional Growth Deal which will directly benefit Flintshire
- Developing the Local Development Plan (LDP) economic strategy
- Supporting the development of the Wales Advanced Manufacturing Institute by Welsh Government with a successful planning application

**Achievement Milestones for strategy and action plans:**

- Contributing to the development of a new governance framework for the North Wales Economic Ambition Board by October 2017
- Securing a Regional Growth Deal Bid for Government Investment in the regional economy by March 2018
- Developing a strategy for delivery of the parts of the Regional Growth Deal which will directly benefit Flintshire by October 2017
- Developing the Local Development Plan (LDP) economic strategy by October 2017
- Supporting the development of the Wales Advanced Manufacturing Institute by Welsh Government with a successful planning application by March 2018

**2. Guide the development of the Deeside Enterprise Zone (DEZ) and Northern Gateway mixed use development site. Ensure that developments maximise economic and social value for the County and that they deliver the commitments made in the Regional Economic Growth Deal.**

**Achievements will be measured through:**

- Providing clear and responsive guidance to potential developers within the DEZ and Northern Gateway
- Seeking a revised strategic framework from the Northern Gateway developers
- Completing phase 1 enabling works by Welsh Government
- Securing Welsh Government agreement for phase 2 and / or phase 3 enabling works

**Achievement Milestones for strategy and action plans:**

- Providing clear and responsive guidance to potential developers within the DEZ and Northern Gateway
- Seeking a revised strategic framework from the Northern Gateway developers by March 2018
- Completing phase 1 enabling works by Welsh Government by April 2018
- Securing Welsh Government agreement for phase 2 and / or phase 3 enabling works by December 2018.

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**3. Develop long term strategic approach to Council’s economic estate and land.**

**Achievement will be measured through:**

- Completing a review of the Council’s economic estate and land

**Achievement Milestones for strategy and action plans:**

- Review of the Council’s economic estate and land by March 2018

**4. Expand the scale and quality of apprenticeships both regionally and locally, and make the best use of the Apprenticeship Training Levy (ATL).**

**Achievement will be measured through:**

- Ensuring apprenticeships feature in the Regional Economic Growth Deal proposal.

**Achievement Milestones for strategy and action plans:**

- Ensuring apprenticeships feature in the Regional Economic Growth Deal proposal by July 2017

**5. Develop a new approach to supporting town centre vitality and regeneration that maximises their role as shop windows for the County and enables them to derive benefit from wider economic growth.**

**Achievements will be measured through:**

- Developing and agreeing a multi-agency plan
- Identifying options to develop new land uses in town centres, especially for residential use.

**Achievement Milestones for strategy and action plans:**

- Developing and agreeing a multi-agency plan by March 2018
- Identifying options to develop new land uses in town centres, especially for residential use by December 2018

**6. Ensure that the development of regional and local transport strategy initiatives maximise the potential for economic benefits, especially access to employment and tourism.**

**Achievements will be measured through:**

- Ensuring that transport infrastructure features in the Regional Economic Growth Deal proposal
- Implementing the Deeside Plan to co-ordinate transport and economic development programmes
- The performance of the local and sub-regional economy with public sector interventions in investment

**Achievement Milestones for strategy and action plans:**

- Ensuring that transport infrastructure features in the Regional Economic Growth Deal proposal by July 2018
- Implementing the Deeside Plan to co-ordinate transport and economic development programmes by December 2017

Measures are to be adopted by all partner councils as part of the Regional Economic Growth Deal Bid between November and March 2018



## COMMUNITY & ENTERPRISE OVERVIEW AND SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Wednesday, 20 September 2017
<b>Report Subject</b>	Housing (Wales) Act 2014 – Homelessness
<b>Cabinet Member</b>	Deputy Leader of the Council and Cabinet Member for Housing
<b>Report Author</b>	Chief Officer (Community and Enterprise)
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

The Housing (Wales) Act 2014 introduced new homeless legislation in April 2015. This report provides an update on how the council has met the requirements of the new homeless legislation and some of the projected challenges that face the council.

The transition funding made available by Welsh Government has been used to support some key areas which contribute to the prevention of homelessness and increase the availability of suitable housing options. The Council welcomed the new legislation which placed a greater focus on prevention activity. The homeless service in Flintshire was restructured to maximise capacity and Supporting People commissioning has focussed services to support prevention activity.

However, there has been an increase in numbers of households seeking assistance and the service is forecasting additional pressures due to a combination of factors. The roll out of Universal Credit will see more families facing financial hardship and needing assistance and the LHA cap will limit the availability of affordable accommodation particularly for single people under 35.

The Council has seen an increase in the numbers of single households where no affordable housing can be identified which are cases that would be at risk of rough sleeping in the county. The Council currently provides accommodation for all households at risk of rough sleeping, irrespective of whether there is a statutory duty to provide accommodation which is placing a growing financial burden on the Council.

The service is forecasting an increase in demand alongside a potential reduction in

resources and suitable solutions. This report proposes innovative housing developments to increase the supply of affordable accommodation for the under 35 age group. It also includes proposals for improved temporary accommodation and more cost effective shelter for rough sleepers. These proposals will enable the Council to continue to prevent homelessness and avoid any rough sleeping within the County.

## RECOMMENDATIONS

1	Scrutiny notes the update on the management of the new legislation within the Housing (Wales) Act 2014.
2	Scrutiny notes the challenges that the council has faced finding suitable housing options for households and the further risks to this should, transition funding cease and/or Supporting people funding reduce.
3	Scrutiny supports the proposals to develop new housing provision to alleviate homelessness in the county.

## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE HOUSING (WALES) ACT 2014 – HOMELESSNESS LEGISLATION</b>
1.01	<b>Background</b>
1.02	<p>The Housing (Wales) Act 2014 reflects the Welsh Government commitment to reinforce the prevention of homelessness as set out in its Ten Year Homelessness Plan. The legislation introduced by the Act on the 27th April 2015 represents the most fundamental change to homelessness legislation since the Housing (Homeless Persons) Act was introduced in 1977.</p> <p>The legislation has introduced an explicit focus upon the prevention of problems rather than simply processing people through crises and, if implemented effectively, aims to result in fewer households experiencing the trauma of homelessness.</p> <p>Key features of the legislation include:</p> <ul style="list-style-type: none"> <li>▪ A new statutory duty for Local Authorities to take reasonable steps to help people prevent homelessness;</li> <li>▪ Extend the definition of ‘threatened with homelessness’ from 28 to 56 days;</li> <li>▪ A power rather than a duty to apply the homelessness intentionality test;</li> <li>▪ A new power allowing Local Authorities to discharge their homelessness duty through an offer of suitable private rented sector housing; and</li> <li>▪ Stronger duties on Housing Associations to, when requested, provide co-operation and support to local authorities in carrying out their</li> </ul>



	homelessness duties.
1.03	<b>Homeless Prevention</b>
1.04	<p>The legislation places a much stronger emphasis on prevention and the legislation also has a focus on the customer, helping them to identify and address the causes of homelessness and make informed decisions on finding solutions to their housing problem.</p> <p>The new statutory duty upon a Local Authority to prevent homelessness for all those who present with a housing need has meant that many households now receive more help and support than the limited assistance they would have been entitled to under the previous legislation.</p> <p>The Council welcomed the new legislation and the sections below detail how services have been developed to manage the new requirements and focus on homeless prevention.</p>
1.05	<b>Triage Service</b>
1.06	<p>The triage service is the ‘gateway’ for all enquiries from people who are in housing need or require assistance. The triage team not only identify whether someone is eligible to go on the register for social housing but also identify if someone is at risk of homelessness or requiring housing advice and assistance. As the confidence and experience of this team has developed, it has been able to provide better advice and housing options to customers. For example, those looking for affordable housing are provided with wider options of how a sustainable housing solution can be attained and those identified at risk of homelessness are forwarded directly to the Housing Options Team.</p> <p>The effectiveness of the triage service has relieved pressure on the specialist Homeless Officers who are carrying large caseloads. For example, the triage team take detailed information to form an individual’s initial housing assessment and, as appropriate, provide low level housing advice and assistance. Consequently, the Homeless Officers are freed up to manage more complex homeless cases and no longer process referrals and applications for the housing register, Bond Scheme or support services.</p> <p>The triage service is available over the phone or face to face within any Connects Centre. The training provided to triage staff on available housing options in the county has been rolled out to staff in Housing Options, NEW Homes and the Housing Management Team so that all staff are providing consistent detailed information to all our existing tenants and new customers.</p> <p>In 21016/17, there were 3,362 triage applications completed for customers approaching for housing assistance which represents a 35% increase in enquiries when compared to the same reporting period in 2015/16. The chart below shows how the number of cases being dealt with and resolved by the triage team has released pressure on Housing Options through the year with 63% of cases being managed at first point of contact or referred to other teams.</p>

	<table border="1"> <thead> <tr> <th></th> <th colspan="3">Number of Referrals to Duty</th> <th colspan="2">Number of referrals to other Housing Solutions</th> </tr> <tr> <th></th> <th>Number of Triages</th> <th>Referrals to Duty</th> <th>%</th> <th>Number of referrals to other Housing Solutions</th> <th>%</th> </tr> </thead> <tbody> <tr> <td><b>Quarter 1</b></td> <td>828</td> <td>269</td> <td>33%</td> <td>559</td> <td>67%</td> </tr> <tr> <td><b>Quarter 2</b></td> <td>960</td> <td>388</td> <td>40%</td> <td>572</td> <td>60%</td> </tr> <tr> <td><b>Quarter 3</b></td> <td>768</td> <td>363</td> <td>47%</td> <td>405</td> <td>53%</td> </tr> <tr> <td><b>Quarter 4</b></td> <td>806</td> <td>212</td> <td>26%</td> <td>594</td> <td>74%</td> </tr> <tr> <td><b>Total</b></td> <td><b>3,362</b></td> <td><b>1,232</b></td> <td><b>37%</b></td> <td><b>2,130</b></td> <td><b>63%</b></td> </tr> </tbody> </table>							Number of Referrals to Duty			Number of referrals to other Housing Solutions			Number of Triages	Referrals to Duty	%	Number of referrals to other Housing Solutions	%	<b>Quarter 1</b>	828	269	33%	559	67%	<b>Quarter 2</b>	960	388	40%	572	60%	<b>Quarter 3</b>	768	363	47%	405	53%	<b>Quarter 4</b>	806	212	26%	594	74%	<b>Total</b>	<b>3,362</b>	<b>1,232</b>	<b>37%</b>	<b>2,130</b>	<b>63%</b>
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1.07	<b>Housing Options</b>																																															
1.08	<p>During the period April 2016 to March 2017, the Housing Options Team received 1,232 referrals from triage for households who were homeless or at risk of homelessness within 56 days. The figures at the end of the year demonstrate the team has successfully prevented or relieved homelessness in 79% of cases that were closed within the reporting period. The figures for the full year show that despite a significant increase in customers approaching the triage service, the number of customers being referred to Housing Options has remained steady over the past three years.</p>																																															
1.09	<b>Supporting People</b>																																															
1.10	<p>The continued join up and focus of Supporting People services on homeless prevention activity has contributed to the outcomes of the service. A restructure of the Customer Support Service in March following a voluntary redundancy request brings the Supporting People Service and the Housing Options Team under one manager providing further opportunity to align the services. The services will further develop early intervention activities and positive outcomes for families by working with other statutory services as part of the multi-agency Early Help Hub based in Flint.</p>																																															
1.11	<b>CHALLENGES FACING THE COUNCIL</b>																																															
1.12	<b>Availability of Housing</b>																																															
	<p>The focus of the Housing Options Team, wherever possible, is to prevent homelessness and enable a household to remain in their home. However, there are many examples where this is not an achievable outcome and alternative accommodation must be sourced for a household. The team could not adequately meet the need for the provision of alternative accommodation through relying on social housing alone. To achieve a successful homeless prevention outcome the service needs a supply of affordable housing options, which can be made available to households accessing the service.</p>																																															
1.13	<b>The Social Housing Register</b>																																															
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	<p>households on the list in April 2016 and this has risen to 1,573 in June 2017. The average wait time for a 3-bed social housing property for a local household at risk of homelessness or with a non-urgent housing need is 11 months. This is a reasonable timeframe for those in most categories of housing need but does lead to short temporary accommodation stays for those at risk of homelessness within 56 days. However, the demand for smaller social stock outstrips supply and presents a much more challenging situation.</p> <p>37% of all households on the common housing register are individuals under 60 years requiring single 1-bed accommodation. However, only 6% of the stock across all the social landlords in the county are 1-beds or bedsits available for single applicants under 60. This leads to excessive waiting times for single households. The housing associations in the county are working with the council to provide shared spaces in family accommodation to relieve this issue.</p>
1.14	<p><b>Private Rented Sector</b></p> <p>North East Wales (NEW) Homes and the Bond Scheme make available a supply of private sector options for households. Furthermore, the management of properties by NEW Homes increases the sustainability of tenancies and helps the private rented sector be viewed by households as a more settled option.</p> <p>Transition funding provided by Welsh Government to assist councils manage the implementation of the new legislation has been used to fund a post in the Environmental Health team. The role works with landlords to improve the condition of properties to prevent homelessness in the first instance and also to check that any properties used to relieve homelessness or discharge a homeless duty are of an adequate quality and meet the requirements of the current legislation which includes Rent Smart Wales. The service has been carrying out Healthy Homes Healthy People Visits of those tenants seeking assistance from the Housing Solutions Service to see what other assistance can be provided to the tenants while at the properties, such as reducing fuel bills. This shift does not just focus on the property condition but takes a holistic approach considering the wider issues that could affect the tenant's health and wellbeing.</p> <p>A significant proportion of private rented properties, particularly shared housing, in Flintshire is below the minimum required standard and the requirement to meet these standards has caused delays and reduced the availability of suitable private rented options. There were 46 Bonds issued in 2016/17 to help people access private rented properties compared to 133 the previous year. This reduction in available properties has reduced available options for households being assisted by the council. The services continue to work together to raise standards and encourage landlords to work with NEW Homes and the council to provide sustainable solutions for households.</p>
1.15	<p><b>Interim Accommodation</b></p> <p>Once the Council has accepted a duty to prevent homelessness for a</p>

household, the focus is to enable the household to stay in their existing accommodation, if this is possible, or identify a suitable and affordable alternative accommodation. If neither of these options are successful and a household has to leave their property, if there are no safe options to stay with family or friends then the council has a duty to accommodate those who are deemed an apparent priority need.

In Flintshire, the council goes beyond the statutory duty and provides interim accommodation for anyone who has nowhere to stay irrespective of their priority need status. Families with dependent children are always a priority so it is mainly single people with no vulnerability who are placed under a 'power' whilst support is provided to find alternative options. In 2016/17 some of these placements became quite extended stays due to the lack of suitable and affordable move on options from interim accommodation.

Reducing the use of B&B accommodation remains a priority for the service but the availability of accommodation presents a challenge particularly for single people. In 2016/17, the cost of B&B accommodation was £150,000 which does represent an increase on the previous year.

In order to reduce B&B costs the service needs to focus more pro-active activity at the earliest opportunity. The capacity, structure and focus of the Housing Options Team in 2017/18 has been modelled to deliver improved outcomes in this area. However, there has been a general increase in B&B expenditure in 2016/17 in other councils across the region which reflects some of the external pressures. The two main factors affecting the increased use in Flintshire are highlighted below:

**i) Welfare Reforms**

The shortage of accommodation for single people is a huge challenge in relieving homelessness in the first instance and moving people on from interim accommodation. This has been exacerbated by various welfare reforms, which have been introduced since 2013. For example, applying the single room rent rules until a person is 35 years old, has resulted in more single people being advised that within the private rented sector, their maximum Housing Benefit award will be capped at the rent for a room in a shared house. Frequently, such accommodation is not appropriate especially for those with access to children to have overnight stays. Very often this means that for those in receipt of benefits, the only affordable option is a one-bedroomed property in social housing.

However, as mentioned above the demand for one-bedroomed social housing flats outstrips supply. The single room rent rules will be introduced for social housing in 2019 for all tenants signed up after April 2016. This means the availability of options for those under 35 years old in receipt of benefits will be further reduced. There are only 21 general needs bedsits in the current social housing stock in Flintshire.

In addition, it is important to recognise that the county does not have a large supply of shared housing within the private rented sector and even good quality shared housing does not meet the expectations of many single households and some choose to not accept the accommodation.

	<p><b>ii) Rough Sleepers</b></p> <p>In addition to the pressures detailed above, one of the factors leading to this increase is the issue relating to rough sleepers. Rough sleeper figures show a 30% increase in rough sleepers across Wales between 2015/16 and 2016/17. In the last year, the Night shelters in Denbighshire and Wrexham have introduced local connection policies in line with funding requirements that give priority to local people within those counties. This has left an increased number of people in Flintshire with no other options who are being provided with interim accommodation.</p> <p>The council currently accommodates all those that have no safe place to stay and the lack of available move on options means that these stays can become weeks rather than days. A review of the placements and costs during the key winter months would suggest that 14% of the B&amp;B budget is spent on households where the council has no duty to accommodate but does so to prevent rough sleeping. In addition, these individuals are placed in the range of other temporary accommodation units available which does not cost the council. However, this creates a lack of capacity within temporary accommodation and leads to additional B&amp;B placements for those with a priority need who are owed a duty by the council. Other councils in the region have a cold weather policy in place so that if the temperature dips to a certain level they will then accommodate all rough sleepers irrespective of priority need status.</p>
1.16	<b>MANAGING THE PRESSURES</b>
1.17	Transition Funding and Supporting People
1.18	<p>The Welsh Government has made available transition funding to support the implementation of the new legislation. Flintshire was awarded £228,000 in 2015/16 to support the transition. This funding allocation was reduced to £140,000 in 2016/17 and £130,000 in 2017/18, which is expected to be the final year of allocation.</p> <p>It is pleasing to report that Flintshire was commended for its use of the transition funding in a review by Shelter Cymru evaluating the success of the new legislation.</p> <p>The funding is providing two additional homeless prevention officers in the team and supporting some key roles in the Private Sector Team and Environmental Health. Removal of this funding in 2018/19 will mean a reduction in 4.5 important posts. The service would be unable to prevent homelessness at the same level with such a reduced capacity and would need to submit a budget pressure.</p> <p>The Council has also focussed its Supporting People commissioning function on ensuring that services funded by Supporting People Programme Grant are contributing to homeless prevention. Targeting funding at those services that can demonstrate the contribution and evidence of homeless prevention outcomes is a core aspect of the monitoring and review process.</p>

	<p>The Support Gateway which sits alongside the Housing Solutions Service handled 1,420 referrals in 2016/17. This represents a higher number than the cases at immediate risk of homelessness forwarded to the homeless service and demonstrates the key role these services play in easing pressure on the statutory service by delivering early support, advice and assistance. Figures for quarter one suggest this number will increase in 2017/18.</p> <p>Reductions to either of these funding streams presents a significant risk of a growing financial burden and increases in homelessness.</p>
1.19	New Developments
1.20	<p><b>i) Increase Availability</b></p> <p>In order to reduce B&amp;B use for single households awaiting a permanent housing solution, the service set a target to bring on line 27 leased temporary units which are all up and running. It is intended that single people reside in these properties as a 'short-term' solution to their housing need as the rents are high and can act as a disincentive for a person to enter employment. However, it is already apparent that the required move through to permanent accommodation is not being achieved. To ensure that there are available properties to prevent homelessness and a proactive movement of homeless single households from the temporary units (and consequently reduce the number of single people within B&amp;B's) addressing the lack of permanent suitable and affordable accommodation for single people within Flintshire must be viewed as a priority for the Council.</p> <p>The restrictions on single households mean that there is an increased need for a different type of housing which is affordable for single people under 35. The Council is working with partners to make available more shared accommodation within existing private rented and social housing properties. In recognition of the urgent need to increase affordable provision for the under 35 age group, the Council will be prioritising this group and seeking support from the Innovative Housing Fund to develop small self-contained units for single people that are affordable and an increased number of shared units with ensuite facilities. The Council recognises that adequate availability of permanent, affordable housing is key to preventing homelessness in the county.</p> <p><b>ii) Temporary Accommodation</b></p> <p>The council has a good supply of supported temporary accommodation for families and occasionally has to use private hotels in urgent cases or when spaces are not available.</p> <p>The council currently uses private shared accommodation for single people. This accommodation is expensive to use and delivers limited positive outcomes in terms of move on or tenants sustaining accommodation. It is expected that moving forward in the interim, even taking forward other initiatives and developments, there will remain a requirement for some level of temporary accommodation for single households.</p>

There is the potential to deliver this in a more efficient and effective way by providing better quality accommodation that has links to other services and focuses on education, work and learning. For many single households, the need to address barriers to accessing work will be essential to a move on option that meets customer expectations for a permanent housing solution.

A recent report commissioned by the North Wales Supporting People Regional Collaborative Committee identified the need for this kind of temporary accommodation for people leaving prison. The report notes that this provision needed to be in addition to existing supporting people funded services for single people.

At the appropriate stage, the Council, or its Housing Association providers, will be seeking capital support from the Welsh Government to develop temporary accommodation which provides a transformational, positive environment and an opportunity for a period of assessment and stabilisation targeted for those who wish to address issues and break the cycle of homelessness.

### **iii) Rough Sleeping**

The Council currently accommodates all those without a safe place to stay in B&B or temporary accommodation. This approach is not in line with other Local Authorities in Wales who will accommodate those deemed a priority need and all others in line with a cold weather policy.

This approach is creating an increasing financial burden on the Council. Current legislation places a duty on the Council to accommodate anyone with an apparent priority need, this will include for example someone with a vulnerability due to age, mental health issues, a learning difficulty or drug and alcohol problems.

The Council is committed to preventing rough sleeping but recognises the need to seek alternative options to the use of B&B and hotel places that are costly and at certain times are scarcely available.

The council will be seeking to develop temporary shelter for rough sleepers which can be brought into use when needed.

The Council will also be working with third sector providers and charities to set up a fund to support those who are homeless or at risk of homelessness. This fund will provide essential items for those who are homeless and will support the running of a Temporary Shelter, funds will also be used to support positive move on for those that have experienced homelessness. The Council will provide funding which it is hoped will be boosted by support from partners, charities and fundraising activity.

### **iv) Housing First**

The Council also wants to explore a completely different approach which aims to reduce some of the trauma of homelessness particularly for families with children and young people. Housing First is a different approach that

	<p>aims to end the use of temporary accommodation by rethinking how we deal with homelessness altogether.</p> <p>It is a model that has been used widely in Canada, the USA and some countries in Europe for people with medium and high support needs and has proven to be effective in terms of people sustaining their accommodation and reducing their use of temporary accommodation, emergency health, prison and other services.</p> <p>The approach sets no preconditions on people in order for them to access accommodation, for example no requirement to be drug or alcohol free or to have sustained temporary accommodation. Accommodation is provided, quite often in the private rented sector, and support provided to meet the needs of the individual. Housing First support requires a multi-disciplinary approach that goes beyond homelessness and housing-related support.</p> <p>This approach would involve housing being provided by social landlords or private sector landlords with the legal agreement being held by the council or a third sector provider with rent guaranteed until the household is ready to take over responsibility. Pursuing this approach requires a commitment from a range of statutory partners.</p> <p>This report proposes that the service develops a 'Housing First' scheme in partnership with social landlords, private landlords and statutory and support services. The availability of accommodation means that this will only be a suitable solution in limited cases but could play a significant role in preventing homelessness, B&amp;B stay and unnecessary moves for vulnerable single people or families with children.</p>
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<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	<p>The Welsh Government recognised that the implementation of the new homelessness prevention duties would lead to increased costs for Local Authorities. Therefore, in 2015/16, 2016/17 and 2017/18 they made transitional funding available to assist Local Authorities to meet these additional costs on a sliding scale. Flintshire has received £130,000 in 2017/18 which is less of a reduction than originally projected. The funding is providing two additional homeless prevention officers in the team and supporting some key roles in the Private Sector Team and Environmental Health. Removal of this funding in 2018/19 will mean a reduction in 4.5 important posts. The service would be unable to prevent homelessness and with reduced capacity and would need to submit a budget pressure.</p> <p>The new developments will be reliant on successful bids to the Innovative Housing Fund for initial capital investment. The exact figures for these developments will be scoped and included in detailed bids for funding. The initiatives would realise a reduction in ongoing spend on temporary accommodation.</p> <p>The Housing First Model on a small scale could be implemented within</p>



	existing resources in Housing. The model does rely on sign up and commitment of staffing resources from other services but this should be achieved by targeting existing resources in a preventative approach. If implemented successfully this initiative can reduce pressure on statutory services by reducing hospital admissions, custodial sentences, costs of mental health and drug and alcohol services as well as reduced evictions and temporary accommodation costs.
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<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	None

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	<p>The need to use B&amp;B/temporary accommodation is dependent on the balance between the number of households presenting in need of housing assistance and the availability of suitable and affordable accommodation. The priority is for the team to prevent homelessness by assisting households to stay in their own property by overcoming the various problems which are putting their continued occupation at risk.</p> <p>However, each year there are a number of households who cannot remain at home and the team must source alternative suitable and affordable accommodation either in the social housing or private rented sectors. Where this cannot be sourced in a timely fashion, then households may have to be placed in temporary accommodation or B&amp;B accommodation. Should the availability of affordable housing options reduce then the requirement to use temporary housing options, including B&amp;B, will increase.</p> <p>Even if the number of households presenting to the Council at risk of homelessness remains steady over the next few years, there is already evidence that the availability of alternative accommodation for these households, to prevent their homelessness, is reducing and predicted to reduce further. This will lead to the increased usage of B&amp;B as temporary accommodation for homeless households.</p> <p>The largest risk to increased use of B&amp;B will be single people. In order to maintain or reduce the level of B&amp;B, there is a need to focus on:-</p> <ul style="list-style-type: none"> <li>• Alternative housing solutions particularly for single under 35 group</li> <li>• Maintain the level of prevention activity with a focus on performance and demonstrable outcomes.</li> </ul> <p><b>Mitigation</b></p> <p>Continue the effective use of funding spend to save prevention projects that should become self-funding if they successfully reduce the need for B&amp;B to be used as temporary accommodation. For example;</p>

	<ul style="list-style-type: none"> <li>• An Environmental Health officer who works with landlords in the private sector to resolve issues that make the home unsuitable and therefore prevent homelessness in the first place (without this work a household could be a priority for rehousing and we lose valuable accommodation in the PRS)</li> <li>• A post focussed on working with landlords and increasing the availability of affordable housing options in the private rented sector through incentives and management options for landlords.</li> <li>• Additional prevention activity and funding to reduce the numbers that become homeless by assisting them to remain in their home or support to move to alternative accommodation.</li> <li>• The change in homeless legislation with an additional focus on prevention is intended to achieve a reduction in numbers actually becoming homeless and requiring temporary accommodation. This remains a key performance target for the officers who are encouraged to think and use the budget available to them creatively.</li> <li>• Taking forward alternative models to increase supply i.e. shared housing models and re-designation of existing stock.</li> <li>• A focus on modelling Supporting People projects to ensure they are contributing to homeless prevention.</li> </ul> <p>There are wider factors to consider and reductions to the Supporting People budget is a significant unknown that could impact on the risks and ability to mitigate against these risks. Also, the implementation of Universal Credit will result in households having more responsibility for managing their household budget, including their rent payments. If the safeguards built into the Universal Credit do not work effectively, more households will become at risk of homelessness and the number of private landlords willing to let to low income households may reduce.</p>
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<b>5.00</b>	<b>APPENDICES</b>
5.01	None

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	None  <b>Contact Officer: Katie Clubb</b> <b>Telephone: 01352 703518</b> <b>E-mail: <a href="mailto:Katie.clubb@flintshire.gov.uk">Katie.clubb@flintshire.gov.uk</a></b>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<b>Welsh Government Ten Year Homelessness Plan</b> – This ten year plan describes how homelessness in Wales will be tackled between 2009 - 2019. This Ten Year Plan sets out some guiding principles for the development and delivery of homelessness services.

**Housing Solutions Triage** – the initial discussion with the customer about their circumstances and housing need.

**Transition Funding** – a grant made available to Local Authorities to assist with the implementation of the new legislation. This is available over three years with the level reducing over the period.

**Single Access Route to Housing (SARTH) Policy** – the regional common policy for all major social landlords allocating social housing properties across Conwy, Denbighshire and Wrexham.

**Early Help Hub** – a multi-agency team focussed on delivering preventative services and interventions for families to prevent issues escalating and reduce pressure on statutory services.

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## COMMUNITY & ENTERPRISE OVERVIEW AND SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Wednesday, 20 <sup>th</sup> September 2017
<b>Report Subject</b>	Social Housing Grant (SHG) Programme
<b>Cabinet Member</b>	Deputy Leader of the Council and Cabinet Member for Housing
<b>Report Author</b>	Chief Officer (Community and Enterprise)
<b>Type of Report</b>	Strategic - For information only

### EXECUTIVE SUMMARY

This report describes the current Social Housing Grant (SHG) programme. The programme funds a range of affordable housing which is delivered by Registered Social Landlords (RSLs) in Flintshire.

The funding for the programme is held by Welsh Government, however, the Local Authority has a responsibility to prioritise the types of schemes required to meet local need, as well as to manage and report on the progress of the programme to Welsh Government.

The SHG indicative allocation for the next 3 years totals £12.1m and will deliver: 158 social rented properties; 45 supported housing; and 55 Extracare units.

### RECOMMENDATIONS

1	To consider and comment on the Flintshire social housing grant programme.
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## REPORT DETAILS

1.00	THE FLINTSHIRE SOCIAL HOUSING GRANT PROGRAMME
1.01	<p>Welsh Government (WG) is committed to increasing the supply of affordable homes with a target of 20,000 new affordable homes to be delivered by the end of the current political term. The Social Housing Grant (SHG) programme forms one of the delivery mechanisms to achieve this target.</p> <p>One of the Council's strategic aims is to be a 'Supportive Council' and to achieve this it will:</p> <ul style="list-style-type: none"><li>• Deliver appropriate and affordable homes;</li><li>• Deliver modern, efficient and adapted homes;</li><li>• Protect people from poverty; and</li><li>• Support people to live independently.</li></ul> <p>To achieve these priorities the Council aims to provide new social and affordable homes through:</p> <ul style="list-style-type: none"><li>• Increasing the numbers of new Council and affordable homes through the SHARP programme;</li><li>• Maximising the number of new affordable homes provided through the planning system;</li><li>• <b>Increasing the numbers of affordable units provided through the Social Housing Grant (SHG) programme, including Extra Care provision;</b></li><li>• Delivering new, innovative low rent housing schemes.</li><li>• Address fuel poverty through energy efficiency measures; and</li><li>• Provide adaptations / adapted homes to assist people in living independently.</li></ul>
1.02	<p>The Social Housing Grant (SHG) is a Welsh Government funding stream to provide social and affordable rented homes through Registered Social Landlords (RSLs). RSLs can apply for SHG to cover 58% of total eligible costs for social rented properties or 25% for intermediate rented properties. The funding is retained by Welsh Government, with each Local Authority (LA) area having an indicative allocation at the beginning of each year and a projected allocation for a further 2 years.</p> <p>The rolling affordable housing programme consists of a range of schemes delivered by the Council's partner RSLs. The funding can contribute towards the cost of delivering the following, subject to the LA's agreement that it contributes towards their strategic priorities:</p> <ul style="list-style-type: none"><li>• general needs social or intermediate rented housing;</li><li>• schemes which contribute towards the LA's strategy for older persons;</li><li>• Extracare housing;</li><li>• Supported housing schemes;</li><li>• Do-it-yourself Homebuy;</li><li>• Accommodation linked to projects for the prevention and treatment</li></ul>

	<p>of drugs and substance misuse;</p> <ul style="list-style-type: none"> <li>• Schemes to support community regeneration;</li> <li>• Mortgage rescue; and</li> <li>• Empty properties.</li> </ul> <p>In order for an RSL to develop affordable housing in Flintshire they need to be 'zoned' by Welsh Government and the RSLs currently zoned to deliver in Flintshire are:</p> <ul style="list-style-type: none"> <li>• First Choice Housing Association;</li> <li>• Grwp Cynefin Housing Association;</li> <li>• Pennaf Housing Association (umbrella company for Clwyd Alan);</li> <li>• Wales and West Housing Association.</li> </ul>
1.03	<p>In line with the corporate priorities and based on areas of housing need in Flintshire, the following are the headline priorities for the programme.</p> <ul style="list-style-type: none"> <li>• Supported Housing - In order to support residents to live independently, Flintshire maintains a Specialist Housing Register which identifies people registered for social housing who require some form of specialist / supported provision within their home (e.g. adaptation). Flintshire has a requirement for specialist housing to meet the needs of people with either physical, learning or sensory disabilities, as well as people with mental health issues.</li> <li>• Social Housing - The numbers on the social housing register are increasing, there were 960 households on the list in April 2016 and this has risen to 1,573 in June 2017. The demand for smaller social stock outstrips supply and presents a much more challenging situation, with 37% of all households on the common housing register being individuals under 60 years requiring single 1-bed accommodation. Therefore, the Council's priority to address the issues outlined is for 1 bed accommodation as well as 2 and 3 bed houses.</li> </ul>
1.04	<p>At a local level the programme is managed by the Housing Strategy Manager who reports on a quarterly basis to Welsh Government through the Programme Delivery Plan (PDP). The PDP sets out the individual RSL schemes, their funding requirements by year and their delivery milestones (i.e. planning status).</p> <p>The RSLs consult with the Housing Strategy Manager at inception of the scheme and, during its pre-planning and delivery stages, the RSLs update on a quarterly basis at a regular meeting of all RSLs and the Housing Strategy Manager.</p> <p>Once the scheme is supported by the Local Authority it is included in the PDP, which indicates to Welsh Government that the scheme is supported by the Local Authority. Welsh Government appraise the individual schemes to ensure they meet the required space and value for money criteria and issue the grant condition agreement.</p>
1.05	<p>The current Programme Delivery Plan for Flintshire has the following <u>indicative</u> SHG allocations (final allocations to be confirmed):</p>

	<p>2017/18 £4.5m  2018/19 £5.9m  2019/20 £1.7m  Total: £12.1m</p> <p>In addition the RSLs are expected to utilise Housing Finance Grant 2 (HFG2) funding to 'blend' with SHG. HFG2 is paid over 30 years to the RSL and is shown on the PDP as an allocation but the LA has little influence over the use of this element of funding.</p> <p>2017/18 £2.4m  2018/19 £1.4m  2019/20 £0.9m  Total: £4.7m</p> <p>Appendix 1 describes the full programme of planned development for the financial years 2017/18 to 2019/20.</p>
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<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	None

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	N/A

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	The individual RSLs will manage their own development risks and the Welsh Government manages the financial risk. Therefore the primary risk to Flintshire County Council is if the schemes are not delivered and the funding is not spent potentially impacting on our reputation with Welsh Government and the amount of future allocations. The Council mitigates this risk through quarterly meetings with the RSLs and gathering information on the progress on a scheme by scheme basis, reporting back to WG on progress.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 - full programme of planned development for the financial years 2017/18 to 2019/20.

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
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6.01	<p>None</p> <p><b>Contact Officer:</b> Lesley Bassett, Housing Strategy Manager  <b>Telephone:</b> 01352 701433  <b>E-mail:</b> Lesley.Bassett@flintshire.gov.uk</p>
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<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<p><b>Social rent</b> – provided by Local Authorities and RSLs where rent levels have regard to the Welsh Governments guideline rents and benchmark rents.</p> <p><b>Intermediate rent</b> – where rents are above those of social rent but below market rent.</p> <p><b>Extracare Housing</b> – a development providing individual residential units with care packages for people over a specified age managed by RSLs.</p> <p><b>Supported Housing</b> – Accommodation for people with additional needs or care requirements, such physically disabled, learning disability, sensory impairment.</p> <p><b>Homebuy</b> – scheme operated by RSLs under which existing social housing tenants and those on housing waiting lists can purchase a home with an interest free equity loan.</p> <p><b>Registered Social Landlord (RSL)</b> – technical name for social landlords that own or manage social housing and registered with, and regulated by, the Welsh Government. Most RSLs are Housing Associations (independent, not-for-profit organisations which are able to bid for Social Housing Grant funding).</p> <p><b>Housing Finance Grant 2 (HFG2)</b> – capital grant for RSLs provided over a 25-30 year timeframe to cover a percentage of the cost of development.</p> <p><b>Programme Development Plan (PDP)</b> – the plan which sets out the development programme for the area, provided by Welsh Government for Local Authorities to complete and manage.</p> <p><b>Strategic Housing And Regeneration Programme (SHARP)</b> - Flintshire County Council House Building Programme which will build 500 new homes (200 Council) and 300 (affordable) new properties across the Council during the next five years.</p>

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**Appendix 1 - full programme of planned development for the financial years 2017/18 to 2019/20.**

The following RSL schemes are included in our PDP as our development programme for 17/18 to 19/20:

<b>RSL</b>	<b>Scheme name</b>	<b>Scheme type</b>	<b>No. of units</b>	<b>Year complete</b>
First Choice	Move on Mold	Supported Housing	3	17/18
	L'Arche Mold		25	19/20
	Acquisition Flint		1	17/18
	Acquisition tbc		4	17/18
Grwp Cynefin	Health Centre Buckley	Social Rent	24	18/19
	Rhewl Fawr, Penyffordd Holywell	Supported Housing	1	17/18
		Social Rent	6	18/19
Pennaf	Ewloe	Social Rent	24	All Reserve schemes – to be agreed and will take up any under -spend
		Supported housing	1	
	Buckley	Social Rent	8	
Wales and	Halkyn Road Holywell	Social Rent	44	18/19

West	Ystadd Goffa Court Flint	Social Rent	19	18/19
	Earl Street Flint	Supported Housing	10	18/19
	Extracare Holywell	Extracare	55	19/20



## COMMUNITY & ENTERPRISE OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Wednesday 20 <sup>th</sup> September, 2017
<b>Report Subject</b>	Forward Work Programme
<b>Cabinet Member</b>	N / A
<b>Report Author</b>	Community & Enterprise Overview & Scrutiny Facilitator
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

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

The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Community & Enterprise Overview & Scrutiny Committee.

### RECOMMENDATION

1	That the Committee considers the draft Forward Work Programme and approve/amend as necessary.
2	That the Facilitator, in consultation with the Chair and Vice-Chair of the Committee be authorised to vary the Forward Work Programme between meetings, as the need arises.

## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE FORWARD WORK PROGRAMME</b>
1.01	Items feed into a Committee's Forward Work Programme from a number of sources. Members can suggest topics for review by Overview & Scrutiny Committees, members of the public can suggest topics, items can be referred by the Cabinet for consultation purposes, or by County Council or Chief Officers. Other possible items are identified from the Cabinet Work Programme and the Improvement Plan.
1.02	<p>In identifying topics for future consideration, it is useful for a 'test of significance' to be applied. This can be achieved by asking a range of questions as follows:</p> <ol style="list-style-type: none"><li>1. Will the review contribute to the Council's priorities and/or objectives?</li><li>2. Is it an area of major change or risk?</li><li>3. Are there issues of concern in performance?</li><li>4. Is there new Government guidance of legislation?</li><li>5. Is it prompted by the work carried out by Regulators/Internal Audit?</li></ol>
<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	None as a result of this report.
<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	Publication of this report constitutes consultation.
<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	None as a result of this report.
<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 – Current Forward Work Programme
<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p>None.</p> <p><b>Contact Officer:</b> Ceri Shotton Overview &amp; Scrutiny Facilitator</p> <p><b>Telephone:</b> 01352 702305</p> <p><b>E-mail:</b> <a href="mailto:ceri.shotton@flintshire.gov.uk">ceri.shotton@flintshire.gov.uk</a></p>

7.00	<b>GLOSSARY OF TERMS</b>
7.01	<b>Improvement Plan:</b> the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish an Improvement Plan.

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**CURRENT FWP**

Date of meeting	Subject	Purpose of Report	Scrutiny Focus	Report Author	Submission Deadline
Additional Meeting – October Date to be confirmed	<b>Domestic Energy</b>	To provide an update on the delivery of domestic energy efficiency programmes	Information Sharing	Enterprise and Regeneration Manager	
	<b>Communities First Update</b>	To provide an update on the Communities First Programme	Assurance/Monitoring	Enterprise and Regeneration Manager	
Wednesday 15 <sup>th</sup> November 2017 10:00 am	<b>SHARP Programme</b>	To provide an update on the SHARP Programme and review the standard of new build homes	Information Sharing / Consultation	Housing Strategy Manager	
	<b>Welfare Reform Update including Universal Credit Roll Out</b>	To provide an update on Welfare Reform including the roll out of Universal Credit	Assurance/Monitoring	Benefits Manager	
	<b>Sheltered Housing Review</b>	To share the outcomes of the sheltered housing review	Information Sharing / Consultation	Housing Asset Manager	
	<b>SARTH</b>	To consider proposed changes to the allocation policy for social housing	Consultation	Customer Support Manager	

<p>Wednesday 20<sup>th</sup> December 2017 10.00 am</p>	<p><b>Pepperpot Detailed Plan</b></p>	<p>To consider the proposed Business Plan</p>	<p>Consultation</p>	<p>Enterprise and Regeneration Manager</p>	
<p>Wednesday 31<sup>st</sup> January 2018 10.00 am</p>	<p><b>Supporting People Commissioning Plan</b></p>	<p>To consider the proposed Commissioning Plan for 2018/19</p>	<p>Consultation</p>	<p>Customer Support Manager</p>	
<p>Wednesday 14<sup>th</sup> March 2018 10.00 am</p>					
<p>Wednesday 16<sup>th</sup> May 2018 10.00 am</p>					
<p>Wednesday 27<sup>th</sup> June 2018 10.00 am</p>					

**Items to be scheduled to a date**

- Work to address economic inactivity and support entrepreneurship
- Efficiency Agenda
- Update on private sector housing renewal strategy

**REGULAR ITEMS**

Month	Item	Purpose of Report	Responsible / Contact Officer
Quarterly / Annual	<b>Performance Reporting</b>	To consider performance outturns for improvement targets against directorate indicators.	Chief Officer (Community and Enterprise)
Six monthly	<b>Welfare Reform Update – including Universal Credit</b>	To update Members on the impact of Welfare Reform and the cost to the Council.	Chief Officer (Community and Enterprise)
Six monthly	<b>Update on North East Wales Homes &amp; Property Management</b>	To update Members on the work of the North East Wales Homes & Property Management	Chief Officer (Community and Enterprise)

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