Contact Officer:
Sharon Thomas 01352 702324
sharon.b.thomas@flintshire.gov.uk

To: Cllr Ian Dunbar (Chairman)

Councillors: Sian Braun, Helen Brown, David Cox, Jean Davies, Ron Davies, Rosetta Dolphin, Mared Eastwood, Ray Hughes, Dennis Hutchinson, Brian Lloyd, Ted Palmer, Kevin Rush, Paul Shotton and David Wisinger

5 March 2020

Dear Councillor

You are invited to attend a meeting of the Community and Enterprise Overview & Scrutiny Committee which will be held at 10.00 am on Wednesday, 11th March, 2020 in the Delyn Committee Room, County Hall, Mold CH7 6NA to consider the following items

A G E N D A

1 **APOLOGIES**

Purpose: To receive any apologies.

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

Purpose: To receive any Declarations and advise Members accordingly.

3 **MINUTES** (Pages 3 - 8)

Purpose: To confirm as a correct record the minutes of the meeting held on 22 January 2020.

4 **FORWARD WORK PROGRAMME AND ACTION TRACKING** (Pages 9 - 18)

Report of Overview & Scrutiny Facilitator

Purpose: To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.

5 **TENANCY MANAGEMENT POLICY** (Pages 19 - 36)

Report of Chief Officer (Housing and Assets) - Cabinet Member for Housing

Purpose: To consider the Tenancy Management Policy which covers tenants' right to succession

6 **TOWN CENTRE REGENERATION UPDATE** (Pages 37 - 46)

Report of Chief Officer (Planning, Environment and Economy) - Cabinet Member for Economic Development

Purpose: To update members on the approaches being taken to regenerate town centres

7 **FLINTSHIRE IN BUSINESS UPDATE** (Pages 47 - 52)

Report of Chief Officer (Planning, Environment and Economy) - Cabinet Member for Economic Development

Purpose: To update members on the work on the Council's business development team and specifically on the Flintshire in Business events programme.

8 **QUARTER 3 COUNCIL PLAN 2019/20 MONITORING REPORT** (Pages 53 - 104)

Report of Chief Officer (Housing and Assets), Chief Officer (Planning, Environment and Economy) - Cabinet Member for Economic Development, Cabinet Member for Housing

Purpose: To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2019/20

Yours sincerely

Robert Robins
Democratic Services Manager

COMMUNITY & ENTERPRISE OVERVIEW & SCRUTINY COMMITTEE
22 JANUARY 2020

Minutes of the meeting of the Community & Enterprise Overview & Scrutiny Committee of Flintshire County Council held at County Hall, Mold on Wednesday, 22 January 2020

PRESENT: Councillor Ian Dunbar (Chairman)
Councillors: David Cox, Jean S Davies, Ron Davies, Rosetta Dolphin, Mared Eastwood, Dennis Hutchinson, Ted Palmer, Kevin Rush, Paul Shotton and David Wisinger

SUBSTITUTIONS: Councillors: Bernie Attridge (for Helen Brown) and Patrick Heesom (for Brian Lloyd)

APOLOGY: Councillor Ray Hughes

ALSO PRESENT: Councillors: Christine Jones, Ian Roberts and Carolyn Thomas

CONTRIBUTORS: Councillor Derek Butler, Cabinet Member for Economic Development; Councillor Dave Hughes, Cabinet Member for Housing; Councillor Billy Mullin, Cabinet Member for Corporate Management and Assets; Chief Officer (Housing and Assets); Benefits Manager, Revenues Manager and Strategic Finance Manager – Commercial & Housing.

IN ATTENDANCE: Community & Enterprise Overview & Scrutiny Facilitator and Electoral Services Officer

36. DECLARATIONS OF INTEREST

Councillor Ted Palmer declared a personal interest in Agenda item 5 – Housing Revenue Account (HRA) 30 Year Financial Business Plan.

37. MINUTES

The minutes of the meeting held on 18th December 2019 were submitted.

Councillor Patrick Heesom referred to paragraph two, page 7 of the minutes and asked that this be amended to reflect the reference he had made to Mostyn Docks alongside his comments on the oil and gas terminal at Talacre.

RESOLVED:

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

38. FORWARD WORK PROGRAMME AND ACTION TRACKING

The Facilitator presented the latest Forward Work Programme on which there were no changes. On Action Tracking, the majority of the actions arising from the previous meetings had been completed.

Councillor Rosetta Dolphin commented on a previous agreement that an officer would contact her around to discuss her concerns, following a request she had made for a report to be brought to a future meeting on the SARTH Policy. The Facilitator agreed to follow this up after the meeting.

Councillor Dennis Hutchinson raised concern that he had previously requested an item on the Allocations process and that this had not been included on the Forward Work Programme. This request was endorsed by Councillors Bernie Attridge and Patrick Heesom. The Facilitator explained that following Councillor Hutchinson's concern around anti-social behaviour as a result of an allocation within his ward, the Chief Officer had agreed to present a report to the Committee on Tenancy Enforcement and Anti-Social Behaviour in order to demonstrate options available to Housing Officers in dealing with anti-social behaviour. This had been included on the Forward Work Programme and would be presented to the meeting on 29 April, 2020.

The recommendations within the report were moved by Councillor Patrick Heesom and seconded by Councillor Ted Palmer.

RESOLVED:

(a) That the Committee considers the draft Forward Work Programme and approve/amend as necessary;

(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; and

(c) That the Committee notes the progress made in completing the outstanding actions.

39. HOUSING REVENUE ACCOUNT (HRA) 30 YEAR FINANCIAL BUSINESS PLAN

The Chief Officer (Housing and Assets) and Strategic Finance Manager gave a joint presentation which covered the following areas:-

- New 5 Year Rent Policy announced by Welsh Government
- Affordability for tenants
- Proposed Rent Uplift
- Other Income
- Service Charges
- Revenue Efficiencies
- Revenue Pressures
- Capital Programme Delivery
- Draft Capital Programme 2020/21
- HRA Capital Funding 2020/21
- HRA – Considering Value for Money
- Reserves

Councillor Patrick Heesom commented on the previous campaign to retain the Council's housing stock and sought an assurance that there were no proposals to move this service into an Alternative Delivery Model in the future. The Chief Officer provided this assurance.

Councillor Bernie Attridge complimented officers on the report. He commented on the increased borrowing levels and raised concerns that this may affect the target to build 500 homes in the next 5 years. He referred to estate management action plans and asked if this information, ward by ward, could be provided to Members. He welcomed the proposal for Housing Officers to be based in hubs across Flintshire and also welcomed the funding from Welsh Government but was concerned that the accumulative effect of the increase in rent, together with service charges and changes to housing benefits could negatively impact tenants. He also asked if the Tenants Federation had been consulted on the HRA Business Plan. The Strategic Finance Manager – Commercial & Housing provided information on the borrowing levels, explaining that an increase in borrowing levels meant an increase in risk to the build programme and therefore it had been necessary to increase reserves to a sufficient level in order to mitigate this. The Chief Officer confirmed that the Tenants Federation would be consulted on the business plan prior to its consideration at Cabinet and County Council.

In response to questions from Councillor Attridge on the reduction in costs for a Health and Safety Officer and insurance claim services visiting vulnerable tenants with promises of no win no fee services, the Chief Officer explained that the Health and Safety Officer role would now be delivered in-house which provided an efficiency. He was aware of insurance claim services visiting tenants across Flintshire but advised that they were dealt with by Legal Services and were defended vigorously.

Councillor Paul Shotton thanked officers for the report and commented on the high vote to retain Council homes across Flintshire and praised the work being carried out on the installation of modular homes at Garden City.

Councillor Ted Palmer asked if consideration had bene given to continuing with a programme once the Welsh Housing Quality Standard (WHQS) had bene completed across Flintshire. The Chief Officer advised that the WQHS programme would be re-shaped with similar levels of funding attached to deliver de-carbonisation programmes and also to main the WHQS standard in homes.

In response to concerns raised by Councillor Dennis Hutchinson on the potential to reduce the number of homes built due to increased borrowing costs, the Chief Officer explained that there were no proposals to reduce the

The recommendation within the report were moved by Councillor Paul Shotton and seconded by Councillor Patrick Heesom.

RESOLVED:

(a) That the Committee support the HRA Budget for 2020/21 as set out in the appendices to the report;

(b) That the proposed rent increase of up to 1.7% (plus up to £2) be supported;

(c) That the Committee support a garage rent increase of £1.22 per week and a garage plot increase of £0.20 per week;

(d) That the Committee support the phased increase in Service Charges recovery;

(e) That the Committee support the rationale behind an increased level of reserves to 4%; and

(f) That the proposed HRA Capital programme for 2020/21 as set out in Appendix B be supported.

40. WELFARE REFORM UPDATE

The Benefits Manager introduced an update on the impacts that Universal Credit 'Full Service' and other welfare reforms were having on Flintshire residents and the work that was ongoing to mitigate this and support households.

According to statistics provided by the Department for Work & Pensions (DWP) as at August 2019, 21,591 recipients of Housing Benefit in Wales had a reduction to their weekly award with 80% of Housing Benefit recipients in Wales deemed to be under-occupying their property by one room. 136 households in Flintshire were subject to a 25% reduction in their weekly housing benefit payment and 474 households were subject to a 14% reduction in their weekly housing benefit payment. As at December 2019, 154 Universal Credit customers affected by the bedroom tax were supported with help towards their rent through a Discretionary Housing Payment (DHP).

The Benefits Manager provided detailed information on the following areas, as detailed within the report:-

- Help to Claim Service;
- Universal Credit 'Managed Migration';
- Council Tax Reduction Scheme;
- Welfare Reform Team;
- Discretionary Housing Payments (DHP); and
- Financial Implications

Councillor Paul Shotton raised concern over the number of claimants who were in work, which he felt was the result of a low wage economy. He also raised concerns on the waiting time for applications to be processed which he said was inadequate. He also commented on the 'Can Cook' initiative which he felt was positive in assisting people in poverty. The Benefits Manager advised that the 'Can Cook' initiative was part of a wider Strategy to tackle food poverty across Flintshire.

Councillor Patrick Heesom supported the comments made by Councillor Shotton also commenting that DHP were subsidising low wages. He also asked if information on the level of DHP requests by areas within Flintshire could be provided. The Benefits Manager agreed to provide this information at a later date following a mapping exercise on locations.

Councillor David Wisinger raised concerns around young people leaving care and asked whether there was any additional support for them in paying their rent. The Benefits Manager advised that the DWP were undertaking a review of Local Housing Allowance Rates and the outcome of the review as awaited. It was hoped that the review would assist landlords in providing assistance to people under 35.

In moving the recommendations within the report, Councillor Heesom complimented officers on the report. This was seconded by Councillor Shotton.

RESOLVED:

(a) That the report be noted: and

(b) That the ongoing work to manage the impacts that Welfare Reforms was having and would continue to have upon Flintshire's most vulnerable households be supported.

41. HOUSING RENT INCOME

The Chief Officer (Housing & Assets) introduced the quarterly update on rent collection including the latest position for the current financial year, following the last update report in February 2019.

The Revenues Manager advised that the total rent arrears in 2019/20, up to week 34 (25/11/2019) was £2.23m, compared to £2.38m at the same point in 2018/19, which showed an improved collection position with overall rent falling by £150k. He commented that steady progress was being made to reduce rent arrears, and this was being achieved as a direct result of the following:-

- Increased resources
- Introducing an early intervention hub to assist those tenants at most risk of losing their homes
- Adopting a more robust stance around the importance of paying rent on time
- Investing in Mobysoft 'Rent Sense' Software.

The Revenues Manager explained that the deployment of the Mobysoft 'Rent Sense' software was helping the service to identify rent arrear cases quickly and earlier interventions were being put in place on a case by case basis to prevent arrears building-up but ensuring that tenants met their payment obligations.

The Chairman welcomed the outcome and robustness of the new software and service.

Councillor Patrick Heesom asked whether there would an impact on the Council if a Registered Social Landlord evicted a tenant. The Chief Officer (Housing & Assets) advised that Clwyd Alyn Housing Association had adopted a no-eviction policy.

Councillor Bernie Attridge thanked officers for the report and welcomed the reduction in rent arrears. He raised concerns around tenants being encouraged to take

out debt relief orders through advertisements and asked whether this would impact the ability for the Council to claim back owed rent. The Revenues Manager explained that provision was made for debt relief orders but this was monitored to ensure tenants did not apply for second debt relief orders.

Councillor Heesom complemented officers and the team for the way in which they were assisting tenant in debt to facilitate their ability to keep their home and reduce their debt.

In response to a question from Councillor David Wisinger, the Revenues Manager explained that roughly 140 tenants owed between £2500 and £5000 in rent.

Councillor Attridge moved the recommendation outlined within the report, with an additional recommendation that the thanks of the Committee be passed to officers within the Revenue Team for the work being carried out to continue to reduce the rent arrears. This was seconded by Councillor Heesom.

RESOLVED:

(a) That the latest financial position for rent arrears in 2019/20, as provided during the meeting be noted; and

(b) That the thanks of the Committee be passed to officers within the Revenue Team for the work being carried out to continue to reduce the rent arrears.

42. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE

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

(The meeting started at 10.00 am and ended at 11.50 am)

.....
Chairman

COMMUNITY & ENTERPRISE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Wednesday 11th March 2020
Report Subject	Forward Work Programme and Action Tracking
Cabinet Member	Not applicable
Report Author	Community & Enterprise Overview & Scrutiny Facilitator
Type of Report	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.

The report also shows actions arising from previous meetings of the Community & Enterprise Overview & Scrutiny Committee and the progress made in completing them. Any outstanding actions will be continued to be reported to the Committee as shown in Appendix 2.

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 of the Committee be authorised to vary the Forward Work Programme between meetings, as the need arises.
3	That the Committee notes the progress made in completing the outstanding actions.

REPORT DETAILS

1.00	EXPLAINING THE FORWARD WORK PROGRAMME AND ACTION TRACKING
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	In identifying topics for future consideration, it is useful for a 'test of significance' to be applied. This can be achieved by asking a range of questions as follows: 1. Will the review contribute to the Council's priorities and/or objectives? 2. Is it an area of major change or risk? 3. Are there issues of concern in performance? 4. Is there new Government guidance of legislation? 5. Is it prompted by the work carried out by Regulators/Internal Audit? 6. Is the issue of public or Member concern?
1.03	In previous meetings, requests for information, reports or actions have been made. These have been summarised as action points. Following a meeting of the Corporate Resources Overview & Scrutiny Committee in July 2018, it was recognised that there was a need to formalise such reporting back to Overview & Scrutiny Committees, as 'Matters Arising' was not an item which can feature on an agenda.
1.04	It was suggested that the 'Action tracking' approach be trialled for the Corporate Resources Overview & Scrutiny Committee. Following a successful trial, it was agreed to extend the approach to all Overview & Scrutiny Committees.
1.05	The Action Tracking details including an update on progress is attached at Appendix 2.

2.00	RESOURCE IMPLICATIONS
2.01	None as a result of this report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	In some cases, action owners have been contacted to provide an update on their actions.

4.00	RISK MANAGEMENT
4.01	None as a result of this report.

5.00	APPENDICES
5.01	Appendix 1 – Draft Forward Work Programme Appendix 2 – Action Tracking for the Community & Enterprise OSC.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Minutes of previous meetings of the Committee as identified in Appendix 2. **Contact Officer:** Ceri Shotton Overview & Scrutiny Facilitator **Telephone:** 01352 702305 **E-mail:** ceri.shotton@flintshire.gov.uk

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

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CURRENT FWP

Date of meeting	Subject	Purpose of Report	Scrutiny Focus	Report Author	Submission Deadline
Wednesday 29th April 2020 10.00 a.m.	**Tenancy Enforcement**	To share information on the work of the Housing Team in dealing with Anti-Social Behaviour and Tenancy Enforcement	Information Sharing	Housing Manager	
Briefing/information session on SARTH prior to the start of the meeting	**Employability Programmes**	To provide information on the Employability Programmes available.	Information Sharing	Service Manager – Enterprise and Regeneration	
	Community Benefit	To provide information on the Community Benefit being delivered through the SHARP Programme.	Information Sharing	Housing Strategy Manager Angie Eardley and Keith Harris – Wates	
	Bollingbroke Heights	To provide the findings of the incident at Bollingbrooke Heights in October 2019	Assurance Monitoring	Chief Officer (Housing & Assets)	
Wednesday 17th June 2020 10 a.m. Joint meeting with Social & Health Care OSC	**Rough Sleepers**	To consider the multi-agency approach in assisting rough sleepers in Flintshire	Assurance Monitoring	Chief Officer (Housing & Assets and Chief Officer (Social Services)	
	Disabled Facilities Grant (DFG)	To provide an update on the ongoing work to improve the service	Assurance Monitoring	Chief Officer (Housing & Assets	

Wednesday 17th June 2020 10.00 a.m.	**Year-end Council Plan 2019/20 Monitoring Report**	To enable Members to fulfil their role in relation to performance monitoring	Assurance Monitoring	Overview & Scrutiny Facilitator	
	Welfare Reform Update – Universal Credit Roll Out	To provide an update on the impact of Welfare Reform on Flintshire residents	Assurance Monitoring	Benefits Manager	
	Update on Housing Rent Income	To provide an update on current Rent Arrears	Assurance Monitoring	Revenues Manager	
	NEW Homes Board	To update the Committee on the work of the NEW Homes Board	Assurance Monitoring	Housing Strategy Manager	

Items to be scheduled

- Regeneration of Existing Stock – report to be brought to a future meeting of the Committee when appropriate, as suggested during consideration of the HRA Capital Programme 2020/21 report on 6th November, 2019
- Homeless Facility – to provide an update report on how the facility has developed since start up.

REGULAR ITEMS

Month	Item	Purpose of Report	Responsible / Contact Officer
Quarterly / Annual	**Performance Reporting**	To consider performance outturns for improvement targets against directorate indicators.	Chief Officer (Housing and Assets) Chief Officer (Planning, Environment and Economy)
Six monthly	**Welfare Reform Update – including Universal Credit**	To update Members on the impact of Welfare Reform and the cost to the Council.	Benefits Manager
Six monthly	**Update on North East Wales Homes & Property Management**	To update Members on the work of the North East Wales Homes & Property Management	Housing Strategy Manager
Annually – September	**WHQS Capital Programme – Delivery review update**	To provide an update on progress of the Welsh Housing Quality Standards (WHQS), that the Council is delivering through its Capital Investment Programme. Report to include information around the use of local labour and number of apprentices and school leavers.	Chief Officer (Housing and Assets)
Quarterly	**Update on Housing Rent Income**	To provide an update on rent collection and current arrear levels	Revenues Manager

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ACTION TRACKING FOR THE COMMUNITY & ENTERPRISE OVERVIEW & SCRUTINY COMMITTEE

Meeting Date	Agenda item	Action Required	Action Officer(s)	Action taken	Timescale
18.12.2019	7. Domestic Energy Programmes	That the report be recommended to Cabinet in order to highlight the positive action being taken by the Council to reduce fuel poverty and improve the quality of life of residents.	Ceri Shotton / Niall Waller	Report included on Cabinet agenda for meeting on 17 March 2020.	Completed
22.01.2020	3. Minutes	Cllr Heesom referred to paragraph two, page 7 of the minutes and asked that this be amended to reflect the reference he had made to Mostyn Docks alongside his comments on the oil and gas terminal at Talacre.	Sharon Thomas	Minutes amended, translated and published on the website.	Completed
22.01.2020	4. Forward Work Programme and Action Tracking	Cllr Rosetta Dolphin referred to her earlier request that an item on SARTH be added to the Forward Work Programme in order to discuss the rigidity of the Policy and the response that an officer would contact her to discuss her concerns. She said that she had not been contacted and the Facilitator agreed to follow this up after the meeting.	Ceri Shotton	Cheryl Marland, Housing Access & SARTH Team Leader spoke with Cllr Dolphin on 21.02.2020	Completed

22.01.2020	5. Housing Revenue Account (HRA) 30 Year Financial Business Plan	In response to a question from Cllr Bernie Attridge around the Estate Management Action Plan, Neal Cockerton suggested that an example of one such plan could be included in the report coming to the April meeting on Tenancy Enforcement.	Neal Cockerton	Information to be provided within the Tenancy Enforcement report to be presented to the Committee in April, 2020	On-going
22.01.2020	Welfare Reform Update	Cllr Heesom asked if information on the level of Discretionary Housing Payments (DHP) requests by areas within the County could be provided. Jen Griffiths agreed to provide this information at a later date following a mapping exercise on locations.	Jen Griffiths	Information to be included in the next Welfare Reform Update report in June, 2020.	On-going
22.01.2020	Housing Rent Income	As shown in recommendation (b) the Committee asked that their thanks be passed to officers within the Revenue Team for the work being carried out to continue to reduce the rent arrears.	David Barnes	The thanks of the Committee has been passed to the Revenue Team.	Completed

COMMUNITY & ENTERPRISE OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Wednesday 11th March 2020
Report Subject	Tenancy Management Policy
Cabinet Member	Cabinet Member for Housing
Report Author	Chief Officer (Housing and Assets)
Type of Report	Operational

EXECUTIVE SUMMARY

The Tenancy Management Policy sets out how Flintshire County Council manages the types of tenancies it provides under current legislation and in the discharge of its statutory obligations as a landlord.

The Policy seeks to ensure that effective systems are adopted for the efficient management and administration of housing services both now and in the future.

RECOMMENDATIONS	
1	That Scrutiny notes the Tenancy Management Policy and provides its observations and comments for further consideration by Officers.

REPORT DETAILS

1.00	EXPLAINING THE TENANCY MANAGEMENT POLICY
1.01	Flintshire County Council manages 7,271 homes and is committed to providing an effective and efficient tenancy management service that reflects best practice, complies with legislation and protects the rights of tenants as well as minimising risk to the Council.
1.02	This report and attached policy document covers tenancy management. Tenancy enforcement will be submitted in the coming months as part of an ongoing review and development of a suite of Housing Service policies and operational procedures, to ensure that there is a consistent, robust and equitable approach to managing our properties and estates.
1.03	The tenancy management teams are located in Flint and are currently split into two teams; one dealing with neighbourhoods and the other dealing with new customers. This current configuration is under review as part of the ongoing housing restructure work and is, subject to appropriate consultation, likely to move to a model of delivery which sees change into one focussed team covering the customer from the commencement of a tenancy to the end.
1.04	As one of the largest landlord in Flintshire, it is important to ensure our tenants are able to sustain their tenancy. The economic climate and the negative impact welfare reforms may have on our tenants can make this very challenging for them. Although not all of our tenants are affected by welfare reforms, they are all susceptible to financial exclusion as it only takes the loss of a job or breakdown in relationship to substantially change circumstances and create a need for advice and support.
1.05	The Tenancy Management Policy contains a number of sections which usefully explain the following: • Pre tenancy assessments • Tenancy types • Succession • Mutual exchange • Changes in name • Sole sand joint tenancy • Ending a tenancy • Tenants who are admitted to hospital or residential care • Lodgers and subletting • Compensation • Decants • Estate walkabouts • Customer focus Equality and Diversity • Performance Management

1.06	**Communal Areas**
1.07	In order to comply with current fire safety regulations and also to keep the communal areas of our schemes, whether it be sheltered or general needs, safe and free from hazards FCC has adopted a sterile communal area approach to all internal communal areas. This means that all communal areas are not to be utilised for the storage of items which could pose a risk in the event of a fire – either due to combustibility or hindering egress in the event of an evacuation.
1.08	**Welsh Government Changes to Tenancies**
1.09	It is important to note that Welsh Government have been working on a new legislative framework for tenancies. The Renting Homes (Wales) act 2016 has received Royal Assent and is passing though the various legislative processes within Welsh Government. When fully enacted this Act will introduce significant changes to the way we issue tenancies and manage them. In summary the Act:- • Is based on the Law Commissions 2006 Renting Homes Report • Will have a single legal framework for social and private renting in Wales • Will enable a single 'social tenancy' for Wales • Provide clarity on rights and responsibilities through a single contract • Have model contracts freely available to all • Have two levels of contracts:- - Secure Contracts: high level of security provided by law which replaces secure and assured tenancies, can also be used by private landlords - Standard contract: low level of security under law; greater security can be agreed through fixed terms; replaces assured shorthold tenancies, Introductory and demoted tenancies • Provide a legal basis for supported housing

2.00	**RESOURCE IMPLICATIONS**
2.01	There is a dedicated team of Housing Officers responsible for delivering Housing Services. Currently the team is divided into three areas: • New Customer team – responsible for pre-tenancy assessments, allocations and managing introductory tenancies • Neighbourhood team – responsible for managing neighbourhoods and secure tenancies • Tenancy Enforcement team – responsible for managing all breach of tenancies including anti-social behaviour

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT

3.01 If the Council does not provide a robust and efficient service in managing its estates, then the housing service will be at risk of:

- Long term voids
- Increase in anti-social behaviour
- An increase in litigation
- Poor reputation
- Having inadequate resources

Ways of Working (Sustainable Development) Principles Impact

Long-term	Positive – Providing sustainable tenancies in safer, cleaner neighbourhoods.
Prevention	Positive - Preventing homelessness through ensuring there is adequate support and accommodation to cater for a range of needs.
Integration	Positive – Increased integration between services and partner organisations.
Collaboration	Positive – Increased collaboration between services and partner organisations.
Involvement	Positive – Service user involvement to help shape effective services so that support is timely and person centred

Well-being Goals Impact

Prosperous Wales	Positive – providing good quality and affordable homes
Resilient Wales	Positive – Creating services that are prevention focused and build resilience to avoid households becoming homeless specifically vulnerable persons
Healthier Wales	Positive – Reduction in homelessness and increase in targeted support for mental health
More equal Wales	Housing service is delivered in a way that is inclusive for all
Cohesive Wales	Positive – Safer and well-connected neighbourhoods
Vibrant Wales	Positive – encourages tenants to be more involved in their community
Globally responsible Wales	Neutral

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	The current Tenancy Agreement and conditions were implemented in 2010 following extensive consultation with tenants in accordance with the Housing Act 1985. As noted above The Renting Homes (Wales) Act 2016 has received Royal Assent but is still not in force with commencement dates still pending. Upon commencement the Act will change the tenancy regime in Wales creating only two types of 'Occupation Contracts' with the 'Secure Contract' being applicable to Local Authority tenants. This policy will be updated to reflect the changes upon commencement of the Act and a full consultation will be carried out with tenants, elected members and stakeholders.

5.00	APPENDICES
5.01	Appendix 1 – Draft Tenancy Management Policy

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None.

7.00	CONTACT OFFICER DETAILS
7.01	**Contact Officer:** Dawn Kent – Housing Manager **Telephone:** 01352 703526 **E-mail:** dawn.kent@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
8.01	**Pre Tenancy Assessment:** Carried out prior to an offer of a property to ensure affordability checks are completed and identify any support needs to ensure tenancy is sustainable **Tenancy Agreement**: legal document between tenant and landlord **The Renting Homes (Wales) Act 2016**: completely rewrites the position in Wales in relation to residential tenancies. It is intended to entirely replace the secure tenancy and assured tenancy regimes which currently operate under the Housing Act 1985 and Housing Act 1988 respectively with the new concept of the occupation contract.

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Draft Tenancy Management Policy

SCRUTINY 11 MARCH 2020

Table of Contents

1. Management Information

1. MANAGEMENT INFORMATION

Date Policy approved by THE COUNCIL Cabinet / Scrutiny	
Replacing / Updating	
Next Review Date	
Drafted By:	Dawn Kent - Housing Manager
Responsible Senior Officer	Neal Cockerton - Chief Officer, Housing and Assets
Circulation list	Available to all Flintshire County Council officers via infonet

SCRUTINY 11 MARCH 2020

1.0 Policy Statement

The Council is committed to providing an effective and efficient tenancy management service that reflects best practice, complies with legislation and protects the rights of tenants as well as minimising risk to the Council for not complying with appropriate legislation.

The housing teams will ensure that information can be provided in appropriate formats explaining to tenants their roles and responsibilities under the tenancy agreement they have signed. We will provide advice in both written and verbal form to our tenants to ensure they have all the information they need to ensure they are able to keep to the terms of the agreement and sustain their tenancies.

The key legal requirements related to tenancy management are set out in the Housing Act 1985, Renting Homes (Wales) Act 2016 and associated legislation.

The Renting Homes (Wales) Act 2016 has received Royal Assent but is still not in force with commencement dates still pending. Upon commencement the Act will change the tenancy regime in Wales creating only two types of 'occupation contract'. This policy will be updated to reflect the changes upon commencement of the Act.

SCRUTINY 11 MARCH 2020

2.0 Pre-tenancy Assessments

The Council recognises the importance of ensuring tenants are able to sustain their tenancies. Before any tenancy commences, a pre-tenancy assessment is carried out with all prospective tenants in order to establish what barriers a potential tenant may have in sustaining a tenancy. This will not necessarily affect an offer of a property but will identify any support needs, for example, around money management or social or health vulnerabilities and enable us to signpost for support.

Tenants who have been assessed as requiring further support will be provided with sustainment visits throughout the introductory period to ensure that they are equipped with the appropriate skills, knowledge and resources to successfully manage the tenancy.

We aim to visit all new tenants within four weeks of moving into their property to check that everything is going well. We will check whether they are paying their rent regularly, whether they are receiving their benefits, and that they are keeping to the terms of their tenancy conditions.

2.1 Types of Tenancy

This Policy document will concentrate on the Housing Management function of the service and will cover how introductory and existing tenancy agreements will be managed. There are two types of tenancy entered into with the Council, namely: introductory and secure.

Introductory Tenancy

Introductory tenancies will normally be issued to all new council tenants. The probationary period lasts for 12 months and in most cases it will convert to a secure tenancy following receipt of a letter from the Neighbourhood team (sent out after 12 months). Introductory tenancies are automatically converted to secure tenancies if there are no concerns or breaches of tenancy in the first twelve months. A visit will be carried out at 3, 6 and 9 months prior to the tenancy converting.

In cases where there are concerns, it may be deemed appropriate to extend the probationary period or initiate action to bring the tenancy to an end. An Introductory tenancy can only be extended by up to a maximum of 6 months. If it is deemed appropriate to extend the introductory tenancy a notice will be served on the tenant at least 8 weeks before the expiry of the introductory tenancy. The tenant will have the right to request a review of the Council's decision to extend the tenancy. This action should only be taken if there have been serious breaches of the tenancy conditions.

If a tenant has spent time as an introductory tenant in another Flintshire County Council property or any other Local Authority property, the time they spent there will count towards the 12 months. The same applies if the tenant had a starter tenancy with a housing association. If the tenant was a former secure tenant or assured tenant with a housing association they should be given a secure tenancy straight away.

Introductory tenants have fewer rights than a secure tenant. For example they do not have the right to mutually exchange, the right to improve, or the right to an alternative landlord.

Secure Tenancy

Secure tenancies as we know them today were brought into force by the Housing Act 1985.

Under this legislation secure tenants have the following rights, some of which may be subject to approval by the Council.

The right to:

- live in the property - no tenant can be made to leave their home unless ordered to do so by a court.
- pass on the tenancy upon death, provided certain conditions are satisfied and that the deceased tenant had not themselves succeeded to the tenancy.
- take in lodgers and/or sub-let part of the home with the councils consent
- carry out improvements (subject to the written consent of the council);
- be compensated for certain improvements as long as written consent of the council has been given and the improvements carried out to an agreed standard
- exchange one property for another one (mutual exchange), with written permission from the council – the council can only refuse on specified grounds

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2.3 Terminating a Tenancy

A tenant, or either one of the tenants in a joint tenancy, may end a tenancy by giving not less than four weeks written notice (to end on a Sunday). There may be exceptional circumstances when we may agree to the tenancy being terminated by giving less than the four weeks' notice.

The Council can only end an introductory or secure tenancy by service of the correct Notice and obtaining a court order for possession.

If a tenant appears to be no longer residing at the premises we will carry out investigations. If after the investigations we consider the tenant is not using the property as their only or main home we may end the tenancy by service of a notice to quit.

2.4 Successions

Section 87 of the Housing Act 1985 provides that when a sole tenant dies the tenancy may be passed on to a 'qualified' successor, provided there has been no previous succession to the tenancy. Where there has been a previous succession there can be no further succession. Any successor will hold the same tenancy as the deceased held.

A joint tenant will always obtain a sole tenancy following the death of the other joint tenant by survivorship, regardless of the relationship between the joint tenants. Although this is not actually succession, it does count as a succession - so that there can be no further succession to the tenancy.

If there is more than one person qualified to succeed on the death of the tenant, a spouse or civil partner will take precedence. If there is no spouse or civil partner, but there is more than one family member who meet the conditions for succession, they should choose between them who will succeed to the tenancy. There can only be succession to a sole tenancy, they would not jointly succeed to a joint tenancy. If they are unable to agree between them, the landlord is entitled to make a choice. This cannot happen if there has been a previous succession.

2.5 Mutual Exchange

It is recognised that promoting mutual exchanges encourages tenant mobility, gives tenants more choice about where they want to live and creates sustainability through best use of housing stock as well as assisting those customers who may be experiencing difficulty with affordability, due to the under occupation charge.

The Council will manage the process within the defined legislation (Housing Act 1985) ensuring that customers understand their obligations under this legislation and

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providing a response within the prescribed 42 day period from the date of receiving the applications from all parties.

2.6 Joint Tenancy to Sole Tenancy

A joint tenant may request to change their tenancy to a sole tenancy. Usually this is because of a breakdown in a relationship, it may be that the other joint tenant has left the property.

In the event of notice being received from one joint tenant, attempts at contact will be made with the other tenant to identify their intentions. If they do not intend to remain they will be notified of the tenancy end date and advised they should surrender vacant possession of the property on or before this date.

If the other joint tenant wishes to remain, this request will be given reasonable consideration. In many instances it will be possible to allow this person to remain - provided they have continued to occupy the property, the rent payments are up to date, the terms of the tenancy agreement are being adhered to and the changes do not result in under occupation. Where this is the case a new tenancy will be issued, and this will replicate the existing tenancy held, for example, secure if secure is held.

The courts can order a transfer of tenancy. So that the person is fully informed of their options and the implications of any decision to terminate their tenancy they will always be advised to take independent legal advice.

2.7 Sole Tenancy to Joint Tenancy

If a new joint tenancy is requested then we will ensure that the current tenant and proposed tenant are made aware of the implications of holding a joint tenancy.

The request for a joint tenancy will only be considered if the current tenancy has been conducted in a satisfactory manner, there have been no reports of ASB and the rent account is clear.

If the request is approved then the tenant will be asked to terminate the existing tenancy and sign a new tenancy agreement along with the applicant.

2.8 Name Changes

Documentary evidence is required before changing any names on the tenancy agreement. For example, copy of marriage certificate, decree absolute. The updated details will be appended to the original tenancy agreement and the Housing Management system will be updated. A new tenancy agreement should not be issued.

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2.9 Ending a Tenancy upon death

The death of a tenant does not end a tenancy. When a tenant dies, due to the tenant no longer occupying the tenancy pursuant to section 81 of the Housing Act 1985, the security of tenure is lost and it becomes a contractual tenancy which can be ended by service of a notice to quit.

If the deceased tenant has a will the notice to quit will be addressed to the Personal Representatives of the deceased and served on the address. The tenancy ends on expiry of the notice. The Personal Representative can surrender the tenancy by handing the keys back to the Council.

Where a tenant dies intestate, in the first instance the property devolves to the Public Trustees and then passes to the Personal Representatives on Grant of Letters of Administration. Where the tenancy remains vested in the Public Trustee (as no-one has applied to administer the estate) the notice to quit has to be served upon the Office of the Public Trustee in accordance with the Law of Property (Miscellaneous Provisions) Act 1994 Part II. In such cases, the tenancy will end at the expiry of the notice and the Public Trustee will send confirmation that the notice has been registered against the estate of the deceased.

Where a tenant dies and there is another member of that household who may or may not have the right to succeed, they will be dealt with in accordance with succession to a tenancy as outlined in section 2.4.

The Council will ensure the tenancy is brought to an end, meeting all legal requirements and involving relevant partner agencies and relatives as and when required. If there are any rent arrears outstanding or any other charges and recharges to be recovered the Council will seek to recoup this through the estate.

2.10 Tenants going into to hospital or residential care

We aim to minimise the amount of disruption and stress faced by families of tenants in long-term hospital or residential care. Where we are aware that a tenant is in hospital or residential care we will aim to resolve any tenancy-related issues as soon as possible.

- *Hospital*

We understand that tenants are frequently admitted to hospital without prior warning. If tenants are in hospital for a long time or their prognosis means there may well be a long-term stay then this can affect their income, benefits and tenancy. Welfare benefits.

When a Claimant is in hospital, under the temporary absence rules housing benefit can pay up to a maximum of 52 weeks rent as long as there is an intention to return to the property. Should the decision be made that the claimant cannot return home then the housing benefit will stop at that point. Housing Management Officers will liaise with The

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Income Team to ensure that appropriate advice is provided and the tenancy is not put at risk.

We will also ensure that tenants, (and with written confirmation to do so from the tenant - their families, advocates and other professionals involved), are contacted so that any issues that may arise whilst the tenant is in hospital can be resolved without delay and additional stress for the tenant, their family and carers avoided

- *Residential Care*

We will always encourage and assist our tenants to retain independence in their own homes for as long as possible. We will try to assist them to achieve this by providing support, adaptations and equipment and by signposting tenants, their families and carers to organisations that can provide the level of care and support they need.

However, in some circumstances, for example, where a care package is failing, where the property is no longer suitable, upon the advice of hospital and/or social work staff or as a choice made by the person themselves, our tenants may move into residential care either on a temporary or permanent basis.

Some tenants may enter residential care on a trial basis, this in itself will be supported until a formal decision is made to make the move permanent. However, it should be noted that the tenant remains liable for the rent which will be charged until the date the keys are returned to us.

When a tenant goes into a care home, Housing Benefit can pay up to 52 weeks under temporary absence rules as the intention is to return home.

- *Capacity*

There may be situations in which the tenant does not have the understanding (mental capacity) in order to terminate the tenancy themselves and there is not an advocate/appointed person to act in their best interest who can terminate the tenancy on their behalf.

It should be noted that we would follow the Mental Capacity Act 2005 and subsequently liaise with Social Services. However, during this period the tenant will still be liable for payment of rent.

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2.11 Lodgers and subletting

Tenants can take in lodgers as long as they do not grant a sub-tenancy or exceed the number of people allowed to live in their home.

As long as the tenant first gets the written consent of the Council, they may sub-let part of their home. We may give consent subject to reasonable conditions. Consent will not unreasonably be withheld for example, provided it does not result in overcrowding.

Tenants will be advised that taking a lodger and subletting may affect entitlement to benefit and the Council will be obliged to share information with Housing Benefit team.

Lodgers tend to occupy one room and share other rooms for example, kitchen, bathroom and living room with the tenant. Sub tenants usually have exclusive use of part of the property. The tenant will remain responsible for the behaviour of the lodger or sub tenant and for fulfilling all the conditions of the tenancy, including paying all of the rent.

Subletting the whole of the property is not permitted. Neither a sub tenant nor a lodger will be noted on the tenancy agreement nor will they be entitled to any rights to succession or assignment.

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2.12 Requests for Improvements

Secure tenants have a statutory right to make improvements to their homes, with the prior written consent from the Council. In some instances tenants can be compensated for any improvements carried out, however permission will need to have been given in advance and compensation is only payable after the tenancy is ended.

The level of compensation is dependent on the value of the improvements (receipts for work should be provided) and the length of time since the improvements were made. The longer the period of time since the works were completed the less compensation is payable.

Tenants also need permission, in writing, for any changes for example, kitchen or bathroom installations. Any unauthorised changes may need to be rectified by the tenant and failure to do so may result in further action.

In some instances changes made to properties can undermine the structure of the building and cause a health and safety concern. When this arises, the Council may carry out remedial work (to convert the property back to its previous condition), and the tenant recharged accordingly.

2.13 Decants

Temporary decant

Where repair or improvement work is so extensive that it is not appropriate for a tenant to remain in occupation, they can be decanted into temporary accommodation to allow the work to be completed.

All efforts will be made to enable the tenant to remain in occupation (and to avoid decants) so as to minimise the disruption and upheaval to the tenant. For example, tenants would not normally be decanted when they are having a new kitchen or bathroom fitted. In these circumstances reasonable effort will be made to ensure that basic cooking and washing facilities are reinstated at the end of each day.

Where the tenant has significant health needs, these will be taken into account and it may be deemed appropriate to decant them out of their home to allow the works to be completed.

Prior to considering a decant, alternative options such as staying with friends and family will be explored with the tenant. When decants are essential the remedial works will be completed as quickly as possible to allow the tenant to return home.

Permanent decant

In some circumstances it may be necessary to consider a permanent decant, for example, if the home is due to be demolished as part of an estate regeneration programme. In these circumstances, the affected tenants will be consulted.

The decanted tenant will need to complete a re-housing application and will be prioritised in accordance with the Single Access Route to Housing (SARTH) policy. They will be considered for future vacancies in accordance with the policy. In cases where a move is more urgent, a management report will need to be submitted to the Housing Manager outlining the reasons for the urgency, and if a specific property is required.

The tenant being decanted may be entitled to a statutory payment for the loss of their home (Home loss) if it is being demolished, and the Council will assist with all reasonable costs associated with moving. This will include: removals, mail redirection, removal costs and utility reconnections on behalf of the tenant.

3.0 Management of Communal Areas

In order to comply with current fire safety regulations and also to keep the communal areas of our schemes, whether it be sheltered or general needs, safe and free from hazards the Council has adopted a sterile communal area approach to all internal communal areas. This means that all communal areas are not to be utilised for the storage of items which could pose a risk in the event of a fire – either due to combustibility or hindering egress of a building in the event of an evacuation.

We recognise that some tenants may want to enjoy the external communal areas and gardens so in some circumstances, following written consent from ourselves certain improvements maybe allowed such as installation of planters or hanging baskets as examples.

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4.0 Neighbourhood Management

Neighbourhood Officers will be expected to adopt mobile/agile working practice to deliver a service, which is visible and accessible to tenants. This will include regular estate walkabouts, customer focus visits along with other initiatives to develop a more detailed knowledge of the portfolio of homes including stock profile, tenant's needs and wider community issues. Neighbourhood Officers will then use this customer insight and data to tailor services and develop effective neighbourhood plans to target resources and drive forward improvements.

5.0 Equality and diversity

The Council recognises the needs of a diverse population and always acts within the scope of its own policies, the Human Rights Act 1998, and the Equalities Act 2010.

We aim to provide services that meet the diverse needs of tenants regardless of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation.

We will make sure all staff, customers, contractors and community groups are aware of our equality and diversity policy through effective communication. In addition all our key policies will have an up to date equality impact assessment

6.0 Performance Management

We will monitor customer satisfaction with our tenancy management services, the results will subsequently feed into our monitoring and review processes. We will establish a series of monthly and annual key performance indicators for our tenancy management services and report progress against these at monthly managers meetings. We will also make these available to tenants through our various methods of communication and involvement.

We will monitor the cost of our tenancy management services and compare these through formal and informal benchmarking methods.

7.0 Policy review

This policy will be reviewed every three years, or where there has been significant changes to regulation or legislation to warrant a further policy review. The policy may also be reviewed sooner where there is a need to address operational issues or where best practice has evolved and there is a need to incorporate this.

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8.0 Responsibility

The Service Manager for Housing and Asset Management services has overall responsibility for the successful delivery of the policy. The Housing Manager will ensure that all staff within the Neighbourhood and Customer services team are fully trained on their operational responsibilities in respect of tenancy management.

A full set of operational procedures will be available to support the delivery of this policy and these will be version controlled and easily available to staff for reference.

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COMMUNITY AND ENTERPRISE OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Wednesday, 11th March 2020
Report Subject	Town Centre Regeneration Update
Cabinet Member	Cabinet Member for Economic Development
Report Author	Chief Officer (Planning, Environment and Economy)
Type of Report	Strategic

EXECUTIVE SUMMARY

The strategic approach to regenerating town centres has been highlighted in the refreshed Council Plan for 2020 onwards and was agreed at Cabinet in February 2019, establishing priority work streams to help town centres in Flintshire to adapt to national trends that are impacting upon the vitality and viability of smaller towns across the UK.

This report provides an update on the work undertaken since February 2019 under these work streams. It also proposes an increased scale of action to facilitate the transition to more sustainable land uses in town centres.

RECOMMENDATIONS	
1	That Members note the progress made in delivering regeneration in town centres in Flintshire and the refocussed approach being proposed for 2020 and beyond.

REPORT DETAILS

1.00	EXPLAINING THE APPROACH TO TOWN CENTRE REGENERATION
1.01	Nationally, town centres are facing challenging economic circumstances due to changing behaviour by shoppers and the retail industry. The 2018 retail review by Colliers International found that shoppers have gradually been shifting their retail expenditure from local town centres to higher order retail centres, out of town shopping parks, major supermarkets and, increasingly, to the internet. In turn, retail businesses have significantly retrenched into a smaller and smaller number of the most dominant centres. These trends have been accelerated by the financial crisis of 2007/8 with the loss of many high street brand names, but there had been a gradual process taking place over several decades prior to that. In addition, this has been further compounded by the withdrawal of retail banking services from high streets as banks respond to customer preferences for internet and telephone banking options.
1.02	Although Flintshire town centres have not been immune to this process, the loss of major national chains and the increase in vacant floor space has not been as significant an issue as local towns had very few national brands still present and Woolworth's was the only closure of significance. The loss of high street banks has been more significant in several Flintshire towns. This gradual decline in vitality has, in turn, impacted on the scale and vitality of the street markets in the County.
1.03	The Council has always actively supported town centres although funding resources have never been abundant. Originally, the Council was able to regularly draw down capital funding for property and environmental improvements from Welsh Government and the Welsh Development Agency. In 2008 the Council undertook a health check study to review the vitality and viability of the town centres and developed a regeneration approach that focussed on building the capacity of local partnerships to support their towns. The Council supported local groups to: • develop longer term approaches to regenerating their town centres; • secure small scale capital funding to tackle areas with poor environmental quality; • hold events and promote their town centres; • promote and interpret their heritage assets; and • support local businesses through networking and training. The Council was able to capitalise upon these longer term approaches and local partnerships to secure capital funding from European and Welsh Government programmes (approximately £4m) to invest in the physical fabric of town centres. The Council was also successful in securing Heritage Lottery Fund and other funding to support the renovation of town centre properties in a number of towns through the Townscape Heritage Initiative programme. From 2014-2018 the Council was able to secure

	Welsh Government regeneration funding of £9m, available for the first time since the demise of the Welsh Development Agency, to support a mixture of housing and regeneration projects in Deeside. These funding packages supported the delivery of the programmes and projects summarised below. • Major investment programme through Townscape Heritage Initiative renovated properties in Holywell town centre and Greenfield Valley. • Masterplan for Flint to steer and co-ordinate investment by Betsi Cadwaladr University Health Board, Pennaf Housing and FCC to redevelop centre of the town including new primary health care facility, extra care housing scheme, replacement of maisonette units with high quality social housing. This was complemented by Townscape Heritage Initiative investment to renovate town centre commercial units and by the renovation of the Town Hall, former Court House and St. Mary's Church and surrounding square. • Masterplan for Buckley which supported case for retail investment in the town, helping to secure investment from Aldi UK, and also supported bids for funding for public realm improvements on Brunswick Road. • Renovation of Daniel Owen Square in Mold to transform a tired urban space into an attractive multi-function public space that celebrates the legacy of the writer Daniel Owen. • Improvements to the key gateway areas into Holywell from the surrounding area including routes into town from the outlying supermarkets. • Grant schemes to improve shop fronts and bring empty properties back into use. • Improvements to the public realm in Queensferry (Station Road and gateway areas), Shotton (Ash Grove car park, Charmley's Lane car park and railway bridge underpass) and Connah's Quay (Wepre Bridge and war memorial). • Demolition of Civic Offices in Connah's Quay to remove a redundant building and free up site for potential redevelopment. • Redevelopment of eyesore Old Dairy site Connah's Quay to facilitate the development of high quality social housing scheme. Outside of the traditional regeneration funding streams, the Council has also been very successful in securing funding from Welsh Government for sustainable travel and has made major investments in cycling infrastructure to link communities in Deeside and more recently Holywell to areas of employment and to the wider leisure network.
1.04	At the May 2019 Cabinet meeting the strategic approach to town centre regeneration was agreed and included the elements summarised below. Activity undertaken since the May meeting is also highlighted. 1. *The Council will refresh the evidence* base *using the methodology from the 2009 health check study. This research* is *underway* as *part of the preparation of the Flintshire Local Development Plan.* This has been completed.

2. *Overall, developer interest, especially in retail and office investment,* is *extremely limited and land availability for development in many town centres* is *constrained. The Council will respond proactively to market interest in town centre investment and will actively* seek *to encourage investment wherever there are appropriate opportunities.*

   The Council has responded to developer enquiries in a number of towns but generally developer interest remains both very limited and unambitious due to the challenges facing the retail sector. A masterplan has been developed for a potential development site in Mold and this will be consulted upon in February 2020.

3. *Continue to support front line service outlets in town centre locations to enable access to Council (and partner) services whilst also helping to sustain footfall.*

   The Council continues to support the Connects centres as well as important leisure facilities on the fringe of the town centres.

4. *In order to support the physical adaptations needed to help town centres to adapt to the economic climate the Council will facilitate land use change.*

   The Local Development Plan deposit draft has been prepared with polices to cover town centres and retail.

   The Council secured funding in excess of £900k from a range of sources for a broad package of regeneration measures in Holywell focused around the reopening of the High Street to vehicle traffic as well as improvements to cycle routes and event infrastructure.

   The Council has secured Welsh Government investment for transport infrastructure in Deeside which offers the opportunity to help to regenerate the retail areas.

5. *The Council will support town centre stakeholder groups to develop and implement action plans for their towns and will undertake County-wide actions to support town centres for example through promotional activity.*

   Buckley - the Council has engaged with Town Council to review the plan for the town centre on a potential depedestrianisation trial.

   Holywell - the Council is supporting both the Town Council with their aspirations for the town and the new market supporters group with building the scale of the street market.

	Mold - the Council is supporting the Town Council and Friends group with their development of Bailey Hill. Flint - the Council is supporting the development of the foreshore area of the town including the potential construction of a visitor facility. 6. *The Council will help businesses to adapt to the changing economic climate.* The Council has secured grant funding through Welsh Government for Holywell for property redevelopment. Intensive engagement with property owners in Holywell is taking place to encourage redevelopment. Several schemes are currently in discussion. A shop front improvement grant scheme has also recently been launched in the town
	<u>Strategic context</u>
1.05	Welsh Government town centre policy is starting to emerge and become more ambitious and offers new opportunities in Flintshire. New policy announcements are expected imminently from Welsh Government and are expected to include a "town centres first" policy for application across the public sector to encourage public facilities to be located in town centres wherever possible.
1.06	The Welsh Government Targeted Regeneration Investment (TRI) programme 2020-21 is in its third and final year but an extension is expected for 2021-22. The current regional plan prioritisation focusses on a small number (4) of settlements across North Wales based on their deprivation levels and therefore gives little resource to Flintshire. Small funding elements are available in Holywell (and have been used for depedestrianisation and property investment) and Shotton.
1.07	There is an increased Welsh Government focus on empty town centre properties with a refocusing of their loans programme (delivered through each local authority) and encouragement to local authorities to use their enforcement powers more fully to bring units back into use. Welsh Government will be supporting each area to develop an action plan for this work and will provide training and advice in support.
1.08	At the regional level, the Regional Leadership Board has prioritised town centre regeneration as an area for further development and this will be discussed in more detail at the March meeting of the Board. The North Wales Economic Ambition Board has also identified regeneration as a priority for action.
	<u>Proposed strategic direction in Flintshire</u>
1.09	Smaller town centres remain in difficult economic circumstances due to changing customer behaviours and the increased polarisation of the retail market with larger retailers choosing to focus on smaller and smaller

	numbers of higher order centres. Key lessons from other towns in other areas include: • the importance of working closely with local stakeholders; • that shopping is increasingly about experience, highlighting the need to manage the town centre with customers in mind - this is • hampered by fragmented ownership and reduced public sector budgets; • the need for strong branding and promotion - but need to have something substantial and authentic to bring people to; • small businesses need support to adapt, especially digitally, and not all are able to; • small towns have too many retail units and need to diversify, especially in fringe areas; and • that there is still investment interest in town centres but that it tends to be for the better packaged opportunities.
1.10	It is proposed that a more ambitious approach is taken, within the context of the strategic approach agreed in May 2019, to: • review the long term plan for the regeneration of Buckley with Town Council; • pilot a depedestrianisation scheme in Buckley and make it permanent subject to feasibility, public consultation and available capital funding; • provide support to businesses including networking and learning opportunities; • identify opportunities to create green infrastructure in town centres; • continue to develop Active Travel initiatives for Welsh Government support; • develop clear brands for each town based on their strengths for use in marketing and investment materials; • support initiatives to encourage residents to spend more in their town centres; • continue to support the Flint Foreshore development; • continue to support the development of Mold Bailey Hill; • continue to support the develop of a Business Improvement District in Mold and its subsequent implementation if the businesses decide to proceed; • undertake an environmental audit of the Deeside town centre areas to identify opportunities for future redevelopment and environmental improvement; • investigate the feasibility of piloting a community ownership structure for town centre properties for Holywell; • support the growth of community enterprises and activities in town centre locations; • work with local stakeholders and traders to maintain and grow the strength of Mold and Holywell markets; and • undertake targeted promotional activity based on the main visitor assets in town centres.
1.11	The scale of the regeneration service in Flintshire has reduced significantly due to budget pressures. The service currently employs a single full time officer. The service lacks the capacity to develop projects speculatively in case future funding opportunities arise which reduces the capital resources that may be available in the County in the future.

	In addition, as identified above, there needs to be an increased focus by the service on tackling property issues in town centres to help them to adapt to the changing economic landscape, Welsh Government ambitions and to develop new and more sustainable land uses. This will require additional capacity and new skills. It is therefore proposed that the service employs an additional senior officer with experience in these areas.
1.12	With this increased capacity it is proposed to: • identify potential future development sites and develop options for their future assembly and redevelopment with a focus on : • diversify land uses to maintain the vitality and viability of town centres; • target vacant or underused properties in town centres for intervention including making full use of Council enforcement powers; • investigate the feasibility of piloting a community ownership structure for town centre properties for Holywell; • use these work streams to develop potential projects for future capital funding opportunities; and • continue to progress the potential redevelopment of the Mold Hall Field site.
1.13	The enhanced approach to town centre regeneration is identified in the Council Plan as a strategic priority for the Council. This represents a step change in the approach by the Council that will allow a new strategic approach to regenerating each town to create more successful and sustainable places. Combined with the Welsh Government new policy approaches to prioritising town centres, the refreshed Council approach will encourage all parts of the Council to consider how, through their service delivery and spending, they can support the town centre regeneration agenda.

2.00	**RESOURCE IMPLICATIONS**
2.01	The additional resource required for the investment identified above would be £33,799 plus on-costs each year for a scale G06 senior officer. This would be an investment for a trial period of three years.

3.00	**IMPACT ASSESSMENT AND RISK MANAGEMENT**
3.01	**Ways of Working (Sustainable Development) Principles Impact**

Long term	The approach set out for town centre regeneration is a long term approach that will facilitate gradual change in the functions of town centres in response to macro-economic trends that have been in operation for many years and are contributing to their loss of vitality.
Prevention	The approach set out will help to prevent further weakening of the vitality and viability of the town centres.

Integration	Neutral
Collaboration	The approach will require close partnership working with private owners and public sector bodies as well as town and community councils and community groups.
Involvement	Neutral

Well-being Goals Impact

Prosperous Wales	Positive. Town centres are important sources of local employment and enterprise and also act as "shop-windows" to showcase the county to potential investors.
Resilient Wales	Neutral
Healthier Wales	Neutral
More equal Wales	Positive. Smaller town centres are disproportionately used by those with fewer options in terms of mobility or income.
Cohesive Wales	Neutral
Vibrant Wales	Neutral
Globally responsible Wales	Positive. Town centres can play a significant role in supporting local purchasing to reduce transport carbon.

The Council Well-being Plan highlights the importance of places in building community resilience. As major centres for service provision, enterprise, social interaction and community activity healthy town centres are essential.

Risks and mitigation

1) Insufficient capital resources available to enable priorities to be met.
   a) Extra resource will enable limited available funding to be more fully utilised.
   b) Develop strong vision and project portfolios to encourage investment.
2) Low levels of engagement from remote property owners.
   a) Integrate use of funding opportunities with enforcement powers to encourage dialogue.
3) Risk associated with property redevelopment.
   a) Commission external specialist knowledge to inform decision making.
   b) Make use of Welsh Government development funding wherever possible to develop projects to high level.

4.00	**CONSULTATIONS REQUIRED/CARRIED OUT**
4.01	All projects in the town centres, where not commercially sensitive, will be subject to local stakeholder consultation.

5.00	APPENDICES
5.01	None.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None.

7.00	CONTACT OFFICER DETAILS
7.01	**Contact Officer:** Niall Waller (Enterprise and Regeneration Manager) **Telephone:** 01352 702137 **E-mail:** niall.waller@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
	Business Improvement District (BID) - a business-led organisation tasked with delivering a programme of pre-agreed projects and services funded by investments by the businesses in that location. **Masterplan** - a plan which sets out the aspirations for a site in terms of buildings, scale, uses and design. It is used to guide the next steps in the development process to steer developers towards outcomes that bring stronger benefits to the town and the community. **Welsh Government Targeted Regeneration Investment (TRI) programme** - a capital programme operating currently in the financial years 2018-19, 2019-20 and 2020-21 with £100m allocated over this period across Wales.

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COMMUNITY AND ENTERPRISE OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Wednesday, 11th March 2020
Report Subject	Flintshire in Business Update
Cabinet Member	Cabinet Member for Economic Development
Report Author	Chief Officer (Planning, Environment and Economy)
Type of Report	Operational

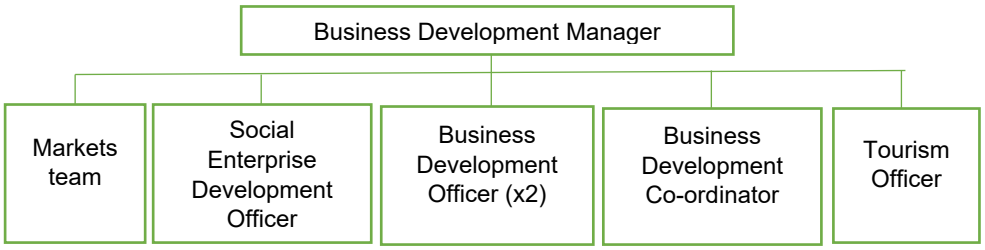
EXECUTIVE SUMMARY

This report summarises the work of the business development team and provides an update on the Flintshire in Business programme for 2019. The report also sets out how the service will focus its work in 2020 and beyond in response to changes to the economy and to corporate priorities.

RECOMMENDATIONS	
1	That Members note the progress made in delivering business support in Flintshire and the refreshed priorities for the future.

REPORT DETAILS

1.00	EXPLAINING THE APPROACH TO BUSINESS DEVELOPMENT
	Background
1.01	The business development service comprises six full time equivalent staff plus four officers in the markets team. The service operates with a revenue budget of £338k which includes £212k of staff costs and £126k for business development initiatives and tourism marketing. The Social Enterprise Development Officer is funded by Welsh Government and the markets team are funded from their income. The structure of the service is set out below.

<table>
<tr><td></td><td> 

This report focusses on the work to support businesses and therefore does not discuss the markets team.</td></tr>
<tr><td>1.02</td><td>The main functions of the service are set out below. The main function of the service is business engagement which acts as a platform on which other activities are built both by the service and other providers. This is a unique role which is not provided elsewhere. It acts as a two-way conduit both enabling businesses to access the ever-changing range of public sector support and enabling the public sector to engage effectively with local businesses. An average of 780 businesses contact the service for support each year. The service has increasingly developed business networks as a way to engage larger numbers of businesses at the same time, helping to make best use of staff resources.

Business engagement / single point of contact for businesses
1. Signpost to wider support services
2. One to one business review / mentoring and coaching
3. Support workforce development and recruitment
4. Act as conduit for other Council services
5. Rapid response to actual and potential redundancy
6. Provide networking and learning opportunities
7. Supply chain development
8. Facilitate finding land and premises
9. Support investment proposals

Creating the conditions for business success
1. Support business clusters
2. Promote and manage the area
3. Advocate for the business community</td></tr>
<tr><td>1.03</td><td>The feedback from stakeholders and business customers is overwhelmingly positive in regard to the services they receive from the team. The team has built up excellent relationships with the business community and many businesses value this and use the team as a trusted source of advice and information. Business also use the service for signposting to wider support or links into other Council functions.</td></tr>
<tr><td></td><td><u>Flintshire in Business</u></td></tr>
<tr><td>1.04</td><td>One of the flagship programmes delivered by the service is Flintshire in Business (formerly Flintshire Business Week). This has operated for 13 years and has evolved continuously across the period. The events have cost almost £750k to deliver in that time and have been fully funded through</td></tr>
</table>

	sponsorship from the business community. Over 32,000 business delegates have attended events in the last seven years.
1.05	In 2019 the decision was taken to cease to operate the programme as a week-long-series of events. It was felt that this made it harder for businesses to attend all of the events that they might wish to and it created a spike in the workload of the service. Instead, events were proposed to be spread throughout the year and the name of the programme was changed from Flintshire Business Week to Flintshire in Business.
1.06	The programme in 2019 included events on: • Effective management • Negotiation • Health and safety • Finance and economics • Social media • Digital connectivity • Project management • Managing change • Cash flow and book-keeping for small businesses There were also themed events specifically for social enterprises and regular networking events for businesses in different areas. The team also supported the organisation of events led by other organisations including the Mersey Dee Alliance business breakfasts, North Wales Tourism annual conference and the Federation of Small Business networking event. The service also hosted a number of “Meet the Buyer” events to enable companies in Flintshire to find out more about forthcoming business opportunities and how best to make the most of them.
1.07	In total 57 events were supported through the Flintshire in Business programme with 3,180 delegates attending.
	<u>Strategic direction</u>
1.08	The service will be refocussing its work in 2020/2021 to reflect the changing world for businesses in the County. These influences are set out below.

Influence	**Response**
Economic uncertainty	• Maintain dialogue with identified vulnerable sectors to understand performance and concerns. • Increase range of business resilience support measures delivered and integrate consideration into individual business reviews. • Liaise with Business Wales, Welsh Government and North Wales Economic Ambition Board to

		develop new bespoke programmes of support as new needs identified.
	Increased WG support for foundational economy	Local supplier development programme • Develop new programme of work for supply chain development between businesses and with the public sector. • Bespoke support to help businesses to form consortia to access public sector procurement. Create the conditions for successful business • Destination marketing and management for the tourism sector. • Support for local food producer networks. • Contribute to development of regional of energy cluster. • Support development of supplier consortia
	Regional growth programmes	• Connect Flintshire businesses into opportunities arising from regional Growth Deal projects.
	Need for digital connectivity growing	• Help businesses to identify the right package of support including for higher quality connectivity infrastructure. • Work with Business Wales / WG to increase business awareness and adoption of new technologies.
	Climate change	• Local suppler development programme as above. • Signpost businesses to specialist environmental advice where available.
	Council priority on social value	• Local supplier development programme as above. • Develop new work programmes to encourage corporate social responsibility and to maximise community impacts. • Integrate consideration into business reviews.
	Council priority on town centres	Develop new work programme to support smaller retail businesses to adapt to changing and challenging economic climate. Support the development of business-led initiatives such as Business Improvement Districts.
1.09	The North Wales Economic Ambition Board is developing a work stream to improve the coherence and co-ordination of business support activity across the region between the wide range of organisations involved. A further report will be brought on this once more detail is available later in 2020.	

2.00	RESOURCE IMPLICATIONS
2.01	None arising from this report.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	None for this report.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	The service has conducted a review of its work with principal stakeholders and undertakes regular satisfaction surveys with business customers.

5.00	APPENDICES
5.01	None.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None.

7.00	CONTACT OFFICER DETAILS
7.01	**Contact Officer:** Niall Waller (Enterprise and Regeneration Manager) **Telephone:** 01352 702137 **E-mail:** niall.waller@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
	Mersey Dee Alliance - cross-border partnership of local authorities education providers and Government to promote the economic vitality of the region. **North Wales Tourism** - membership organisation for tourism businesses in the region. **Federation of Small Business** – membership organisation for small businesses.

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COMMUNITY & ENTERPRISE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Wednesday 11th March 2020
Report Subject	Quarter 3 Council Plan 2019/20 Monitoring Report
Cabinet Member	Cabinet Member for Housing; Cabinet Member for Economic Development; and Cabinet Member for Corporate Management and Assets
Report Author	Chief Officer (Housing and Assets); and Chief Officer (Planning, Environment and Economy)
Type of Report	Operational

EXECUTIVE SUMMARY

The Council Plan 2019/20 was adopted by the Council in June 2019. This report presents a summary of the monitoring of progress for the quarter three (October – December 2019) position of 2019/20 for the Council Plan priorities 'Caring Council', 'Ambitious Council' and 'Serving Council' relevant to the Community & Enterprise Overview & Scrutiny Committee.

This second monitoring report for the 2019/20 Council Plan is a positive report, with 89% of activities being assessed as making good progress, and 89% likely to achieve the desired outcome. In addition, 81% of the performance indicators met or exceeded target. Risks are also being successfully managed with the majority being assessed as moderate (71%) or minor/insignificant (18%).

RECOMMENDATIONS	
1.	That the Committee consider the Quarter 3 Council Plan 2019/20 Monitoring Report to monitor under performance and request further information as appropriate.

REPORT DETAILS

1.00	**EXPLAINING THE COUNCIL PLAN 2019/20 QUARTER 3 MONITORING REPORT**
1.01	The Council Plan monitoring reports give an explanation of the progress being made toward the delivery of the impacts set out in the 2019/20 Council Plan. The narrative is supported by performance indicators and / or milestones which evidence achievement. In addition, there is an assessment of the strategic risks and the level to which they are being controlled.
1.02	This report is an exception-based report and concentrates on under-performance.
1.03	**Monitoring Activities** Each of the sub-priorities under each theme within the Plan have high level activities which are monitored over time. 'Progress' shows action against scheduled activity and is categorised as: • RED: Limited Progress – delay in scheduled activity and, not on track • AMBER: Satisfactory Progress – some delay in scheduled activity, but broadly on track • GREEN: Good Progress – activities completed on schedule and on track A RAG status is also given for the assessment of our current level of confidence in achieving the 'outcome(s)' in-year for each sub-priority. Outcome is categorised as: • RED: Low – lower level of confidence in the achievement of the outcome(s) in-year • AMBER: Medium – uncertain level of confidence in the achievement of the outcome(s) in-year • GREEN: High – full confidence in the achievement of the outcome(s) in-year
1.04	In summary our overall progress against activities is: **Progress** • We are making good (green) progress in 140 (89%). • We are making satisfactory (amber) progress in 17 (11%). **Outcome** • We have a high (green) level of confidence in the outcome achievement of 140 (89%). • We have a medium (amber) level of confidence in the outcome achievement of 17 (11%). • No activities have a low (red) level of confidence in their outcome achievement.

1.05	**Monitoring our Performance** Analysis of performance against the Council Plan performance indicators is undertaken using the RAG status. This is defined as: • RED - under-performance against target. • AMBER - where improvement may have been made but performance has missed the target. • GREEN - positive performance against target.
1.06	Analysis of current levels of performance against target shows the following: • 43 (81%) had achieved a green RAG status • 6 (11%) had achieved an amber RAG status • 4 (8%) had achieved a red RAG status
1.07	The performance indicator (PI) which show a red RAG status for current performance against target, relevant to the Community & Enterprise Overview & Scrutiny Committee is:- **Number of individuals supported through the mentoring service that enter employment, learning or volunteering** Although currently below target for the nine month period we are confident that the full year target is achievable. Both the Communities For Work and Communities For Work + teams are now fully staffed and engagement activity and events are due to increase in quarter four. Successful Employability Pathways were held in Mold and Flint and further pathways are planned in quarter four. The teams have helped support our mentoring scheme participants with 24 entering employment and 29 accessing further training and two into work placements. Employment outcomes include manufacturing, customer services, security, health care and retail.
1.08	**Monitoring our Risks** Analysis of the current risk levels for the strategic risks identified in the Council Plan is as follows: - • 3 (5.8%) are insignificant (green) • 6 (11.5%) are minor (yellow) • 37 (71.2%) are moderate (amber) • 6 (11.5%) are major (red) • 0 (0%) are severe (black)
1.09	There are no major (red) risks identified for the Community & Enterprise Overview & Scrutiny Committee.

2.00	RESOURCE IMPLICATIONS
2.01	There are no specific resource implications for this report.

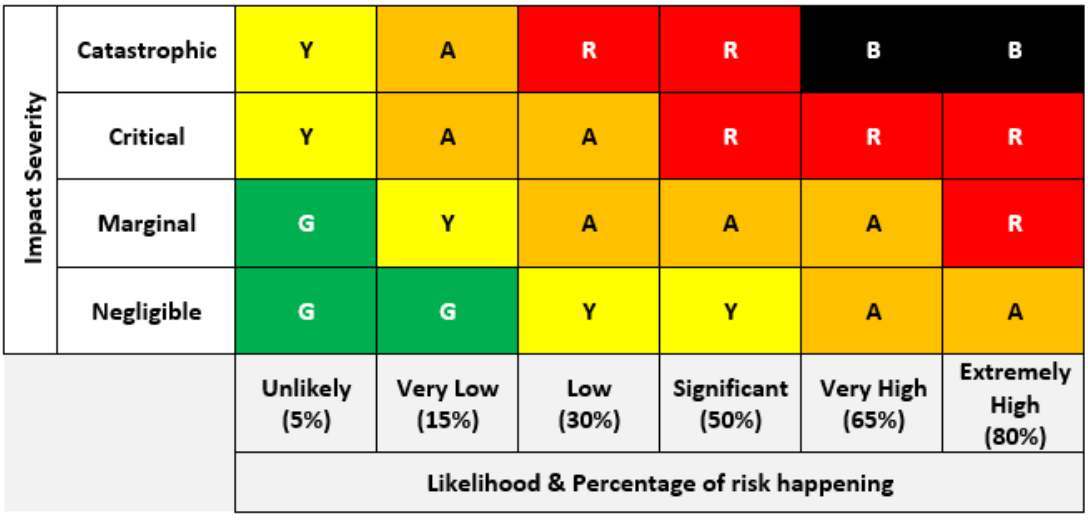
3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	Progress against the risks identified in the Council Plan is monitored. Summary information for the risks assessed as major (red) is covered in paragraphs 1.07 and 1.09 above.
3.02	The mid-year summary of the risk position will be shared with the Audit committee in November.
3.03	Overview & scrutiny committees are following through areas of risk concern within their forward work programmes.
3.04	**Ways of Working (Sustainable Development) Principles Impact** Long-term, Prevention, Integration, Collaboration, Involvement: Throughout all of the Mid-Year Monitoring Report there is demonstrable actions and activities which relate to all of the Sustainable Development Principles. There will be specific case studies of these working practises in the Annual Report for 2019/20 by October 2020. **Well-being Goals Impact** Prosperous Wales, Resilient Wales, Healthier Wales, More equal Wales, Cohesive Wales, Vibrant Wales, Globally responsible Wales: Throughout the Mid-Year Monitoring Report there is an engrained culture of emerging our work actions and activities with the Well-being Goals. Specific actions and activities have impact assessments and risk assessment as part of strategic reports which demonstrates impact. **Council's Well-being Objectives** The Council's wellbeing objectives will be reported again as part of the Annual Report for 2019/20 by October 2020.

4.00	CONSULTATIONS REQUIRED / CARRIED OUT
4.01	The Council Plan Priorities are monitored by the respective Overview and Scrutiny Committees according to the priority area of interest.
4.02	Chief Officers have contributed towards reporting of relevant information.

5.00	APPENDICES
5.01	Appendix 1 – Quarter 3 Council Plan Monitoring Report – Caring Council. Appendix 2 – Quarter 3 Council Plan Monitoring Report – Ambitious Council. Appendix 3 – Quarter 3 Council Plan Monitoring Report – Serving Council.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Council Plan 2019/20. https://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Council-Plan.aspx

7.00	CONTACT OFFICER DETAILS
7.01	**Contact Officer:** Ceri Shotton, Overview & Scrutiny Facilitator **Telephone:** 01352 702305 **E-mail:** ceri.shotton@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
8.01	**Council Plan:** the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish a Council Plan. **Risks:** These are assessed using a refreshed approach to risk management endorsed by Audit Committee in 2018. The new approach, includes the use of a more sophisticated risk assessment matrix which provides greater opportunities to show changes over time. **Risk Likelihood and Impact Matrix** 

8.02	**CAMMS – An explanation of the report headings**
	Actions Action – Each sub-priority have high level activities attached to them to help achieve the outcomes of the sub-priority. Lead Officer – The person responsible for updating the data on the action. Status – This will either be 'In progress' if the action has a start and finish date or 'Ongoing' if it is an action that is longer term than the reporting year. Start date – When the action started (usually the start of the financial year). End date – When the action is expected to be completed. % complete - The % that the action is complete at the time of the report. This only applies to actions that are 'in progress'. An action that is 'ongoing' will not produce a % complete due to the longer-term nature of the action. Progress RAG – Shows if the action at this point in time is making limited progress (Red), satisfactory progress (Amber) or good progress (Green). Outcome RAG – Shows the level of confidence in achieving the outcomes for each action. **Measures (Key Performance Indicators - KPIs)** Pre. Year Period Actual – The period actual at the same point in the previous year. If the KPI is a new KPI for the year then this will show as 'no data'. Period Actual – The data for this quarter. Period Target – The target for this quarter as set at the beginning of the year. Perf. RAG – This measures performance for the period against the target. It is automatically generated according to the data. Red = a position of under performance against target, Amber = a mid-position where improvement may have been made but performance has missed the target and Green = a position of positive performance against the target. Perf. Indicator Trend – Trend arrows give an impression of the direction the performance is heading compared to the period of the previous year: • A 'downward arrow' always indicates poorer performance regardless of whether a KPI figure means that less is better (e.g. the amount of days to deliver a grant or undertake a review) or if a KPI figure means that more is better (e.g. number of new jobs in Flintshire). • Similarly an 'upward arrow' always indicates improved performance. YTD Actual – The data for the year so far including previous quarters. YTD Target – The target for the year so far including the targets of previous quarters. Outcome RAG – The level of confidence of meeting the target by the end of the year. Low – lower level of confidence in the achievement of the target (Red), Medium – uncertain level of confidence in the achievement of the target (Amber) and High - full confidence in the achievement of the target (Green). **Risks** Risk Title – Gives a description of the risk. Lead Officer – The person responsible for managing the risk. Supporting Officer – The person responsible for updating the risk. Initial Risk Rating – The level of the risk at the start of the financial year (quarter 1). The risks are identified as follows; insignificant (green), minor (yellow), moderate (amber), major (red) and severe (black).

	Current Risk Rating – The level of the risk at this quarter. Trend Arrow – This shows if the risk has increased (red, upward arrow), decreased (green, downward arrow) or remained the same between the initial risk rating and the current risk rating (amber, stable arrow). Risk Status – This will either show as 'open' or 'closed'. If a risk is open then it is still a relevant risk, if the risk is closed then it is no longer a relevant risk; a new risk may be generated where a plan or strategy moves into a new phase.

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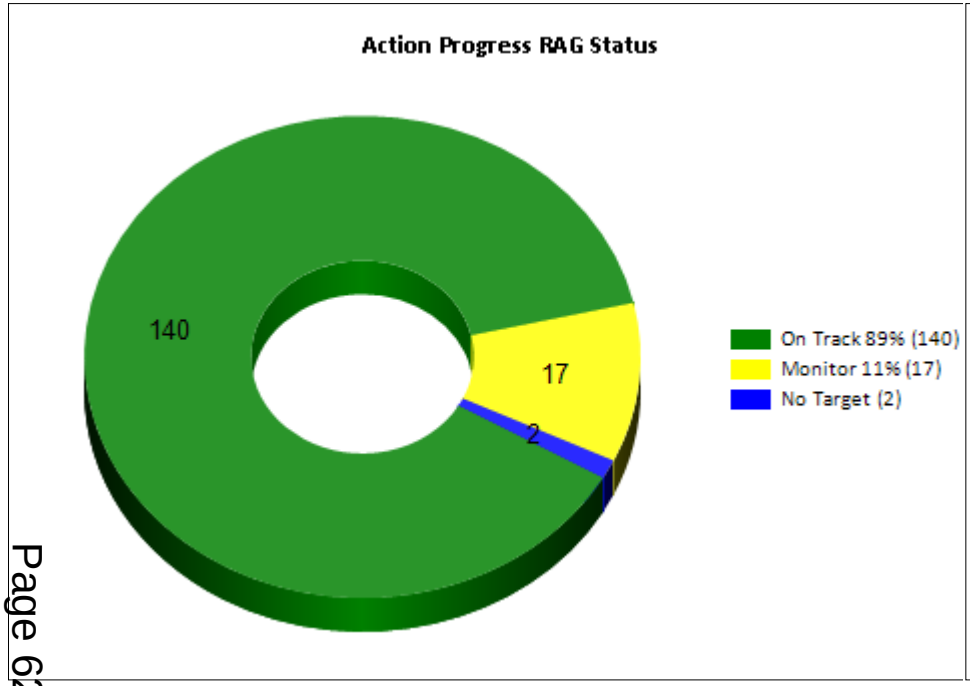
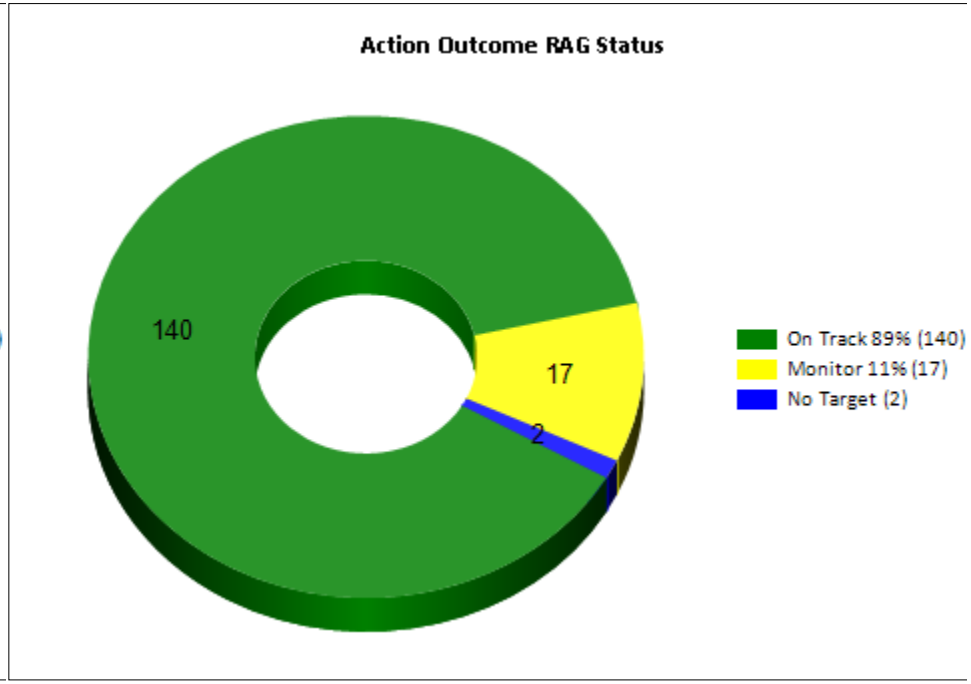
Appendix 1 – Quarter 3 Council Plan Monitoring Report – Caring Council

Flintshire County Council

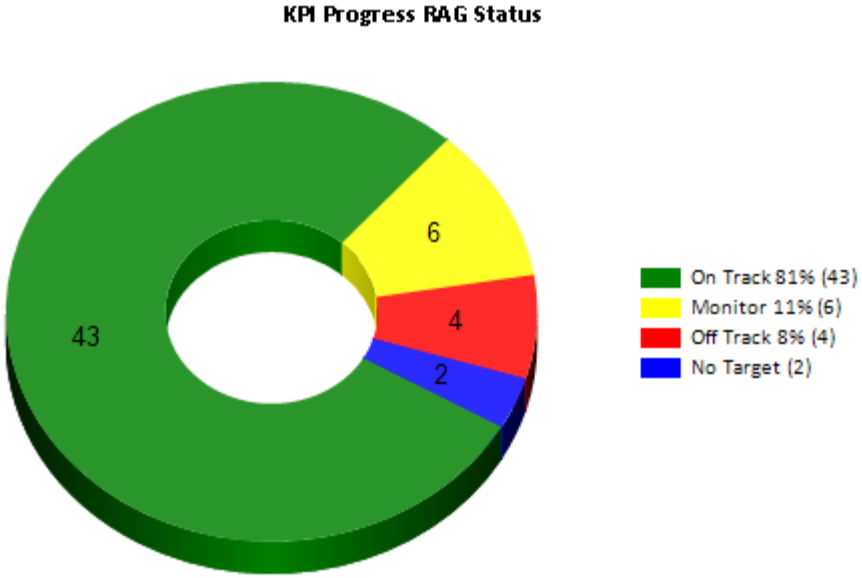
Print Date: 28-Jan-2020

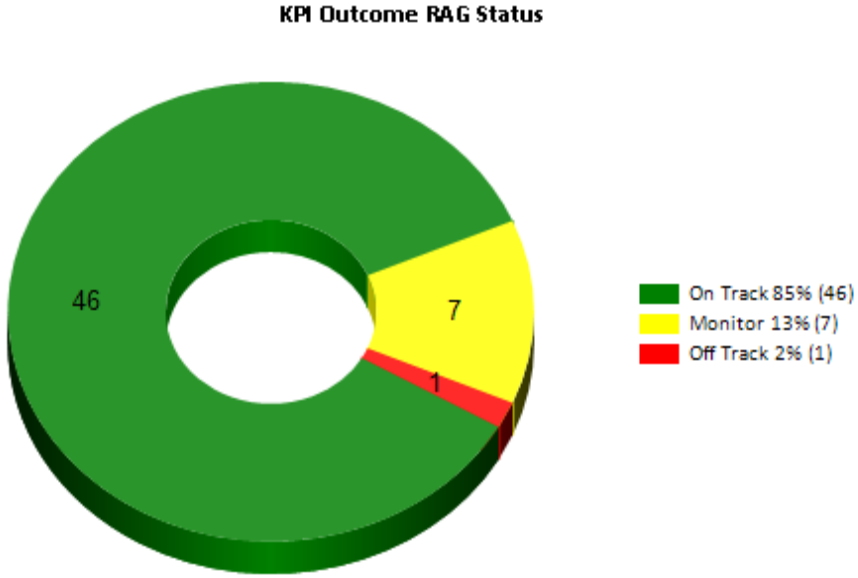
Progress Charts



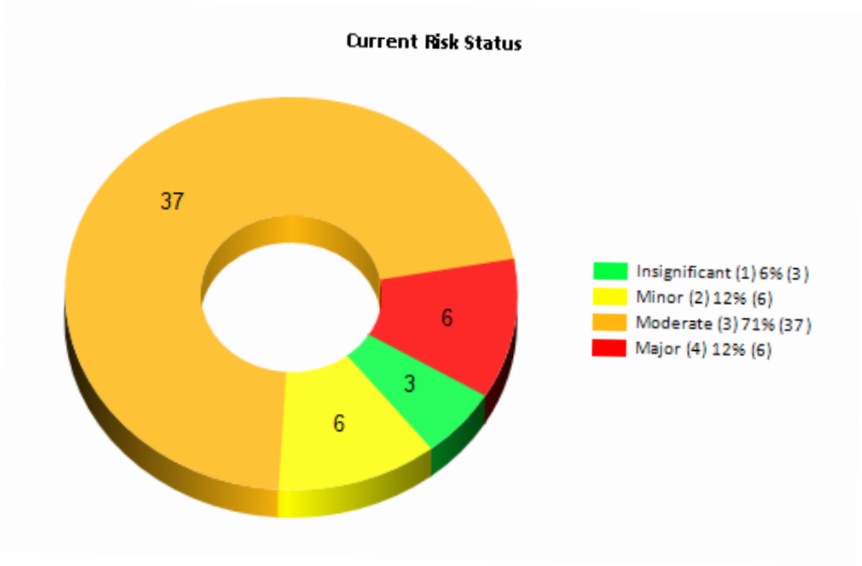


'No Target' for Action Progress and Action Outcome denotes Action has not started.





'No Target' for KPI denotes this is a new KPI and a baseline year is being established


Current Risk Status
37
6
3
6
Insignificant (1) 6% (3)
Minor (2) 12% (6)
Moderate (3) 71% (37)
Major (4) 12% (6)

Caring Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.1 (CP) Establishing a permanent emergency bed provision in Flintshire	Jenni Griffiths - Homeless and Advice Manager	In Progress	01-Apr-2019	31-Mar-2020	80.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:
The Glanrafon Centre in Deeside has been identified as a potential site for this provision to be relocated. Feasibility works have been undertaken and the site is suitable both in terms of location and facilities within the building. A planning application has been submitted for change in use. Alongside this a specialist provider has been identified to manage the facility and ensure that all service users that access this are provided with support in terms of benefits, housing and well-being.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.2 (CP) Supporting rough sleepers through the employment of an Outreach Worker	Jenni Griffiths - Homeless and Advice Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
This provision enables the service to engage with rough sleepers, offer support and assistance and link them in with support services available in the area. This provision has worked well in terms of the ability to react to reports of rough sleeper in a more efficient way and isn't restricted to office working hours. The employee undertaking this work has however given notice to terminate the position and with the end of contract date being March 20 it is unlikely this post will be successfully recruited into during this timeframe. In running this pilot contract there have been some issues identified with resilience of the service in terms of covering absences and leave with this being a stand alone post. The service is reviewing this provision and currently investigating options to align this service to an existing contract to ensure it is robust and resilient moving forward. The Housing Solutions Service will continue to monitor and react to all rough sleeper reports during this time.

Last Updated: 22-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.3 (CP) Completion of a feasibility study for short term emergency provision for young people with follow-up actions	Jenni Griffiths - Homeless and Advice Manager	In Progress	01-Apr-2019	31-Mar-2020	40.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:
Scoping work continues to better understand the requirement of a provision specifically for young people. A number of options are currently being investigated to determine feasibility. This work is complex in nature with a number of pieces of activity which need to be developed. An initial site where it was deemed there was good practice has been visited and a further visit with Senior Officers is to be progressed. This piece of work will inform the future commissioning of The Council's provision for young people through its Housing Support Grant in 2020/21.

Last Updated: 13-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.4 (CP) Completion of feasibility study for a Housing First approach in Flintshire for people with complex needs with follow up actions	Jenni Griffiths - Homeless and Advice Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
We have completed a pilot scheme that looked into a number of concepts and models of delivery. This has led to the recruitment of two Housing First Officers who will start their new roles in January 2020.

Last Updated: 23-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.5 (CP) Increasing the number of available rented properties in the Private Rented Sector (PRS) to provide housing solutions	Jenni Griffiths - Homeless and Advice Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:
HAWS letting agency are proactively working in Flintshire to increase the number of Private Rented Sector (PRS) properties available to meet housing demand. A Private Rented Sector Landlord event was held in November 2019 to re-engage with this sector and understand landlords concerns and the barriers to housing some client groups, i.e unemployed applicants. The aim of this event was to help the service to identify the areas landlords require support and assistance to make the Private Rented Sector more accessible to all applicants. Unfortunately the event was not well attended and HAWS are currently developing an online survey to identify if there is an increase in engagement via this method.

Last Updated: 13-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.2.1 (CP) Meeting the targets within the comprehensive capital delivery programme of modernisation and refurbishment work to our housing stock	Sean O'Donnell - Contract Surveyor	In Progress	01-Apr-2019	31-Mar-2020	75.00%		

ACTION PROGRESS COMMENTS:
On target to meet the programme set within the comprehensive capital delivery programme to ensure our housing stock achieves the Welsh Housing Quality Standards (WHQS) by December 2020.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.2.2 (CP) Achieving WHQS for the total stock by 2020/21	Sean O'Donnell - Contract Surveyor	In Progress	01-Apr-2019	31-Mar-2020	75.00%		

ACTION PROGRESS COMMENTS:
We are on target to achieve the Welsh Housing Quality Standards for all Council owned properties by December 2020. Work is currently focused upon external envelope work.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.2.3 (CP) Capital Expenditure is within budget for Housing work.	Sean O'Donnell - Contract Surveyor	In Progress	01-Apr-2019	31-Mar-2020	75.00%		

ACTION PROGRESS COMMENTS:
Our current Capital Expenditure is on track with our projections and our Capital Programme will be delivered within the allocated budget.

Last Updated: 24-Dec-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.3.1 (CP) Meeting the in-year aims and targets of the Housing Strategy and Action Plan for 2019-2024	Melville Evans - Senior Manager - Housing Programmes	In Progress	01-Apr-2019	31-Mar-2020	10.00%		

ACTION PROGRESS COMMENTS:
The Housing Strategy has now been adopted by the Council, following endorsement from Cabinet in October 2019. A Task and Finish Group has been established to oversee and co-ordinate the delivery on actions set out in the strategy. This work will now begin in April 2020. There are a large number of activities, some of which are cross cutting with other Council services, and these need to be developed through the setting up of suitable task and finish groups.

Last Updated: 28-Feb-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.4.1 (CP) Providing new social and affordable housing (1) as set out in the Housing Revenue Account (2) through NEW Homes Development plans and (3) through the commitments of our Housing Association partners drawing on Welsh Government funding where possible	Melville Evans - Senior Manager - Housing Programmes	In Progress	01-Apr-2019	31-Mar-2020	75.00%		

ACTION PROGRESS COMMENTS:
Development of this work stream has a long delivery time so end of year reporting will provide a more definitive figure. Housing Programme Board receive an update report on both the Council and NEW Homes Development Programmes.
Last Updated: 03-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.4.2 (CP) Maximising the provision of affordable housing through market led schemes and developer obligations in line with planning policy requirements	Melville Evans - Senior Manager - Housing Programmes	In Progress	01-Apr-2019	31-Mar-2020	75.00%		

ACTION PROGRESS COMMENTS:
Ongoing negotiations with developers as an when planning applications are submitted to ensure the Council maximise the provision of affordable housing.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.5.1 (CP) The availability of suitable housing through new build social housing developments and other supported housing provision	Melville Evans - Senior Manager - Housing Programmes	In Progress	01-Apr-2019	31-Mar-2020	50.00%		

ACTION PROGRESS COMMENTS:
We are currently on target to deliver 70 new social units of accommodation through our partner Registered Social Landlords (RSL) this year. This has reduced from the last quarter due to a housing association not meeting it's target.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.5.2 (CP) Effective implementation of the Welsh Government's recommended Service Standards for delivery of Housing Adaptations	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2019	31-Mar-2020	60.00%		

ACTION PROGRESS COMMENTS:
The Housing Adaptations Best Practice Group has now been established which includes representatives from the Local Authority, Registered Social Landlords and Third Sector. The group has established a terms of reference which sets the overarching role of the group: "to improve the access to housing that meets people's health needs, regardless of tenure, provide a platform for sharing best practice and help develop new ways of delivering adaptations." The group is scheduled to meet on a monthly basis and work has already started on the development of an action plan to deliver the recommended service standards within Flintshire.

Last Updated: 14-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.5.3 (CP) Supporting people to remain in their homes through the provision of housing support and advice	Jenni Griffiths - Homeless and Advice Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%		

ACTION PROGRESS COMMENTS:
Prevention work continues to be a priority for households who are potentially at risk of becoming homeless. Households are identified as soon as possible and support is put in place to resolve the issues faced and minimise the risk of homelessness. This work is carried out through a number of functions which include the Supporting People Team and Housing Solutions Team.

Last Updated: 22-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.5.4 (CP) Adoption of a renewed strategy for our sheltered and supported housing schemes following review	Dawn Kent - Senior Sheltered Housing Officer	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Currently undertaking the review with a report due early 2020. We are on target to produce a draft strategy by March 2020.

Last Updated: 17-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.5.5 (CP) Effective management of the Specialist Housing register in partnership with Housing Associations to ensure the housing needs of vulnerable households are met	Cheryl Marland - Housing Access and Sarth Team Leader	In Progress	01-Apr-2019	31-Mar-2020	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The specialist housing register currently has 49 applicants of which 42 require specialist adapted properties and seven require large properties. At the end of quarter three, two households from the specialist housing register were successfully rehoused into suitable accommodation. The SARTH partnership continue to work closely to meet the needs of vulnerable households and representatives from all organisations meet every six weeks to review current voids against specialist housing register needs to identify properties that can be adapted.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.1 (CP) Forming a new social food enterprise with short and medium term objectives and targets	Jen Griffiths - Benefits Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Council and its partners have been exploring a number of options which will see progress maintained through the development of a longer term and sustainable solution to food poverty. In order to address these issues in the long term, a local social-food-enterprise is in the process of being developed. The mission of the company will be to "connect everyone with good fresh food". A primary aim will be to reach and develop sustainable models for people to access good affordable fresh food, particularly linking in with work we do and services we provide such as: • Domiciliary care and linking food provision with care services. • Developing a transition programme from food aid to food purchase for vulnerable groups, i.e. homeless families. • To link in with services which support residents and embed support around food provision within those services. • To use food provision as a catalyst to begin to tackle loneliness and isolation. This work is progressing well and is in the final stages of implementation.
Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.2 (CP) Mapping / detailing areas where there are gaps in provision and then developing solutions	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2019	31-Mar-2020	70.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Good Food Flintshire group is now well established and its membership includes public, private and third sector representation. Work has commenced on mapping need and activity in the County so that we can take a more targeted approach to areas with greater need.

Last Updated: 14-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.3 (CP) Setting a food insecurity / food poverty action plan for Flintshire with partners with short and medium term objectives and targets	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2019	31-Mar-2020	70.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Flintshire Food Poverty Strategy was adopted by the Public Services Board in 2018 and work is now in progress to develop a detailed action plan for the County. The action plan is in the early stages currently and the Good Food Flintshire group are working around agreed themes in order to collate the information and develop this into a progressive action plan for 2020 and beyond.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.2.4 (CP) Increasing the take up of solar, water and electricity systems by supporting their installation in vulnerable households	Leanna Jones - Energy Projects Coordinator	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Continued installation of air source heat pumps (air to water) systems in public and private properties identified as fuel poor households through Warm Homes Fund.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.5.1 (CP) Residents being supported to sustain their tenancies, pay their rent and remain in their property	David Barnes - Manager - Revenues	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Residents are continuing to be supported to sustain their tenancies through the continued deployment of Mobysoft 'Rent Sense' module, changes in working practices, better target of resources, all of which are aimed to a process of early interventions to assist tenants in need of help. The service is also taking recovery action quickly (and for lower amounts) against tenants who fail to engage or pay in an effort to prevent arrears from increasing to unmanageable levels. Despite the ongoing challenges with welfare reform and an increasing number of tenants claiming Universal Credit, rent arrears have stabilised and are now starting to fall when compared to the previous year. Rent Arrears as at end of quarter three were £2.093m compared to £2.319m in the previous year - a reduction of £225k in cash terms. The early interventions and the ongoing joint working between Housing teams in Rent Income and Supporting People is helping to ensure tenancies are sustained by preventing arrears building up and ensure tenants with complex needs or those in financial difficulty receive 'fast-tracked' support they need to address their rent payments. The number of evictions carried out up to quarter three is 16 and the year-end position is likely to demonstrate a significant reduction in eviction rates, especially compared to the 30 evictions undertaken in the previous year. The reduction in evictions are projected to fall by around 30% compared to the previous year and is being achieved through the combination of control measures.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.7.1 (CP) Achievement of targets for supporting individuals to enter employment, learning or volunteering	Sharon Jones - Communities For work	In Progress	01-Apr-2019	31-Mar-2020	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Although currently below target for the nine month period we are confident that the full year target is achievable. Both the Communities For Work and Communities For Work + teams are now fully staffed and engagement activity and events are due to increase in quarter four. Successful Employability Pathways were held in Mold and Flint and further pathways are planned in quarter four. The teams have helped support our mentoring scheme participants with 24 entering employment and 29 accessing further training and two into work placements. Employment outcomes include manufacturing, customer services, security, health care and retail.

Last Updated: 24-Jan-2020

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.4.1M01 Number of Private Rented Sector (PRS) properties available via HAWS Lettings contract for Housing Solutions	No Data	0	0	GREEN	N/A	0	0	GREEN

Lead Officer: Jenni Griffiths - Homeless and Advice Manager
Reporting Officer: Denise Naylor - Housing Programmes Support Manager
Progress Comment: HAWS Lettings not secured any additional properties in quarter three but are currently in negotiations with landlords in respect to four single person properties.
This is a new service and is ongoing in terms of promoting HAWS Lettings as a managing agent in Flintshire to build up their portfolio. A Landlord Event was held in November (morning and evening sessions) to engage with private landlords in Flintshire and help to understand the challenges they face to enable the Council to identify areas where it could assist in mitigating or reducing these. Unfortunately the event was not well attended and HAWS are currently working on an online survey to be issued in quarter four to establish if there is an increase in engagement via this method.

Last Updated: 22-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.4.1M02 Number of additional Private Rented Sector (PRS) properties available via HAWS lettings contract	No Data	0	0	GREEN	N/A	1	0	GREEN

Lead Officer: Jenni Griffiths - Homeless and Advice Manager
Reporting Officer: Denise Naylor - Housing Programmes Support Manager
Progress Comment: HAWS Lettings not secured any additional properties in quarter three but are currently in negotiations with landlords in respect to four single person properties.
This is a new service and is ongoing in terms of promoting HAWS Lettings as a managing agent in Flintshire to build up their portfolio. A Landlord Event was held in November (morning and evening sessions) to engage with private landlords in Flintshire and help to understand the challenges they face to enable the Council to identify areas where it could assist in mitigating or reducing these. Unfortunately the event was not well attended and HAWS are currently working on an online survey to be issued in Quarter Four to establish if there is an increase in engagement via this method.

Last Updated: 22-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.4.1M03 (PAM/012) Percentage of households successfully prevented from becoming homeless	70.97	77.46	85	AMBER	↑	79.73	85	AMBER

Lead Officer: Neal Cockerton - Chief Officer - Housing and Assets
Reporting Officer: Jenni Griffiths - Homeless and Advice Manager
Progress Comment: The percentage of households in the quarter where homelessness was prevented. The end of quarter three position is below the target set at 85% but within the variance set.

Last Updated: 22-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.4.2M01 The percentage of council houses that meet the Welsh Housing Quality standards within our annual programme	No Data	118.42	100	GREEN	N/A	109.89	100	GREEN

Lead Officer: Sean O'Donnell - Contract Surveyor
Reporting Officer: Denise Price - Business Performance Manager
Progress Comment: We are currently ahead of programme on a number of workstreams due to the good weather and early engagement with our tenants.

Last Updated: 24-Dec-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.4.2M02 Tenant satisfaction level	No Data	96.86	95	GREEN	N/A	96.86	95	AMBER

Lead Officer: Sean O'Donnell - Contract Surveyor
Reporting Officer: Denise Price - Business Performance Manager
Progress Comment: Our engagement with our Contractors and the performance reports that were shared during our Contractor Progress meetings, highlighted the requirement for our Contractors and other companies that had been procured to ensure that each were showing their ID at all times to our tenants. The low scores in quarter one and quarter two were as a result of Contractors not identifying themselves correctly to our tenants along with delays in some of the works that were being delivered. We are pleased with the results and with the actions undertaken by our Contractors to address these issues.

Last Updated: 10-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.4.5M01 (PAM/015) Average number of calendar days taken to deliver a DFG	298.46	237.82	247	GREEN	↑	237.82	247	GREEN

Lead Officer: Rafaela Rice - Disabled Facilities Manager
Reporting Officer: Jen Griffiths - Benefits Manager
Progress Comment: 942 children accessed the childcare offer in quarter three.

Last Updated: 24-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.2M01 Delivery of energy efficiency measures to domestic properties in Flintshire	No Data	1027	750	GREEN	N/A	1027	750	GREEN

Lead Officer: Leanna Jones - Energy Projects Coordinator
Reporting Officer: Niall Waller - Service Manager - Enterprise and Regeneration
Progress Comment: This figure is made up of a mix of measures including mains gas installs, air source heat pumps, meters, and insulation on all tenure properties. Although the KPI target for the period has not been reached the overall yearly target has already been achieved and therefore the end of year performance will exceed the target set.

Last Updated: 22-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.2M02 Number of vulnerable households supported through the Healthy Homes Healthy People programme	No Data	1214	750	GREEN	N/A	1214	750	GREEN

Lead Officer: Leanna Jones - Energy Projects Coordinator
Reporting Officer: Niall Waller - Service Manager - Enterprise and Regeneration
Progress Comment: Based on reports provided by the Warm Homes Fund Healthy Homes Healthy People project (category 3 of the funding) which assists people with advice and support in their homes. Although the target for the period has not been met the overall yearly target has already been exceeded.

Last Updated: 22-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.5M01 Average number of days to process new claims for housing benefit and council tax reduction	20.48	16.1	20	GREEN	↑	17.36	20	GREEN

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Suzanne Jones - Team Manager - Benefits and Council Tax Reduction Assessment
Progress Comment: The target for quarter three has been achieved. There has been a dip in performance from quarter two and quarter three due to service demands.

Last Updated: 24-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.5M02 Average number of days to process change in circumstances for housing benefit and council tax reduction	9.38	5.01	8	GREEN	↑	5.01	8	GREEN

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Suzanne Jones - Team Manager - Benefits and Council Tax Reduction Assessment
Progress Comment: The target for quarter three has been achieved. There has been a dip in performance from quarter two and quarter three due to service demands.

Last Updated: 24-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.7M01 Number of individuals supported through the mentoring service that enter employment, learning or volunteering	No Data	55	65		N/A	96	195	

Lead Officer: Sharon Jones - Communities For work
Reporting Officer: Lynne Fensome - Management and Support Manager
Progress Comment: Although currently below target for the nine month period we are confident that the full year target is achievable. Both the Communities For Work and Communities For Work + teams are now fully staffed and engagement activity and events are due to increase in quarter four. Successful Employability Pathways were held in Mold and Flint and further pathways are planned in quarter four. The teams have helped support our mentoring scheme participants with 24 entering employment and 29 accessing further training and two into work placements. Employment outcomes include manufacturing, customer services, security, health care and retail.

Last Updated: 24-Jan-2020

Risks

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Homelessness will remain a growing area of demand due to the current economic climate	Jenni Griffiths - Homeless and Advice Manager	Denise Naylor - Housing Programmes Support Manager	Amber	Amber	⟷	Open

Potential Effect:
Homelessness remains an area of risk. The lack of suitable, settled accommodation for those on welfare benefits has caused delays in being able to achieve positive outcomes for customers.

Management Controls:
The Council has been awarded in year funding to assist with additional measures to develop Landlord incentives within the private rented sector and a strategic partnership with HAWs will commence in May 2019. The emergency beds provision is in place and is proving to be in demand. In addition there is an Outreach Worker in post, employed through Clwyd Alyn, who follows up on street homeless and individuals who attend the emergency bed provision.

Progress Comment:
Homelessness remains a risk as a result of a number of factors. The introduction of welfare reforms and Universal Credit has created additional barriers to being able to successfully discharge duties to customers. The number of people presenting to the authority for help has decreased slightly this quarter and requires close monitoring. The Council has been awarded in year funding to assist with additional measures to develop Landlord incentives within the private rented sector and a strategic partnership with HAWS Lettings Agency commenced in May 2019. The emergency beds provision pilot established a demand but unfortunately this pilot has ended and there is currently no emergency bed provision in place. Alternative provision has been a service priority in quarter three and will be operational in Feb 2020.

Last Updated: 14-Jan-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The supply of affordable housing will continue to be insufficient to meet community needs	Melville Evans - Senior Manager - Housing Programmes	Denise Naylor - Housing Programmes Support Manager	Red	Amber	⟷	Open

Potential Effect:

i) Increase in homelessness
ii) Increased pressure on the Housing Options Team
iii) Increase in people sleeping rough

Management Controls:

Housing Strategy and Action Plan 2019 - 24 approved by Cabinet and now operational to monitor and manage Section 106 and Social Housing Grant programmes. HRA Business Plan will target 50 new social rent homes each year. Introduction of North Wales Construction Framework.

Progress Comment:

This is, and will remain to be, an ongoing risk as the shortfall of affordable housing to meet local housing need as identified in the Local Housing Market Assessment is 238 per annum, which is rarely met year on year, therefore is a cumulative shortfall of affordable housing each year. Therefore, whilst the Council, our Housing Association partners and developers are committed to delivering significant number of affordable housing there will continue to be a shortfall for the foreseeable future.

To this effect, the Council's SHARP has delivered a total of 180 new social (114) and affordable rent (66) homes to date. A further 125 new social (72) and affordable rent / low cost home ownership (53) units are under construction or scheduled to start. This includes a scheme at Nant y Gro, Gronant which will deliver a further 41 council and affordable homes subject to planning approval in March 2020. Three further schemes which will deliver a further 111 units are being worked up.

The Housing Associations are committed to delivering 229 affordable housing by 2021 through the Social Housing Grant programme.

In addition, NEW homes has a Council approved Development Strategy which is looking to deliver a further 200 units over the next two years.

In light of the findings of the Welsh Government's Affordable Housing Review, the Council is now working with other local authorities and North Wales Housing Associations to develop a North Wales Procurement Framework with North Wales based contractors which could enable it to deliver new housing schemes under new arrangements post the SHARP contract. This could enable the Council to engage with local developers and partner housing associations to deliver sites locally. It is proposed that the new Framework will be live by April 2020.

Last Updated: 10-Jan-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
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	Cheryl Marland - Housing Access and Sarth Team Leader	Denise Naylor - Housing Programmes Support Manager	Amber	Amber	⟷	Closed

Potential Effect:
Increased homelessness

Management Controls:
Developing innovative housing schemes that will aim to provide housing at a cost that under 35's can meet. The Common Housing Register recognises affordability as a housing need and gives priority to those who are suffering financial hardship in terms of housing costs due to the impacts of welfare reforms.

Progress Comment:
This risk has been closed due to not being able to measure the impact of the Welfare Reform Programme directly on the demand for social and affordable housing.

Last Updated: 02-Jan-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Diminishing land supply for council housing construction	Melville Evans - Senior Manager - Housing Programmes	Denise Naylor - Housing Programmes Support Manager	Amber	Green	⟷	Closed

Potential Effect:
i) Reduction in number of units delivered

Management Controls:
On-going work to maximise the use of Council land and other publically owned land. Privately owned sites are reviewed for their potential use and purchase. Introduction of a North Wales Construction Framework.

Progress Comment:
To date the number of new Council and affordable homes completed, being built or scheduled to be built has reached 305. The target of 500 by 2021 is within reach with work underway to identify land suitable for the construction of the remaining 195 new affordable and council homes. This could include development on sites which are not council owned in partnership with local developers and housing associations through the North Wales Construction Framework which is being established by local authorities and housing associations. The new Framework is scheduled to go live April 2020.

Last Updated: 10-Jan-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Capital borrowing limits for Council housing	Melville Evans - Senior Manager - Housing Programmes	Denise Naylor - Housing Programmes Support Manager	Amber	Green	↓	Closed

Potential Effect:
A reduction in the construction and delivery of Council houses

Management Controls:

i) submit application to Welsh Government for increase in borrowing cap relating to specific schemes.
ii) Lobby Welsh Government to remove borrowing limits following removal in England
iii) Seek increase in borrowing cap with the UK Government through the Growth Deal

Progress Comment:
This is no longer considered to be a risk as the cap on borrowing within the housing revenue account ended May 2019. The ending of the cap means that Flintshire will continue to invest in building council homes.

Last Updated: 10-Jan-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Customer expectations for the timeliness of adaptations undertaken through Disabled Facilities Grants (DFGs) may not be met due to competing demands on resources	Neal Cockerton - Chief Officer - Housing and Assets	Jen Griffiths - Benefits Manager	Amber	Amber	⟷	Open

Potential Effect: There will be a reputational risk to the Council if adaptations fail to meet the expectations of customers. This in increased because of the national ranking of performance by Welsh Government.

Management Controls:

I. Monitoring and management of adaptation cases
II. Ongoing process review
III. Continually seek ways to further increase cost-efficiency
IV. Increase in budget allocation to meet demand

Progress Comment:
The performance on DFG timescales has been an area of challenge over time and a management board was established to improve and monitor progress.
The budget for the programme is currently on track. There has been improved performance in relation to timescales for completing adaptations, which also improves the outcomes for our customers, however, some issues have been identified in relation to contractor performance which will be addressed and a new solution implemented within the next six months.

Last Updated: 14-Jan-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Universal Credit Full Service roll out: by working in partnership with the Department of Working Pensions (DWP) and other stakeholders to manage any negative impact from falling upon both residents and Council services.	Jen Griffiths - Benefits Manager	Dawn Barnes - Welfare Reform Manager	Red	Amber	↓	Open

Potential Effect:
Potential increased in rent arrears and decrease of Council Tax collection
Potential increased risk of homelessness and need for accommodation
Increased demand in existing support services

Management Controls:
Welfare Reform is undoubtedly impacting services. Work is taking place to identify why rent arrears have increased. Collaborative working is taking place to improve communication across the teams, this will help to identify opportunities for early intervention.
Council Tax Collection continues to be under pressure and currently reviewing the claims process for Council Tax Reduction to make it easier and quicker. Although there is no evidence of links to increased presentations for homelessness, this remains a risk and will continue to monitor the rate of homelessness.
From 1st April 2019 the Council will not be funded by the Department for Works & Pensions for providing Personal Budgeting and Assisted Digital Support which will be a risk for 2019-20.
From April 2019, the Welfare Reform Response Team will continue to provide assistance and support to residents who are impacted by Welfare Reform.

Progress Comment:
Work is now well underway to identify and manage the impacts of Universal Credit on Council Tenants and their rent accounts. Work is concentrated around early intervention which enables support to be provided to those who need it, but a harder line to be taken with those who can pay but choose not to. This provides a more realistic chance of the rent account coming back under control and out of arrears.
There will inevitably always be an element of cash flow arrears on accounts due to the Universal Credit payments (whether direct to the Council or directly to the tenant) are made in arrears.
In April 2019 funding by the Department for Works & Pensions for providing Personal Budgeting Support and Assisted Digital Support ended. During 2019/20 the Welfare Reform Team continue to provide assistance and support to residents who are impacted by Welfare Reforms with a focus on early identification and intervention to prevent the problem from escalating.

Commencement in July 2019 of a Department for Works & Pensions Pilot of moving those in receipt of existing benefits or tax credits onto Universal Credit known as managed migration will be a risk of an increase in demand in services for 2019/20.

We are currently improving communications across teams to help identify customers who will require further support and guidance. Council Tax Collection remains under pressure.

Last Updated: 14-Jan-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Demand for advice and support services will not be met	Jen Griffiths - Benefits Manager	Sian Humphreys - Welfare Reform Manager	Amber	Amber	⟷	Open

Potential Effect:
The impact of Welfare Reform on Flintshire households increasing the demand for advice and support to levels beyond what resource can handle in a timely manner.

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

Progress Comment: The Council's Welfare Reform Response Team provides assistance and support with the implementation of Universal Credit. The team are also responsible for providing welfare and budgeting support and actively engage with customers, landlords and other service providers to ensure customers needs can be met. There is still a significant numbers accessing this support due to residents presenting with underlying debt issues. Managers across Customer Services, Neighbourhood Housing and Revenues and Benefits continue to work together to develop early intervention strategies.

Last Updated: 22-Jan-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Debt levels will rise if tenants are unable to afford to pay their rent or council tax	David Barnes - Manager - Revenues	Sheila Martin - Income Team Leader	Amber	Amber	↓	Open

Potential Effect:
With the introduction of universal credit and reduction in benefits being paid it is anticipated that tenants will struggle to maintain their payments increasing the level of debts owed to the Council for Rent and Council Tax.

Management Controls:
The deployment of Mobysoft is also helping to change working practices and target resources through a combination of early interventions to assist tenants in need of help and taking recovery action against tenants who fail to engage or pay.

The formation of an early intervention team and the ongoing joint working between Housing teams in Rent Income and Supporting People is helping to ensure tenancies are sustained by preventing arrears building up and ensure tenants with complex needs or those in financial difficulty receive 'fast-tracked' support they need to address their rent payments.

Progress Comment: Rent arrears are starting to stabilise and being brought under control, as a result of the measures introduced to tackle rent arrears through early intervention with tenants, but where necessary, also escalating cases to court quickly for those tenants who fail to engage or pay.

To ensure the rent recovery process is more efficient to meet the challenges of the future, the investment and 'go-live' deployment of the Mobysoft Rent Sense solution in June 2019 now allows the Rent Income service to track and monitor rent arrears much more quickly through systems that will offer predictive analytics, trend-analysis and risk profiling, meaning that officer time will not be wasted on cases that do not require contact.

The unprecedented additional work generated by the launch of Universal Credit full service rollout from April 2017 continues to create a changing and challenging rent collection environment but on a positive note, the increasing reliance of managed/direct payments through the Department of Work and Pensions (DWP) is helping to stabilise the increase in rent arrears by ensuring those in receipt of UC are able to meet their obligations to pay rent, even though as a social landlord, the Council receives managed payments in arrears

Council Tax collection rates have not been majorly impacted by the introduction of Universal Credit. In 2018/19, the Council collected 'in-year' 98.2% of council tax which resulted in Flintshire achieving the highest collection level of any Welsh local authority.

Last Updated: 14-Jan-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The local economy will suffer if residents have less income to spend	Jen Griffiths - Benefits Manager	Sian Humphreys - Welfare Reform Manager	Amber	Amber	⟷	Open

Potential Effect:
Local economy will suffer as people can only just afford to spend on essential items

Management Controls:
The council is continuing to support residents to access advice and support to enable them to better manage their financial situation. The Welfare Team provide support with budgeting to assist in this area

Progress Comment:
Welfare Rights and Supporting People teams continue to work with residents during the year to explore areas of income maximisation for residents of the County. This work is critical to ensure residents receive the correct levels of Social Security Benefits. Therefore allowing residents to be in a position to contribute more widely to the local economy.

Last Updated: 14-Jan-2020

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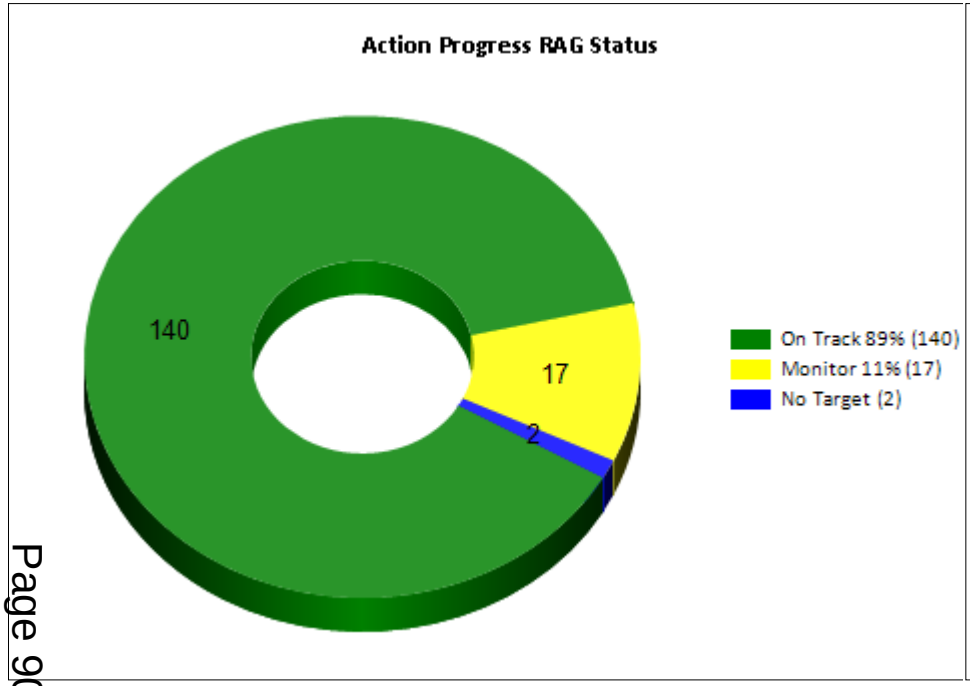
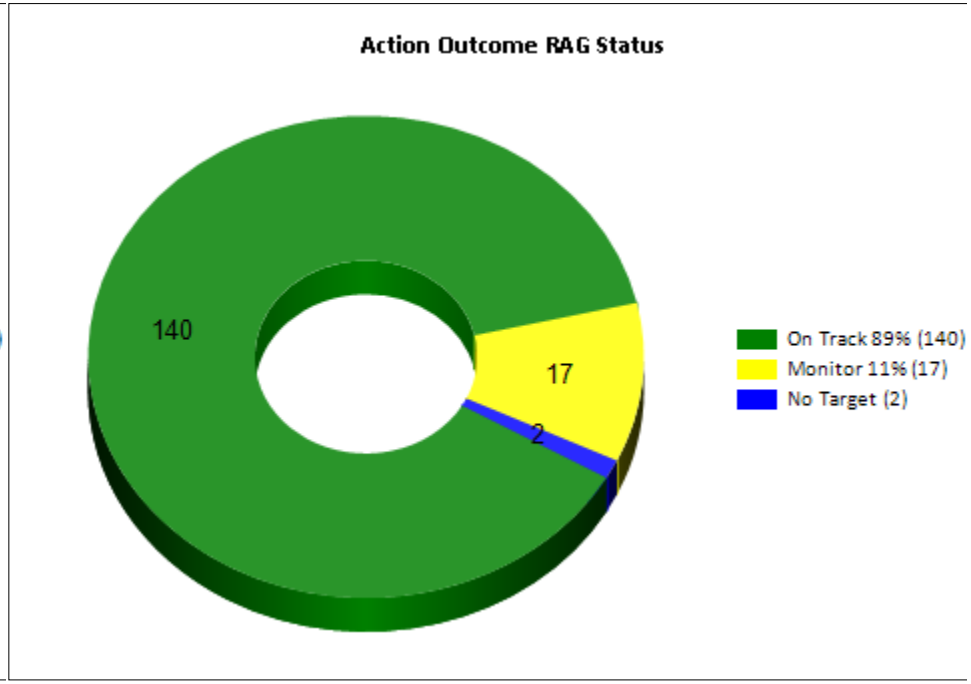
Appendix 1 – Quarter 3 Council Plan Monitoring Report – Ambitious Council

Flintshire County Council

Print Date: 28-Jan-2020

Progress Charts





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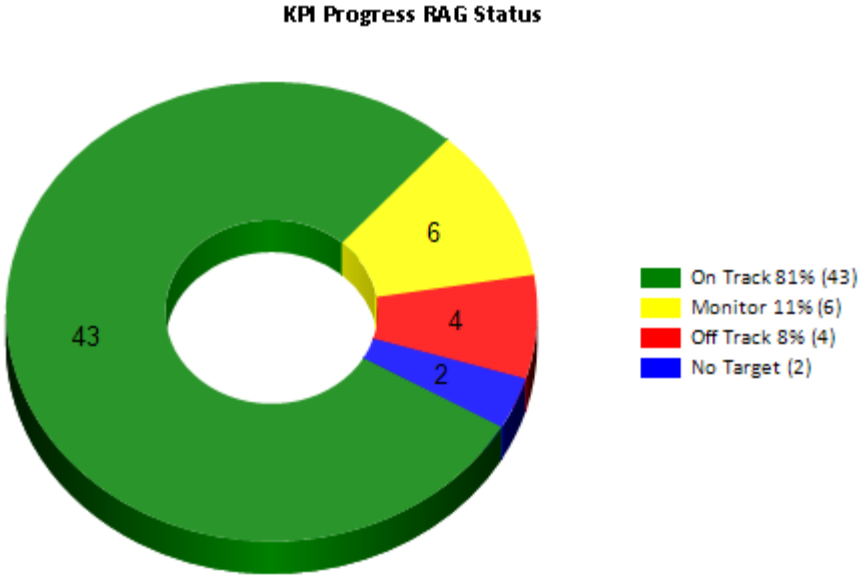

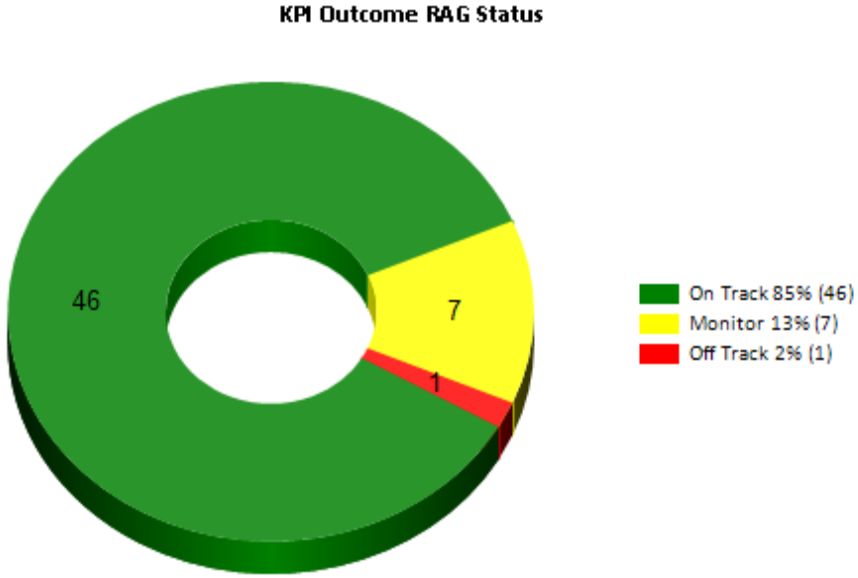

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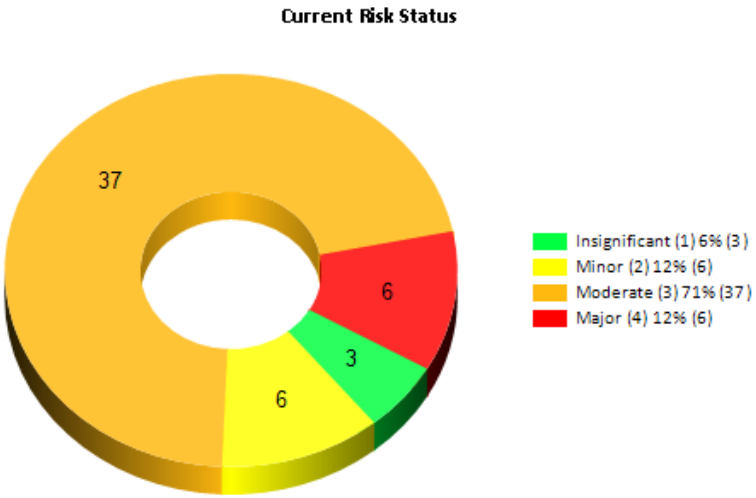

Current Risk Status
37
6
3
6
Insignificant (1) 6% (3)
Minor (2) 12% (6)
Moderate (3) 71% (37)
Major (4) 12% (6)

Ambitious Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.1 (CP) The Region reaching agreement of a Heads of Terms with the governments of UK and Wales to unlock a Growth Deal for the region and for Flintshire	Niall Waller - Service Manager - Enterprise and Regeneration	Completed	01-Apr-2019	31-Dec-2019	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Outline Heads of Terms have been signed with UK Government (UKG) and Welsh Government (WG) enabling Growth Deal projects to enter the next stage of development; the preparation of detailed business cases for investment.

Last Updated: 24-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.3 (CP) Agreement and the first stage of implementation of a digital strategy for the region which improves connectivity (access and processing capacity / speed) for businesses, public sector partners and communities in Flintshire)	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2019	31-Dec-2019	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The digital strategy for North Wales is now in place. There are four main work streams underway: 1) Connection of all public buildings across North Wales to the fibre network to future-proof connectivity - currently being delivered following a successful bid to the UK Government (UKG) Local Full Fibre Network programme. 2) Support for rural communities to connect to faster broadband - currently recruiting a shared officer with Wrexham County Borough Council (WCBC) following successful bid to Rural Development Plan programme. 3) Developing projects to provide leading-edge connectivity infrastructure into strategic employment sites and along strategic transport routes - Growth Deal project under development. 4) Seeking further Welsh Government (WG) support to improve connectivity infrastructure for rural communities.

Last Updated: 09-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.1 (CP) The introduction of a regional hub by Welsh Government (WG) and North Wales Economic Ambition Board (NWEAB) to co-ordinate inward investment and respond to the demands of businesses	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The regional business hub is still at an early stage of development by Welsh Government and the North Wales Economic Ambition Board. The Council has contributed to the development process and remains committed to strengthening business support and inward investment through increased regional working.

Last Updated: 09-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.4.1 (CP) Adoption of a strategy by quarter one to ensure long term sustainability of town centres leading to updated bespoke local town plans	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2019	31-Mar-2020	75.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Strategy was adopted in May 2019 by Cabinet. Discussions are underway in a number of towns to review the current approach to supporting them. In addition, the Council has worked with the Town Council and business community in Holywell to secure Welsh Government resources to re-open the High Street to vehicles to encourage more customers into the town. The Council is also supporting Mold businesses in developing a Business Improvement District (BID) for the town centre. The Council is supporting Buckley Town Council with a trial depedestrianisation scheme and with a review of their town action plan.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.4.2 (CP) Testing of the model of a Business Improvement District for Mold (through a local ballot of rate paying businesses) as a pilot exercise	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2019	31-Mar-2020	75.00%		

ACTION PROGRESS COMMENTS:
The Council has engaged Mosaic Partnership (with experience of developing over 100 successful BIDs) to support the businesses in Mold to develop their BID. The businesses will be developing their business plan for the BID during October and November 2019 with the draft being ready at the end of November. It is anticipated that the ballot of businesses that will determine whether the BID is approved will take place in March 2020.

Last Updated: 24-Jan-2020

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP2.1.2M01 Number of businesses supported through the regional hub	No Data	2235	10		N/A	2629	90	

Lead Officer: Niall Waller - Service Manager - Enterprise and Regeneration
Reporting Officer: Lynne Fensome - Management and Support Manager
Progress Comment: The regional hub is not in place although development work is well underway. The year to date figure provided is the local figure for businesses supported.

Last Updated: 17-Jan-2020

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP2.1.2M02 New jobs created through the support of the regional hub	No Data	403	0		N/A	1222	0	

Lead Officer: Niall Waller - Service Manager - Enterprise and Regeneration
Reporting Officer: Lynne Fensome - Management and Support Manager
Progress Comment: The regional hub is not in place although development work is well underway. The year to date figure provided is the local figure for jobs created. No target has been set as we are establishing the first year baseline.

Last Updated: 17-Jan-2020

Risks

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Availability of sufficient funding to resource key priorities	Neal Cockerton - Chief Officer - Housing and Assets	Jen Griffiths - Benefits Manager, Lynne McAlpine - Personal Assistant	Amber	Amber		Open

Potential Effect:
Customers will wait longer to receive adaptation work in their homes

Management Controls:
Monthly monitoring of adaptations budgets and consideration of the business case for an increased budget allocation.

Progress Comment:
The performance on DFG timescales has been an area of challenge over time and a management board was established to improve and monitor progress.
The budget for the programme is currently on track.

Last Updated: 15-Jan-2020

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Failure to deliver Growth Deal projects within Flintshire	Niall Waller - Service Manager - Enterprise and Regeneration	Lynne Fensome - Management and Support Manager	Amber	Amber	⟷	Open

Potential Effect:

- Reputational risk to the Council
- Infrastructure investment does not keep pace with needs and business is lost to the economy;
- Support for businesses in Flintshire does not match need and fails to encourage investment
- The region having a sufficient voice at Welsh Government and UK Government levels to protect its interests
- Delays to or reductions to funding streams from UK and Welsh Governments
- Progress in delivering infrastructure investment falls behind schedule

Management Controls:

Establish oversight structure to review progress towards delivering growth deal projects (AF)

Progress Comment:

The Council is involved in the development of all relevant Growth Deal projects and is gearing up to take advantage of the opportunities arising for the County once they have been approved from 2021 onwards.

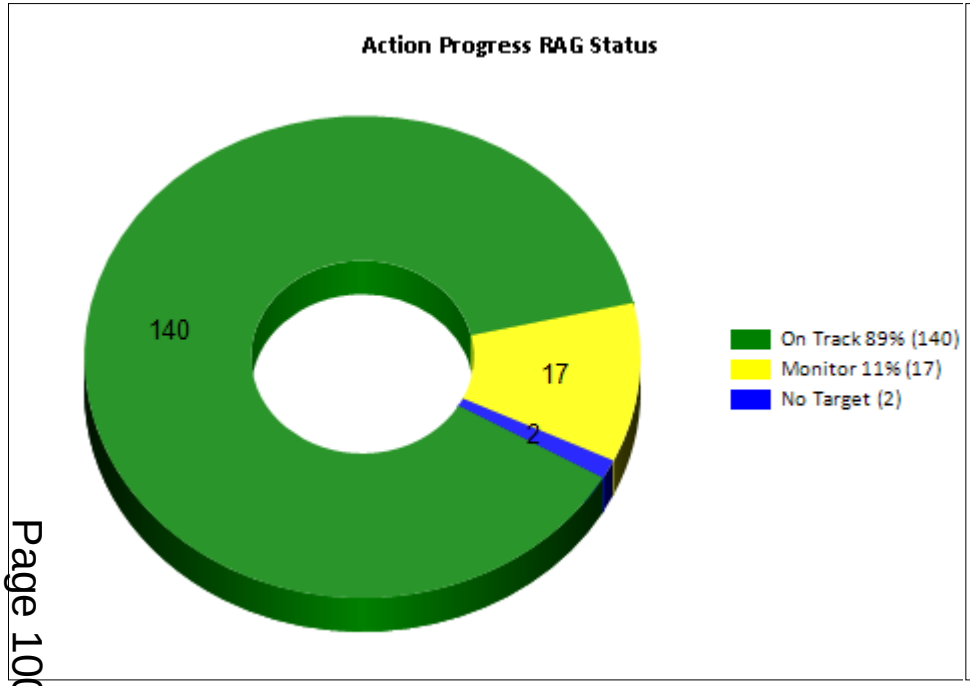
Last Updated: 17-Jan-2020

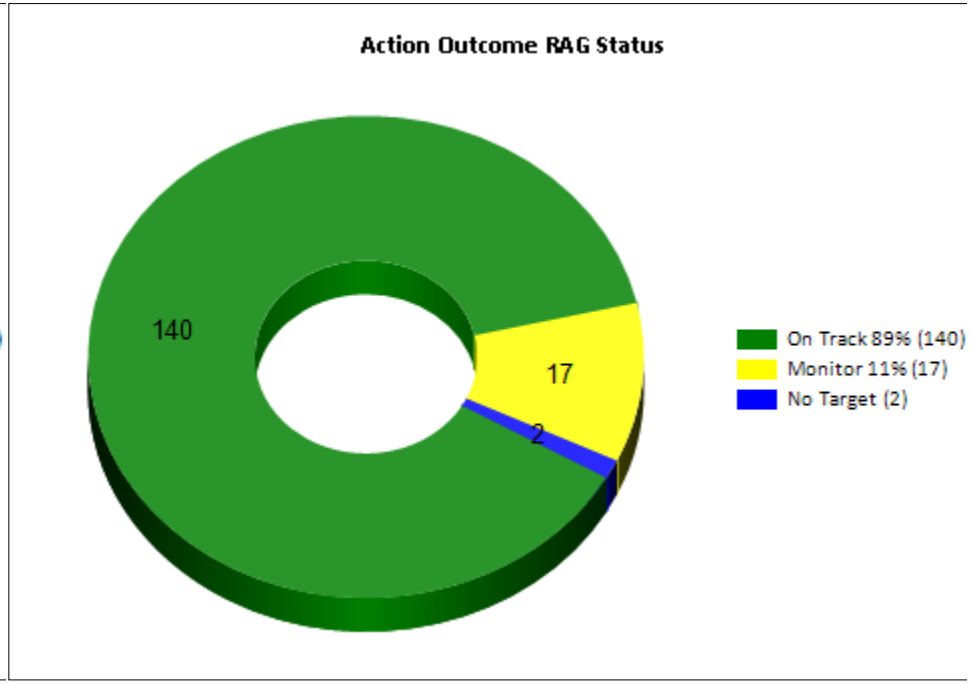
Appendix 3 – Quarter 3 Council Plan Monitoring Report – Serving Council

Flintshire County Council

Print Date: 28-Jan-2020

Progress Charts





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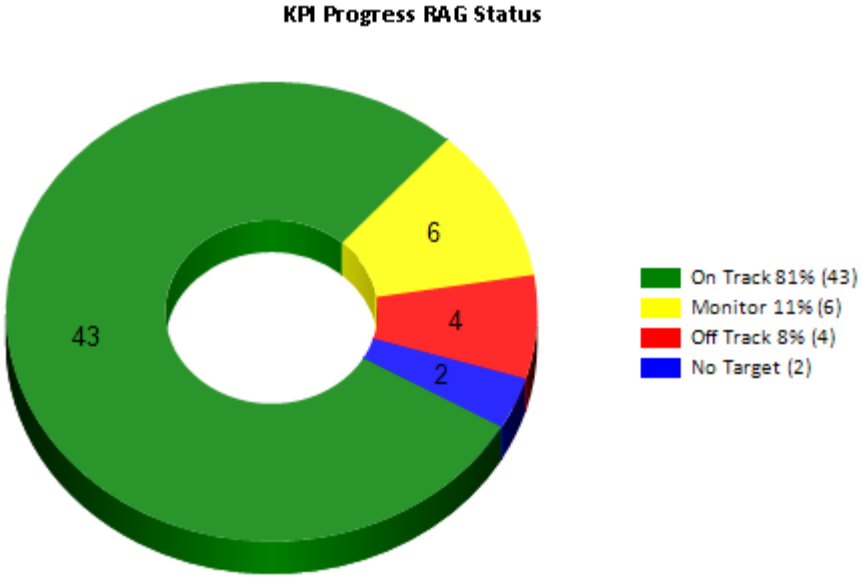

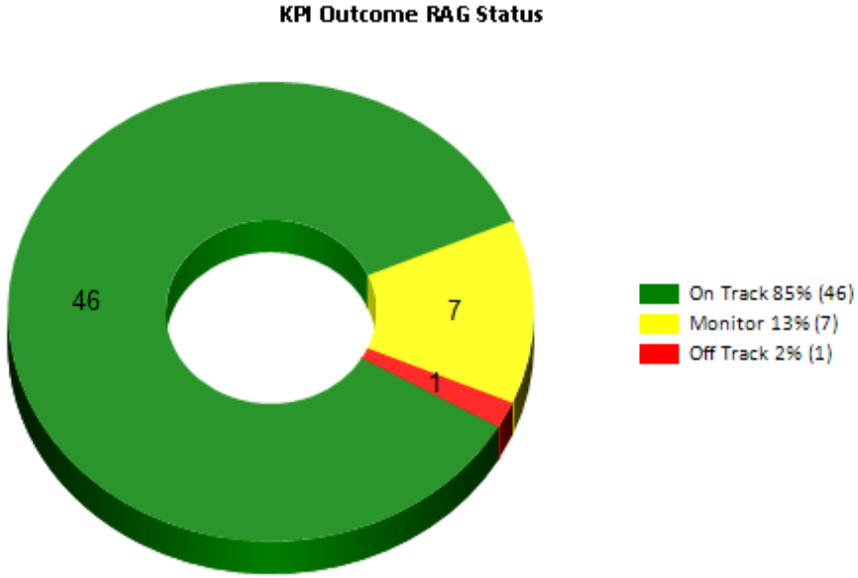

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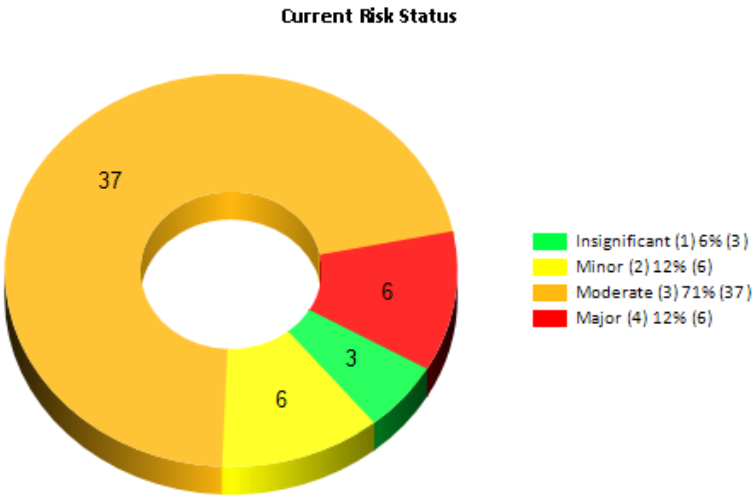
Current Risk Status
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6
3
6
Insignificant (1) 6% (3)
Minor (2) 12% (6)
Moderate (3) 71% (37)
Major (4) 12% (6)

Serving Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.2.1 (CP) Management of a cost-effective Housing Revenue Account Business Plan for 2020/21	Rachael Corbelli - Finance Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%		

ACTION PROGRESS COMMENTS:
The 2019/20 HRA business plan is currently being delivered to plan with no issues being reported. There may be future issues following on from the Welsh Government work around rent setting, which is not an issue for the year 2020/21 business plan.

Last Updated: 24-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.2.2 (CP) Maintaining affordable service charges which achieve income targets	Dawn Kent - Senior Sheltered Housing Officer	In Progress	01-Apr-2019	31-Mar-2020	75.00%		

ACTION PROGRESS COMMENTS:
On-going monitoring of customer satisfaction. The impact of service charges will be less for households on a low income as most of the service charges are currently eligible to be paid by Housing Benefit/Universal Credit (UC). As part of this work, consideration will need to be given to work through options which consider the impact to any approach to full cost recovery for those not able to access benefits. There has been discussion with the Housing Board members and elected members with regards to introducing full cost recovery for service charges in a phased approach. This will be implemented from April 2020 onwards.

Last Updated: 17-Jan-2020

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.2.3 (CP) Effective management of rent arrears to maintain income targets	David Barnes - Manager - Revenues	In Progress	01-Apr-2019	31-Mar-2020	75.00%		

ACTION PROGRESS COMMENTS:
Good progress is being made to improve rent collection and reduce rent arrears. The implementation of the Mobysoft 'Rent Sense' module in July 2019 continues to help the service to direct resource capacity to those tenants at risk of falling further into arrears and not paying rent on time. Despite the ongoing challenges with welfare reform and an increasing number of tenants claiming Universal Credit, rent arrears are now starting to fall when compared to the previous year. Rent Arrears as at end of quarter three were £2.093m compared to £2.319m in the previous year - a reduction of £225k in cash terms. The deployment of Mobysoft is also helping to change working practices and target resources through a combination of early interventions to assist tenants in need of help and taking recovery action against tenants who fail to engage or pay. .

Last Updated: 24-Jan-2020