

Public Document Pack

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To: Cllr Helen Brown (Chair)

Councillors: Pam Banks, Gillian Brockley, Tina Claydon, Geoff Collett, Rosetta Dolphin, David Evans, Ray Hughes, Dennis Hutchinson, Kevin Rush, Dale Selvester and Linda Thew

6 October 2022

Dear Sir/Madam

NOTICE OF HYBRID MEETING
COMMUNITY, HOUSING & ASSETS OVERVIEW & SCRUTINY COMMITTEE
WEDNESDAY, 12TH OCTOBER, 2022 at 10.00 AM

Yours faithfully

Steven Goodrum
Democratic Services Manager

Please note: Attendance at this meeting is either in person in the Council Chamber, Flintshire County Council, County Hall, Mold, Flintshire or on a virtual basis.

The meeting will be live streamed onto the Council's website. The live streaming will stop when any confidential items are considered. A recording of the meeting will also be available, shortly after the meeting at <https://flintshire.public-i.tv/core/portal/home>

If you have any queries regarding this, please contact a member of the Democratic Services Team on 01352 702345.

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 **FORWARD WORK PROGRAMME AND ACTION TRACKING** (Pages 5 - 24)

Report of Overview & Scrutiny Facilitator

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

4 **PERFORMANCE OF THE WHQS CAPITAL PROGRAMME - ASSURANCE REPORT** (Pages 25 - 34)

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

Purpose: To provide an update on progress of the Welsh Housing Quality Standards (WHQS), that the Council is delivering through its Capital Investment Programme.

5 **RAPID REHOUSING TRANSITION PLAN** (Pages 35 - 66)

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

Purpose: To provide information on the core principles of Rapid Rehousing and the process of developing Flintshire's Rapid Rehousing Transitional Plan, which supports the Councils and Welsh Governments ambition to end homelessness.

6 **COUNCIL PLAN 2023-28** (Pages 67 - 74)

Report of Chief Executive, Chief Officer (Housing and Communities) - Leader of the Council and Cabinet Member for Education, Welsh Language, Culture and Leisure, Cabinet Member for Housing and Regeneration

Purpose: To agree the proposed Priorities, Sub Priorities and Well-being Objectives for the Council Plan 2023-28

Please note that there may be a 10 minute adjournment of this meeting if it lasts longer than two hours

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COMMUNITY HOUSING & ASSETS OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Wednesday 12 th October, 2022
Report Subject	Forward Work Programme and Action Tracking
Report Author	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 Housing & Assets Overview & Scrutiny Committee.

The report also shows actions arising from previous meetings of the Community Housing & Assets 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	<p>In identifying topics for future consideration, it is useful for a 'test of significance' to be applied. This can be achieved by asking a range of questions as follows:</p> <ol style="list-style-type: none"> 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.
1.06	<p>In July 2022 Councillor Helen Brown, as Chair of the Committee, contacted all Members of the Council to give them the opportunity to raise any issues that they thought would be beneficial for the Committee to consider and be placed on future meeting Agenda's.</p> <p>A list of topics suggested by Members was supported for consideration at a future meeting, at the last meeting held in September 2022. An updated version of the document considered in September, showing when the items would be considered, is shown at Appendix 3 of the report.</p>

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 Housing & Assets OSC. Appendix 3 – List of topics suggested by Members of the Council.

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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COMMUNITY, HOUSING & ASSETS OVERVIEW & SCRUTINY FORWARD WORK PROGRAMME
CURRENT FWP

Date of meeting	Subject	Purpose of Report	Scrutiny Focus	Report Author
Wednesday 16th November, 2022 2pm Page 9	Renting Homes Wales Act	To outline changes proposed to the way all landlords in Wales rent their properties to be introduced from 1 December, 2022.	Consultation	Service Manager – Housing, Welfare and communities
	Stores Contract	To consider the Stores Contract.	Consultation	Senior Manager - Housing & Asset Management
	MTFS & Budget Setting 23-24	That the Committee reviews and comments on the Education, Youth and Culture cost pressures and overall budget strategy, and advises on any areas of cost efficiency it would like to see explored further.	Consultation	Chief Officer (Housing and Communities)
Wednesday 14th December, 2022 10am	Housing Revenue Account (HRA) 30 Year Financial Business Plan	To consider the proposed Housing Revenue Account (HRA) Budget for 2023/24 and the HRA Business Plan.	Consultation	Chief Officer (Housing & Communities)
	Council Plan 2022-23 Mid-Year Performance Reporting	To review the levels of progress in the achievement of activities and performance levels identified in the Council Plan.	Assurance Monitoring	Chief Officer (Housing & Communities)
	Estate Management	To consider Estate Management and work being undertaken by the Council	Consultation / Assurance Monitoring	Service Manager – Housing, Welfare and communities

COMMUNITY, HOUSING & ASSETS OVERVIEW & SCRUTINY FORWARD WORK PROGRAMME

	<p>Anti-Social behaviour</p> <p>Housing Strategy</p> <p>Flintshire Housing Need Prospectus</p>	<p>and the impact this has on tenants.</p> <p>To update Members on the Policy and to outline any proposed changes to the Policy.</p> <p>To provide an update on the Housing Strategy</p> <p>To provide an update on the Housing Need Prospectus which informs the Social Housing Grant Programme.</p>	<p>Assurance Monitoring</p> <p>Assurance Monitoring</p> <p>Information Sharing</p>	<p>Service Manager – Housing, Welfare and communities</p> <p>Service Manager – Housing & Prevention</p> <p>Service Manager – Housing & Prevention</p>
<p>Wednesday 11th January, 2023</p> <p>10am</p>	<p>Welfare Reform Update /Housing Rent Income</p> <p>Temporary Accommodation Audit Update</p> <p>Sheltered Housing Review</p> <p>Housing Register Service – Customer Satisfaction</p>	<p>To provide an update on the impacts of welfare reforms and the work that is ongoing to mitigate them. To include information on the Tenancy Hardship Grant Scheme (THG).</p> <p>To provide a progress report on the action plan for service improvement following the audit of the Temporary Accommodation.</p> <p>To provide an update to the Committee following the Sheltered Housing review</p> <p>To present to the Committee the outcome of the customer satisfaction survey and how the Service was addressing and better understanding</p>	<p>Assurance Monitoring</p> <p>Assurance Monitoring</p> <p>Consultation</p> <p>Assurance Monitoring</p>	<p>Service Manager - Revenues and Procurement / Service Manager (Housing Welfare and Communities)</p> <p>Service Manager – Housing & Prevention</p> <p>Strategic Housing & Program Delivery Manager</p> <p>Service Manager – Housing & Prevention</p>

COMMUNITY, HOUSING & ASSETS OVERVIEW & SCRUTINY FORWARD WORK PROGRAMME

	Tenant Engagement Strategy	the data. To present to committee the draft tenant engagement strategy and provide information on the tenants federation and other forms of consultation.	Consultation	Service Manager – Housing, Welfare and communities
Wednesday 8th February, 2023 10am Page 11	NEW Homes Business Plan	To consider the NEW Homes Business Plan	Consultation	Strategic Housing & Program Delivery Manager
	The Common Housing Register	To provide an update on the Common Housing Register	Information Sharing	Service Manager – Housing & Prevention
	Housing Support Grant Update	To provide an update on the Housing Support Grant	Information Sharing	Service Manager – Housing & Prevention
	Garage Sites	To provide an update on work being carried out at Garage sites across the County.	Information Sharing	Strategic Housing & Program Delivery Manager
Wednesday 8th March, 2023 10am	Homelessness Update inc: Rough Sleepers	To provide an update on the work ongoing to mitigate Homelessness and support provided to rough sleepers	Assurance Monitoring	Service Manager – Housing & Prevention
	Standard Tenants and Residents (STAR) Survey Outcomes	To outline the outcome of the (STAR) Survey	Consultation	Service Manager – Housing, Welfare and communities

COMMUNITY, HOUSING & ASSETS OVERVIEW & SCRUTINY FORWARD WORK PROGRAMME

	Dynamic Resource Scheduler (DRS) System Update	To provide an update following implementation of the DRS System.	Assurance Monitoring	Senior Manager - Housing & Asset Management
	Voids Management	To provide an update to the Committee on Void properties and the work undertaken to bring the properties back into use.	Assurance Monitoring	Service Manager - Housing Assets
Wednesday 14th April, 2023 10am	Disrepair Update	To provide an update on work ongoing to deal with disrepairs.	Assurance Monitoring	Senior Manager - Housing & Asset Management
Page 12	Poverty	To provide information on work being undertaken to mitigate the impacts of Poverty, specifically around food poverty.	Assurance Monitoring	Service Manager – Housing, Welfare and communities
Wednesday 17th May, 2023 10am	Gypsy and Traveller Transit Site	To report to the Committee on a Gypsy and Traveller Transit Site in the County	Consultation	Service Manager – Housing, Welfare and communities
Wednesday 14th June, 2023 2pm	Communal Heating Charges 2023/24	To consider the proposed heating charges in council properties with communal heating systems for 2023/24 prior to Cabinet approval.	Consultation	Corporate Finance – Accountant
	Council Plan 2022-23 Year-End Performance	To review the levels of progress in the achievement of activities and performance levels identified in the Council Plan.	Assurance Monitoring	Chief Officer (Housing & Communities)

COMMUNITY, HOUSING & ASSETS OVERVIEW & SCRUTINY FORWARD WORK PROGRAMME

Wednesday 12th July, 2023 10am	Welfare Reform Update /Housing Rent Income	To provide an update on the impacts of welfare reforms and the work that is ongoing to mitigate them.	Assurance Monitoring	Service Manager - Revenues and Procurement / Service Manager (Housing Welfare and Communities)
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Items to be scheduled

- **Refugees Update** - To provide an update on the settlement of Refugees across Flintshire. This item was on the FWP for November, 2022 but will be moved to an appropriate date in due course.

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)
Six monthly	Welfare Reform Update – including Universal Credit	To update Members on the impact of Welfare Reform and the cost to the Council.	Service Manager – Housing, Welfare and communities
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)

COMMUNITY, HOUSING & ASSETS OVERVIEW & SCRUTINY FORWARD WORK PROGRAMME

Month	Item	Purpose of Report	Responsible / Contact Officer
Six monthly	Update on Housing Rent Income	To provide an update on rent collection and current arrear levels	Revenues Manager

ACTION TRACKING FOR THE COMMUNITY, HOUSING & ASSETS OVERVIEW & SCRUTINY COMMITTEE

Meeting Date	Agenda item	Action Required	Action Officer(s)	Action taken	Timescale
27.09.2022	4. Forward Work Programme	That the Renting Homes Wales Act item be moved from 12 th October to 16 th November meeting.	Ceri Shotton	Item moved on FWP.	Completed.
		That the Dynamic Resource Scheduler (DRS) System Update be moved from 16 th November to 8 th March, 2023.	Ceri Shotton	Item moved on FWP.	Completed.
		Report on the budget, following the portfolio budget briefing sessions, be added for consideration at the 16 th November, 2022 meeting.	Ceri Shotton	Item added to FWP.	Completed.
		That the items suggested by Members, as shown at Appendix 3 of the report, be added to the FWP for consideration at future meetings.	Vicky Clark / Ceri Shotton	Update provided of when the requests would be incorporated into the FWP, shown at Appendix 3 of the FWP report being presented at the 12.10.22 meeting.	Completed.
27.09.2022	6. Voids Management	That a copy of the presentation slides be circulated to Members of the Committee.	Ceri Shotton	Copy of presentation slides shared with Committee Members via e-mail on 27.09.2022.	Completed.
		In response to a question from the Chair, Vicky Clarke agreed to speak to	Vicky Clark	Raised with Cllr Sean Bibby on 05.10.2022.	Completed.

		<p>the Cabinet Member following the meeting on Member representation on the Voids Working Group.</p>			
		<p>The Chair suggested that the Committee visit the Council offices in Flint to allow them to take part in a walkthrough of the voids process from start to finish. Vicky Clare agreed that this could be accommodated at a future date.</p>	Vicky Clark / Ceri Shotton	Work ongoing to identify dates for visit.	Ongoing.
		<p>Cllr Dave Evans suggested that the Committee visit a void property when it became empty and also a void property that had been brought back into use in order to see the standard of work carried out. Vicky Clarke agreed that this could be facilitated.</p>	Vicky Clark / Ceri Shotton	Work ongoing to identify dates for visit.	Ongoing.
		<p>It was agreed that the Committee would receive an update report in six months' time and that this should be added to the FWP.</p>	Ceri Shotton	Item added to FWP for March 2023.	Completed.
27.09.2022	7. Rapid Rehousing	<p>That an in-depth report on Rapid Rehousing and the Transition Plan be presented to the Committee at its next meeting scheduled for 12 October, 2022.</p>	Ceri Shotton / Martin Cooil	Item added to Agenda for the 12.10.22 meeting.	Completed.
		<p>That a briefing session for all Members to outline all areas covered within the</p>	Vicky Clark / Ceri Shotton	Work ongoing to identify dates for visit.	Ongoing.

		Housing and Communities Portfolio be arranged for October, 2022.			
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Items suggested by Members of the Council

Councillor	Item	Reasons for request	Reporting to the Committee
Cllr Sam Swash	Scrutinising the Implementation of Affordable Housing Targets	It would be useful if the Committee could scrutinise the effectiveness of Flintshire County Council's enforcement of affordable housing targets on development sites. The Council has 'Housing Market Areas' which allocate the viable percentage of affordable homes on sites in each area (e.g. Connah's Quay, Queensferry & Broughton: 35% / Mold & Buckley: 40% / Flint & coast: 15% etc.). How often are developers actually meeting these targets? How often do developers challenge their commitment to those targets? How often are their challenges successful in reducing the amount of affordable housing from the assessed viable target?	To be referred to the Environment & Economy OSC.
	Housing Strategy: Brownfield housing development	The Flintshire Housing Strategy & Action Plan outlines plans for building homes in the "right location", but the plan is notable in its absence of any mention of the words 'green' and 'brown'. Could the Committee look to assess the availability and quantity of brownfield sites across Flintshire with a view to challenging the continued development of green belt and green barrier land in Flintshire?	As part of the Housing Strategy report being presented to the Committee in December, 2022.
Cllr Carol Ellis	Parking at Sheltered Housing	The lack of Residents only parking in Sheltered Housing. The two complexes in Buckley Mountain are well known for parking issues locally yet new tenants are not made aware.	As part of the Sheltered Housing review report being presented to the Committee in January, 2023.

<p>Cllr Jean Davies</p>	<p>Parking at Sheltered Housing</p>	<p>I have pensioners bungalows in Brynford that would benefit from parking spaces in today's car ownership with families extending to some four cars per family they are taking over roads and residents parking. I suspect my ward isn't the only ward to suffer this 20th century problem.</p>	<p>As part of the Sheltered Housing review report being presented to the Committee in January, 2023.</p>
<p>Cllr David Coggins-Cogan</p>	<p>Garage Sites</p>	<p>Could you look into how the demolition of garage sites would affect residents in my ward please?</p> <p>Although there are a few garage sites, there's only one which, if demolished, will cause hardship to my residents. The garages in Gwernymynydd provide parking to houses on Maes y Wern, which is a terrace of housing on the busy Ruthin Road / A494 trunk road. It's a 40mph road and Maes y Wern is on the downhill side, meaning that 40mph is often the minimum speed. We also have the constant, 24hr articulated lorries between the quarry and Padeswood.</p> <p>If the garages are demolished, the residents on Maes y Wern will have nowhere safe to park. They cannot safely park on the A494 as it's too dangerous and we have had fatal accidents there in the past, and recent near-misses.</p> <p>It will mean parking problems are created elsewhere in the estate behind as more cars are forced to park in the same amount of free space.</p> <p>The garages are currently under utilised. There is a waiting list (approximately two years) but most of the</p>	<p>Garage sites report to be presented to the Committee in February, 2023.</p>

		<p>garages are empty, awaiting repairs. To me, it seems illogical to prioritise repairs for a building which will be knocked down in a few years, so unless the garage is rented out to a tenant, the repairs are not being done.</p> <p>The garages are in demand, will generate revenue, and will solve a problem. Please investigate if this policy is causing unnecessary hardships.</p>	
Cllr Chris Bithell	Inappropriate Lettings	<p>Where the new tenant is more or less set up to fail (e.g., a single very young parent is given the tenancy of a three bedroomed house with a large garden. It seems obvious from the start that she/he will not have the time, energy, inclination to maintain it and keep the garden tidy. Again, in some cases the garden inherited is in a total mess with accumulated rubbish dating from the previous tenant(s) and with no attempt to clear it all before the new tenant moves in.</p> <p>Also putting the wrong tenant into sheltered accommodation where most of the neighbours are all elderly (70s, 80's 90's) and vulnerable and thus creating problems for the entire existing community.</p>	<p>As part of the Estate Management report being presented to the Committee in December, 2022.</p> <p>As part of the Sheltered Housing review report being presented to the Committee in January, 2023.</p>
	Voids	<p>The time it takes to fill voids is still wholly unacceptable, between six to twelve months not unusual, which results not only in a loss of income for the Council from rents but is also keeping desperate people on the housing waiting list waiting even longer than is necessary before they are housed. -</p>	<p>As part of the Voids Management update report being presented to the Committee in March 2023.</p>

	Voids – Gardens	Also leaving those empty properties where the previous tenant has either died or vacated with the rubbish left by the previous tenant piled high in the garden front and back which is not only a dreadful eyesore for the neighbours and community and creates a very bad impression of the area but also attracts rats and other vermin. This is totally unacceptable and reflects badly on Flintshire as a responsible Housing authority.	As part of the Estate Management report being presented to the Committee in December, 2022.
Cllr Simon Jones	Electric Car Charge Points	<p>I would like you to consider the right of all tenants to have an electric car charge point installed at their property. Motobility are currently offering EVs as an option to disabled drivers, however currently many are having to turn this option down, due to the inability to charge an EV at home. This results in people being forced into leasing a carbon emitting vehicle instead.</p> <p>Not only would this allow the tenant to make a choice of vehicle that is cheaper to run, but it would also help FCC meet its climate commitments.</p> <p>The council should offer an EV charge point to all tenants who request one and have an EV already or who have one on order. This could be done for a small charge, which motobility would then refund to the tenant via the government OLEV scheme.</p>	To be referred to the Environment & Economy OSC.
Cllr Dale Selvester	Voids – Gardens	I'm under the impression FCC are sub-contracting work for garden works in void properties. It would be interesting to know what FCC have spent to date if this is the case. In the past Caretakers would undertake this work.	As part of the Estate Management report being presented to the Committee in December, 2022.

	Voids	It would be interesting to see the KPI's for performance management in voids turnaround and letting times. With agile working being promoted I'm interested to know if this has affected the KPI's at all.	As part of the Voids Management update report being presented to the Committee in March 2023.
Cllr Marion Bateman	Garage Sites	<p>Some years ago, I attended a Housing Workshop where the possibility of removing some garages and using the sites to build new housing stock was debated.</p> <p>We all know the great shortage and the even greater need for bungalows in Flintshire. Can these garage sites be looked at again with a view to, perhaps, easing the shortfall?</p> <p>In my ward there are at least 3 garage plots that are not being used to house vehicles and many are in a state of disrepair.</p>	Garage sites report to be presented to the Committee in February, 2023.

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COMMUNITY, HOUSING & ASSETS OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Wednesday 12 th October 2022
Report Subject	Performance of the WHQS Capital Programme – Assurance Report
Cabinet Member	Cabinet Member for Housing and Regeneration
Report Author	Chief Officer (Housing and Communities)
Type of Report	Operational

EXECUTIVE SUMMARY

The purpose of this report is to provide an update on the Council's delivery of the Welsh Housing Quality Standard (WHQS) through the Capital Investment Programme.

The Council were successful in delivering the WHQS Programme of Works to all Council stock, a major capital investment of over £100m. The Council are now in the maintenance phase of the programme, delivering further investment works to those components within our properties where required.

The report focuses on what has been delivered to date and what the next phase of the Councils WHQS investment programme will focus on.

RECOMMENDATIONS

1	Community, Housing and Assets, Overview and Scrutiny Committee note the Capital Investment Programme in its next phase of compliance as it moves towards the updated Welsh Housing Quality Standards and requirements.
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REPORT DETAILS

1.00	EXPLAINING THE WELSH HOUSING QUALITY STANDARD
1.01	<p>The Welsh Housing Quality Standard (WHQS) is a national quality standard for public sector homes in Wales as set out by the Welsh Government.</p> <p>All tenants in Wales should have the opportunity to live in good quality homes, which meet the requirements of each household. The Housing Assets Capital Works Team is responsible for delivering internal & external upgrades to all Council owned properties and for compliance with the WHQS.</p> <p>The Council achieved compliance with WHQS in December 2021. Now that the Council have met the WHQS it is important to ensure the standard is maintained and investment is planned accordingly. There is a continued investment programme to maintain the standard and enable the scheduled replacement of components when needed.</p> <p>An updated version of the existing WHQS guidance is due to go live in early 2023 and the Council must prepare itself for the changes that will be required in order to remain compliant.</p>
1.02	<p>The existing Capital investment programme has continued as scheduled, to ensure the Council remain compliant with the existing WHQS standards; however key changes will need to be implemented as smoothly and efficiently as possible.</p> <p>To ensure the Council is prepared for the new WHQS 2023 requirements the Housing Assets Capital Works Team have commenced a number of key actions / milestones that must be achieved before implementation:</p> <ul style="list-style-type: none">• Agree the HRA Business Plan with Welsh Government• Completing an in-house Stock Condition Survey (both internally & externally)• Procuring an independent Stock Condition Survey targeting a percentage of the housing asset stock to provide assurance• Consulting with Members• Conducting Tenant Federation workshops• Conducting Tenant consultation workshops in our local Connects Centres• Requesting feedback via an online questionnaire and comments section on Council's WHQS & Decarbonisation works• Ensuring our existing contracts are compliant and able to accommodate the new WHQS standards / specifications seamlessly• Tendering additional work streams, where required, to target new work elements (i.e. Intelligent Energy Metering, Heat Metering and Energy Performance Devices)
1.03	<p>The WHQS Capital Programme has been created to ensure all Flintshire County Council properties will comply with WHQS, as required by Welsh</p>

Government and to ensure those properties maintain those standards and remain compliant.

Each quarter, the Housing Assets Service are required to report progress to the Management Teams, the wider Portfolio and Council, along with Housing Board Members and Welsh Government.

Our quarterly and annual returns to Welsh Government track the Councils progress in terms of how many components are WHQS compliant or subject to an Acceptable Failure.

In order to assist our wider understanding of stock condition, we have recently procured software and begun to pilot in-house Stock Condition Surveys. This will mean we will be able to update our housing asset components remotely and update our future investment plans. This will involve surveys of all HRA council owned properties both internally and externally, to confirm the asset data we currently hold. This information on a property by property basis will also inform discussions with those tenants on the housing waiting lists, by more accurately matching the home to their specific needs, and in doing so, reduce the number of refusals.

During the past few years, the Capital Works Team have completed a major data cleansing exercise of all asset and component data. This has resulted in our overall WHQS compliancy figure increasing as below:

Year	Compliancy rate %
2017	0.3
2018	27.9
2019	63.15
2020	78.1
2021	100
2022	100

Our internal work streams (kitchens & bathrooms) continue to have the highest number of tenant refusals or no access (**Acceptable Fails**). Welsh Government classes any property subject to an Acceptable Fail as compliant in terms of achieving the WHQS.

The Capital Works Team have allowed for a **20%** Acceptable Fail within each component scenario within the Capital Programme.

Acceptable fail properties will be addressed in future years and be introduced back into the Capital Programme at the earliest opportunity.

1.04

The main WHQS contracts of the Capital Programme were re-procured in 2020, to ensure the Council would remain compliant with the existing WHQS requirements.

Due to the COVID-19 pandemic, and following government guidance, the Council were instructed to delay all WHQS work contracts in 2020 resulting in delays and works needing to be rescheduled.

	<p>Those delays were due to a number of reasons including, but not limited to, resource and material availability.</p> <p>The Council are still experiencing delays due to the extended impacts of the pandemic but is able to work more flexibly now the COVID working restrictions have been lifted.</p> <p>In order for the Council to remain complaint and safely implement WHQS works to Council properties, the Capital Works Team need to ensure the criteria set out below and considerations are continually met:</p> <ul style="list-style-type: none"> • Monitoring of Contractors COVID compliance • Split work streams where feasible into smaller work bubbles • Carefully plan works to Sheltered stock due to vulnerability and risk • Carefully plan materials and deliveries to site (minimising travel where possible) • PPE for staff issued and monitored weekly • Strict COVID screening of tenants and contactors • Constant review of guidance and work • Zero snags to minimise travel and visits to tenants homes
1.05	<p>The Welsh Audit Office (WAO) report (2017/2018) - Flintshire County Council followed a review focussing on the experience of council tenants in the degree of choice experienced within the delivery of WHQS both before, during, and after the work was commissioned. It also reviewed how tenants had been consulted on the future plans of the council to achieve WHQS by the deadline.</p> <p>From the audit and final report, the Council received no recommendations.</p> <p>Following the audit, the team have built upon the positive report and achieving of WHQS in December 2021 and continued the Council Capital investment programme into the maintenance phase, targeting those properties that will fall out of compliance if the works are not completed in a reasonable timeframe.</p>
1.06	<p>Internal Audit Review (2018/2019) - Our Internal Audit Team also completed an audit of the WHQS programme and delivery of the works. The final version of the audit report along with its recommendations have all been agreed, accepted and implemented within the agreed timescales.</p>
1.07	<p>The team have set a new target level of 96% for our annual WHQS Tenant Satisfaction Surveys. Our intervention level is set at 94%.</p> <p>Last year's satisfaction result on the Capital Works Team was finalised at <u>96%</u></p>

2.00	RESOURCE IMPLICATIONS
2.01	<p>Staff - There are concerns staff retention may be difficult to maintain. Given that the construction industry is an ever-changing sector, staff may seek opportunities elsewhere i.e. new build, private sector etc.</p> <p>The Capital Works Team have made adjustments to the team's structure to incorporate a degree of resilience, succession planning and robustness to the delivery model and departments risk register.</p>
2.02	<p>Budgets - When developing our delivery programme, budget estimates were made for the required upgrade works to our existing properties with contingency sums included for unforeseen work such as structural repairs etc.</p> <p>Further works have been undertaken with colleagues in Finance and we have begun forecasting our budget requirements for the next tranche of works.</p>
2.03	<p>Procurement – Procuring the various WHQS works can be challenging. The Council must ensure all contracts are measured, not only by cost but by quality. Quality forms an important part of the assessment process where the Capital Works Team interviews all contractors and assesses Quality Submission Papers before any contracts are awarded. The team have been able to secure further efficiencies by merging some contracts so that internal and external resources can be shared.</p> <p>There is a risk that many contractors are opting for new build contracts rather than refurbishment contracts. Engaging with our supply chain early and sharing our Capital Investment Programme aspirations with our Contract Framework Partners assists us to procure longer term contracts and therefore reduces risk of inflated costs based on long term contract arrangements.</p>

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	<p>The Welsh Government has committed to achieving a carbon neutral public sector by 2033 and to coordinating action to help other areas of the economy to make a decisive shift away from fossil fuels. The Environment (Wales) Act 2016 requires the Welsh Government to reduce emissions of greenhouse gases (GHGs) in Wales by at least 80% by the year 2050, with a system of interim emissions targets and carbon budgets.</p> <p>The Welsh housing stock is older than the UK housing stock, with only a smaller proportion built in recent years.</p> <p>Approximately:</p> <ul style="list-style-type: none"> • 32% of the Welsh housing stock was built before 1919, when there were no construction standards in terms of thermal performance.

	<ul style="list-style-type: none"> • 10% of Welsh homes were built in the last 18 years, during which time performance requirements have changed dramatically. • 0.1% levels of demolition. <p>A further priority has been to maintain, sustain and build on the improvements delivered through the WHQS programme, particularly to improve the energy efficiency of our homes. We aim to continue to improve our asset base, while developing an understanding of what measures can be implemented to ensure our current assets achieve a high energy rating.</p> <p>As a Council, we will be required to ensure our homes meet the highest possible thermal efficiency and energy performance (EPC level A) by 2033. Currently as part of the existing WHQS requirements, our properties must meet a minimum of SAP 65 (EPC level D).</p> <p>Discussions with Welsh Government are continuing, but there will be a requirement to procure and deliver a large retrofit programme comprising of:</p> <ul style="list-style-type: none"> • Internal & external wall insulation • Floor insulation • Air Source & Ground Source Heating Systems • Solar photovoltaic panels • Solar thermal panels • Triple glazing • Heat recovery units • Improved ventilation systems such as positive input ventilation • Improved heating controls such as intelligent heating programmers • LED lighting <p>Over the next 12 months the Housing Assets Service will be focusing on finalising plans as part of the wider asset management and decarbonisation programme for members to consider which shall encapsulate the investment challenges and options for consideration.</p>
3.02	<p>Everyone accepts that living in a quality home brings benefits to both the physical and mental wellbeing of those who live in them.</p> <p>The purpose of the Welsh Housing Quality Standards 2023 (WHQS2023) is to improve the quality of social homes in Wales. All social homes in Wales are required to meet and maintain the standard.</p> <p>Over the last two decades the Council has invested millions of pounds to significantly improve and maintain the quality of its homes across the county and WHQS2023 will replace the existing WHQS Standard that the Council are currently working to.</p> <p>The existing Standard requires updating to reflect changes to how people live, work and feel about their homes, and to start decarbonising the Welsh social housing stock at scale.</p>

	<p>Parts of the existing WHQS standard remain unchanged but some elements have been modified to reflect updated legal requirements. Some parts are new such as increased requirement for flooring, consideration of biodiversity and water poverty have also been included.</p> <p>The existing WHQS contained energy efficiency (affordable warmth) requirements, but these have been boosted significantly to reflect decarbonisation ambitions and to minimise energy bills for tenants.</p> <p>Welsh Government wants to continue to drive up the standard of existing social housing, and WHQS2023 is a demanding standard which all social landlords in Wales will be legally obliged to meet.</p> <p>The Council have been in discussions with Welsh Government and have fed back on key areas of the new standards. Consultation on the standards has now ended and we are in the process of awaiting further feedback, leading to the implementation of WHQS2023.</p>
3.03	<p>Through our existing contracts, the Council has overachieved targets set by Welsh Government with regards to the use of Local Labour and Apprenticeships. The Council are required to submit multiple returns for each contract which covers the following measures:</p> <ul style="list-style-type: none"> • Contract Value <ul style="list-style-type: none"> ○ Percentage spent in Wales ○ Percentage spent locally (Flintshire) ○ Percentage spent on local labour ○ Percentage spent with local material suppliers ○ Percentage of invoices paid on time to all • Labour total <ul style="list-style-type: none"> ○ Percentage of labour/staff live in Wales ○ Percentage of labour/staff who live locally ○ Percentage of labour/staff previously unemployed ○ Percentage of labour/staff retained • Resources, Community Benefits & Education <ul style="list-style-type: none"> ○ Energy usage and Waste Tonnage ○ Percentage of waste diverted from landfill ○ Travelling - CO emissions ○ Value of Cash or Sponsorship to Local businesses/charities ○ Value of free labour in cost & hours • Training <ul style="list-style-type: none"> ○ Number of apprenticeships created ○ Number of apprenticeships that secure full time employment ○ Number of weeks allocated to work experience placements <p>With regards to the main measures above, the Council have overachieved and continue to deliver the following averages:</p> <p>Percentage spent locally - 83% Percentage of local labour - 77% Percentage of waste diverted from landfill - 97% Number of apprenticeships - 15 per annum delivered against a target of 6.</p>

	<p>Each contractor procured must complete a detailed report each quarter, detailing each person employed within the contract (Name, Home Address, Position, Employment dates etc.) with each report audited by Welsh Government.</p> <p>Each contractor has their own targets to achieve in addition to the Councils, with each having an excellent relationship with the local colleges and local supply chain.</p> <p>This is a critical part of the performance management process and forms part of any contact extensions and work allocation.</p>
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4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	<p>Prior to the Capital Investment Programme commencing, the team held Member workshops, where most Members attended and were actively involved in the design and delivery of the current Capital Programme.</p> <p>We also held Tenant Federation workshops where we engaged with the federation with regards to what priority and which order the works should be completed, along with holding tenant consultation workshops in our FCC Connects Centres and community centres engaging with our tenants and discussing the Capital Programme along with ascertaining what order tenants would prefer to have components of their home upgraded first.</p> <p>Moving forwards, and as part of the next phase of the Capital Programme and decarbonisation retrofit programme, the Capital Works Team will again be consulting with Members, tenants and tenant groups to ensure that each is engaged with and to ensure their preferences and any concerns with regards to this next phase are considered and implemented as we have previously.</p>
4.02	<p>In addition to the work detailed within this report, there is a wider issue that needs to be considered around the potential to undertake regeneration schemes on some of our estates rather than continue to commit funding to assets that will be expensive to continue to maintain and run, have high numbers of voids and which are expensive to heat and run for the tenant.</p> <p>Consultations will need to be held with members and tenants as the Council progresses with its investment plans and this will be completed prior to any works being procured and delivered.</p>

5.00	APPENDICES
5.01	None.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	https://www.flintshire.gov.uk/en/Resident/Housing/Welsh-Housing-Quality-Standard-WHQS.aspx https://gov.wales/decarbonisation-homes-wales-advisory-group#content https://gov.wales/sites/default/files/statistics-and-research/2021-06/welsh-housing-quality-standard-summative-evaluation.pdf

7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: Sean O'Donnell, Service Manager - Housing Assets Telephone: 01352 701642 E-mail: Sean.ODonnell@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
8.01	<p>Capital Programme: The Council's financial plan covering capital schemes and expenditure proposals for the current year and a number of future years. It also includes estimates of the capital resources available to finance the programme.</p> <p>The Welsh Housing Quality Standard (WHQS): is a national standard of quality for homes. This is set by the Welsh Government. It means that all tenants in Wales should have the opportunity to live in good quality homes which meet the requirements of that household.</p> <p>Acceptable Fail: Welsh Government understand that some homes cannot receive the WHQS works due to 4 reasons, listed below:</p> <ol style="list-style-type: none"> 1. Works are physically impossible carry out 2. It is not cost effective to do the works 3. Timing (works due in near future already) 4. Tenant refuses the improvements <p>Wales Audit Office: works to support the Auditor General as the public sector watchdog for Wales. They aim to ensure that the people of Wales know whether public money is being managed wisely and that public bodies in Wales understand how to improve outcomes.</p> <p>Budget: a statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.</p> <p>Financial Year: the period of 12 months commencing on 1 April.</p>

PDA Solution: Mobile hand held device used for capturing stock data directly linked to our asset database.

Contract Framework: A Contract Framework is an agreement between one or more contracting authorities and one or more economic operators. These frameworks have Contractors, Consultants and Suppliers that have been successful in joining the specific work categories.

The Council often uses these frameworks to procure works that have already gone through a tender process in line with OJEU and can be utilised to procure works or services.

They are often the most economic advantage in terms of value for money and local training provision.

HRA: The Housing Revenue Account.

Open Housing System: An electronic database system which is used by the Housing Assets Team where its assets are recorded along with tenant details, components, works tickets and tenant requests for works or inspections and other services.

Components: A part or element such as an assets amenities (Kitchen Bathroom, Boiler, Roof, Windows, Doors etc.).

RAMS: Risk and Method Statements used in construction works to enable a Contractor to safely plan and identify how any risks will be mitigated or complied with.

PPE: Personal Protective Equipment.

Decarbonisation: Referring in this instance to Welsh Governments requirement for all Local Authorities in Wales to reduce its Carbon emissions and usage.

EPC: Energy Performance Certificate.

SAP: Standard Assessment Procedure.



COMMUNITY, HOUSING & ASSETS OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Wednesday 12 th October 2022
Report Subject	Rapid Rehousing Transition Plan
Cabinet Member	Cabinet Member for Housing and Regeneration
Report Author	Chief Officer (Housing and Communities)
Type of Report	Strategic

EXECUTIVE SUMMARY

Local Authorities are required to develop Rapid Rehousing Transition Plans to demonstrate how they will move towards a new approach to preventing and relieving homelessness. The paper provides an update on progress with developing the Rapid Rehousing Transition Plan. The paper also identifies the high level priorities contained within the Rapid Rehousing Transition Plan and a draft action plan that Flintshire County Council and its partners will need to deliver in order to achieve transformation in homeless prevention and statutory homelessness services and begin the transition to Rapid Rehousing.

RECOMMENDATIONS

1	Community, Housing and Assets, Overview and Scrutiny Committee to note progress to date and approve the high level priorities and action plan ahead of the formal adoption of the Full Rapid Rehousing Transition Plan by the end of Q3 2022-2023.
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REPORT DETAILS

1.00	EXPLANING RAPID REHOUSING
1.01	<p>Developing the Rapid Rehousing Plan</p> <p>There have been significant operational challenges with sustaining service delivery that have hindered the development process related to the Rapid</p>

	<p>Rehousing Transition Plan. Whilst we are now in recovery from the pandemic homeless services are still dealing with the impact of covid, which saw significant changes to duties to people who experienced homelessness, leading to a high level of people in emergency and temporary housing. This has been compounded by a challenging private rental sector, the emerging cost of living crisis, workforce resilience and recruitment issues which have seen staffing resource focused on operational service delivery.</p> <p>Welsh Government are aware of these challenges, and whilst the initial deadlines for submission of drafts plans was the end of July 2022 and formal adoption by end of September 2022, they accept there will be slippage for some Councils. Flintshire's Rapid Rehousing Plan is now with Welsh Government and we await their feedback early October 2022.</p>
1.02	<p>Flintshire's vision for Rapid Rehousing and links to the Housing Support Programme Strategy:</p> <p><i>“Working with our partners to transform prevention activity, housing related support and homelessness services, to achieve a co-ordinated and significant shift in service delivery to a rapid rehousing model, ensuring homelessness is rare, brief and unrepeated”</i></p> <p>There is already significant synergy and a complimentary strength of focus to the rapid rehousing agenda within Flintshire's Housing Support Programme Strategy which was launched in April 2022. This is clearly evidenced as below:</p> <p><u>Adopting Early Intervention and Targeted Prevention Activities</u> We know that rapid rehousing is not exclusively about the rapid move on of people from temporary housing. It must also focus on reducing the demand for temporary housing and statutory homelessness services through a robust approach to early intervention and prevention services.</p> <p>If we are to stem the flow of people needing to access temporary housing and be successful in embracing rapid rehousing principles, we must have a shared understanding of the importance of early intervention around homeless prevention and fully understand all the risks and challenges that drive homelessness.</p> <p>Strong public and third sector services that tackle issues such as poverty, financial pressures, family support, adverse childhood experiences, physical and emotional wellbeing and promote healthy living and peoples independence, are all key to an early intervention approach.</p> <p>Through our Housing Support Grant we will commission a wide range of services that compliment and build upon early intervention through targeted prevention activities upstream of statutory services, alongside the homeless statutory functions and as people enter and exit homelessness.</p> <p><u>Strengthening Person Centred Approaches and Responding to Complex Needs</u> It is clear that the complexity of need of our residents is increasing. This has been seen first-hand, not only during the pandemic, but over a number</p>

of years and is likely to continue as we enter the cost of living crisis. Challenges relating to multiple needs and a lack of co-ordination and resources across the public sector to meet people's needs will be an ongoing priority for all services.

To respond to this we need to adopt person centred approaches which enable tailored responses to best help people when they have housing problems and to make every effort to avoid people hitting crisis. Homelessness is a significant challenge for the most resilient of people and for those with complex and multiple support needs there has to be more collaboration and increased access to the right support.

Ensuring everyone who needs it, can access support is a priority within our Rapid Rehousing Transition Plan. Again it is clear that there are existing priorities to tackle this issue with our partners through the Housing Support Programme Strategy. All public sector services focus should be on supporting people in a timely manner and through quality support work that meets people's needs and with a shared focus on reducing the risks of homelessness and promoting positive wellbeing and resilience within our communities.

Developing the TrACE Agenda

Homelessness and a risk of homelessness causes significant trauma and distress within residents. Such stressors can make residents engagement with services challenging for, not only housing support and homelessness services, but also other frontline public sector services. Reducing the trauma and the long standing impact of homelessness must be a shared priority to provide people with stability in their lives so they can feel safe, settled and then flourish within society.

Our frontline services need to be geared towards avoiding homelessness through early intervention and building resilience within our residents and communities (primary and secondary prevention activities). It is widely accepted that homelessness is not exclusively about housing. It is about ensuring there is a supply of the right types of housing for people to avoid homelessness and a temporary housing offer for those who do experience homelessness that is fit for purpose and close to established support networks. This will reduce the trauma associated with the experience of homelessness.

Staff need to be aware of all forms of trauma and how this can impact on people's ability to engage with services. We need to up-skill our workers to understand the behaviours and support needs of people as a result of the traumas they experience. Our homelessness services should not add to the trauma already experienced by people needing our assistance.

This is particularly important when thinking about young people who experience homelessness (young people who experience homelessness on their own or young people within a family) with the very clear links to Adverse Childhood Experiences (ACE's) which is a well-documented driver for future vulnerability and increased risks of homelessness.

Supporting Workforce Development and Resilience

When considering the support needs of our residents, we also need to consider the support needs of our workforce. This starts with service capacity and across many areas of work there is a need to increase staffing levels. Whether this is frontline support workers, homelessness professionals or other public sector organisations there needs to be access to support in a timely manner and this will be challenging if staff capacity is limited.

Additional funding through the Housing Support Grant along with a review of existing resources within the Housing & Prevention Service provides an opportunity to re-align service structures and support services to a growing demand for support. There are however challenges with growing services presently due to barriers to recruitment. This is a national issue and not unique to Flintshire. The Council and our commissioned services are struggling to retain and recruit staff into frontline positions.

Whilst frontline services of course need to be a priority, there is also a need to ensure other strands of service delivery such as strategists, planners, project managers and build contractors are also in place to enable the supply of new homes needed to meet the growing demand for affordable housing. Whilst funding is available from Welsh Government for capital investment at a level not seen before (£10million Social Housing Grant), the Council and its partners need to be able to realise the potential of such funding and there are resource implications to be considered further in that regard.

Reviewing and improving Flintshire's Housing Offer

It is clear that there is a significant disconnect between the numbers and types of affordable, and particularly social housing, available and the levels and types of needs for those residents and households who experience homelessness. There is also a wide range of other housing needs that the Council and its partners need to resolve that are captured through housing needs data.

It is important to not only build more homes but also to use the existing homes available each year to meet the current and future demands of the population. Ensuring the best use of the limited social housing is important, so we can be confident our social housing portfolio within the Council and housing partners is aligned to current and future needs.

We also need to ensure that our policies for the allocation of the limited resource of social housing, enables those who are homeless or at risk of homelessness to be prioritised in line with Welsh Government expectations that homelessness should be "brief". This will require a review of the Common Allocations Policy (revised guidance from Welsh Government will inform this work) as well as ensuring existing internal policies are aligned with Rapid Rehousing principles.

A full review of temporary and supported housing is also required to ensure these portfolio's meet the needs of our residents. The private sector, although increasingly difficult to access, must also continue to be part of the solution for homeless prevention and relief of homelessness and we need to support residents, landlords and lettings agents to ensure this local resource is maximised and the local market can meet local need.

1.03

Focussing on the core stages of Rapid Rehousing

Rapid Rehousing will only be achieved if we can 1) reduce demand on homeless statutory services through early intervention and pro-active prevention activities, 2) increase timely access to affordable housing for everyone who experiences homelessness (including those at imminent risk of homelessness), 3) ensure where needed, support is in place to help people sustain their housing and live independently without risk of repeat homelessness.

Homeless Prevention Activity

True prevention is upstream and avoids people accessing specialist and statutory services. This is delivered through a robust system of public services and a clear understanding that homelessness is not exclusively a housing issue. Many agencies contribute to the prevention of homelessness through a range of primary and secondary prevention activities.

We must ensure prevention of homelessness is considered everyone's responsibility in the same way as safeguarding and health & safety (note [Wales Audit Office Report "Everyone's Problem; No Ones Responsibility"](#)). All services have a role to play in reducing risks of homelessness. When homelessness is imminent statutory services will step in and when needed temporary housing will be available. It is however limited in its supply and clear pathways to exit homelessness promptly are required so stays in temporary housing are reduced.

Housing Access

For those people who are at imminent risk of homelessness, and where prevention activities have or are likely to fail, we only have a small window of opportunity to identify alternative housing. Increasingly the private rented sector is unaffordable and limited in its supply. Whilst social housing is the housing option of choice for many who face risks of homelessness due to lack of security of tenure in the private rented sector, the traditional processes and policies associated with social housing waiting lists do not lend themselves to easy and timely access to social housing to avoid homelessness. It is also noted that the current profile of social housing does not correlate with the demand profile for those people and households experiencing, and or at risk of, homelessness.





We must ensure there is a steady supply of the right types of homes in the right places for people when they do experience homelessness. When temporary housing is required, people should be assisted to move on into long term settled housing as quickly as possible and with appropriate support to ensure people can settle quickly, reducing risk of repeat homelessness.

Housing Sustainment

Whilst exiting homelessness for some, will require only access to safe and suitable housing, many people we assist will require support to settle in their new home and to sustain their housing. Some residents will require ongoing support through interventions such as Housing First, where as other may require assistance with initial settling in period, with the ability to

	<p>dip into housing related support in the future should they need it to address certain challenges that may arise.</p> <p>We must ensure that support is tailored to meet people’s needs and that it is readily available at critical times. This support may be intensive and then drop off or may be light touch and periodic. Some residents may require support through furnishing and other financial assistance for decorating or handyperson services to enable them to settle quickly in a new home.</p>
1.04	<p>Support Needs within the Homeless Cohort</p> <p>To inform planning for the move to the Rapid Rehousing Model a housing support needs mapping exercise was undertaken in July 2022 to review the existing homeless caseload (those residents and households afforded homelessness duties under the Housing Wales Act 2014). The officers managing the caseload were assisted to complete an assessment of need based on the prescribed guidance outlined in the Rapid Rehousing Transition Plan Guidance published by Welsh Government. In order to ensure a level of consistency, Welsh Government recommend that individuals are categorised within four cohorts:</p> <div data-bbox="376 945 1332 987" style="background-color: #4F7942; color: white; padding: 2px;">Low Needs</div> <div data-bbox="376 987 1332 1115" style="border: 1px solid black; padding: 5px;">Likely to be a significant proportion who have no or very low support requirements and who can be supported into settled accommodation with either a low level of support or potentially just signposting.</div> <div data-bbox="376 1155 1332 1198" style="background-color: #92D050; padding: 2px;">Medium Needs</div> <div data-bbox="376 1198 1332 1364" style="border: 1px solid black; padding: 5px;">Alongside Low Needs, likely to be the majority who will require a Rapid Rehousing service with temporary floating support. May also require support from other professional services in order to live independently in settled accommodation.</div> <div data-bbox="376 1404 1332 1447" style="background-color: #E69A00; padding: 2px;">High Needs</div> <div data-bbox="376 1447 1332 1612" style="border: 1px solid black; padding: 5px;">This category is where we would expect to see those who have persistent complex needs and/or a history of repeat rough sleeping and who should be offered, as a default, a form of intensive housing-led support such as Housing First.</div> <div data-bbox="376 1653 1332 1695" style="background-color: #C8513E; color: white; padding: 2px;">Intensive Needs (potentially 24/7 support requirements)</div> <div data-bbox="376 1695 1332 1986" style="border: 1px solid black; padding: 5px;">These should be those who are unable to live independently, perhaps due to concerns around risk to self or others or perhaps even choice. Our expectations would be that professionals are engaged from a health and social care sectors in order to ensure their care and support is fit for purpose. Where someone is identified as falling into the Intensive Needs category, moving into settled accommodation must continue to be the objective.</div>

Detailed below is the result of a high level support needs assessment when considering the complexity of needs and likely support model required by the current homeless cohort as of July 2022.

Support Group	Recommended Housing	Recommended Support	Current case volumes (inc %)	Anticipated trend (inc %)
Low/None	Mainstream housing	Individualised support	38.50%	 Likely to remain relatively static
Medium	Mainstream housing	Individualised, housing related support	46%	 Likely to remain relatively static
		multi-agency support	TBC	TBC
High	Mainstream housing	Housing First/intensive floating support, including multiagency support	6%	 Anticipated to increase as more housing becomes available to deliver Housing First at scale with Intensive Needs cohort “stepping down” into Housing First
Intensive Needs (24/7)	Supported Housing	Residential support	9.50%	 Anticipated to go down as more people access Housing First type services and with increased supply of affordable housing

	<p>The caseload open to the Homeless Team at the time of analysis (July 2022) was a total of 418. This includes clients open on s.62 initial assessment, s.66 prevention duties, s.73 relief duties and s.75 full homeless duty. This also includes those who are accommodated under s.68 duties so covers the whole caseload for the Homeless Service. It is clear from the mapping exercise that whilst housing is required for all of the homeless cohort, support needs vary greatly with the vast majority have No/Low/Medium level support needs that could be met through flexible tenancy support and regular access to other partner agency and 3rd sector support providers.</p> <p>Those with higher level support needs including those who would benefit from Housing First and supported housing are in the minority, but will require more intensive packages of support at greater cost to the Housing Support Grant. Multi-agency support is a given for those people of households with complex needs. Failure to meet peoples support needs, will create even greater pressure through crisis management responses and significant expenditure of the public purse if those people remained homeless and their needs were not met.</p>
1.05	<p>Rapid Rehousing Transition Plan Priorities</p> <p>When developing the Rapid Rehousing Transition Plan a number of priority areas have emerged that must be addressed if we are to ensure Rapid Rehousing is a success. The priority areas and their associated challenges and justification can be found below. The final Transition Plan will build on these priorities and a high level action plan is also attached to this report as Appendix 1.</p> <p><u>RRTP PRIORITY 1: Tackling homelessness through robust and effective partnership working</u></p> <p>Homelessness is not exclusively a housing issue. All public and 3rd sector services working with people in Flintshire need to be aware that they can contribute positively or negatively towards pressures on homelessness services. All services need to be aware of how they can help address housing hardship and make efforts to ensure homelessness is rare. We need to ensure there is a shared understanding of the drivers and risks associated with homelessness and all services need to work together to prevent homelessness. When it does occur it should be rare, brief and un-repeated.</p> <p>The challenges associated with delivering on this are:</p> <ul style="list-style-type: none"> • Public and 3rd sector services are stretched and struggling with frontline service capacity for early intervention – recruitment and retention challenges across many local services • A lack of understanding within some partners around the limitations of the local housing market and pressures on local homelessness services – unrealistic expectations of partners • We do not have the partnership structures or work streams to join up service delivery and ensure effective partnership working is developed and captured

- Positive partnership working is not consistent across all agencies or at all levels of organisations – we react to issues with partners as opposed to be proactive to avoid crisis point
- Lack of documented positive practice – partnership working needs to be recorded through formal protocols and joint working arrangements and constantly reviewed

To respond to these challenges we will aim to:

- Review our structures for partnership activity and ensure they are fit for purpose to respond to rapid rehousing challenges and planned action
- Create partnership models to enable delivery of Rapid Rehousing and complimentary work streams that will ensure increased supply and access to housing, increased prevention activity and positive housing sustainment
- Engage partners in a range of workshop and awareness sessions to raise the profile of homelessness prevention and rapid rehousing
- Develop a range of protocols that clearly document processes and positive practice which needs to be the norm to tackle housing hardship and prevent homelessness

RRTP PRIORITY 2 - Remodelling our approaches to data, systems, policies and service delivery

If we are to effectively deliver large scale meaningful change, we need to remove barriers to service improvement. The development of this plan has highlighted a number of areas where we need to review our approaches to data, systems, policies and delivery structures. This will require investment in systems, service capacity and a review of all of our current practices. Only by laying strong foundations in the initial stages of this service transformation, will we be able to implement significant change and demonstrate the impact of these changes over time.

The challenges associated with delivering on this are:

- Our ability to extract data and use it to inform and monitor service delivery is limited and our IT systems require significant review and enhancement
- Insufficient staff capacity for policy, performance and improvement activities within the Housing & Prevention Service as the workforce is focussed on front line service delivery pressures
- Policies and procedures require a significant review to ensure they align with the move to Rapid Rehousing and staff will require training and support and practices change
- We do not have the necessary infrastructure for delivering co-ordinated activity with our partners and we are collectively unable to ensure data drives delivery

To respond to these challenges we will aim to:

- Create a specific role for Data Analysis within the Housing & Communities portfolio to align with the rapid rehousing and homelessness transformation agenda
- Review all data sets and build a robust performance information, monitoring and reporting infrastructure
- Invest in our IT infrastructure and ensure our systems can capture and produce the right information needed at the “person” and the “service” level
- Recruit additional staff, deliver the restructure of the Housing & Prevention Service and ensure management have capacity to deliver on service improvement and transformation activities
- Ensure the views of the people we serve help inform new ways of working
- Develop a range of Key Performance Indicators to measure the success of Rapid Rehousing and explore opportunities for benchmarking with regional partners.
- Review existing work stream activities and where appropriate build new service delivery groups for priority activities
- Complete a review of existing policies and procedures within the housing support and homelessness services along with other strands of service delivery that are critical to the success of rapid rehousing such as social housing allocations

RRTP PRIORITY 3 - Ensuring the right type of support is available to everyone who needs it

Through the Housing Support Grant there is significant funding to enable a wide range of support for people who are struggling with their housing and should issues escalate without positive intervention, people may be exposed to significant risk of homelessness. Instances where people are at imminent risk of homelessness and triggering statutory homeless services should be viewed as missed opportunities and avoidable. We need to ensure we can engage with people earlier to assist them with their housing problems offering short term solutions in a timely manner.

When people are homeless we need to ensure we understand their needs and underlying reasons for homelessness. We need to help them respond to their housing related support needs and engage them in wider support services for other support needs (mental health, well-being, substance misuse, employability etc.). When exiting homelessness a package of support should be “wrapped around” the household to ensure positive tenancy start up and ongoing support available as required.

The challenges associated with delivering on this are:

- People often don't engage with support early enough so opportunities to help are missed leading to more significant problems
- More people need support and people needs are presenting as more complex and significant
- Managing expectations - people who need our services don't understand the limitations of social housing and housing and support options available
- Some external partners view a move to social housing as the obvious outcome and unintentionally fuel unrealistic expectations which creates barriers to meaningful engagement and solutions focussed support
- Services need to work more collaboratively to build support plans that bring together a wide range of support services
- Challenges across the support sector in regards to recruitment and retention of skilled staff to be able to offer support

To respond to these challenges we will aim to:

- Work with our partners to map out all our services within the strands of 1) Universal 2) Targeted 3) Crisis 4) Emergency 5) Recovery
- Ensure our IT systems enable us to capture and record peoples support needs effectively so we can ensure service capacity and make appropriate and timely offers of support that meet people's needs through the HSG Gateway
- Develop online content and a "Homeless Prevention Toolkit" and ensure partners and the public are able to access 'self-help' approaches and advice which will ease pressures on statutory homeless services
- Review our existing floating support and housing support services offer and commission a wide range of services in line with identified needs
- Review our supported housing offer and ensure it meets current and future needs as we move further into Rapid Rehousing
- Explore opportunities for Multi Agency Support Needs Assessments through the establishment of a Complex Needs Panel
- Progress the Homeless Hub v2.0 which will act as a "triage centre" and explore further sites for Homeless Hub and Young Persons Hub
- Develop "Home starter" packages to compliment support offers such as Discretionary Assistance Fund (carpets, furnishing, handyman visits)

RRTP PRIORITY 4 - Transforming our temporary housing offer

The current temporary housing portfolio is heavily reliant on sub-standard housing models and there is a clear need to reduce the numbers in

temporary housing. However it is anticipated that with growing pressures the process of change will not be quick and this is an operational and financial risk to the Council as we need to sustain current levels and ensure capacity for future presentations. Whilst Welsh Government Grant (Phase 2 funding) has enabled the increase in self-contained housing for use as temporary accommodation the process is lengthy and to date has enabled 6 additional homes with a further 6 due to be completed in 2022-2023.

The challenges associated with delivering on this are:

- Our current temporary housing portfolio is heavily reliant on substandard models of housing such as 1) shared housing 2) porta-kabins 3) hotels
- The shared housing we have is not en-suite as standard, requires investment or disposal and is too densely populated which presents management issues
- Porta-kabins have served a purpose during the pandemic but we aspire to much higher standards of accommodation for people accessing our Homeless Hub services
- Our hotel accommodation is often “out of county” causing disruption to people accessing it and operational challenges for support activity and partner agencies
- Our temporary accommodation management requires improvement and additional capacity with current numbers and likely increases in demand whilst moving to a more robust rapid rehousing model

To respond to these challenges we will aim to:

- Progress the feasibility study for a new purpose built Homeless Hub in Deeside
- Identify other potential sites for a 2nd Homeless Hub to the South of the County
- Explore opportunities for a young person’s hub with young person specific support services and community resources.
- Improve our management of temporary housing by responding to the Temporary Accommodation Audit and increasing staff capacity
- Explore opportunities for investment within existing shared housing within the temporary housing portfolio
- Increase capacity within the temporary housing portfolio by securing higher quality self-contained properties enabling us to move away from sub-standard shared accommodation
- Review our supported housing offer and consider ways to utilise this more effectively as short term temporary housing

RRTP PRIORITY 5 - Increasing the supply of affordable housing and removing barriers to people accessing affordable housing promptly

Whilst social housing should not be the only housing option for people who experience homelessness, the increasing rental costs within the private sector make social housing the only affordable option for many people experiencing homelessness. Existing social housing capacity is limited and the profile of annual supply does not align with the current homeless caseload profile. The current Allocations Policy requires significant amendment to increase the priority given to homeless households. Whilst a temporary variation to the Allocations Policy to enable 50% lettings to homeless households has had some positive impact this is a short term measure that needs sustaining ahead of longer term changes to policy. More social housing needs to be built and best use of existing stock maximised to support the rapid rehousing agenda.

The challenges associated with delivering on this are:

- Limited land availability to build more homes within areas of high demand for social housing
- Increasing environmental challenges and specifically issues around levels of phosphates locally preventing new build and development opportunities
- Existing social housing is not aligned to the levels of demand within the homeless cohort – lack of 1 bed general needs housing and over supply of lower demand older persons housing
- Other housing pressures and housing needs other than homelessness which the Local Authority also has a duty to assist with
- An increasingly unaffordable private sector and anecdotal evidence of landlords leaving the sector

To respond to these challenges we will aim to:

- Deliver ambitious new build programme with our Housing Association partners through effective use of the Social Housing Grant and other capital funding streams
- Maximise opportunities to build on pieces of council owned land – explore garage sites and other dormant development land across HRA and other Council Assets
- Create opportunities for responsible build activities that overcome issues such as phosphates through environmentally responsible design and build programmes in line with the Local Development Plan (LDP)
- Increase the supply of affordable housing by targeting empty homes and bringing them back into use
- Work with our housing partners to explore re-designation and redevelopment of existing stock to better meet local needs (example FCC Sheltered Housing Review)
- Join the Welsh Government National Leasing Scheme to tap into the local private rented sector as additional supply of affordable homes

	<ul style="list-style-type: none"> Align housing supply activity with high street regeneration development
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2.00	RESOURCE IMPLICATIONS
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2.01	<p><u>Developing the Rapid Rehousing Transition Plan</u> The development of the strategy is driven through the Housing & Prevention Service and this has been a significant challenge due to ever increasing demands around housing and homelessness post-pandemic with all indications that homelessness will increase with the cost of living crisis.</p> <p>The need to balance planning service transformation and sustaining front line services is an on-going concern, but investing time to plan will help ease pressures and deliver the changes needed to improve services over time.</p>
2.02	<p><u>Delivering on the Rapid Rehousing Agenda</u> Detailed below are the resource implications associated with the delivery of Rapid Rehousing. Further scoping and detail in relation to resource implications will be captured within the Rapid Rehousing Transition Plan:</p> <p>Revenue: Housing Support Grant is the primary source of funding for the delivery of housing related support services. Additional funding has been made available in recent years, but the grant was underspent last year due to challenges with recruitment and service mobilisation. The Council Fund is used for statutory services such as the homeless case management work within Housing Wales Act 2014, including costs associated with temporary housing.</p> <p>Capital: There are implications for Capital expenditure with the need to build more homes requiring significant investment. This is enabled through the Social Housing Grant programme which Welsh Government have enhanced in order to enable new build and development of social housing at scale and pace.</p> <p>Human Resources: Additional funding from Welsh Government provides an opportunity to increase staff capacity across a range of services and some of this additional capacity will be focussed on development of further work to deliver Rapid Rehousing. There is however a shortage of appropriately skilled people within the local labour market so recruitment is an on-going challenge.</p>

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
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3.01	The following risks and mitigations have been identified by way of control measures:
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	<p>Risk: Failure to deliver the changes needed to ensure homelessness is a shared challenge across a wide range of public services and not solely the job of Homelessness Services</p> <p>Mitigation: Capture the change needed through the Transition Plan and ensure there is robust engagement strategy linked to the delivery of Rapid Rehousing and shared responsibilities identified and clear commitments from internal and external partners as to how they assist</p> <p>Risk: Fail to gain political or partner support around the principles of Rapid Rehousing and the direction of travel for housing support and homelessness services</p> <p>Mitigation: Engage members through reports to appropriate Scrutiny Committees and workshops and partners through a range of engagement events around housing need and homelessness</p> <p>Risk: Failure to have enough homes for people who need them when they experience homelessness and in order to exit it in a timely manner</p> <p>Mitigations: Deliver the Social Housing Grant Programme and priority actions outlined within the Rapid Rehousing Transition Plan linked to increasing the supply of affordable housing and removing barriers to people accessing affordable housing promptly through Policy changes linked to Social Housing Allocations</p>													
3.02	<p>Ways of Working (Sustainable Development) Principles Impact</p> <table border="1" data-bbox="320 1160 1383 1890"> <tr> <td data-bbox="320 1160 743 1308">Long-term</td> <td data-bbox="743 1160 1383 1308">Positive – Increase in targeted support and alternative delivery methods to ensure services are inclusive for all</td> </tr> <tr> <td data-bbox="320 1308 743 1491">Prevention</td> <td data-bbox="743 1308 1383 1491">Prevention - Preventing homelessness through ensuring there is adequate support and accommodation to cater for a range of peoples' needs</td> </tr> <tr> <td data-bbox="320 1491 743 1603">Integration</td> <td data-bbox="743 1491 1383 1603">Positive – Increased integration between services and partner organisations</td> </tr> <tr> <td data-bbox="320 1603 743 1744">Collaboration</td> <td data-bbox="743 1603 1383 1744">Positive – Increased collaboration between services, partner organisations and service users</td> </tr> <tr> <td data-bbox="320 1744 743 1890">Involvement</td> <td data-bbox="743 1744 1383 1890">Positive – Service user involvement to help shape effective services so that support is timely and person centred</td> </tr> </table> <p>Well-being Goals Impact</p> <table border="1" data-bbox="320 2000 1383 2080"> <tr> <td data-bbox="320 2000 743 2080">Prosperous Wales</td> <td data-bbox="743 2000 1383 2080">Positive – More jobs will be created to deliver housing related support and</td> </tr> </table>		Long-term	Positive – Increase in targeted support and alternative delivery methods to ensure services are inclusive for all	Prevention	Prevention - Preventing homelessness through ensuring there is adequate support and accommodation to cater for a range of peoples' needs	Integration	Positive – Increased integration between services and partner organisations	Collaboration	Positive – Increased collaboration between services, partner organisations and service users	Involvement	Positive – Service user involvement to help shape effective services so that support is timely and person centred	Prosperous Wales	Positive – More jobs will be created to deliver housing related support and
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Prosperous Wales	Positive – More jobs will be created to deliver housing related support and													

		prevention activities on a greater scale within Flintshire.
	Resilient Wales	Positive – Creating services that are prevention focused and build resilience to avoid households becoming homeless and helping people exit homelessness promptly, with support to reduce risks of repeat homelessness.
	Healthier Wales	Positive – Reduction in rough sleeping, less homelessness and shorter stays in temporary housing when homelessness does occur help with overcoming health inequalities associated with homelessness (physical health and mental health and wellbeing outcomes)
	More equal Wales	Positive – Services are delivered in a way that are inclusive for all. Consideration has been given to local and regional gaps in provision for often marginalised communities who experience homelessness.
	Cohesive Wales	No Impact
	Vibrant Wales	No impact
	Globally responsible Wales	No impact

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	<p>Without a clear communication strategy the core principles of Rapid Rehousing could be misunderstood and this may jeopardise collective “buy in” to the model. This could create organisational or political misgivings around the move to a new way of working. This is both a national and local risk and to assist with this conversation, Flintshire has been an active contributor to the Housing Support National Advisory Board Rapid Rehousing Task & Finish Group.</p> <p>Contributing to this national work stream has led to the development of a number of standardised messages and communication tools that all Local Authorities can now use to ensure consistency, when communicating the principles of rapid rehousing. This provides a strong platform for future consultation and engagement that will develop on the back of the Transition Plan. Members of the Councils Housing & Communities Scrutiny Committee benefited from a briefing on Rapid Rehousing on the 27th September 2022, to establish the core principles of Rapid Rehousing and further workshop activities will be explored.</p>

	<p>It is accepted that there is a lot to do in terms of framing the principles of rapid rehousing within the broader discussions of ending homelessness. We therefore seek to crystallise our own internal communications activity and narrative around rapid rehousing using the recently developed communications tools, before then delivering a range of engagement events to:</p> <ul style="list-style-type: none"> • Ensure a shared understanding of rapid rehousing and the principles of homelessness being “rare brief and un-repeated” • Share the approach for Flintshire Rapid Rehousing Transitional Plan 2022-2027 • Seek commitments from a wide range of partners and capture their commitments to supporting this transformational shift • Document pledges of support from our key partners to demonstrate commitments and shared responsibility for this agenda • Ongoing communication activity with elected members, public services and third sector partners as we progress with a move to Rapid Rehousing <p>It is clear that it will be important to work with our local partners, but also our regional partners to ensure collective buy in and support across public sector partners. Many of our partners do not work exclusively within a Flintshire footprint and discussions with North Wales counterparts about joint engagement and awareness raising events have already begun.</p>
4.02	<p><u>Service User Engagement</u> A standardised consultation activity including questionnaire has been used across North Wales Local Authorities to inform the Housing Support Programme Strategy and ensure service user’s insight informs strategic priorities. This insight will inform the local Rapid Rehousing Transition Plan.</p> <p>Further work will be done to engage service users as the work associated with service change develops to ensure that people who use and rely on our services are at the heart of the process and policies we develop to respond to Rapid Rehousing.</p>
4.03	<p><u>Service Provider Feedback</u> Again the engagement undertaken to inform the development of the Housing Support Programme is being used to inform the development of the Rapid Rehousing Transition Plan.</p> <p>Further work will be done to engage service providers as the work associated with service change develops to ensure that partners can help inform the process of change associated with the move to Rapid Rehousing.</p>

5.00	APPENDICES
5.01	Appendix 1: Rapid Rehousing Action Plan.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Flintshire’s Housing Support Programme Strategy 2022-2027 Housing Support Programme Strategy 2022-26 (flintshire.gov.uk)</p> <p>Welsh Government Programme for government https://gov.wales/programme-for-government-2021-to-2026-hml</p> <p>Housing Support Grant Guidance https://gov.wales/housing-support-grant-practice-guidance</p>

7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact Officer: Martin Cooil – Housing & Prevention Service Manager Telephone: 07880 423234 E-mail: martin.cooil@flintshire.gov.uk</p>

8.00	GLOSSARY OF TERMS
8.01	<p>Housing Support Programme Strategy - the single strategic document on housing support and homelessness prevention.</p> <p>Rapid Rehousing - Rapid rehousing is about taking a housing-led approach for rehousing people that have experienced homelessness, making sure they reach a settled housing option as quickly as possible rather than staying in temporary accommodation for too long.</p> <p>Rapid Rehousing Transition Plan – the document that will outline how Flintshire and its partners will deliver on the Rapid Rehousing Agenda and lay the foundations for service transformation in regards to housing support and homeless prevention.</p> <p>Housing First – is a housing and support approach which gives people who have experienced homelessness and chronic health and social care needs a stable home from which to rebuild their lives. Provides intensive, person-centred, holistic support that is open-ended. Places no conditions on individuals; however, they should desire to have a tenancy.</p>

PRIORITY 1: Tackling homelessness through robust and effective partnership working					
Ref	Action	Task	Resources	Target	Measure
1.1	Appoint Strategic Co-ordinator to lead on the delivery of the Rapid Rehousing Transition Plan	Develop Job Description and complete recruitment	<ul style="list-style-type: none"> Additional Funding from Welsh Government – circa £60k per year next 3 years 	2022	<p>Rapid Rehousing Strategic Co-ordinator role developed</p> <p>Rapid Rehousing Strategic Co-ordinator appointed and in post</p>
		Explore opportunity for Regional Co-ordination Role	<ul style="list-style-type: none"> Additional Funding from Welsh Government – circa £60k per year next 3 years 	2023	Regional Manager / Co-ordinator option explored and outcome
		Establish Community of Practice / Forum to pull together aspects of Rapid Rehousing across North Wales to explore opportunities for collaboration	<ul style="list-style-type: none"> Existing staff resources Additional Funding from Welsh Government – circa £60k per year next 3 years 	2023	Forum established to share good practice within the evolving pieces of work across North Wales
1.2	Build on Regional working arrangements to enable collaboration in regards to rapid rehousing agenda	Map out all regional partners and explore opportunity for regional engagement activities with other NW LA's	<ul style="list-style-type: none"> Existing staff resources 	2022	List of partners and how they support homeless prevention and move on agenda identified
		RDC to complete high level assessment of all NW LA Rapid Rehousing Plans and identify opportunities for collaborative action and engagement with partners	<ul style="list-style-type: none"> Existing staff resources 	2022	<p>Mapping of common themes across the NWales area through RRTPs</p> <p>Identify opportunities for joint work as a Region through “shared challenges”</p>

1.3	Engage partners on Rapid Rehousing and deliver a robust communications and engagement plan for Rapid Rehousing	Identify partners to engage with to promote the principles of Rapid Rehousing	<ul style="list-style-type: none"> Existing staff resources Additional Funding from Welsh Government – circa £60k per year next 3 years 	2023	Invites for Engagement Events to all local partners.
		Develop and deliver on Rapid Rehousing Engagement Work Plan	<ul style="list-style-type: none"> Existing staff resources Additional Funding from Welsh Government – circa £60k per year next 3 years 	2023	<p>Clearly documented Engagement Plan for Flintshire partners to:</p> <ul style="list-style-type: none"> Promote core principles of Rapid Rehousing Share the Priorities within the RRTP
1.4	Secure commitments and pledges of support from a wide range of public and 3rd sector partners in response to prevention of homelessness and rapid rehousing transition	Deliver a pledge event and see high level commitments from range of partners	<ul style="list-style-type: none"> Existing staff resources Existing partner contributions and commitments Additional Funding from Welsh Government – circa £60k per year next 3 years 	2023	<p>Schedule a Pledge Event for partners</p> <p>Clearly document commitments of partners in regards to how they contribute to Rapid Rehousing</p> <p>Understand partners challenges and seek ways to overcome through longer term planning and partnership working</p>

PRIORITY 2: Remodelling our approaches to data, systems, policies and service delivery					
Ref	Action	Task	Resources	Target	Measure
2.1	Complete review of governance and work stream requirements to enable shift to Rapid Rehousing (Corporate Oversight)	Review existing groups Terms of Reference and work plans	<ul style="list-style-type: none"> Existing staff resources Additional Funding from Welsh Government – circa £60k per year next 3 years 	2023	Complete review of existing work streams and understand their worth and contributions to the Rapid Rehousing Agenda
		Consider developing additional work streams for: 1) Rapid Rehousing 2) Empty Homes and PRS 3) Housing Strategy	<ul style="list-style-type: none"> Existing staff resources Additional Funding from Welsh Government – circa £60k per year next 3 years 	2023	Agree additional work streams and clearly evidence and justify their remit and focus
		Develop Terms of Reference and Membership for those new Delivery Groups approved	<ul style="list-style-type: none"> Existing staff resources Additional Funding from Welsh Government – circa £60k per year next 3 years 	2023	Adopt TOR for each of the work streams Senior Management and Elected Member representation at Delivery Groups in order to ensure corporate commitments to delivery on work streams
		Launch New Work Streams and adopt TOR and Appoint Chairs	<ul style="list-style-type: none"> Existing staff resources Additional Funding from Welsh Government – circa £60k per year next 3 years 	2023	Range of partnership delivery groups with clear work plans and ownership of tasks associated with the Rapid Rehousing Agenda Chairs appointed and TOR in place Groups to adopt an annual work plan Regular updates on progress of Groups at half year and end of year periods

2.2	Appoint Data Analyst to support review of data and systems to support the Rapid Rehousing Transition Plan	Develop Job Description and complete recruitment	<ul style="list-style-type: none"> Additional Funding from Welsh Government – circa £60k per year next 3 years 	2022	Appoint Data Analyst to lead on the delivery of the data analysis to support the delivery of the Rapid Rehousing Transition Plan
2.3	Review existing IT infrastructure and data capture systems	Map out existing data sources and reports linked to rapid rehousing agenda and complete Data and Systems Review	<ul style="list-style-type: none"> Internal Funding identified through H&P Service 	2022	Comprehensive list of all data sources linked to the rapid rehousing agenda and an assessment of their suitability and robustness for routine data reporting
		Develop an improvement plan for Data and Performance Reporting	<ul style="list-style-type: none"> Internal Funding identified through H&P Service 	2023	Identify gaps analysis and enhancements required to the data sources to standardize and deliver routine and responsive data reporting functionality for rapid rehousing
		Invest in enhancements to current systems or procure a new IT system for homelessness and Housing Support	<ul style="list-style-type: none"> Existing staff resources Business Case to be developed subject to outcome of Review 	2023	<p>New IT infrastructure and performance management system adopted and fully operations</p> <p>Training for all staff and management for use and functionality to ensure data inputting and quality</p>
		Develop a suit of indicators and Performance Management Framework for Rapid Rehousing	<ul style="list-style-type: none"> Existing staff resources Business Case to be developed subject to outcome of Review 	2022	Regular performance reporting for operations Key Performance Indicators on a Monthly and Quarterly basis
2.4	Establish engagement strategy for involvement of people using our services to ensure “person centred focus”	Develop a panel of residents who are able to help us develop new ways of working and offer customer insight	<ul style="list-style-type: none"> Existing staffing resource Engagement budget for hosted events 	2023	<p>Bank of people who can be accessed to sense check our ways of working</p> <p>Build on the work of the Wellbeing Survey</p>

2.5	Review of all Homeless Prevention Policies and Procedures and develop policies and procedures as required	Review statutory service policies and procedures including interventions such as: 1) Homeless Prevention 2) Rent Rescue 3) Tenancy Saver	<ul style="list-style-type: none"> • Existing staff resources • Potential funding for spend to save activities • 	2023	<p>Policies reviewed and updated as required</p> <p>Policies adopted with service user feedback and involvement to ensure person centred</p> <p>Staff trained in all aspects of the policies and procedures</p> <p>Publish information on website for customer access with associated factsheets</p>
2.6	Increase staffing capacity and resilience within the Housing & Prevention Service	Complete Restructure of Housing & Prevention Service	<ul style="list-style-type: none"> • Management Capacity • Service restructure fully costed through Council Fund and HSG • FCC 5% efficiency target is a potential risk at a time of planned growth in service 	2023	<p>All posts to be occupied and new structure fully operational</p> <p>All new staff trained and inducted into the Service</p> <p>Clear Service Plan and Team Plans in Place with evidence of links to Rapid Rehousing Agenda</p>
2.7	Explore opportunities for Funding and project activity relating to piloting new allocations activities ahead of revised Code of Guidance from WGov	Engage with WGOV to explore opportunity for Pilot or Project in advance of changes to the Code of Guidance for Allocations	<ul style="list-style-type: none"> • Existing staff resources • Housing Partners existing resources • Seek Pilot and Innovation Funding from WGov 	2023	<p>Secure funding if available</p> <p>If not available scope out opportunity to fund independently through the SARTH Partnership</p> <p>Agree a Project Scope or close action</p>

PRIORITY 3: Ensuring support is available to everyone who needs it					
Ref	Action	Task	Resources	Target	Measure
3.1	Mapping of all services against the Nationally Recognised Prevention Model	Engage partners through a Prevention Conference to map out all forms of prevention activity	<ul style="list-style-type: none"> Existing staff resources Conference costs 	2023	Deliver a Preventions Conference with HSG commissioned services and other partners
		Document range of prevention activities and ensure clear pathways for referrals and support services access	<ul style="list-style-type: none"> Existing staff resources 	2023	Develop and share a Prevention activities Directory for all partners and members of the public to be able to access
3.2	Develop online content and a “Homeless Prevention Toolkit”	Ensure partners and public are able to access self-help resources.	<ul style="list-style-type: none"> Existing staff resources IT improvements 	2023	Launch Online Homeless Prevention Tools
		Launch resources through a range of awareness and training events with key partners	<ul style="list-style-type: none"> Existing staff resources 	2023	Promote the new online resources with Partners and 3 rd sector organisations through a range of training and awareness events
3.3	Review Floating Support and housing support HSG projects.	Commence re-tendering of Floating support and housing related support in line with identified need	<ul style="list-style-type: none"> Existing staff resources Housing Support Grant 	2024	Complete retendering of housing related support services and commission HSG Floating Support and other complimentary housing related support Services that meet local need
3.4	Review Supported housing HSG projects and need for supported housing	Commence re-tendering of supported housing in line with identified need	<ul style="list-style-type: none"> Existing staff Housing Support Grant 	2024	Complete retendering of supported housing services and commission HSG Supported Housing Services that meet local need
3.5	Explore opportunities for Multi Agency Support Needs Assessments	Research models of multi-disciplinary approaches to complex needs and support needs assessment – Cardiff Model	<ul style="list-style-type: none"> Existing staff Partner agencies support 	2022	Conduct study visit to Cardiff with trusted Partners to review the work of the Complex Needs Panel

3.6		Develop "Complex and unmet support needs panel"	<ul style="list-style-type: none"> • HSG for Complex Case Co-ordinator • Existing staff • Partner agencies support 	2023	<p>Pilot a Complex Needs Panel for Flintshire for people with significant support needs</p> <p>Ensure joined up support planning with clear pathways into other services and document clear processes</p>
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PRIORITY 4: Transforming our temporary housing offer					
Ref	Action	Task	Resources	Target	Measure
4.1	Closedown Temporary Accommodation Audit.	Improve management of temp accommodation and increase staffing.	<ul style="list-style-type: none"> Existing staff resources Recruitment needed to bolster Team capacity 	2023	<p>New Private Sector Housing Team developed and all staff in post</p> <p>Green Audit Findings for Temporary Accommodation service</p>
4.2	Progress feasibility study for new homeless hub in Deeside.	Identify site, progress feasibility study and costings.	<ul style="list-style-type: none"> Existing staff resources Consultancy Costs for Feasibility Work 	2023	<p>Feasibility study complete</p> <p>Fully costed model and site identified for capital and revenue funding</p>
4.3	Explore opportunities for potential 2 nd homeless hub in south of county.	Identify site, progress feasibility study and costings.	<ul style="list-style-type: none"> Existing staff resources Consultancy Costs for Feasibility Work 	2024	<p>Site to South of County identified</p> <p>Feasibility study complete</p> <p>Fully costed model and site identified for capital and revenue funding</p>
4.4	Improve standards of existing temporary accommodation	Identify opportunities to work with property owners to invest in remodeling existing temporary housing	<ul style="list-style-type: none"> Explore grants and loans for improvement works for Landlords on the Lease Scheme 	2024	Move away from high density shared housing to en-suite and self-contained facilities for temporary housing
4.5	Increase capacity in the Temporary housing portfolio enabling move away from sub-standard shared	Identify and secure self-contained properties through private sector leased model.	<ul style="list-style-type: none"> Business case required to take on more properties 	2023	More self-contained homes available for temporary housing through the private sector leased offer
		Explore opportunities for temporary accommodation within housing partners stock	<ul style="list-style-type: none"> Business case required to take on more properties 	2023	More self-contained homes available for temporary housing through the social housing leased offer

		Increase capacity for low density shared temporary housing through leased and social housing options	<ul style="list-style-type: none"> Business case required to take on more properties 	2023	<p>More shared homes available for temporary housing through the private sector leased offer</p> <p>Take on more social housing for use as shared temporary accommodation to increase and improve the capacity of temporary housing for single homeless people</p>
4.6	Increase capacity for temporary accommodation for families	Identify and secure self-contained properties through private sector for use at temporary housing	<ul style="list-style-type: none"> Business case required to take on more properties 	2024	Take on more PRS housing for use as temporary accommodation to increase and improve the capacity of temporary housing for homeless people/households
		Explore opportunities for temporary accommodation within housing partners stock	<ul style="list-style-type: none"> Business case required to take on more properties 	2024	Take on more social housing for use as temporary accommodation to increase and improve the capacity of temporary housing for homeless people/households

PRIORITY 5: Increasing the supply and access to affordable housing in line with local need					
Ref	Action	Task	Resources	Target	Measure
5.1	Complete research into the local Private Rented Sector	Commission a piece of research into the changing landscape of the local Private Rented Sector	<ul style="list-style-type: none"> Existing resources via Planning 	2022	<p>Research report produced by Arc4 on the local private rented sector</p> <p>Use report to inform the PRS elements of the LHMA</p> <p>Identify opportunities for interventions and opportunities within the PRS</p>
5.2	Complete update of Flintshire's LHMA	Scope out and deliver on the 2013 refresh of the LHMA	<ul style="list-style-type: none"> Existing resources via Planning 	2023	Refreshed data and new Local Housing Market Assessment for Flintshire
5.3	Deliver FCC and Housing new build programme	<p>Deliver of the Housing prospectus</p> <p>Complete Sites and New Build as per forward work plan within the New Build Development of FCC</p> <p>Enable the new build of Housing Association Partners through the forward work plan for New Build Development linked to SHG</p>	<ul style="list-style-type: none"> Social Housing Grant FCC and Housing Association Partners Capital Funds 	2023	<p>Increased number of social housing properties in Flintshire</p> <p>Increase number of Intermediate Rental properties in Flintshire</p> <p>Annual Delivery Plan and Pipeline for New Build Schemes (Prospectus)</p>
5.4	Explore potential additional sites for development of new homes	Review Council Land including garage sites and other registered assets to explore opportunities for new build development	<ul style="list-style-type: none"> Existing Staffing Resources Capital Funding for purchase of land 	2023	Identify and secure sites for development of affordable house build programme

		Liaise with public sector partners to explore opportunities to access land for new build	<ul style="list-style-type: none"> Existing Staffing Resources Capital Funding for purchase of land 	2023	Identify and secure sites
5.5	Identify ways to overcome the “phosphates issue” that may otherwise hinder new build developments	<ul style="list-style-type: none"> Refer to Dee Catchment Phosphorous Reduction Strategy already in place to support the LDP Access mitigation feasibility work underway to support implementation of the LDP Consider other means of provision including buying from existing stock, or conversion of existing buildings Develop short, medium, and long term action plan for provision to align with likely provision of phosphate mitigation in Flintshire 	<ul style="list-style-type: none"> Existing Staffing Resources Work with Planning colleagues Input into potential corporate phosphates working group to be established 	2023	<p>Delivery of further phosphate mitigation feasibility work Nov 2022</p> <p>Delivery of local phosphate mitigation action plan Nov 2022</p> <p>Site search assessment avoiding phosphate vulnerable locations</p> <p>Scoping for investment in existing stock, development of Council voids, and conversion of existing buildings</p>
5.6	Increase capacity for affordable housing through empty homes	Bring empty properties back into use for use as affordable or temporary housing supply	<ul style="list-style-type: none"> Existing Staffing Resources Business Case for Leasing Options SHG for options for purchase 	2023	<p>Identify empty homes and target for proactive engagement with landlords with view to bringing back into use</p> <p>Develop an Empty homes Offer linked to Leasing for both All Wales Leasing Scheme and Temporary Housing</p>

					Explore opportunities for purchase of empty homes through Social Housing Grant and other Capital funding
5.7	Explore options for a Purchase with Sitting Tenants “Tenancy Rescue” Package	Define target properties where the only option of avoiding homelessness is to purchase and for tenant to remain	<ul style="list-style-type: none"> Existing Staff Resources HSG and Capital Funding for Purchase options 	2023	Identify the household and properties types to be targeted for such an intervention (Disabled households, already adapted or suitable for adaptation properties, large family homes etc.)
		Support National Working Group in partnership with other LA’s Housing Partners and Shelter Cymru	<ul style="list-style-type: none"> Existing Staff Resources 	2023	Engage in the National Working Group and inform a national piece of best practice development identifying risks, cost implications and barriers to deliverability and scalability of such an approach
		Develop principles for a Tenancy Rescue Model and look at ability to scale up the model for target households where landlord is selling	<ul style="list-style-type: none"> Existing Staff Resources HSG and Capital Funding for Purchase options 	2023	Clearly document the approach and fully cost the feasibility of the model for determined tenancy rescue purchase scheme
5.8	Sign Up to the All Wales Private Sector Leasing Scheme	Bring online properties through new All Wales Leasing Scheme	<ul style="list-style-type: none"> Increased Staffing Resources on back of Service Restructure Additional Grant for home improvements linked to the All Wales Private Sector Leasing Scheme 	2023	Join the All Wales Private Sector Leasing Scheme Increase supply of affordable homes available for prevention and relief of homelessness through Leasing Scheme
5.8	Explore re-development and re-designation options of	Map out the existing stock and what could be re-	<ul style="list-style-type: none"> Existing Staffing Resources 	2022	Revisit the initial works undertaken as part of the Flintshire Sheltered Housing Review

	existing social housing stock	designed to align more to housing need			
		Complete Sheltered Housing Review to identify sites for potential re-designation and development	<ul style="list-style-type: none"> Existing Staffing Resources Capital Funding options 	2023	Complete options Appraisals for sites identified within the Sheltered housing Review and progress to full scale feasibility study for re-designation and development
		Share sheltered housing review process with housing partners and support their opportunities for re-designation and redevelopment	<ul style="list-style-type: none"> Existing Staffing Resources 	2023	Share the Model for Stock Review with SARTH Partners and ensure local housing and homelessness demand data is considered when exploring opportunities to re-align stock to local need
5.9	Sustain the 50% nominations process for homeless lets whilst awaiting revised Code of Guidance for Allocations and / or new Common Allocations Policy	Maximize the 50% take up of social housing through homeless Nominations	<ul style="list-style-type: none"> Existing Staffing Resources 	2022	Increase number of homeless households accessing social housing for relief and prevention of homelessness outcomes
5.10	Review the Common Allocations Policy (SARTH - Single Access Route to Housing)	Explore opportunity for Pilot of a New Policy in consultation with SARTH Partners and WGOV (move toward new code of guidance)	<ul style="list-style-type: none"> Existing Staffing Resources 	2023	<p>New Common Allocations Policy in place to support principles of Rapid Rehousing</p> <p>Identify learning to inform National Policy direction for Wales Code of Guidance if Pilot Adopted</p> <p>Opportunity to test enhanced priority for homeless via Allocations Policy as the norm</p> <p>Impact Assessment for other housing needs</p>
5.11	Review of all existing Local Lettings Policies to ensure no significant barriers to	Identify all existing Local Lettings Policies	<ul style="list-style-type: none"> Existing Staffing Resource 	2022	Detailed Log of all LLPs and information published on the Councils Website

	Rapid rehousing Principles	Assess for impact against homeless cohorts and ensure no significant impacts to detriment of specific homeless client groups	<ul style="list-style-type: none"> Existing Staffing Resource 	2023	<p>Impact Assessments and intended outcomes framework process to be developed for all LLP's</p> <p>Deadlines for review of all LLP's and clear end of LLP Period Reporting Framework to assess the outcomes of applying the LLP impact</p> <p>Quash any LLPs no long appropriate or to significant detriment of homeless cohorts and deemed unjustified</p>
5.12	Work with FCC and housing partners to explore opportunities for fast tracking of social housing voids for homeless lets	Assess resource and policy impacts of prioritizing homeless voids to reduce turnaround times	<ul style="list-style-type: none"> Existing Staffing Resource HSG Discretionary Funding to be considered for Home starter Packs Consideration of funding Caretaker Handy Man new tenant support 	2023	<p>Report provided outlining options for fast tracking of voids if required for homeless households under offer</p> <p>Engage with residents moving into social housing to develop a Home Starter Offer to help people settle into a new home</p>



COMMUNITY, HOUSING & ASSETS OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Wednesday 12 th October 2022
Report Subject	Council Plan 2023-28
Cabinet Member	Leader of the Council and Cabinet Member for Education, Welsh Language, Culture and Leisure; and Cabinet Member for Housing and Regeneration
Report Author	Chief Executive; and Chief Officer (Housing and Communities)
Type of Report	Strategic

EXECUTIVE SUMMARY

The Council Plan for 2023 - 28 has been reviewed and refreshed to reflect the key priorities of the Council for the five-year term of the new administration.

The 'super-structure' of the Plan comprises of seven priorities and relevant sub-priorities. The seven priorities take a long-term view of recovery, projects and ambitions over the next five years. The priorities and sub-priorities relevant to the Community, Housing & Assets Overview & Scrutiny Committee are shown at Appendix 1.

The Council Plan 2023 - 28 will be published in a similar format to previous years, identifying actions aimed at achieving the Well-being objectives, priorities and sub-priorities. National and regional issues/risks which could impact on the achievement of these priorities will be identified and monitored.

Part 2 of the Council Plan will be considered by all Overview and Scrutiny committees to ensure full coverage of Part 1 of the Council Plan 2023/28 and its respective measures and their targets.

RECOMMENDATIONS

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| 1. | That the Committee support the proposed Priorities, Sub-priorities and Well-being objectives of the Council Plan 2023-28, as set out at Appendix 1. |
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REPORT DETAILS

1.00	COUNCIL PLAN 2023-28
1.01	It is a requirement of the Local Government and Elections (Wales) Act 2021 for organisations to 'set out any actions to increase the extent to which the council is meeting the performance requirements.' Plans for organisations should be robust; be clear on where it wants to go; and how it will get there.
1.02	<p>A full review has taken place to ensure the appropriateness and relevance of the well-being objectives, priorities, and sub-priorities going forward. This includes:</p> <ul style="list-style-type: none"> • priority actions that continue from 2023 onwards for sustained attention • priority actions which could be removed as they have been completed or become operational (business as usual); and • emerging priority actions for 2023-28
1.03	<p>The proposed structure of the Council Plan 2023-28 consists of seven priorities, well-being objectives, and sub-priorities as follows:</p> <p>Priority: Poverty Well-being Objective: Protecting our communities and people from poverty by supporting them to meet their basic needs and to be resilient Sub-priorities:</p> <ul style="list-style-type: none"> - Income Poverty - Child Poverty - Food Poverty - Fuel Poverty - Digital Poverty <p>Priority: Affordable and Accessible Housing Well-being Objective: Housing in Flintshire meeting the needs of our residents and supporting safer communities Sub-priorities:</p> <ul style="list-style-type: none"> - Housing Support and Homeless Prevention - Housing Needs and Housing Options - Social Housing - Private Rented Sector - Empty Properties <p>Priority: Green Society and Environment Well-being Objective: Limiting and enhancing the impact of the Council's services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint Sub-priorities:</p> <ul style="list-style-type: none"> - Phosphates Mitigation - Carbon Neutrality - Climate Change Adaptation - Flood Risk Management Strategy - Strategic Flood Consequences Assessment - Fleet Strategy - Green Environment

- Flintshire Forest
- Green Access
- Renewable Energy
- Active and Sustainable Travel Options
- Circular Economy

Priority: Economy

Well-being Objective: Connecting communities and enabling sustainable economic recovery and growth

Sub-priorities:

- Rural Regeneration
- Levelling Up
- Town Centre Regeneration
- Business
- Transport Connectivity
- Digital Infrastructure
- Local Development Plan (LDP) Targets
- Spending Money for the benefit of Flintshire
- Reducing Worklessness

Priority: Personal and Community Well-being

Well-being Objective: Supporting people in need to live as well as they can

Sub-priorities:

- Independent Living
- Safeguarding
- Direct Provision to support people closer to home
- Local Dementia Strategy
- A Well-connected, Safe and Clean Local Environment.

Priority: Education and Skills

Well-being Objective: Enabling and Supporting Learning Communities

Sub-priorities:

- Educational Engagement and Achievement
- Digital Learning Opportunities
- Learning Environments
- Learning Community Networks
- Specialist Educational Provision
- Welsh Education Strategic Plan (WESP)
- Well-being

Priority: A Well-managed Council

Well-being Objective: A responsible, resourceful and trusted Council operating as efficiently as possible

Sub-priorities:

- People
- Anti-Racist and Anti-Discriminatory Council
- Financial Resilience
- Flintshire Assets
- Digital
- Partnerships

1.04	The final Council Plan will be available as a web-based document published on the Flintshire County Council website following adoption by County Council in June 2023.
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2.00	RESOURCE IMPLICATIONS
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2.01	Resource implications have been considered during preparation of the Medium-Term Financial Strategy and Capital Programme and will continue to be monitored during the regular budget monitoring and financial review arrangements.
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3.00	CONSULTATIONS REQUIRED / CARRIED OUT
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3.01	All Members will have the opportunity to consider and review the content of the draft Well-being objectives, priorities and sub-priorities including the opportunity to scrutinise targets set for 2023-28.
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4.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
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4.01	<p>Ways of Working (Sustainable Development) Principles Impact</p> <table border="1"> <tr> <td>Long-term</td> <td rowspan="5">The Council Plan 2023-28 continues to be aligned to the Sustainable Development Principles across all of their working. A full integrated impact assessment will be carried out for Council Plan 2023-28</td> </tr> <tr> <td>Prevention</td> </tr> <tr> <td>Integration</td> </tr> <tr> <td>Collaboration</td> </tr> <tr> <td>Involvement</td> </tr> </table> <p>Well-being Goals Impact</p> <table border="1"> <tr> <td>Prosperous Wales</td> <td rowspan="7">Council Plan 2023-28 continues to provide evidence of alignment with the Well-being Goals. Specific strategic and policy reports include impact and risk assessments.</td> </tr> <tr> <td>Resilient Wales</td> </tr> <tr> <td>Healthier Wales</td> </tr> <tr> <td>More equal Wales</td> </tr> <tr> <td>Cohesive Wales</td> </tr> <tr> <td>Vibrant Wales</td> </tr> <tr> <td>Globally responsible Wales</td> </tr> </table> <p>Council's Well-being Objectives The Council's Well-being objectives have been reviewed as part of this exercise. The refreshed set Well-being objectives is found within this report in section 1.03.</p>	Long-term	The Council Plan 2023-28 continues to be aligned to the Sustainable Development Principles across all of their working. A full integrated impact assessment will be carried out for Council Plan 2023-28	Prevention	Integration	Collaboration	Involvement	Prosperous Wales	Council Plan 2023-28 continues to provide evidence of alignment with the Well-being Goals. Specific strategic and policy reports include impact and risk assessments.	Resilient Wales	Healthier Wales	More equal Wales	Cohesive Wales	Vibrant Wales	Globally responsible Wales
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5.00	APPENDICES
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5.01	Appendix 1: Council Plan 2023-28 – Proposed Priorities, Sub-priorities and Well-being Objectives relevant to the Community, Housing & Assets Overview & Scrutiny Committee.
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6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None.

7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact Officer: Sam Perry, Performance and Risk Management Support Officer Telephone: 01352 701476 E-mail: Sam.perry@flintshire.gov.uk</p>

8.00	GLOSSARY OF TERMS
8.01	Council Plan: the document which sets out the annual priorities of the Council.
8.02	Medium Term Financial Strategy: a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period, and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.
8.03	Council Plan Part 2: the document which underpins the Council Plan, which captures Measures, Tasks and Risks.

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Council Plan 2023-28 Development – Proposed Priorities

The following table provides an overview of proposed priorities for the Council Plan 2023-28

PRIORITY:	Poverty
Description/ Well-being Objective	Protecting our communities and people from poverty by supporting them to meet their basic needs and to be resilient
Income Poverty	Definition: People on low income who are unable to meet day to day living costs
Food Poverty	Definition: People who are not able to access food that meets their daily nutritional needs and requirements
Fuel Poverty	Definition: Households that spend more than 10% of their income (after housing costs) on energy

PRIORITY:	Affordable and Accessible Housing
Description/ Well-being Objective	Housing in Flintshire meeting the needs of our residents and supporting safer communities
Housing support and homeless prevention	Definition: Offering support to people to retain their housing and live well and ensuring homelessness is rare, brief, and unrepeatable
Housing Needs and Housing Options	Definition: Helping people to explore their housing options so they can access the right homes to meet their needs
Social Housing	Definition: Working with housing partners to develop and invest in affordable housing and social housing - with modern methods of construction, improving the quality of Council homes, and a commitment towards carbon neutral
Private Rented Sector	Definition: Supporting the private sector to raise standards in the management and condition of housing and promote tenancy sustainment in our communities
Empty Properties	Definition: Bringing empty homes back into use to enhance the local housing market and improve our local communities

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