

Public Document Pack

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Chief Officer (Governance)
Prif Swyddog (Llywodraethu)



To: Cllr Ron Hampson (Chairman)

CS/NG

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

2 July 2015

Maureen Potter 01352 702322
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Dear Sir / Madam

A meeting of the **COMMUNITY AND ENTERPRISE OVERVIEW & SCRUTINY COMMITTEE** will be held in the **DELYN COMMITTEE ROOM, COUNTY HALL, MOLD CH7 6NA** on **WEDNESDAY, 8TH JULY, 2015** at **10.00 AM** to consider the following items.

Yours faithfully

Democracy & Governance Manager

A G E N D A

- 1 **APOLOGIES**
- 2 **DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)**
- 3 **MINUTES** (Pages 3 - 14)
To confirm as a correct record the minutes of the meetings held on 20 May, and 1 June 2015 (copies enclosed).
- 4 **UPDATE ON TENANT INVOLVEMENT** (Pages 15 - 22)
Report of Chief Officer (Community and Enterprise)
- 5 **YEAR END CHIEF OFFICER PERFORMANCE REPORT** (Pages 23 - 44)
Report of Chief Officer (Community and Enterprise)

- 6 **YEAR END IMPROVEMENT PLAN MONITORING REPORTS** (Pages 45 - 140)

Report of Housing and Learning Overview and Scrutiny Facilitator

- 7 **FORWARD WORK PROGRAMME (COMMUNITY & ENTERPRISE)** (Pages 141 - 146)

Report of Housing and Learning Overview and Scrutiny Facilitator

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 - TO CONSIDER THE EXCLUSION OF THE PRESS AND PUBLIC

The following item is considered to be exempt by virtue of Paragraph(s) 15 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

It is not good employment practice or in the public interest for matters the subject of consultation with employees effected and other unions to be discussed in public at this stage of the consultation process.

- 8 **COMMUNITY AND ENTERPRISE SERVICE RE-STRUCTURE** (Pages 147 - 164)

Report of Chief Officer (Community and Enterprise)

Agenda Item 3

COMMUNITY AND ENTERPRISE OVERVIEW & SCRUTINY COMMITTEE **20 MAY 2015**

Minutes of the meeting of the Community and Enterprise Overview & Scrutiny Committee of Flintshire County Council held in the Delyn Committee Room, County Hall, Mold on Wednesday, 20 May 2015

PRESENT:

Councillors: Paul Cunningham, Ron Davies, Rosetta Dolphin, Ian Dunbar, Ron Hampson, George Hardcastle, Ray Hughes, Brian Lloyd, Vicky Perfect and Mike Reece

SUBSTITUTE: Councillor Dave Mackie (for Gareth Roberts)

APOLOGY: Councillor Amanda Bragg

ALSO PRESENT: Councillors Derek Butler and David Cox

CONTRIBUTORS: Cabinet Member for Housing, Chief Officer (Community & Enterprise), Manager - Advice & Homelessness Service, Revenues & Benefits Manager, Revenues Manager and Housing Regeneration & Strategy Manager

IN ATTENDANCE: Member Engagement Manager and Committee Officer

1. APPOINTMENT OF CHAIR

The Member Engagement Manager said that Councillor Ron Hampson had been appointed to this role at the Council's Annual General Meeting on 12 May 2015 and therefore a vote on the nomination was not required.

RESOLVED:

That the appointment of Councillor Ron Hampson as Chair be confirmed.

2. APPOINTMENT OF VICE-CHAIR

In seeking nominations for a Vice-Chair for the Committee, the Chairman nominated Councillor G. Hardcastle. This was seconded by Councillor Ian Dunbar and on being put to the vote, this was carried. No further nominations were received.

RESOLVED:

That Councillor George Hardcastle be appointed Vice-Chair of the Committee.

3. DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)

No declarations of interest were received.

4. TERMS OF REFERENCE OF THE COMMITTEE

The Member Engagement Manager presented the Committee's Terms of Reference which had been produced as part of an extensive review of the Overview & Scrutiny structure. The Terms of Reference combined the responsibilities of the former Housing Overview & Scrutiny Committee, along with scrutiny responsibility for the regeneration functions of the Environment Overview & Scrutiny Committee and Revenues & Benefits functions of the Corporate Resources Overview & Scrutiny Committee.

RESOLVED:

That the report be received.

5. WELFARE REFORM UPDATE

The Chief Officer (Community & Enterprise) reminded Members that updates on welfare reform would no longer be shared with the Corporate Resources Overview & Scrutiny in line with the revised Terms of Reference.

The Manager - Advice & Homelessness Service presented the update on the latest position with the ongoing transformation of the social security system and the activities to provide help and support to Flintshire residents affected by changes to their social security and tax credit income. He spoke about the support given to Flintshire households impacted by the benefit cap and advised that additional funding had been given by the Welsh Government (WG) to continue to support the Discretionary Assistance Fund for 2015/16.

An update on Discretionary Housing Payments described an assessment process to help target financial help at households most in need and encourage them to put in place appropriate measures to achieve a manageable, sustainable financial position. It had been found that the majority of households being awarded these payments had been in rent arrears due to the impact of one or more welfare forms, mainly the spare room subsidy. On Personal Independence Payments (PIP), the Welfare Rights team had helped 220 residents to make successful applications during 2014/15. By March 2015, the average waiting time for a decision on a PIP application had reduced to 12 weeks.

On the spare room subsidy, it was reported that a legal case relating to disabled tenants was due to be heard later in the year by the Supreme Court with the outcome eagerly awaited across the UK. Attention was drawn to information in the report showing the impact of the spare room subsidy and the Council's proactive response.

The Manager - Advice & Homelessness Service also updated the Committee on progress with the continued phased rollout of Universal Credit and work done by the Council to support the safe implementation across the county, an approach which had been recognised and welcomed. As part of the next phase of welfare reforms, he highlight further expected changes and work by the Council to help manage the impact on residents.

The Chairman praised the good work of the teams in helping those affected welfare reform, but raised concerns about future cuts to funding.

Following comments by Councillor George Hardcastle on Table 2 in the report, it was explained that this showed the position in March 2015 where 439 tenants were in rent arrears affected partly or wholly by the spare room subsidy. The Revenues & Benefits Manager provided explanation on the circumstances of one tenant owing total arrears of £5,280 leading to a court decision to suspend the eviction order. He said that this was typical of a number of cases where the arrears were paid off in small amounts over a long period of time.

The Chief Officer commented on the complexity of such cases, adding that Members' views would be sought on the future approach due to the shortage of smaller properties for those affected to move to. She gave assurance that the Council pursued non-payment of rent and took a proactive stance in seeking agreement of affordable terms with those individuals. In response to a request from Councillor Hardcastle, she explained that it was not possible to separate payments for rent arrears and spare room subsidy on accounts as both formed part of the rent owed. However, she agreed to bring a full update on rent arrears to a future meeting.

Councillor Rosetta Dolphin asked about the rent arrears total. The Revenues & Benefits Manager replied that arrears were currently in the region of £1.003m, an increase of £33K on the same period last year mainly due to the impacts of welfare reforms. Consequently the Income Team had made a number of changes such as reviewing each case accruing arrears of over £300 and switching their focus to debt management.

In response to a question on Universal Credit, officers clarified that the changes in data sharing law only applied to claims made by social housing tenants and not those with private landlords.

Councillor Paul Cunningham welcomed the approach being taken by the Council to mitigate the impact of welfare reforms and praised the teams involved. Councillor Ron Davies echoed these views but added his concerns about the time taken for some rent arrears to be recuperated. Councillor Mike Reece added his thanks to the Cabinet Member and officer team.

When asked about the time of the last eviction for rent arrears, the Revenues & Benefits Manager did not have the information to hand. The Chief Officer agreed that this would be included in the rent arrears update.

RESOLVED:

- (a) That the report be received: and
- (b) That the Committee continues to support the ongoing work that is being undertaken by the Council and its partners to attempt to mitigate the full impact of the welfare reforms on vulnerable households.

6. WELSH GOVERNMENT CONSULTATION ON COUNCIL TAX PREMIUMS FOR SECOND HOMES AND LONG TERM EMPTY PROPERTY

The Committee received a report detailing Welsh Government (WG) consultations seeking views on the policy of giving Local Authorities discretionary powers regarding a Council Tax premium that could be applied to second homes and long-term empty properties. The Chief Officer (Community & Enterprise) explained that the report had been submitted to the first available meeting of this Committee in line with its revised Terms of Reference. Due to the timing of this change, Cabinet had already endorsed the responses to the consultation earlier in the week, however the Committee was assured that its views would be shared with the Deputy Leader to consider including in the Council's response to WG by 13 June 2015.

The Revenues Manager summarised the background to the report relating to legislation allowing local authorities to charge a Council Tax premium at a level of up to 100% above the normal level on long-term empty homes and second homes in their areas. The consultation by WG sought feedback on possible exemptions from the premium, as set out in the report, with appropriate time limits set as a safeguarding measure. As a future consideration, the Revenues Manager explained that any decision made by the Council to introduce a premium of up to an additional 100% would need to allow for a minimum of 12 months before the implementation of that policy.

Councillor Rosetta Dolphin felt it was unfair for some residents to be potentially charged double the amount of Council Tax on their empty properties. The Chief Officer said that she understood the concerns raised but that maximising income to the Council would minimise the need to seek savings. Whilst there was empathy with many of the households potentially affected, she pointed out that there were many more cases where empty properties were the subject of wider concerns in the community.

Councillor Dolphin referred to the proposed delayed premium charging applicable to empty and substantially unfurnished properties for 12 months and said that this could be evaded by the property being marketed for sale at an unrealistic price to delay the premium. The Revenues Manager advised that safeguards would be put in place to identify and monitor such activity. On another matter, he assured Members that owners of empty properties who were living in residential care homes would not be subject to the premium as they were already exempt.

The Housing Regeneration & Strategy Manager said that increasing housing supply was a priority for WG who had made available specific funding to help return long-term vacant properties back into use. In addition, the Council's housing company, North East Wales Homes, was able to work closely to support homeowners to make their empty properties available to let.

Councillor Dave Mackie referred to the difficulties in selling properties and felt that another mechanism was needed to deal with 'problem' properties that remained vacant over the longer term. Officers explained that the proposed additional Council Tax premium was one of a range of tools available to the

Council and provided information on the introduction of 'empty dwelling management orders' agreed by Cabinet in 2014.

The Housing Regeneration & Strategy Manager agreed to speak separately with Councillor Paul Cunningham about a query on the completion of property developments.

In response to a question from Councillor George Hardcastle, the Revenues Manager said that liability for paying Council Tax was generally with the owner of the property.

Councillor Mike Reece thanked the Housing Regeneration & Strategy Manager and his team for their work on properties in his ward.

Following comments from Councillor Ray Hughes on the proposals, the Revenues Manager clarified that the criteria for charging the premium rate would be set as part of the regulations and that there were no plans for local discretion to be applied.

RESOLVED:

That the Committee supports the proposals to exempt certain properties from the Council Tax premium, as set out in the report and endorsed by Cabinet at its meeting on 19 May 2015.

7. DELIVERY OF THE HOUSING REGENERATION & STRATEGY SERVICE

The Housing Regeneration & Strategy Manager presented the report to update the Committee and seek views on the activity of the Housing Regeneration & Strategy Service during 2014/15.

In detailing the key considerations, he referred to the pressures around reduced funding and staff vacancies. Despite this, 2014/15 had been positive in terms of the range of interventions and support given by the service, which had retained its Customer Service Excellence accreditation. The report detailed plans to focus on reducing the timescale for the delivery of disabled adaptations whilst noting that customer satisfaction feedback remained high. The update also included progress on energy efficiency measures and management of the Social Housing Grant Programme as well as WG funding streams for Houses into Homes and Home Improvement Loans.

Following a question from Councillor Mike Reece on solid brick properties, Members were advised that information was currently awaited on the Arbed programme for the current year and that areas would need to be targeted according to that guidance.

Councillor Ian Dunbar welcomed the Group Repair Scheme and in particular the engagement of local contractors and apprenticeships. In response to a question on Renewal Area funding, the Housing Regeneration & Strategy Manager advised that the budget allocation was awaited, but was expected to be less than the £282K allocated for the previous year.

In response to comments by Councillor Dave Mackie on reference to commuted sums in the report, officers said that existing planning consents remained in place and that the Planning Strategy Group was due to review local planning guidance in relation to affordable housing.

Councillor George Hardcastle expressed his appreciation to the officer team for their work on home improvements and repairs.

RESOLVED:

That the Committee welcomes and endorses the activity of the Housing Regeneration & Strategy Service during 2014/15.

8. FORWARD WORK PROGRAMME

The Member Engagement Manager introduced the current Forward Work Programme. The following changes were agreed:

- To move the Update on North East Wales Homes & Property Management to the next meeting on 1 June 2015.
- Following earlier discussion, an update on Rent Arrears would be scheduled for the meeting in September 2015.

The Member Engagement Manager advised that following the change in the Committee's Terms of Reference, a planning session would take place to consider future topics and populate the Forward Work Programme prior to the Summer recess.

RESOLVED:

That the Forward Work Programme be updated accordingly.

9. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

There was one member of the press in attendance.

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

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Chairman

COMMUNITY AND ENTERPRISE
OVERVIEW AND SCRUTINY COMMITTEE
1 JUNE 2015

Minutes of the meeting of the Community and Enterprise Overview and Scrutiny Committee of the Flintshire County Council held in the Delyn Committee Room, County Hall, Mold, on Monday, 1 June 2015

PRESENT: Councillor Ron Hampson (Chairman)

Councillors: Amanda Bragg, Paul Cunningham, Peter Curtis, Jim Falshaw, George Hardcastle, Ray Hughes, Brian Lloyd, Vicky Perfect, Mike Reece and Gareth Roberts

SUBSTITUTIONS:

Councillors Dave Mackie for Rosetta Dolphin and Paul Shotton for Ian Dunbar

ALSO PRESENT: Councillor Tony Sharps

CONTRIBUTORS:

Cabinet Member for Housing, Chief Officer (Community & Enterprise), Programme Manager, Senior Manager Council Housing, Community Support Services Manager, and Neighbourhood Housing Team Leader

For minute number 3 – Work of Grwp Cynefin Housing Association

Mr. Walis George , Chief Executive - Grwp Cynefin, and Mr. Rhys Davis, Regeneration Director - Grwp Cynefin

IN ATTENDANCE:

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

1. DECLARATIONS OF INTEREST

No declarations of interest were made.

2. MINUTES

The minutes of the meeting of the Committee held on 24 April 2015 had been circulated to Members with the agenda.

RESOLVED:

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

3. WORK OF GRWP CYNEFIN HOUSING ASSOCIATION

The Chairman introduced Mr. Walis George, Chief Executive - Grwp Cynefin and Mr. Rhys Davis, Regeneration Director - Grwp Cynefin, to the meeting.

Mr. George and Mr. Davis jointly provided a presentation to the Committee about the work of Grwp Cynefin Housing Association. Mr. George advised that Grwp Cynefin aimed to work with local authorities to provide a wide range of housing solutions across North Wales. The key features of the presentation were:-

- Social Rental Homes
- Affordable Homes
- Rural Development
- Services for Older People
- Other Activities

The Chair thanked Mr George and Mr. Davis for their detailed and informative presentation and invited Members to raise questions.

Councillor Paul Shotton sought clarification on the terminology “affordable homes”. Mr. Davis explained that in a general sense the term was applied to assist people on a limited income who were either unable to provide a deposit or could afford only a small deposit.

Councillor Dave Mackie referred to the Affordable Housing Register and expressed concerns that developers considering to develop in an area cited the lack of applicants on the Register as a reason not to commit to affordable housing. In his response Mr. Davis explained that the Register was more active in an area where there was development and opportunity. He advised that Grwp Cynefin was working with developers to make sure there was adequate advertising of development sites. He referred to the need for an objective assessment to be made on every location and commented on the responsibility to properly market affordable housing provision. He said discussion about that and improving the marketing strategy not just with the Authority but across all Wales was taking place. He said that as a result the number of people on the Register should improve.

Referring to future developments Mr. Davis commented on the need for due consideration of the long term investment and not just the opportunity that presented itself at the time. He said that Grwp Cynefin gave careful consideration to the site, housing needs, and trend in an area. He confirmed that Grwp Cynefin liaised with the housing department to assess local strategy needs and ensure the continuing viability of a scheme.

Councillor Dave Mackie commented that areas that were previously considered as not being available for development were now being looked at. He said there was a need to promote awareness that there was going to be development in such areas.

In response to the comments and questions raised the Chief Officer explained the difference between the Social Register and the Affordable Housing Register. She commented on the need to renew efforts to promote the Affordable Housing Register and reiterated the view that developers would use lack of evidence of applicants to justify their stance.

Councillor Amanda Bragg asked if Grwp Cynefin worked in partnership with the All Wales Credit Union. Mr. Davis confirmed that it did and also had an ongoing relationship with different lenders. He explained that Grwp Cynefin were also involved in mortgage rescue provision and could guide people to the most appropriate expert advice.

Responding to a query raised by Councillor George Hardcastle regarding the information provided to applicants on the Affordable Housing Register, Mr. George confirmed that detailed supplementary information was provided and an in depth analysis of the position of applicants was undertaken by a specialist team.

During discussion Councillor Peter Curtis raised a number of questions and concerns around the provision of Extra Care facilities. Mr. George responded to the matters raised and concurred that the rent charged had to be affordable.

RESOLVED:

That the presentation be received.

4. UPDATE ON NORTH EAST WALES HOMES AND PROPERTY MANAGEMENT

The Chief Officer (Community and Enterprise) introduced a report to provide an update on North East Wales Homes (NEW Homes) first full year of operation and progress made against the Business Plan. She invited Mel Evans, Programme Manager, to provide an overview.

The Programme Manager provided background information and referred to the key considerations which were detailed in the report. He reported on the new build properties which had been secured through Section 106 Agreement, the landlord management offer, over 55 lease scheme, future growth strategy, Strategic Housing and Regeneration Programme (SHARP), and private borrowing.

The Chairman congratulated the Chief Officer and the Housing team on the significant work and progress achieved and invited Members to raise questions.

Councillor Paul Shotton reiterated the views which had been made by the Chairman and expressed his congratulations on progress made.

Councillor Amanda Bragg referred to the landlord management service launched by NEW Homes and queried how charges compared with the management fees charged by companies in the private sector. Officers responded to the comments made and explained that a key objective for NEW Homes was to provide access to a property that a person could not afford to rent in the private market.

RESOLVED:

- (a) That the progress made by NEW Homes to date against Business Plan projections be noted; and
- (b) That NEW Homes future Growth Strategy projections and proposals be noted.

5. ALLOCATION OF SHELTERED ACCOMMODATION

The Chief Officer (Community and Enterprise) introduced a report on the issues affecting the level of demand for some sheltered housing properties in the County and to propose the next phase to explore solutions.

The Chief Officer introduced Katie Clubb, Community Support Services Manager, Nikki Evans, Senior Manager Council Housing, Julie Gorman, Neighbourhood Housing Team Leader, Jackie Perry, Housing Manager, and Tony Jones, Capital Works Team Manager, to the Committee. She invited the Senior Manager Council Housing to report on the main considerations as detailed in the report.

Councillor Paul Shotton welcomed the growth in Extra Care accommodation and the further 143 units planned for 2017/18. He suggested that lowering of the age eligibility could be considered to meet the increased demand for smaller accommodation as a result of the Welfare Reform changes.

In response to a query from Councillor George Hardcastle, the Community Support Services Manager advised that the majority of people who applied for sheltered housing were over 60 and any exception outside the criteria would need to be agreed.

Councillor Peter Curtis expressed concerns around lowering the age eligibility for Extra Care accommodation and sheltered housing. He referred to the need to be aware of the potential for disruptive behaviour to arise if there were significant differences in age groups.

The Cabinet Member for Housing explained that to address the issues of low demand sheltered housing and future planning for the accommodation needs of an ageing population, it was proposed that an Officer led Working Group undertakes a full review and assessment of the sheltered housing stock in consultation with Local Elected Members and Cabinet Members. The

Group would then make recommendations for consideration informed by local knowledge to make best use of the properties to meet housing need.

RESOLVED:

- (a) That the issues raised around the demand for some sheltered properties be noted; and
- (b) That the proposal for the next phase of work to address the issues be supported.

6. FORWARD WORK PROGRAMME

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

The Facilitator advised that the Member Engagement Manager was in the process of arranging a workshop for all Overview and Scrutiny Committees to populate their Forward Work Programmes for the remainder of the year.

Members reviewed the current programme and agreed that the following items be considered at the next meeting to be held on 8 July 2015:

- Quarterly Performance Reporting
- Update on Tenant Involvement

The Chief Officer (Community and Enterprise) advised that in addition to the above items she also proposed to submit a report on the Restructure of Community and Enterprise to the next meeting.

RESOLVED:

That the Forward Work Programme be updated accordingly.

7. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE

There was one member of the press in attendance.

(The meeting started at 10.00 am and ended at 11.25 am)

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Chairman

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **HOUSING OVERVIEW & SCRUTINY COMMITTEE**
DATE: **8TH JULY 2015**
REPORT BY: **CHIEF OFFICER COMMUNITY AND ENTERPRISE**
SUBJECT: **CUSTOMER INVOLVEMENT - COUNCIL HOUSING SERVICES**

1.00 PURPOSE OF REPORT

1.01 The purpose of the report is to provide assurance to the Overview and Scrutiny committee on the commitment and approach to Customer Involvement within the Council Housing Services. The report updates members of the committee on on-going activities and proposes further development of a number of measures to ensure effective Customer Involvement and Customer focused service outcomes.

2.00 BACKGROUND

Customer Involvement Activities, Projects and Priorities

2.01 In order to ensure that the delivery of the Council Housing Service reflects the needs and priorities of customers, the Council offers a variety of formal and informal opportunities for customers to be involved. Customers have different preferences in relation to being involved, and may only do so for example when they wish to express a view on a service they have received, or a particular community issue, whereas others may wish to be part of a formal working group, or residents association.

2.02 To ensure that the Council Housing Services are delivering high quality, customer focused services based on customer views, feedback and expectations the service has continued to build on involvement in the following areas:

- Tenant scrutiny and service improvement
- Delivering the Welsh Housing Quality Standards(WHQS)
- Local neighbourhood involvement
- Supporting customers to be involved
- Communication

2.03 **Tenant Scrutiny and Service Improvement**

2.03.1 Customers have been involved in shaping, scrutinising and holding services to account helping to drive forward service improvements. The Customer Reality Checker Group is the tenant inspection regime established in 2013, whose job is to test out the services being delivered and identify the reality of the customer experience. The approach has been effective in instigating change and service improvements. Outcomes include:

2.03.2 Responsive Repairs

- Identified customer care issues including the need to use dust sheets in tenant's homes
- The need for more repairs by appointment resulting in higher customer satisfaction
- Reduce time spent by operatives on call backs resulting in improved repairs performance

2.03.3 Anti-social Behaviour

- A baseline service assessment prior to the implementation of a revised antisocial behaviour policy, IT system and specialist team.
- Mystery shopping techniques using scenario based calls to staff to identify advice given, and information available to tenants.
- Additional training for staff, and the development of advice leaflets and record logs.

2.03.4 Tenant Federation Members have attended Overview and Scrutiny Committee to gain a greater insight in to the role of scrutiny and to provide feedback on various issues from the tenant's perspective.

2.04 **Delivering the Welsh Housing Quality Standards (WHQS)**

2.04.1 During the summer of 2014 extensive tenant consultation took place on a revised programme to meet the WHQS by 2020. This started at the family fun day with over 50 tenants giving their views, followed by a questionnaire to all tenants resulting in 1600 questionnaires being completed. This was followed by a number of consultation events held at Connects offices which provided the opportunity for tenants to give their opinion and shape the new delivery programme.

2.04.2 In March 2015, six tenants received training and were actively engaged in the appointment of various contractors and will continue to be involved in monitoring contracts to ensure customer satisfaction remains high. For example, Members of the Federation have undertaken face to face satisfaction surveys with tenants who have received improvements during the delivery of the 2014/15 WHQS programme.

2.04.3 To further support the delivery of the Welsh Housing Quality Standards, two Tenant Liaison Officers have been appointed to work with communities, organise local consultation events and local 'choices' open days for tenants to discuss options and other issues relating to the kitchen/bathroom installations and to ensure there is good communication throughout the projects.

2.05 Local Neighbourhood Involvement

2.05.1 Tenants conferences were held on 3rd February 2014 (Civic Hall), and 9th October 2014 (Theatre Clwyd) to enable consultation on a wide range of issues that are important to tenants and the wider community. The conferences were themed and provided valuable feedback on service improvement plans, budget planning and pressures, new anti-social behaviour legislation, and during 'what the customer wants' workshop sessions tenants have provided valuable insight into the services we deliver. Whilst attendance at the October event was low, new volunteers were recruited for the asset management group during workshop sessions.

2.05.2 In January 2015, a joint Elected Member and Tenant workshop was held with the main presentations being self-financing and service charges. The joint approach to such events was well received by both tenants and members alike, and we hope to plan similar events in the future. From this service charge information and consultation events are currently underway with all tenants who receive service charges to provide information and to gather their views on the quality of services being delivered.

2.05.3 For the last four years, a summer family fun day has been held, as an informal way of engaging with customers who may not wish to participate in more formal events or groups. This aims to promote the services and support available to both tenants and residents of the county and other visitors to the area. The events have been held in various locations including Mold, Connah's Quay, Penyffordd and Flint. Attendance at the local events has been approximately 300-400 people with the exception of the 2014 event at Flint Castle where over 1000 people attended.

2.05.4 Some of the outcomes include:

- The capital works team held their first consultation session on area based works, type of works to be completed with the staff speaking to over 50 tenants.
- Advertising the Housing Facebook site
- Neighborhood management and housing support services offered advice and information to current and prospective tenants along with policy information.
- The repairs service gained an insight into website content based on customer expectations, experience of other websites and views. Contact was made with approximately 80 people,

and their views have been used to develop website.

- NEW (North East Wales) Homes used the opportunity to advertise the company and the services it provides.

2.05.5 This year the event was held as part of the Flint festival on Saturday 4th July and has been funded solely by sponsorship from contractors, with no financial impact on the service. It has been identified that more focus needs to be given to understanding the profile of the attendees, and identifying the outcomes from the event to ensure value for money for future events.

2.05.6 The council holds an annual customer awards ceremony each year to recognise the many valuable achievements of the volunteers working across the various communities. To ensure value for money, members of the committee are asked to consider that the event could be delivered in partnership with other organisations working with the voluntary sector including FLVC or Neighbourhood Watch, who hold similar events.

2.05.7 There are also local repair/housing surgeries which provide face to face engagement on a community basis, currently there are 2 areas which hold monthly surgeries, with other areas arranged on an ad hoc basis. Neighbourhood Housing staff organise a programme of EVA's (Environmental and Visual Audits) which take place on a regular basis with NHO's, Repairs staff, Local Member and representatives from local groups.

2.06 **Supporting Involvement and Training Opportunities**

2.06.1 The service actively encourage and support customers to get involved by offering training and support where needed, helping to build capacity to enable effective involvement. This includes providing support and advice for local groups and residents associations to set up and undertake community garden's, kids clubs and fundraising.

2.06.2 The Housing service is supporting and work in partnership with Flintshire Tenant's Federation to design and improve services, which includes:

- Update on the WHQS programme
- Special subject meetings such as rent setting
- Members are on the involvement strategy group to develop and monitor involvement opportunities
- Two members of the Tenant's Federation sit on the Strategic Housing and Regeneration Programme (SHARP) Steering Group.

2.06.3 The council has supported a range of training opportunities to facilitate groups and individuals who wish to be formally involved. The knowledge and experiences gained through training and information sessions supports tenants by helping to build their confidence and

develop skills which help them access employment opportunities, whilst promoting community cohesion and building stronger and sustainable communities.

- 2.06.4 Training/information sessions undertaken in 2014/15 included:
- Negotiating skills for groups -June 2014 (11 attendees)
 - Involving your local community – Dec 2014 (10 attendees)
 - Appointment of Contractors briefing session -February 2015 (6 attendees)
 - Interview skills –March 2015 (6 attendees)
 - Right To Buy consultation - April 2015 (14 attendees)

- 2.06.5 Further training is planned for during 2015/16 on Fundraising, Basic First Aid, Service information updates, Basic food hygiene

By providing support and offering training opportunities the following outcomes have been achieved:

- Volunteers have develop luncheon clubs through gaining basic food hygiene certificates
- A formal response to Welsh Government on the Right to Buy consultation has been developed by the Tenants Federation
- Participation in contractor appointments
- A volunteer work placement with a contractor was gained which provided valuable work experience and enhanced employment opportunities.
- Asset management group volunteers were involved in the appointment of contractors to deliver the to Welsh Housing Quality Standard programme.

2.07 **Communication**

- 2.07.1 The Housing Service produces a Housing News magazine which is published and delivered twice a year to all tenants. Following recommendations at the scrutiny meeting held in 2013, the publication is now produced on a lower grade paper and in a newspaper format, making it a more cost effective publication. Tenant value the production of the housing news and at the October 2014 tenant conference rated the service as good.

- 2.07.2 The Publications and Information panel (PIP) was set up in June 2014 and consists of 3 elected members, 3 staff and 3 tenant representatives. The group meet monthly to develop articles for the housing news and review tenant information and leaflets to ensure it is appropriate for the target audience and provides valuable and meaningful information.

- 2.07.3 The Housing in Flintshire Facebook page was launched in 2014 with the aim of engaging with tenants and younger residents and has been successfully used to advertise events organised by housing services

such as the family fun day, Flintshire Council and Welsh government consultations and promoting other agencies information that our customers may find useful, including the 'Chip my Dog' programme organised by the Dogs Trust. The page 'likes' has increased to over 600 with the recent promotion of the page at local events, a promotion leaflet in the tenant sign up pack and promotion at the modern trainee information event.

2.07.4 The work undertaken on a day to basis by the many staff across departments within housing services, helps to mainstream participation and increase the involvement of our customers, and strengthens community confidence in the services delivered.

3.00 CONSIDERATIONS

3.01 Customer Involvement Strategic Review

To further enhance the involvement opportunities for customers and to ensure the service delivers a value for money, customer focused service it is planned to review and refresh the customer involvement strategy to include the following:

- Expand the Asset management volunteer group, and undertake a series of training sessions to ensure all the volunteers recruited can play an active role in different areas of the WHQS projects.
- Continue to support the Publications and Information Panel group to review, and in the development of new information and publications that tenants receive.
- Continued support for the Tenants Federation and local resident groups, including providing advice and support, membership growth, increase knowledge base of member groups through internal and external training, and exchange visits with other similar organisations.
- Identify methods of involvement with younger tenants and those who do not engage in formal activities, including those that work during the day, when most activities happen.
- Provide opportunities for the wider tenant body to influence service improvement plans, through additional local consultation and involvement events, and working in partnership with other departments and organisations including Communities First.
- Develop an 'every contact counts' approach to gathering customer insight information to help tailor service delivery and drive improvements.
- Develop with customers an approach to digital engagement which reflects their needs and encourages real time customer feedback, this will involve looking at some of the leading practice being developed such as use of mobile applications, neighbourhood internet access

- Develop an impact assessment approach to review the effectiveness and value for money of events.

4.00 RECOMMENDATIONS

4.01 Members are asked to note the on-going service activity in relation to Customer Involvement and to provide input and advice to guide the development of the revised Customer Involvement Strategy described in section 3.

5.00 FINANCIAL IMPLICATIONS

5.01 No issues arising from this report.

6.00 ANTI POVERTY IMPACT

6.01 No issues arising from this report.

7.00 ENVIRONMENTAL IMPACT

7.01 No issues arising from this report.

8.00 EQUALITIES IMPACT

8.01 No issues arising from this report.

9.00 PERSONNEL IMPLICATIONS

9.01 No issues arising from this report

10.00 CONSULTATION REQUIRED

10.01 Member and Tenant joint event to review and refresh the customer involvement strategies action plan.

11.00 CONSULTATION UNDERTAKEN

11.01 Initial information gathered at October 2014 tenant conference will be used to influence the development of the customer involvement strategy.

12.00 APPENDICES

12.01 None.

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FLINTSHIRE COUNTY COUNCIL

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

DATE: **WEDNESDAY 8TH JULY, 2015**

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

SUBJECT: **YEAR END CHIEF OFFICER PERFORMANCE REPORT**

1.00 PURPOSE OF REPORT

1.01 To consider the 2014/15 Year End Service Performance Report produced at Chief Officer level for the respective portfolio.

2.00 BACKGROUND

2.01 The new style Improvement Plan adopted by Council in June 2013 which is aligned to the new three year Outcome Agreement, focuses on the priorities which are expected to have the most impact during 2014/15.

2.02 In addition to the Chief Officer performance reports, bi-annually Improvement Plan Monitoring Reports will be presented to Overview & Scrutiny Committees according to the priority area of interest.

3.00 CONSIDERATIONS

3.01 A copy of the detailed Year End Chief Officer (Community and Enterprise) performance report is attached at Appendix 1.

3.02 The contents of the Chief Officer reports include:-

- areas of positive performance;
- areas of concern;
- the Council Improvement Priorities that are not set as an in-year priority;
- progress for key projects and collaborative areas of work;
- risk summaries;
- reporting against findings from internal and external regulatory bodies e.g. Wales Audit Office, Care and Social Services Inspectorate Wales or Estyn; and
- performance against the statutory national performance indicators (NSIs and PAMs).

3.03 Analysis of performance against the Improvement Targets and NSIs is undertaken using the RAG (Red, Amber and Green) status. This is defined as follows:-

- RED – equates to a position of unacceptable performance
- AMBER – equates to a mid position where the performance has not achieved target but is within an acceptable level
- GREEN – equates to meeting or exceeding target

3.04 There are no indicators which show a high (RED) status against target.

4.00 RECOMMENDATION

4.01 That the Committee consider the 2014/15 Year End Service Performance Report produced by the Chief Officer, highlight and monitor poor performance and feedback details of any challenge to the Corporate Resources Overview & Scrutiny Committee who are responsible for the overview and monitoring of performance.

5.00 FINANCIAL IMPLICATIONS

5.01 None as a result of this report.

6.00 ANTI POVERTY IMPACT

6.01 None as a result of this report.

7.00 ENVIRONMENTAL IMPACT

7.01 None as a result of this report.

8.00 EQUALITIES IMPACT

8.01 None as a result of this report.

9.00 PERSONNEL IMPLICATIONS

9.01 None as a result of this report.

10.00 CONSULTATION REQUIRED

10.01 Publication of this report constitutes consultation.

11.00 CONSULTATION UNDERTAKEN

11.01 Not applicable.

12.00 APPENDICES

- 12.01 Appendix 1 – Chief Officer (Community and Enterprise) Year End Performance Report

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

None.

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Year End Chief Officer Report

Report Author: Chief Officer – Community and Enterprise
Report Date: April 2015
Report Period: 01 October 2014 to 31 March 2015

Introduction

The Chief Officer report is produced on a half yearly basis and provided to Cabinet Members for review and assurance focusing on the 'business as usual'. The reports are provided for Overview and Scrutiny Committees as part of their Forward Work Programmes. Chief Officer reports compliment the Improvement Plan monitoring reports.

Chief Officer reports are exception reports which summarise the key information Members should be aware of, including both good and poor performance. Emerging issues / operational risks are also detailed. The reports are split into three distinct sections:-

1. Performance Overview - this section is used to give an overview of the progress being made towards delivery of key plans for the services which include those Improvement Priorities which do not have an in year focus i.e. these are not reported within the quarterly Improvement Plan monitoring. It is also used to highlight good news and key issues (including operational risks) arising. In addition, summary progress is given for key projects and collaborative areas of work.

2. Internal and External Regulatory Reports - this section summarises regulatory work reported in the half year and its outcomes and intended actions arising from recommendations.

3. Corporate Reporting - this section summarises the performance in relation to corporate issues i.e. Sickness absence, Complaints

Plus supporting appendices: -

Appendix 1- Performance Indicators - summary table of the key performance indicators used to manage the services. In addition, any NSI and PAM (statutory PIs) reported by the services are included.

Appendix 2 - High level (red) operational risk detail - completed full risk templates for those risks currently assessed as high (red).

Section 1 - Performance Overview

This report covers the following business plan areas:

- Housing Revenue Account
- Regeneration
- Customer Services
- Economic Development

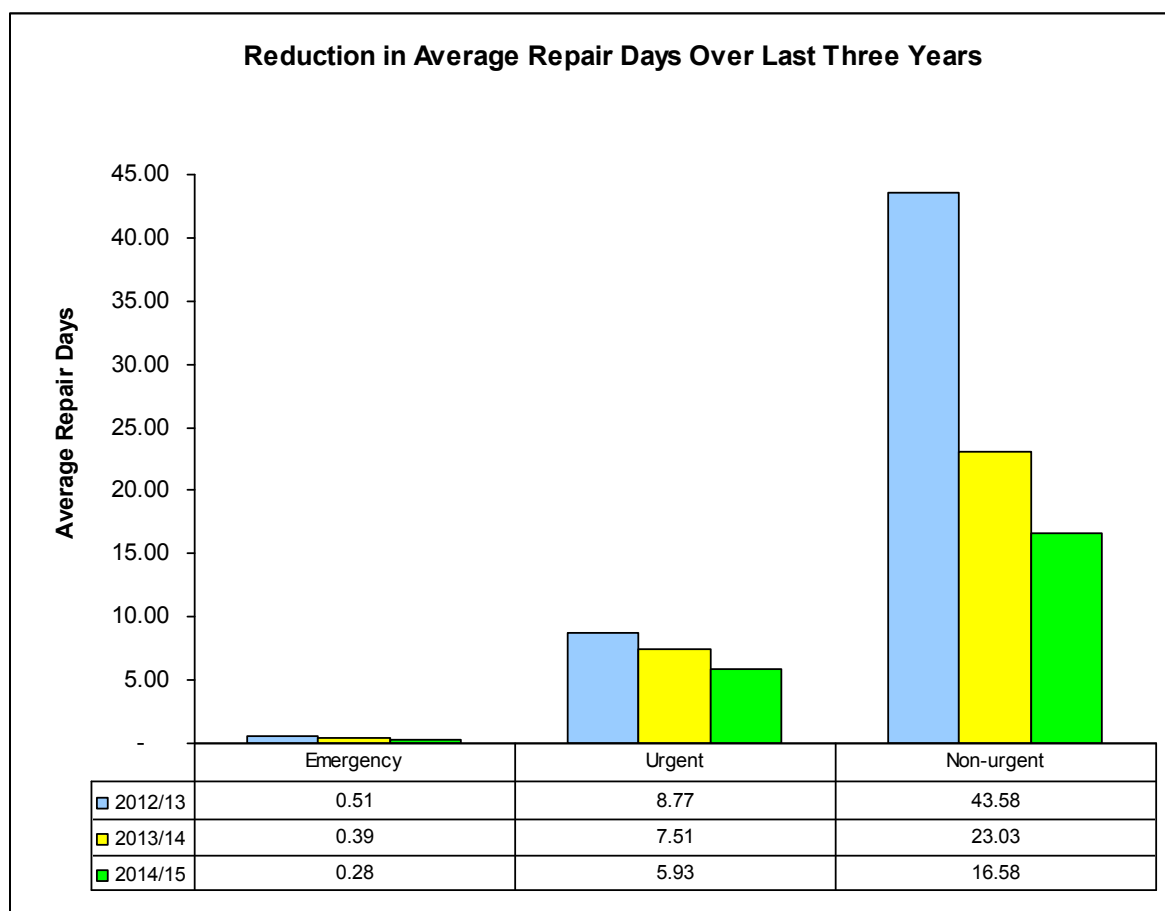
Areas of Positive Performance / Areas of Concern

Housing Revenue Account:

Areas of Positive Performance:

Improvements within the Housing Asset Management teams have continued to deliver improved performance and progress across all projects and initiatives as reported both in Scrutiny Reports and the Improvement Plan Reports.

Of particular importance for reporting is the year on year improvements on the average repair times across all categories of repair. This is illustrated in the graph below:



The response time for emergency repairs has almost halved over the last three years and the non-urgent repairs which historically has been a problem for the service has seen a reduction of 62% in turnaround times over the same period.

Performance against target for repairs, gas servicing, rents and arrears can be found in Appendix 1 of this document.

Voids reporting was suspended this year due to changes on the system and will be reinstated from April 2015.

Areas of Concern:

Voids turnaround times and the issues around gaining access to properties to undertake the gas safety checks remains a concern and will be the focus in terms of both performance and management arrangements for 2015/16.

Some of the issues historically have been around interface between the Housing Asset Management and the Housing Management functions. The new management structure combining both these areas under a HRA Management role will provide the opportunity to resolve these issues and to use the same strategies and initiatives that have been instrumental in the significant improvements made to Housing Asset Management during the past three years.

Community Support Services:

The SARTH project is a significant part of developing a housing solutions approach in Flintshire. The project has maintained momentum in preparation for the launch of the common housing register for Flintshire. The new register was developed in January and allocations went live at the beginning of April.

The service has completed the Homeless Prevention Pilot and shared the early findings with other Local Authorities and organisations. The pilot has ensured that we are prepared for the new legislation and can build on the work already carried out.

The CBASS service has expanded over the year and is supporting older people across a range of tenures. The service has also supported other areas to improve the service for older people. They are assisting with housing applications and medical forms and are carrying out more low level welfare benefits work.

The service area has taken over management of the Flintshire Bond Scheme from YMCA Wales. The Local Authority has secured the grant funding for the project and will deliver this service in house as part of the wider housing solutions service.

The Welfare Rights Team continues to meet their income maximisation targets despite having less posts than the previous year.

Areas of Concern:

The change to a new common housing register has seen a considerable reduction in the number of applicants on the list. The team are continuing to contact applicants and ensure that all those with a housing need are included and information held is up to date. To mitigate the risk in the interim of any individuals in housing need not being allocated a property, the team are cross referencing back to the old register.

The homeless pilot has identified that there are a good deal of benefits from an early prevention approach. However, it is also clear that there will always be homeless cases that cannot be prevented and emergencies such as family breakdown, domestic violence, disasters and illegal evictions. Some households continue to approach the service at the last opportunity. This has meant that we have not seen a

reduction in the numbers of people placed in B&B accommodation. There has actually been an increase in the number of families compared to the previous year. The new duties within the new legislation mean there is a risk we will see an increase in B&B use. It is pleasing to see that the team have reduced the length of stay for all households in B&B.

The Supporting People Programme continues to face year on year reductions. The team have worked well to identify efficiencies. Further reductions and the impact on statutory services and our ability to manage the new legislation is a cause for concern.

Regeneration:

Despite a late approval from Welsh Government, the Vibrant and Viable Places programme in Deeside has started well, with the majority of projects mobilising to plan and the full anticipated spend for 2014/15 achieved with some virement between projects. Planning for year 2 projects is underway. The development of the Deeside Plan is also underway with David Lock Associates appointed to work with the Council and Deeside Partnership to produce the plan through 2015.

The Council was successful in attracting £50,000 partnership funding from WG to support capacity building for the Holywell town partnership as well as promotion of the town. This is running from 2014 until 2016.

The Council supported the Mold Food Festival for the 9th year in late September 2014. Approximately 13,000 visitors attended over the two days of the Festival bringing an estimated £250,000 into the local economy.

The Communities First programme has received Welsh Government approval for 2015/16. The LIFT programme, in which Flintshire is one of 9 pilots across Wales, has achieved 130 client outcomes in its first seven months of operation, compared to the target of 105 in 12 months. The LIFT programme has now established 14 work placements with a local construction firm to provide work experience, updated construction skills and CSCS cards. There are now 74 members of the Enterprise Club supported by Communities First, of whom 18 are trading. The Communities First programme is actively engaged with the 21st Century Schools and SHARP programmes to link the construction contracts to opportunities to provide work experience and jobs for local people.

It has been a very positive year for the Housing Regeneration & Strategy Service, with over 1100 homes adapted to meet disability needs, receiving urgent repairs and benefitting from improvements through energy efficiency retrofit, in addition the figure above includes those brought back in to use.

Housing Regeneration & Strategy was in a position to increase its work programme in Q4 of 14/15 to utilise non-housing under spends in the Vibrant & Viable Places programme. This ensured that the council was able to claim full spend against its allocated grant and outperformed the targets set.

Areas of Concern:

Some historic issues have been identified by recent audits of Communities First but

these are already being addressed.

The national performance indicator in respect of timeliness in the delivery of disabled adaptations has deteriorated and the council will not meet the 247 days average set last year. This is due to the loss of 3 staff who were assigned to DFG work and this will be addressed in the forthcoming restructure of the Service, with additional people capacity built in.

Customer Services

Areas of Positive Performance:

- Approval of a revised Customer Service Policy following a period of consultation.
- Flintshire County Council Website achieved a 2* rating following the annual Better Connected assessment 2015. The website had been redesigned following customer feedback and the assessment was carried out immediately after its launch whilst there were still a number of technical and content issues being developed. This is an improvement from the 2014 assessment.
- Increased use of Twitter to engage with customers. The Flintshire account now has 8,500+ English and 391+ Welsh followers.
- Approval to develop a Connects facility in Buckley and Mold in partnership with the library service.
- Introduction of face to face assessments for blue badge applications under the discretionary criteria. Service to be delivered from Connects Centres starting in April 2015. New service will support those that have difficulty completing the application form and providing relevant evidence.
- Introduction of on line nursery admissions. Option to submit a paper application has been removed and application is available on line only. No negative publicity from customers and all applications were received electronically. Plans are underway to develop the same approach for primary and secondary school admissions.
- Innovation & Service Improvement Award received in recognition of the Flintshire App.

Benefits & Welfare Reform

Areas of Positive Performance:

Welfare Reform has remained a challenge for 2014/2015 and this has driven some changes in the way the service is delivered:

- Universal Credit arrived in Shotton Job Centre initially for single people, expanding to couples early in the year and then bringing on board families in the early part of quarter 4. The National Roll Out of Universal Credit has now meant that the other 2 jobcentres in Flintshire (Mold and Flint) have also now gone "live" with Universal Credit for single people.
- Single Fraud Investigation Service identified Flintshire as being part of the first stage roll out and our investigation staff were successfully transferred into DWP in October 2014.
- The Welfare Response Team joined the benefits service during the year to work alongside the benefits team to support applications and intervention/support work with our customers applying for Discretionary

Housing Payment. Applications are now decided with an element of conditionality for our customers to access support and advice and the team are working with people to help them to help themselves to attain a stable and manageable financial position.

- Work has also been undertaken in conjunction other local authorities in Wales to produce a framework for Discretionary Housing Payment in order to provide assurance and to remove the risk of a “postcode lottery” by adopting a consistent approach to decision making against an agreed framework.
- There has been a drive to move towards electronic communication in relation to:
 - Development of web forms for customers to complete and submit on line
 - E-Notifications
 - Withdrawal of Paper Remittances
- During the year we have received over 200 online applications for benefit and have sent just under 2000 E-Notification letters. We have stopped sending Paper Remittances to Landlords, this service is now offered electronically via the website using “MYAccounts”. The service is continuing to develop these areas in order to maximise the savings associated with electronic communication in order to contribute to meeting the financial challenges in bridging the budget gap in 2015-16

Revenues

Areas of Positive Performance:

- The final outturn collection rates for Revenue collections were 97.8% for Council Tax and 98.3% for Business Rates.
- The collection levels for Council Tax held up against similar levels in the previous year despite a major review of single person discounts being undertaken during 2014-15 which resulted in the removal of nearly £315,000 of discounts in Q3 and Q4 and has provided a significant contribution in meeting the financial challenges and bridging the budget gap in 2015-16.
- During Q4, investment in a payment kiosk at Mold library finally enabled the closure of Mold Town Hall Cash Office and customers are now encouraged to make use of the self-service payment facilities located in the library. This has also helped to reduce internal administrative and a reduction in staffing costs for the Cash Collection service.
- Following approval at cabinet to introduce an in-house bailiff service, the Revenues team have been working towards the full implementation of the new service and a ‘go live’ is scheduled for Q1 in 2015-16 following the successful project to install a new bailiff software system.
- A number of Welsh Government Business Rate grant schemes were launched during Q3 and Q4, which included the Local Needs Scheme and a retail rate relief scheme which provided awards of £1,000 to retailers. Both schemes were publicised well and take up was high.

Areas of Concern:

- Collection of Business Rates remains a challenge in the current economic climate and the Council continues to collect business rates despite seeing a growing number of aggressive rate/tax avoidance schemes which operate

throughout the County and nationally. With a large industrial base, the Council is considered to be more vulnerable to highly organised rate avoidance schemes in respect of a number of empty industrial properties. Collection of business rates is therefore slightly lower in 2014-15 as a direct result of rate avoidance (0.2% down)

Economic development

Areas of Positive Performance:

Flintshire and Wrexham Strategic Parks Project 2010 – 2015: The five year project was unique to Wales and successfully delivered a working “business community” within Deeside Industrial Park and Wrexham Industrial Estate that developed and supported the economic, financial and environmental prosperity of these two areas of major employment importance in North East Wales. Collaboration and partnership facilitation has enabled smaller businesses to interact with larger businesses to create an environment where best practice could be shared and Deeside Industrial Park Forum will continue to operate as a legacy of the project.

The following results were the outcome of the project:

- 550 companies have engaged in the project
- 283 jobs created
- £7,797,000 private sector investment
- 251 Enterprises Assisted
- Over 250 businesses Improving their Environmental Performance and Equality and Diversity within the workplace
- 22 Individuals Assisted to set up a new enterprise
- 13 Enterprises Created

Flintshire Business Week 2014: Flintshire Business Week 2014 was a success for the eighth year running, with 18 well attended events and workshops proving that Flintshire is an established place to do business. Flintshire Business Week brought hundreds of businesses together with the unique and successful partnership between the public and private sector.

Tourism – Explore Flintshire: Flintshire County Council’s new tourism website www.exploreflintshire.co.uk was launched in March prior to the visitor season and was supported by partners including the Clwydian Range and Dee Valley AONB, Flintshire Tourism Association, North East Wales and Visit Wales.

The website and supporting twitter account has been developed with residents and visitors to the county in mind through four key areas - what to do, where to stay, places to eat and let’s explore. The site is fully mobile ready and will promote and enhance our visitor economy.

Economic Ambition Board and Mersey Dee Alliance Collaboration: Flintshire was the lead Authority for creating the “North Wales Advanced Manufacturing and Materials Directory (NWAMAMD)” on behalf of NW Economic Ambition Board to raise awareness and importance of the sector across the region. Subsequently the Mersey Dee Alliance Innovation Network and NW Advanced Manufacturing Network merged to successfully increase cross boarder regional business development and supply chain activity.

Areas of Concern:

Collaboration options need to be developed further to protect service delivery.

NEW Homes**Areas of Positive Performance:**

NEW Homes reporting is covered in the Improvement Plan Report. During the last quarter internal support has been given to commercial development of the company identifying areas of improvement in terms of marketing and the packing of services to make the company more competitive in its positioning.

A new suite of performance measures have been drafted and will be used for reporting to board members

Areas of Concern:

For the company to be self-sufficient in the commercial side of the business which delivers property management services must be competitive and marketed well. Initial ideas have been shared with the board which are now under development for full board approval.

Summary of Operational Risks (from the above sections)

Risk Type	Risk Ref. and Description	Net Risk Score	Risk Trend	Target Risk Score & Date	Status Open / Closed
Operational / Project	The current budget challenges places risks to ongoing service delivery especially for non-statutory services. Current Mitigation Actions Options are being developed to maximise income, research alternative delivery models, make cost efficiencies, reduce demand etc. These will be shared during the budget process.	A	↔	A	Open
Operational	The level of rent arrears in the HRA arising from Welfare Reform requires close monitoring and may need policy change to protect income going forward.	A	↓	A 31/3/15	Open

Section 2 - Internal and External Regulatory Reports

Report: Communities First

Date Finalised: March 2015

Conclusion: Taking account of the issues identified, management cannot take assurance that the controls upon which the organisation relies to manage this risk are suitably designed or consistently applied. Action needs to be taken to ensure this risk is managed.

Recommendations: 2 x high, 4 x medium, 3 x low

Summary

Areas of Good Practice

- Good audit trails in place between the quarterly expenditure records and the claims submitted to Welsh Government.
- Clear linkages between projects and the Communities First priorities.

Key Areas for Improvement

- The audit identified that closer adherence to Council contract procedure rules was required and this has subsequently been actioned.
- The audit also identified that the support to West Flintshire Community Enterprises needs to be governed through a partnership agreement and quantified for State Aid monitoring purposes. This work is currently underway.
- The Audit recommended that the Council should ensure that all possible costs associated with the programme are reclaimed from WG. This has since been actioned.

Report: Review of Discretionary Housing Payments Wales Audit Office

Date Finalised: April 2015

Conclusion: Good Progress

Recommendations: **None**

Summary

- Our review found that the Council has established customer friendly systems to support people to apply for Discretionary Housing Payment (DHP).
- The Council has a DHP policy, which sets out its priorities for funding. In addition, the Council has also developed a guide for applicants, which is publically available and can be downloaded from the Councils website.
- Each quarter the Council reports on and evaluates the amount of DHP it has spent and the length of time awards are made for. By identifying the number of long-term cases awarded DHP also enables the Council to predict the likely level of expenditure it will need to budget for in the following year.
- The Council is paying DHP to those who need it and, through its monitoring, has assurance that its approach is working effectively.

Report: Council Tax and Business Rates

Date Finalised: February 2015

Conclusion: (Green) – Substantial Assurances provided around all controls and procedures.

Recommendations: 1 low rated recommendation

Summary

Areas of Good Practice:

- Procedures in the Council Tax/NDR Department ensure that each property is allocated a unique reference number on the valuation list and Civica system.
- Regular reports are produced of outstanding notifications for both Council Tax and NDR.
- Weekly reconciliations are prepared of property details from the Civica system to those held by the Valuation Office Agency (VOA).
- Valuation Office amendments are actioned promptly.
- Properties on the Council Tax and NDR list are regularly reconciled to the VOA and billing run.
- Liability amendment notifications are dealt with promptly.
- Discounts and exemptions are appropriately verified and recorded.
- Regular quality checks are performed by the Team Leaders on completed work items.
- Refunds are appropriately verified and recorded.
- Notifications of deceased tax payers are processed promptly.

Section 3 - Corporate Reporting

Complaints Handling (Source: Corporate Complaints Database)

During the year 2015/16 66.48% of all complaints in the portfolio were responded to within the 10 days target. Improvement of turnaround for all complaints remains a priority for the portfolio.

Quarter	Complaints Received	Responded to within 10 working days	% Responded to within 10 working days
Q1	53	20	37.74%
Q2	48	28	58.33%
Q3	33	30	90.91%
Q4	45	41	91.11%
2015/16	179	119	66.48%

Sickness Absence (Source: I-Trent)

The days lost per FTE across the portfolio this year are as follows:

Customer Services	3.46
Housing Services	11.37
Regeneration	4.45
Revenues & Benefits	1.95

Employee Turnover (Source: I-Trent)

The number of leavers during the year is broken down by service area below:

Customer Services	2
Housing Services	27
Regeneration	4
Revenues & Benefits	9

Employee Appraisals (Source: I-Trent)

During 2014/15 186 appraisals were completed based on a headcount of 417 this equates to 44% of the workforce across the portfolio. This is area requiring improvement in 2015/16.

Data Protection Training (Source: I-Trent)

During 2014/15 194 staff out of 313 who needed mandatory completed the training. This equates to 61%. Work is continuing to bring this up to 100%.

Equality and Welsh Language

List the Equalities and Welsh Language Impact Assessments: -

(1) Started/Work in Progress

(2) Completed (stating date completed)

during the period (1 April 2014 – 31 March 2015)

Percentage of employees who have completed the Equalities Monitoring / Diversity Audit (Source: I-Trent)

TBC

List the work areas / functions where diversity of customers are monitored.

TBC

Describe any initiatives to increase the percentage of equality monitoring data held for customers.

Recent town centre perceptions research requested demographic data from respondents.

Provide examples of initiatives to promote equality, eliminate discrimination and promote good community relations.

Examples include

- Flintshire Connects staff are digital champions and will encourage and help customers with the use of digital access to services via the facilities available at the Connects Centres.
- Face to face assessments for blue badge applications have been introduced to provide assistance to customers ensuring they receive a blue badge if they qualify but refuse those that do not qualify with a full explanation. This in turn will ensure that only those that have true mobility difficulties park in designated spaces.

Percentage of employees who have completed the Welsh Language Skills Audit (Source: I-Trent)

57% (236/417) employees across the portfolio have completed the Welsh skills assessment.

Describe any initiatives undertaken to ensure the provision of bilingual services.

Provision includes:

- Communities First East now provides Welsh language training in the Deeside community and has found this to be very popular locally.
- Explore Flintshire bilingual website;
- Bilingual promotional material for Flintshire Business Week 2014

Describe any initiatives undertaken to increase the use of the Welsh Language

- 2 members of staff within Customer Services are trialling a new Welsh learner's course.
- Twitter account is monitored in English and Welsh.

Number and percentage of posts in the main reception areas, contact centres or one stop shops designated as being Welsh essential and percentage of those posts filled by Welsh speakers.

- Switchboard/Reception: 2.8 posts designated as Welsh essential 35% filled by Welsh speakers
- Flintshire Connects: 16 fte (19 people) 6 posts filled by Welsh speakers/learners (2 x fluent, 2 x competent, 2 x learners)
- No single council contact centre

Number of complaints received concerning the implementation of FCC's Welsh Language Scheme and the percentage of complaints dealt with in accordance with corporate standards.

During 2014/15 2 complaints for the portfolio were received, these were both in regard to telephones not being answered bilingually, although in once case the English line was used.

Appendix 1 - Performance Indicators

Key

R	Target significantly missed or likely to be missed by a significant margin
A	Target missed or likely to be missed but within an acceptable level
G	Target achieved / exceeded or on track to be achieved / exceeded

The RAG status of the indicators for the **year end position** are summarised as follows: -

R	A	4	G	6
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Note 1 – NSI = National Statutory Indicator PAM = Public Accountability Measure

Note 2 – Change (Improved / Downturned) is based on comparison with the previous reporting period. Where it is more appropriate to compare performance with the same period in the previous year this should be stated in the commentary.

Indicator	NSI / PAM (Note 1)	Annual Outturn 2013/14	Annual Target 2014/15	Year End Outturn 2014/15	RAG	Change e.g. Improved / Downturned (Note 2)	Commentary
HHA/013: The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	NSI/PAM	84.89%	90%	85.17%	A	↑	<p>The Housing Options service has maintained the homeless prevention rate despite an increase in numbers presenting to the department but has not achieved the target.</p> <p>The homeless pilot has enabled us to gain a better understanding of where prevention is successful and why it fails. It is important for the service to accept when homelessness cannot be</p>

Indicator	NSI / PAM (Note 1)	Annual Outturn 2013/14	Annual Target 2014/15	Year End Outturn 2014/15	RAG	Change e.g. Improved / Downturned (Note 2)	Commentary
							prevented and when it is appropriate to take a homeless application. Some cases due to emergency or particular circumstances cannot be prevented and it is good practice and in the best interest of the customer to take an application. The area where we can seek to improve performance is those cases that can be prevented but households approach too late. As part of implementing the new legislation we will be encouraging households to present as early as possible so all those that can be prevented will be prevented.
PSR/004: The percentage of private sector dwellings that had been vacant for more than 6 months at 1st April that were returned to occupation during the year through direct action by the local authority	NSI	6.73%	8%	8.43%	G	↑	The end of year target was successfully achieved. The improvements introduced to the operation of the Empty Homes service area over the last 18 months have proved successful. The service continues to deliver in line with the national targets. It is hoped that 2015 will provide further scope for improvements

Indicator	NSI / PAM (Note 1)	Annual Outturn 2013/14	Annual Target 2014/15	Year End Outturn 2014/15	RAG	Change e.g. Improved / Downturned (Note 2)	Commentary
							to the level of service delivery, with the implementation of the Enforced Sales Procedure to tackle long term problematic properties.
Time taken to process Housing Benefit (HB) and Council Tax Reduction Scheme (CTRS) new claims	PAM	20 days	17.5 days	20 days	A		2014 first quartile was a transition period when staff competencies / procedures were established to adapt to demands of Universal Credit whilst also reducing dependency on agency staff. This facilitated improved quartile performance by year end which will show further improvement in 2015.
Time taken to process Housing Benefit (HB) and Council Tax Reduction Scheme CTRS change events	PAM	9 days	9 days	6 days	G	↑	2014 first quartile was a transition period when staff competencies / procedures were established to adapt to demands of Universal Credit whilst also reducing dependency on agency staff. Targeted performance was established from quartile 2 to minimise HB overpayments with negative customer/subsidy impacts.

Indicator	NSI / PAM (Note 1)	Annual Outturn 2013/14	Annual Target 2014/15	Year End Outturn 2014/15	RAG	Change e.g. Improved / Downturned (Note 2)	Commentary
HLS/10a Emergency Repairs (average days to complete)		0.39	0.50	0.28	G	↑	Significant improvements in the annual performance due to process improvements and performance.
HLS/10b Urgent Repairs (average days to complete)		7.51	8.00	5.93	G	↑	Significant improvements in the annual performance due to process improvements and performance.
HLS/10c Non Urgent Repairs (average days to complete)		23.03	28.00	16.58	G	↑	Significant improvements in the annual performance due to process improvements and performance.
HPPM8 Percentage of Gas Installations with a Valid Safety Certificate		99.69%	100.00 %	99.63%	A	↔	Consistent performance compared to last year, performance in this area is not a reflection on this service area but in the difficulty in gaining access to properties. Processes to gain access are currently under review.
HLS/006a Rent Collection		98.81%	97.50%	98.49%	G	↔	Although there has been a 0.32% reduction in collection, performance is still above target which is positive considering the introduction of Welfare Reform in

Indicator	NSI / PAM (Note 1)	Annual Outturn 2013/14	Annual Target 2014/15	Year End Outturn 2014/15	RAG	Change e.g. Improved / Downturned (Note 2)	Commentary
							Flintshire. The Department intends to build further resilience into collection by the introduction of further payment dates (including weekly dates) for direct debit.
HLS/012a Current Rent Arrears		3.09%	2.85%	3.13%	A	↓	The .04% increase in arrears is disappointing however this must be considered against the impacts of Welfare Reform especially bedroom tax. New working practices are being introduced to address arrears with agreed protocols between the Housing Options and Neighbourhood Teams which increase the support at a much earlier stage.

Appendix 2 – High Level (Red) Net Risks

Risk to be managed – Increase in costs associated with the implementation of the new homeless legislation

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score & Date (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
M	H	M	<p>Effective housing solutions model in place.</p> <p>Homeless prevention pilot delivered in 2014-15</p> <p>Effective work with internal and external partners on homeless prevention initiatives</p>	L	H	M	<p>Continue the pilot project in partnership with Shelter Cymru worker ensuring effective prevention takes place.</p> <p>Deliver a regional homeless decisions project to promote good practice and consistency of approach.</p>	Katie Clubb	Lower	L	L	L	March 2016

FLINTSHIRE COUNTY COUNCIL

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

DATE: **WEDNESDAY 8TH JULY, 2015**

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

SUBJECT: **YEAR END IMPROVEMENT PLAN MONITORING REPORTS**

1.00 PURPOSE OF REPORT

1.01 To consider elements of the 2014/15 Year End Improvement Plan Monitoring Report relevant to the Community and Enterprise Overview and Scrutiny Committee.

1.02 To consider the following:-

- The levels of progress and confidence in meeting the Council's Improvement Priorities and their impacts including the milestones achieved.
- The measures which evidence achievement and the baseline data, and targets.
- The baseline risk assessment for the strategic risks identified in the Improvement Plan and the arrangements to control them.

2.00 BACKGROUND

2.01 The new style Improvement Plan adopted by Council in June 2013 which is aligned to the new three year Outcome Agreement, focuses on the priorities which are expected to have the most impact during 2014/15.

2.02 In addition to the Improvement Plan Monitoring Report, quarterly performance highlight reports will be presented from the Chief Officers. These will be similar to those previously produced for quarterly reporting.

3.00 CONSIDERATIONS

3.01 The Improvement Plan Monitoring Report gives an explanation of the progress being made towards delivery of the impacts set out in the Improvement Plan. The narrative is supported by measures and/or milestones which evidence achievement. In addition, there is an assessment of the strategic risks and the level to which they are being controlled.

3.02 For the Community & Enterprise Overview and Scrutiny Committee the following Improvement Plan sub-priority reports are attached at Appendix 1 – 8:-

- Achieve the Wales Housing Quality Standard
- Modern, Efficient and Adapted Homes
- Extra Care Housing
- Welfare Reform
- Fuel Poverty
- Business Sector Growth
- Town and Rural Regeneration
- Social Enterprise

3.03 Analysis of performance against the Improvement Plan measures is undertaken using the RAG (Red, Amber and Green) status. This is defined as follows:-

Performance

- RED – equates to a position of under-performance against target.
- AMBER – equates to a mid-position where improvement may have been made but performance has missed the target.
- GREEN – equates to a position of positive performance against target.

Outcome

- RED – equates to a forecast position of under-performance against target at year end.
- AMBER – equates to a forecast mid-position where improvement may have been made but performance will miss target at year end.
- GREEN – equates to a forecast position of positive performance against target at year end.

3.04 The high level (RED) risk areas identified for the Community and Enterprise Overview & Scrutiny Committee, is as follows:-

3.04.1 Priority: Poverty (Fuel Poverty)

Number of Council homes in the Aston and Mostyn areas being converted from oil to gas.

Of the targeted 233 council homes due to have gas systems fitted, 187 homes were converted in 2014/15. There were 26 refusals. The main issues were:

1. The ground conditions in Mostyn caused some delay in the delivery programme as did weather conditions over the winter which resulted in Wales and West Utilities having to respond to emergency call outs across the region.
2. Capacity was tested due to the size of the project and in trying to balance the support provided to other large scale projects such as Vibrant and Viable Places.

3.04.2 **Priority: Housing (Modern, Efficient and Adapted Homes)**
Agree the Local Development Plan's (LDP) vision, objectives and options to accommodate growth.

Progress for this high level activity was assessed as red. In excess of 700 candidate sites are being processed and assessed under consideration as part of the LDP process, this has resulted in slippage compared with the delivery agreement timetable.

3.04.3 **Priority: Housing (Modern, Efficient and Adapted Homes)**
Entering into a lease agreement for 10 over 55's properties.

There has been interest in the Over 55's lease option, however progress has been delayed whilst legal complexities regarding allocated or properties were resolved. Now that these have been resolved, numbers are fully expected to grow. As at year end, 1 lease agreement had been entered into.

3.04.4 **Priority: Housing (Modern, Efficient and Adapted Homes)**
Provision of a management service for 26 private rented sector properties.

The business plan projected that NEW Homes would be managing 26 units of accommodation by the end of 2014/15. The company has signed up 15 properties which is below targeted projections. Throughout the year, limited time has been available for marketing as capacity was invested on set up. It is expected the numbers will grow in the next 12 months.

4.00 RECOMMENDATION

4.01 That the Committee consider the 2014/15 Year End Improvement Plan Monitoring Report, highlight concerns and feedback details of any challenge to the Corporate Resources Overview & Scrutiny Committee who are responsible for the overview and monitoring of performance.

5.00 FINANCIAL IMPLICATIONS

5.01 There are no specific financial implications for this report; however the Council's Medium Term Financial Plan is aligned to resource the priorities of the Improvement Plan.

6.00 ANTI POVERTY IMPACT

6.01 There are no specific anti poverty implications for this report, however poverty is a priority within the Improvement Plan 2014/15.

7.00 ENVIRONMENTAL IMPACT

7.01 There are no specific environmental implications for this report; however the environment is a priority within the Improvement Plan 2014/15.

8.00 EQUALITIES IMPACT

8.01 There are no equalities implications for this report.

9.00 PERSONNEL IMPLICATIONS

9.01 There are no personnel implications for this report.

10.00 CONSULTATION REQUIRED

10.01 Publication of this report constitutes consultation.

11.00 CONSULTATION UNDERTAKEN

11.01 The Chief Officer Team and the Performance Leads from across the Authority have contributed to help shape the new approach to reporting.

12.00 APPENDICES

12.01 Appendix 1 – Achieve the Wales Housing Quality Standard
Appendix 2 – Modern, Efficient and Adapted Homes
Appendix 3 – Extra Care Housing
Appendix 4 – Welfare Reform
Appendix 5 – Fuel Poverty
Appendix 6 – Business Sector Growth
Appendix 7 – Town and Rural Regeneration
Appendix 8 – Social Enterprise

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

None.

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Email: ceri.shotton@flintshire.gov.uk

APPENDIX 1

Priority: Housing
Sub-Priority: Achieve the Welsh Housing Quality Standard
Impact: Improving quality of life for our tenants through improved housing

We said in 2014/15 that we would:

1. Deliver the housing revenue account business plan to achieve the Wales Housing Quality Standard (WHQS) by 2020

Progress Status	Progress RAG	G	Outcome RAG	G
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What we did in 2014/15: -

- A revised Asset Management strategy was developed and agreed at the Scrutiny and Cabinet committees.
- A revised Stock Condition Survey was commissioned and completed, including verification of previous Stock Survey Data.
- Detailed work was undertaken to maximise efficiencies and reduce costs in the HRA Business Plan.
- Initial discussions with Tenants and Members on the development of a revised delivery programme.
- Detailed analysis of Stock Condition Survey information to ensure accuracy and alignment of HRA Business Plan.
- Consulted on the development of a revised delivery programme to meet WHQS.
- Development of proposals and costings for the revised programme.
- Collated feedback from consultation and developed a revised programme.
- Proposals and report presented to the Scrutiny committee.
- Continued to collate information to finalise WHQS Programme.
- Established a list of properties from the new WHQS Programme to complete initial validation surveys.
- Procured Contracts utilising Framework Providers.
- Procured Contractors via various Tendering options.
- Organised & Completed Contractor Interviews with Tenants Federation.
- Implement WHQS Survey work detailing exact Property work schedules.
- Issued orders to successful Contractors to commence the New WHQS 2020 Programme.

What went well: -

For the Third year running, we have exceeded the majority of our targets and measured KPI's and again outperformed the promises made within the Tenants Choices document. By continually performing value engineering exercises on all of our contracts, we have been able to demonstrate and achieve cost savings which have been reinvested into the Capital Programme resulting in increased programme delivery against targets.

What did not go so well: -

Issues with gaining access to properties to carry our WHQS Smoke Alarm Replacements. Further support required from our Tenant Liaison Officers & Housing Support Officers to assist the in-house Workforce Team with access and delivery.

Achievement will be Measured through:

- Investing in improving the housing stock
- Tenant satisfaction of work completed
- Performance measured against commitments made to tenants at the housing ballot
- Managing expenditure within or below budget to maximise available financial resources.

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2015/16 Aspirational Target	2014/15 Outturn	Performance RAG	Outcome Performance Predictive RAG
Capital Works Target – Heating Upgrades	Chief Officer – Community and Enterprise	977	600	TBC dependant on WHQS Plan	(856feb+20 Warmer + 100 Energy) 966	G	G
Capital Works Target – Kitchen Replacements		1118	922		316wates+80refusals+365keep+108refusals) (+148voids+6nwps) 1023	G	G
Capital Works Target – Smoke Detectors		804	475		439	A	A
Capital Works Target – Bathroom Replacements		200	120	Not in current plan for 2016/17	127	G	G

Tenant satisfaction of capital works completed on kitchens, heating and bathrooms.		N/A – new measure	Establish baseline 2014/15	TBC once baseline established	-	Awaiting last batch of Tenant Questionnaires	To Finalise Results
IPH3M1 - Capital Programme expenditure on improvement work streams <i>(Managing expenditure within or below budget to maximise available financial resources - Capital works budget)</i>		£12m	£9.76m has now increased to £9.93m	TBC	£9.93m	G	G

2. Reach a voluntary settlement with Welsh Government to introduce self financing for the Council housing service by 1st April 2015.

Progress Status	Progress RAG	G	Outcome RAG	G
------------------------	---------------------	----------	--------------------	----------

What we did in 2014/15: -

- Agreement between the 11 Local Authorities has been reached and the Authority is now represented on a number of focus groups planning for the implementation of self-financing.
- A report on the Housing Revenue Account Business Plan was presented to the Housing Overview and Scrutiny Committee in October and a revised Business Plan was submitted to Welsh Government.
- A Member & Tenant Workshop took place on the 7th Jan 2015.
- MRA Application submitted to Welsh Government
- Voluntary Agreement Signed by Leader of the Council
- Budget & Business Plan approved by Council February 2015
- Staff Briefings March 2015
- Newsletter to Tenants March 2015

What went well: -

Reached an agreement with other Local Authorities. Approved a Budget & Business Plan in February 2015. Conducted Staff Briefings and included updates within the March 2015 Tenants Newsletter.

What did not go so well: -

No Comment.

Achievement will be Measured through:

- The implementation of a voluntary agreement by the deadline which gives the Council certainty about future funding

Achievement Milestones for strategy and action plans:

- Implementation of a voluntary agreement with Welsh Government to introduce self-financing by 1st April 2015

3. Develop a revised stock investment plan to meet the objectives in the Assets Management Strategy in conjunction with Tenants and Members.

Progress Status

Progress RAG

G

Outcome RAG

G

What we did in 2014/15: -

- A revised Asset Management strategy was developed and agreed at the Scrutiny and Cabinet committees.
- A revised Stock Condition Survey was commissioned and completed, including verification of previous Stock Survey Data.
- Detailed work was undertaken to maximise efficiencies and reduce costs in the HRA Business Plan.
- Initial discussions with Tenants and Members on the development of a revised delivery programme.
- Detailed analysis of Stock Condition Survey information to ensure accuracy and alignment of HRA Business Plan.
- Consulted on the development of a revised delivery programme to meet WHQS.
- Development of proposals and costings for the revised programme.
- Collated feedback from consultation and developed a revised programme.
- Proposals and report presented to the Scrutiny committee.
- Continued to collate information to finalise WHQS Programme.
- Established a list of properties from the new WHQS Programme to complete initial validation surveys.
- Procured Contracts utilising Framework Providers.
- Procured Contractors via various Tendering options.
- Organised & Completed Contractor Interviews with Tenants Federation.
- Implement WHQS Survey work detailing exact Property work schedules.
- Issued orders to successful Contractors to commence the New WHQS 2020 Programme.

What went well: -

Developed good working relationships with members and tenants. Improved our internal processes and procedures for procuring works and conducting scored interviews with Contractors. Produced a 'new way of working' by creating new work streams and creating new District Areas to complete the works in a deliverable and efficient way.

What did not go so well: -

Delays with our internal software system had resulted in the team utilising traditional methods to conduct surveys etc. We have now targeted the issues within our IBS system and resolved the process for loading information into the system which will assist to achieve a new way of completing WHQS Survey works and recording the WHQS Components linked to each property on IBS.

Achievement will be measured through:

- Agreement of a 6 year investment programme by March 2015
- Delivery of capital improvement programmes

Achievement Milestones for strategy and action plans:

- Agreement of a 6 year investment programme by March 2015

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	2014/15 Outturn	Performance RAG	Outcome Performance Predictive RAG
IPH3M1 - Capital Programme expenditure on improvement work streams	Chief Officer – Community and Enterprise	£12m	£9.93m	TBC	£9.93m	G	G

Risks to Manage: Ensure contractors perform effectively and that costs are contained within budget

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
M	M	A	1. Effective budget monitoring and management. 2. Robust management of contractors for programme delivery. 3. Ensuring effective arrangements and resource for customer liaison. Two Tenant Liaison Officers now appointed to ensure contractor performance and tenant satisfaction. 4. Arrange further CA training to assist with Contract Monitoring & Contractor Performance. 5. Review Budget Monitoring Sheets in line with Finance Team.	L	L	G	1. Review current resources. 2. Appoint required Clerk of Works to assist with the delivery of the WHQS Delivery Programme. 3. Review current Specification and carry out Cost Engineering exercise if required. 4. Manage tenant expectation	Chief Officer – Community & Enterprise	↔	L	L	G	Mar 2015

Risk Progress Summary for 2014/15 - Ensure contractors perform effectively and that costs are contained within budget.

As a result of the ever changing economic climate and the level of investment within the Construction Industry, it is difficult to gauge the costs of the tenders and quotes the Capital Works Team receive on a weekly basis. Due to these fluctuations the Capital Works Team is consistently reviewing costs and measuring Contractors costs with other Contractors utilising other Authorities and Associations as bench marks along with past schemes/projects. We often undertake Value Engineering Exercises and query costs and measurements submitted by Contractors along with completing audits on Valuations. By undertaking these measures we are achieving 'best value' for the Council which will assist with the investment in the revised programme.

Risks to Manage - Gaining agreement with all 11 stock retaining Councils and Welsh Government on approach to dismantling the Housing Revenue Account subsidy system.

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
M	H	R	<ol style="list-style-type: none"> 1. Flintshire County Council will have greater freedom to invest. 2. There are 11 stock holding councils across Wales that are members of the existing Welsh housing revenue account subsidy system. This should be abolished by April 2015. 3. The next step in the process is to set up a voluntary agreement to enable the 11 organisations to introduce self-financing. 4. Chief Officer, Housing Asset Manager & Finance Manager all working on HRA work-streams. 	L	L	G	<p>Review self-finance arrangements</p> <p>Joint agreements with neighbouring organisations</p> <p>Implementation of new finance agreement and introduce control measures to ensure WHQS investment</p>	Chief Officer – Community & Enterprise	↔	L	L	G	Apr '15

Risk Progress Summary for 2014/15 –

Gaining agreement with all 11 stock retaining Councils and Welsh Government on approach to dismantling the Housing Revenue Account subsidy system.

Voluntary agreement reached and agreed therefore risk now closed.

Risks to Manage - Ensuring that the Council identifies and plans for the resources required to meet the WHQS by 2020

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
H	H	R	1. Ensuring other services i.e. Housing Management input to the Asset Management Strategy to plan for the impact of Welfare Reform and other regeneration issues. 2. Ensure that each member of staff within the Housing Maintenance/ Management teams are fully aware of the WHQS and the Councils goals to achieving the WHQS by 2020. 3. Ensure sufficient funding in place to deliver WHQS programme. 4. Ensure staff capacity to deliver WHQS programme.	L	L	G	1. Revisit and revise business plan to address future impacts of Welfare Reform i.e. re-modelling of existing accommodation. 2. Options for prudential borrowing 3. Review Stock Survey results for further cost saving options	Chief Officer – Community & Enterprise	↔	L	L	G	Mar '15

Risk Progress Summary for 2014/15 - Ensuring that the Council identifies and plans for the resources required to meet the WHQS by 2020

The Housing Asset Management Team have continued to hold staff briefings and meetings to update all teams with regards to the WHQS programme and the Councils objectives. By involving all members of the service with regards to the new WHQS Programme we feel we have been able to relay important information and staff have obtained a greater understanding of the Programme and what it means to tenants.

Consultation Workshops/ Fun Day events etc. have all helped to widen the audience we can target with regards to the future investment plan expectations.

We have also achieved best value for money by procuring the works through various framework providers and comparing costs through the various contracts. By carefully weighting each contract (60 price/ 40 quality) we have achieved a high measured cost measurement whilst not compromising quality. As part of the Framework compliance procedure, each contractor must complete a quality assessment that ensures the Contractors who are successful have met certain criteria. This gives the Team 'piece of mind' at tender stage, that each Contractor has met and achieved required quality levels, thus resulting in the Team utilising a more aggressive Cost weighting scenario.

The Housing Asset Management Team have also identified the required staffing levels required to deliver the agreed Investment Programme.

APPENDIX 2

Priority: Housing
Sub-Priority: Modern, Efficient and Adapted Homes
Impact: Improving the choice and quality of local housing

We said in 2014/15 that we would:

1. Implement a wider range of models of private finance to deliver increased numbers of affordable homes through the newly formed North East Wales Homes.

Progress Status	Progress RAG	A	Outcome RAG	G
------------------------	---------------------	----------	--------------------	----------

What we did in 2014/15:-

NEW Homes has grown steadily since being set up in April 2014, providing additional housing opportunities for the “squeezed middle” in Flintshire. Three main portfolio areas have been developed. These include:

- New build properties negotiated with private developers through the planning system;
- Landlord management offer, managing properties on behalf of private home owners for a management fee;
- Over 55 Lease Scheme.

During the last twelve months, Flintshire has undertaken a major procurement exercise with the view of appointing a partner developer to work with the Council to deliver 500 affordable homes through its Strategic Housing And Regeneration Programme (SHARP) during the next 5 years. This will include a mix of 200 Council homes and 300 affordable homes. The 300 affordable housing units will be managed directly by NEW Homes. This will include the redevelopment of Flint town centre with the development of 95 units, including 60 affordable units. The preferred contractor will be announced in May 2015.

What went well:-

The company took over ownership and is managing 15 new build properties secured through Section 106 Planning Agreement.

Fifteen managed properties are currently under NEW Homes management.

Development of the Over 55 Lease Scheme enables an elderly home owner to lease their property to NEW Homes and access more suitable accommodation. NEW Homes currently has one property under this portfolio.

The procurement process undertaken during 2014/15 for the SHARP will be a key area of growth for NEW Homes, with the successful contractor contractually committed to delivering 300 new affordable housing units over the next 5 years.

What did not go so well:-

The financial projections made in the NEW Homes Business Plan for 2014/15 have not been achieved for the units secured under Section 106 Planning Agreement, managed units or for the Over 55s Lease.

In order to develop more accurate and realistic targets for 2015/16, NEW Homes is reviewing its corporate and business planning processes. This has included looking at NEW Homes future growth strategy, including integration with the SHARP, alternative sources of financing to deliver additional units in the future and future product development. This process has highlighted a number of exciting new opportunities for NEW Homes to grow and develop further in the future.

Achievement will be measured through:

- Business plan measures: for year 1
 - Provision of a management service for 26 private rented sector properties
 - Entering into a lease agreement for 10 over 55's properties
 - Receive the freehold for and manage 19 units of gifted accommodation
- Approval for the Flint Town Centre regeneration plan which includes new housing provision

Achievement Milestones for strategy and action plans:

- Approval of the Flint Town Centre regeneration plan including new housing provision by March 2015

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	2014/15 Outturn	Performance RAG	Outcome Performance Predictive RAG
Provision of a management service for 26 private rented sector properties	Chief Officer – Community and Enterprise	N/A – new measure	26 properties	TBC	15	R	R
Entering into a lease agreement for 10 over 55's properties		N/A – new measure	10 properties	TBC	1	R	R
Receive the freehold for and manage 19 units of gifted accommodation		N/A – new measure	19 units	TBC	15	A	A

2. Implement the strategy to grow and sustain the private rented sector through the North East Wales Homes business plan.			
Progress Status	Progress RAG	A	Outcome RAG
G			
<p>What we did in 2014/15:-</p> <p>NEW Homes has grown steadily since being set up in April 2014, providing additional housing opportunities for the “squeezed middle” in Flintshire. Three main portfolio areas have been developed. These include:</p> <ul style="list-style-type: none"> • New build properties negotiated with private developers through the planning system; • Landlord management offer, managing properties on behalf of private home owners for a management fee; • Over 55 Lease Scheme. 			
<p>What went well:-</p> <p>Towards the end of 2014/15, NEW Homes began the process of reviewing its performance against its Business Plan. In order to develop more accurate and realistic targets for 2015/16, NEW Homes is reviewing its corporate and business planning processes. This has included looking at NEW Homes future growth strategy, including integration with the SHARP, alternative sources of financing to deliver additional units in the future and future product development. This process has highlighted a number of key opportunities for NEW Homes in the future.</p> <p>NEW Homes has grown steadily and sustainably during the last twelve months and has received positive coverage on both a local and national level. NEW Homes won “Best New Housing Innovation” award at CIH Welsh Housing Awards in November 2014. The Welsh Government’s Housing Minister has also visited a scheme at Penyffordd and met with the Chair of NEW Homes Board and Council staff.</p> <p>A series of talks and presentations have been given to local and national agencies on the development of NEW Homes including APSE, CAB, CIH, Welsh Government which have served to raise the positive profile of both the Council and NEW Homes alike.</p>			
<p>What did not go so well:-</p> <p>The financial projections made in the Business Plan for 2014/15 have not been realised.</p> <p>There have been a number of crucial factors which have been outside the Council’s control including delays in the Section 106 units being transferred ownership from Flintshire County Council to NEW Homes. In other instances, the developer have delayed the completion of the new-build units until later in the scheme. NEW Homes, Planning and Developers have worked more closely together in</p>			

order to improve the hand-over process of new-build units to NEW Homes management.

The business plan projected that the company would be managing 26 units by the end of 2014/15. The company has signed up 15 properties which sets it below target against projections. There has been little marketing early on and staff time has been spent on set up so it is expected these numbers will grow in the next 12 months.

The development of the Over 55s lease has developed more slowly due to some legal complexities relating to the allocation of Flintshire properties. These are now resolved and it is expected this product will grow in popularity.

Achievement will be measured through:

- Business plan measures:
 - Provision of a management service for 26 private rented sector properties
 - Entering into a lease agreement for 10 over 55's properties
 - Receive the freehold for and manage 19 units of gifted accommodation
- Bringing of 30 empty homes back into use for residential living

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Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	2014/15 Outturn	Performance RAG	Outcome Performance Predictive RAG
Provision of a management service for 26 private rented sector properties	Chief Officer – Community and Enterprise	N/A – new measure	26 properties	TBC	15	R	R
Entering into a lease agreement for 10 over 55's properties		N/A – new measure	10 properties	TBC	1	R	R
Receive the freehold for and manage 19 units of gifted accommodation		N/A – new measure	19 units	TBC	15	A	A
IPH2M1 - Number of empty homes brought back into use		32 homes	30 homes	120 homes (cumulative)	30	G	G

3. Develop a county wide housing register and implement a single allocations policy for Flintshire with partners.

Progress Status	Progress RAG	A	Outcome RAG	G
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What we did in 2014/15:-

The regional SARTH Project gained real momentum during 2014/15 with project management being taken over by Flintshire County Council. Positive feedback has been gained from all partners about the improved project management arrangements and the pace of progress delivered. During the past year the project activity has been split into the following distinct areas:

- **Operations** - the development of procedures and guidance documentation to assist with the implementation of the policy.
- **ICT** – the reconfiguration of the host systems at Cartrefi Conwy and Flintshire County Council to deliver the new register and the specification and development of a new RSL portal to allow access and allocations from the new register for our RSL partners.
- **Communications** – development of new information leaflets, posters, website content for the public and standard letters for existing and new applicants. Press releases and briefing information for colleagues and external partners

Although the project was planned for delivery and go-live for December 2014 all partners agreed for reporting and operation reasons that beginning of the new financial year would be beneficial. The project went live after the Easter Bank Holiday as planned.

What went well:-

The new project arrangements worked really well to produce the project deliverables to the satisfaction of all the partners. Also there was improved clarity of the deliverables, improved support across all partners and improved communication and reporting across the project.

The initial phase of the project went live as planned in April with the new register live and host systems installed and working. The portal is due to go-live for RSLs in May with a short-listing service in place for RSLs in the interim.

The scope of the project has now been extended to make use of the structure and project management arranges to include performance, quality and equality monitoring for the new register along with the development of a comprehensive reporting suite.

What did not go so well:-

As part of the project all existing applicants were contacted and asked if they wished remain on the register and assessed for eligibility under the new criteria. We expected this to reduce the list at December 2015 was just shy of 4,000 applicants. Around 1,200 of the existing applicants who wished to remain on the list, have been assessed or in the process of being assessed. The numbers wishing to remain on the register are lower than anticipated. However, local arrangements at Flintshire is that we will keep the old register live for 12 months should there be no one eligible under the new policy. Another local project to market available properties where there is no immediate demand has been commissioned with the Project Manager from SARTH leading this to ensure continuity and integration.

Achievement will be measured through:

- A county wide housing register and single allocations policy in place by Autumn 2014.

Achievement Milestones for strategy and action plans:

- A county wide housing register and single allocations policy in place by December 2014.

4. Agree the Local Development Plan's vision, objectives and options to accommodate growth.

Progress Status	Progress RAG	G	Outcome RAG	A
<p>What we did in 2014/15:-</p>				
<p>Publication of Candidate Site Register, consultation on Candidate Site Assessment Methodology Background Paper, first meeting of Key Stakeholder Forum, consultation on Scoping Report regarding Sustainability Appraisal and Strategic Environmental Assessment, continuing evidence gathering and commissioning of specialist external studies.</p>				
<p>What went well:-</p>				
<p>Commencement of engagement and consultation phase of Plan preparation with several consultation documents as well as successful first Key Stakeholder Forum and meetings with many Town and Community Councils.</p>				
<p>What did not go so well:-</p>				
<p>Publication of Candidate Site Register delayed by number of Candidate Sites (734) and internal admin, ICT and web resource limitations. Resources diverted to development management as a result of controversial applications on the basis of lack of 5 year housing land supply.</p>				
<p>Achievement will be measured through:</p>				
<ul style="list-style-type: none"> ▪ In accordance with the timetable of the Delivery Agreement; by November 2014 				
<p>Achievement Milestones for strategy and action plans:</p>				
<ul style="list-style-type: none"> ▪ Agree the Local Development Plan's vision, objectives and options to accommodate growth in accordance with the delivery agreement by November 2014. 				

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Risks to Manage - Maximising our joint resources with our partners.

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)		
M	M	A	1. A joint approach has been taken on the Single Access Route to Housing (SARTH) project (the common housing register for the county) to deliver activity to deliver the ICT and operational implementation delivering efficiencies. Developing strong relationships with private landlords supporting growth of the sector.	M	M	A	1. Performance and financial monitoring of NEW homes will help to ensure that the company delivers on its desired objectives	Chief Officer – Community & Enterprise	↑	L	L	G	TBC

Risk to Manage: Maximising the availability of private finance

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)		
M	H	R	<p>North East Wales Homes provides the council with greater financial and commercial freedoms to operate akin to a private company to meet its social objectives around affordable housing. A successful SHARP procurement process with sufficient developer interest will provide 300+ additional units of affordable housing in Flintshire.</p> <p>The council must ensure that it follows a robust and compliant procurement process in an area for which it has no recent background. External expertise will be required has part of the procurement</p>	L	M	G	<p>The objectives of the company will remain under review to ensure business viability.</p> <p>The successful developer will be appointed following a legally complaint OJEU tender process.</p>	Chief Officer – Community & Enterprise	↓	L	M	G	Apr 2015

Risk to Manage: Encouraging developers to build a range of affordable housing in the current economic climate

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
H	H	R	<p>The council has introduced a variety of models which allow developers to satisfy their Section 106 agreements according to the viability of the site involved. These models include gifted units of accommodation and/or providing the council with an equity share in properties. This has stimulated development across the county whilst providing the council with a capital asset.</p> <p>A joint housing market assessment with Wrexham County Borough Council has also been commissioned to help understand which models are most appropriate in each area of the county</p>	L	M	G	<p>The council will continue to utilise these alternative delivery models to develop affordable housing.</p> <p>The process for the use of commuted sums for affordable housing will be formalised alongside a review and refresh of Local Planning Guidance (LPG) No. 9</p> <p>The evidence provided through the joint housing market assessment will be used to inform housing policy.</p>	Chief Officer: Community & Enterprise	↓	L	M	G	TBC

Risk to Manage: Unclear about the implications of the changes proposed through the Planning Bill on timing of the progress of the Local Development Plan

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
M	M	A	Evidence gathering and background studies currently being assessed to ascertain if any changes to the delivery agreement will be required to take on board any changes arising from Wales Planning Bill.	L	L	G	Production of a pre-deposit plan by the end of the year.	Chief Officer: Planning Strategy Manager	↓	L	L	G	Apr 2015

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Risk Progress Summary for 2014/15

The implications of the proposed changes through the Planning Bill on the timing and progress of the Local Development Plan are now much clearer. The risk is closed.

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Priority: Housing
Sub-Priority: Extra Care Housing
Impact: Helping more people to live independently and well at home

We said in 2014/15 that we would:

1. Develop and agree plans to extend our extra care provision to provide units in Flint and Holywell, providing 60 units in each location.

Progress Status	Progress RAG	G	Outcome RAG	G
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What we did in 2014/15: -

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Flint:

- Full planning approval was granted for the scheme in March 2015.
- Pennaf aim to be on site by September 2015; FCC is overseeing the completion of several tasks in order to meet this target, which includes 1) further investigative work of the historic ditch, 2) demolition of the maisonettes, 3) surveys and 4) utility diversions.
- Partnership working groups will continue to agree, oversee and monitor the building design and service model as the scheme progresses.

Holywell:

- The outline design has been amended to reflect stakeholder feedback, as a result the site will now include additional public parking to meet local demand.
- The decision of the outline planning application is awaited; planning committee is scheduled to consider the application on the 18th May 2015.
- Partnership working groups will be established once the scheme has received outline planning approval.

What went well:-

Full planning approval for the Flint scheme has been granted; progress for both sites is on track.

What did not go so well:-

Delays were encountered regarding the historic site and the parking facilities, but these have now been resolved.

Achievement will be measured through: -

- Agreed Business Model and funding for the developments
- Firm plans agreed with Social Housing partners for both schemes
- The new schemes and business model developed and supported by sound consultation

Achievement Milestones for strategy and action plans:

- Business Model agreed by March 2015
- Funding for the developments agreed by March 2015
- Agreement with Social Housing Partners for both schemes by December 2014

Risks to Manage - How we can switch revenue resources from more traditional to new housing and care service models

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
Page 77		R	<ul style="list-style-type: none"> Increased use of telecare and telehealth Use of step up/step down facilities to avoid permanent Care Home admissions funded by Intermediate Care Fund (ICF) Working with the Care Home market to ensure there is an appropriate supply of good quality residential care Extending specialist dementia care in the community, reducing the need for care home placements and hospital admission and help facilitate hospital discharge through the availability of specialised support for vulnerable people with dementia. 	L	L	G	<p>Action plan developed to support the development of quality residential Care Home provision – in response to the report of the Older Peoples Commissioner ‘A Place Called Home?’</p> <p>Dementia RED (Respect Empathy Dignity) Project to be rolled out in GP Practices across Flintshire. The Project will be run by the Alzheimer’s Society and provide people with dementia and their carers with advice, information and signposting to support.</p>	Chief Officer – Social Services	↓	L	L	G	April 2015

Risk Progress Summary for 2014/15

Issues with site selection and funding for the projects have been resolved and therefore the risk is closed.

Keeping up with demand and aspirations for alternative housing models for independent living

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
M	H	R	<ul style="list-style-type: none"> Develop two new extra care housing schemes Enhance wellbeing activities to help residents remain independent at home for longer Manage expectations in new extra care housing due to changes in the funding regime and consequent elimination of capital subsidy. 	L	L	G	<ul style="list-style-type: none"> The Extra Care Schemes will have the capability to act as 'wellbeing centres' linked to the local community, with an ability to deliver and provide a range of wellbeing services not only the tenants, but to a broad range of individuals within the community. 	Chief Officer: Social Services	↓	L	L	G	Apr 2015

Risk Progress Summary for 2014/15

Issues with site selection and funding for the projects have been resolved and therefore the risk is closed.

Keeping up with specialist demand such as meeting the specific needs of those with dementia and physical and learning disabilities

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
H	H	R	<p>12 week 'All about dementia' training piloted and programme to be rolled out Work commenced on developing dementia friendly communities initially focussing on Flint</p> <p>Dementia reminiscence pods and packs available for use in Care Homes and by community groups</p> <p>Establish an e-learning package for carers, family and extended family about dementia and good dementia support</p> <p>Develop a programme to make Flintshire County</p>	M	M	A	<p>Dementia RED (Respect Empathy Dignity) Project to be rolled out in GP Practices across Flintshire. The Project will be run by the Alzheimer's Society and provide people with dementia and their carers with advice, information and signposting to support.</p> <p>Launch community exercise programmes for people with dementia and their carers to support their wellbeing and independence in the community</p> <p>Develop a Commissioning strategy for people with disabilities to provide a clear</p>	Chief Officer: Social Services	↓	L	L	G	Oct 2015

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APPENDIX 4

Priority: Poverty
Sub-Priority: Welfare Reform
Impact: Protecting people from poverty

What we will do in 2014/15:

1. Place a greater emphasis on preventing homelessness

Progress Status

Progress RAG

A

Outcome RAG

A

What we did in 2014/15:-

- Delivered a reasonable steps pilot to identify the resources/processes required to deliver an effective homeless prevention service to assist any household approaching FCC who is at risk of homelessness within the next 56 days.
- Continued the proactive response to FCC tenants impacted by the spare room subsidy ensuring they are supported to remain in, or move from their property, and lessen the negative impact on the Housing Revenue Account.

What went well:-

Effective

- The homeless prevention pilot has developed the foundation for an effective housing solutions model to be implemented to assist the authority to fulfil its new statutory homelessness prevention duties in a person centred manner and as cost effectively as possible during 2015/16.
- Effective work with internal and external partners has contributed to (i) the increase in homelessness prevented from at least 6 months despite the increase in number of applicants approaching the authority as homeless and (ii) the reduction of the average length of stay for all homeless households in B&B.
- The introduction of the Housing Access Team to triage an individuals housing need ensuring the most appropriate housing solution/s is identified and the completion of the preparation work that was required to pave the way for the implementation of a common housing register within Flintshire wef April 2015.

What did not go so well:-

- Introduction of sufficient levels of suitable accommodation to remove the need to homeless households (especially those with children) to be temporarily housed, albeit in an emergency, within Bed and Breakfast accommodation

Achievement will be measured through:

- The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months
- Number of tenants helped to move to more affordable accommodation (because of the spare room subsidy)

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	2014/15 Outturn	Performance RAG	Outcome Performance Predictive RAG
HHA/013 - The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months.	Chief Officer – Community and Enterprise	84.89%	90%	90%	85.17%	A	A
Number of tenants helped to move to more affordable accommodation because of the spare room subsidy		50	65	TBC	83	G	G

Risks to Manage - Meeting the growing costs of homelessness prevention

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)		
H	H	R	<p>1. The partnership working with Shelter Cymru, which has been the mainstay of the 'reasonable step pilot', will be maintained during 2015/16 ensuring effective and legally compliant homeless prevention services are provided. (1)</p> <p>2. Neighbourhood Housing Service working closely with HB Service to identify tenants where an award of a Discretionary Housing Payment (DHP) was based upon the tenant wishing to move. This approach has helped to increase the number of tenants transferring, as a refusal to</p>	M	M	A	<p>1. Lead the development and implementation of a regional approach to promote good practice across N/Wales LA's and ensure consistency of homeless decision making in regard to the new statutory duties. (1)</p> <p>2. Provide the corporate lead to ensure that all relevant FCC departments are co-ordinated in the preparation and implementation of homelessness planning which</p>	Chief Officer – Community & Enterprise	↓	M	M	A	March 2016

2. Provide advice and support services to help people protect their income

Progress Status	Progress RAG	G	Outcome RAG	G
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What we did in 2014/15:-

- Provided specialist benefit and money advice to residents helping to maximise household income enabling households to meet their housing costs, lifting households out of poverty and boosting spending power within the local economy.
- Effective management of Discretionary Housing Payment budget to target support to households, primarily impacted by the welfare reforms.
- Increased residents' access to timely, low-level social welfare advice and support through training and supporting of front line staff based in the community.

What went well:-

- 1,622 Flintshire residents received advice and support from the Welfare Rights Team to deal with 2,328 welfare benefit and tax credit problems. The successful interventions generated welfare benefit and tax credit payments totalling £3.1 million (£2,551,172pa ongoing payments and £568,000 one-off payments).
- Awarded Discretionary Housing Payment (DHP's) totalling £259,000 to households impacted by welfare reforms, easing pressures upon these households and supporting the homelessness prevention agenda. Developed a new approach for assessing/awarding DHP to empower applicants to help themselves to attain a stable and manageable financial position.
- FCC's approach of targeted early intervention of help and support to households generated positive results.
- Initiatives to manage the growing increase in demand for social welfare advice upon traditional advice providers. For example, the Advice and Support Gateway ensuring people are triaged and referred to appropriate services and the training of front line staff ensuring low-level problems are resolved without the requirement for a referral to be made to a traditional advice provider.

What did not go do well:-

- The decision by the DWP to suspend their Flexible Support Fund in January 2015 prevented the Flintshire Tackling Poverty Partnership from accessing funding to deliver a project aimed at improving financial and digital inclusion.

Achievement will be measured through:

- Number of Flintshire residents assisted by Flintshire County Council to maximise their income
- Number of residents supported to successfully challenge adverse benefit decisions
- Amount of additional Social Security and Tax Credits paid to Flintshire residents as a result of the work undertaken by Flintshire County Council
- Amount of monthly debt managed as a result of advice provided by the Money Advice Service
- Amount of monthly discretionary housing payment (DHP) paid to support peoples housing needs including changes due to Welfare Reform

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	2014/15 Outturn	Performance RAG	Outcome Performance Predictive RAG
Amount of additional Social Security and Tax Credits paid to Flintshire residents as a result of the work undertaken by FCC (WEL/001)	Chief Officer – Community and Enterprise	£2.3 million	£2 million	£2.6 million	£3.1 million	G	G
The following indicators are provided for information and monitoring only and are not suitable for setting targets against							
Number of Flintshire residents assisted by FCC to claim Additional Social Security and Tax Credits	Chief Officer – Community and Enterprise	1,680	N/A	N/A	1,622	N/A	N/A
Number of residents supported to successfully challenge adverse benefit decisions		180	N/A	N/A	189	N/A	N/A
Amount of monthly debt managed as a result of advice provided by the Money Advice Service <i>It has been decided this year to exclude the housing costs (i.e., total amount of outstanding mortgage) from the debt managed</i>		N/A – new measure	N/A	N/A	£1.2 million	N/A	N/A
Amount of monthly discretionary housing payment (DHP) paid to support people to adjust to Welfare Reform changes		N/A – new measure	N/A	N/A	£259,000	N/A	N/A

Risks to Manage - Advice and support services sufficient to be able to meet demand

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
06	H	R	1. FCC continues to work collaboratively with five N/Wales local authorities & DWP to develop joint approach to assisting households throughout the longer-term transformation of the social security system. (2) 2. FCC has been involved in the development of a DHP framework to promote a fair and consistent approach to decision making across all Welsh LA's. (1&2) 3. A comprehensive social welfare training and development programme being delivered to front line staff within Supporting	M	M	A	1. Representative from FCC on WG National Advice Board and able to influence WG policy/processes in the development and delivery of a strategic approach to the provision of social welfare advice services in Wales. (2) 2. DWP will announce further 'Test & Learn' activity, linked to UC Alternative Payment Arrangements; Housing Verification; & Personal Budgeting	Chief Officer – Community & Enterprise	↓	M	M	A	March 2016

			<p>People providers operating within Flintshire. (2)</p> <p>4. The Advice Gateway to manage referrals for welfare benefit/money advice, which is being delivered through Flintshire CAB, will continue during 2015. The Flintshire Tackling Poverty Partnership will oversee the work to develop a single access pathway to the CAB Advice & Supporting People Support Gateways. (2)</p>				<p>Support in the summer of 2015. (1&3)</p>					
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Risk Progress Summary for 2014/15

The current level of risk is Amber reflecting the work undertaken to date. The risk trend arrow shows the actions currently being undertaken are reducing the level of risk and it is expected that this will continue.

The continued focus on targeting advice and support at vulnerable households is assisting these households to manage any loss of social security income through the impacts generated by the Welfare Reforms Act 2012 and to access new income through taking up their correct entitlement to social security and tax credits. The training and development of front line workers, to increase their knowledge and skills, will help to manage the increase in demand from residents for help with social welfare issues.

3.Support the implementation of Universal Credit (UC) within the Shotton Jobcentre Plus area

Progress Status	Progress RAG	G	Outcome RAG	G
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What we did in 2014/15:-

- Worked with the DWP to deliver, as far as practical, the safe and secure progressive implementation of Universal Credit (UC) within Flintshire, ensuring appropriate support services were in place to assist vulnerable claimants.
- Provided key stakeholders with timely access to information and support on UC enabling them to prepare for new challenges they would face and ensure they possess the knowledge to be able to support their service users.

What went well:-

- The 2014/15 UC Delivery Partnership Agreement ensured all UC claimants, in need of support to make and/or manage their UC claim, had timely and ease of access to appropriate internal/external services.
- Implemented an effective communication strategy to successfully dispel myths and mitigate some of the concerns around UC, particularly amongst landlords, and encouraged constructive debate amongst stakeholders of how UC is being implemented and fed constructive criticism into the national UC implementation team, resulting in DWP introducing positive changes to national UC policy.
- Excellent partnership working between FCC, local Jobcentreplus, and DWP to identify solutions to barriers impacting upon UC claimants accessing support.

What did not go so well:-

- Loss of control over processes linked to paying a claimant’s UC through alternative payment arrangements when request is within UC Service Centre.

Achievement will be measured through:

- Number of Universal Credit claimants referred to Citizens Advice Bureau for Personal Budgeting support
- Number of Universal Credit claimants assisted with on-line access
- Number of claims referred from Jobcentre Plus to Flintshire County Council Housing Benefit service

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	2014/15 Outturn	Performance RAG	Outcome Performance Predictive RAG
The following indicators are provided for information and monitoring only and are not suitable for setting targets against							
Number of Universal Credit claimants referred to Citizens Advice Bureau for Personal Budgeting support	Chief Officer – Community and Enterprise	N/A – new measure	N/A	TBC	55	N/A	N/A
Number of Universal Credit claimants assisted with on-line access		N/A – new measure	N/A	TBC	2	N/A	N/A
Number of claims referred from Jobcentre Plus to Flintshire County Council Housing Benefit service		N/A – new measure	N/A	TBC	88	N/A	N/A

Risks to Manage - Eviction levels rising if tenants are unable to afford to pay their rent

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(Lxl)		(L)	(I)	(Lxl)				(L)	(I)	(Lxl)	
H	H	R	1. DWP introduced data sharing regulations in Feb 2015 allowing DWP to inform social landlords when a tenant claims UC enabling timely interventions to be put in place to prevent vulnerable tenants accruing rent arrears. (1 & 3) 2. FCC continuing to work with the DWP to ensure private landlords receive similar notification to that provided to social landlords when a tenant claims UC. (1 & 3) 3. Proactive approach from social housing landlords in Flintshire to jointly	M	M	A	1. FCC will apply for funding to deliver a test & learn activity, linked to UC Alternative Payment Arrangements; Housing Verification; & Personal Budgeting Support, when DWP introduce their additional pilots in the autumn of 2015. (1 & 3)	Chief Officer Community & Enterprise	↓	M	M	A	Jan 2015

			developing measures to support tenants impacted by the ongoing reform of the social security system, including Universal Credit. (1 2 & 3)								
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Risk Progress Summary for 2014/15

The current level of risk is Amber reflecting the work undertaken to date. The risk trend arrow shows the actions currently being undertaken are reducing the level of risk and it is expected that this will continue.

As a social landlord, the Council is aware of the potential for rent arrears to increase as the roll out of Universal Credit progresses. The work to prepare social housing tenants in readiness for the changes and challenges that they will face as a Universal Credit claimant, will be advanced during 2015/16. Similar work will be undertaken with private sector tenants who received a Flintshire County Council deposit bond in order to secure their property.

Risks to Manage - Local Economy may suffer as residents have less income to spend

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
M	M	A	1. FCC continue to provide advice and support services to help Flintshire households maximise their income through accessing social security benefits & managing their financial commitments. (2 & 3) 2. Initiatives to be developed & implemented to support working households, particularly containing children, who are now seeing their income fall because of the welfare reforms. (2) 3. FCC funding a personal	M	M	A	1. Project being planned to target advice and support to FCC tenants, who will be impacted by the reassessment of disability benefits that is due to commence in October 2015. (1 & 2) 2. FCC to forecast the projected impacts of future changes to social security legislation, post May 2015, upon residents, service users, service providers, local businesses. (1, 2 & 3)	Chief Officer Community & Enterprise	↔	M	M	A	March 2016

			budgeting support for UC claimants who experience problems managing their household budget. (1, 2 & 3)								
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Risk Progress Summary for 2014/15

The current level of risk is Amber reflecting the work undertaken to date. The risk trend arrow shows the actions currently being undertaken are maintaining the level of risk and it is expected that this will continue.

As all Flintshire households, losing welfare benefit income as a result of the Welfare Reform Act 2012 (average of £8 million per year) have not been able to replace their lost income with earned income there is less spending power within the local economy. Positive work is being progressed to increase social security income within Flintshire households who continue to fail to access their legal entitlements and this additional income (average of £5 million per year) is mitigating the full impact of the £8 million loss in benefit income from falling upon the local economy. However, the next phase of welfare reforms, expected to attain a £12 billion reduction in UK social security expenditure from 2016, will further reduce social security income that is paid to Flintshire households and increase the impact on spending power within the local economy.

Risk to Manage - Resources to meet the requirements of the Universal Credit roll-out

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(Lxl)		(L)	(I)	(Lxl)				(L)	(I)	(Lxl)	
M	M	A	<p>1. The DWP funded UC delivery partnership agreement ensured sufficient resources in place to support UC claimants in 2014/15. (3)</p> <p>2. FCC & DWP have enjoyed a positive & productive working relationship throughout the year – this provided a firm foundation upon which the framework to safely implement UC was developed. Regular DWP/LA meetings held to discuss any arising issues. (3)</p>	L	L	G	<p>1. The longer-term development of the 'Universal Support Delivered Locally Framework' will identify the advice & support resources that are required to help residents to manage the impacts of longer-term transformation of the social security system, including the roll out of UC to more problematic client groups. (1, 2 & 3)</p>	Chief Officer Community & Environment	↔	L	L	G	March 2016

		<p>3. Dedicated UC liaison officer, based within HB Service, works proactively with staff within local Jobcentre and the UC Service Centres at Bangor and Bolton. (3)</p> <p>4. FCC and the DWP are working to improve a claimant's access to a range of advice and support services that can help them address other social welfare problems which could impact upon their ability to meet the work seeking requirements within their UC claimant commitment & face a benefit sanction. (2 & 3)</p>								
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Risk Progress Summary for 2014/15

The current level of risk is low (Green) reflecting the work undertaken to date. The risk trend arrow shows the actions currently being undertaken are maintaining the level of risk and it is expected that this will continue.

The Council has negotiated a Universal Credit Delivery Partnership Agreement, funded by the DWP for 2015/16, which will ensure that vulnerable residents will be able to access support to make their Universal Credit claim and manage their payments. FCC and the DWP will continue to work together to identify how appropriate support may be provided to those claimants with more complex needs, who will increasingly be claiming Universal Credit from 2016.

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APPENDIX 5

Priority: Poverty
Sub-Priority: Fuel Poverty
Impact: Protecting people from poverty

What we will do in 2014/15:

1. Improvement in the energy efficiency of housing on Deeside through the Vibrant and Viable Places regeneration framework

Progress Comment

Progress RAG

G

Outcome RAG

G

What we did in 2014/15:-

The target to install energy efficiency measures to 177 homes was exceeded by 27 with 204 homes receiving measures through the Vibrant and Viable Places grant funding. This included 107 properties receiving solid wall insulation, 93 properties receiving solar panels whilst four properties received new boilers and heating systems. This work was supported by energy advice from the team and delivered anticipated annual heating bill savings of £67,580 for the tenants and residents. This work has tackled an area at high risk of fuel poverty due to the tenure of the properties. The low maintenance aspect of the measures will ensure the tenants and residents enjoy the benefits of this work for a period of at least 20 years without the worry of running costs and complex/costly maintenance schedules. The outcomes for the programme also included 60 jobs created.

What went well:-

The Vibrant and Viable Places programme was awarded to Flintshire County Council to increase the quality of council housing occupied in particular by vulnerable tenants. The project targeted the improvement of council homes beyond the SAP 65 level stipulated by the Welsh Housing Quality Standard. Properties in this programme will either receive external solid wall insulation or solar panels. The insulation provides an average SAP uplift of 13 points whilst the solar panels can uplift a property by 15 points. This has meant that solid wall properties that are on average in the mid/high 50 SAP points range are taken to 70 points whilst properties that are receiving solar panels are in the 80 to 90 SAP points. Exceeding SAP 65 on all council properties is a Welsh Housing Quality Standard imposed performance target for all stock owning councils and it is therefore an important service delivery target.

Farm Road in Garden City will neighbour the forthcoming Northern Gateway development. The homes on the road consist of a mixture of privately owned, privately rented and social housing (Pennaf Housing Association). V&VP provided an opportunity to ensure that all

dwelling received external solid wall insulation to prevent a situation of extremes of old and new properties contrasting with one another possibly leading to a contrasting house values, disengagement between the old and new communities and reducing the chance of fuel poverty occurring. The result of the programme is an uplift in the appearance of homes as well as a reduction in running costs by up to £490 per year per household.

This programme was scheduled to be completed in quarter 4 of 14/15 and the short delivery timetable presented a risk to the team with the consequence of a failure to deliver being a loss of grant funding. The team resourced the project well using 60 workers (site crews and back office) and all projects were completed and invoiced in time. All of the £700,000 allocated to the team was spent with an additional £70,000 put towards the solar panels from income generated through previous solar panel schemes. This income stream continues to go allowing the team to continue its investment programme supporting in particular sheltered accommodation in rural areas.

What did not go so well:-

The growth of the work load has in particular put areas under pressure including forward work planning, customer service, quality assurance and record management. Additional resource has been agreed and is in the process of being implemented which will allow the team to achieve the required level of excellence.

Achievement will be measured through:

- The installation of additional energy efficiency measures including solid wall insulation and solar PV

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	2014/15 Outturn	Performance RAG	Outcome Performance Predictive RAG
Number of homes receiving energy efficiency measures	Chief Officer – Community and Enterprise	N/A – new measure	177	177	204	G	G
Average SAP score of Council homes receiving measures		65	70	70	79*	G	G

Risks to Manage – Residents may not take up the energy efficiency measure available as we hope

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Tren d	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)		
H	H	R	1. The Council has evaluated previous programmes and identified the most desirable yet cost effective measures based on capital cost and potential carbon and heating bill savings.	M	M	A	1. Continue to evaluate uptake levels and undertake customer research to identify the measures that will benefit residents most and that are most desirable. 2. Review and revise tenant education as a sales tool and to ensure that tenants have a positive experience.	Housing Regeneration and Strategy Manager	↔	L	L	G	31/03/15

Risk Progress Summary for 2014/15

The current level of risk is Medium (Amber) reflecting the work undertaken, the forward work programme and the constantly changing availability and levels of external funding. The risk trend arrow shows that the actions currently being undertaken are maintaining the risk at a low level and it is expected to continue but the level of management required necessitates the introduction of the agreed resource. By growing the team and being proactive in seeking new opportunities risks are contained.

Customer satisfaction forms are sent to every household receiving measures to gather their feedback about the council's service and the service provided by the installer and any partners involved in the process. This information is evaluated and lessons learnt fed back into the programme. Case studies highlighting particularly interesting and/or positive experiences are used to demonstrate the value of the service to future and potential service users.

Tenant's guides have been created for use before, during and after installations to explain what happens at each stage of a project and who the points of contact are. This also explains how to save energy and how to make sure the systems are performing as required and how to perform basic maintenance, i.e. a system reset.

Project managers are expected to ensure that there is face to face engagement with tenants throughout projects to ensure tenants can feedback throughout the programme. An onsite presence also ensures that contractors know that they are being monitored and that our commitments to high standards of quality are enforced.

2. Help residents in the private sector to access funding support to improve the energy efficiency of their homes.

Progress Comment

Progress RAG

G

Outcome RAG

G

What we did in 2014/15:-

The team performed really well in 14/15 pulling together to perform beyond expectation delivering to a total of 839 homes across all tenures (14/15's target 650). Within the private sector **422 homes** received energy efficiency measures hitting the expected target of 50% of the programme (417 council properties received measures).

The broadest range of measures to date was installed including solid wall insulation, loft and cavity wall insulation and boiler replacements. In addition, to address the relatively untouched needs of rural properties, air source heat pumps and solar panels were installed maximising the annual heating bill savings enjoyed by residents. The air source heat pumps and solar panels generate income for the council which is reinvested to continue the programme. Over 300 council properties now have renewable energy generation systems bringing an income to the council of over £100,000 per annum.

The team went above and beyond in their commitment to the service by surpassing the targets but significant development work was also carried out for a national energy efficiency materials and labour framework to be launched in 2015/16. This is an income generation opportunity built on market research undertaken through consultation with local authorities, housing associations and other stakeholders across Wales throughout the year.

The team were approached by Welsh Government and asked to speak about the council's energy efficiency delivery model in July 2014 at a national presentation hosted by Welsh Government. The positive reaction from other LAs resulted in the council working with several north wales authorities to support the development of funding bids and to develop a coordinated model for delivering energy efficiency in the region. This approach is supported by all eight North and Mid Wales Authorities at an operational level.

The team met with the European Funding Coordinators and then the Welsh European Funding Office (WEFO) in Q3 2014 to develop a future vision for domestic energy efficiency funding in Wales in light of the new tranche of European Funding. The concept of a regionally managed scheme focussed on delivering services to where the needs are greatest was warmly accepted and a briefing was submitted to the North Wales Economic Ambition Board for consideration as a priority. In the March 2014 WEFO organised a workshop for all Welsh LAs and Welsh Government to discuss how this vision might be delivered. The North and Mid Wales Authorities continue to push this agenda as a collaborative approach with strong support from Karl James, WEFO's Principal Controller for Energy Efficiency.

The procurement for the refurbishment of the flint tower blocks was undertaken in 14/15 to enable delivery in 15/16 ahead of the new

house building programme through the Strategic Housing and Regeneration Programme (SHARP). Consultation events were held with tower block tenants as well as with Flint's residents in three extremely positive events. The programme will increase the longevity of the towers as well as increasing their energy efficiency. The high profile nature of the project is also good publicity for the team as it continues to grow its reputation.

The team contributed towards SHARP through membership of the evaluation panel. This intensive procurement process continues but the opportunity to transfer knowledge between the programmes has been very useful so far.

In September 2014 the team was recognised for its achievements as a finalist in APSE's UK annual service awards held in Nottingham. The submission was based on the overall service provided by the team rather than a focus on a particular project with the aim of the submission to benchmark performance against other Local Authorities delivering similar services across the UK.

The team played its part in the renewal of the Housing Regeneration and Strategy's Customer Service Excellence accolade and is using the experience to drive standards ever upwards.

What went well:-

The numbers of homes receiving measures: Delivered 839, target of 650

The total annual heating bill savings: Delivered £244,360, target of £175,000

The total annual reduction in carbon savings: Delivered 24,949 tonnes, target of 25,000 tonnes

What did not go so well:-

Recruitment of new posts still underway (currently in job evaluation stage)

Necessary prioritisation of certain service areas over others as a result of stretched resources

Levels of Energy Company Obligation Funding dropped significantly and was very difficult to source

Welsh Government Arbed and Maximising ECO grant funding bids were unsuccessful

Achievement will be measured through:

- Number of households accessing Eco and other energy efficiency funding
- Number of households accessing the opportunity to convert from oil to gas heating in the Aston and Mostyn areas

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	2014/15 Outturn	Performance RAG	Outcome Performance Predictive RAG
Overall annual fuel bill reduction for residents	Chief Officer – Community and Enterprise	£142,430	£175,000	£250,000	£244,360	G	G
Annual reduction in carbon emissions		11,661 tonnes	25,000 tonnes	20,000 tonnes	24,949 tonnes	A	A
IPE2M5 – Number of homes benefiting from improved domestic energy performance measures		466 homes	650 homes	1000 homes	839 homes	G	G

3. Deliver energy efficiency measures to Council homes.

Progress Comment	Progress RAG	A	Outcome RAG	A
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What we did in 2014/15:-

The target of delivering energy efficiency measures to 400 council homes was just exceeded with 417 homes receiving measures by year end. Whilst progress had been slow in early quarters progress was brought back on track as planned in quarter four through the Vibrant and Viable Places programme (104 properties receiving installations). The RAG status is amber as a result of the gas programme encountering a number of refusals – these should have been factored in when the targets were set at the beginning of the year and were entirely predictable. The overall number of refusals was 11% (26 properties) and these have had gas services installed to a meter box but not had new heating systems. As and when the properties become void they will have the installations. To support the installation of the systems an additional member of staff was introduced. The size of the Mostyn scheme, in particular, warranted the extra resource. Despite this with over 12 kilometres of gas mains being installed it was an intensive and difficult project with the last 19 properties receiving connections in Q1 2015/16 14 months after the programme began.

What went well:-

The team exceeded the overall service target for delivering to council properties namely through the larger than expected numbers of properties needing loft and cavity insulation and the large numbers of properties receiving measures through Vibrant and Viable Places. The council also installed 148 solar panels (incl. 93 through V&VP) and 20 air source heat pumps in sheltered accommodation reflecting a commitment to bring improvements to rural properties in areas that previously had been relatively untouched. The success of this programme has encouraged the service to continue to pressure grant funders to target the more rural areas.

What did not go so well:-

Wales and West Utilities proved difficult to work with but due to the nature of their work there is no alternative delivery partners. Stronger contractual terms will be negotiated with them but there is no obligation for them to accept. The key issues arose during the delivery of the programme through winter. The reduced demand on the gas network meant that crews who were otherwise working on our programme had to respond to emergency call outs as part of Wales and West Utilities' service obligations.

The ground conditions in Mostyn caused some delay in the delivery programme. Additional resource would have enabled the team to engage with residents better through more personal channels such as face to face. Instead the team relied on indirect communication too much as a result of balancing resources with other projects such as Vibrant and Viable Places.

Again the size of the project tested the resources the team had in place. Of the 233 council homes due to have gas systems there

were 26 refusals. These have had gas services brought to a meter point at the front of each property and will be connected when the properties become void. This leaves 19 council properties to receive gas connections. These are still being completed; progress was slowed over winter as Wales and West Utilities had to respond to emergency call outs across the region due to increased demand on the network.

The biggest limitation to maintaining our efforts in rural areas is funding. Investment is biased towards areas of deprivation which are in the more urban centres of Flintshire. The more sparsely populated areas of Flintshire contain some of the most vulnerable households primarily as a result of the increased cost of off-gas fuels (oil, lpg and electric). Collaborative efforts to lobby Welsh Government in an effort to recognise this need did not prove productive.

Achievement will be measured through:

- Number of Council homes receiving energy efficiency measures
- Number of Council homes in the Aston and Mostyn areas being converted from oil to gas

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	2014/15 Outturn	Performance RAG	Outcome Performance Predictive RAG
IPP2M4 - Number of Council homes receiving energy efficiency measures	Chief Officer – Community and Enterprise	161 council homes	400 council homes	500 council homes	417 council homes	G	G
Number of Council homes in the Aston and Mostyn areas being converted from oil to gas (this is a sub-measure of IPP2M4 above)		N/A – new measure	233 council homes	N/A	187 council homes	R	R

Risks to Manage – Available funding might fall short of public demand

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)				
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date	
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)		
Page 110	H	H	R	1. A robust 3 year business plan has been developed to ensure that the service can be sustained. 2. The business plan is based on meeting the Councils spend to save ratio of £1 spent for every £5 saved or secured through external funding. 3. Discussions with stakeholders have taken place to emphasise the benefit of continuing investment in domestic energy efficiency.	M	M	A	1. Sufficiently skilled staff need to be retained / developed to ensure there is the capacity to continue to identify and secure funding opportunities and to ensure that delivery of programmes meets the standards of the Council, service users and funding providers. 2. Progress needs to be evaluated against the business plan to determine whether the model is working or not. 3. Public demand needs to be evaluated regularly to ensure appropriate investments are made. 4. The service needs to maintain a strong communications plan to provide transparency to existing and potential service users. This may include referrals to other services/fund providers including local contractors with access to ECO funding. With good communication it may also be possible to manage the Public's expectations.	Housing Regeneration and Strategy Manager	↔	L	L	G	Dec 14

Risk Progress Summary for 2014/15

The continuous review of the programme and focus on improvement of the service as a whole as well as the individual methods that the team uses to achieve its targets has paid off this year with all service targets being met.

The number of homes receiving measures is in line with the overall service plan which was devised up until the end of 2016/17 and as reflected in the improvement plan. The demand for the service continues and perhaps grows due to the positive publicity around the team's achievements. This is also reflected in the interest in the team's services from other LAs and housing partners.

The development of the team remains an area of need as there are vacant posts that need filling and the team will always need to develop its skill sets to reflect the complex needs of an aging housing stock and changing tenant base.

The team increasingly needs to be aware of commercial risks and opportunities that will support the delivery of the WHQS programme as well as the team's broader service across other housing tenures. The growth of the service is a recognition of the need for volume and the emphasis on a forward work programme and sustained growth demonstrates the benefit of developing a project pipeline a few years ago. The spread of revenue/cash flow over a longer term as a result of better business planning provides a more predictable order book and as lowers a number of risks including financial and staffing.

The increased difficulty of obtaining external funding as well as some large scale opportunities for service innovation emphasise the need to maintain a clear and responsive decision making process that allows the team to shrink or grow in response to need.

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APPENDIX 6

Priority: Economy and Enterprise
Sub-Priority: Business Sector Growth
Impact: Creating jobs and growing the local economy

What we said we would do in 2014/15:

1. Promote and support the growth of the Flintshire economy including Deeside Enterprise Zone (DEZ) as a recognised centre for energy and advanced manufacturing.

Progress Status	Progress RAG	G	Outcome RAG	G
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What we did in 2014/15:-

- Promoted Flintshire including Deeside Enterprise Zone (DEZ) with property and land agents to encourage new investment and existing business expansion opportunities within the county
- Worked in partnership with Welsh Government marketing team to develop promotional material, dedicated DEZ web pages and social media activity to raise awareness of DEZ as a desired location for Advanced Materials & Manufacturing sector businesses
- Engaged with Welsh Government overseas investment team, Economic Ambition Board, Mersey Dee Alliance, other Enterprise Zones and local businesses to raise awareness of DEZ to maximise interest and potential for inward investment.
- Worked in partnership with local business ambassadors to introduce potential investors to the local business community
- Provided support to existing businesses to develop bids with parent companies to maximise opportunity for growth and expansion within Flintshire
- Generated interest with local businesses to recruit from the Flintshire / regional skills pipeline; promoting local jobs for local people
- Worked in partnership with Communities First, Careers Wales, DWP, Job Centre Plus, Higher and Further education institutions
- Raised awareness and business profile for the county through Flintshire Business Week 2014

EZ New Jobs Summary

2012 – 13	410
2013 – 14	838
2014 – 15	1,012
Total	2,260

EZ Jobs Safeguarded Summary

2012 - 13	1300
2013 - 14	396
2014 - 15	250
Total	1,946

What went well:-

- Achieved 102 new investment enquiries including 73 within the EZ. An increase of 36 EZ enquiries compared to the previous year.
- Achieved an average 63% conversion rate from new EZ enquiries to investment (expansion by local businesses and new businesses locating within the EZ) against a target of 60%.
- Supported DEZ businesses to apply for Welsh Government Business Rate Scheme which in turn supports sustainability and growth potential
- Safeguarded 250 jobs within DEZ operating a Rapid Redundancy unit with public and private sector partners when job losses were announced
- Achieved 1,012 new jobs within DEZ, a significant increase from 838 reported 2013-14
- Worked with commercial land and property agents to identify suitable, fit for purpose premises, thereby enabling rapid investment.

What did not go so well:-

- We are unaware of all DEZ enquiries being directly supported by other business development organisations. As a result, there are investment enquiries and opportunities that remain unreported / omitted from our data.

Achievements will be measured through

- Percentage of enquiries converted to investment in Flintshire
- Number of jobs created and sustained in Flintshire
- Percentage of enquiries converted to investment in the DEZ
- Number of jobs created and sustained in the DEZ

Achievement Measure	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	2014/15 Outturn	Performance RAG	Outcome Performance Predictive RAG
Percentage of enquiries converted to investment in Flintshire	Chief Officer – Community & Enterprise	N/A New Measure	Baseline Year	TBC once baseline established	Q4 – 71% Annual average 60%	N/A	N/A
Number of jobs created and sustained in Flintshire		N/A New Measure	Baseline Year	TBC once baseline established	Q4 – 115 new jobs Annual total 1,130 new jobs	N/A	N/A
Percentage of enquiries converted to investment in the DEZ		54%	60%	60%	Q4 – 82% Annual average 63%	G	G
Number of jobs created and sustained in the DEZ		1234 jobs	1300 jobs	1300 jobs	Q4 – 95 new jobs Annual total 1,012 new jobs and 250 safeguarded. Combined total 1,262	A	A

Risks to Manage - Ensure the DEZ can be continued with pace as part of the Welsh Government group of Enterprise Zones

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood (L)	Impact (I)	Gross Score (LxI)		Likelihood (L)	Impact (I)	Gross Score (LxI)				Likelihood (L)	Impact (I)	Gross Score (LxI)	Target Date
H	H	R	North Wales Advanced Manufacturing Skills & Technology Centre (NWAMSTC) Strategic Business Plan has been completed to develop a focus for the key advanced manufacturing sector in Flintshire and North Wales in partnership with Welsh Government, Higher Education, Further Education and private industry.	M	M	A	NWAMSTC strategic business plan has been submitted to Welsh Government Ministers for phase completion approval.	Chief Officer Community & Enterprise	↓	L	L	G	Mar 2016

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Risk Progress Summary for 2014/15

Submission of the strategic business plan for the proposed NWAMSTC is a significant advance in progress however approval for the next phase rests with Welsh Government, therefore management of expectation is out of FCC control.

2. Implementation of the “masterplan” for the Northern Gateway site to facilitate development of a key part of the Enterprise Zone.

Progress Status	Progress RAG	A	Outcome RAG	A
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What we did in 2014/15:-

- The site is in two ownerships, Praxis and Pochin Rosemound Development Limited (PRDL). Both landowners are pursuing development on their own holdings via separate planning applications. To this end the Council has developed a Framework Masterplan document in order to provide consistent guidance to both parties in relation to key strategic requirements that the Council has for how this site should be brought forward and developed.

What went well:-

- Approval of the Northern Gateway site “masterplan”
- Development on the site started Winter 2014 to strengthen the River Dee flood embankment.
-

What did not go so well:-

- Protracted discussions between the land owners and Welsh Government to agree spine road and infrastructure phases.
-

Achievements will be measured through

- Approval of the Northern Gateway site “masterplan” by April 2014
- Scale of development on the site beginning with the commencement of infrastructure works in July 2014

Achievement Milestones for strategy and action plans:

- Approval of the Northern Gateway site “masterplan” by April 2014
- Commencement of infrastructure works in summer 2014

Risk to be managed - Ensure the DEZ has proportionate financial support from Welsh Government

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
H	H	R	<p>Northern Gateway land is in private ownership therefore investment options will be decided by the private land owners, progress will also depend in part on the wider state of the economy, as well as the release of finance from Welsh Government. Welsh Government has appointed contractors to start the flood mitigation works, essential to site development.</p> <p>Welsh Government (WG) flood mitigation works commenced Winter 2014</p>	M	M	A	<p>WG Phase 1 and 2 spine road development planning application to be submitted by Summer 2015 with delivery of the first phase within 12 months from planning approval.</p> <p>Utilities, energy and broadband infrastructure to be delivered.</p>	Chief Officer Community & Enterprise	↑	L	L	G	2016

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Risk Progress Summary for 2014/15

Welsh Government has signed Heads of Terms with the private land owners and appointed a consultant to design the spine road infrastructure. Whilst this is a significant advance in progress, timely submission of the planning application is out of FCC control.

3. Explore with Welsh Government the opportunities to improve local infrastructure (transport, utilities, environment etc.)

Progress Status

Progress RAG

A

Outcome RAG

A

What we did in 2014/15:-

- Agreed with the landowners that planning permission will be via the Masterplan process.
- Worked with Welsh Government to secure planning permission to undertake works to strengthen the River Dee flood embankment along the southern boundary to the site.

What went well:-

- Flood mitigation work commenced in Winter 2014
- Special Planning Committee agreed the mixed use outline application for the remainder of the site.

What did not go so well:-

- Awaiting approval from WG of the DEZ Infrastructure Business Plan
- Protracted discussions between WG and land owners to advance site development

Achievements will be measured through

- The approval by Welsh Government and implementation of the Infrastructure Business Plan for the DEZ

Achievement Milestones for strategy and action plans:

- The approval by Welsh Government and implementation of a refined Infrastructure Business Plan for the DEZ by Summer 2015. (This was previously Summer 2014).

Risks to Manage - Work with local employers and learning providers to meet the skills based needs of the future

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
H	H	R	Developed Northern Gateway Masterplan Identified infrastructure priorities with Welsh Government	M	M	A	Agreement of priorities and release of funds via Welsh Government for flood mitigation works and spine road development. WG working with both private land owners and contractors to ensure target risk is mitigated to allow housing and commercial development to start. Heads of Terms have been agreed and signed to progress site development.	Chief Officer Community & Enterprise	↓	L	L	G	April 2016

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Risk Progress Summary for 2014/15

Whilst development has been significant during 2014-15, timescales and planning application submissions are out of FCC control.

APPENDIX 7

Priority: Economy and Enterprise
Sub-Priority: Town and Rural Regeneration
Impact: Making local communities viable

What we said we would do in 2014/15: -

1. Progress and invest in the eight Town Centre Masterplans to meet local priorities and need.

Progress status	Progress RAG	A	Outcome RAG	A
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What we did in 2014/15:-

- 3 Building Enhancement Scheme projects completed. A further 6 projects are still underway as of the year end.
- Streetscape Improvement Grant scheme concluded. 6 schemes completed. 5 further businesses received support and advice but didn't apply for a grant.
- Developed and commenced delivery of streetscape improvement works in Shotton, Buckley, Mold, Holywell, Flint and Connah's Quay as part of wider Town Action Plan programme.
- Vibrant and Viable Places programme received approval for £6.024m from Welsh Government and is now underway across Deeside towns.
- Welsh Government town partnership funding approved £50k for Holywell Partnership.

What went well:-

The successful bid to the Welsh Government Vibrant and Viable Places programme offers the opportunity to implement a programme of investment for Deeside that will bring benefits to the areas of deprivation in Deeside, to the county as a whole and to the sub-region.

What did not go so well:-

Fewer businesses took advantage of the grants schemes to renovate properties than we had hoped for. To a large extent, the volume of bureaucracy associated with EU-funded programmes was off-putting to applicants despite the extensive support made available by the Council.

Town centres as a whole face an uncertain future across the UK and although Flintshire's towns remain relatively stable compared to other

areas they are equally subject to wider influences that will reduce their future viability.

Achievements will be measured through

- Scale and take up of the Business Grant Scheme in Town Centres
- Delivery and completion of actions set out in the Masterplans

Measure / Milestone	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	2014/15 Outturn	Performance RAG	Outcome Performance Predictive RAG
IPEE2M1 - Scale and take up of the Business Grant Scheme in Town Centres	Chief Officer – Community & Enterprise	10 grants	25 grants	N/A	15	A	A

2. Deliver an integrated programme of regeneration in Flint to realise the vision set out in the Flint Masterplan

Progress status	Progress RAG	G	Outcome RAG	G
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What we did in 2014/15:-

- Phased demolition of maisonettes underway and well advanced.
- A package of improvements to St Mary’s Church Square have been designed and tendered and work on site started at the end of the financial year with completion due in June 2015.
- Procurement of developer for new housing on schedule through year and due to complete in May 2015.
- Flint House apartment development completed.
- Old Courthouse renovation largely complete. Expected to open early summer 2015.
- Planning application approved for development of 72 unit extra care apartments in town centre.
- Development of primary health care centre proposed.
- Townscape Heritage Initiative has improved 15 buildings to date.

What went well:-

The transformation of the town centre including the demolition of the maisonette blocks is progressing at a rapid place and the procurement of a developer to replace them with modern town centre housing is due to complete in May this year.

What did not go so well:-

Delays to improvement works to St. Mary’s Church Square due to technical challenges on site.

Achievements will be measured through

- Completion of heritage trail and St. Mary’s Square renovation
- Delivery of the Townscape Heritage Initiative including the renovation of the Old Courthouse
- Phased demolition of the maisonette blocks
- Purchase of former Police station and court building
- Completion of Flint House over 55s development

Achievement Milestones for strategy and action plans:

- Completion of heritage trail and St. Mary's Square renovation by 31 March 2015
- Delivery of the Townscape Heritage Initiative including the renovation of the Old Courthouse by 31 March 2015
- Phased demolition of the maisonette blocks by 31 March 2015
- Purchase of former Police station and court building by 31 March 2015
- Completion of Flint House over 55s development by 31 March 2015

3. Complete the rural development schemes in Mold, Holywell and villages; extending accessibility and improving the local environment.			
Progress status	Progress RAG	Outcome RAG	
	G	G	G
What we did in 2014/15:-			
<p>The delivery partners for the Rural Development Plan; Flintshire County Council and Cadwyn Clwyd, delivered the final year of the projects funded through the programme. All programme activities came to an end in December 2014 and the project closure process is underway and due to complete in June 2015.</p>			
What went well:-			
<ul style="list-style-type: none"> • Flintshire Enterprise Project – in total 59 individuals and 2 groups were given assistance and financial support to enable them to establish a new micro-enterprise. • Linking Flintshire’s Communities – the final scheme, the Talacre to Ffynnongroyw cycle track, was completed and was officially opened by the Deputy Minister for Farming and Food. • Community Key Fund – this has proven to be an extremely popular project, enhancing 27 key village facilities in 24 villages serving a population of approximately 42,000. Schemes that were completed in this year include Hawkesbury Hall in Buckley, St Bartholomew’s Church in Sealand and Soar Chapel in Nercwys. • Town and Village Streetscape Enhancements – a significant amount of activity was completed in this financial year. The construction of the over spill car park at Gamfa Wen in Talacre was completed and open in time for the new tourist season. The public art sculptures, signage and improved public convenience facilities have all contributed to a more positive visitor experience in the Talacre and Gronant area. The Holywell streetscape enhancements were completed and will be further completed by infrastructure improvements delivered under the European Regional Development Fund. Three Streetscape Improvement Grant schemes were completed in Mold - Bethesda Chapel, 10 Chester Street and 14-16 Chapel Street. 			
What did not go so well:-			
<p>Due to the temporary nature of externally funded contracts, several staff from the project delivery organisations and the programme management function left their RDP positions early to seek alternative employment which presented some capacity issues.</p>			

Achievements will be measured through

- Delivery and completion of in-year rural development schemes with final outputs including:
 - 40 jobs created
 - 40 micro enterprises created
 - 35 village renewal projects supported
 - 21 community facilities sustained
 - improved visitor facilities created in Talacre / Gronant

Achievement Milestones for strategy and action plans:

- Improved visitor facilities created in Talacre / Gronant in by 31 March 2015

Measure / Milestone	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	2014/15 Outturn	Performance RAG	Outcome Performance Predictive RAG
Creation of 40 jobs through the delivery and completion of the in-year rural development schemes	Chief Officer – Community & Enterprise	11.26 jobs	40 jobs	N/A	57.19	G	G
40 micro enterprises created through the delivery and completion of the in-year rural development schemes		16 micro enterprises	40 micro enterprises	N/A	58	G	G
35 village renewal projects supported through the delivery and completion of the in-year rural development schemes		10 renewal projects	35 renewal projects	N/A	39	G	G
21 community facilities sustained through the delivery and completion of the in-year rural development schemes		12 community facilities	21 community facilities	N/A	28	G	G

Risks to be managed: Maximising funding opportunities through external programmes to invest in our urban and rural areas

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
Page 127	H	R	<p>ERDF project currently being delivered – June 2015 end date.</p> <p>RDP programme currently being managed – June 2015 end date.</p> <p>VVP programme approved.</p> <p>Engaged in the development of the new RDP and ERDF programmes to identify potential funding opportunities.</p>	M	M	A	<p>Continue close involvement in RDP programme and seek to influence priorities to reflect Flintshire strategic priorities.</p> <p>Continue close involvement in development of European structural fund programmes. Priorities now set and Flintshire has fed into regional prioritisation. Work is underway to develop regional and local projects.</p> <p>Explore a wider range of external funding opportunities.</p>	Chief Officer Community and Enterprise	↓	L	M	G	June 15

Risk Progress Summary for 2014/15

The level of risk remains largely unchanged through 2014/15. The approval of £6.024m through the WG Vibrant and Viable Places programme is a welcome boost to the regeneration of Flintshire but is small compared to the level of investment in neighbouring areas. The main European programmes are still under development so the level of resource for the County remains uncertain as of the year end.

Risks to be managed: Ensuring sufficient project management capacity to successfully complete the programmes.

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
H	H	R	<p>RDP projects concluded Dec 14, programme close down process underway until June 2015. ERDF project due to conclude June 2015.</p> <p>External funding support undertaken by portfolio finance team.</p> <p>Management costs for externally funded programmes to be recharged to funding body wherever possible.</p>	M	M	A	<p>Temporary capacity in place to assist with project delivery – funded through the programme itself.</p> <p>New organisational structure being developed to improve capacity to deliver priority programmes.</p>	Chief Officer Community and Enterprise	↔	M	M	A	June 15

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Risk Progress Summary for 2014/15

Temporary capacity created to deliver the main programmes has been invaluable in successfully completing the RDP, ERDF and VVP programmes of work for the year. The Regeneration business plan for 2015/16 onwards is focussed around using a smaller service resource to target and service external funding opportunities and making better use of these resources to create delivery capacity.

APPENDIX 8

Priority: Economy and Enterprise
Sub-Priority: Social Enterprise
Impact: Supporting and creating new forms of local business

What we said we would do in 2014/15:

1. Raise awareness of the Flintshire Enterprise Fund.

Progress status

Progress RAG

G

Outcome RAG

G

What we did in 2014/15:-

We have provided support to local social entrepreneurs to establish a social enterprise and will have a gymnasium, training, social media and mental health support businesses operating in Flintshire as social enterprises. We have met the target agreed for this outcome for the financial year 2014 – 2015, seven social enterprises were successful in securing funding from the Flintshire Enterprise Fund.

We have more than 130 Twitter followers and have agreed a social media strategy and plan for social enterprise support.

A further conference was held during 2014/15 which was well attended by existing social enterprises and organisations interested in becoming social enterprises.

What went well:-

We supported seven business in Flintshire to either set up, diversify or expand.

Regular Tweets have been made via social media to promote support and external funding opportunities to social enterprises

What did not go so well:-

The Flintshire Social Enterprise Network started well, with good attendance from a range of local social enterprises. Although it did stutter due to key individuals leaving their post.

Achievements will be measured through

- Establish or assist 5 social enterprises

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	2014/15 Outturn	Performance RAG	Outcome Performance Predictive RAG
Establish or assist 5 social enterprises	Chief Officer – Social Services	N/A New measure	5 social enterprises	5 social enterprises	7 social enterprises	G	G

Risk to be managed – How we maintain the necessary capacity and investment to support the development of Social Enterprises (links to activity 2).

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
M	M	A	<p>Fixed term post – ended in April 2015.</p> <p>This work will now be integrated into the work of the alternative delivery model work of Flintshire County Council.</p>	M	M	A	<p>Increase the use of social media to promote external funding and support opportunities.</p> <p>Deliver a workshop with key stakeholders to review progress to date and identify options for the future.</p> <p>To continue working regionally to secure external funding to support Social Enterprises in Flintshire.</p> <p>Social Firms Wales and CAPITA have been appointed to support the Council's Alternative Delivery Model work.</p> <p>Additional funding is available to support large internal projects.</p>	Chief Officer – Social Services	↑	L	L	G	Aug 2015

Risk Progress Summary for 2014/15

The Social Enterprise Project Manager post no longer exists; this post provided additional capacity to support external existing and emerging social enterprises. The Flintshire Social Enterprise Fund is now closed and seven social enterprises have accessed this fund, however opportunities to access external funding and support are being promoted and will continue to be promoted through the Social Enterprise Twitter site. Therefore the net score remains Amber.

2. Develop effective support for social enterprises				
Progress status	Progress RAG	G	Outcome RAG	G
<p>What we did in 2014/15:-</p> <p>The project manager has developed a network of social enterprise support across North Wales teaming up with counterparts from the other five local authorities and potential support agencies.</p> <p>This network is now considering support that can be provided at a local authority level and are in the process of developing and securing support for social enterprise throughout North Wales.</p> <p>Social Enterprise workshops are now a permanent fixture in Flintshire Business Week.</p>				
<p>What went well:-</p> <p>More than 40 entrepreneurs, enterprises or potential enterprises have received support from the network of support agencies that provide enterprise support.</p>				
<p>What did not go so well:-</p> <p>The measure for this has not been developed to the point that it can be used in a format that can be verified and published.</p> <p>As key people have changed posts, the Flintshire Social Enterprise Network has not met for some time. Meetings have only been attended by a small number of social enterprises, despite initial interest in developing the Network.</p>				
<p>Achievements will be measured through</p> <ul style="list-style-type: none"> ▪ Establishing a wider range of community benefit clauses to be used when procuring services ▪ The number of Social Enterprises which survive and prosper ▪ Strengthening and consolidating the Social Enterprise Network 				
<p>Achievement Milestones for strategy and action plans:</p> <ul style="list-style-type: none"> ▪ Establishing a wide range of community benefit clauses to be used when procuring services by October 2014. – Achieved. 				

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	2014/15 Outturn	Performance RAG	Outcome Performance Predictive RAG
The number of Social Enterprises which survive and prosper	Chief Officer – Social Services	New Measure – baseline data not available	N/A – Management Information	N/A – Management Information	N/A	N/A	N/A

Risk to be managed – Building the skills in the community to develop a social enterprise

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
M	M	A	<p>Over the year, the project manager is working with a client book of more than 30 potential social enterprise in order to provide skills and support to operate and trade as a social enterprise.</p> <p>Awareness raising about the support available is being publicised through Twitter and existing social enterprise and community networks.</p>	M	M	A	<p>The Board is developing a set of workshops to progress this work further.</p> <p>Further actions planned include mainstreaming this work into the alternative delivery models for Supported Employment and the Flintshire crèche.</p> <p>There will be an increased use of social media to promote external support and funding.</p> <p>Social Firms Wales is working with local social enterprises to identify the need for the Social Enterprise Network and options for continuing.</p>	Chief Officer – Social Services	↔	L	L	G	Aug 2015

Risk Progress Summary for 2014/15

The funding for the Project Manager post has now ended. This post created additional capacity to support local existing and emerging social enterprises. The loss of this resource may result in a dip in support to Social Enterprises whilst additional arrangements are promoted, the net score remains Amber.

3. Develop new Social Enterprise projects to meet the Council's priorities

Progress status

Progress RAG

A

Outcome RAG

A

What we did in 2014/15:-

Development work continued to support the transition of public services into social enterprise (Flintshire Crèche and Supported Employment to meet the Council's priorities. The former two progressed into the business feasibility phase of the alternative delivery model work of Flintshire County Council.

Each of the projects has been through the idea phase within the Flintshire County Council alternative Model framework and is being prepared to be tested through a feasibility phase with a view to delivering.

Social Firms Wales and CAPITA have been appointed to support the Alternative Delivery Model programme and have provided feedback on initial business cases and key lines of enquiry.

Consultation events with service users and their families have been planned for May/June 2015.

What went well:-

Double Click is now registered with Companies House

Flintshire Crèche and the Supported Employment projects are now part of the corporate alternative delivery model programme for Flintshire County Council.

The internal working group has gone from strength-to- strength in providing support and advice to services that are thinking of "spinning out" and expanding the organisation.

What did not go so well:-

Broadly everything has gone very well despite this being a new area for the organisation, however, the targets are challenging due to the complexity and sensitive nature of this work.

Achievements will be measured through

- Establishment of further social enterprises from within the Council

Achievement Measure	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	2014/15 Outturn	Performance RAG	Outcome Performance Predictive RAG
Establishment of further social enterprises from within the Council	Chief Officer – Social Services	New Measure – baseline data not available	1 social enterprise	2 social enterprises	1	G	G

Risk to be managed – Local Social Enterprises need to compete effectively in the market

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
M	M	A	There is no specific business support programme for social enterprise in place however there is a good provision of general business support in Flintshire.	M	M	A	<p>Workshop to be held in June of 2015 with key stakeholders to identify actions to take this work forward.</p> <p>Courses to provide Social Enterprises with the skills to compete effectively with other business are promoted through Flintshire County Council's Twitter page.</p> <p>Expertise and capacity are being bought from CAPITA and Social Firms Wales.</p> <p>A small project team is being established to take progress the development of internal projects into social enterprises.</p>	Chief Officer – Social Services	↑	L	L	G	May 2016

Risk Progress Summary for 2014/15

Potential Social Enterprises from within the Council will come under the auspices of the Council's Alternative Delivery Model Programme as this gains momentum. The net score remains at Amber as there is an emerging risk that the targets will not be met. Robust and sensitive consultation is required with service users with multiple and profound disabilities and their families which will take time. Market testing still needs to take place.

FLINTSHIRE COUNTY COUNCIL

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

DATE: **WEDNESDAY 8TH JULY, 2015**

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

SUBJECT: **FORWARD WORK PROGRAMME**

1.00 PURPOSE OF REPORT

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

2.00 BACKGROUND

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

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

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

3.00 CONSIDERATIONS

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

4.00 RECOMMENDATION

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

5.00 FINANCIAL IMPLICATIONS

5.01 None as a result of this report.

6.00 ANTI POVERTY IMPACT

6.01 None as a result of this report.

7.00 ENVIRONMENTAL IMPACT

7.01 None as a result of this report.

8.00 EQUALITIES IMPACT

8.01 None as a result of this report.

9.00 PERSONNEL IMPLICATIONS

9.01 None as a result of this report.

10.00 CONSULTATION REQUIRED

10.01 N/A.

11.00 CONSULTATION UNDERTAKEN

11.01 Publication of this report constitutes consultation.

12.00 APPENDICES

12.01 Appendix 1 – Forward Work Programme

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

None.

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CURRENT FWP

Date of meeting	Subject	Purpose of Report	Scrutiny Focus	Report Author	Submission Deadline
WORKSHOP RE: FORWARD WORK PROGRAMME PLANNING – DATE TO BE CONFIRMED					
2 September, 2015	Rent Arrears	To provide the committee with an understanding of the current position.	Performance Monitoring	Chief Officer (Community & Enterprise)	
7 October, 2015	Update on the delivery of the Choices Document	To update Members on progress in relation to the Choices Document	Performance Monitoring	Chief Officer (Community & Enterprise)	
4 November, 2015	Welfare Reform – Including Universal Credit	To update Members on the impact of Welfare Reform and the cost to the Council.	Service Delivery	Chief Officer (Community & Enterprise)	
	Delivery of the Housing Regeneration & Strategy Service	To update the Committee and seek its views on the activity of the Housing Regeneration & Strategy Service	Service Delivery	Chief Officer (Community & Enterprise)	
9 December, 2015	Update on North East Wales Homes	To update Members on the work of North East Wales Homes	Performance Monitoring	Chief Officer (Community & Enterprise)	

12 January, 2016					
10 February, 2016					
27 April, 2016	Vibrant and Viable Places	To review progress made following the allocation of funding as part of the Vibrant and Viable Places Bid.	Performance Monitoring	Chief Officer (Community & Enterprise)	
8 June, 2016					
13 July, 2016					

Items to be scheduled

- Mersey Dee Alliance Update Report – *Report presented to the Environment OSC meeting in December, 2014. The Committee requested an update report in 6 months.*
- Review of Strategic Housing Partnership

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 (Community and Enterprise)
Six monthly	Private Sector Housing Renewal	To consider progress on the delivery of Flintshire’s first Renewal Area, general service development and county wide projects.	Chief Officer (Community and Enterprise)
Annually	Update on Delivery of Choices Document	To receive an update report on the delivery of the Choices Document.	Chief Officer (Community and Enterprise)
Six monthly	Welfare Reform Update – including Universal Credit	To update Members on the impact of Welfare Reform and the cost to the Council.	Chief Officer (Community and Enterprise)
Six monthly	Update on North East Wales Homes & Property Management	To update Members on the work of the North East Wales Homes & Property Management	Chief Officer (Community and Enterprise)
Annually	Vibrant and Viable Places	To review progress made following the allocation of funding as part of the Vibrant and Viable Places Bid.	Chief Officer (Community and Enterprise)

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