CYNGOR
Sir y Fflint
Flintshire
COUNTY COUNCIL

Contact Officer:
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To: Cllr Ian Dunbar (Chairman)

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

13 December 2018

Dear Councillor

You are invited to attend a meeting of the Community and Enterprise Overview & Scrutiny Committee which will be held at 10.00 am on Wednesday, 19th December, 2018 in the Delyn Committee Room, County Hall, Mold CH7 6NA to consider the following items

A G E N D A

1   **APOLOGIES**

   Purpose: To receive any apologies.

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

   Purpose: To receive any Declarations and advise Members accordingly.

3   **MINUTES** (Pages 3 - 12)

   Purpose: To confirm as a correct record the minutes of the meetings held on 30 October and 7 November 2018.

4   **COMMUNITIES FOR WORK** (Pages 13 - 22)

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

   Purpose: To update Members on the delivery of the Welsh Government employability programmes in Flintshire.

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

Purpose: To provide details of the Homeless Strategy and Action Plan.

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

Purpose: To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2018/19.

Report of Community and Enterprise Overview & Scrutiny Facilitator -

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

Yours sincerely

Robert Robins
Democratic Services Manager

<u>**COMMUNITY AND ENTERPRISE O &S COMMITTEE**</u>

<u>**30 OCTOBER 2018**</u>

Minutes of the meeting of the Corporate Resources Overview & Scrutiny Committee of Flintshire County Council held in the Delyn Room, County Hall on Tuesday 30th October 2018

<u>**PRESENT**</u>**: Councillor Ian Dunbar (Chairman)**

Councillors: Jean Davies, Ron Davies, Rosetta Dolphin, Mared Eastwood, George Hardcastle, Mike Reece, Paul Shotton and David Wisinger

<u>**SUBSTITUTES**</u>**:** Councillor Patrick Heesom (for Ray Hughes) and Mike Lowe (for Ted Palmer)

<u>**APOLOGY:**</u> Councillors: Adele Davies Cooke and Dave Cox

<u>**ALSO PRESENT:**</u> Councillor Christine Jones

<u>**CONTRIBUTORS:**</u> Councillor Bernie Attridge, Deputy Leader and Cabinet Member for Housing; Councillor Derek Butler, Cabinet Member for Economic Development; Chief Officer (Housing and Assets); Chief Officer (Planning Environment & Economy), Finance Manager Community Services, Accountant (Corporate Finance)

<u>**IN ATTENDANCE:**</u> Community & Education Overview & Scrutiny Facilitator and Democratic Services Support Officer

31. <u>**DECLARATIONS OF INTEREST (including whipping declarations)**</u>

There were no declarations of interests

32. <u>**BUDGET 2019/20 STAGE 2 PROPOSALS**</u>

   Prior to the introduction of the report, Councillor Patrick Heesom sought clarification on the services now included within the portfolio and asked where questions around funding for Communities for Work and Warmer Homes should be directed. The Chief Officer (Housing and Assets) clarified that the service areas within the previous Chief Officers portfolio had been disaggregated following her departure. The Contact Centre and Flintshire Connects service areas now sat within the Chief Officer (Governance) portfolio and would be reported to both this Committee and the Organisational Change Overview & Scrutiny Committee.

   The Chief Officer (Planning Environment & Economy) explained that the service areas under Economy and Regeneration sat within his portfolio and said that he could provide Councillor Heesom with a breakdown of how funding for Communities to Work and Warmer Homes was distributed across the County, following the meeting.

The Cabinet Member for Economic Development reported that Communities First did not exist and was now part of Communities for Work which was funded through the Welsh Government (WG). The work programme for this would be reported to a future committee meeting.

The Chief Officer (Housing & Assets) and Chief Officer (Planning, Environment & Economy) introduced a report to advise of the financial pressures and efficiencies identified for the Housing portfolio and parts of the Planning, Environment & Economy portfolio for the 2019/20 budget. The Committee was advised that that Member workshops were held on 13 and 23 July and 18 September, 2018 where information on the latest local financial forecast in the context of the overall national position was provided. An additional workshop specifically for the Community & Enterprise Overview & Scrutiny Committee was held on 12 October, 2018 which provided Members with the opportunity to understand the portfolio budgets in more detail and consider the risk and resilience levels of each service area.

The Chief Officer (Housing & Assets) and Chief Officer (Planning, Environment & Economy) provided a detailed explanation around the portfolio pressures and investments, together with the portfolio business planning efficiencies as outlined within the report.

The Finance Manager Community Services provided an update on the provisional settlement from Welsh Government (WG) which had increased the budget gap by £1.9m. Officers were currently working through the detail of the National Government budget announcements and what additional funding could be received by WG as a result.

Councillor Heesom asked if the current total budgets of service areas could be shown next to the proposed efficiencies so that Members could make a judgement on whether the proposed efficiencies were acceptable. He raised concerns around the unachievable efficiency within the Contact Centre and the lack if provision for residents to visit these centres to the west of Flintshire. He also raised concerns around the high increase in Council Tax that would be needed to meet the funding shortfall.

The Chief Officer (Planning, Environment & Economy) and Chief Officer (Housing & Assets) provided information on the current total budgets for each of the service areas with proposed efficiencies. Method statements and resilience statements supporting the 2019/20 budget pressures and efficiency proposals had been produced as background documents with copies available on request. The Deputy Leader and Cabinet Member for Housing clarified that the Contact Centre service outlined within the report referred to the call centres currently based in Alltami Depot, Flint Offices and County Hall and the proposal to merge them into one Contact Centre. For further clarification this was not reference to Flintshire Connects as Councillor Heesom had suggested.

A number of comments were made around the small number of efficiencies left available and the hope that additional funding would be forthcoming from WG following the announcement of the National Government budget. Members commended Officers for the work they had undertaken during the financial challenges over recent years.

Councillor Patrick Heesom acknowledged the financial challenges being faced by the Council but said that more information was needed for Members. He welcomed the previous comments from the Cabinet Member for Economic Development around further information on Warmer Homes and Communities First being submitted to a future meeting of the Committee.

The Chief Officer outlined the forthcoming National Budget timetable and Local Budget timetable, as detailed in the report. The final budget would be presented to Cabinet and Council on 19 February, 2019.

RESOLVED:

That the Committee support the portfolio efficiency options, as shown in the report.

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

There was one member of the Press and public in attendance.

(The meeting started at 3.00 pm and ended at 3.36 pm)

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Chair

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COMMUNITY AND ENTERPRISE OVERVIEW & SCRUTINY COMMITTEE
7 NOVEMBER 2018

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, 7 November 2018

PRESENT: Councillor Ian Dunbar (Chairman)
Councillors: David Cox, Jean Davies, Ron Davies, Adele Davies-Cooke, Rosetta Dolphin, Mared Eastwood, George Hardcastle, Ray Hughes, Mike Reece and David Wisinger

SUBSTITUTES: Councillors: Glyn Banks (for Paul Shotton) and Dave Hughes (for Ted Palmer)

APOLOGY: Councillor Derek Butler, Cabinet Member for Economic Development

ALSO PRESENT: Councillors: Helen Brown, Patrick Heesom and Christine Jones attended as observers

CONTRIBUTORS: Councillor Bernie Attridge, Deputy Leader and Cabinet Member for Housing; Councillor Billy Mullin, Cabinet Member for Corporate Management and Assets; Chief Officer (Housing and Assets); Benefits Manager; Revenues Manager; and Service Manager, Customer Support

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

34.   VARIATION IN ORDER OF BUSINESS

The Chairman indicated that there would be a slight change in the order of business to bring forward agenda item 5.

35.   DECLARATIONS OF INTEREST

None.

36.   MINUTES

The minutes of the meetings held on 26 September and 12 October 2018 were submitted.

RESOLVED:

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

37.   WELFARE REFORM UPDATE - UNIVERSAL CREDIT ROLL OUT

The Chief Officer (Housing and Assets) introduced a report detailing the impact of the Universal Credit (UC) 'full service' rollout and other welfare reforms, together with the work being undertaken by the Welfare Reform Response team to support affected residents in Flintshire.

The Benefits Manager provided an update on affected households at June 2018. There was a reduction in the number of households affected by the lowered benefit cap, however there was still a significant loss to their collective income. Of the 101 affected households, 85 were being supported through Discretionary Housing Payments (DHPs) to make changes to manage their income better. The majority of households affected by the spare room subsidy were Local Authority tenants under-occupying by one bedroom. DHPs were being awarded to eligible tenants of registered social landlords to mitigate the impact of the subsidy, however this was becoming a longer term solution mainly due to the lack of available smaller properties.

A range of support was being accessed by Flintshire's UC customers where numbers had increased by 337%. Assisted Digital Support through Flintshire Connects centres helped residents to manage their claims and communicate with the Department of Work & Pensions (DWP). Demand for Personal Budgeting Support had led to an increase in surgeries throughout the County and the same team also carried out 'wraparound' support to signpost individuals to specialist financial advice. However, a large proportion of time was taken up verifying or challenging calculations which resulted in further appointments and delayed payments. The proposed changes in funding for Assisted Digital Support and Personal Budgeting Support by the DWP from April 2019 were a major concern and the uncertainty of how that support would continue with Citizens' Advice Bureaus. This early support was crucial to prevent escalation into a worsening position, and the risk to the Council and residents had been raised at national level. Other concerns escalated for consideration included different approaches to dealing with the removal of names off joint tenancies and tackling backdated UC applications.

Councillor Attridge spoke of his pride in the team's achievements on the service and he gave assurance that representations continued to be made on the uncertainty of future funding arrangements.

Councillor Dolphin also praised the team and said that the DWP should take notice of the concerns raised by the Council given its involvement in the pilot scheme. In response to questions, the Benefits Manager explained that as DHP funding was subject to change by the DWP, it was intended as a short-term solution to support residents affected by welfare reforms (as well as some individuals not affected). She explained that the difficulties in removing a name from a joint social housing tenancy had been conveyed to the national steering group and that this, along with other UC elements, impacted negatively on rent arrears. It was agreed that the Service Manager (Customer Support) would provide details of the number of tenants affected by the spare room subsidy who were waiting to move to smaller accommodation which was currently in demand.

Councillor Banks welcomed the detailed report and its presentation by the officer. In response to a query, the Benefits Manager provided explanation on the benefit cap calculation and its objective to limit the amount of benefits claimed by an individual.

Councillor Ron Davies asked about the cost to the Council of the UC rollout in respect of resources and officer time. The Benefits Manager explained the funding arrangements and agreed to liaise with Finance colleagues to provide an estimated figure.

The Chairman congratulated the team on the support being given to residents. He proposed that a letter be sent on behalf of the Committee to the DWP to highlight concerns about the lack of consultation on the proposed changes to grant funding. This was supported by Members.

RESOLVED:

(a)   That the Committee supports the report and ongoing work to manage the impacts that Welfare Reform have and will continue to have upon Flintshire's most vulnerable households;

(b)   That the Committee notes the changes to grant funding arrangements for Universal Support as announced by Central Government on 1 October 2018; and

(c)   That the Committee writes to the Department of Work and Pensions outlining its concerns around the possible risks to the Council in proposed changes to grant funding arrangements for Universal Support.

38.   HOUSING RENT INCOME

The Chief Officer (Housing and Assets) introduced an update report on rent income collection and the financial impact on rent arrears within the Housing Revenue Account (HRA) as a result of UK Government led welfare reforms, in particular the full service rollout of Universal Credit (UC) from April 2017.

The Revenues Manager gave a presentation which covered the following:

- A look at the wider context of welfare reform
- Exploring the data further
- Looking at the cash flow issues
- Plotting the current position
- Plotting the way ahead - managing the risks

During the presentation, reference was made to a number of national key headlines highlighting the impact of UC on rent arrears. Comparison of year-end figures showed that rent arrears were starting to reduce in 2016/17 prior to the UC full service rollout and that as rent yield increased year on year, rent arrears also tended to increase. Whilst this position was being managed, rent collection remained a significant challenge. To demonstrate the impact of UC on the cash flow position, an

example was given of how rent arrears could escalate by week 8 at which point the Council could apply to the DWP for managed payments. However this involved a complex process and likely delays.

A range of measures had been adopted to support tenants, particularly the vulnerable, to manage the reforms and tackle rent arrears. A more robust approach was being taken to engage with tenants at an early stage to understand the reasons for non-payment and encourage them to manage their finances to help prevent escalating rent arrears. Additional resources on the Housing Intervention Team (HIT) had assisted 362 tenants to bring their arrears up-to-date. Investment in new data analytical software currently used successfully by many other housing providers would help to better predict risk cases.

Councillor Attridge gave assurance of the Council's commitment to provide this support to tenants in genuine need of help, whilst a zero tolerance approach to 'fast track' the recovery process applied for those in arrears who refused to engage. He gave a reminder that rent collection levels benefitted the HRA which in turn helped to build much-needed new homes.

In response to questions from Councillor Dolphin, the Revenues Manager provided clarification on the officer team dealing with rent arrears and the recovery of some arrears through managed payments over time. He agreed to provide follow-up information on the number of new tenants (in the first 12-18 months of their tenancies) who were in rent arrears.

The Chief Officer gave a reminder of the checks and balances undertaken by the Housing team when allocating properties which helped to identify sustainable tenancies.

The Service Manager (Customer Support) said that the UC full service also affected private landlords. The additional resources allocated by her team to engage with tenants at an early stage was helping individuals to manage their tenancies.

Following points raised by Councillor Hardcastle, the Revenues Manager reported that the Council had applied for managed payments for around 71 cases and that this number was rising. Councillor Attridge agreed that consideration would be given to the suggestion for a Task Group to tackle rent arrears.

During the debate, officers spoke about the Council's duty to prevent homelessness and the sharing of good practice between neighbouring authorities.

Information was circulated on current banded arrears levels with the respective total values. In response to comments by Councillor Wisinger on dealing with tenants who refused support, Councillor Attridge reiterated the zero tolerance approach. The Revenues Manager gave a reminder that each case had a background story which could involve a household with complex issues.

Councillor Ron Davies asked that the presentation slides be shared with all Members.

Councillor Banks suggested that monthly rather than weekly payments should be pursued for those in receipt of UC to help prevent arrears escalating further. Officers noted his suggestion for a name change to the Housing Intervention Team (HIT).

RESOLVED:

(a)   That the Committee notes the latest financial position for rent arrears in 2018-19 in the context of the UK Government welfare reform programme;

(b)   That the Committee endorses the new measures and interventions being taken to maximise rent income but which also supports tenants to maintain sustainable tenancies; and

(c)   That the Committee supports the robust steps that are necessary to recover arrears from tenants who, despite all interventions, make little or no effort to pay.

39.   FORWARD WORK PROGRAMME

In considering the current Forward Work Programme, the Committee agreed to defer the New Homes Board update to March 2019 and to defer the Welfare Reform update from March.

Councillor Dolphin suggested a workshop immediately prior to a future meeting to help Members understand the aspects of the Committee. Councillor Attridge agreed that this would be considered.

RESOLVED:

(a)   That the Forward Work Programme be noted; and

(b)   That the Facilitator, in consultation with the Chairman of the Committee, be authorised to vary the Forward Work Programme between meetings, as the need arises.

40.   MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE

There was one member of the press and one member of the public in attendance.

(The meeting started at 10am and ended at 12.05pm)

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Chairman

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COMMUNITY AND ENTERPRISE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Wednesday 19th December 2018.
Report Subject	Communities for Work
Cabinet Member	Cabinet Member, Economic Development
Report Author	Chief Officer, Planning, Environment and Economy
Type of Report	Operational

EXECUTIVE SUMMARY

The purpose of the report is to outline and update on employment programmes in Flintshire which include the Communities for Work (CFW) and Communities for Work Plus (CFW+); and the Legacy fund including the Business Entrepreneurship Network and support for the social enterprise sector. These programmes support participants within the community into employment and self employment.

During 2017/18 the Communities First programme ended and was replaced by CFW and CFW+. This has established an integrated employability package that provides support for people in, or at risk of, poverty throughout Flintshire.

RECOMMENDATIONS	
1	To review the progress made in delivering the employment programmes.

REPORT DETAILS

1.00	EXPLAINING THE COMMUNITIES FOR WORK PROGRAMMES
1.01	Welsh Government launched the CFW programme in 2016 covering 52 areas across Wales. The programme is funded until March 2020. The CFW programme provides support and guidance to those individuals furthest from the labour market living in the most deprived communities in Flintshire. CFW+ was established in April 2018. This programme supports participants who are not eligible for the CFW programme and who are unemployed or who are in work and wish to develop their skills. The CFW programme is delivered in partnership with the Department of Work and Pensions (DWP), who provide tailored intensive support for those closest to the labour market. All programmes employ mentors who engage and support people not in education, employment or training and those who are long-term unemployed.
1.02	The Welsh Government Communities First programme was in operation from 2001 until March 2018 and aimed to reduce poverty in the most deprived neighbourhoods in Wales. The programme was ended by Welsh Government at that point.
1.03	Although there is no direct replacement for the Communities First programme, a number of other programmes are now in operation which undertake some of the activities provided previously. These are: • Communities for Work • Communities for Work plus • Legacy fund
1.04	Communities for Work The C4W programme was launched by Welsh Government in 2017 to provide intensive mentoring support to individuals who are furthest from the labour market. The programme provides a long term supportive relationship to help each person to overcome their barriers to progression and to help them to navigate the complex range of support provision available. The programme is funded by the European Commission and Welsh Government and will run until the end of 2020. The programme has complex eligibility rules and is restricted geographically as to where it can provide support.

| 1.05 | Communities for Work +

The C4W+ programme started operation in April 2018. In common with the C4W programme it provides long term mentoring support but is not as restricted in terms of eligibility so focusses on individuals not eligible for the C4W programme. The programme also provides resources for wider activities to; engage and support unemployed individuals; support employees seeking to increase their skills and progress in the workplace; and provide tailored support to broker links between individuals and employers.

The programme also provides the resources needed for the programme and financial management of the C4W programme.

Funding for the programme is in place until 31 March 2019. |
|---|---|
| 1.06 | Within the programme there is a considerable focus on providing intensive help to provide individuals with the skills, experience and qualifications needed to enter the labour market. The Pathways into Employment projects work closely with employers to ensure that the skills and qualifications they provide are relevant to their needs.

Projects include:
  • Building Futures Pathways, a training programme comprising of construction skills trade sessions, including joinery and maintenance along with interview workshops. The intensive two week training course has seen 38 local people attend and 18 move into employment with 5 apprenticeships created.
  • Pathway into Retail - in partnership with Coleg Cambria, all participants attending the course receive a certificate in electronic point of sale system, computer skills, essential skills and customer service skills.
  • Pathway into Streetscene - All participants gain a qualification in manual handling, health and safety and emergency first aid at work. In addition to this they are given the opportunity to apply for a certificate in construction skills. Work placements will be offered to participants who have attended the training.

  • Pathway into Administration - this course includes reception and telephone skills, basic Welsh language, customer service, marketing and promotion. Work experience is offered through GAP personnel employment agency.

  • Pathway into Tourism and Hospitality - This course includes front of house training, basic Welsh language skills, and also includes work experience in local hotels and holiday parks.

  • Pathway into Sports Leadership in partnership with AURA. This pathway is accredited and includes a 4 day sports leadership course, and will enable participants to apply for positions with AURA leisure. |

| 1.07 | The Pathways into Employment are included within the Communities for Work (CFW) and Communities for Work Plus (CFW+); and the Legacy fund including the Business Entrepreneurship Network and Social Enterprise. These programmes support participants within the community into employment and self-employment.

Participants are recruited through CFW and CFW+ who receive a Level 1 Award certificate in Construction enabling them to work in the construction sector. Each participant receives this certificate during a ceremony at the end of the course.

Building Futures Pathway has secured employment for individuals including a window fitter, groundsman, administration and labourers over the three programmes. The programme has also supported five apprenticeships, these include bricklayers and electricians. Each Building Futures programme costs approximately £10,000 to deliver, which covers tuition costs plus personal protective equipment.

Legacy Funding continues to fund successful projects from the previous Communities First programme and therefore funds both Business Entrepreneurship Network and Social Enterprise start-ups. |
|---|---|
| 1.08 | The combined targets for the C4W and C4W+ programmes for 2018/2019 are |

Targets for 2018/2019	Targets achieved to date
Participants registered 264	Participants registered 239
Participants entering employment 81	Participants entering employment 71
Work placements / Preparation for employment 210	Work placements / Preparation for employment 165
Number of job clubs supported 240	Number of job clubs supported 160
Pathways into employment 8	Pathways into employment 9
Number of job fairs 4	Number of job fairs 6 these include Health and Wellbeing events and area based job fairs.
Number of employers engaged with the programme 36	Number of employers engaged with the programme 80

1.09	Appendix 1 provides just one example of how the scheme has assisted one young person in preparing for work
1.10	Legacy funding

Legacy funding is provided by Welsh Government to continue some of the most effective elements of the Communities First programme following the closure of the programme in April 2018.

There are two programmes of work supported through this funding; the Business Entrepreneurship Network and support for the social enterprise sector. |
| 1.11 | The Business Entrepreneurship Network aims to support people to enter or progress in education and entrepreneurship, with ongoing support provided through two fortnightly enterprise clubs in Deeside and Greenfield. Sessions include inspirational speakers and workshops, led by the need as identified by the participants through a consultation process.

Topics include;

•   Business plans
•   Sales
•   Marketing
•   Social media
•   Communication

Since April 2018 the Network has supported 4 businesses to become established and provided support to 26 individuals. |
| 1.12 | The Legacy funding allows the provision of a Social Enterprise Development Officer to develop the sector in Flintshire. The officer provides detailed one to one support for both emerging and growing social enterprises. So far this year 20 groups and individuals have been supported and 9 new enterprises have been registered.

In addition, the officer is supporting work to help the social enterprise sector to develop as a whole and to work together more effectively. When the programme started three years ago there were too few enterprises in the County to make this effective but now there is a vibrant network of businesses.

It is a testament to the support provided through the programme that the winner of this year's Flintshire in Business award for Entrepreneur of the Year was won by the owner of a supported social business. |
| 1.13 | Future developments

The C4W programme will run until March 2020 under the current funding agreement although it is hoped that an extension until 2020 will be granted in the new year. |

	The C4W+ and Legacy programmes are due to end on 31 March 2019 but again it is hoped that Welsh Government will provide agreement for a further years funding early in the new year.

2.00	RESOURCE IMPLICATIONS
2.01	The CFW+ programme is 100% funded by Welsh Government, with the level of funding for the programme for 2018/19 being £428,376.92.
	The CFW is 100% funded by Welsh Government, the level of funding for the programme for 2018/19 being £206,019.13.
	The Legacy Fund is 100% funded by Welsh Government, with the level of funding for the programme for 2018/19 being £127,680.00
	The funding supports a dedicated staff team of 15 officers. The staff employed through both programmes are co-located within Deeside which has enabled us to forge a single integrated team with common aims and performance measures.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Welsh Government require a community involvement plan to be in place to ensure that the work of the programme is relevant to the delivery areas in which it operates.

4.00	RISK MANAGEMENT
4.01	CFW and CFW+ staff are employed by Flintshire County Council, but funded through Welsh Government. If this funding ceases Flintshire County Council will have liability for any redundancy costs. Welsh Government have confirmed that these costs are not eligible for their funding.

5.00	APPENDICES
5.01	Appendix 1 – Participant Case Study

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None. **Contact Officer:** **Sharon C Jones, Delivery Manager Communities For Work & Communities For Work Plus** **Telephone:** **01352 404430** **E-mail:** **Sharon-Jones@flintshire.gov.uk**

7.00	GLOSSARY OF TERMS
7.01	**Communities First -** The Welsh Government Communities First programme was in operation from 2001 until March 2018 and aimed to reduce poverty in the most deprived neighbourhoods in Wales. **Communities for Work (CFW)** – a European funded programme from the Welsh Government to support people from deprived areas into Employment. **Communities For Work Plus (CFW+) -** this programme provides support for participants throughout Flintshire who are not eligible for CFW programme. **Department for Work and Pensions (DWP)** - is the Government agency responsible for welfare, pensions and child maintenance policy.

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Communities for Work, Case Study

Name of Operation

Priority 1:   East Wales c80734

West Wales and Valleys c80733

Priority 3:   East Wales c80859   x

West Wales and Valleys c80858

Summary

Jake has been unemployed since leaving school in 2016.   He was referred through to Communities for Work from Youth Services as they had not been able to engage with him since leaving school.

Background, what is.

JC's attendance and performance at school had been poor, something that can be attributed to a lack of support and guidance at home. It was clear upon meeting Jake that he was a young man with no idea of what opportunities were available. Although very little support at home JC was a polite young man with a keen sense of responsibility for his younger siblings. Due to his situation he was sceptical about what Communities for Work could offer him, and that future employers would be concerned about his academic record.

The Engagement

After several meetings a rapport had been built between ourselves and following a discussion with JC about his interests we constructed a CV; this made him feel a lot more positive about the prospect of moving forward.

JC attended the two-day Ready 4 Work programme run by Communities First where he was able to gain additional support as well as meet people he own age. It also gave him the opportunity to gain a work placement with a potential employer. The impression JC created was fantastic; not only with the other attendees but also the staff running the course. The colleague at Communities First arranged for JC to have a week work placement with ANWYL Construction at their Llys Raddington site in Flint.

Using the "Moving On" charity we purchased the correct PPE for JC as well as boots. He was collected by his Mentor on his first day and taken to the site.

Good Practice Shared / Lessons Learned / Outcomes

Confidentiality and impartiality were paramount in our meetings. A sensitive and non-judgemental approach was required and utilised to good effect.

JC received fantastic feedback from the site manager, to the point where he would have been prepared to offer JC a job if the construction job had not been coming to an end. They did however recommend JC to partner companies and suggested that he gain a CSCS card as soon as possible.

JC has now been booked onto a three-day CSCS course at the end of May.

The transformation in JC's life has been tremendous and he is now a much more positive and happy person as he can see a career path ahead for himself.

Working in Partnership with Communities and Jobcentre Plus Gweithio mewn Partneriaeth a Chymunedau a Chanolfan Byd Gwaith

Version 2.0

For More Information

Please contact: *Jason Randa – Youth Mentor East – 01352 704430;* *jason.randa@flintshire.gov.uk*

Thank you for your Feedback

COMMUNITY AND ENTERPRISE OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Wednesday 19 December 2018
Report Subject	Regional Homeless Strategy and Local Action Plan
Cabinet Member	Deputy Leader of the Council and Cabinet Member for Housing
Report Author	Chief Officer (Housing and Assets)
Type of Report	Strategic

EXECUTIVE SUMMARY

The Housing (Wales) Act 2014 introduced new homeless legislation in April 2015. Part 2 of the Housing (Wales) Act places a statutory duty on each Council in Wales to carry out a homelessness review and formulate a homelessness strategy.

North Wales Councils agreed to develop a regional strategy and a high level action plan, with local action plans informed by independent reviews in each county. The regional approach will enable sharing of best practice; developing a better understanding of the issues; and promote collaborative working where possible.

The homeless strategy objectives are to prevent homelessness and ensure suitable accommodation and satisfactory support is available for those who are homeless.

The region has signed up to the common themes of People, Homes and Services. Within those themes the local review and action plan in Flintshire has identified priority actions to tackle and prevent homelessness in the County.

The key areas identified include youth homelessness; prison leavers, addressing complex needs; developing housing first approaches; improving access to accommodation; mitigating welfare reforms; and improved partnerships with health and social care.

RECOMMENDATIONS	
1	That Scrutiny Committee support the North Wales Regional Homelessness Strategy and high level action plan.
2	That Scrutiny Committee support the priority actions highlighted within the Flintshire Homelessness Local Action plan detailed at paragraphs 1.09 to 1.14 of this report.

REPORT DETAILS

1.00	EXPLAINING THE REGIONAL HOMELESSNESS STRATEGY AND ACTION PLAN
	Background
1.01	The Housing (Wales) Act 2014 reflects the Welsh Government commitment to reinforce the prevention of homelessness as set out in its Ten Year Homelessness Plan. The legislation, introduced by the Act on the 27th April 2015, represents the most fundamental change to homelessness legislation since the Housing (Homeless Persons) Act was introduced in 1977.
1.02	The legislation has introduced an explicit focus upon the prevention of problems rather than simply processing people through crises and, if implemented effectively, aims to result in fewer households experiencing the trauma of homelessness.
1.03	Part 2 of the Housing (Wales) Act 2014 places a statutory duty on each Council in Wales to carry out a homelessness review and formulate a homelessness strategy.
1.04	A homelessness strategy, under section 50 of the Act, is a strategy for achieving the following objectives in the local housing authority's area: • Prevention of homelessness • That suitable accommodation is and will be available for people who are or may become homeless • That satisfactory support is available for people who are or may become homeless.
	Regional Homelessness Strategy Development
1.05	In June 2017, the Heads of Housing of the six North Wales local authorities, together with the Chartered Institute of Housing Cymru, undertook a commitment to work together to develop a regional homelessness strategy.
1.06	The core strategic commitment from the six local authorities in North Wales is to create a culture of improved and effective collaboration across the region, in terms of addressing the specific issues causing homelessness.
1.07	The aim of this strategy is to address the root causes of homelessness,

	whether that be rough sleeping, reducing the numbers on the housing waiting list, reducing the numbers of sofa surfers, and any other type of homelessness, with the ultimate goal of ending it altogether in North Wales.
1.08	That agenda will be cemented into the strategic approach of each authority by the adoption of the Regional Homelessness Strategy. The common themes within the strategy are:- • **People** (youth homelessness, rough sleepers, complex needs and prison leavers) • **Homes** (housing first, improved access to accommodation, temporary accommodation) • **Services** (prevention, mitigation of welfare reform, health)
	Flintshire Local Homelessness Action Plan
1.09	Each authority has developed its own local action plan based on the themes within the regional strategy but which reflect local priorities. The independent homeless review in Flintshire included analysis of past, current and future levels of homelessness and an audit of current services and level of resources available. The issues and priorities for tackling and preventing homelessness highlighted within the local review have been fed into the local action plan (see appendix 2) which fits within the regional overarching themes.
1.10	The local action plan will influence the targeting of homeless prevention funding and the development of the Supporting People Commissioning Plan. It will also inform the priorities to be reflected in housing and homeless service plans.
1.11	A summary of the priorities within the Local Acton Plan under the three key themes are as follows:-
1.12	People • End youth homelessness by developing a multi-agency approach to homeless prevention for young people; develop specialist provision for young people who are homeless. • Prevent rough sleeping by better understanding the potential for it in Flintshire and establish a better understanding of the services required. • Managing complex needs by identifying the challenges and gaps in current provision; delivering services in psychologically informed environments • Ensuring suitable accommodation and support for prison leavers through a more co-ordinated approach for people leaving custody; continued commitment to the Prisoner Resettlement Post and develop a reciprocal agreement across the region.

	• Contribute to the Armed Forces Covenant steering group and continue to evaluate whether housing and homeless policies and approaches support the commitments within the Armed Forces Covenant.
1.13	Homes • Develop pilot projects to test housing first principles and share best practice across the region. • Improve access to accommodation by improving access to the private rented sector; ensure new build social housing contributes to meeting the demands for housing homeless people; develop tenancy support for landlords and mediation to sustain tenancies. • Explore innovative solutions to reduce the cost of temporary accommodation; undertake a review of existing temporary accommodation linked to demand.
1.14	Services • Promote the work of the supporting people programme and ensure there is a pathway of services to meet a range of needs; prevent evictions from social housing through the pilot support project, improved pre-tenancy work and a two week rent campaign in 2019; consider non eviction or exclusion policies in certain settings. • Develop a collaborative approach to reducing the impact of welfare reform on working age claimants affected by Universal Credit. • Develop closer working relationships with Health and Social Services including protocols for flexible funding, mental health and hospital discharge.

2.00	RESOURCE IMPLICATIONS
2.01	The demand on the homeless service is growing and successful prevention is important to mitigate the risks of increased interim and temporary accommodation costs. Successful implementation of the strategy and action plan will rely heavily on Supporting People Programme Grant funding. Welsh Government has announced the phased transition to a housing support grant including Supporting People, Homeless Prevention Grant and Rent Smart Wales funding. The Supporting People Grant has been protected from any reductions in 2019/20. The commissioning plan which will be signed off by Cabinet in the spring will demonstrate how Supporting People funds will be targeted to contribute and support the delivery of the Flintshire Homelessness Action Plan.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The Regional Homelessness Strategy and Action Plan has been out to consultation across North Wales through each Local Authority, including in Flintshire through a Stakeholder event held in September 2018. Feedback on the strategy were sought through an online Survey with the responses received being positive to the approach and the key priorities.
3.02	The Local Action Plan was consulted upon at the same Stakeholder event and, through workshop discussions, the priorities were identified which ultimately have informed the development of the final plan.

4.00	RISK MANAGEMENT
4.01	None

5.00	APPENDICES
5.01	Appendix 1: Regional Homelessness Strategy

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Contact Officer: Katie Clubb (Customer Support Manager) Telephone: 01352 703518 E-mail: katie.clubb@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	**Welsh Government Ten Year Homelessness Plan –** This ten year plan describes how homelessness in Wales will be tackled between 2009 - 2019. This Ten Year Plan sets out some guiding principles for the development and delivery of homelessness services. **Psychologically Informed Environment** – delivering services that take into account the psychological makeup (the thinking, emotions, personalities and past experience) of its service users in the way that it operates.

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People, homes and services

A regional approach to tackling homelessness in North Wales

DECEMBER 2018 – DEC 2022

Chartered Institute of Housing Cymru

CONWY CYNGOR BWRDEISTREF SIROL COUNTY BOROUGH COUNCIL

CYNGOR SIR YNYS MÔN ISLE OF ANGLESEY COUNTY COUNCIL

wrexham COUNTY BOROUGH COUNCIL CYNGOR BWRDEISTREF SIROL wrecsam

CYNGOR GWYNEDD COUNCIL

CYNGOR Sir y Fflint Flintshire COUNTY COUNCIL

Cyngor sir ddinbych denbighshire County Council

Foreword

When, as a group, we initially discussed what the title for this strategy should be, there was a tacit recognition that addressing homelessness across the region was more than simply increasing the supply of the right type of housing.

Yes, the shortage of supply is a big contributing factor to people presenting as homeless, whether they are rough sleepers, those on social housing waiting lists, or those sleeping on a friend's sofa without any prospect of any affordable permanent accommodation.

But all the evidence from the individual homelessness reviews, carried out by the six North Wales local authorities to inform this strategy, suggests a more complex explanation as to why so many are sleeping rough or waiting to be housed.

It is about the specific groups of people in need of support, the type of homes we need to provide them with and the services that allow them to live sustainably in those homes – **People, Homes and Services.**

Common themes emerged around the types of demographics presenting as homeless, particularly young people, those with complex needs such as mental health issues, and those leaving prison.

The reviews also identified common themes around the gaps in the type of accommodation, as well as the gaps in data to inform a strategic approach to combatting the issue.

Finally, commonalty across the region emerged on other root causes such as welfare reform, lack of early intervention and a lack of collaboration with the health service, and in some cases between council service areas.

Fundamentally, this strategy recognises that homelessness, and the issues that cause it, has no regard for local authority boundaries and that if we are really going address this issue, then all six councils need to work together to join up data, services and solutions.

This document sets out a strategy based on working together to reach the overarching goal – eradicating homelessness in North Wales. The strategy has been developed within the context of local housing reviews and strategies, and will inform commissioning plans and funding priorities for each local authority area.

Matt Dicks
Director, CIH Cymru

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1. Introduction

1.1 Legislative background:

Part 2 of the Housing (Wales) Act 2014 places a statutory duty on each local authority in Wales to carry out a homelessness review and formulate a homelessness strategy. A homelessness strategy, under section 50 of the Act, is a strategy for achieving the following objectives in the local housing authority's area:

- The prevention of homelessness;
- That suitable accommodation is and will be available for people who are or may become homeless;
- That satisfactory support is available for people who are or may become homeless.

1.2 Additional legislative and regulatory considerations:

When preparing this strategy partners have referred to and taken into account the following:-

- 10 Year Homeless Plan
- National Housing Pathway for Ex-Service Personnel
- National Pathway for Homelessness Services to Children, Young People and Adults in the Secure Estate
- Preventing Homelessness and Promoting Independence: A Positive Pathway to Adulthood
- The Homelessness (Suitability of Accommodation) (Wales) Order 2015
- Renting Homes (Wales) Act 2016
- Social Services and Wellbeing (Wales) Act 2014 and Population Needs Assessment
- Well-being of Future Generations (Wales) Act 2015 and Assessment of Wellbeing
- Regional Strategic Plans
- Equalities Act (Wales) 2010
- Allocation of Housing and Homelessness (Eligibility) (Wales) Regulations 2014
- Code of Guidance to Local Authorities on the Allocation of Accommodation and Homelessness, 2016
- Welfare Benefit Reforms

1.3 Key objectives:

The aim of this strategy is to address the root causes of homelessness, with the ultimate aim of ending it altogether in North Wales. After carrying out a Homelessness Review in each local authority areas, the six authorities across the region will meet that goal by achieving the following key objectives:

- **Developing a regional approach to tackling homelessness in North Wales**
- **Sharing best practice across the region**
- **Developing shared services and collaboration where possible**
- **Developing a better understanding of the causes of homelessness through better data capture across the region**
- **Reducing homelessness in North Wales**

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1.4 the North Wales homelessness picture

This was the picture of homelessness in North Wales in July 2018:

Number on household
Waiting List in North Wales:

7,022

509
in temporary accommodation

75%
of Welsh people think Welsh Government should house rough sleepers

84
sleeping rough

Two-thirds
of Welsh people believe Welsh Government should provide a good quality home to everyone

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Source: Data from Six North Wales Local Authorities and Tyfu Tai Cymru "Public Attitudes to Social Housing in Wales"(April 2018)

2. The regional approach

2.1 Background

The Williams Commission on Public Service Governance and Delivery, which reported in 2014, noted that:

"The public sector relationships in Wales are overly complex and this complexity does not serve Wales well. The structures, relationships and responsibilities of public sector bodies in Wales, and the partnerships between them, must be streamlined, accountability clarified and synergies maximised."

And that:

"There is a need for a step change in the performance and delivery of public services in Wales."

The Commission also recommend the reduction in the number of councils in order to streamline the delivery of public services in Wales. Whilst the Welsh Government has stopped short of reorganisation, a collaborative approach has continued to dominate its agenda in terms of the delivery of public services since the commission published its report.

In June 2017, the Heads of Housing of the six North Wales local authorities, together with the Chartered Institute of Housing Cymru, undertook a commitment to work together to develop a regional homelessness strategy.

A working group was established and communication opened with the Welsh Government. The Welsh Government agreed to the regional approach outlined in the document in **Appendix A**, provided that each of the six local authorities in the region *"adopts/signs up to the regional strategy"*.

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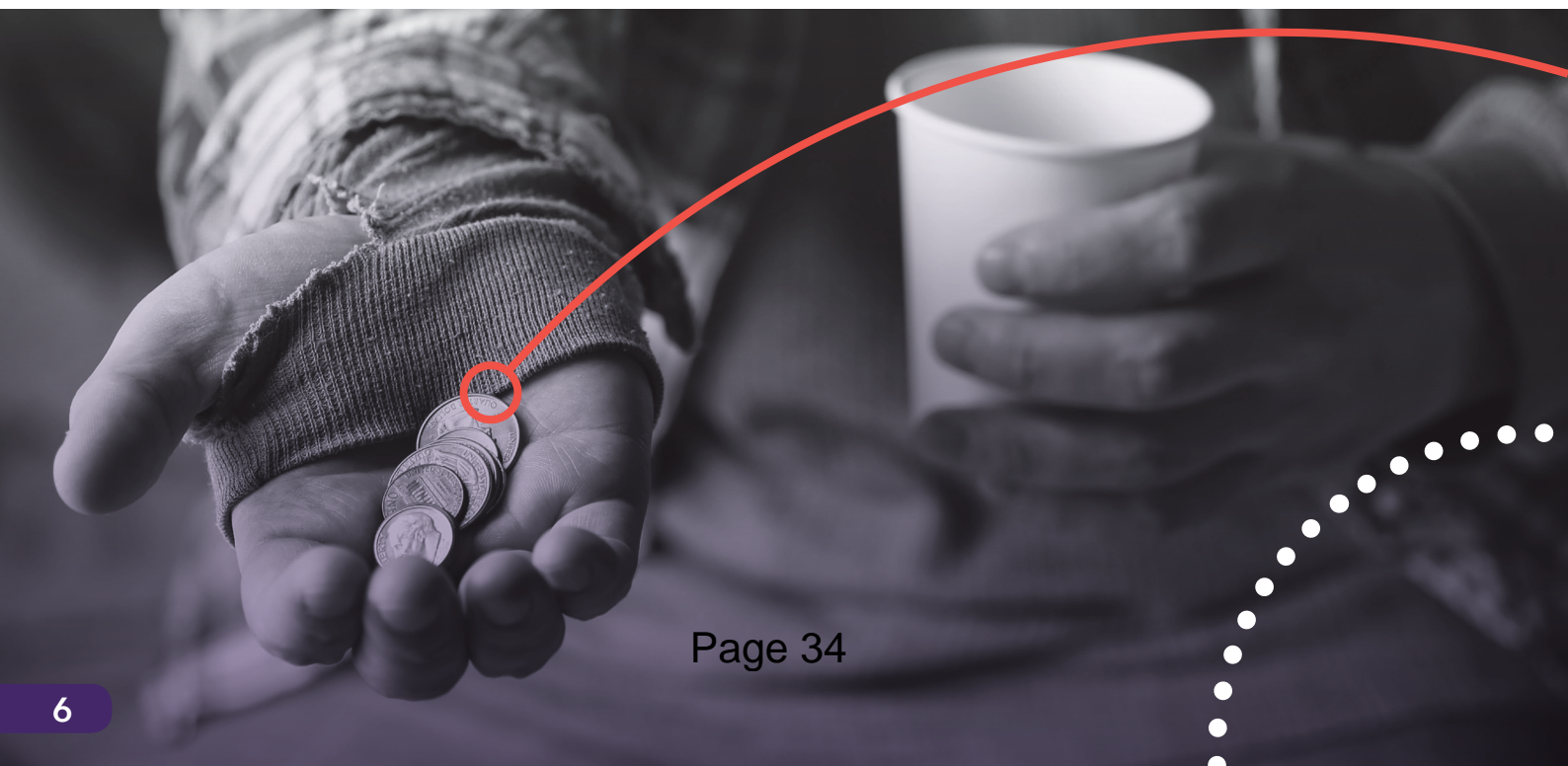
2.2. Key Shared issues

The local reviews have been carried out and common themes and key areas for action have been identified across the region:

People
- Youth homelessness
- Rough sleepers
- Complex needs
- Prison leavers

Homes
- Improved access to accommodation – supply
- Temporary accommodation
- Alternative delivery models
- Housing first

Reducing homelessness across North Wales

Key issues

Services
- Prevention/intervention
- Mitigation of welfare reform
- Health and social care
- Communication

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2.2.1 People (This is not an exhaustive list but the groups highlighted by the local authority individual reviews)

	Key issues
Youth homelessness	Ensuring correct information is provided to young people via different social media platforms
	Misunderstanding/lack of knowledge of service provision amongst young people
	The impact on young people and their housing needs, when family life reaches crisis point
	Clarifying what we mean by young people and understanding the needs of different groups of young people such as 16-17 year olds in B&B, 20-35 year-olds in one-bed accommodation – a lack of understanding as to why different groups are presenting as homeless
	Failure to identify at-risk young people at an earlier stage – e.g. vulnerable people/ACES agenda – and a need to provide more joined up services, e.g children services not communicating with housing at an earlier stage
	Shortage of shared accommodation and one-bed accommodation
	Shortage of right type of accommodation
	Many young people aren't tenancy ready – i.e. not financially literate, not experienced living independently
Rough sleepers	Numbers are growing
	Shortage of the right type of accommodation e.g. emergency accommodation
	Lack of joined up working between charities and local authorities in delivering outreach services
	Addressing the "drug and alcohol culture" – a proportion don't use their accommodation because of drug culture. Drug users less likely to use emergency shelter accommodation
	Lack of support for people with mental health issues

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Complex needs	Lack of a clear definition of what Complex Needs mean
	Lack of co-ordination in service provision
	Lack of adaptive housing and coordinated use of resource across region
	Welsh Government commitment to Supporting People Programme
Prison leavers	Prisoner Pathway – not enough resource
	Lack of collaboration across region
	No longer within Priority Need
	Lack of suitable accommodation for those convicted of arson

2.2.2 Homes

	Key issues
Housing first	Shortage of funding
	Lack of Clarity from Welsh Government in terms of its housing first strategy and what it means – is it a health and/or housing spend?
	Lack of political appetite at a local level in certain Local Authority areas
Improved access to accommodation – supply	Under 35s accommodation
	Unwillingness of Private Rented Sector (PRS) to take tenants on welfare benefits
	Lack of consistency in housing support in PRS
	Upfront letting agency fees

Temporary accommodation	People unable to move on
	Shortage of right type accommodation
	Too expensive
	Continual risk assessments required

2.2.3 Services

	Key issues
Prevention/ intervention	Intervention takes place at crisis point - homelessness is a symptom not the cause
	Lack of holistic approach to prevention across Local Authority departments – it's every department's responsibility to prevent homelessness
Welfare reform	Implementation of Welfare Reform agenda
Health	Lack of collaboration and services in locality and at a regional level
	Lack of understanding of housing within health sector

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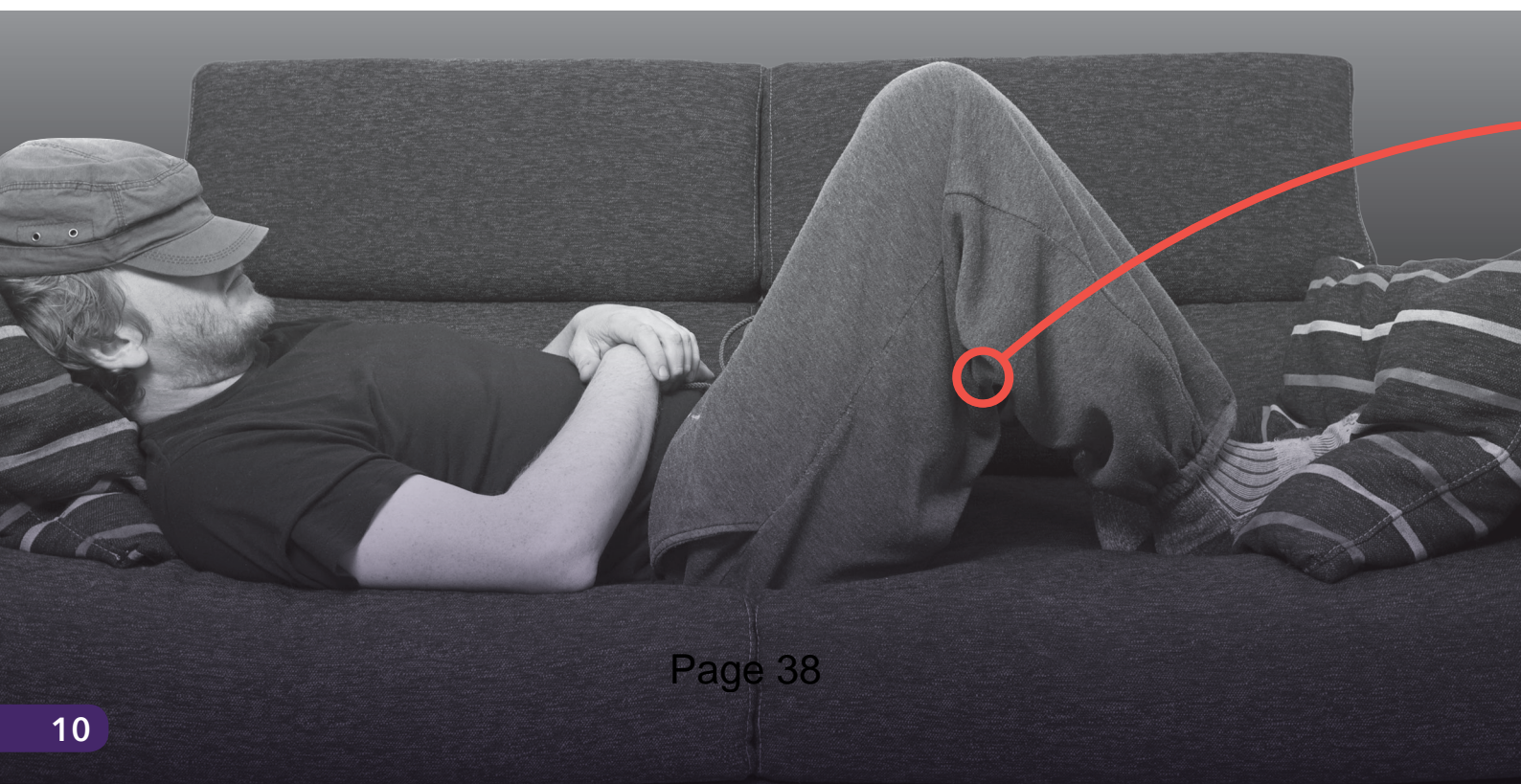
3. The collaborative framework

3.1 The strategic aim

The core strategic commitment from the six local authorities in North Wales it to create a culture of better collaboration across the region, in terms of addressing the specific issues causing homelessness as outlined above. That agenda will be cemented into the strategic approach of each authority by adoption of the Regional Homelessness strategy as set out in this document. Each authority will develop its own local action plan based on the priorities of the regional strategy and this section outlines where collaboration can take place at a regional level.

3.2 Collaborative work plan

Based on the correlation of key themes, key areas of collaboration across the region have been identified:

3.2.1 People

Youth homelessness:
- Develop a regional approach for young people in terms of information on:
    o Being tenancy ready
    o Financial literacy Welfare/Benefits
    o Promoting a Young People's Positive Pathway to Housing
- Creating better links between accommodation and employment opportunities
- Creating the right support and prevention tools to help maintain tenancies

Rough sleepers:
- Create a regional charity liaison hub to improve consistency and strategic delivery of support
- Promote Streetlink App and Information on reporting homelessness and how public can assist homeless people
- Change perceptions of politicians and public in relation to stereotypes in terms of emergency accommodation, shared accommodation and housing first
- Pulling data sets together at a regional level to create a better understanding of:
    o Why people refuse certain types of accommodation
    o Why tenancies end/Why people present as homeless
    o What PRS want in terms of support and how can we encourage landlords to let to Welfare Benefit claimants
- Develop better engagement with rough sleepers to understand need

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Complex needs:
- Develop definitive and shared definition of complex needs across region
- Coordinate use of research across region and individual local authorities in terms of data on complex needs
- Develop/utilise right type of housing
- Develop better collaboration across local authority departments around complex needs

Prison leavers:
- Increase resource for Prisoner Pathway by developing a reciprocal agreement across region – creation of regional Prisoner Pathway network of officers
- Improve monitoring of Prisoner Pathway and develop a data map of impact it's having across region

3.2.2 Homes

Housing First:
- Joined up communications approach to persuade local politicians of the merits of Housing First
- Feed into on-going Welsh Government roll out programme to better understand WG vision
- Share best practice across region

Improved access to accommodation – supply:
- Raise awareness of Homelessness Strategy with other departments
- Embedding homelessness at a strategic level across the region
- Increasing supply that is suitable and accessible
    - o Social new build
    - o Utilising more PRS stock
- Develop a suite of incentives across the region to encourage landlords to work with Homelessness Service
- Working with PRS to reduce negative perception of taking on Welfare Benefit tenants
- Regionalising comms approach with PRS landlords
- Further promote Tai Teg web portal

Temporary accommodation:
- Explore innovative solutions to temporary accommodation
- Learning from Local Authorities that don't use bed and breakfast accommodation to meet temporary accommodation needs – sharing best practice across the region
- Communications campaign to address public perceptions of temporary accommodation and the people that use it
- Where it is necessary, explore regional service level agreements with temporary accommodation providers

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3.2.3 Services

Prevention/intervention:
- Create cross-regional data set to better inform why people present as homeless
- Raising awareness amongst statutory services within local authorities to understand that earlier intervention can prevent future homelessness
- Create a regional map of the prevention tools available at both a local and regional level
- Share information services across the region
- Sharing training resource across the region

Welfare reform:
- Develop a regional early intervention hub
- Set up a regional best practice group
- Plug data gaps to better understand the impact of sanctions on homelessness
- Regionalise pre-eviction protocols

Health and social care:
- Better demonstrate cost-benefit of investment in housing and homelessness agenda in terms of savings to health service through sharing of best practice
- Creating a louder voice for housing on Public Service Boards

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4. Outcomes

The ultimate aim of this strategy is to reduce homelessness and work towards its eradication across North Wales, measured against an evaluation system (see section 5 below).

5. Monitoring and evaluation

A Regional Homelessness Delivery group has been set-up to implement the regional strategy and action plan. The group is made up of the Housing Strategy leads from the 6 Local Authorities and will meet once a quarter. Where necessary sub-groups will be set-up to deliver some of the actions, membership of the sub-groups will include the relevant partners and frequency of the meetings will be determined by the group.

The progress made against the Regional Action Plan (Appendix B) will be presented quarterly to each Local Authority (LA) Strategic Housing Partnership which oversees the implementation of the LAs Local Housing Strategy and related strategies. The role of the LA Strategic Housing Partnership is to co-ordinate and strengthen housing related activities across all services and partner organisations.

An annual report will be prepared detailing the progress made against the regional action plan and each Local Authority will present the report to their Economy and Plan Scrutiny Committee. The LA will also include progress made against the local Action Plan within the report and will ensure it is publically available online on the LA's website.

Appendix A

Outline - North Wales regional homelessness strategy

The Housing (Wales) Act 2014 has introduced the most fundamental changes to homelessness legislation since the introduction of the Housing (Homeless Persons) Act 1977. Alongside the ground breaking statutory duty linked to the prevention of homelessness, the Act also introduced, for the first time, a statutory duty upon a local housing authority to undertake a Homelessness Review and to produce a Homelessness Strategy, with the strategy being published by the end of 2018.

Should the North Wales local authorities produce individual Homelessness Strategies; these would contain similar aims and objectives. Therefore, the North Wales Heads of Housing recommended that the six North Wales local authorities work together to collectively produce and publish a Regional Homelessness Strategy.

CIH Cymru agreed to act as facilitator for the project and met with project leads from the local authorities on 25 October to develop an approach and work plan.

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The benefits of such a strategy could include:

- The potential for local authorities to collaboratively procure and deliver homelessness services will be enhanced. There will also be increased opportunity for the development of more effective working with key partner organisations, such as, Health Service, i.e., who operate on a regional basis.

- There will be a more consistent approach among local authorities with their interpretation and implementation of the homelessness legislation, i.e., reasonable steps, and in the delivery of homelessness services across the North Wales locality. This will help to reduce the potential for variation in the availability and delivery of services across the region.

- Local authorities will be able to develop a broader and more detailed understanding of regional issues, better understanding issues neighbouring authorities are encountering.

- There will be more opportunities for authorities to share their resources and expertise and specialist services. It was also recognised that there would be improved collaboration amongst local authorities, for example, with the management of MAPPA cases.

- Establishing a collective understanding and regional approach towards preventing/tackling homelessness will result in local authorities, together with their partners, having a stronger, more positive influence on the development of future Welsh Government policy, particularly, around housing, homelessness and supporting people issues.

Approach:

- Each council will undertake local reviews and develop local action plan
- The local plans will be analysised, and common themes and areas of cooperation will be identified to develop a draft regional strategy and action plan
- Consult on draft regional strategy and action plan (politically and cross sector)
- Publish final regional strategy and action plan

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Appendix B – Regional Action Plan

Theme	Action	Task	Output
People **Youth Homelessness**	Develop a consistent approach across North Wales to support young people to: (1) Become tenancy ready. (2) Maintain their tenancy	Map out existing services available to support young people in each County. Gather information from the Single Pathway (and any other methods available) to identify the demand for support services in each County. LAs to share existing referral processes with partners to maximise the use of services available and good practice examples. Identify areas for collaboration. Train front line officers on how to develop effective personal plans for young people.	Each LA will offer robust personal plans for young people that include support to access training and employment opportunities, and resolve any debt and management money issues.
Rough Sleepers	Deliver a consistent service across North Wales that responds to rough sleepers	Develop a regional communication plan to promote Street Link. Develop a regional engagement toolkit to improve communication with rough sleepers to better understand their needs. Each LA to develop local outreach services based on local need and share good practice to ensure consistent approach.	Improve engagement with those who have a street based lifestyle to reduce the need of people sleeping rough Improve consistency and delivery of support to rough sleepers.

Theme	Action	Task	Output
Complex needs	Develop a coordinated approach to responding to customers with complex needs.	Agree what the definition of complex needs is across the region.	The complex needs of customers will be met.
		Share data and good practice.	
		Identify areas for collaboration.	
		Train front line officers on how to respond to customers with complex needs and ensure the right support services are in place.	
Prison leavers	Continue to provide Housing Solutions to prison leavers prior to release maximising opportunities to work in collaboration to ensure effective use of resources.	Develop a reciprocal agreement across the region.	Increase the resources for Prisoner Pathway
		Share monitoring data and develop a data map of the impact it is having across the region.	
Homes **Housing First**	In collaboration use innovation to respond to the accommodation needs of customers.	Share data and good practice.	Implement a successful approach to Housing First in each local authority area.
		Identify areas for collaboration	
Improved access to accommodation	Develop a regional approach to improve the access to the private rented sector	Develop a consistent approach to landlord incentive schemes across the region.	Improve the access to accommodation in the private rented sector.
Temporary accommodation	Explore innovative solutions regionally to reduce the cost of temporary accommodation.	Share data and good practice.	Reduced costs for LAs.
		Identify areas for collaboration	

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Theme	Action	Task	Output
Services Prevention	Deliver a consistent service across North Wales that responds to the Housing (Wales) Act 2014.	Map out prevention tools available at both a local and regional level. Train frontline officers on prevention tools available.	Better understanding of why people are presenting as homeless.
Mitigation of Welfare Reform	Develop a collaborative approach to reducing the impact of Welfare Reform on working age claimants affected by Universal Credit	Set-up a regional best practice group and share data to better understand the impact of WR (including the impact of sanctions) and develop effective mitigation measures. Regionalise pre-eviction protocols.	Reduce the impact on customers and public services.
Health and Social Care	Develop closer working arrangements with Health Services	Identify areas for collaboration.	Create the links between health and housing.

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CYNGOR
Sir y Fflint
Flintshire
COUNTY COUNCIL

COMMUNITY & ENTERPRISE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Wednesday, 19th December 2018
Report Subject	Council Plan 2018/19 Mid-Year Monitoring Report
Cabinet Member	Deputy Leader and Cabinet Member for Housing; Cabinet Member for Economic Development; and
Report Author	Chief Officer (Housing and Assets); and Chief Officer (Planning, Environment and Economy)
Type of Report	Operational

EXECUTIVE SUMMARY

The Council Plan 2018/19 was adopted by the Council in June 2018. This report presents the monitoring of progress at the mid-year point of 2018/19 for the Council Plan priorities 'Supportive Council' and 'Ambitious Council' relevant to the Community & Enterprise Overview & Scrutiny Committee.

Flintshire is a high performing Council as evidenced in previous Council Plan monitoring reports and the recent Annual Performance Report. This mid-year monitoring report for the 2018/19 Council Plan shows that 88% of activities are making good progress with 81% likely to achieve their planned outcomes. 79% of the performance indicators have met or exceeded their targets. Risks are being managed with a minority of 18% being assessed as major.

RECOMMENDATIONS

1	That the Committee consider the mid-year Council Plan 2018/19 Monitoring Report to monitor under performance and request further information as appropriate.

REPORT DETAILS

1.00	EXPLAINING THE COUNCIL PLAN 2018/19 MONITORING REPORT
1.01	The Council Plan monitoring reports give an explanation of the progress being made toward the delivery of the impacts set out in the 2018/19 Council Plan. The narrative is supported by performance indicators and / or milestones which evidence achievement. In addition, there is an assessment of the strategic risks and the level to which they are being controlled.
1.02	This is an exception based report and detail therefore focuses on the areas of under-performance.
1.03	**Monitoring our Activities** Each of the sub-priorities have high level activities which are monitored over time. 'Progress' monitors progress against scheduled activity and has been categorised as follows: - • RED: Limited Progress – delay in scheduled activity; not on track • AMBER: Satisfactory Progress – some delay in scheduled activity, but broadly on track • GREEN: Good Progress – activities completed on schedule, on track A RAG status is also given as an assessment of our level of confidence at this point in time in achieving the 'outcome(s)' for each sub-priority. Outcome has been categorised as: - • RED: Low – lower level of confidence in the achievement of the outcome(s) • AMBER: Medium – uncertain level of confidence in the achievement of the outcome(s) • GREEN: High – full confidence in the achievement of the outcome(s)
1.04	In summary our overall progress against activities is: **Progress** • We are making good (green) progress in 46 (88%). • We are making satisfactory (amber) progress in 6 (12%). **Outcome** • We have a high (green) level of confidence in the achievement of 42 (81%) outcomes. • We have a medium (amber) level of confidence in the achievement of 10 (19%) outcomes. • There are no low (red) levels of confidence.
1.05	**Monitoring our Performance** Analysis of performance against the Improvement Plan performance indicators is undertaken using the RAG (Red, Amber Green) status. This is defined as follows: - • RED equates to a position of under-performance against target. • AMBER equates to a mid-position where improvement may have been made

	but performance has missed the target. • GREEN equates to a position of positive performance against target.
1.06	Analysis of current levels of performance against target shows the following: • 44 (78.6%) have achieved a green RAG status • 6 (10.7%) have an amber RAG status • 6 (10.7%) have a red RAG status
1.07	The performance indicator (PI) which show a red RAG status for current performance against target, relevant to the Community & Enterprise Overview & Scrutiny Committee is: - **Supportive Council** **Number of days to process change of circumstances for housing benefit** The volume of changes due to Universal Credit has led to a significant increase in workload volumes in the service. There have also been some challenges around resources in the department due to vacancies and absence which are being addressed.
1.08	**Monitoring our Risks** Analysis of the current risk levels for the strategic risks identified in the Council Plan is as follows: - • 3 (7%) are insignificant (green) • 4 (9%) are minor (yellow) • 29 (66%) are moderate (amber) • 8 (18%) are major (red) • 0 (0%) are severe (black)
1.09	The major (red) risk identified for the Community & Enterprise Overview & Scrutiny Committee is: - **Priority: Supportive Council** **Debt levels will rise if tenants are unable to afford to pay their rent or council tax.** A team has been set up to work with tenants at the earliest opportunity as intervention at early stages allows the identification of appropriate support to give a more realistic chance of the rent account coming back under control and out of arrears. The Council is now a "Trusted Partner" of Department for Work and Pensions and this means that processes and flow of information and payments is much more streamlined and automated. There will invariably be an element of cash flow arrears on accounts due to Universal Credit payments being made in arrears, (whether direct to the council or directly to the tenant).

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

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

4.00	RISK MANAGEMENT
4.01	Progress against the risks identified in the Council Plan is included in the report at Appendix 1 and 2. Summary information for the risks assessed as major (red) is covered in paragraphs 1.07 and 1.09 above.

5.00	APPENDICES
5.01	Appendix 1 – Council Plan 2018/19 – Mid-year Progress Report – Supportive Council.
5.02	Appendix 2 – Council Plan 2018/19 – Mid-year Progress Report – Ambitious Council

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	**Council Plan 2017/18: http://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Improvement-Plan.aspx** **Contact Officer:** Ceri Shotton **Telephone:** 01352 702305 **E-mail:** ceri.shotton@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	**Council Plan:** the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish a Council Plan.
7.02	**Risks:** These are assessed using the improved approach to risk management endorsed by Audit Committee in June 2015. The new approach, includes the use of a new and more sophisticated risk assessment matrix which provides greater opportunities to show changes over time.

7.03	**Risk Likelihood and Impact Matrix**

The new approach to risk assessment was created in response to recommendations in the Corporate Assessment report from the Wales Audit Office and Internal Audit.

7.04	**CAMMS – An explanation of the report headings**

Actions

Action – Each sub-priority have high level activities attached to them to help achieve the outcomes of the sub-priority.

Lead Officer – The person responsible for updating the data on the action.

Status – This will either be 'In progress' if the action has a start and finish date or 'Ongoing' if it is an action that is longer term than the reporting year.

Start date – When the action started (usually the start of the financial year).

End date – When the action is expected to be completed.

% complete - The % that the action is complete at the time of the report. This only applies to actions that are 'in progress'. An action that is 'ongoing' will not produce a % complete due to the longer-term nature of the action.

Progress RAG – Shows if the action at this point in time is making limited progress (Red), satisfactory progress (Amber) or good progress (Green).

Outcome RAG – Shows the level of confidence in achieving the outcomes for each action.

Measures (Key Performance Indicators - KPIs)

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

Period Actual – The data for this quarter.

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

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

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

- A 'downward arrow' always indicates poorer performance regardless of whether a KPI figure means that less is better (e.g. the amount of days to

deliver a grant or undertake a review) or if a KPI figure means that more is better (e.g. number of new jobs in Flintshire).

- Similarly an 'upward arrow' always indicates improved performance.

YTD Actual – The data for the year so far including previous quarters.
YTD Target – The target for the year so far including the targets of previous quarters.
Outcome RAG – The level of confidence of meeting the target by the end of the year. Low – lower level of confidence in the achievement of the target (Red), Medium – uncertain level of confidence in the achievement of the target (Amber) and High - full confidence in the achievement of the target (Green).

Risks
Risk Title – Gives a description of the risk.
Lead Officer – The person responsible for managing the risk.
Supporting Officer – The person responsible for updating the risk.
Initial Risk Rating – The level of the risk at the start of the financial year (quarter 1). The risks are identified as follows; insignificant (green), minor (yellow), moderate (amber), major (red) and severe (black).
Current Risk Rating – The level of the risk at this quarter.
Trend Arrow – This shows if the risk has increased (upward arrow), decreased (downward arrow) or remained the same between the initial risk rating and the current risk rating (stable arrow).
Risk Status – This will either show as 'open' or 'closed'. If a risk is open then it is still a relevant risk, if the risk is closed then it is no longer a relevant risk; a new risk may be generated where a plan or strategy moves into a new phase.

Performance Progress Report

Flintshire County Council

Print Date: 23-Nov-2018

Supportive Council

1 Supportive Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.1 Provide new social and affordable homes	Melville Evans - Senior Manager - Housing Programmes	In Progress	01-Apr-2017	31-Mar-2019	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Work continues to deliver the Strategic Housing and Regeneration Programme. As at October 2018 the programme has delivered 144 new Council and affordable homes. The next phase of the programme has been approved and will deliver a further 149 new council and affordable homes across the county. Work continues to identify suitable land within the county for further developments.

Last Updated: 02-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.2 Welsh Housing Quality Standard (WHQS) investment plan targets achieved	Sean O'Donnell - Contract Surveyor	In Progress	01-Apr-2017	31-Mar-2019	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
All WHQS Contracts have progressed into Year 4 (2018/19) of the 6 year Capital Programme with a smooth transition into their new Capital Districts (areas of work). Year 3 of the Capital Programme was the last year where the majority of internal works were delivered through our contracts. For the past 3 years the team have procured, organised and delivered the installation of over 6,000 kitchens and over 5,500 bathrooms with only the Acceptable Fails remaining e.g. tenant refusal, no access. The Capital Programme has now introduced new work streams which will gradually replace the Internal work streams (kitchens and bathrooms) and will comprise of roofing works, window & door replacements along with wider community works such as car parking and communal footpaths. These new work streams will have an increased impact on communities as they begin to transform the aesthetics and environment by regenerating and revitalising the areas.

Last Updated: 02-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.3 Address the increasing frequency of unauthorised Gypsy and Traveller encampments and improve the Council's own permanent site	Melville Evans - Senior Manager - Housing Programmes	In Progress	12-Jul-2017	31-Mar-2019	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

Investigations are underway to identify a suitable location for a transit site within the county to address the unauthorised Gypsy and Traveller encampments. Processes for dealing with unauthorised encampments are well established and are applied in a timely manner. Improvements to the existing Council owned site have been identified and the funding options are being investigated with Welsh Government to cover the improvement costs.

Last Updated: 02-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.1 Improve standards within the private rented sector	Jenny Prendergast – Health and Safety Team Leader	In Progress	01-Apr-2017	31-Mar-2019	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

We have proactively undertaken work to ensure that landlords register with Rent Smart Wales and have been working with Rent Smart Wales to tackle those who are resistant to registering .
Last Updated: 02-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.2 Deliver the Council's housing growth needs	Lesley Bassett - Housing Strategy Manager	In Progress	01-Apr-2017	31-Mar-2019	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The Welsh Government funding programme, Social Housing Grant (SHG), continues to provide funding for our Housing Association Partners to deliver 262 units. The outcome of the programme will be the delivery of a mix of social rented properties to meet general housing needs, supported housing and intermediate purchase products. Work is being undertaken to engage with owners of empty properties to bring 70 units back into use. Planning policy requirements are being negotiated on a site by site basis and continue to deliver affordable homes and affordable ownership properties on market led residential developments.

Last Updated: 20-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.3 Meeting the housing needs of vulnerable groups	Denise Naylor - Housing Programmes Support Manager	In Progress	01-Apr-2017	31-Mar-2019	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Council holds bi-monthly Specialist Housing Group meetings with our strategic housing partners, finding housing options for people with disabilities including adaptations, new builds to meet specific needs or acquisitions with amendments. Social Housing Grant is used for acquisitions and new builds, the Registered Social Landlords (RSLs) access Physical Adaptation Grants to adapt and the Council uses HRA funding. To date we have rehoused 35 people into appropriate housing.

Last Updated: 02-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.1 Support Flintshire residents to better manage their financial commitments	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2017	31-Mar-2019	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Personal budgeting support is provided to Flintshire residents via the Welfare Reform response team. The team deal with referrals from within the Council and from outside agencies or organisations such as Citizens Advice and Job Centres. The team also provide advice and support in relation to discretionary housing payments for people who are struggling to meet their rental payments. Ongoing referrals to other agencies or organisations is sometimes necessary depending on the specialist advice or support the customer may require.

Last Updated: 02-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.2 Working collaboratively to minimise Universal Credit (UC) Risks	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2017	31-Mar-2019	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Regular cross organisational and cross sector meetings are held to review progress with actions and also to raise issues and identify solutions. Where issues are based around the national model, there is a process in place to escalate, track progress and disseminate solutions or work arounds as and when received.

Last Updated: 02-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.3 .Develop skills programmes and delivery mechanisms for North Wales Growth Deal	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2017	31-Mar-2019	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The Growth Vision for North Wales emphasises the importance of skills to meet the needs of the economy and facilitate growth. The Regional Skills Partnership (RSP) is tasked with identifying skills needs and steering learning provision. The RSP has now also been tasked with overseeing the employability work streams of the Growth Vision - the Information and Advice Gateway and the Employability Pathway. These are currently under development.

Last Updated: 19-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.4 Develop and deliver programmes to improve domestic energy efficiency to reduce Co2 emissions and fuel poverty	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2017	31-Mar-2019	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

The Council is in the first phase of delivering the Warm Homes Fund programme in partnership with Warm Wales and Care and Repair. The programme will deliver energy efficient heating system to a minimum of 300 households and energy advice to 3,000. In addition, the Council is delivering a gradual programme of replacing older boilers in its own stock with more energy efficient models. The Council is currently developing the next phase of gas infill project with Wales and West Utilities to extend the gas main network to properties in Ffynnongroyw which will, if approved, enable householders to access more cost-efficient heating systems.

Last Updated: 02-Nov-2018

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.1.1M01 The numbers of additional Council homes being built through the SHARP programme	11	15	15	🟢🟠🔴 GREEN	⬆	15	6	🟢🟠🔴 GREEN

Lead Officer: Neal Cockerton - Chief Officer - Housing and Assets
Reporting Officer: Denise Naylor - Housing Programmes Support Manager
Aspirational Target:
Progress Comment: The development at the former Dairy site, Connah's Quay is complete and has delivered 6 new council homes. The development of 9 new council homes at the former Melrose Centre, Shotton was completed in November 2018. Work has commenced at Llys Dewi, Penyffordd to deliver 23 new council homes. Work has commenced at Maes Gwern, Mold: a development of 160 new homes which will include 4 new council homes.
Last Updated: 18-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.1.2M02 The numbers of additional affordable homes being built through the SHARP programme	18	22	22	🟢🟠🔴 GREEN	⬆	22	22	🟢🟠🔴 GREEN

Lead Officer: Melville Evans - Senior Manager - Housing Programmes
Reporting Officer: Denise Naylor - Housing Programmes Support Manager
Aspirational Target:
Progress Comment: The SHARP scheme at The Walks, Flint was completed in April 2018 providing a further 22 affordable homes to be managed by NEW Homes. The total number of affordable homes built through SHARP to date has reached 62. Approval has been given for a further 39 new affordable homes to be built at a number of locations across the county and work will commence at these developments during 18/19.

Last Updated: 18-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.1.3M03 The number of additional properties managed by NEW Homes	23	22	22	GREEN	↓	22	22	GREEN

Lead Officer: Melville Evans - Senior Manager - Housing Programmes
Reporting Officer: Denise Naylor - Housing Programmes Support Manager
Aspirational Target:
Progress Comment: Completion of The Walks development, Flint in April 2018 has increased the number of affordable properties managed by NEW Homes by 22.

Last Updated: 18-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.1.4M04 Increasing the total number of properties managed by NEW Homes	116	124	148	AMBER	↑	124	148	GREEN

Lead Officer: Melville Evans - Senior Manager - Housing Programmes
Reporting Officer: Denise Naylor - Housing Programmes Support Manager
Aspirational Target:
Progress Comment: NEW Homes Board has agreed the development of a further 39 affordable units at Nant y Gro, Gronant, Llys Dewi, Penyffordd, Dobshill and Maes Gwern, Mold as part of the Strategic Housing and Regeneration Programme (SHARP)

Last Updated: 31-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.1.1M01 The percentage of landlords and letting agents compliant with the Rent Smart Code of Practice	63.62	87.38	75	GREEN	↑	87.38	75	GREEN

Lead Officer: Andrew Farrow - Chief Officer - Planning, Environment and Economy
Reporting Officer: Jenny Prendergast - Health and Safety Team Leader
Aspirational Target:
Progress Comment: We are pro-actively encouraging landlords to register. Where there is deliberate non-compliance we are taking appropriate enforcement action either through direct action or referral to Rent Smart Wales

Last Updated: 20-Apr-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.1.2M02 The percentage of tenants protected from unsuitable living conditions	100	100	100	GREEN	↔	100	100	GREEN

Lead Officer: Andrew Farrow - Chief Officer - Planning, Environment and Economy
Reporting Officer: Jenny Prendergast - Health and Safety Team Leader
Aspirational Target:
Progress Comment: All complaints about substandard housing conditions were investigated. 199 complaints dealt with.

Last Updated: 29-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.2.2M02 (PAM/014) The number of new homes created as a result of bringing empty properties back into use	212	58	35	●●● GREEN	↓	58	35	●●● GREEN

Lead Officer: Andrew Farrow - Chief Officer - Planning, Environment and Economy
Reporting Officer: Joseph Muxlow - Regeneration Programme Lead
Aspirational Target:
Progress Comment: The changes to empty properties Council Tax charges, as agreed in April 2017, have encouraged owners to bring the properties back into use. This policy change is expected to continue to contribute to bringing empty properties back into use.

Last Updated: 19-Nov-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.2.3M03 Number of affordable housing on all applicable applications for residential development	No Data	117	N/A	●●● GREEN	N/A	117	N/A	●●● GREEN

Lead Officer: Lynne Fensome - Management and Support Manager
Reporting Officer: Daniel McVey - Planning Officer
Aspirational Target:
Progress Comment: Planning officers continue to assess the need for an affordable housing element on all new housing development applications. The relevant criteria is applied from the Council's affordable housing policy to calculate the affordable housing contribution required from the developer.

Last Updated: 26-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.3.1M01 (PAM/015) Average number of calendar days taken to deliver a Disabled Facilities Grant (DFG)	312.92	257.89	247	AMBER	↑	300.86	247	AMBER

Lead Officer: Andrew Farrow - Chief Officer - Planning, Environment and Economy

Reporting Officer: Joseph Muxlow - Regeneration Programme Lead

Aspirational Target:

Progress Comment: A Disabled Facilities Grant (DFG) is a mandatory grant to help individuals living with a disability with the cost of adapting their homes to enable them to continue living at their residence with the maximum amount of independence. A DFG review board meets monthly to review progress towards implementing improvements to processes and controls and to the wider adaptations system in the Council. One such action is the launch of a new contractor framework for the delivery of the DFG's which has resulted in a reduction of the number of days taken.

DFG delivery is divided into those addresses that were carried over from the previous year and delivered using the older system compared to those delivered using the new framework.

11 addresses delivered using the old system averaging 330 day per job

3 addresses delivered using the new framework averaging 194 days per address

Last Updated: 26-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.1.1M01 Number of days to process new housing benefit claims	15.28	20.79	20	AMBER	↓	22.99	20	GREEN

Lead Officer: Jen Griffiths - Benefits Manager

Reporting Officer: Suzanne Jones - Team Manager - Benefits and Council Tax Reduction Assessment

Aspirational Target:

Progress Comment: Processing times have improved since quarter one, however, the target of 20 days has not been reached. There have been some challenges around resources in the department due to vacancies and absence which is being addressed.

Last Updated: 25-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.1.2M02 Number of days to process change of circumstances for housing benefit	7.37	10.7	8	RED	↓	10.7	8	GREEN

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Suzanne Jones - Team Manager - Benefits and Council Tax Reduction Assessment
Aspirational Target:
Progress Comment: The volume of changes due to Universal Credit has led to a significant increase in workload volumes in the service. There have also been some challenges around resources in the department due to vacancies and absence which is being addressed.

Last Updated: 25-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.1.3M03 The amount of additional income paid to Flintshire residents as a result of the work undertaken by the Council (£)	395440	234245	375000	RED	↓	768523.71	750000	GREEN

Lead Officer: Neal Cockerton - Chief Officer - Housing and Assets
Reporting Officer: Jen Griffiths - Benefits Manager
Aspirational Target:
Progress Comment: Income gains for Flintshire residents are via a combined effort of Supporting People teams; Citizens Advice Flintshire and Macmillan funded posts in Wrexham County Borough Council. Data for this quarter is not yet available from all of the agencies. This will be updated to reflect the whole of the gains retrospectively once the data is available.

Last Updated: 19-Nov-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.2.1M01 (PAM/012) Percentage of households successfully prevented from becoming homeless	69.46	80.6	89	●●● AMBER	⬆	81.63	89	●●● AMBER

Lead Officer: Neal Cockerton - Chief Officer - Housing and Assets
Reporting Officer: Jenni Griffith - Flintshire Connects Manager
Aspirational Target:
Progress Comment: The Housing Solutions Service achieved 80.6% successful outcomes this quarter. The year to date percentage is 81.63%
Whilst this is below the target set at 89% it is within the variance set. The service continues to struggle with sourcing affordable/suitable properties as referred to in previous returns.

Last Updated: 22-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.2.2M02 The number of people on Universal Credit (UC) that have received personal budgeting support	120	202	168	●●● GREEN	⬆	431	311	●●● GREEN

Lead Officer: Neal Cockerton - Chief Officer - Housing and Assets
Reporting Officer: Dawn Barnes - Training Officer
Aspirational Target:
Progress Comment: In Q1 we delivered Personal Budgeting Support to 229 Universal Credit customers and in Q2 we delivered the same service to 202 Universal Credit customers. We believe that the reduction in Q2 could be contributed to by school holidays in July & August and therefore customers having childcare issues/or unexpected commitments.

However we still over achieved on predicted figures for both Q1 and Q2 as follows;

Q1 – 160% achieved
Q2 – 120% achieved

The service fully expects to meet the projected target over all for 2018/19.

Last Updated: 29-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.2.3M03 The number of people on Universal Credit (UC) that have received digital support	547	190	101	GREEN	↓	417	188	GREEN

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Dawn Barnes - Training Officer
Aspirational Target:
Progress Comment: In 2017/18 the council assisted an unprecedented number of customers with digital support. We believe that the large numbers were down to the introduction of a completely new benefit system and the need for customers to be supported at all stages of their Universal Credit journey. We believe that the reduction in Assisted Digital Support in 2018/19 in comparison to 2017/18 could be contributed to customers becoming more digitally confident at making claims via their own smart phones/devices. As well as customers possibly accessing support from 3rd party organisations etc. as well as having a better understanding of the concept of Universal Credit.

Last Updated: 24-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.3.1M01 Number of people completing programmes commissioned by the Council which deliver job and training outcomes	116	134	125	GREEN	↑	254	250	GREEN

Lead Officer: Andrew Farrow - Chief Officer - Planning, Environment and Economy
Reporting Officer: Sharon Jones - Communities For work
Aspirational Target:
Progress Comment: 134 Clients between Communities For Work (CFW) & Communities For Work Plus (CFW+) have registered for the programme. All have support from a mentor.

Last Updated: 31-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.4.1M01 The number of people receiving advice and support to enable reductions in tariffs	No Data	246	137.5	GREEN	N/A	397	275	GREEN

Lead Officer: Andrew Farrow - Chief Officer - Planning, Environment and Economy
Reporting Officer: Shelley Webber - Energy Project Coordinator
Aspirational Target:
Progress Comment: Attended community events in Flint and Connah's Quay offering advice and booking further visits. Town and Community Council attendance giving advice and arranging further visits regarding measures and Warm Homes Fund.

Last Updated: 31-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.4.2M02 The number of private sector homes receiving efficiency measures	34	96	25	GREEN	↑	122	50	GREEN

Lead Officer: Andrew Farrow - Chief Officer - Planning, Environment and Economy
Reporting Officer: Shelley Webber - Energy Project Coordinator
Aspirational Target:
Progress Comment: The Warm Home Fund has funding available to spend on Flintshire homes energy efficiency measures from new central heating, any and all insulation (loft, cavity, internal and external wall insulation) and a focus on supply of lighting upgrades and monitors.

Last Updated: 19-Oct-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.4.3M03 The number of Council homes receiving energy efficiency measures	35	92	25	GREEN	↑	97	50	GREEN

Lead Officer: Andrew Farrow - Chief Officer - Planning, Environment and Economy
Reporting Officer: Shelley Webber - Energy Project Coordinator
Aspirational Target:
Progress Comment: The Warm Home Fund has funding available to spend on Flintshire homes energy efficiency measures from new central heating, any and all insulation (loft, cavity, internal and external wall insulation) and a focus on supply of lighting upgrades and monitors.

Last Updated: 19-Oct-2018

Risks

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Homelessness will remain a growing area of demand due to the current economic climate	Katie Clubb - Community Support Services Manager		Amber	Amber	⬌	Open

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

Management Controls: The Council has been awarded in year funding to assist with additional measures to develop Landlord incentives within the private rented sector. We have also been awarded funding to develop a night shelter during the winter months.

Progress Comment: Homelessness remains a risk as a result of a number of factors. The introduction of welfare reforms and Universal Credit has created additional barriers to being able to successfully discharge duties to customers. The number of people presenting to the authority for help has increased during each quarter. Additional funding has been granted to develop landlord incentives within the private rented sector and also to consider alternatives to rough sleeping.

Last Updated: 29-Oct-2018

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

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

Management Controls: A Housing Strategy Manager is in post to monitor and manage Section 106 and Social Housing Grant programmes. There are robust programme management arrangements for the Strategic Housing and Regeneration Programme (SHARP)

Progress Comment: This will always be a risk due to changes in housing demand and a lack of supply both in terms of the quantity and type of affordable homes provided. Over the past year the Welfare Reform policies have also impacted on the type of affordable housing required due to benefit restrictions. The Council aims to mitigate the risk through:
1. Informing the type and size of all of the new builds (Council and RSLs)
2. Informing the type, tenure and size of affordable housing provision through market led schemes.

Last Updated: 23-Oct-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Department for Works and Pension's Welfare Reform Programme, including Universal Credit full service implementation which would place increasing demand on the Council for affordable and social housing	Jenni Griffith - Flintshire Connects Manager	Denise Naylor - Housing Programmes Support Manager, Suzanne Mazzone - Commissioning Officer	Amber	Amber	↔	Open

Potential Effect: Increased homelessness
Management Controls: Developing innovative housing schemes that will aim to provide housing at a cost that under 35's can meet. The Common Housing Register recognises affordability as a housing need and gives priority to those who are suffering financial hardship in terms of housing costs due to the impacts of welfare reforms
Progress Comment: Applicants who are affected by bedroom tax are given urgent priority for rehousing to more affordable accommodation.

The proposed property for the shared housing pilot received full planning permission and work has been undertaken to establish demand. Due to Government changes and the withdrawal of plans to introduce a shared room rate for under 35s the demand in social housing for shared accommodation has lessened. Applicants contacted expressed a preference for self contained properties and we were unable to establish demand for the shared housing pilot. This will of course have an effect on the demand for affordable one bedroom properties.

Last Updated: 22-Oct-2018

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

Potential Effect: i) Reduction in number of units delivered
Management Controls: On-going work to maximise the use of Council land and other publically owned land. Privately owned sites are reviewed for their potential use and purchase.
Progress Comment: Potential land for development of housing through the Strategic Housing and Regeneration Programme (SHARP) continues to be identified and considered to support the target of 500 new social and affordable houses by 2021.

Last Updated: 23-Oct-2018

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

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

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

Progress Comment: A bid is currently being prepared and will be submitted to WG during November for an increase to Flintshire's limit. If successful, this will allow construction to continue at required levels until pressure on borrowing is alleviated in 2021 (following achievement of WHQS). An update from Welsh Government is expected imminently on removal of borrowing limits in Wales.

Last Updated: 26-Oct-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Customer expectations for the timeliness of adaptations undertaken through Disabled Facilities Grants (DFGs) may not be met due to competing demands on resources	Niall Waller - Service Manager - Enterprise and Regeneration		Amber	Amber	↔	Open

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

Management Controls: i) Monitoring and management of adaptation cases.
ii) Ongoing process review.
iii) Continually seek ways to further increase cost-efficiency
iv) Increase in budget allocation to meet demand

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

Last Updated: 21-Oct-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Availability of sufficient funding to resource key priorities	Niall Waller - Service Manager - Enterprise and Regeneration	Melville Evans - Senior Manager - Housing Programmes	Amber	Amber	↔	Open

Potential Effect: Customers will wait longer to receive adaptation work in their homes
Management Controls: Monthly monitoring of adaptations budgets and consideration of the business case for an increased budget allocation.
Progress Comment: All budgets are monitored monthly to ensure there is sufficient availability for funding key priorities. However, as demography and expectations change with reduced resources the Council is continually reviewing opportunities to meet requirements.

Last Updated: 21-Oct-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Universal Credit Full Service roll out - negative impact upon Council services	Jen Griffiths - Benefits Manager	Dawn Barnes - Training Officer	Amber	Amber	↔	Open

Potential Effect: Potential increased in rent arrears and decrease of Council Tax collection.
Potential increased risk of homelessness and need for accommodation.
Increased demand in existing support services
Management Controls: Welfare Reform is undoubtedly impacting services and this is being monitored via the UC Operational Board. Rent Arrears have increased and there is work on-going to identify the reason for this, i.e. is it due to delays in payments or tenants not paying their rent out of their UC money. We are focusing on early identification and intervention and have increased communication across the teams and portfolios to support this work.
Council Tax Collection is under pressure, we are unable to directly link this to UC or welfare reform, however, welfare reform will undoubtedly contribute to this. We are currently reviewing the claims process for Council Tax Reduction Scheme to make the process easier and quicker. We have not seen a direct link between presentations for homelessness at this stage, however, this remains a risk and we will continue to provide early intervention to prevent this and monitor the situation closely.
In addition, Flintshire's Universal Credit Operational Board is established to bring together all FCC support services that may be impacted to co-ordinate a response and review current practices to maximise support by reducing duplication.
Progress Comment: Work has commenced to identify and mitigate the impacts of Universal Credit on Council Tenants and their rent accounts. Concentrated work around early intervention will enable support to be offered to those who need it, but a harder line to be taken with those who can pay. This will give a more realistic chance of the rent account coming back under control and out of arrears.
There will inevitably always be an element of cash flow arrears on accounts due to the Universal Credit payments (whether direct to the council or directly to the tenant) are made in arrears. During 2018/19 focus will be on early identification and intervention to prevent the problem from escalating. Council Tax Collection remains under pressure, however, collection rates are on track.

Last Updated: 13-Sep-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Demand for advice and support services will not be met	Jen Griffiths - Benefits Manager	Suzanne Mazzone - Commissioning Officer	Amber	Amber	↔	Open

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

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

Progress Comment: The development of the Welfare Response Team has assisted with the implementation of Universal Credit. Referrals to wider support services still remain high with a significant number of residents presenting with underlying debt issues. Managers across Customer Services, Neighbourhood Housing and Revenues and Benefits are continuing to work together to develop early intervention strategies.

Last Updated: 31-Oct-2018

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

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

Management Controls: Reviews of procedures are being carried out to try and mitigate the impact however a full estimate of impact cannot yet be confirmed.

Progress Comment: Work has commenced on the identification of the impacts of Universal Credit on Council Tenants and their rent accounts. A team has been set up to work with tenants at the earliest opportunity on the basis that intervention at early stages allows support (if appropriate) to be identified earlier giving a more realistic chance of the rent account coming back under control and out of arrears.

The Council is now a "Trusted Partner" of Department for Work and Pensions and this means that processes and flow of information and payments is much more streamlined and automated.

There will inevitably always be an element of cash flow arrears on accounts due to the Universal Credit payments (whether direct to the council or directly to the tenant) are made in arrears.

During 2018/19 focus will be on early identification and intervention to prevent the problem from escalating. Council Tax Collection remains under pressure, however, collection rates are on track.

Last Updated: 01-Nov-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The local economy will suffer if residents have less income to spend	Jen Griffiths - Benefits Manager	Suzanne Mazzone - Commissioning Officer	Amber	Amber	↔	Open

Potential Effect: Local economy will suffer as people can only just afford to spend on essential items
Management Controls: The council is continuing to support residents to access advice and support to enable them to better manage their financial situation.
Progress Comment: Welfare Rights and Supporting People teams worked with residents during the year to explore areas of income maximisation for residents of the county.

Last Updated: 13-Sep-2018

Performance Progress Report

Flintshire County Council

Ambitious Council

2 Ambitious Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.1 The Regional Economic Growth Deal will be developed to final approval stages with UK and Welsh Government this year, including agreement of funding allocations and formal governance arrangements	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2017	31-Mar-2019	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The detailed proposition document has been developed and is currently being approved by the core partners of the North Wales Economic Ambition Board. It is anticipated that the UK Government will announce support for the Growth Deal in the Autumn Statement with the Heads of Terms agreement document being produced and signed shortly afterwards.

Last Updated: 02-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.2 Guide the development of the Deeside Enterprise Zone (DEZ) and Northern Gateway mixed use development site. Propose that developments maximise economic and social value for the County and that they deliver the commitments made in the Regional Economic Growth Deal	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2017	31-Mar-2019	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Council continues to work closely with the DEZ Board, Welsh Government, the owners of the Northern Gateway development site and potential investors to support and secure investment proposals.

Last Updated: 02-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.3 Develop a long term strategic approach to Council's economic estate/land	Lisa McLellan - Asset Manager	In Progress	01-Apr-2017	31-Mar-2019	20.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:
The initial report on the Council's Industrial Estate has now been received. Detailed consideration needs to be given to the development of strategies which either release sites for the generation of capital receipts, invest to generate increased income, and review terms of renewal or the exercising of break clauses. It is of course important to note that these assets generate a significant revenue income stream for the Council so due care needs to be exercised in any approach.

Last Updated: 05-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.5 Develop a more strategic approach to regenerating and supporting town centres in partnership with Town Councils	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2017	31-Mar-2019	50.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:
The Council is commissioning external consultancy support to review the challenges facing smaller town centres and to identify cost-effective interventions that it can play to support them. The consultancy will draw upon UK examples of current good practice.

Last Updated: 02-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.6 Targeted regeneration investment programme (TRIP) - developing Flintshire's role and it's local programme	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2017	31-Mar-2019	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Welsh Government Targeted Regeneration Investment Programme is a capital programme to invest in regeneration projects. A North Wales Regeneration Plan has been developed to steer investment and has identified 4 priority settlements for the first tranche of activity based on their levels of deprivation - Rhyl, Colwyn Bay, Wrexham and Bangor. Another 8 towns will also be able to benefit in the early stages of the programme and these include Holywell and Shotton. Although resources for the programme are limited development work is underway on potential projects for inclusion.

Last Updated: 02-Nov-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.7 Propose that the development of regional and local transport strategy and initiatives maximise the potential for economic benefits and improves access to employment and tourism destinations	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2018	31-Mar-2019	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:

All current transport proposals under development form part of the wider North Wales Growth Vision which seeks to promote economic growth across the region. In the Flintshire context transport proposals focus on enabling residents to access employment opportunities to spread the benefits of economic growth.

Last Updated: 02-Nov-2018

Performance Indicators

No KPIs identified

Risks

Strategic Risks

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Infrastructure investment does not keep pace with needs and business is lost to the economy	Andrew Farrow - Chief Officer - Planning, Environment and Economy	Niall Waller - Service Manager - Enterprise and Regeneration	Amber	Amber	↔	Open

Potential Effect: Infrastructure is essential to facilitating economic growth in Flintshire. If infrastructure is not improved then investment opportunities will be jeopardised and new jobs will not be created. Overloaded infrastructure will also increase the likelihood of business investment being lost to better serviced areas.
Management Controls: i) The Council will play a leading role in regional structures promoting economic growth.
ii) The Council will set out a clear plan for local infrastructure to meet regional and local needs.
Progress Comment: The North Wales Growth Deal will include a package of strategic infrastructure investment projects. At local level the Deeside Plan sets out a strategy for transport investment to maximise the benefit of economic growth. Welsh Government has already announced major investment in strategic road infrastructure and in public transport to help deliver this strategy.

Last Updated: 21-Oct-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Support for businesses in Flintshire doesn't meet their needs and fails to encourage investment	Andrew Farrow - Chief Officer - Planning, Environment and Economy	Niall Waller - Service Manager - Enterprise and Regeneration	Amber	Amber	↔	Open

Potential Effect: Businesses feedback that they highly value the service provided by the Council to help them to navigate wider support and overcome barriers to growth. Business networking activity delivered by the Council also assist businesses to work and trade together. Reduction of this support may make the County less successful as a location for business.
Management Controls: i) The Council will continue to engage businesses and help them to access support.
ii) The Council will provide opportunities for businesses to network and support one another.
Progress Comment: The business development service in Flintshire remains responsive to business needs. The Council works closely alongside Welsh Government and other agencies to provide a co-ordinated service. The Council continues to support business networking activities through fora in various locations in the County including the Deeside Business Forum which regularly attracts over 100 businesses to their events.

Last Updated: 21-Oct-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The stability of local and sub-regional economies	Andrew Farrow - Chief Officer - Planning, Environment and Economy	Niall Waller - Service Manager - Enterprise and Regeneration	Amber	Amber	◄►	Open

Potential Effect: Instability in the local and regional economies would lead to reduced business investment and significant job losses.
Management Controls: Maintain an intelligence base on potential risks and mitigation measures.
Progress Comment: The Council continues to monitor changes and trends in the UK and regional economies that may have an impact on Flintshire's economy. The main area of uncertainty, Brexit, remains difficult to predict and quantify whilst the negotiated settlement with the European Union remains unknown.

Last Updated: 21-Oct-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The region having a sufficient voice at Welsh Government and UK Government levels to protect its interests	Andrew Farrow - Chief Officer - Planning, Environment and Economy	Niall Waller - Service Manager - Enterprise and Regeneration	Amber	Yellow	⬇	Open

Potential Effect: Decisions are taken on national and regional economic issues, infrastructure investment or other programmes which do not meet the needs of the Flintshire economy.
Management Controls: Play a major role in the North Wales Economic Ambition Board, Mersey Dee Alliance and the Rail Task Force.
Progress Comment: The Council has a lead role in developing the role and functions of the North Wales Economic Ambition Board and is closely involved in the work of the Mersey Dee Alliance. The Council also represents the region on the Rail Task Force and supports the All Party Parliamentary Group on transport. The Council is closely involved in the development of the outline projects for the regional Growth Deal and both the Leader of the Council and Chief Executive play a leading role in the development of the new shadow Joint Committee for North Wales. Negotiations with UK and Welsh Governments are progressing to plan.

Last Updated: 26-Oct-2018

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Sir y Fflint Flintshire
CYNGOR
COUNTY COUNCIL

COMMUNITY & ENTERPRISE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Wednesday, 19th December 2018
Report Subject	Forward Work Programme
Cabinet Member	Not Applicable
Report Author	Community & Enterprise Overview & Scrutiny Facilitator
Type of Report	Operational

EXECUTIVE SUMMARY

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

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

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

REPORT DETAILS

1.00	**EXPLAINING THE FORWARD WORK PROGRAMME**
1.01	Items feed into a Committee's Forward Work Programme from a number of sources. Members can suggest topics for review by Overview & Scrutiny Committees, members of the public can suggest topics, items can be referred by the Cabinet for consultation purposes, or by County Council or Chief Officers. Other possible items are identified from the Cabinet Work Programme and the Improvement Plan.
1.02	In identifying topics for future consideration, it is useful for a 'test of significance' to be applied. This can be achieved by asking a range of questions as follows: 1. Will the review contribute to the Council's priorities and/or objectives? 2. Is it an area of major change or risk? 3. Are there issues of concern in performance? 4. Is there new Government guidance of legislation? 5. Is it prompted by the work carried out by Regulators/Internal Audit?

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

3.00	**CONSULTATIONS REQUIRED / CARRIED OUT**
3.01	Publication of this report constitutes consultation.

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

5.00	**APPENDICES**
5.01	Appendix 1 – Draft Forward Work Programme

6.00	**LIST OF ACCESSIBLE BACKGROUND DOCUMENTS**
6.01	None. **Contact Officer:** Ceri Shotton Overview & Scrutiny Facilitator **Telephone:** 01352 702305 **E-mail:** ceri.shotton@flintshire.gov.uk

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

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CURRENT FWP

Date of meeting	Subject	Purpose of Report	Scrutiny Focus	Report Author	Submission Deadline
Wednesday 23rd January 2019 10.00 am	**HRA Business Plan and Budget**	To consider the proposed HRA Business Plan and Budget for 2019/20	Consultation	Chief Officer (Housing and Assets)	
	Sheltered Housing Review	To consider the outcome of the Sheltered Housing Review	Consultation	Customer Support Manager	
Wednesday 13th March 2019 10.00 am	**Quarter 3 Council Plan 2018/19 Monitoring Report**	To enable Members to fulfil their role in relation to performance monitoring	Assurance Monitoring	Overview & Scrutiny Facilitator	
	Housing Strategy	To consider the Housing Strategy	Consultation	Housing Strategy Manager	
	Specialist Housing	To consider how the Council will meet the needs of applicants with specialist needs through specialist housing	Consultation	Customer Support Manager	
	New Homes Board	To receive an update on the work of the New Homes Board	Assurance/Monitoring	Housing Strategy Manager	

	Update Report – Disabled Facilities Grant Internal Audit Report 2017	To provide an update on progress in relation to the service control action plan	Assurance Monitoring	Chief Officer (Housing and Assets)	
Wednesday 1st May 2019 10.00 am	**Welfare Reform Update – Universal Credit Roll Out**	To provide an update on the impact of Welfare Reform on Flintshire residents	Assurance Monitoring	Benefits Manager	
Wednesday 26th June 2019 10.00 am	**Quarter 4/Year-end Council Plan 2018/19 Monitoring Report**	To enable Members to fulfil their role in relation to performance monitoring	Assurance Monitoring	Overview & Scrutiny Facilitator	

Items to be scheduled to a date

- Work to address economic inactivity and support entrepreneurship
- Update on private sector housing renewal strategy
- Update report on stairwell at Castle Heights Flint – as suggested during the 20th September meeting
- Smart Metres – as suggested during the 16th October meeting.

REGULAR ITEMS

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

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