Contact Officer:
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To: Cllr Ian Dunbar (Chairman)

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

18 November 2019

Dear Councillor

You are invited to attend a meeting of the Community and Enterprise Overview & Scrutiny Committee which will be held at 2.00 pm on Friday, 22nd November, 2019 in the Delyn Committee Room, County Hall, Mold CH7 6NA to consider the following items

This agenda is subject to restrictions on content due to the Election Period which runs from 7th November to 13th December

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 **MEDIUM TERM FINANCIAL STRATEGY: COUNCIL FUND REVENUE BUDGET 2020/21** (Pages 3 - 20)

Report of Chief Executive, Corporate Finance Manager - Cabinet Member for Economic Development, Cabinet Member for Finance, Cabinet Member for Housing

Purpose: To advise members of the latest budget position for 2020/21 and any specific proposals for the Portfolio

4 **NORTH EAST WALES (NEW) HOMES BUSINESS PLAN 2019/2048** (Pages 21 - 30)

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

Purpose: To receive an update on the work of the NEW Homes Board

5 **COUNCIL PLAN 2019/20 – MID YEAR MONITORING REPORT** (Pages 31 - 84)

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

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

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

The following appendix is considered to be exempt by virtue of Paragraph(s) 14 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

The public interest in withholding the information outweighs the interest in disclosing the information until such time as the commercial arrangements have been finalised.

NEW HOMES PERFORMANCE PLAN (CONFIDENTIAL APPENDIX TO AGENDA ITEM NUMBER 4) (Pages 85 – 92)

Yours sincerely

Robert Robins
Democratic Services Manager

COMMUNITY & ENTERPRISE OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Friday, 22nd November 2019
Report Subject	Medium Term Financial Strategy: Council Fund Revenue Budget 2020/21
Cabinet Member	Cabinet Member for Economic Development; Cabinet Member for Housing; and Cabinet Member for Finance
Report Author	Chief Executive and Corporate Finance Manager
Type of Report	Strategic

EXECUTIVE SUMMARY

This report sets out the current financial forecast (considered by Cabinet in October) and the projected 'gap' in the Council's budget funding requirement for 2020/21. The full gap ahead of the budget solutions outlined in this report, and ahead of the Welsh Government Budget for 2020/21, stands at £16.2m.

A summary of the forecast and the changes to the forecast position previously reported is set out in this report.

The report provides an update on the national position and the Council's strategy to achieve a safe and balanced budget for 2020/21. Welsh Local Government requires a much-improved funding Settlement, and Flintshire is dependent on a significant uplift in our annual Revenue Support Grant (RSG) contribution if we are to be in a position to set a safe and legal balanced budget.

This report presents all of the proposed budget efficiencies, and the cost pressures to be included in the budget for 2020/21. The report highlights the specific efficiencies and cost pressures for Community & Enterprise for consideration by this Committee as part of its portfolio responsibilities. This is an interim budget closure report pending the completion of ongoing work on corporate finance options and resolution of the Welsh Government budget.

The report includes the following tables:

- Table 1: Updated Financial Forecast 2020/21
- Table 2: Portfolio Business Plan Efficiencies
- Table 3: Community & Enterprise Pressures
- Table 4: Community & Enterprise Efficiencies

RECOMMENDATIONS	
1	That the Committee reviews and endorses the Community & Enterprise efficiency proposals for 2020/21.
2	That the Committee reviews and endorses the Community & Enterprise cost pressures recommended for inclusion in the budget for 2020/21.

REPORT DETAILS

1.00	EXPLAINING THE MEDIUM TERM FINANCIAL STRATEGY FORECAST 2020/21
1.01	The Council has set a cycle of reviewing its Medium Term Financial Strategy (MTFS) on an annual basis. In April the financial forecast for 2020/21 based on known issues at that time, and excluding national funding scenarios showed a potential budget gap of £13.3m for 2020/21.
1.02	**The Financial Forecast** Over the summer, the forecast has been revised to take into account (1) changes to the pressures included in the April forecast and (2) new pressures which were not previously known or calculated. The impact of the changes has been to increase the budget gap by £2.854m to £16.174m.
1.03	The revised forecast for 2020/21 is shown in Table 1 below.
1.04	**Table 1: Financial Forecast 2020/21**

Cost Pressure Group		**20/21**
		£m
Pay Inflation		5.456
Non-pay Inflation		0.759
Social Care Pressures		5.574
Education Pressures (non-pay)		0.788
Other Service Pressures		1.376
Repayment of Reserve from 2019/20		2.221
Total		**16.174**

1.05	The solutions available for 2020/21 can be divided into four groups:- - National Funding - Portfolio Business Plans and Corporate Finance - Local Taxation and Income - Organisational Change

1.06 **National Funding**

In early September, the UK Government delivered the outcome of its one-year spending review and set out its spending plans for 2020/21. The announcement advised of an increase of £593m for the Welsh Government budget above the 2019/20 baseline which represents a 2.3% increase.

1.07 Analysis undertaken by the Welsh Local Government Association (WLGA) has identified that the amount of cost pressures facing Councils across Wales in 2020/21 totals £254m - rising to around £739m by 2022/23. It is essential that these cost pressures are met in full by Welsh Government from the additional funding announced through the UK Spending Review for Welsh Local Government to be sustainable.

1.08 **Portfolio Business Plan Efficiencies and Income**

Portfolio Business Plan efficiencies were shared at an internal Member Workshop in July. The total efficiencies for 2020/21 amount to £1.034m (of which £0.270m comes from income) as summarised in below.

Table 2. Portfolio Business Plan Efficiencies

Portfolio	**£m**
Previous Decisions	
Corporate	**0.000**
Social Services	**0.240**
Education & Youth	**0.014**
Streetscene & Transportation	**0.240**
Planning & Environment	**0.091**
Housing & Assets	**0.000**
Sub Total - Existing	**0.585**
New Decision*	
Education and Youth	0.449
Total Business Plan Efficiencies	**1.034**

*The efficiency under "New Decision" refers to income from the review of Post 16 transport which was approved at Cabinet on 18th June 2019.
Portfolio Business Plans and Corporate Finance (1.13) efficiencies – Total £1.784m

1.09 **Local Taxation and Income**

The level of Council Tax increase will be modelled on a range of different scenarios as part of ongoing strategy with consideration of Welsh Government assumptions once known. If Council Tax were to increase in line with current assumptions of 6.5%, that would yield an additional £5.4m net of the impact on the Council Tax reduction scheme.

	The Council aims is to keep any increase in Council Tax to a maximum of 5% - a level which would yield an additional £4.3m (having made a deduction for an increase in the Council Tax Reduction Scheme - Council Tax Benefits). However, containing Council Tax at the level would require a much improved Settlement from Welsh Government. The Council is continuing to review its current fees and charges with the aim to reach full cost recovery for as many services as possible. A number of opportunities for new income generating activities are being considered which may provide additional income in the future. These will be reported and included once approved.
1.10	**Organisational Change** Further options to be considered include the second phase of Alternative Delivery Models (ADM) and Digital Strategy as two main programmes of work for the medium term. No immediate yield can be relied upon for the 2020/21 financial year.
1.11	**Specific Portfolio Pressures** **Table 3. Community & Enterprise Pressures**

Pressure	**£m**
Housing & Assets	
1) Temporary Accommodation	0.040
2) Review of Financial Assessments	0.030
3) Rent shortfall pressure	0.140

1. Correction of part of a previous efficiency due to proposed Emergency Bed provision model not being agreed
2. Correction of part of previous efficiencies re. joined up financial assessment service and transfers of services into Benefits
3. Correction of income budgets in respect of income generating assets which have been sold to generate capital receipts

1.12	**Inflation** The current forecast includes projections for increases in inflation: • Pay – includes an increase of 2% on current budgets together with the incremental impact of the new pay model; • Price inflation – included on a critical service need only basis with £0.025m set aside for specific pressures relating to increases in software licences; • Fuel –includes an increase of 3% on current budgets to reflect recent increases and current forecasts; • Energy – includes increases in energy which range with 9% for gas and 8% for electricity; and • Water and NNDR include increases at 4.5% and 3% respectively.

1.13	**Corporate Finance Efficiencies** **Employer Pension Contributions – efficiency of £0.500m** The final outturn 2018/19 showed a £1m underspend in this area of which £0.600m was released to help balance the 2019/20 budget. This is a variable budget that will continue to be carefully monitored throughout the year but based on last year and early indications this year there is a further efficiency of £0.500m.
1.14	**Inflation Review – Reduction of £0.250m** A review has been undertaken on the level of inflation required in 2020/21. The initial MTFS assumed the same level of provision as 2019/20 (£0.759m including schools) which includes electricity, gas, fuel, water, street lighting, NNDR and price inflation for software licenses. The review has concluded that there is an efficiency of £0.250m available based on current intelligence.
1.15	**Other Areas under review** **Actuarial Review - Clwyd Pension Fund** The triennial actuarial review is nearing completion and detailed analysis is being undertaken on various scenarios. Once complete the financial implications will be reported to members and considered as part of the overall budget process. A 'dividend' is expected due to the high performance of the Clwyd Pension Fund over the past three years. As an employer we should be in a position to reduce our planned Fund deficit contributions due to the marked improvement in the funded-ness of the Fund. **Single Person Discount** A review of Council Tax payers in Flintshire who claim single occupancy discount will be undertaken later in the year. This is projected to bring in additional income during 2020/21.
1.16	**Business Planning Efficiencies** **Table 4. Community & Enterprise Efficiencies** **Planning, Environment & the Economy**

Efficiency	**£m**
1) Regeneration – Business Development, Housing Regeneration and Strategy & Markets	0.004
Total	**0.004**

1. Review spend on general supplies and services across the service.

1.17	**Budget Summary, Process and Timeline**
1.18	In summary a combination of corporate and portfolio efficiencies and income, the income derived from an acceptable level of Council Tax increase, and the 'dividend' from the actuarial review of the Clwyd Pensions Fund could generate a significant contribution to the forecast budget gap of £8.0-8.5M. The only remaining options to add to this contribution, dependent on the outcome of the Welsh Government budget would be (1) further review of the Clwyd Pension Fund employer contributions in liaison with the Fund Actuary (2) sharing of schools cost pressures with schools themselves and (3) a higher level of Council Tax than the working assumption.
1.19	Service portfolio pressures and efficiencies are being presented to the set of Overview and Scrutiny Committee throughout November and December for review prior to Council receiving stage one of the annual budget on 10 December.
1.20	The Provisional Settlement for Local Government in Wales was originally scheduled for the 26th November. However, Welsh Government have recently confirmed that they will publish the draft Welsh Budget on 16th December with the Provisional Settlement being published on the same day. The Final Settlement is expected later than in previous years on 25th February 2020.
1.21	Completion of our budget setting process will be a role for Council at its meetings in January-March.

2.00	**RESOURCE IMPLICATIONS**
2.01	**Revenue:** The Revenue implications for the 2020/21 budget are set out in the report. **Capital:** there are no implications for the approved capital programme for either the current financial year or for future financial years – the capital programme for 2020/21 onwards will be subject to a separate report. **Human Resources:** The implications for additional capacity or for any changes to current workforce structures or roles are set out in the report.

3.00	**IMPACT ASSESSMENT AND RISK MANAGEMENT**
3.01	In the absence of adequate funding being provided by Welsh Government there is a significant risk that the Council will not be able to meet its statutory obligation to set a balanced budget for 2020/21.
3.02	**Ways of Working (Sustainable Development) Principles Impact**

Long-term	Negative – the absence of longer-term funding settlements from Welsh

	Government means that sustainable support for service delivery is challenging for the longer term. Sustainable funding from Welsh Government that provides additional funding for Indexation, Service demands and new legislation will provide a positive and sustainable position for the Council in the longer term
Prevention	As above
Integration	Neutral
Collaboration	Services continue to explore opportunities for collaboration with other services and external partners to support positive impacts
Involvement	Communication with Members, residents and other stakeholders throughout the budget process

Well-being Goals Impact

Prosperous Wales	Longer term funding settlements from Welsh Government that provide additional funding for Indexation, service demands and new legislation will aid sustainability and support a strong economy that encourage business investment in the region
Resilient Wales	Continuation of services to support communities and encourage social cohesion will have a positive impact
Healthier Wales	An appropriate level of funding will ensure that communities are supported and will have a positive impact
More equal Wales	A positive impact with greater parity of funding from Welsh Government for all Welsh Local Authorities
Cohesive Wales	Appropriate level of funding will support services working alongside partners
Vibrant Wales	As Healthier and Cohesive Wales above
Globally responsible Wales	Neutral

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	Consultation with Group Leaders, Overview and Scrutiny Committees, external partners, external advisors and representative bodies, local schools, the workforce and trade unions is continuous.

5.00	APPENDICES
5.01	Appendix 1 - Summary of Pressures Appendix 2 - Summary of Efficiencies

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Medium Term Financial Strategy – Forecast 2020/21 – 2022/23 April 2019 Cabinet - http://committeemeetings.flintshire.gov.uk/ieListDocuments.aspx?CId=391&MId=4252&Ver=4&LLL=0

7.00	CONTACT OFFICER DETAILS	
7.01	**Contact Officer:** **Telephone:** **E-mail:**	Gary Ferguson, Corporate Finance Manager 01352 702271 gary.ferguson@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
8.01	**Medium Term Financial Strategy (MTFS):** a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period, and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations. **Revenue:** a term used to describe the day to day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure. **Budget:** a statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them. **Revenue Support Grant:** the annual amount of money the Council receives from Welsh Government to fund what it does alongside the Council Tax and other income the Council raises locally. Councils can decide how to use this grant across services although their freedom to allocate according to local choice can be limited by guidelines set by Government.

	Specific Grants: An award of funding from a grant provider (e.g. Welsh Government) which must be used for a pre-defined purpose. **Welsh Local Government Association:** the representative body for unitary councils, fire and rescue authorities and national parks authorities in Wales. **Financial Year:** the period of 12 months commencing on 1 April.

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SUMMARY OF PRESSURES	£m	Description
Pay / Workforce		
NJC Pay Award Estimate (Including Schools)	2.912	Pay inflation estimated at 2% for NJC employees plus incremental progression
Aura/Newydd Additional Pay Inflation	0.091	A contribution to pay indexation to contribute to the developing pay and reward policies of both organisations
Teacher Pay Award Estimate	2.413	Inflation based on pay award of 2.75% which has been confirmed
Pension Officer Post	0.040	Additional post to work within employment services as direct contact for pensions
Total - Pay / Workforce	**5.456**	
Inflationary Pressures - Non Pay		
Inflation - Non Pay	0.759	Inflation for Energy, Fuel, Water and NNDR
Total - Inflationary Pressures - Non Pay	**0.759**	
Social Services Pressures		
Social Care Commissioning	1.643	Estimated inflationary increase for the Councils care providers
Out of County Placements	2.500	Pressure to reflect the increase in the number and complexity of placements
Transition to Adulthood	0.656	Pressure for the cost of care packages for clients moving into adulthood
Marleyfield and Holywell Extra Care Revenue Costs	0.492	Additional revenue funding to support additional clients
Social Services Specific Grant	0.283	Shortfall between estimated grant and actual grant received in 2019/20
Total - Social Services Pressures	**5.574**	
Education & Youth Pressures		
Additional Learning Needs (ALN) - Senior Learning Advisor Exclusions	0.072	Additional capacity to address the increase in exclusions from schools
Additional Learning Needs Education Tribunal Act (ALNET)	0.015	Pressure from ALN reform in 2020/21
ALN 1:1 Support - Schools Delegated Budget	0.400	Additional resource to for 1:1 support as a result of implementation of ALN
Demography	0.230	Pressure resulting from demographic change in 2020/21
Youth Justice	0.071	Additional capacity to address effective school focused youth work
Total - Education & Youth Pressures	**0.788**	
Other Pressures		
MRP - Existing	0.300	Annual increase to fund the cost of the change to MRP policy in March 2018
Further borrowing costs for Capital Programme	0.039	Additional revenue costs associated with new 21st C School programme
Transportation	0.700	Pressure relating to school transport due to increase in numbers of pupils and routes
Parking & Enforcement	0.178	Lower than anticipated income from car park charges
Empty Properties	0.070	Revenue costs of an officer previously funded by capital
Rent Shortfall Pressure	0.140	Shortfall in rental income following disposal of properties
One off efficiencies dropping out (19/20)	0.030	Efficiencies included in 2019/20 budget that were one off only
Temporary Accommodation	0.040	Previous years efficiency no longer achievable
Review of Financial Assessments	0.030	Remainder of previous years efficiency no longer achievable
Foster Cares Discount Scheme	0.092	Cost of implementation of scheme to provide more benefits to local foster carers
Enforcement Officer	0.041	Additional post due to withdrawel of committal as a recovery tool by WG
Growth Deal Contribution	0.050	Annual contribution tp the North Wales Regional Growth deal
Unachieved Efficiency for Income	0.100	Remainder of income target estimated at 2020/21
Unachieved Efficiency for Workforce Costs	0.100	Remainder of £0.250m efficiency for workforce cost reduction
Citrix Licencing	0.126	Increase in Citrix licencing costs in 2020/21
One Off Pressures dropping out (19/20)		
Local Development Plan Pressure	(0.172)	
North Wales Regional Waste Partnership	(0.425)	
Work Opportunities Pressure	(0.063)	The budget for 2019/20 included a number of one off pressures that will drop out in 2020/21.
Total - Other Pressures	**1.376**	
Repayment of Reserve from 19/20 budget	**2.221**	Reserves utilised in 2019/20 budget which are one off only
TOTAL	**16.174**	

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PORTFOLIO BUSINESS PLAN EFFICIENCIES AND INCOME

Portfolio	£m
Existing	
Corporate	0.000
Social Services	0.240
Education & Youth	0.014
Streetscene & Transportation	0.240
Planning & Environment	0.091
Housing & Assets	0.000
SUB TOTAL - EXISTING	**0.585**
New Decisions	
Education & Youth	0.449
TOTAL - EXISTING & NEW	**1.034**

SOCIAL SERVICES EFFICIENCIES

Efficiency Title	Description	£m
Existing		
SOCIAL SERVICES		
Regional Collaboration - Wrexham CBC	Reduced posts	0.030
Reviewing function	Reduction of post	0.025
Supported Living	Reduction in voids	0.025
Communications	Reduction in mobile hardware	0.030
Vacancy management savings	Appropriate deferral of recruitment	0.030
Strategic use of grant funding	Core Funding replacement solution	0.100
TOTAL - SOCIAL SERVICES		**0.240**

EDUCATION & YOUTH EFFICIENCIES

Efficiency Title	Description	£m
Existing		
EDUCATION & YOUTH		
Integrated Youth Provision	General reduction in variable cost spend across cost centres to achieve a 3% efficiency.	0.014
SUB TOTAL - EDUCATION & YOUTH		**0.014**
New Decisions		
Other		
Discretionary Transport Review	Introduction of charging for Post 16 Transport	0.449
TOTAL - EDUCATION & YOUTH		**0.463**

STREETSCENE & TRANSPORTATION EFFICIENCIES

Efficiency Title	Description	£m
Existing		
STREETSCENE & TRANSPORTATION		
Fleet Services	Income from external works	0.010
Waste Services	Garden Waste Charges - anticipated increase in volume	0.030
Waste Services	NWRWTP Gate Fee Benefit	0.200
TOTAL - STREETSCENE & TRANSPORTATION		**0.240**

PLANNING & ENVIRONMENT EFFICIENCIES

Efficiency Title	Description	£m
Existing		
PLANNING & ENVIRONMENT		
Countryside & Conservation / Wepre Park	Charges and additional tree income	0.010
Development Management	Increased Planning Fee income	0.015
Minerals & Waste Shared Service	Adoption of new SLA with partners	0.005
Review of Pest Control Service, Trading Standards Investigations and Community Safety	Service review including options for ADM	0.035
Countryside & Conservation / Wepre Park	Review of Spending	0.017
Portfolio Admin Supplies & Services Review	Review of spending	0.005
Regeneration - Business Development, Housing Regeneration & Strategy and Markets	Review of spending, sevice review	0.004
TOTAL - PLANNING & ENVIRONMENT		**0.091**

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COMMUNITY AND ENTERPRISE OVERVIEW & SCRUTINY

Date of Meeting	Friday 22nd November 2019
Report Subject	North East Wales (NEW) Homes Business Plan 2019/2048
Cabinet Member	Cabinet Member for Housing
Report Author	Chief Officer (Housing and Assets)
Type of Report	Strategic

EXECUTIVE SUMMARY

The Business Plan sets out key elements of the company's proposed Development Strategy to increase the number of Affordable Rent Properties delivered over the next three years by 207 units. This will increase the total number of properties managed by NEW Homes to 309.

The Business Plan was approved by NEW Homes Board as a strategic planning document at its Board meeting on the 11th March 2019 and includes new homes to be developed via the SHARP programme, Section 106 properties and partnering with local developers and housing associations.

By way of background, there is an obligation on NEW Homes to seek Cabinet's approval in respect of any Business Plan that provides the strategic objectives of the company. Specifically, under the terms of the Relationship Agreement that the Council has with NEW Homes. Each year the company must comply with and implement the Business Plan with prior approval from Cabinet.

RECOMMENDATIONS	
1	To note and comment on progress made through the delivery of the NEW Homes Business Plan 2019/2048.

REPORT DETAILS

1.00	**EXPLAINING THE NORTH EAST WALES (NEW) HOMES BUSINESS PLAN 2019/2048**
1.01	North East Wales Homes Limited (NEW Homes) is a wholly owned subsidiary of Flintshire County Council and owns and manages affordable housing in the Flintshire area. It began trading in April 2014 and was established to increase the quantity and quality of affordable housing and increased housing choice for those who may not qualify for social housing but for whom market housing is unaffordable or difficult to access.
1.02	NEW Homes currently owns and manages 107 units across Flintshire. These are made up of a combination of new build schemes delivered through the Council's Strategic Housing And Regeneration Programme (SHARP) and gifted properties negotiated with developers through Section 106 agreements.
1.03	The Business Plan included projections for a total of 207 additional properties to be delivered through a combination of SHARP new build (39), gifted properties (21), Section 106 (85) and Developer / Partnership (62) over the next three years.
1.04	The first capital loan of £7.53m was approved by the Council in December 2018 to build affordable homes on the Walks site in Flint as part of the Councils Strategic Housing and Regeneration Programme (SHARP). Cabinet approved an additional loan to NEW Homes up to a maximum of £10m in 2018/19 capital programme for batch three schemes built by NEW Homes including Llys Dewi, Nant y Gro, Dobshill and Saltney. A further £20m has been approved by Cabinet during 2019/20 to finance the additional new build units proposed in NEW homes business plan. All loans provided by the Council are fully funded by NEW Homes via the rents received on each scheme which pay the prudential borrowing costs in full. The Council fund also receives income for providing these loans through:- • A 1% loan fee on the total amount borrowed. To date the Council fund has received £75.3k additional income. • A 0.21% margin above prudential borrowing rates. Borrowing agreed to date will bring in additional income of £431.8k over 45 years to the Council fund.
1.05	**Strategic Housing And Regeneration Programme (SHARP)**
1.06	Good overall progress continues to be made on a number of schemes which NEW Homes are developing across Flintshire through the Council's Strategic Housing And Regeneration Programme (SHARP). This is detailed in Appendix 1.
1.07	A proposed mixed tenure at Nant y Gro, Gronant with the Council which will deliver 4 affordable rent properties for NEW Homes has been delayed

	due to issues with drainage attenuation following the introduction of new legislation.
1.08	From 7 January 2019, all new developments in Wales of more than one dwelling house or where the construction area is 100m2 or more, will require Sustainable Drainage Systems (SuDS) for surface water. Revisions to the existing drainage strategy for the scheme, along with additional cut and fill proposals are currently being undertaken which require a further planning application being submitted. This will be determined by the end of November 2019. It is proposed that the scheme will start on site in April 2020, planning matters being acceptable.
1.09	Further schemes are being worked up through the SHARP. However, these schemes are not included in the business plan at this stage as work is progressing on scheme viability and design.
1.10	**Gifted Units**
1.11	NEW Homes were anticipating a further nine units in the Business plan in 19/20 taking the total gifted units to 49. This is on track with 5 already received in Kinnerton and a further 4 anticipated in Saltney later this year.
1.12	These properties are transferred to the company as "*unencumbered assets*" at NIL value. The positive working relationship which has evolved between the Council, NEW Homes and construction partners through the development of this product has facilitated the rapid delivery of a high quality product in communities where the availability of Affordable Rent properties has enabled local people to remain within their own local communities. Rental income from these properties helps to support future growth for new affordable schemes.
1.13	**Future Growth**
1.14	Following the review of its Development Strategy, the Business Plan is aiming to focus on growth in the following areas; • Purchase of Section 106 properties; • Developer / Partnerships with Local and Housing Associations • Utilising land owned by Flintshire County Council, where available
1.15	**Purchase of Section 106 Properties**
1.16	NEW Homes is looking to build on the positive relationship it has developed with local contractors from whom it has received "gifted" Section 106 units by looking to purchase more in the future. S106 units are usually purchased at 70% of Open Market Value (OMV). Section 106 units require little resource for maximum output of delivery of units. Again, partnering with a developer requires less resource as the developer will provide the upfront finance and expertise. This could provide NEW Homes with a variety of developments ensuring the units for NEW Homes

	are not all “standardised” offering a variety in design, individuality and don’t fall foul of the “building boxes” label.
1.17	The Business Plan assumes the purchase of 85 Section 106 properties over the next three years, to be purchased at a projected 70% of Open Market Value (OMV). NEW Homes business plan assumes that 45 developer S106 properties will be purchased by early 2020/21, giving time in 2019/20 to identify and progress potential opportunities in this area.
1.18	The target number of 85 new Section 106 properties is proving difficult to achieve due to the significant level of competition for Section 106 properties in Flintshire from local housing associations. To date, the company has made an offer for 7 Section 106 properties in total which are currently being considered by respective developers. Other opportunities are being actively pursued in Flintshire. However, in order to achieve its growth target, NEW Homes may need to consider undertaking more SHARP and Land and Package Deals to offset any shortfall in the delivery of Section 106 properties.
1.19	There is significant competition for in the current climate which will increase with the zoning of two additional housing associations in Flintshire during the past three months.
1.20	**Strategic Partnerships with Local Developers and Housing Associations**
1.21	The development of strategic partnerships with local developers and Housing Associations through “*Design and Build*” package deals requires less resource as the developer will provide the upfront finance and expertise. The Business Plan assumes a growth of 62 units over three years through strategic partnerships with local developers and housing associations. NEW Homes business plan assumes that 25 developer/partnership properties will be built in 2020/21, giving time in 2019/20 to identify and progress potential opportunities in this area.
1.22	Negotiations are on-going with a housing association and private developer on a large strategic site in Flintshire with the view of establishing a Land and Package deal. This site will deliver 40 new properties for the company. Land and Package deal negotiations are also advanced with a developer at Oakenholt for 16 NO. 3 bed houses. It is anticipated this scheme can be bought forward quickly subject to terms and conditions being agreed. These properties are in addition to the 12 NO. 2 bed apartments which are being gifted to the company on the Croes Atti scheme, Oakenholt. NEW Homes is also working on a number of further potential schemes, please refer to Appendix 1.
1.23	**Utilising land owned by Flintshire County Council**

1.24	Flintshire County Council own a number of smaller sites which NEW Homes is looking to develop in partnership with the Council using local smaller contractors.
1.25	**Governance**
1.26	At the NEW Homes Board meeting on the 5th of September 2019, a new Chair, Paul Humphries was unanimously appointed. Paul has been a Board Member since the inception of the company in April 2014.
1.27	A Board Member Away Day is planned for November to review the progress which the company is making and feed into the business planning cycle for 2020/2047 Business Plan.
1.28	**Performance Plan**
1.29	Appendix 2, which is included as a Part 2 agenda item, shows the latest Performance Report approved at the NEW Homes Board on 5th September 2019.

2.00	**RESOURCE IMPLICATIONS**
2.01	The Council would be required to commit to borrow up to £20m to on-lend to NEW Homes. This would fund the provision of affordable homes throughout the County.

3.00	**IMPACT ASSESSMENT AND RISK MANAGEMENT**
3.01	NEW Homes has developed a strategic Risk Register which is regularly reviewed by the NEW Homes Board.
3.02	In order to ensure both the Council and NEW Homes realise value for money SHARP scheme build costs are being independently verified by a Cost Consultant.
3.03	A Performance and Financial Update Report is also presented at each NEW Homes Board meeting to review the operational and financial performance of the company.
3.04	**Ways of Working (Sustainable Development) Principles Impact**

Long-term	Positive - more affordable homes will be provided in the right location
Prevention	Preventing - preventing people becoming homeless through ensuring there is relevant services and accommodation

Integration	Positive – the delivery of affordable homes will contribute to integration within communities
Collaboration	Positive – the Business Plan and Development Strategy is based upon delivering homes and services in partnership with the relevant stakeholders and businesses.
Involvement	Positive - individual decision making will involve all partners with strategic oversight by the Strategic Housing Partnership.

Well-being Goals Impact

Prosperous Wales	Positive - Providing good quality affordable homes, aiming for low / zero carbon. Also ensuring the homes are in the place that people need them and will meet their housing needs. Maximising local employment and training opportunities for local people.
Resilient Wales	Positive - Developing low / zero carbon homes though adopting modern methods of construction and other relevant technologies.
Healthier Wales	Positive - Ensuring our homes are fit for purpose and will enable people to stay in their home for longer, and ensuring we have homes that meet the needs of all people in our society including those who are most vulnerable supporting their well-being.
More equal Wales	Positive - Providing good quality and decent homes.
Cohesive Wales	Positive - Contributing to attractive, viable, safe and well-connected communities through promoting good design and collaborative delivery.
Vibrant Wales	Positive - Ensuring our communities are diverse through good communication of housing and employment opportunities which will enable them to remain living in the area.

	Globally responsible Wales	Positive - The outcomes of the Business Plan and Development Strategy will contribute to improving the economic, social, environmental and cultural well-being of Flintshire communities.

4.00	**CONSULTATIONS REQUIRED / CARRIED OUT**
4.01	The NEW Homes Business Plan and Development Strategy has been previously presented to Housing And Asset Scrutiny in May 2019 for comment prior to presentation to Cabinet in June 2019 for approval.

5.00	**APPENDICES**
5.01	Appendix 1 – NEW Homes Development Strategy Appendix 2 – NEW Homes Performance Plan (CONFIDENTIAL PART 2)

6.00	**LIST OF ACCESSIBLE BACKGROUND DOCUMENTS**
6.01	None.

6.00	**CONTACT OFFICER DETAILS**
6.01	Contact Office: Melville Evans Job Title: Housing Programmes Service Manager Telephone: 01352 701436 E-mail: meville.evans@flintshire.gov.uk

7.00	**GLOSSARY OF TERMS**
7.01	**Strategic Housing And Regeneration Programme (SHARP)** – Flintshire County Council House Building Programme which will build 500 new homes (200 Council) and 300 (affordable).
7.02	**NEW Homes -** North East Wales Homes, (NEW Homes) is a Housing company based in Flintshire and owned by Flintshire County Council. NEW Homes owns, leases and manages properties across Flintshire. The company was established to increase the quantity and quality of affordable housing available across the county; increasing housing choice for those who may not qualify for social housing but for whom market housing is unaffordable or difficult to access. In addition NEW Homes provides a professional service to landlords as a managing agent as a means to increase the supply of quality affordable housing.

7.03	**Section 106 Planning Obligations and Conditions –** Planning obligations, also known as Section 106 agreements (based on that section of The 1990 Town & Country Planning Act) are private agreements made between local authorities and developers and can be attached to a planning permission to make acceptable development which would otherwise be unacceptable in planning terms. The land itself, rather than the person or organisation that develops the land, is bound by a Section 106 Agreement, something any future owners will need to take into account.

NEW Homes Development Programme : 28th August 2019

Version: 004

	Site	Open Market Sales				HRA Property Mix (Council)						Affordable Property Mix (New Homes)				Shared Equity				Adapted Property				Program Total	Total Sales	Total NEW Homes Affordable	Projected Site Start Date	Projected Site Completion Date	Comments
		2 bed Apt	2 bed House	3 Bed House	4 Bed House	1 Bed Apt	2 Bed Apt	2 Bed Bung	2 Bed House	3 Bed House	4 Bed House	1 Bed Apt	2 Bed Apt	2 Bed House	3 Bed House	1 Bed Apt	2 Bed Apt	2 Bed House	3 Bed House	1 Bed Apt	2 Bed Apt	1 Bed Bung	2 Bed Bung						
SHARP Batch 3	Maes Gwern, Mold, CH7 1XN	18	19	38	37	2						4		14	4			10	12				2	160	112	22	17/09/2018	03/08/2020	Good progress continues on site. Projected revised handover dates for affordable properties on the scheme now received **NEXT STEPS: Continue to monitor progress on site**
	Nant Y Gro, Gronant, Prestatyn, LL19 9UA					4	4		18	11				3	1									41	0	4	25/03/2019	13/04/2020	Delayed start on site due to drainage attenuation / cut and fill issues. Revised costs received from Wates which are being reviewed by FCC **NEXT STEPS: Fromal response scheduled from Senior Management at Wates. This will inform decision whether NEW scheme will proceed or not.**
	Llys Dewi, Pen-y-ffordd, CH8 9LA								16	7		2	2											27	0	4	25.07.2018	27/09/2019	Good progress being made on site. **NEXT STEPS: Handover of NEW Homes properties scheduled27/09/2019**
	Dobshill Depot, Chester Road, CH5 3LZ					4	4			4	1			8	1								2	24	0	9	25.03.2019	13/01/2020	Revised handover dates now received from Wates which have been received by NEW Homes to inform marketing and allocation. **NEXT STEPS: Continue to monitor progress**
	TOTAL BATCH 3	**18**	**19**	**38**	**37**	**10**	**8**	**0**	**34**	**22**	**1**	**6**	**2**	**25**	**6**	**0**	**0**			**0**	**0**	**0**	**4**	**252**	**112**	**39**			
Section 106 Properties	St Mary's Park, Northop Hall													3										3	0	3	04/04/2021	21/12/2018	Properties transferred to NEW Homes 21st December 2018.
	Elan Homes Chester Lane Higher Kinnerton													3									2	5	0	5	TBC	30/04/2019	All properties now transferred to NEW Homes and Occupied.
	Edwards Homes, Allied Bakery, Saltney													4										4	0	4	TBC	01/11/2019	Confirmation now received when these properties will be transferred to NEW Homes.
	Penyffordd, Chester (Redrow													5	2											7	TBC	TBC	Awaiting confirmation of start on site date from Redrow.
	Summerhill, Caerwys												2	3										5	0	5	TBC	TBC	Planning permission has been given for this site. However, do developer has come forward to buy and develop the site.
	Croes Atti, Oakenholt (Anwyl)												12													12	01/06/2019	01/06/2020	Proposed design of sprinkler system for these scheme agreed. Scheme was approved pre Sprinkler requirement and will have to be paid for by NEW Homes. **NEXT STEPS**: Anwyl drafting contract for delivery of sprinkler system.
	TOTAL BATCH 3	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**14**	**18**	**2**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**2**		**0**	**36**			
	PROGRAM TOTAL	**18**	**19**	**38**	**37**	**10**	**8**	**0**	**34**	**22**	**1**	**6**	**16**	**43**	**8**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**6**	**252**	**112**	**75**			

NEW Homes Development Programme: Pipeline Schemes 26 August 2019 Version: 003

	Site	Open Market Sales				Affordable Rent Properties (NEW Homes)						Social Rent Properties				Shared Equity				Adapted Property				Program	Total Sales	Total NEW Homes Affordable	Projected Site Start Date	Projected Site Completion Date	Comments
		2 bed Apt	2 bed House	3 Bed House	4 Bed House	1 Bed Apt	2 Bed Apt	2 Bed Bung	2 Bed House	3 Bed House	4 Bed House	1 Bed Apt	2 Bed Apt	2 Bed House	3 Bed House	1 Bed Apt	2 Bed Apt	2 Bed House	3 Bed House	1 Bed Apt	2 Bed Apt	1 Bed Bung	2 Bed Bung						
	Well Street, Buckley					2	2		8	12														24	0	24	TBC	TBC	Clwyd Alyn are in process of negotiatng the proposed purchase of the site from Welsh Government. Clwyd Alyn have maintained commitment to develop 24 Affordable Rent units on the site subject to successful purchase of the site. NEXT STEPS: Continue on-going dialogue with Clwyd Alyn
	Site A					4	4		8	24														40	0	40	Quarter 4 2019/20	Quarter 4 2020/21	Approach to work with a zoned housing association to deliver a mixed tenure site of approximately 70 units. NEW Homes have submitted property specification / numbers required. NEXT STEPS: Initial Plans to be received for review
	Pandy, Oakenholt									16														16	0	16	Quarter 4 2019/20	Quarter 3 2020/21	Scheme has been previously considered by Board in June 2019 and subsequently approved via email following further information. Awaiting further information from agent prior to presenting to NEW Homes Board in September 2019. NEXT STEPS: NEW Homes awaiting HOTs from Agent
	Aston Park Road, Aston								4	4														8	0	8	Quarter 4 2019/20	Quarter 3 2020/21	Site is owned by Flintshire County Council and is currently empty. Site previously considered for inclusion in the SHARP but costly to develop with large developer. Proposal is to work with a local SME following a competitive tendering exercise. NEXT STEPS: Develop tender pack and pilot process
	TOTAL	0	0	0	0	6	6	0	20	56	0	0	0	0	0	0	0			0	0	0	0	125	0	88			
Section 106 Properties	Site B								3															3	0	3	TBC	TBC	Opportunity to work with a local developer to take on Affordable Rent units. Offer made to developer to purchase units. Developer has noted acceptance of bid and will advise on whether it has been successful in October 2019. NEXT STEPS: Awaiting decision from Developer
Section 106 Properties	Site C									3														3	0	3	TBC	Quarter 3 2019/20	Potential opportunity to purchase 3 properties on a developer-led site. Offer has been made. Awaiting decision by FCC on amendment of exisitng S106 Agreement to allow sale to go ahead: NEXT STEPS:Awaiting decision from FCC Legal on next steps
Section 106 Properties	a																												
Section 106 Properties	TOTAL	0	0	0	0	0	0	0	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	6	0	6			
SHARP	Llys Alun, Rhydymwyn, CH7 5HL			4	4				10	12														30	8	22	Quarter 1 2020/21	Quarter 4 2020/21	Potential mixed-tenure scheme
	TOTAL	0	0	4	4	0	0	0	10	12	0	0	0	0	0	0	0	0	0	0	0	0	0	30	8	22			
	PROGRAM TOTAL	0	0	0	0	6	6	0	23	59	0	0	0	0	0	0	0	0	0	0	0	0	0	169	14	130			

COMMUNITY & ENTERPRISE OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Friday, 22nd November 2019
Report Subject	Council Plan 2019/20 - Mid-Year Monitoring Report
Cabinet Member	Cabinet Member for Housing; Cabinet Member for Economic Development; and Cabinet Member for Corporate Management and Assets
Report Author	Chief Officer (Housing and Assets); and Chief Officer (Planning, Environment and Economy)
Type of Report	Strategic

EXECUTIVE SUMMARY

The Council Plan 2019/20 was adopted by the Council in June 2019. This report presents a summary of performance at the mid-year point of 2019/20 for the Council Plan priorities 'Caring Council', 'Ambitious Council' and 'Serving Council' relevant to the Community & Enterprise Overview & Scrutiny Committee.

This mid year monitoring report for the 2019/20 Council Plan shows that 88% of activities are making good progress with 90% likely to achieve their planned outcomes. 77% of the performance indicators have met or exceeded their targets. Risks are being managed with a minority of 14% being assessed as major.

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

REPORT DETAILS

1.00	**EXPLAINING THE COUNCIL PLAN 2019/20 MID-YEAR MONITORING REPORT**
1.01	The Council Plan monitoring reports give an explanation of the progress being made toward the delivery of the impacts set out in the 2019/20 Council Plan. The narrative is supported by performance indicators and / or milestones which evidence achievement. In addition, there is an assessment of the strategic risks and the level to which they are being controlled.
1.02	This report is an exception-based report and concentrates on under-performance.
1.03	**Monitoring Activities** Each of the sub-priorities under each theme within the Plan have high level activities which are monitored over time. 'Progress' shows action against scheduled activity and is categorised as: • RED: Limited Progress – delay in scheduled activity and, not on track • AMBER: Satisfactory Progress – some delay in scheduled activity, but broadly on track • GREEN: Good Progress – activities completed on schedule and on track A RAG status is also given for the assessment of our current level of confidence in achieving the 'outcome(s)' in-year for each sub-priority. Outcome is categorised as: • RED: Low – lower level of confidence in the achievement of the outcome(s) in-year • AMBER: Medium – uncertain level of confidence in the achievement of the outcome(s) in-year • GREEN: High – full confidence in the achievement of the outcome(s) in-year
1.04	In summary our overall progress against activities is: **Progress** • We are making good (green) progress in 152 (88%). • We are making satisfactory (amber) progress in 20 (12%). **Outcome** • We have a high (green) level of confidence in the achievement of 154 (89.5%) outcomes. • We have a medium (amber) level of confidence in the achievement of 17 (10.0%) outcomes. • We have a low (red) level of confidence in the achievement of 1 (0.5%) outcomes.

1.05	**Monitoring our Performance** Analysis of performance against the Council Plan performance indicators is undertaken using the RAG status. This is defined as: • RED - under-performance against target. • AMBER - where improvement may have been made but performance has missed the target. • GREEN - positive performance against target.
1.06	Analysis of current levels of performance against target shows the following: • 46 (77%) have achieved a green RAG status • 8 (13%) have an amber RAG status • 6 (10%) have a red RAG status
1.07	The performance indicators (PIs) which show a red RAG status for current performance against target, relevant to the Community & Enterprise Overview & Scrutiny Committee are: **Number of individuals supported through the mentoring service that enter employment, learning or volunteering** Although currently below target for the six month period we are confident that the full year target is achievable. Both the Communities For Work and Communities For Work + teams are now fully staffed and engagement activity and events are due to increase in Q3 and Q4. Successful Employability Roadshows were held at Broughton Park and Mold in June and further roadshows are planned in Q3. Roadshows bring together local employers with those seeking opportunities and have proved a highly successful route into work or further education for our mentorees. The teams have helped support our mentoring scheme participants with 17 entering employment and 21 accessing further training and 3 into work placements. Employment outcomes include Administration, Customer Services, Security and Retail.
1.08	**Monitoring our Risks** Analysis of the current risk levels for the strategic risks identified in the Council Plan is as follows: - • 3 (7.1%) are insignificant (green) • 6 (14.3%) are minor (yellow) • 27 (64.3%) are moderate (amber) • 6 (14.3%) are major (red) • 0 (0%) are severe (black)
1.09	There are no major (red) risks identified for the Community & Enterprise Ovevriew & Scrutiny Committee.

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

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

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

5.00	APPENDICES
5.01	Appendix 1 – Mid-Year Council Plan Monitoring Report – Caring Council. Appendix 2 – Mid-Year Council Plan Monitoring Report – Ambitious Council. Appendix 1 – Mid-Year Council Plan Monitoring Report – Serving Council.

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

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

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

Risk Likelihood and Impact Matrix

Impact Severity	Unlikely (5%)	Very Low (15%)	Low (30%)	Significant (50%)	Very High (65%)	Extremely High (80%)
Catastrophic	Y	A	R	R	B	B
Critical	Y	A	A	R	R	R
Marginal	G	Y	A	A	A	R
Negligible	G	G	Y	Y	A	A

Likelihood & Percentage of risk happening

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

Actions

Action – Each sub-priority have high level activities attached to them to help achieve the outcomes of the sub-priority.
Lead Officer – The person responsible for updating the data on the action.
Status – This will either be 'In progress' if the action has a start and finish date or 'Ongoing' if it is an action that is longer term than the reporting year.
Start date – When the action started (usually the start of the financial year).
End date – When the action is expected to be completed.
% complete - The % that the action is complete at the time of the report. This only applies to actions that are 'in progress'. An action that is 'ongoing' will not produce a % complete due to the longer-term nature of the action.
Progress RAG – Shows if the action at this point in time is making limited progress (Red), satisfactory progress (Amber) or good progress (Green).
Outcome RAG – Shows the level of confidence in achieving the outcomes for each action.

Measures (Key Performance Indicators - KPIs)

Pre. Year Period Actual – The period actual at the same point in the previous year. If the KPI is a new KPI for the year then this will show as 'no data'.
Period Actual – The data for this quarter.
Period Target – The target for this quarter as set at the beginning of the year.
Perf. RAG – This measures performance for the period against the target. It is automatically generated according to the data. Red = a position of under performance against target, Amber = a mid-position where improvement may have been made but performance has missed the target and Green = a position of positive performance against the target.
Perf. Indicator Trend – Trend arrows give an impression of the direction the performance is heading compared to the period of the previous year:

- A 'downward arrow' always indicates poorer performance regardless of whether a KPI figure means that less is better (e.g. the amount of days to deliver a grant or undertake a review) or if a KPI figure means that more is better (e.g. number of new jobs in Flintshire).

	• Similarly an 'upward arrow' always indicates improved performance. YTD Actual – The data for the year so far including previous quarters. YTD Target – The target for the year so far including the targets of previous quarters. Outcome RAG – The level of confidence of meeting the target by the end of the year. Low – lower level of confidence in the achievement of the target (Red), Medium – uncertain level of confidence in the achievement of the target (Amber) and High - full confidence in the achievement of the target (Green). **Risks** Risk Title – Gives a description of the risk. Lead Officer – The person responsible for managing the risk. Supporting Officer – The person responsible for updating the risk. Initial Risk Rating – The level of the risk at the start of the financial year (quarter 1). The risks are identified as follows; insignificant (green), minor (yellow), moderate (amber), major (red) and severe (black). Current Risk Rating – The level of the risk at this quarter. Trend Arrow – This shows if the risk has increased (red, upward arrow), decreased (green, downward arrow) or remained the same between the initial risk rating and the current risk rating (amber, stable arrow). Risk Status – This will either show as 'open' or 'closed'. If a risk is open then it is still a relevant risk, if the risk is closed then it is no longer a relevant risk; a new risk may be generated where a plan or strategy moves into a new phase.

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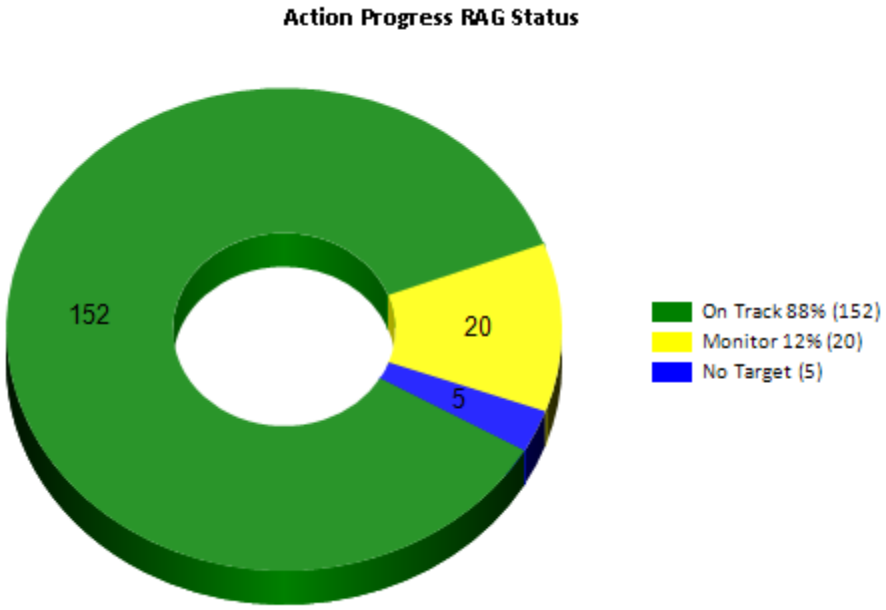
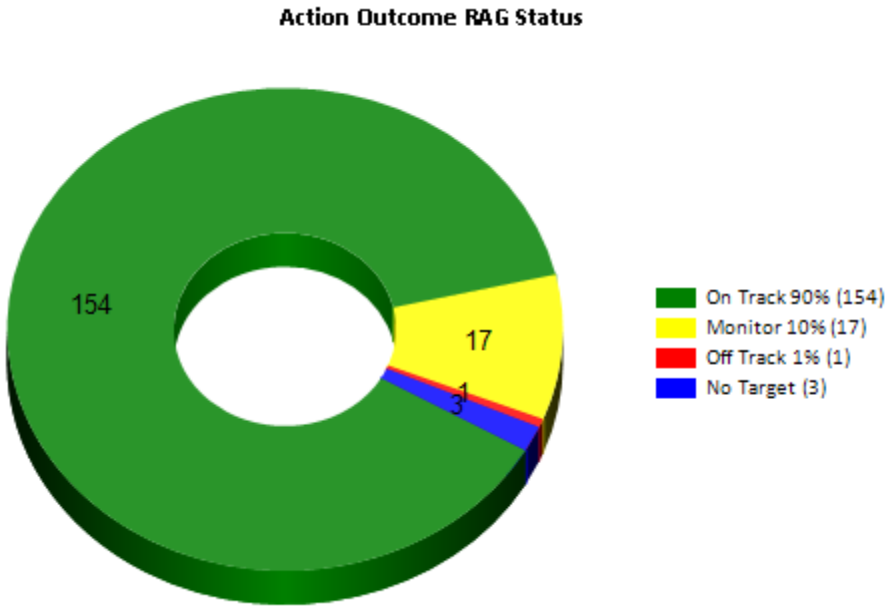
2019/20 Mid-Year Performance Progress Report
Appendix 1 – Caring Council

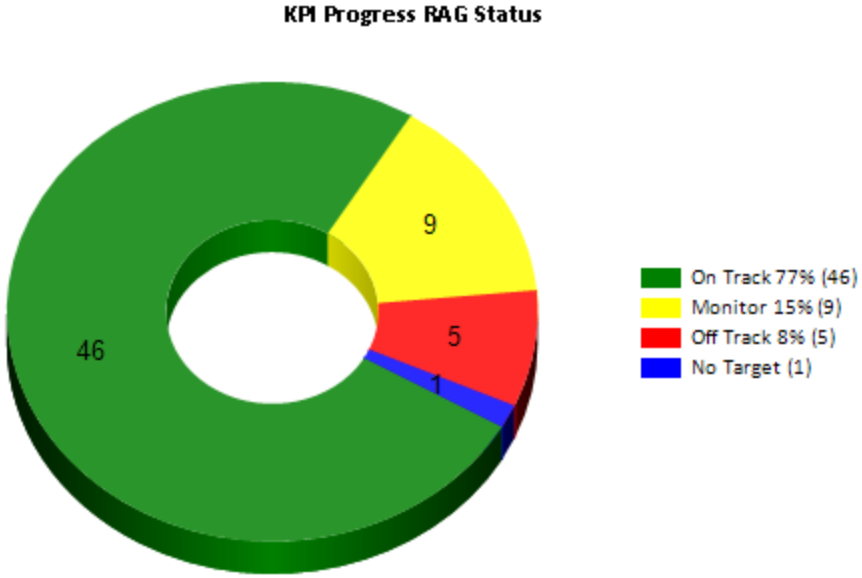
Flintshire County Council

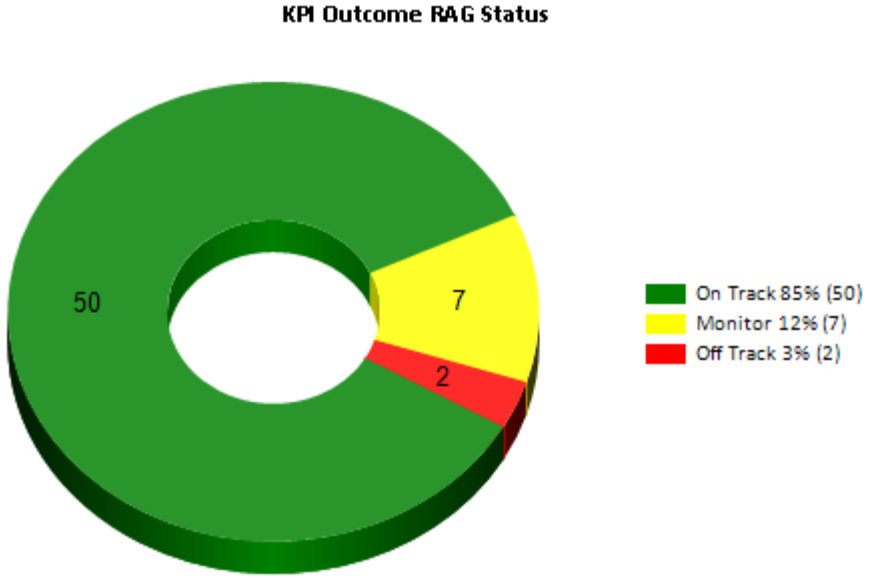
Print Date: 04-Nov-2019



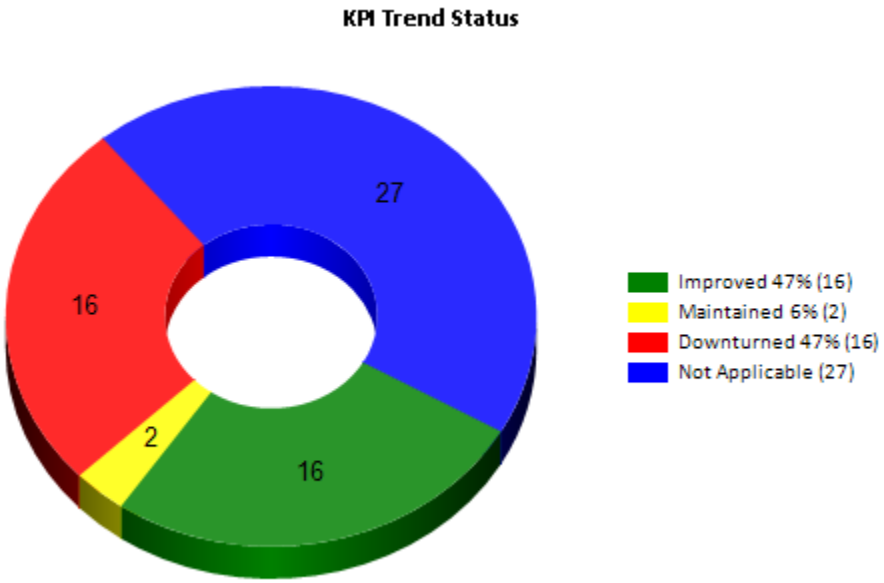


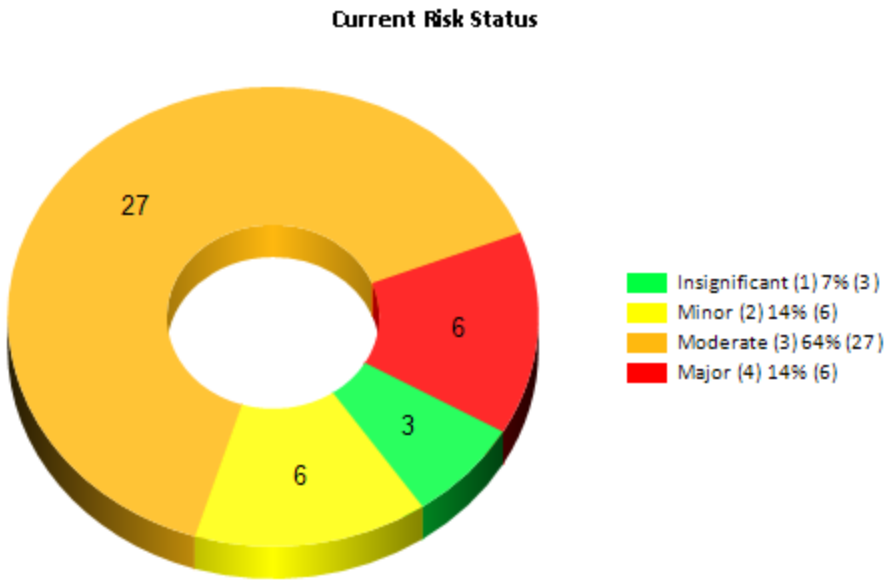
‘No Target’ for Action Progress and Action Outcome denotes Action has not started.





‘No Target’ for KPI denotes this is a new KPI and a baseline year is being established.





‘Not Applicable’ denotes that there is not KPI Trend as this is a new KPI and a baseline year is being established.

Caring Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.1 (CP) Establishing a permanent emergency bed provision in Flintshire	Jenni Griffith - Homeless and Advice Manager	In Progress	01-Apr-2019	31-Mar-2020	30.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:
The pilot emergency bed provision commenced in December 2018 and ended in September 2019. The pilot was successful and established a demand for an emergency bed provision in Flintshire to help alleviate rough sleeping. The pilot also informed that the model needs to consider day provision and increased access to support services. The service is currently working towards an alternative provision as a priority and this will help to engage service users and providers to inform the permanent model to ensure it is fit for purpose and meets local needs.

Last Updated: 21-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.2 (CP) Supporting rough sleepers through the employment of an Outreach Worker	Jenni Griffith - Homeless and Advice Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Outreach provision is in place and contracted until the end of the financial year. This provision enables the service to engage with rough sleepers, offer support and assistance and link them in with support services available in the area. The provision also works well in terms of the ability to react to reports of rough sleeper in a more efficient way and isn't restricted to office working hours.

Last Updated: 29-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.3 (CP) Completion of a feasibility study for short term emergency provision for young people with follow-up actions	Jenni Griffith - Homeless and Advice Manager	In Progress	01-Apr-2019	31-Mar-2020	30.00%		

ACTION PROGRESS COMMENTS:
Initial scoping work has been undertaken to better understand the requirement of a provision specifically for young people. A number of options are currently being investigated to determine feasibility. This work is complex an nature with a number of pieces of activity which need to be developed, visits to facilitate which have worked well would need to be a pre-requisite of its work stream.

Last Updated: 29-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.4 (CP) Completion of feasibility study for a Housing First approach in Flintshire for people with complex needs with follow up actions	Jenni Griffith - Homeless and Advice Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%		

ACTION PROGRESS COMMENTS:
Demand for a housing first approach in Flintshire has been established. Funding for this work stream was awarded by Welsh Government on 28 August 2019. Work is now progressing in terms of recruitment to be completed November 2019 for project commencement in December 2019. This is a model of delivery which supports some of our most complex and difficult to reach individuals. The pilot will look to a number of concepts and visit existing models of delivery.

Last Updated: 29-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.5 (CP) Increasing the number of available rented properties in the Private Rented Sector (PRS) to provide housing solutions	Jenni Griffith - Homeless and Advice Manager	In Progress	01-Apr-2019	31-Mar-2020	25.00%	AMBER	AMBER

ACTION PROGRESS COMMENTS:
HAWS letting agency are proactively working in Flintshire to increase the number of Private Rented Sector (PRS) properties available to meet housing demand. A Private Rented Sector Landlord event is planned for November 2019 to re-engage with this sector and understand landlords concerns and the barriers to housing some client groups, i.e unemployed applicants. This event will help the service to identify the areas landlords require support and assistance to make the Private Rented Sector more accessible to all applicants.

Last Updated: 29-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.2.1 (CP) Meeting the targets within the comprehensive capital delivery programme of modernisation and refurbishment work to our housing stock	Sean O'Donnell - Contract Surveyor	In Progress	01-Apr-2019	31-Mar-2020	50.00%	GREEN	GREEN

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

Last Updated: 29-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.2.2 (CP) Achieving WHQS for the total stock by 2020/21	Sean O'Donnell - Contract Surveyor	In Progress	01-Apr-2019	31-Mar-2020	50.00%		

ACTION PROGRESS COMMENTS:
We are on target to achieve the Welsh Housing Quality Standards for all Council owned properties by 2020/21. Work currently focused upon external envelope work.

Last Updated: 29-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.2.3 (CP) Capital Expenditure is within budget for Housing work.	Sean O'Donnell - Contract Surveyor	In Progress	01-Apr-2019	31-Mar-2020	50.00%		

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

Last Updated: 29-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.3.1 (CP) Meeting the in-year aims and targets of the Housing Strategy and Action Plan for 2019-2024	Lesley Bassett - Housing Strategy Manager	Not Started	01-Apr-2019	31-Mar-2020	0.00%		

ACTION PROGRESS COMMENTS:
The Housing Strategy has now been adopted by the council, being endorsed by Cabinet in October 2019. Work to deliver on actions the strategy will now be delivered. There are a large number of activities which will need to be delivered upon over a number of financial years.

Last Updated: 29-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.4.1 (CP) Providing new social and affordable housing (1) as set out in the Housing Revenue Account (2) through NEW Homes Development Plans and (3) through the commitments of our Housing Association partners drawing on Welsh Government funding where possible	Lesley Bassett - Housing Strategy Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%		

ACTION PROGRESS COMMENTS:
Development of this work stream has a long delivery time so end of year reporting will provide a more definitive figure.

Last Updated: 29-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.4.2 (CP) Maximising the provision of affordable housing through market led schemes and developer obligations in line with planning policy requirements	Lesley Bassett - Housing Strategy Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%		

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

Last Updated: 29-Oct-2019

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

ACTION PROGRESS COMMENTS:
We are currently on target to deliver 79 new social units of accommodation through our partner Registered Social Landlords (RSL) this year.

Last Updated: 29-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.5.2 (CP) Effective implementation of the Welsh Government's recommended Service Standards for delivery of Housing Adaptations	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2019	31-Mar-2020	40.00%		

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

Last Updated: 25-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.5.3 (CP) Supporting people to remain in their homes through the provision of housing support and advice	Jenni Griffith - Homeless and Advice Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%		

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

Last Updated: 29-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.5.4 (CP) Adoption of a renewed strategy for our sheltered and supported housing schemes following review	Lesley Bassett - Housing Strategy Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%		

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

Last Updated: 29-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.5.5 (CP) Effective management of the Specialist Housing register in partnership with Housing Associations to ensure the housing needs of vulnerable households are met	JJenni Griffith - Homeless and Advice Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%		

ACTION PROGRESS COMMENTS:
The specialist housing register currently has 59 applicants of which 41 require specialist adapted properties and 8 require large properties. At the end of quarter two, eight households from the specialist housing register were successfully rehoused into suitable accommodation. The Single Access Route to Housing (SARTH) partnership continue to work closely to meet the needs of vulnerable households and representatives from all organisations meet every six weeks to review current voids against specialist housing register needs to identify properties that can be adapted.

Last Updated: 29-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.1 (CP) Forming a new social food enterprise with short and medium term objectives and targets	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%		

ACTION PROGRESS COMMENTS:
The Council and its partners have been exploring a number of options which will see progress maintained through the development of a longer term and sustainable solution to food poverty. In order to address these issues in the long term, a local social-food-enterprise is in the process of being developed. The mission of the company will be to "connect everyone with good fresh food". A primary aim will be to reach and develop sustainable models for people to access good affordable fresh food, particularly linking in with work we do and services we provide such as:

- Domiciliary care and linking food provision with care services.
- Developing a transition programme from food aid to food purchase for vulnerable groups, i.e. homeless families.
- To link in with services which support residents and embed support around food provision within those services.
- To use food provision as a catalyst to begin to tackle loneliness and isolation.

This work is progressing well and is in the final stages of implementation.

Last Updated: 29-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.2 (CP) Mapping / detailing areas where there are gaps in provision and then developing solutions	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2019	31-Mar-2020	40.00%	GREEN	GREEN

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

Last Updated: 29-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.3 (CP) Setting a food insecurity / food poverty action plan for Flintshire with partners with short and medium term objectives and targets	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2019	31-Mar-2020	40.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The Flintshire Food Poverty Strategy was adopted by the Public Services Board in 2018 and work is now in progress to develop a detailed action plan for the County. The action plan is in the early stages currently and the Good Food Flintshire group are working around agreed themes in order to collate the information and develop this into a progressive action plan for 2019 and beyond.

Last Updated: 29-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.2.1 (CP) Agreeing a funded action plan to support those in greatest fuel poverty	Leanna Jones - Energy Projects Coordinator	Completed	01-Apr-2019	30-Sep-2019	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
Fully funded plan agreed for the next 18 months including Warm Homes Fund, Crisis Fund, Arbed, Clwyd Alyn and FCC social housing stock.

Last Updated: 23-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.2.2 (CP) Improvement of the energy efficiency ratings of current housing in Flintshire measured through Energy Performance Certificate Scores	Leanna Jones - Energy Projects Coordinator	In Progress	01-Apr-2019	30-Sep-2019	50.00%		

ACTION PROGRESS COMMENTS:
Increased Energy Performance Certificate (EPC) rating by two bands or more in majority of households assisted in both the private and social sectors.

Last Updated: 22-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.2.3 (CP) Implement solutions to extend gas supplies to those communities with no gas service including Ffynnongroyw	Leanna Jones - Energy Projects Coordinator	In Progress	01-Apr-2019	30-Sep-2019	50.00%		

ACTION PROGRESS COMMENTS:
Successfully bid for Welsh Government Arbed grant to fund gas connections, new heating systems, and other energy efficiency measures in Ffynnongroyw. Working in partnership with Arbed Am Byth to deliver the project. Gas connection projects also completed to parts of Holywell, Mostyn, Penyffordd, and Treuddyn where gas was not previously available.

Last Updated: 22-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.2.4 (CP) Increasing the take up of solar, water and electricity systems by supporting their installation in vulnerable households	Leanna Jones - Energy Projects Coordinator	In Progress	01-Apr-2019	31-Mar-2020	50.00%		

ACTION PROGRESS COMMENTS:
Continued installation of air source heat pumps (air to water) systems in public and private fuel poor households through Warm Homes Fund. Installed solar panels to vulnerable social housing and identified further schemes in Cilcain and Gwernaffield.

Last Updated: 29-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.5.1 (CP) Residents being supported to sustain their tenancies, pay their rent and remain in their property	David Barnes - Manager - Revenues	In Progress	01-Apr-2019	31-Mar-2020	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
The deployment of Mobysoft is also helping to change working practices and target resources through a combination of early interventions to assist tenants in need of help and taking recovery action against tenants who fail to engage or pay. The service has stabilised collections and prevented overall arrear levels from escalating further, despite the ongoing challenges with welfare reform and an increasing number of tenants claiming Universal Credit. The early interventions and the ongoing joint working between Housing teams in Rent Income and Supporting People is helping to ensure tenancies are sustained by preventing arrears building up and ensure tenants with complex needs or those in financial difficulty receive 'fast-tracked' support they need to address their rent payments.

Last Updated: 29-Oct-2019

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

ACTION PROGRESS COMMENTS:
Although currently below target for the six month period we are confident that the full year target is achievable. Both the Communities For Work and Communities For Work + teams are now fully staffed and engagement activity and events are due to increase in Quarter three and Quarter four. Successful Employability Roadshows were held at Broughton Park and Mold in June and further roadshows are planned in Quarter three. Roadshows bring together local employers with those seeking opportunities and have proved a highly successful route into work or further education for our mentorees. The teams have helped support our mentoring scheme participants with 17 entering employment and 21 accessing further training and three into work placements. Employment outcomes include Administration, Customer Services, Security and Retail.

Last Updated: 29-Oct-2019

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.4.1M01 Number of Private Rented Sector (PRS) properties available via HAWS Lettings contract for Housing Solutions	No Data	3	New Measure	GREEN	New Measure	3	New Measure	GREEN

Lead Officer: Jenni Griffith - Homeless and Advice Manager
Reporting Officer: Denise Naylor - Housing Programmes Support Manager
Progress Comment: HAWS Lettings have secured three properties in the Private Rented Sector where the tenancy has been issued to a homeless household.
This is a new service and is ongoing in terms of promoting HAWS Lettings as managing agent in Flintshire to build up their portfolio. Currently working towards a Landlord Forum/drop in session to aid promotion of services and better understanding of the challenges in the local Private Rented Sector market.

Last Updated: 31-Oct-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.4.1M03 (PAM/012) Percentage of households successfully prevented from becoming homeless	80.6	81.82	85	AMBER	↑	81.82	85	AMBER

Lead Officer: Neal Cockerton - Chief Officer - Housing and Assets
Reporting Officer: Jenni Griffith - Homeless and Advice Manager
Progress Comment: The percentage of households in the quarter where homelessness was prevented.

Last Updated: 15-Oct-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.4.2M01 The percentage of council houses that meet the Welsh Housing Quality standards within our annual programme	No Data	103.35	100	GREEN	New Measure	105.63	100	GREEN

Lead Officer: Denise Naylor - Housing Programmes Support Manager
Reporting Officer: Sean O'Donnell - Contract Surveyor
Progress Comment: We are currently ahead of programme on a number of workstreams due to good weather and early engagement with tenants. The mid-year target was to complete 895 properties. We have completed 925 properties, 30 properties ahead of our target.

Last Updated: 14-Oct-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.4.2M02 Tenant satisfaction level	New Measure	92.81	95	AMBER	New Measure	92.81	95	AMBER

Lead Officer: Denise Naylor - Housing Programmes Support Manager
Reporting Officer: Sean O'Donnell - Contract Surveyor
Progress Comment: We are currently experiencing some delays on one workstream and this is impacting on the overall satisfaction levels being scored by the tenants on this workstream. We have engaged with the Contractor and have addressed some of the communication issues they have been experiencing onsite with our in-house Flintshire County Council Tenant Liaison Officers. Early indications are proving positive.

Last Updated: 14-Oct-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.4.4M01 The number of Council homes completed or under construction through the Strategic Housing and Regeneration Programme (SHARP)	No Data	54	45.5	GREEN	New Measure	54	45.5	GREEN

Lead Officer: Melville Evans - Senior Manager - Housing Programmes
Reporting Officer: Denise Naylor - Housing Programmes Support Manager
Progress Comment: 54 council homes have been completed or are currently under construction in Llys Dewi, Penyffordd (Holywell), Dobshill, Mold and Garden City. There has been a delay at the scheme in Nant y Gro, Gronant which once approved will see the construction of a further 37 council homes.

Last Updated: 15-Oct-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.4.5M01 (PAM/015) Average number of calendar days taken to deliver a DFG	257.89	202.64	247	GREEN	↑	202.64	247	GREEN

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Joseph Muxlow - Regeneration Programme Lead
Progress Comment: 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.
The service has been working to implement improvements to processes and controls and to the wider adaptations system in the Council.

Last Updated: 15-Oct-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.2M01 Delivery of energy efficiency measures to domestic properties in Flintshire	No Data	538	250	GREEN	New Measure	857	500	GREEN

Lead Officer: Leanna Jones - Energy Projects Coordinator
Reporting Officer: Niall Waller - Service Manager - Enterprise and Regeneration
Progress Comment: This figure is made up of a mix of measures including mains gas installs, air source heat pumps, meters, and insulation on all tenure properties.

Last Updated: 14-Oct-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.2M02 Number of vulnerable households supported through the Healthy Homes Healthy People programme	No Data	647	250	GREEN	New Measure	1127	500	GREEN

Lead Officer: Leanna Jones - Energy Projects Coordinator
Reporting Officer: Niall Waller - Service Manager - Enterprise and Regeneration
Progress Comment: At the end of Quarter Two, 167 households were supported. For the six month period, a total of 647 households were supported. Based on reports provided by the Warm Homes Fund Healthy Homes Healthy People project (category 3 of the funding) which assists people with advice and support in their homes.

Last Updated: 31-Oct-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.5M01 Average number of days to process new claims for housing benefit and council tax reduction	20.79	16.76	20	GREEN	↑	17.99	20	GREEN

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Suzanne Jones - Team Manager - Benefits and Council Tax Reduction Assessment
Progress Comment: The service has completed recruitment and training and now has a full complement of staff. Some key processes have been reviewed and changes implemented. This has enabled the target of 20 days to process new claims to be achieved.

Last Updated: 31-Oct-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.5M02 Average number of days to process change in circumstances for housing benefit and council tax reduction	10.7	3.83	8	GREEN	↑	3.83	8	GREEN

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Suzanne Jones - Team Manager - Benefits and Council Tax Reduction Assessment
Progress Comment: The service has completed recruitment and training and now has a full complement of staff. Some key processes have been reviewed and changes implemented. This has enabled the target of eight days to process change in circumstances to be achieved.

Last Updated: 31-Oct-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.7M01 Number of individuals supported through the mentoring service that enter employment, learning or volunteering	No Data	41	65		New Measure	41	130	

Lead Officer: Sharon Jones - Communities For work
Reporting Officer: Lynne Fensome - Management and Support Manager
Progress Comment: Although currently below target for the six month period we are confident that the full year target is achievable. Both the Communities For Work and Communities For Work + teams are now fully staffed and engagement activity and events are due to increase in Quarter three and Quarter four. Successful Employability Roadshows were held at Broughton Park and Mold in June and further roadshows are planned in Quarter three. Roadshows bring together local employers with those seeking opportunities and have proved a highly successful route into work or further education for our mentorees. The teams have helped support our mentoring scheme participants with 17 entering employment and 21 accessing further training and three into work placements. Employment outcomes include Administration, Customer Services, Security and Retail.

Last Updated: 15-Oct-2019

RISKS

Strategic Risk

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST151	Homelessness will remain a growing area of demand due to the current economic climate	Strategic Risk	Jenni Griffith - Homeless and Advice Manager	Lesley Bassett - Housing Strategy Manager	Amber	Amber		Open

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

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

Lead Supporting Officer Comments:
Homelessness remains a risk as a result of a number of factors. The introduction of welfare reforms and Universal Credit has created additional barriers to being able to successfully discharge duties to customers. The number of people presenting to the authority for help has decreased slightly this quarter and requires close monitoring. The Council has been awarded in year funding to assist with additional measures to develop Landlord incentives within the private rented sector and a strategic partnership with HAWS Lettings Agency commenced in May 2019. The emergency beds provision pilot established a demand but unfortunately this pilot has ended and there is currently no emergency bed provision in place. This is a service priority for quarter three. There is an Outreach Worker in post, employed through Clwyd Alyn, who follows up on street homeless and offers support and assistance to access services.

Last Updated: 15-Oct-2019

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST152	The supply of affordable housing will continue to be insufficient to meet community needs	Strategic Risk	Melville Evans - Senior Manager - Housing Programmes	Denise Naylor - Housing Programmes Support Manager	Red	Amber	↓	Open

Potential Effects:

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.

Lead Supporting Officer Comments:

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

To this effect, the Council's SHARP has delivered a total of 172 new social (110) and affordable rent (62) homes to date, whilst a further 102 units are under construction or scheduled to start. There have been issues at the scheme at Nant y Gro, Gronant which once resolved and approved will deliver a further 41 council and affordable homes. Three further schemes which will deliver a further 111 units are being worked up.

The Housing Associations are committed to delivering 229 affordable housing by 2021 through the Social Housing Grant programme. In addition, NEW homes has a Council approved Development Strategy which is looking to deliver a further 200 units over the next two years.

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

Last Updated: 15-Oct-2019

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST153	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	Strategic Risk	Cheryl Marland - Housing Access and Sarth Team Leader	Denise Naylor - Housing Programmes Support Manager, Lesley Bassett - Housing Strategy Manager	Amber	Amber		Open

Potential Effects:
Welfare reforms may potentially impact the Council's ability to offer affordable housing to those affected. Examples of the types of reforms that will have may impact include: LHA Cap - Residents affected by the LHA cap who are already excluded from the private rented sector due to affordability may not be able to afford social rents Bedroom Tax - This has been in place for some time for those residents that are under occupying properties and in receipt of housing benefit and will continue under Universal Credit role out.

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.

Lead Supporting Officer Comments:
This risk will be reviewed to consider whether the Welfare Reform Programme directly impacts the increasing demand for social and affordable housing.

Last Updated: 24-Oct-2019

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST154	Diminishing land supply for council housing construction	Strategic Risk	Melville Evans - Senior Manager - Housing Programmes	Denise Naylor - Housing Programmes Support Manager	Amber	Green		Closed

Potential Effects: Reduction in number of housing 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.

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

Last Updated: 21-Oct-2019

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST155	Capital borrowing limits for Council housing	Strategic Risk	Melville Evans - Senior Manager - Housing Programmes	Denise Naylor - Housing Programmes Support Manager	Amber	Green		Closed

Potential Effects:
Reduction in construction and delivery of Council houses.

Management Controls:

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

Lead Supporting Officer Comments:
The cap on borrowing within the housing revenue account ended May 2019. The ending of the cap means that Flintshire will continue to invest in building council homes.

Last Updated: 10-Oct-2019

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST156	Customer expectations for the timeliness of adaptations undertaken through Disabled Facilities Grants (DFGs) may not be met due to competing demands on resources	Strategic Risk	Neal Cockerton - Chief Officer - Housing and Assets	Jen Griffiths - Benefits Manager	Amber	Amber		Open

Potential Effects:
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.

Lead Supporting Officer Comments:
The performance on DFG timescales has been an area of challenge over time and a management board was established to improve and monitor progress.
The budget for the programme is currently on track.
There has been improved performance in relation to timescales for completing adaptations, which also improves the outcomes for our customers

Last Updated: 31-Oct-2019

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST158	Universal Credit Full Service roll out: by working in partnership with the Department of Working Pensions (DWP) and other stakeholders to manage any negative impact from falling upon both residents and Council services.	Strategic Risk	Jen Griffiths - Benefits Manager	Dawn Barnes - Welfare Reform Manager	Red	Amber	↓	Open

Potential Effects:
The impact of Welfare Reform on Flintshire households increasing the demand for advice and support to unprecedented levels. Potential increases in rent arrears and decrease of Council Tax collection. Potential increased risk of homelessness and need for accommodation. Increased demand in existing support services.

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

Lead Supporting Officer Comments:
Work is now well underway to identify and manage the impacts of Universal Credit on Council Tenants and their rent accounts. Work is concentrated around early intervention which enables support to be provided to those who need it, but a harder line to be taken with those who can pay but choose not to. This provides a more realistic chance of the rent account coming back under control and out of arrears.
There will inevitably always be an element of cash flow arrears on accounts due to the Universal Credit payments (whether direct to the Council or directly to the tenant) are made in arrears.
In April 2019 funding by the Department for Works & Pensions for providing Personal Budgeting Support and Assisted Digital Support ended. During 2019/20 the Welfare Reform Team continue to provide assistance and support to residents who are impacted by Welfare Reforms with a focus on early identification and intervention to prevent the problem from escalating.
Commencement in July 2019 of a Department for Works & Pensions Pilot of moving those in receipt of existing benefits or tax credits onto Universal Credit known as managed migration will be a risk of an increase in demand in services for 2019/20.
We are currently improving communications across teams to help identify customers who will require further support and guidance. Council Tax Collection remains under pressure.

Last Updated: 29-Oct-2019

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST159	Demand for advice and support services will not be met	Strategic Risk	Jen Griffiths - Benefits Manager	Sian Humphreys - Welfare Reform Manager	Amber	Amber		Open

Potential Effects:
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.

Lead Supporting Officer Comments:
The Council's Welfare Reform Response Team provides assistance and support with the implementation of Universal Credit. Referrals to wider support services remain high with a significant number of residents presenting with underlying debt issues. Managers across Customer Services, Neighbourhood Housing and Revenues and Benefits continue to work together to develop early intervention strategies.

Last Updated: 18-Oct-2019

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST160	Debt levels will rise if tenants are unable to afford to pay their rent or council tax	Strategic Risk	David Barnes - Manager - Revenues	Sheila Martin - Income Team Leader	Amber	Amber	↓	Open

Potential Effects:
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 debt owed to the Council for Rent and Council Tax.

Management Controls:
The deployment of Mobysoft is also helping to change working practices and target resources through a combination of early interventions to assist tenants in need of help and taking recovery action against tenants who fail to engage or pay. The formation of an early intervention team and the ongoing joint working between Housing teams in Rent Income and Supporting People is helping to ensure tenancies are sustained by preventing arrears building up and ensure tenants with complex needs or those in financial difficulty receive 'fast-tracked' support they need to address their rent payments.

Lead Supporting Officer Comments:
Rent arrears are starting to stabilise and being brought under control, as a result of the measures introduced to tackle rent arrears through early intervention with tenants, but where necessary, also escalating cases to court quickly for those tenants who fail to engage or pay.
To ensure the rent recovery process is more efficient to meet the challenges of the future, the investment and 'go-live' deployment of the Mobysoft Rent Sense solution in June 2019 now allows the Rent Income service to track and monitor rent arrears much more quickly through systems that will offer predictive analytics, trend-analysis and risk profiling, meaning that officer time will not be wasted on cases that do not require contact.

The unprecedented additional work generated by the launch of Universal Credit full service rollout from April 2017 continues to create a changing and challenging rent collection environment but on a positive note, the increasing reliance of managed/direct payments through the Department of Work and Pensions (DWP) is helping to stabilise the increase in rent arrears by ensuring those in receipt of UC are able to meet their obligations to pay rent, even though as a social landlord, the Council receives managed payments in arrears
Council Tax collection rates have not been majorly impacted by the introduction of Universal Credit. In 2018/19, the Council collected 'in-year' 98.2% of council tax which resulted in Flintshire achieving the highest collection level of any Welsh local authority.

Last Updated: 22-Oct-2019

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST161	The local economy will suffer if residents have less income to spend	Strategic Risk	Jen Griffiths - Benefits Manager	Sian Humphreys - Welfare Reform Manager	Amber	Amber		Open

Potential Effects:
The local economy will see a decline if residents are not able to spend at current levels.

Management Controls:
The council is continuing to support residents to access advice and support to enable them to better manage their financial situation.

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

Last Updated: 09-Oct-2019

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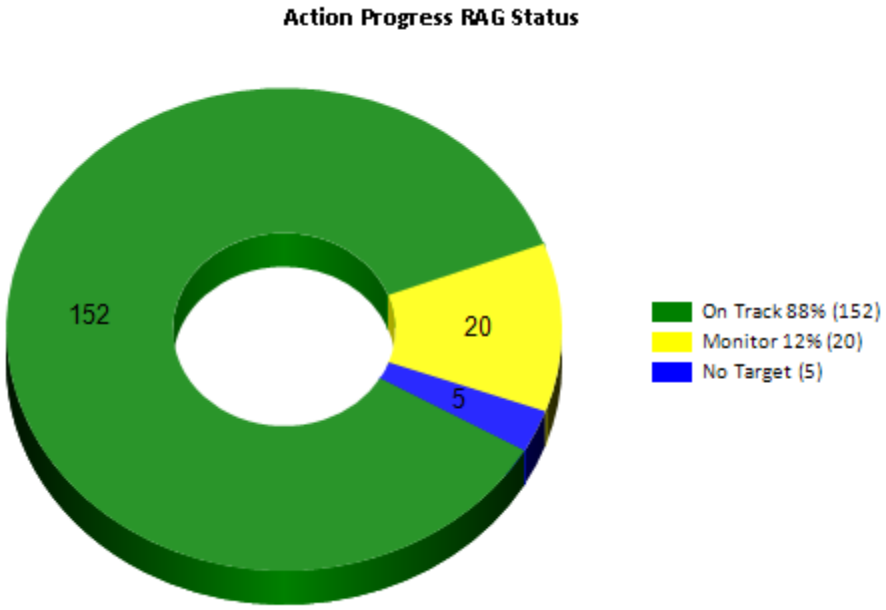
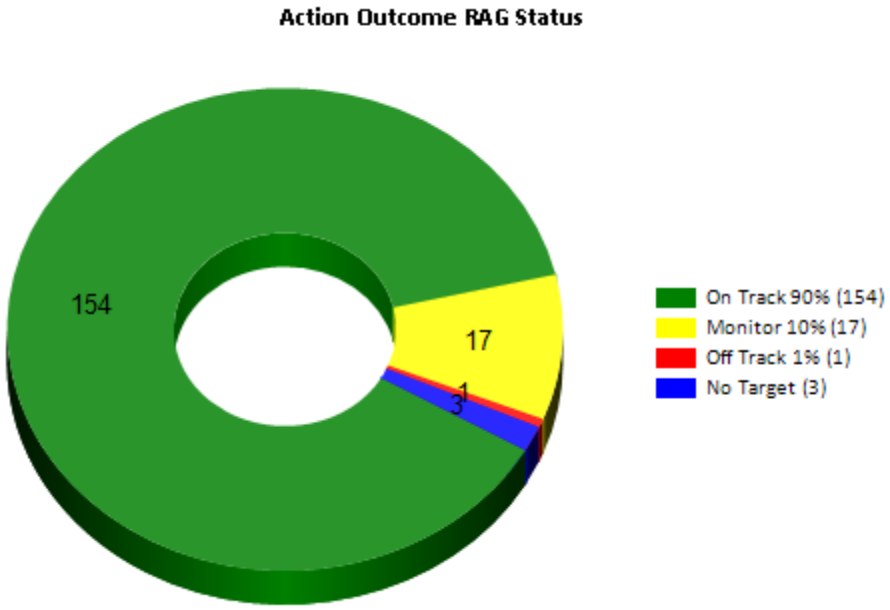
2019/20 Mid-Year Performance Progress Report
Appendix 2 – Ambitious Council

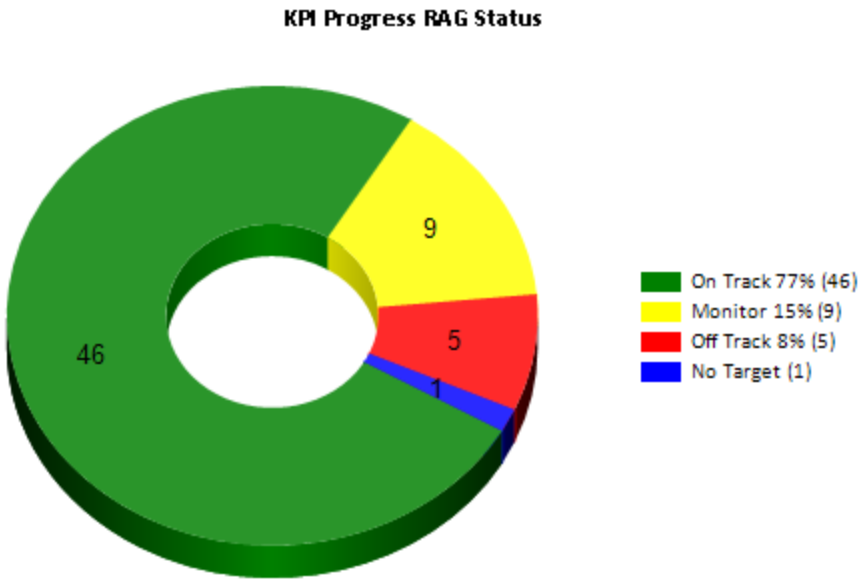
Flintshire County Council

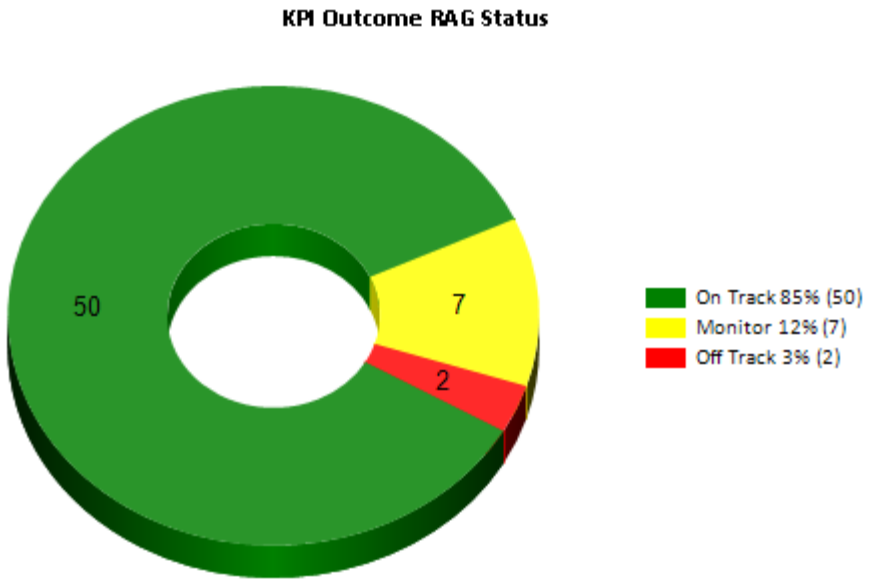
Print Date: 04-Nov-2019



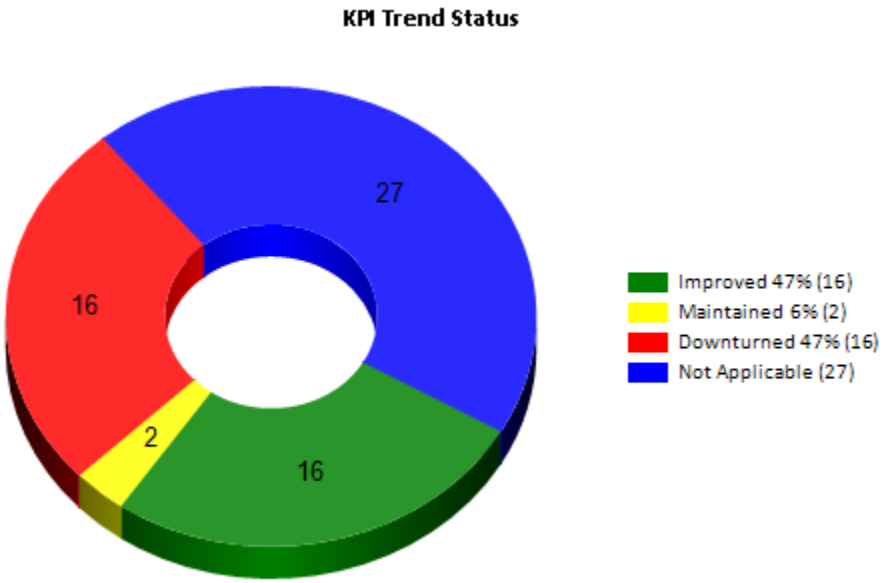


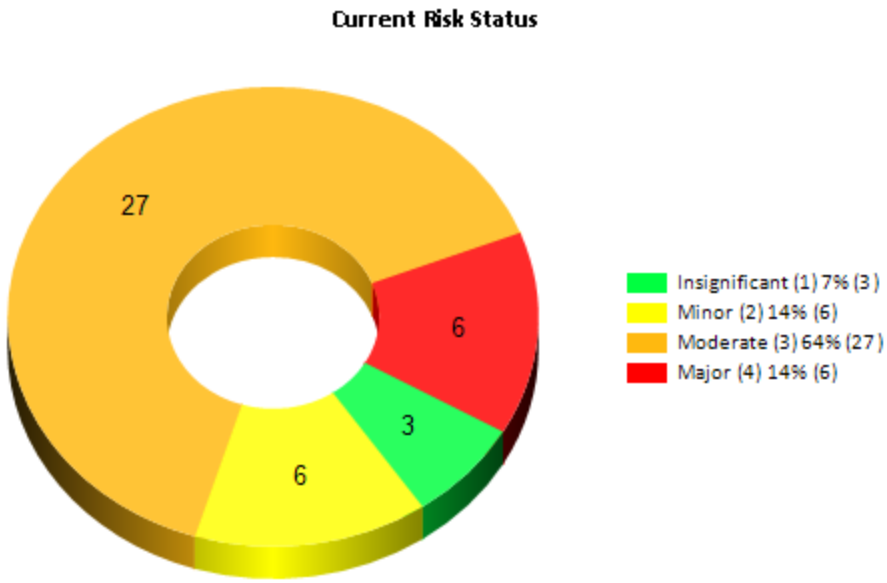
'No Target' for Action Progress and Action Outcome denotes Action has not started.





‘No Target’ for KPI denotes this is a new KPI and a baseline year is being established.





‘Not Applicable’ denotes that there is not KPI Trend as this is a new KPI and a baseline year is being established.

Ambitious Council

Actions

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

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

Last Updated: 24-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.1 (CP) The introduction of a regional hub by Welsh Government (WG) and North Wales Economic Ambition Board (NWEAB) to co-ordinate inward investment and respond to the demands of businesses	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2019	31-Mar-2020	50.00%	GREEN	GREEN

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

Last Updated: 21-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.4.1 (CP) Adoption of a strategy by quarter one to ensure long term sustainability of town centres leading to updated bespoke local town plans	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2019	31-Mar-2020	50.00%	GREEN	GREEN

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

Last Updated: 09-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.4.2 (CP) Testing of the model of a Business Improvement District for Mold (through a local ballot of rate paying businesses) as a pilot exercise	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2019	31-Mar-2020	25.00%	GREEN	AMBER

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

Last Updated: 09-Oct-2019

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP2.1.2M01 Number of businesses supported through the regional hub	No Data	394	10		New Measure	394	60	

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

Last Updated: 23-Oct-2019

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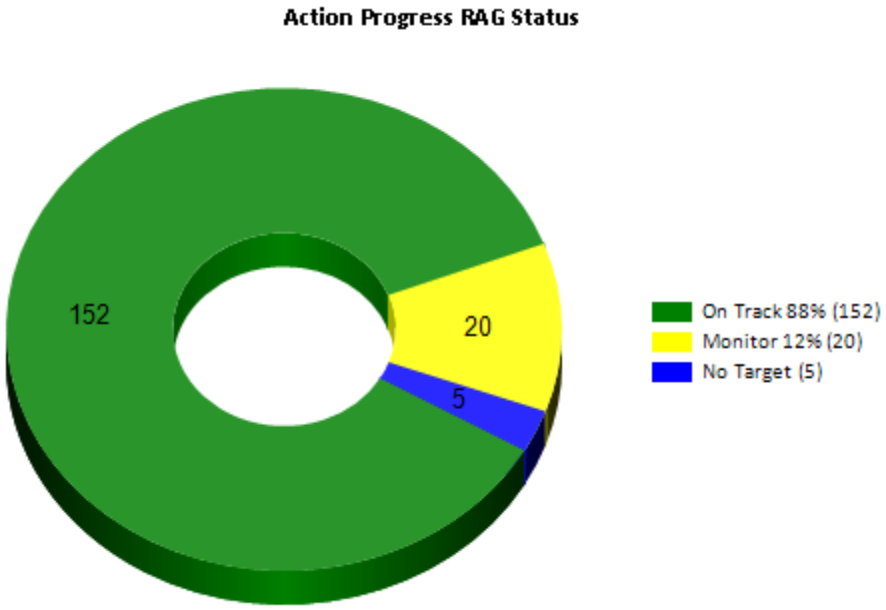
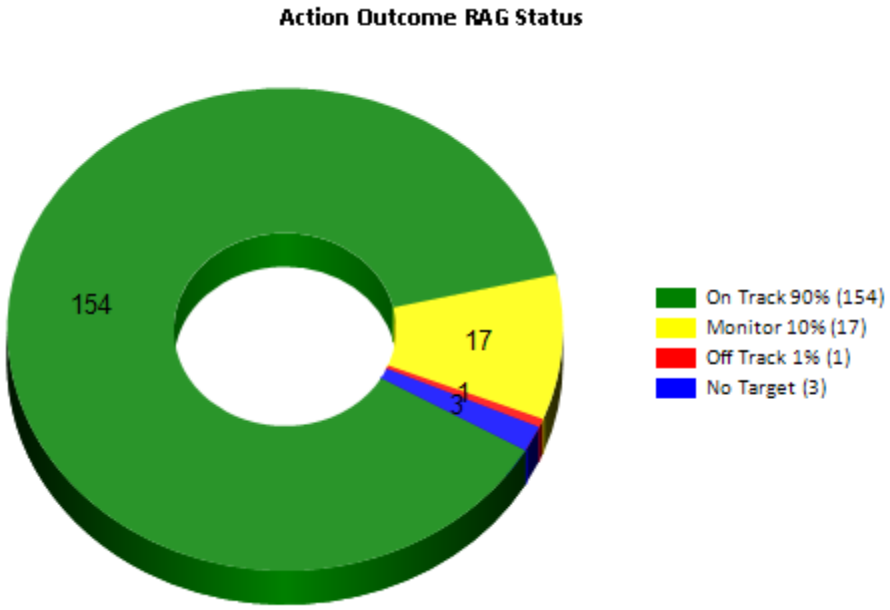
2019/20 Mid-Year Performance Progress Report
Appendix 3 – Serving Council

Flintshire County Council

Print Date: 04-Nov-2019





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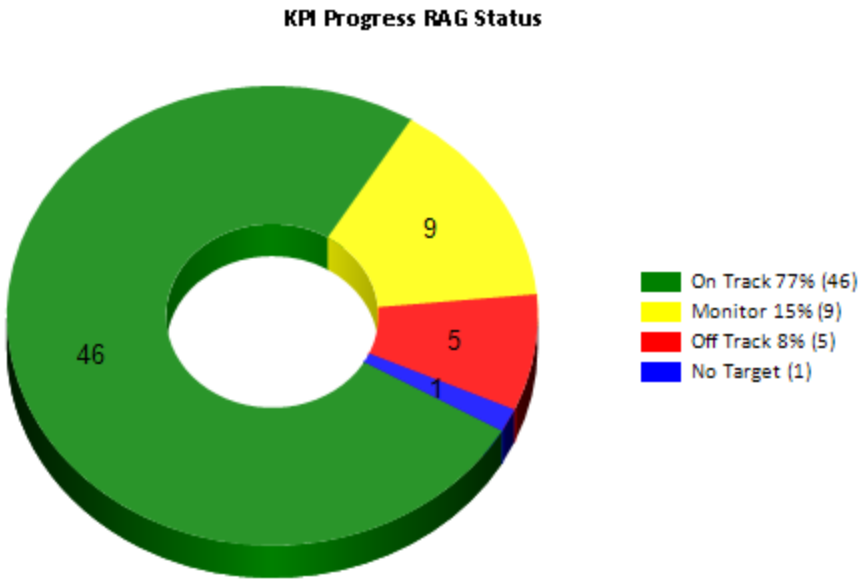

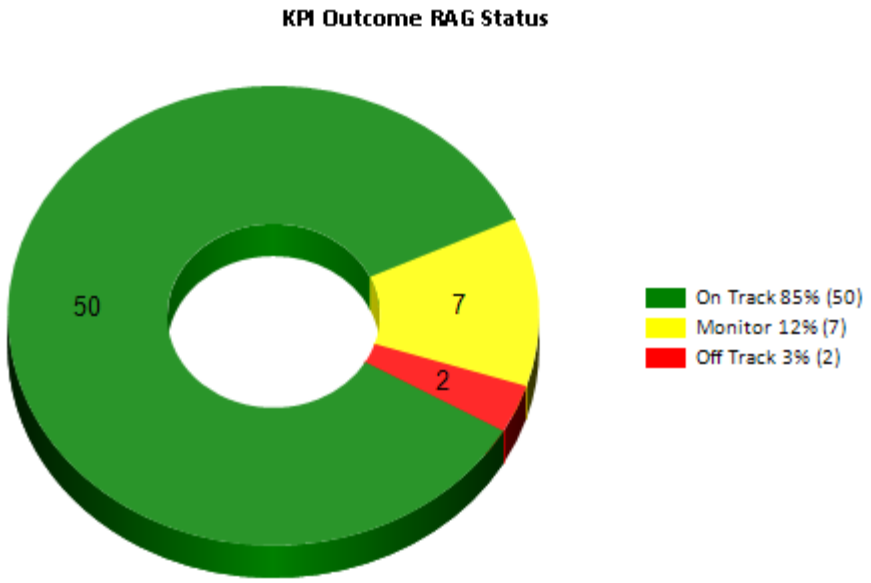

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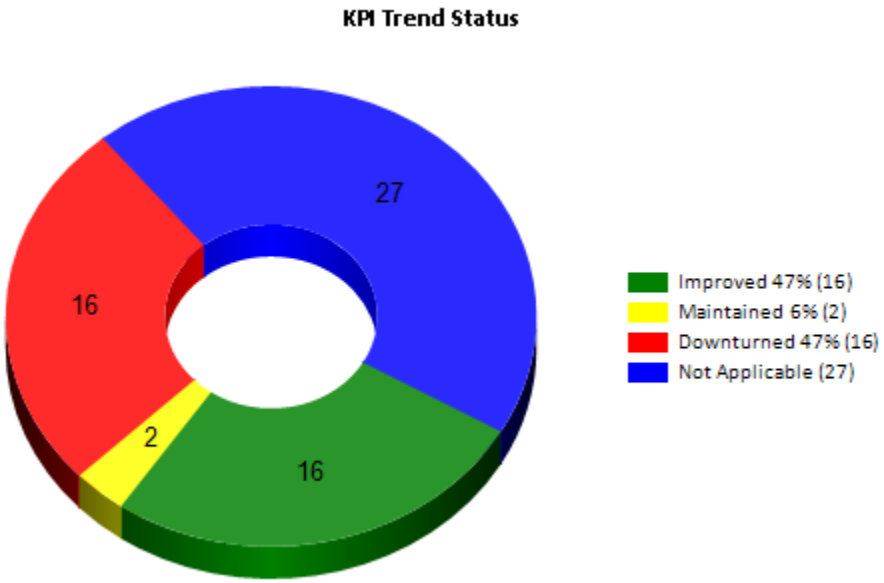

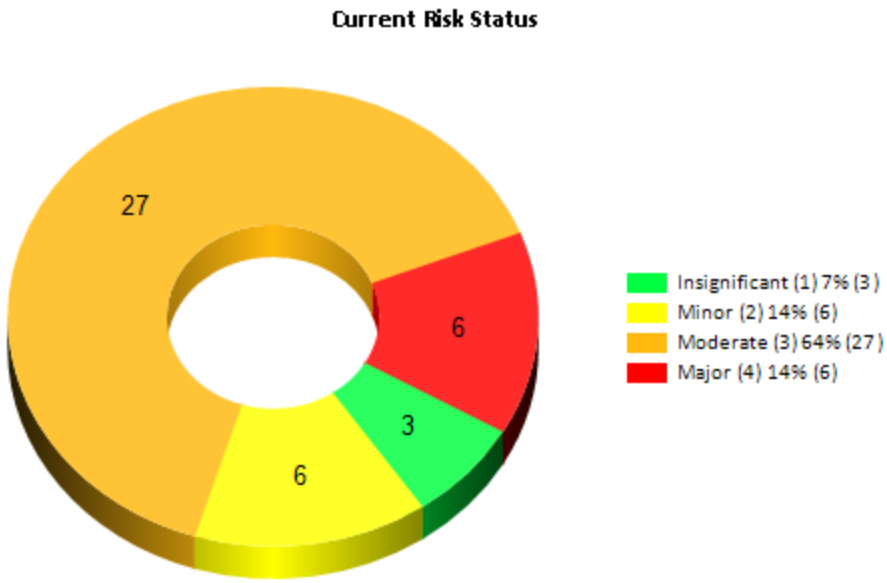

‘Not Applicable’ denotes that there is not KPI Trend as this is a new KPI and a baseline year is being established.

Serving Council

Actions

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

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

Last Updated: 29-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.2.2 (CP) Maintaining affordable service charges which achieve income targets	Dawn Kent - Senior Sheltered Housing Officer	In Progress	01-Apr-2019	31-Mar-2020	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
On-going monitoring of customer satisfaction. Consultations due to be undertaken in Oct/Nov 2019 to review current quality and standards for chargeable services. The impact of service charges will be less for households on a low income as most of the service charges are currently eligible to be paid by Housing Benefit/Universal Credit (UC). As part of this work, consideration will need to be given to work through options which consider the impact to any approach to full cost recovery for those not able to access benefits.

Last Updated: 29-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.2.3 (CP) Effective management of rent arrears to maintain income targets	David Barnes - Manager - Revenues	In Progress	01-Apr-2019	31-Mar-2020	51.00%		

ACTION PROGRESS COMMENTS:
Sound progress is being made to improve rent collection and reduce rent arrears. The implementation of the Mobysoft 'Rent Sense' module in July 2019 is helping the service to direct resource capacity to those tenants at risk of falling further into arrears and not paying rent on time. The deployment of Mobysoft is also helping to change working practices and target resources through a combination of early interventions to assist tenants in need of help and taking recovery action against tenants who fail to engage or pay. The service has stabilised collections and prevent overall arrear levels from escalating further, despite the ongoing challenges with welfare reform and an increasing number of tenants claiming Universal Credit.

Last Updated: 30-Oct-2019

By virtue of paragraph(s) 14 of Part 4 of Schedule 12A
of the Local Government Act 1972.

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