

# Public Document Pack



Contact Officer:  
Ceri Shotton 01352 702305

To: Cllr Ian Dunbar (Chairman)

Councillors: Helen Brown, Geoff Collett, David Cox, Ron Davies, Adele Davies-Cooke, Mared Eastwood, Veronica Gay, Ray Hughes, Dennis Hutchinson, Brian Lloyd and Kevin Rush

16 September 2020

Dear Sir/Madam

**NOTICE OF REMOTE MEETING**  
**COMMUNITY, HOUSING & ASSETS OVERVIEW & SCRUTINY COMMITTEE**  
**FRIDAY, 25 SEPTEMBER, 2020 at 10.00 AM**

Yours faithfully

Robert Robins  
Democratic Services Manager

Please note: Due to the current restrictions on travel and the requirement for physical distancing, this meeting will not be held at its usual location. This will be a remote meeting and 'attendance' will be restricted to Committee Members. The meeting will be recorded.

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

## A G E N D A

### 1 APPOINTMENT OF CHAIR

**Purpose:** At the Annual Meeting, Council determined that the Labour Group will chair this Committee. The Committee is advised that Councillor Ian Dunbar is the Chair of the Committee for the municipal year.

### 2 APPOINTMENT OF VICE-CHAIR

**Purpose:** To appoint a Vice-Chair for the Committee.

### 3 APOLOGIES

**Purpose:** To receive any apologies.

### 4 DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)

**Purpose:** To receive any Declarations and advise Members accordingly.

### 5 MINUTES (Pages 3 - 6)

**Purpose:** To confirm as a correct record the minutes of the meeting held on 7 July 2020.

### 6 EMERGENCY SITUATION BRIEFING (VERBAL)

**Purpose:** To update on the latest position and the risks and implications for Flintshire and service and business continuity.

### 7 TERMS OF REFERENCE OF THE COMMITTEE (Pages 7 - 16)

Report of Head of Democratic Services

**Purpose:** To receive the terms of reference of the new Committee as agreed by Council.

### 8 RECOVERY STRATEGY (Pages 17 - 54)

Report of Chief Executive, Chief Officer (Housing and Assets) - Leader of the Council and Collective Cabinet

**Purpose:** To provide oversight on the recovery planning for the Committee's respective portfolio(s) and to rebuild the forward work programme for the remainder of the 2020/21 Council year with a specific focus on recovery planning.

## **COMMUNITY & ENTERPRISE OVERVIEW & SCRUTINY COMMITTEE** **7 JULY 2020**

Minutes of the virtual meeting of the Community & Enterprise Overview & Scrutiny Committee of Flintshire County Council held on Tuesday, 7 July 2020

### **PRESENT:**

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

**SUBSTITUTION:** Councillor Paul Johnson (for Ray Hughes)

**APOLOGY:** Councillors: Sian Braun and Ian Dunbar

**CONTRIBUTORS:** Councillor Dave Hughes, Cabinet Member for Housing; Chief Officer (Housing and Assets); Revenues Manager; Strategic Finance Manager (Finance & Housing)

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

### **51. APPOINTMENT OF CHAIR**

The Facilitator explained that Councillor Ian Dunbar had unfortunately been unable to remain virtually at the meeting and Councillor Ray Hughes, the Vice-Chair, had sent apologies for the meeting, therefore she sought nominations for a Chair for the meeting.

### **RESOLVED:**

That Councillor Dennis Hutchinson be appointed Chair for the meeting.

### **52. DECLARATIONS OF INTEREST**

Councillor Ted Palmer declared a personal interest in Agenda item 5 – Housing Rent Income, as a Council tenant.

### **53. MINUTES**

Councillor Paul Shotton asked if a Who's Who of Housing Officers could be provided to the Committee. He also commented on the growing speculation on social media with regards to Aldi in Connah's Quay and asked whether any further information could be provided. The Facilitator said that she would circulate the Who's Who to the Committee when available and also that she would request a response from the Service Manager – Enterprise and Regeneration on the possibility of Aldi in Connah's Quay.

In response to a question from the Chair around the Sheltered Accommodation review, the Chief Officer (Housing and Assets) advised that it was an extensive review with further information to be shared with the Committee later in the year.

Councillor Rosetta Dolphin asked if responses had been received for the following outstanding actions from the last meeting held in March:-

- Had Cabinet made a decision on additional funding for town centre regeneration, as outlined in the report considered by the Committee at the March meeting;
- Further information on the announcement from WG that 7 towns across North Wales would be benefitting from free Wi-Fi;
- Information on air source heat pumps to be circulated to Members so that it could be shared with residents through their newsletters.

The Facilitator would chase up these actions and provide the relevant information to the Committee following the meeting.

Councillor Dolphin proposed that the minutes be approved as a correct record and this was seconded by Councillor Shotton.

**RESOLVED:**

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

**54. COMMUNAL HEATING CHARGES 2020/2021**

The Chief Officer (Housing & Assets) introduced the proposed heating charges at Council properties with communal heating schemes which would take effect from 31<sup>st</sup> August, 2020.

The proposed recharges for 2020/21, as set out in the report, were pending Cabinet approval. In the majority of cases, the recharge to tenants had reduced for 2020/21, which as in other years, would allow Flintshire to recover the projected costs of the heating charges whilst still passing on the benefit of reduced energy costs to tenants.

In response to questions around air source heat pumps and gas fire boilers, the Chief Officer outlined the benefits of air source heat pumps which draw air in to create a source of heat and which could be controlled independently by residents. Gas boilers would be replaced after installation which was in around 15-20 years' time.

Councillor Shotton proposed that the Committee support the recommendation as outlined within the report. This was seconded by Councillor Kevin Rush.

**RESOLVED:**

That the changes to the current heating charges at Council properties with communal heating schemes, as outlined in Table 1, paragraph 1.07 of the report be noted.

## 55. HOUSING RENT INCOME

The Revenues Manager presented the operational update on the 2019/20 year end outturn for housing rent collection. He provided a presentation which covered the following areas:-

- Rent Collection: 2019/20 outturn;
- 19/20 - Cases leading to eviction for non-payment;
- Analysis of Rent Arrears by claim type;
- Tenants in Rent Arrears - March 2020; and
- Rent Collection: 20/21 Latest Position (to week 13)

In response to comments from Councillor Ted Palmer around tenants finding themselves in arrears as a result of the COVID-19 pandemic, the Revenues Manager outlined the early engagement with tenants to enable the Council to provide assistance and support early on.

Councillor Rosetta Dolphin asked how many more tenants had found themselves in debt due to the closure of the Connects Offices as a result of the COVID-19 pandemic and why the Connects Office in Holywell was not due to open at the same time as others in Flintshire. She was concerned about this as this office covered a wide geographical area in Flintshire. The Revenues Manager said that there had been challenges with tenants who relied heavily on cash payments and who had been unable to make payments in their usual manner. The Council had been engaging with those tenants, and where possible, encouraging them to make alternative arrangements, with around 100 additional tenants now paying by direct debit. The advice provided to tenants where they wanted to continue to make cash payments, had been to ensure payments were made, when practicable to do so. The Chief Officer (Housing & Assets) explained that prior to the Connects offices being re-opened a risk assessment had to be carried out and he suspected that the reason the Holywell office was opening later, had been due to the level of risk.

Councillor Paul Shotton commented on the positive impact of the 'Spend to Save' initiative but raised concerns around the Universal Credit scheme and the five week wait for payment to recipients. He also commented on the Department for Works and Pensions (DWP) payment of £300k which had been received after the rent accounting year ended and asked if this had been a one-off occurrence or was the annual payment from DWP always received following the accounting year ending. The Revenues Manager explained that more tenants had migrated to Universal Credit due to the COVID-19 pandemic. Those tenants were moved to managed payments but the wait for payments from DWP took some time and it was hoped that there would soon be a change in the length of time that payments were sent from DWP to the Council, as this was currently being reviewed.

In response to a question from Councillor Brian Lloyd around rent arrear hotspots, the Chief Officer explained that identifying hotspots would not be helpful and that within all Communities there were a small amount of tenants who refused to pay and engage with the Council.

Councillor Ron Davies raised concerns around Universal Credit and the negative impact this had had on tenants. He asked whether all tenants could be asked to set up direct debits to make payments to the Council. The Revenues Manager explained that the Council did encourage tenants to pay by direct debit in order to assist them in managing their income.

In response to a question from Councillor Rush, the Revenues Manager outlined the process in dealing with tenants who did not wish to engage with the Council and where their debt levels continued to increase.

The Chief Officer (Housing & Assets) commented on the amount of positive intervention which had been made to assist in reducing the debt levels prior to the COVID-19 pandemic. Councillor Dave Hughes, Cabinet Member for Housing also comments on the significant improvements that had been made and said that the current situation should only be for the short term.

Councillor Palmer proposed that the Committee support the recommendation as outlined within the report. This was seconded by Councillor Shotton.

The Chair thanked Officers for their attendance and for providing the information contained within the reports.

**RESOLVED:**

That the improvements in rent collections for 2019/20 which showed that collection of rent had resulted in higher level of collection, lower levels of bad debts and a final outturn where total arrears had reduced by £65k be noted.

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

There was one member of the press in attendance.

(The meeting started at 11.00 am and ended at 12.06 p.m.)

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**Chairman**



## COMMUNITY, HOUSING & ASSETS OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Friday 25 <sup>th</sup> September, 2020
<b>Report Subject</b>	Terms of Reference of the Committee
<b>Report Author</b>	Head of Democratic Services
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

The Council carried out a Committee review during 2019/20 which resulted in amendments to the Overview & Scrutiny Committee Structure. At the Annual Meeting of Council, these changes were confirmed and Chairs appointed. There are now five committees, each comprising 12 elected Members. These are:

- Community, Housing & Assets;
- Corporate Resources;
- Education, Youth & Culture;
- Environment & Economy;
- Social & Healthcare.

Until the end of the calendar year, all of our formal meetings will be held as 'remote attendance'. All Committee Chairs will be provided with updated guidance and continued support on conducting an effective remote attendance committee meeting.

### RECOMMENDATIONS

1	That the Committee receives its terms of reference as agreed by Council and as set out in Appendix 1.
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## **REPORT DETAILS**

<b>1.00</b>	<b>THE COMMITTEE'S TERMS OF REFERENCE.</b>
1.01	The new Overview & Scrutiny Committee Structure was approved by Council on 27 <sup>th</sup> February. At the Annual Meeting on 9 <sup>th</sup> September, Chairs were appointed to the five committees within the new structure. This report is being submitted to each of the Overview & Scrutiny Committees during the September cycle of meetings.
1.02	<p>The five Overview &amp; Scrutiny committees are now:</p> <ul style="list-style-type: none"><li>• Community, Housing &amp; Assets;</li><li>• Corporate Resources;</li><li>• Education, Youth &amp; Culture;</li><li>• Environment &amp; Economy;</li><li>• Social &amp; Healthcare.</li></ul> <p>The respective terms of reference of each of the committees and the main contributors to them are identified in Appendix 1.</p>
1.03	Until the end of the calendar year, all of our formal meetings will be held as 'remote attendance'. All Committee Chairs will be provided with updated guidance and continued support on conducting an effective remote attendance committee meeting.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	A reduction in the number of committees may result in the reduction of senior salaries paid.

<b>3.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>
3.01	Not applicable.

<b>4.00</b>	<b>CONSULTATIONS REQUIRED/CARRIED OUT</b>
4.01	None required.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 – Overview & Scrutiny Committee Terms of Reference.

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	Minutes of the Annual Meeting of Council, 7 <sup>th</sup> May 2019

	Report to the Meeting of the Constitution & Democratic Services Committee, 22 <sup>nd</sup> January 2020 and resultant minute. Report to Council 27 <sup>th</sup> February 2020 and resultant minute.
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<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
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7.01	<b>Contact Officer:</b> Robert Robins, Head of Democratic Services. <b>Telephone:</b> 01352 702320 <b>E-mail:</b> <a href="mailto:Robert.robins@flintshire.gov.uk">Robert.robins@flintshire.gov.uk</a>
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<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
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	No technical terms have been used.
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## Appendix 1: Overview & Scrutiny Committee Terms of Reference 2020/21

Red text indicates a function previously within the remit of the former Organisational Change Overview & Scrutiny Committee.

Green text indicates functions transferred to the new Environment & Economy Overview & Scrutiny Committee from the former Community & Enterprise Overview & Scrutiny Committee. Some functions were previously the joint responsibilities of two committees.

<b>O&amp;S Committee</b>	<b>Scope:</b> To fulfil all of the functions of an Overview & Scrutiny committee, including Performance, Improvement and Policy Development as they relate to the following:	<b>Main Contributors</b>
<p><b>Corporate Resources</b></p> <p>12 Elected Members</p> <p>Designated 'crime &amp; disorder scrutiny' committee</p>	<p><b>Corporate Management and Governance</b>            Council strategic and improvement planning (Council Plan)            Council performance and performance systems            Customer Services and contact</p> <p><b>Finance Strategy</b>            Revenue and capital strategic planning            Revenue and capital budget monitoring</p> <p><b>Clwyd Pension Fund</b></p> <p><b>ICT and Digital Strategies</b></p> <p><b>People Strategy</b>            Organisational Design &amp; Change Programme</p> <p><b>Corporate Services</b>            Corporate Communications            Financial services            ICT Services            Information and Business Services            Procurement            HR Business Partnering            Occupational Health and Wellbeing            Employment Services            Legal Services            Democratic Services            Revenues</p> <p><b>Strategic and Partnership Working</b>            Partnership and collaborative working frameworks            Public Service Board            Civil Contingencies            Emergency Planning</p>	<p>Leader of the Council;            Corporate Management &amp; Assets;            Finance.            Chief Executive;            CO (Governance)            Corporate Finance Manager            Senior Manager (HR &amp; OD)</p>

	<p><b>Crime and Disorder</b>  Community Safety Partnership  North Wales Fire &amp; Rescue Authority &amp; Service  North Wales Police &amp; Crime Commissioner  North Wales Police Service  North Wales Probation Service</p>	
<p><b>Education, Youth &amp; Culture</b></p> <p>12 Elected Members and five co-opted members representing parent governors and diocesan authorities.</p>	<p>School organisation and management  School Improvement and modernisation  School Access, planning and provision  Primary and Early years  Secondary and 14-19 education  Schools Performance Monitoring  <b>Continuing Education</b>  Adult and community learning  <b>Special Education</b>  Inclusion service  <b>Support to Families and Young People</b>  Families First  Youth Services  Youth Justice Service  Libraries, Culture and Heritage including archives and museums  Leisure Services, including leisure and sports centres, swimming pools and recreational facilities/activities  <b>Strategic and Partnership Working</b>  Theatr Clwyd  Aura  Holywell Leisure Centre  Cambrian Aquatics  Children and Young People’s Partnership (shared responsibility with the Social &amp; Health Care Overview &amp; Scrutiny Committee)  Coleg Cambria  Glyndwr University  GwE  Welsh Government Department for Education  Estyn</p>	<p>Leader /Education &amp; Youth  Chief Executive  CO (Education &amp; Youth)</p>

<p><b>Social &amp; Health Care</b></p> <p>12 Elected Members</p>	<p><b>Adult Services</b>  First contact and localities  Adult safeguarding  Adult Independence and support services</p> <p><b>Children's Services</b>  Fieldwork  Resources  Safeguarding  Early Years and Family support</p> <p><b>Disability, Progression and Recovery Services</b></p> <p><b>Strategic, Commissioning &amp; Partnership Working</b>  Children and Young People's Partnership (jointly with the Education &amp; Youth Overview &amp; Scrutiny Committee)  Social &amp; Health Care Strategy Development  Health Social Care and Well-being partnership and the Good Health Good Care Strategy  Dementia Commissioning Plan  Mental Health Commissioning Plan  Learning Disability Commissioning Plan</p> <p>Double Click  Home Farm Trust (HFT)  Hwb Cyfle</p> <p>Betsi Cadwaladr University Health Board (BCUHB)  Ambulance Trust  Community Health Council.</p>	<p>Cabinet Member for Social Services.  CO (Social Services)</p>
<p><b>Environment &amp; Economy</b></p> <p>12 Elected Members</p>	<p><b>Planning</b>  Planning and environmental strategy, Development management and control, Conservation,  Minerals and waste planning, Countryside and the environment  Greenfield Valley Heritage Park  Public rights of way  Drainage advisory/Flood Water Management Act  Energy Services</p> <p><b>Public Protection</b>  Community protection  Health protection  Environmental protection</p>	<p>Cabinet Members for Planning &amp; Public Protection and Streetscene &amp; Countryside  Chief Executive  CO (Planning, Environment and Economy)  CO (Streetscene &amp; Transportation)</p>

	<p>Bereavement services</p> <p><b>Streetscene Services</b></p> <p>Environmental and Waste Management</p> <p>Neighbourhood services</p> <p>Maintenance of the public realm</p> <p>Environmental enforcement</p> <p>Vehicle fleet</p> <p><b>Transportation</b></p> <p>Highway Strategy and Development Control</p> <p>Traffic Services</p> <p>Transport Services</p> <p>Road Safety Education, Training and Publicity</p> <p>Performance and Improvement Plan</p> <p>Monitoring and Policy and Performance development within the Streetscene and Transportation and Planning, Environment and Economy portfolios</p> <p><b>Strategic and Partnership Working</b></p> <p>Local Development Plan</p> <p>Flood Management Strategy</p> <p>North Wales Residual Waste Treatment Partnership</p> <p>Natural Resources Wales</p> <p>Planning Inspectorate Wales</p> <p><b>Regeneration</b></p> <p>Communities First,</p> <p>Economic Development and Tourism Enterprise</p> <p>Regeneration Partnership</p> <p>Rural Development Plan</p> <p>Visit Wales</p>	
<p><b>Community, Housing &amp; Assets</b></p> <p>12 Elected Members</p>	<p><b>Community Liaison</b></p> <p>The County Forum and the Joint Community Charter with Town and Community Councils</p> <p>Flintshire Local Voluntary Council</p> <p><b>Community services</b></p> <p>Community support services</p> <p>Welfare reform</p> <p><b>Public Housing</b></p> <p>Housing Strategy</p> <p>Neighbourhood Housing</p> <p>Housing Asset management</p> <p><b>Private Housing</b> renewal</p>	<p>Cabinet Members for Corporate Management &amp; Assets and Housing.</p> <p>Chief executive</p> <p>CO (Housing &amp; Assets)</p>

	<p><b>Benefits</b> Property and Design Consultancy Valuation and Estates Facilities Services Community Assets <b>Strategic and Partnership Working</b> Community Asset Transfer Programme Housing Strategy Housing Asset Management Strategy NEWYDD NEW Homes Limited Housing Revenue Account Business Plan Registered Social Landlords</p>	
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## COMMUNITY, HOUSING AND ASSETS OVERVIEW AND SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Friday 25 <sup>th</sup> September, 2020
<b>Report Subject</b>	Recovery Strategy
<b>Cabinet Member</b>	Leader of the Council and the Collective Cabinet
<b>Report Author</b>	Chief Executive and Chief Officer (Housing and Assets)
<b>Type of Report</b>	Strategic

### **EXECUTIVE SUMMARY**

The Council is developing a corporate Recovery Strategy for the pandemic emergency situation.

This work has been led by the Chief Executive and Leader and overseen by a cross-party Member Recovery Board. The Board, which is an advisory sub-committee of Cabinet, has completed its work and has stood down. Cabinet is due to endorse the Recovery Strategy at a special meeting on 15 September. Cabinet will be inviting each of the Overview and Scrutiny Committees to support recovery in their respective portfolio areas, and specifically to have oversight of:-

1. The portfolio risk register(s) and the risk mitigation actions both live and planned;
2. The objectives for recovery for the portfolio(s);
3. The immediate strategic priorities for recovery for the portfolio(s) extracted from the draft Council Plan for 2020/21; and
4. The set of revised performance indicator targets for the portfolio(s) for 2020/21.

Special dates have been set for all five Overview and Scrutiny Committees to meet in late September. The Committees assuming this important oversight role is in itself part of the recovery strategy for resumption of full democratic governance.

## RECOMMENDATIONS

1	That the Committee gives oversight to the recovery planning for its respective portfolio(s).
2	That the Committee rebuilds a forward work programme for the remainder of the 2020/21 Council year with recovery planning at its core.

## REPORT DETAILS

<b>1.00</b>	<b>EMERGENCY RECOVERY</b>
1.01	<p>The Council is developing a corporate Recovery Strategy for the pandemic emergency situation. The Strategy covers:-</p> <ol style="list-style-type: none"><li>1. The chronology of the emergency response phase and transition to recovery</li><li>2. The handover arrangements or recovery</li><li>3. Organisational recovery of the corporate organisation</li><li>4. Community recovery of the communities we serve</li><li>5. Strategic priorities and performance for the remainder of 2020/21</li><li>6. The roles the Council will play in regional recovery</li><li>7. The democratic governance of recovery</li></ol>
1.02	<p>The development of the Recovery Strategy been led by the Chief Executive and Leader and overseen by a cross-party Member Recovery Board. The Board, which is an advisory sub-committee of Cabinet, has completed its work and has stood down. The Board has met seven times in quick succession and has received multiple reports and presentations. Cabinet is due to endorse the Recovery Strategy at a special meeting on 15 September.</p>
1.03	<p>Cabinet will be inviting each of the Overview and Scrutiny Committees to support recovery in their respective portfolio areas, and specifically to have oversight of:-</p> <ol style="list-style-type: none"><li>1. The portfolio risk register(s) and the risk mitigation actions both live and planned;</li><li>2. The objectives for recovery for the portfolio(s);</li><li>3. The immediate strategic priorities for recovery for the portfolio(s) extracted from the draft Council Plan for 2020/21; and</li><li>4. The set of revised performance indicator targets for the portfolio(s) for 2020/21.</li></ol>
1.04	<p>The full latest version of the risk register and set of risk mitigation actions for the service portfolio(s) within the terms of reference of this Committee is attached. The full set of strategic priorities for recovery recommended for extraction from the draft Council Plan for 2020/21 and inclusion in the Recovery Strategy is attached, as are the full set of revised performance indicator targets for 2020/21.</p>

1.05	<p>The recovery objectives for the service portfolio(s) for this Committee are:-</p> <ul style="list-style-type: none"> <li>• To move from emergency only to wider planned and capital programmed works</li> <li>• To move from the response phase which requires accommodation for all rough sleepers and establish settled housing options for those owed duties</li> <li>• To understand and map out the potential impact of Covid19 so that appropriate plans can be developed to try and meet future housing and support needs for those households at increased risk of homelessness</li> <li>• To seek to recover rent which has been deferred due to rent holiday.</li> <li>• To move to a position where we do not need to provide for shielded customers.</li> <li>• To deal effectively with tenancy enforcement matters and provide assurance to local communities.</li> <li>• To recommence the new build housing programme.</li> <li>• To increase current capacity of trades on site to completed schemes already on site</li> <li>• To recommence recovery of overpaid Housing Benefit.</li> <li>• To reinstate the Disabled Facilities Grant function in line with legislative requirements.</li> <li>• To complete the works on Riverside in a timely and safe manner.</li> <li>• To deliver capital programme to time, budget and quality</li> <li>• To recover domestic housing rent</li> <li>• To review of current working practices and their modification to reflect working practices</li> <li>• To ensure PPE remains available to deliver front line services</li> <li>• To monitor capital programmes and their delivery and potential impacts on spend</li> </ul>
1.06	<p>Special dates have been set for all five Overview and Scrutiny Committees to meet in late September. The Committees assuming this important oversight role is in itself part of the recovery strategy for resumption of full democratic governance.</p>

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	There are no specific resource implications from this report.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	None specific as this report is based on documented response and recovery work.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	This report specifically covers emergency situation risk management.

<b>5.00</b>	<b>APPENDICES</b>
5.01	<p>Appendix 1 – The full latest version of the risk register for the service portfolio(s) within the terms of reference of this Committee.</p> <p>Appendix 2 – The full latest version of the risk mitigation actions for the service portfolio(s) within the terms of reference of this Committee.</p> <p>Appendix 3 – The full set of strategic priorities for recovery recommended for extraction from the draft Council Plan for 2020/21 and inclusion in the Recovery Strategy.</p> <p>Appendix 4 – The full set of revised performance indicator targets for 2020/21.</p>

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p>None.</p> <p><b>Contact Officer:</b> Colin Everett  <b>Telephone:</b> 01352 702101  <b>E-mail:</b> <a href="mailto:chief.executive@flintshire.gov.uk">chief.executive@flintshire.gov.uk</a></p>

Housing and Assets Portfolio Risk Register

Version 4

Republished: 14.09.20

Risk Register - Part 1 (Portfolio Management)

Finance

Key		
Underlying Risk Rating	The risk rating before any mitigating actions	
Current Risk Rating	This risk rating following the planned mitigation actions	
Target Risk Rating	The risk rating which is realistically achievable and by when	
Risk Trend	The trend of the risk since the last review date	
Risk Status	Open denotes a live risk	Closed denotes a closed risk
*Denotes the risk is specific to the 'Recovery'		
HA	Housing and Assets	

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
*CF14	Increasing rent arrears and Impact on the Housing Revenue Account (HRA) Business Plan	Operational	Neal Cockerton	Rachael Corbelli/Peter McHugh/Dawn Kent/David Barnes	R	R	A Open	R ↑	Open
HA01	Demand on resources and budgets to complete work backlog of inspections and follow on works caused by carrying out essential repairs only	Operational	Peter McHugh	Sean O Donnell/Kevin Eccles	A	A	G Q4 2021/22	A ↔	Open
HA02	Impact on Housing Revenue Account (HRA) budget and business plan with increase disrepair claims	Operational	Peter McHugh	Sean O Donnell/Kevin Eccles	A	A	G Q4 2021/22	A ↔	Open
*HA03	Rent loss and backlog of voids caused by delayed house moves	Operational	Dawn Kent	Janet Martin	A	Y	G Q3 2020/21	G ↓	Open
HA04	Increased financial risk due to unprecedented and unpredictable increased demand for Council Tax Reduction Scheme (CTRS) due to business closure, unemployment; reduced hours of work.	Strategic	Jen Griffiths	Anna Friend	R	R	A Open	R ↑	Open
*HA05	Food poverty response continues for a longer period creating financial pressures, impacting on our ability to continue deliveries	Operational	Jen Griffiths	Claire Flint	A	A	A Open	A ↔	Open
HA06	Impacts on income stream based on delayed/non recovery of housing benefit overpayment	Strategic	Jen Griffiths	Anna Friend	R	R	A Open	A ↔	Open
HA08	Service unavailability, increased delays, increased costs due to suppliers being unable to provide raw materials i.e. Steel, plaster etc following reduction in production	Operational	Ian Edwards	Howard Parsonage / Adam Foley	A	A	G Q4 2020/21	R ↑	Open
*HA09	Increases in Homelessness impacts on workforce capacity increased risk of legal challenge and budgets (Discretionary Housing Payments, and Spend to Save Prevention Funds)	Operational	Martin Cooil	Jenni Griffiths / Deb Kenyon	A	A	A Open	R ↑	Open
*CP01	A reduction in the value/level of capital receipts impacts on the Capital Programme	Strategic	Neal Cockerton	Lisa McLellan	A	A	G Q4 2021/22	A ↔	Open
*CP02	Impact on income levels due to inability to renegotiate higher rents on lease renewals	Operational	Lisa McLellan	Gill Fairhurst	A	A	G Q4 2021/22	A ↔	Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
*CP03	Impact on income due to tenants seeking an extension of rent deferrals	Operational	Lisa McLellan	Gill Fairhurst	R	R	A Q4 2021/22	A ↔	Open
*CP04	Impact on income due to an increase level of voids within our commercial and industrial estate	Operational	Lisa McLellan	Gill Fairhurst	A	A	G Q4 2021/22	A ↔	Open
*CP06	An increase in property costs due to the unsustainability of Community Assets	Strategic	Neal Cockerton	Lisa McLellan/Gill Fairhurst	A	Y	G Q4 2020/21	R ↑	Open
*CP07	An increase in property costs for the Council due to the unsustainability of Alternative Delivery Models (ADM's)	Strategic	Neal Cockerton	Lisa McLellan	A	G	G Q4 2020/21	G ↓	Open
*CP08	Delays in the Capital Programme due to contractors going into administration	Operational	Neal Cockerton	Ian Edwards/Glyn Garbutt	A	G	G Q4 2020/21	G ↓	Open
*CP11	Costs and complexities with the return and reinstatement of Deeside Leisure Centre (DLC) due to an extended period of use as an emergency hospital	Operational	Colin Everett	Neal Cockerton/Mike Welch	R	A	A Q4 2021/22	G ↓	Open
*HA18	Reduced house delivery and increased cost ability to spend allocated grant impacts negatively resulting in Welsh Government claw back	Operational	Melville Evans	Gordon Ronald	A	A	G Q4 2021/22	A ↔	Open
HA19	Increasing rent arrears impacts negatively on North East Wales Homes Business Plan	Operational	Melville Evans	Paula Marshall	A	R	G Q4 2021/22	R ↑	Open
*HA20	Increase in demand for responsive repairs and planned works once lock down restrictions are eased (NEW Homes) Increased cost and resource	Operational	Melville Evans	Paula Marshall	A	A	G Q4 2021/22	A ↔	Open
*HA21	Backlogged voids impact negatively on the New Homes Business Plan	Operational	Melville Evans	Paula Marshall	A	Y	G Q4 2021/22	G ↓	Open
HA22	Increased financial pressures on the Housing Revenue Account (HRA) due to high demand for responsive repairs and planned works	Operational	Peter McHugh	Kevin Eccles/ Sean O'Donnell	A	A	A Q4 2021/22	A ↔	Open
*HA23	Increase costs and reputational damage due to inability to complete Welsh Housing Quality Standards (WHQS) by 2020	Operational	Peter McHugh	Sean O Donnell	R	R	G Q4 2021/22	G ↓	Open

## Workforce

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
*HA24	Unable to enforce tenancy conditions due to current legal protections and court legal system backlog	Operational	Dawn Kent	Janet Martin	A	A	G Q4 2020/21	A ↔	Open
*HA25	Unable to apply to social distancing rules during project delivery putting surveyors, contractors and clients' health at risk	Operational	Jen Griffiths	Rafaela Rice	A	A	G Q4 2020/21	A ↔	Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
*HA26	Delays in service delivery if there is a shortage/lack of availability of Personal Protective Equipment (PPE) for contractors and Flintshire County Council (FCC) staff	Operational	Jen Griffiths	Rafaela Rice	A	A	G Q4 2020/21	A ↔	Open

## Property and Assets

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
HA27	Increasing service demands to respond to HA04	Operational	Jen Griffiths	Anna Friend	R	R	A Open	R ↑	Open
*CP09	Services remain out of use for longer period suppliers' failure and availability of equipment/materials	Operational	Peter McHugh/Glyn Garbutt	Sean O'Donnell/Philip Paton	A	A	G Q4 2020/21	R ↑	Open
*CP10	Increased cost and insurance claims due to Increased levels of vandalism or break-ins (connected to CP04 & CP06)	Operational	Lisa McLellan	Paul Brockley/Gill Fairhurst	A	G	G Q4 2021/22	G ↓	Closed
*HA30	Weak performance and reputational damage as development programmes are slow to commence	Operational	Jen Griffiths	Rafaela Rice	A	A	G Q4 2020/21	A ↔	Open
*HA31	Delays on project starts dependant on components availability	Operational	Jen Griffiths	Rafaela Rice	A	A	G Q4 2020/21	A ↔	Open
HA32	Inability to deliver housing adaptations due to the health of the clients and vulnerability	Operational	Jen Griffiths	Rafaela Rice	A	A	G Q4 2020/21	A ↔	Open
HA33	People not having suitably safe and adapted accommodation due to the delay of service reinstatement. Quality of life issues customers and reputational damage	Operational	Jen Griffiths	Rafaela Rice	A	A	G Q4 2020/21	A ↔	Open
*HA34	Suppliers unable to provide components for critical installations leading to increased delay and service unavailability for long periods of time	Operational	Glyn Garbutt	Philip Parton	A	A	G Q2 2021/22	A ↔	Open
*HA35	Construction site controls post lockdown lead to slow construction progress and increased costs	Operational	Ian Edwards	Howard Parsonage/Adam Foley	A	A	G Q3 2020/21	R ↑	Open

## Governance and Legal

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
*HA36	Breach of compliance, potential health and safety issue around statutory inspections of declined access due to social distancing and shielding customers	Operational	Peter McHugh	Sean O'Donnell/Kevin Eccles	A	A	G Q4 2021/22	A ↔	Open
*HA37	Property access and restrictions prevent routine and obligatory inspections	Operational	Dawn Kent	Mike Angell	A	A	G Q4 2021/22	A ↔	Open
*HA38	Increase in anti-social behaviour and breaches of new social distancing rules	Operational	Dawn Kent	Mike Angell	A	A	G Q4 2020/21	A ↔	Open

## External Regulation

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
HA39	Inability to comply with Gas Safety Regulation (Gas servicing)	Operational	Peter McHugh	Kevin Eccles	A	A	G Q3 2020/21	A ↔	Open

## ICT &amp; Systems

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
HA40	Unable to deliver key operational services due to lack of support and responsiveness from external system suppliers	Strategic	Neal Cockerton	Service Managers	A	A	A Open	A ↔	Open

## Risk Register - Part 2 (Portfolio Service &amp; Performance)

## Housing Programmes

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
*HA41	SHARP programme slow to recover impacting negatively on our own house build programme and targets	Strategic	Melville Evans	Gordon Ronald	A	A	G Q4 2021/22	A ↔	Open

## Housing &amp; Asset Management

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
HA42	Increased housing void backlog requiring proactive management to ensure properties let quickly and safely	Operational	Peter McHugh	Ian Peters/ Dawn Kent	A	A	A Q4 2020/21	G ↓	Open

## Homeless Prevention Services

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
*HA43	Increased demand for Housing Support Grant services and capacity issues create delays and lengthy waits for services	Operational	Martin Cooil	Lisa Pearson/Helen Williams	A	A	A Open	R ↑	Open
*HA44	SARTH register demand increases creating unmet need due to shortages of existing social housing (Flintshire County Council and Partners)	Operational	Martin Cooil	Cheryl Marland	A	A	A Open	R ↑	Open
*HA45	Private landlords face increasing financial pressures leading to instability within the Private Rented Sector, less affordable properties and increased demand and costs for social housing providers and homeless service	Operational	Martin Cooil	Jenni Griffiths	A	A	A Open	R ↑	Open

## Closed Risks

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
HA07	Delays in the Capital Programme due to contractors going into administration								Risk removed due to duplication *CP08
CP05	The level of voids within our commercial and industrial estate increases – due to less demand from prospective new tenants – with an impact on income targets								This risk has been merged with CP04

Risk Matrix

Impact Severity	Catastrophic	Y	A	R	R	B	B
	Critical	Y	A	A	R	R	R
	Significant	G	G	Y	A	A	R
	Marginal	G	G	G	Y	Y	A
		Unlikely	Very Low	Low	High	Very High	Extremely High
Likelihood of risk happening							

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## Housing and Assets Portfolio Risk Register

Version 4

Republished: 14.09.20

## Risk Register - Part 1 (Portfolio Management)

Finance

Mitigation Urgency Key	
IM – Immediate	Now
ST – Short Term	Within 1 month
MT – Medium Term	1 month plus
Upward arrow	Risk increasing
Downward arrow	Risk decreasing
Sideways arrow	No change in risk

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
*CF14	Increasing rent arrears and Impact on the Housing Revenue Account (HRA) Business Plan	↑	IM	Welsh Government has (26 July 2020) increased the notification period to end a tenancy from three months to six months under the Coronavirus Act 2020 whilst voluntary for Local Authorities the expectation is that they will comply. It is anticipated that this will place further pressure on the rent arrears position and impact on our enforcement activity
Page 27 *PA03	Rent loss and backlog of voids caused by delayed house moves	↓	MT	Following the recent Welsh Ministerial announcement we are now able to re-let properties and are currently working through a backlog. The risk is reducing and has been downgraded to Yellow until we have worked through the vast majority of the backlog
*HA05	Food poverty response continues for a longer period creating financial pressures, impacting on our ability to continue deliveries	↔	MT	Our food response to residents who have been advised to shield by the Welsh Government and our most vulnerable residents who are experiencing hardship and unable to afford food was delivered up to 13 <sup>th</sup> August 2020. After this date the service continues at a smaller scale to deliver food to those households, who, when canvassed, expressed concerns around their ability to manage their food requirements. The number of weekly food parcels has reduced and Well-Fed have and continue to provide food support to the shielded and vulnerable residents; assistance is also being utilised from the voluntary sector to help relieve the pressure on Council services
*HA09	Increases in Homelessness, impacts on workforce capacity increased risk of legal challenge and budgets (Discretionary Housing Payments, and Spend to Save Prevention Funds)	↑	MT	Management continue to monitor demand and capacity for homelessness and housing support services. Indicative awards of revenue and capital funding have been confirmed by Welsh Government for Phase 2 and additional support is being mobilised over coming months to increase support service capacity. Extensions of Notice periods and delays to Court proceedings continue to offer some protection to existing service capacity. It is unknown what the impact will be for homelessness services when considering the fall out of Covid for housing and homelessness, with particular pressures around rent arrears within Private Tenancies a concern. Welsh Government are launching a Rent Arrears Loan Scheme which we await further information.

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
*CP01	A reduction in the value/level of capital receipts impacts on the Capital Programme	↔	MT	This risk is difficult to assess as the market is generally slow to react to such economic shocks. We will mitigate the impacts of this through judicial marketing of available assets so as to maximise receipt levels or, as necessary, withdraw assets from the market in the event of market collapse. We may need to consider alternative funding sources, or work to a reduced Capital Programme in the medium to longer term
*CP02	Impact on income levels due to inability to renegotiate higher rents on lease renewals	↔	MT	It is expected that the rental market will adjust to accommodate customer affordability. This will require, on a case by case basis, consideration of best approach which may involve reducing rentals rather than loose a tenant (which in itself would result in rent loss, and empty property business rates liabilities and ongoing maintenance and security costs falling on the Council). We may also need to consider offering shorter tenancies and more frequent break clauses
*CP03	Impact on income due to tenants seeking an extension of rent deferrals	↔	MT	We will need to adjust our strategy to follow any Government guidance and to help stimulate local economic growth. As CP02 above
*CP04	Impact on income due to an increase level of voids within our commercial and industrial estate	↔	MT	We are not extending the rent deferral period for our tenants beyond the first quarter of 2020/21 and contact is being made to invite all tenants to continue with monthly or quarterly payments from July, and to contact us to agree a repayment plan for the first quarter
*CP06	An increase in property costs due to the unsustainability of Community Assets	↑	MT	We maintain contact and support with our CATs and where necessary provide limited financial support to ensure that they remain viable and sustainable. There are some early emerging signs that, in some cases, numbers of attendances to some facilities are at low levels, this may impact upon projected income for these organisations creating risks. The Council may need to consider a special recovery grants fund to support financially.
*CP07	An increase in property costs for the Council due to the unsustainability of Alternative Delivery Models (ADM's)	↓	IM	We are maintaining regular contact with our ADM businesses are providing intensive support and ongoing financial support to ensure that they remain viable and sustainable
*CP08	Delays in the Capital Programme due to contractors going into administration	↓	MT	Capital schemes are progressing as planned or will be resumed shortly
*CP11	Costs and complexities with the return and reinstatement of Deeside Leisure Centre due to an	↓	IM	Discussions on reinstatement costs with Welsh Government and the Health Board are at an advanced stage

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
	extended period of use as an emergency hospital			
*HA18	Reduced house delivery and increased cost ability to spend allocated grant impacts negatively resulting in Welsh Government claw back	↔	MT	All SHARP schemes are continuing at reduced capacity levels with revised handover dates. Nant y Gro, Gronant pre-start meeting held on 08/06/2020. Scheme will start on site pending discharge of conditions. Welsh Government advised of progress at regular intervals
*HA20	Increase in demand for responsive repairs and planned works once lock down restrictions are eased (NEW Homes) Increased cost and resource	↔	MT	Gas servicing and emergency services still being undertaken where access is allowed by tenants. Planned works are being scheduled where possible. We are reviewing non-emergency repairs procedures with For You Property Services (FYPS) and revising Service Level Agreements
*HA21	Backlogged voids impact negatively on the New Homes Business Plan	↓	MT	Within NEWHomes there is a low level of void properties currently. The position is improving following the relaxation on house moved by by Welsh Government
*HA23	Increase costs and reputational damage due to inability to complete Welsh Housing Quality Standards (WHQS) by 2020	↓	MT	Constructive discussion are in progress with Welsh Government regarding potential extension of time to complete current WHQS programme. Risk trend is reducing as work recommences on WHQS schemes.

Workforce

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
*HA24	Unable to enforce tenancy conditions due to current legal protections and court legal system backlog	↔	MT	New evictions in England and Wales of tenants in both social and privately rented accommodation are suspended until 23 <sup>rd</sup> August, 2020 which applies to all cases not just limited to those tenants just involving rent arrears. Prescribed forms have been changed to reflect the changes to possession procedures in line with Coronavirus Act 2020. Strategic weekly meetings between Housing Manager and Team leaders and monitoring of KPI's

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
*HA25	Unable to apply to social distancing rules during project delivery putting surveyors, contractors and clients health at risk	↔	ST	We are working with Occupational Therapists and taking advice on a case basis regarding health and vulnerability of clients. We are carrying out risk assessments for all cases prior to any work being completed on the property which will include an assessment of the client, surveyor and contractor
*HA26	Delays in service delivery if there is a shortage/lack of availability of Personal Protective Equipment (PPE) for contractors and Flintshire County Council (FCC) staff	↔	ST	Consistent review of team supply of PPE to ensure continuity of service in line with Welsh Government guidance, Ensure Contractors bidding for DGF work have the appropriate levels of PPE to comply with government guidelines

Property and Assets

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
*CP09	Services remain out of use for longer period supplier's' failure and availability of equipment/materials	↑	MT	We will identify alternative suppliers or source stock and hold for future use. Areas of particular concern are lift companies, heating installation suppliers, some specialist electronic companies and some raw materials ie plaster. Brexit is now starting to feed through into contractor concerns and contract costs are likely to be negatively impacted..
*CP10 Closed	Increased cost and insurance claims due to Increased levels of vandalism or break-ins	↓	ST	Closed risk. There is a reducing risk trend on the basis that there has been little need to implement any of the control measured envisaged on this basis this risk is to be closed.
*HA30	Weak performance and reputational damage as development programmes are slow to commence	↔	MT	All work had been put on hold. All clients and contractors have been made aware that work has been put on hold. Reporting available to monitor work at various stages.
*HA31	Delays on project starts dependant on components availability	↔	MT	Continue to work with manufacturers and suppliers to monitor availability Specify components requirements at tender stage. Notice to be put on tendering document stating contractor to ensure availability of materials prior to bidding/ agreeing to complete the work. Surveyors to identify individual case reviews to discuss progress and monitor
*HA32	Inability to deliver housing adaptations due to the	↔	MT	These customers are vulnerable due to ill health. A review to be undertaken, and we will work with occupational therapists to take advice on a case by case basis. Risk assessments to be completed

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
	health of the clients and vulnerability			prior to commencement of work. The service has resumed on a staged programme which is driven by the individual risk assessments.
*HA33	People not having suitably safe and adapted accommodation due to the delay of service reinstatement. Quality of life issues customers and reputational damage	↔	MT	Adaptations are being delivered to facilitate hospital release and provide independent quality of life. Urgent cases are being reviewed jointly by Occupational Therapist and DFG team to assess risk in delivery of adaptation vs. deterioration of customers' health. Cases identified as being critical/essential will be risk assessed and approval gained to conduct the work subject to contractor/material availability
*HA34	Suppliers unable to provide components for critical installations leading to increased delay and service unavailability for long periods of time	↔	MT	Procurement and supply chains continue to be monitored. No reported difficulties via contacting contractors or suppliers in sourcing materials, parts plant or equipment currently but other issues such as Brexit are also likely to have a significant effect.
*HA35	Construction site controls post lockdown lead to slow construction progress and increased costs	↑	MT	Contractors report that around 97% of infrastructure and construction sites are currently operating. Productivity is now starting to rise slowly as Companies work to the new Site Operating Guidelines and become familiar with 2m distancing and safer working practices. It is not anticipated that tender prices will fall in 2020, and that they will rise by 0.6% in later quarters. With the end of the Brexit transitional period in December 2020, tender prices are expected to rise by 2.4% in 2021

Governance and Legal

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
*HA36	Breach of compliance, potential health and safety issue around statutory inspections of declined access due to social distancing and shielding customers	↔	MT	Managed and monitored access where safe to do so, rescheduled to a later date following the lifting of shielding
*HA37	Property access and restrictions prevent routine and obligatory inspections	↔	MT	Process introduced for over the phone assessments, with requests for photos

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
*HA38	Increase in anti-social behaviour and breaches of new social distancing rules	↔	MT	New power under the Coronavirus Act 2020 provides legal basis for dealing with breaches of social distancing and increase in anti-social behavior

## Recovery Risk Register – Part 2 (Portfolio Service & Performance)

### Housing Programmes

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
*HA41	SHARP programme slow to recover impacting negatively on our own house build programme and targets	↔	MT	All SHARP schemes are continuing at nearing full capacity levels with revised handover dates. Schemes at garden City and Dobshill have now been completed and handed over to the Council. Nant y Gro, Gronant pre-start meeting held on 08/06/2020. Scheme will start on site pending discharge of conditions. Welsh Government advised of progress at regular intervals

### Housing & Asset Management

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
*HA42	Increased housing void backlog requiring proactive management to ensure properties let quickly and safely	↔	MT	Due to lockdown advice from Welsh Government the only rehousing that was taking place until recently involved working with the Homelessness Team to help accommodate a small number of rough sleepers and priority homeless clients. The housing allocations team have started to rehouse a number of applicants who are in financial difficulties or are fleeing domestic violence. The allocations service is resuming to an as normal service.

### Homeless Prevention Services

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
*HA43	Increased demand for Housing Support Grant services and capacity issues create delays and lengthy waits for services	↑	MT	We are monitoring demand for support services through Support Gateway Referrals as this will establish levels and types of support service demand. We are liaising with support providers commissioned through our Housing Support Grant to ensure appropriate management of caseloads and oversight for project capacity. Additional Phase 2 revenue funding enables more support service capacity to offset risks of delays for people at risk of homelessness. This funding also enables targeted work with those people accommodated in temporary housing at present as they are supported into long term settled housing.

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
*HA44	SARTH register demand increases creating unmet need due to shortages of existing social housing (Flintshire County Council and Partners)	↑	MT	Demand for Housing Register and social housing is increasing and likely to increase further due to increased hardship, housing need and potential homelessness and we are closely monitoring the levels of demand for this service. Ongoing discussions with SARTH Partners within Flintshire and across Conwy and Denbighshire to ensure Policy is in line with Welsh Government expectations for “Phase 2 response” and compliments rapid rehousing efforts, which aims to rehouse those people accommodated in temporary and emergency housing.
*HA45	Private landlords face increasing financial pressures leading to instability within the Private Rented Sector, less affordable properties and increased demand and costs for social housing providers and homelessness services	↑	MT	The temporary “Ban on Evictions” has been extended to 20 <sup>th</sup> September 2020 and notice periods extended to 6 months. We continue to receive requests for support and presentations to the Homeless Team from tenants within the Private Rented Sector. We are closely monitoring levels of service demand and continue to deliver support and refer to other agencies through the Support Gateway. Welsh Government have announced a Private Renting Rent arrears Loan Scheme to offer interest free loans to renters who have fallen behind on rent as a direct result of Covid and we await further information on this scheme. A directory of services for Landlords to encourage them to engage with partners and refer vulnerable households to services is also being developed for Wales. The risk trend is increasing based on consideration of current local economic position and instability within the jobs market potentially placing further pressure on housing support and homelessness services and social housing stock demand.

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# Priorities to be included in FCC Recovery Strategy

## Portfolio – Streetscene & Transportation

### Priority - Sustainable Development and Environmental Management

#### Actions:

- Improve Waste Recycling
- Following the consultation process on the current waste service, a number of changes to operating practices to maintain our recycling level and achieve future targets. Areas of improvement include:
  - Develop Standard Recycling Centre
  - Improvements Greenfield Composting Facility and Transfer Station yard
- Parc Adfer
  - a successful first full year of operation meeting waste and cost and income targets
  - the launch of the Interim Community Recovery Fund with local grants for the assigned area available from September

### Priority - Safe and sustainable Travel Services

#### Actions:

- The number of Local Travel Arrangements introduced via a process of continual review.
- Development of Demand Responsive Transport (DRT) linking into the Core Bus Network.

## Portfolio – Social Services

### Priority – Direct Provision and supporting exiting market

#### Actions:

- Adults:
  - Continuation of the new Ty Trefynnon Residential Home for 2021/22 to enhance local provision for independence and rehabilitation
  - Progress of expansion of Marleyfield Residential Care Home
  - Plans for an expansion of Croes Atti Residential Care Home
  - Expansion of direct provision Domiciliary Care to 35/40% of the provider market
- Children:
  - Expand provision at Arosfa to provide two additional registered beds for long term support
  - Introduce the short-term assessment model for children residential care
  - Improved housing and accommodation offer for care leavers
  - Increase fostering capacity by ten new foster carers
- Adults & Children
  - Sustaining providers through joint support work and appropriate fee levels

### Priority - Safeguarding Children, Adults and Families

#### Actions:

- A multiagency review to strengthen our approach to safeguarding children at risk of going missing, being exploited, being trafficked or at risk of exploitation through County Lines
- Implement the national Liberty Protection Safeguards
- Deal with the anticipated increase in activity and reporting following the Covid-19 response phase

### Priority – Mental Health

#### Actions:

- Promotion of the recently established Mind line
- Analyse data from Mind to develop action plans
- Preventative mental health services for people at risk of deterioration

## Portfolio – Housing & Assets

### Priority – Homelessness Strategy and Local Action Strategy

#### Actions:

- Leading a multi-agency response to homelessness prevention
- Progressing a collaborative response to the street homelessness agenda
- Implementing the Housing First model
- Establishing a Young Persons Positive Pathway and hub

### Priority – Housing needs of vulnerable groups

#### Actions:

- Provision of a mix of accommodation to reflect young people's aspirations and requirements
  - Flexible spaces and equipment to meet people's physical needs – the 'Forever Home' model
- Review the current housing model and develop a strategy for a mixed economy of social and affordable housing at scale and pace

### Priority – Food Poverty

#### Actions:

- Expansion of the new social enterprise Well-fed to provide healthy, nutritious and affordable local food solutions
- Improve and increase access to Healthy food
- Introduction and growth of local community Good Food Hubs
- A targeted food solutions plan to meet gaps in local provision

### Priority – Future of County Hall Campus / Civic Estate

#### Actions:

- Develop a visionary plan for the County Hall campus site

## Portfolio – Planning, Environment and Economy

### Priority – Fuel Poverty

#### Actions:

- Improving the energy efficiency ratings of current housing in Flintshire measured through Energy Performance Certificate Scores

### Priority – Growth Deal & Infrastructure

#### Actions:

- Develop the local priority projects which have been included in the Growth Deal
- Progression of the Councils Integrated Transport Strategy through the delivery of key interventions

### Priority – Future of Town Centres

#### Actions:

- Implement a revised and enhanced Town Centre Strategy in partnership with local stakeholders and Welsh Government for the long term sustainability of towns

### Priority – Carbon Reduction

#### Actions:

- Set our Carbon Reduction Strategy with priority projects and resources with a view to achieving carbon neutrality by 2030

### Priority – Natural Environment

#### Actions:

- Making the natural environment more accessible to local people as part of community life and well-being

### Priority – Community Safety

#### Actions:

- A collaborative partnership approach to dealing with social tensions from the pandemic including anti-social behaviour, environmental crime and domestic violence

### Priority – Businesses and Community

#### Actions:

- Advice services to businesses and the community for operating and living safety

## Portfolio – Governance

### Priority – Corporate Contact Centre

#### Actions:

- Increase the number of Council services delivered by the Contact Centre
- Introduction of technologies to support the Digital Strategy

### Priority – Complaints Handling

#### Actions:

- Introduction of an updated complaints policy
- Introduction of a policy to effectively manage customer behaviour
- Meeting response targets for complaints handling

### Priority – Digital Strategy

#### Actions:

- Increased accessibility to services through digital

## Portfolio – Human Resources & Organisational Development

### Priority – Health & Wellbeing Strategy

#### Actions:

- Monitor workforce attendance rates
- Monitor the number of referrals to Occupational Health on the grounds of mental health
- Achieve the aims and objectives from action plan agreed in support of the 'Time to Change' pledge

## Portfolio – Education & Youth

Priority – Homelessness Strategy – Links to H&A - Homelessness Strategy and Local Action Strategy

### Actions:

- To address Youth Homelessness by embedding a Young Persons Positive Pathway

## Priority – Child Poverty

### Actions:

- Introduction of a Young Persons Positive Pathway to address youth homelessness
- Reduction of impact of poverty on children:
  - Review of FSM payment levels
  - Co-ordinated uniform exchange schemes
  - Adoption of 'Ask Ceri' resource (Children's Commissioner)

# Flintshire County Council Reporting Measures 2020/21

The purpose of this document is to inform the organisation of the agreed measures that will be reported on during the recovery period 2020/21, other measures of importance and measures that will not be carried forward. This is broken down into Portfolio level below.

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## Corporate Finance

### Recovery Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Percentage of planned efficiencies achieved	95%	95%	No change
Percentage of Income target achieved	100%	Under Review	Under Review
Percentage variance between the revenue budget outturn and the budget set	+/- 0.5%	+/- 0.5%	No change

## Human Resources and Organisational Development

### Recovery Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
The number of working days lost per full time equivalent (FTE) local authority employees lost due to sickness absence	8	8	No change
Number of accredited Mental Health First Aiders across the organisation	No set target	Baseline year	No change. We need to establish a baseline for the first year's actual data
Increase in attendance at 'Coaching Skills for Managers'	No set target	Baseline year	No change. We need to establish a baseline for the first year's actual data
Increase in attendance of managers and employee Stress Management training	50	50	No change
The number of apprentices that complete the programme with a positive outcome	95	95	No change. Target for cohort has been stretched to March and no new apprentices taken on

### Portfolio Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Number of full time equivalent (FTE) lost to sickness (non-COVID)	N/a	Baseline year	Developed to offer clarity to attendance reporting
Number of days full time equivalent lost to (FTE) sickness (COVID)	N/a	Baseline year	Developed to offer clarity to attendance reporting
Number of days full time equivalent (FTE) lost to isolation	N/a	Baseline year	Developed to offer clarity to attendance reporting
Number of days full time equivalent (FTE) lost to shielding	N/a	Baseline year	Developed to offer clarity to attendance reporting

### Measures Not Carried Forward

Measure Title	Rationale for not being carried forward
To ensure completion of appraisals for eligible employees	The full programme of appraisals has not been able to proceed as scheduled due to the emergency situation. Appraisals are being rescheduled, some have been completed. Emphasis is currently on employee well-being, supervision and returning to new forms of working. We are taking this opportunity to introduce the new appraisals model from January 2021

Measure Title	Rationale for not being carried forward
Percentage of permanent employees who have left within first year of employment	Not adding value to the business
Percentage of employee turnover (excluding early retirement and voluntary redundancy)	Not adding value to the business
Percentage of all direct employees achieving Foundation Living Wage	Not adding value to the business as it is always 100%
The number of apprentices (excluding teachers) on formal recognised apprenticeship schemes within the authority during the year per 1,000 employees	We have not recruited a cohort of apprentices for 2020/21. This will remain under review

## Education and Youth

### Recovery Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
All schools adopt 'Ask Ceri' resource	100%	100%	No change

### Portfolio Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Percentage of year 11 leavers not in education, training, or employment.	1%	2%	We anticipate an increase in Yr. 11 NEET as a result of potential negative impacts of COVID
The percentage of young people aged 16 – 18 in the youth justice system offered education, training or employment	65%	65%	No change
The number of pupils who receive fixed term exclusions from school	1150	750	Young people are likely to have been impacted negatively as a result of COVID, which may adversely affect their ability to engage in formal education resulting in potential exclusion. The target has been reduced to reflect the extended school closures
The number of pupils who are permanently excluded from school	22	18	Young people are likely to have been impacted negatively as a result of COVID, which may adversely affect their ability to engage in formal education resulting in potential exclusion. The target has been reduced to reflect the extended school closures
Number of children who access the Childcare Offer	1050	1050	No change
Number of childcare providers	330	330	No change
All schools maintain progress against key milestones in implementation of the new curriculum	100%	100%	No change
All schools maintain progress against key milestones in the ALN reforms	100%	100%	No change
First time entrants into Youth Justice Service	35	35	No change

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Number of Immersion Youth Workers in secondary schools	2	2	No change
Access to sanitary products in schools (percentage)	100	100	Part of the business plan but is no longer a strategic indicator. Will be used as part of SEP
Access to sanitary products in youth clubs (percentage)	100	100	Part of the business plan but is no longer a strategic indicator. Will be used as part of SEP
Access to sanitary products in Foodbanks	100	100	Part of the business plan but is no longer a strategic indicator. Will be used as part of SEP

### Measures Not Carried Forward

Measure Title	Rationale for not being carried forward
Percentage of pupils assessed in Welsh at the end of the Foundation phase (Year 2 pupils)	Suggested to be removed as part of the PAM consultation
Percentage of year 11 pupils studying Welsh (first language)	Suggested to be removed as part of the PAM consultation
Capped 9 Score for pupils entitled to Free School meals	WG have determined that pupil performance data should not be reported below the national level
Percentage of pupil attendance in primary schools	WG have determined that targets for 2020/21 do not need to be set or reported
Percentage of pupil attendance in secondary schools	WG have determined that targets for 2020/21 do not need to be set or reported
Percentage of pupils aged 16 achieving 5A* - A grades at GCSE	WG have determined that pupil performance data should not be reported below the national level
Educational Attainment at Key Stage 4- average capped 9 score for pupils in Year 11	WG have determined that pupil performance data should not be reported below the national level
All schools delivered statutory professional learning day	Schools were closed from March 20th due to the pandemic and were unable therefore to take this during the summer term as previously legislated

## Governance

### Recovery Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Council Tax 'in-year' collection levels	98.90%	98.30%	Cessation of debt recovery for 3 - 4 months
NDR 'in-year' collection levels	99.10%	98.00%	Cessation of debt recovery for 3 - 4 months
Rent Income/Arrears – Arrears as a % of Rent Yield	4.00%	4.50%	Cessation of debt recovery for 3 - 4 months
Call abandonment rate for a combined Housing and Streetscene contact centre	15	15	No change
Call answering rate for a combined Housing and Streetscene contact centre	No target set	80%	No target previously set. The performance from last year was reviewed and an appropriate target has been established
My Account sign up	10943	13131	Based on current subscriptions and what is achievable this year
Increased digital self-service by customers across multiple services	No target set	60,000	60,000 based on previous volumes
Percentage of chargeable services available to pay online	16	16	No change

### Measures Not Carried Forward

Measure Title	Rationale for not being carried forward
Reduced telephone contact where services are available digitally	Data not held

## Planning, Environment and Economy

### Recovery Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Percentage of Food Establishments that meet Food Hygiene standards	97%	97%	We await Welsh Government advice on whether this target will be changed
Total number of energy efficiency measures delivered to reduce fuel poverty	1000	600	The team has been stood down for 4 months so will not hit original target
Total number of individuals supported to access learning and work opportunities	260	260	No change
Percentage of all planning applications determined in time	>80%	>80%	No change
Percentage of "major" applications determined within time periods required	>60%	>60%	No change
Average time taken to determine "major" applications in days	Just a calculation not a target	Wales Average 18/19 232 Days	No change
Average time taken to determine planning applications	67-111 Days	67-111 Days	No change
Enforcement cases investigated within 84 days	70.1% - 79.9%	70.1% - 79.9%	No change
Average time taken to pursue positive enforcement action where a breach had been identified	< 100 days	< 100 days	No change

### Portfolio Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Percentage of all planning appeals dismissed	55.1%-65.9%	55.1%-65.9%	No change
Decisions made contrary to officer recommendation	<5%	<5%	No change
Sustainable Development Indicators	Measured against Welsh Average	Measured against Welsh Average	No change

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Percentage of empty private properties brought back into use	No target set	TBC	SMT and Cabinet Members agreed that this should not be carried forward for the Council Plan but that the work of the team be given higher profile among Members
Number of applications received and determined during the quarter	N/A	Collected to calculate PAM/018	No change
Number of applications received, carried forward, transferred and determined during the quarter	N/A	Collected to calculate PAM/018	No change

### Measures Not Carried Forward

Measure Title	Rationale for not being carried forward
Number of social enterprises receiving support	SMT and Cabinet members agreed that this should become business as usual
Delivery of energy efficiency measures to domestic properties in Flintshire	Included in measure above
Number of vulnerable households supported through the Healthy Homes Healthy People programme	Programme ending this year so delete measure
Number of individuals supported through the mentoring service that enter employment, learning or volunteering	Delete indicator - included within target above
Number of businesses supported through the regional hub	Regional hub still doesn't exist so delete indicator
New jobs created through the support of the regional hub	Regional hub still doesn't exist so delete indicator
Calculated monetary value* of total investment in Flintshire by contractors and suppliers	Delete indicator - need a different measurement system
Calculated monetary value* of investment by social policy priority area	Delete indicator - need a different measurement system
Calculated monetary value* of investment by geographic area across Flintshire	Delete indicator - need a different measurement system

## Streetscene and Transportation

### Recovery Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Percentage of waste reused, recycled or composted	70%	60%	Reduced input of recyclable materials from HRCs while closed during travel restrictions
Average recycling rate across all HRC sites	80%	70%	Reduced due to increased residual waste produced during stay at home guidance. Uncertainty in market leading to inability to dispose of recyclable materials
Developing the number of bus quality partnerships on the core network	2	1	Reduced public transport requirements during travel restrictions and inability to hold stakeholder meetings to progress
Provide Local Travel Arrangements (LTAs) in geographical areas of the County	6	6	Target not revised however, intention is to implement Demand Responsive Transport in place of LTAs
Undertake post completion inspections of utility works	90%	90%	No change
Achieve minimum level of agreed Streetscene standards	85%	85%	No change
Number of targeted environmental educational campaigns	5	3	Reduced to 3 campaigns due to the inability to meet customers. Targeted campaigns will only be undertaken via virtual means (website/social media/press)

### Portfolio Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Percentage of A roads in overall poor condition	2%	2%	No change
Percentage of B roads in overall poor condition	3%	3%	No change
Percentage of C roads in overall poor condition	7%	7%	No change

### Measures Not Carried Forward

Measure Title	Rationale for not being carried forward

Progress non-payment of all Penalty Charge Notice (PCN) / Fixed Penalty Notice (FPN).	Being dropped as it is business as usual
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## Social Services

### Recovery Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
The number of Holywell Extra Care (Plas yr Yrwn) units created	50	50	No change
The number of Extra Care units provided across Flintshire	239	239	No change
Percentage of urgent requests for equipment that meet or exceed the national 1 Day response standards	98	98	No change
Percentage of requests for equipment that meet or exceed the national 7 Day standard	80	80	No change
Number of new foster carer approvals in the year	10	10	No change
Number of referrals to the Family Group Meeting Service	280	280	No change

### Portfolio Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
The number of people who access the social prescribing / 3rd sector service through the Single Point of access.	290	290	No change
The number of admissions to step up / step down beds.	Targets not set by BCuHB	TBC	Target to be reviewed and set by Betsi Cadwaladr University Health Board (BCuHB)

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Percentage of equipment that is re-used	70	70	No change
The percentage of adult safeguarding enquiries that met the 7 day timescale	94	94	Measure replaces previous in line with National Performance Framework
The percentage pre-birth assessments completed within timescales.	90	90	No change
The percentage of children who were reported as having run away or gone missing from home who had a return interview	Baseline Year	Baseline Year	No change
The percentage of reviews of children on the Child Protection Register due in the year that were carried out within the statutory timescales	98	98	No change
The percentage of initial child protection conferences that were due in the year and were held within 15 working days of the strategy discussion	95	95	No change
Number of Special Guardianship Orders made	2	2	No change
People with a learning disability accessing Project Search to improve their employability skills	No target set	No target set	This is an activity measure, no target set
Number of children who accessed the Childcare offer	625	625	No change
Number of childcare providers	No target set	No target set	This is an activity measure, no target set

### Measures Not Carried Forward

Measure Title	Rationale for not being carried forward
The number of in house and independent sector domiciliary providers working towards the silver standard for Progress for Providers	Business as Usual
The percentage of adult safeguarding reports which proceeded to an enquiry	Replaced by alternative measure in line with National Performance Framework

Percentage of the relevant workforce having refreshed their dementia awareness training.	Business as Usual
Number of people transitioning into Hwb Cyfle	Priority completed
The percentage of grant claim achieved for the Flexible Funding Programme	Priority completed
Number of partner services accessed by residents via the new Holway Hub	Unable to collect data
Resident involvement in community activities as a measure of vibrancy	Unable to collect data

## Housing and Assets

### Recovery Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Average number of calendar days taken to deliver a DFG (medium adaptations)	N/a	88	Adjusted to comply with Welsh Government standards for adaptations
Average number of calendar days taken to deliver a DFG (Large Adaptations)	N/a	330	Adjusted to comply with Welsh Government standards for adaptations
Number of applicants on the Common Housing Register	Baseline year	Baseline year	
Number of referrals to the Housing Support Gateway	Baseline year	Baseline year	
Number of homelessness presentations	Baseline year	Baseline year	
Number of households in homeless accommodation	Baseline year	Baseline year	
Percentage of households successfully prevented from becoming homeless	85	85	No change

## Portfolio Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
The number of affordable homes owned and managed by NEW Homes	156	152	New Homes will not be developing four properties, instead purchasing five S106 properties (something to the local community that will enhance and aid the local area)
The number of affordable homes completed or under construction through the Strategic Housing and Regeneration Programme (SHARP)	91	91	No change
The number of Council homes completed or under construction through the Strategic Housing and Regeneration Programme (SHARP)	182	182	No change
Average number of days to process new claims for housing benefit and council tax reduction	20	20	No change
Average number of days to process change in circumstances for housing benefit and council tax reduction	8	8	No change
Increase supply and variety of affordable homes	228	228	No change
The percentage of council houses that meet the Welsh Housing Quality standards within our annual programme	100	Under Review	Welsh Government extending December 2020 deadline, this has not yet been confirmed
Tenant satisfaction level	95	95	No change

## Measures Not Carried Forward

Description	Rationale for change
Number of Private Rented Sector (PRS) properties available via HAWS Lettings contract for Housing Solutions	This has not been carried forward due to it not being a clear or meaningful indicator
Number of additional Private Rented Sector (PRS) properties available via HAWS lettings contract	This has not been carried forward due to it not being a clear or meaningful indicator

Average number of calendar days taken to deliver a DFG (overall)	KPI amendments – KPI has been split into medium and large adaptations as per compliance with Welsh Government standards
Waiting times for adapted council housing (SARTH)	A review of our approach to specialist housing will be undertaken this year to refresh the approach of the Specialist Housing Register. An outcome of this review will likely be to identify more meaningful measures for monitoring specialist housing supply and demand within Flintshire

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