Year End Chief Officer Report

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

Introduction

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

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

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

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

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

Plus supporting appendices: -

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

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

Section 1 - Performance Overview

This report covers the following business plan areas:

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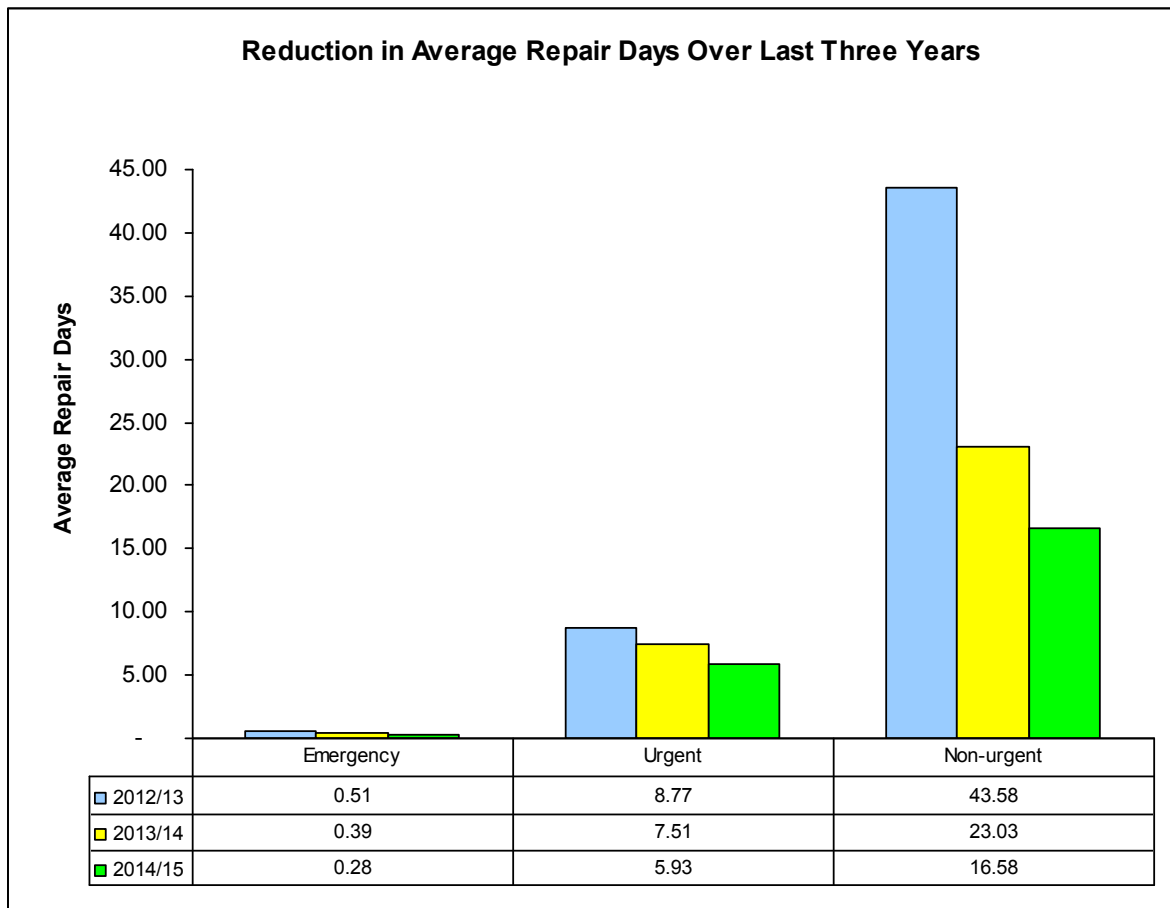- Customer Services
- Economic Development

Areas of Positive Performance / Areas of Concern

Housing Revenue Account:

Areas of Positive Performance:

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

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

Reduction in Average Repair Days Over Last Three Years

	Emergency	Urgent	Non-urgent
2012/13	0.51	8.77	43.58
2013/14	0.39	7.51	23.03
2014/15	0.28	5.93	16.58

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

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

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

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

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

Community Support Services:

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

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

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

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

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

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

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

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

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

Regeneration:

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

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

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

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

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

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

Areas of Concern:

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

these are already being addressed.

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

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

Benefits & Welfare Reform
Areas of Positive Performance:
Welfare Reform has remained a challenge for 2014/2015 and this has driven some changes in the way the service is delivered:
- Universal Credit arrived in Shotton Job Centre initially for single people, expanding to couples early in the year and then bringing on board families in the early part of quarter 4. The National Roll Out of Universal Credit has now meant that the other 2 jobcentres in Flintshire (Mold and Flint) have also now gone "live" with Universal Credit for single people.
- Single Fraud Investigation Service identified Flintshire as being part of the first stage roll out and our investigation staff were successfully transferred into DWP in October 2014.
- The Welfare Response Team joined the benefits service during the year to work alongside the benefits team to support applications and intervention/support work with our customers applying for Discretionary

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

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

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

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

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

Economic development

Areas of Positive Performance:

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

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

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

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

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

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

Areas of Concern:
Collaboration options need to be developed further to protect service delivery.

NEW Homes

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

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

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

Summary of Operational Risks (from the above sections)

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

Section 2 - Internal and External Regulatory Reports

Report: Communities First
Date Finalised: March 2015
Conclusion: Taking account of the issues identified, management cannot take assurance that the controls upon which the organisation relies to manage this risk are suitably designed or consistently applied. Action needs to be taken to ensure this risk is managed.
Recommendations: 2 x high, 4 x medium, 3 x low

Summary

Areas of Good Practice

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

Key Areas for Improvement

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

Report: Review of Discretionary Housing Payments Wales Audit Office
Date Finalised: April 2015
Conclusion: Good Progress
Recommendations: *None*

Summary

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

Report: Council Tax and Business Rates
Date Finalised: February 2015
Conclusion: (Green) – Substantial Assurances provided around all controls and procedures.
Recommendations: 1 low rated recommendation

Summary

Areas of Good Practice:

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

Section 3 - Corporate Reporting

Complaints Handling (Source: Corporate Complaints Database)

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

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

Sickness Absence (Source: I-Trent)

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

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

Employee Turnover (Source: I-Trent)

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

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

Employee Appraisals (Source: I-Trent)

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

Data Protection Training (Source: I-Trent)

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

Equality and Welsh Language

List the Equalities and Welsh Language Impact Assessments: -
    (1) Started/Work in Progress
    (2) Completed (stating date completed)
during the period (1 April 2014 – 31 March 2015)

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

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

Describe any initiatives to increase the percentage of equality monitoring data held for customers.
Recent town centre perceptions research requested demographic data from respondents.

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

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

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

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

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

Provision includes:

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

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

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

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

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

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

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

Appendix 1 - Performance Indicators

Key

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

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

R		**A**	4	**G**	6

Note 1 – NSI = National Statutory Indicator   PAM = Public Accountability Measure

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

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

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

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

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

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

Appendix 2 – High Level (Red) Net Risks

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

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