

**APPENDIX 2**

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

***We said in 2014/15 that we would:***

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

Progress Status	Progress RAG	A	Outcome RAG	G
<p><b><i>What we did in 2014/15:-</i></b></p> <p>NEW Homes has grown steadily since being set up in April 2014, providing additional housing opportunities for the “squeezed middle” in Flintshire. Three main portfolio areas have been developed. These include:</p> <ul style="list-style-type: none"> <li>• New build properties negotiated with private developers through the planning system;</li> <li>• Landlord management offer, managing properties on behalf of private home owners for a management fee;</li> <li>• Over 55 Lease Scheme.</li> </ul> <p>During the last twelve months, Flintshire has undertaken a major procurement exercise with the view of appointing a partner developer to work with the Council to deliver 500 affordable homes through its Strategic Housing And Regeneration Programme (SHARP) during the next 5 years. This will include a mix of 200 Council homes and 300 affordable homes. The 300 affordable housing units will be managed directly by NEW Homes. This will include the redevelopment of Flint town centre with the development of 95 units, including 60 affordable units. The preferred contractor will be announced in May 2015.</p>				

***What went well:-***

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

Fifteen managed properties are currently under NEW Homes management.

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

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

***What did not go so well:-***

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

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

**Achievement will be measured through:**

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

**Achievement Milestones for strategy and action plans:**

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

Improvement Plan Progress  
Year End 2014/15

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

**2. Implement the strategy to grow and sustain the private rented sector through the North East Wales Homes business plan.**

<b>Progress Status</b>	<b>Progress RAG</b>	<b>A</b>	<b>Outcome RAG</b>	<b>G</b>
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**What we did in 2014/15:-**

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

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

**What went well:-**

Towards the end of 2014/15, NEW Homes began the process of reviewing its performance against its Business Plan. In order to develop more accurate and realistic targets for 2015/16, NEW Homes is reviewing its corporate and business planning processes. This has included looking at NEW Homes future growth strategy, including integration with the SHARP, alternative sources of financing to deliver additional units in the future and future product development. This process has highlighted a number of key opportunities for NEW Homes in the future.

NEW Homes has grown steadily and sustainably during the last twelve months and has received positive coverage on both a local and national level. NEW Homes won “Best New Housing Innovation” award at CIH Welsh Housing Awards in November 2014. The Welsh Government’s Housing Minister has also visited a scheme at Penyffordd and met with the Chair of NEW Homes Board and Council staff.

A series of talks and presentations have been given to local and national agencies on the development of NEW Homes including APSE, CAB, CIH, Welsh Government which have served to raise the positive profile of both the Council and NEW Homes alike.

**What did not go so well:-**

The financial projections made in the Business Plan for 2014/15 have not been realised.

There have been a number of crucial factors which have been outside the Council’s control including delays in the Section 106 units being transferred ownership from Flintshire County Council to NEW Homes. In other instances, the developer have delayed the completion of the new-build units until later in the scheme. NEW Homes, Planning and Developers have worked more closely together in

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

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

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

**Achievement will be measured through:**

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

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

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

<b>Progress Status</b>	<b>Progress RAG</b>	<b>A</b>	<b>Outcome RAG</b>	<b>G</b>
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***What we did in 2014/15:-***

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

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

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

***What went well:-***

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

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

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

***What did not go so well:-***

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

**Achievement will be measured through:**

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

**Achievement Milestones for strategy and action plans:**

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

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

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



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

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

**Risk to Manage: Maximising the availability of private finance**

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

**Improvement Plan Progress  
Year End 2014/15**

			exercise and has been appointed with Cabinet approval							
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**Risk Progress Summary for 2014/15**

This risk is now closed as there is now full understanding of what the Planning Bill contains. The emerging risk is managing the implementation of the Planning Bill when it becomes law e.g. How do we respond to the Minister exercising his powers to require Wrexham and Flintshire to produce a joint LDP.

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

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

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

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

**Risk Progress Summary for 2014/15**

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