

# Pecyn Dogfen Gyhoeddus



Swyddog Cyswllt:  
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At: Cyng Ian Dunbar (Cadeirydd)

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

Dydd Iau, 29 Hydref 2020

Annwyl Gynghorydd,

**RHYBUDD O GYFARFOD ANGHYSBELL**  
**PWYLLGOR TROSOLWG A CHRAFFU CYMUNED, TAI AC ASEDAU**  
**DYDD MERCHER, 4YDD TACHWEDD, 2020 10.00 AM**

Yn gywir

Robert Robins  
Rheolwr Gwasanaethau Democrataidd

Sylwch: Oherwydd y cyfyngiadau presennol ar deithio a'r gofyniad am gadw pellter corfforol, ni chynhelir y cyfarfod hwn yn y lleoliad arferol. Bydd hwn yn gyfarfod rhithiol a bydd 'presenoldeb' yn gyfyngedig i Aelodau'r Pwyllgor yn unig. Bydd y cyfarfod yn cael ei recordio.

Os oes gennych unrhyw ymholiadau, cysylltwch ag aelod o'r Tîm Gwasanaethau Democrataidd ar 01352 702345.

## R H A G L E N

### 1 YMDDIHEURIADAU

**Pwrpas:** I dderbyn unrhyw ymddiheuriadau.

### 2 DATGAN CYSYLLTIAD (GAN GYNNWYS DATGANIADAU CHWIPIO)

**Pwrpas:** I dderbyn unrhyw ddatganiad o gysylltiad a chynghori'r Aelodau yn unol a hynny.

### 3 COFNODION (Tudalennau 5 - 8)

**Pwrpas:** I gadarnhau, fel cofnod cywir gofnodion y cyfarfodydd ar 25 Medi 2020.

### 4 BRIFFIO YNGHYLCH SEFYLLFA FRYS (LLAFAR)

**Pwrpas:** Rhoi diweddariad ar y sefyllfa ddiweddaraf a'r risgiau a'r goblygiadau i Sir y Fflint a pharhad busnes a gwasanaeth.

### 5 RHAGLEN GWAITH I'R DYFODOL A OLRHAIN GWEITHRED (Tudalennau 9 - 18)

Adroddiad Hwylusydd Trosolwg a Chraffu yr Cymuned a Menter

**Pwrpas:** I Ystyried y flaenraglen waith Pwyllgor Trosolwg a Chraffu Cymuned, Tai ac Asedau a rhoi gwybodaeth i'r Pwyllgor o'r cynnydd yn erbyn camau gweithredu o'r cyfarfod blaenorol

### 6 CYLLIDEB 2021/22 - CAM 1 (Tudalennau 19 - 40)

Adroddiad Prif Swyddog (Tai ac Asedau), Rheolwr Cyllid Corfforaethol, Prif Weithredwr - Aelod Cabinet dros Dai

**Pwrpas:** Bod y Pwyllgor yn adolygu ac yn gwneud sylw am bwysau ariannol Gwasanaeth Cymuned, Tai ac Asedau a strategaeth gyffredinol y gyllideb. Ac yn rhoi cyngor am unrhyw feysydd o effeithlonrwydd costau yr hoffai weld yn cael eu harchwilio ymhellach.

### 7 DIWEDDARIAD STRATEGAETH ADFERIAD (Tudalennau 41 - 62)

Adroddiad Prif Swyddog (Tai ac Asedau) - Aelod Cabinet dros Dai

**Pwrpas:** Darparu goruchwyliaeth ar gyfer cynllunio adferiad ar gyfer portffolio(s) y Pwyllgor

8 **DIGARTREFEDD CAM 2 – YMATEB COVID 19** (Tudalennau 63 - 134)

Adroddiad Prif Swyddog (Tai ac Asedau) - Aelod Cabinet dros Dai

**Pwrpas:** Rhannu'r dull arfaethedig ar gyfer Ymateb Tai Cymdeithasol i'r Argyfwng Covid-19

9 **DIWEDDARIAD ADOLYGIAD O DAI GWARCHOD** (Tudalennau 135 - 148)

Adroddiad Prif Swyddog (Tai ac Asedau) - Aelod Cabinet dros Dai

**Pwrpas:** Darparu trosolwg a diweddariad ar yr Adolygiad o Dai Gwarchod.

Mae'r dudalen hon yn wag yn bwrpasol

# Eitem ar gyfer y Rhaglen 3

## **COMMUNITY HOUSING & ASSETS OVERVIEW & SCRUTINY COMMITTEE** **25 SEPTEMBER 2020**

Minutes of the meeting of the Community, Housing & Assets Overview & Scrutiny Committee of Flintshire County Council held as a remote attendance meeting on Friday, 25 September 2020

### **PRESENT: Ian Dunbar (Chairman)**

Councillors: Geoff Collett, Ron Davies, Adele Davies-Cooke, Mared Eastwood, Veronica Gay, Ray Hughes, Dennis Hutchinson and Kevin Rush

**APOLOGIES:** Councillor: Brian Lloyd, Billy Mullin and Ian Roberts

**ALSO PRESENT:** Councillor Patrick Heesom attended as an observer

**CONTRIBUTORS:** Councillor Dave Hughes, Cabinet Member for Housing; Chief Executive; Chief Officer (Housing & Assets), Housing & Assets Senior Manager, Housing Strategy Manager, Housing & Prevention Senior Manager, Revenues Manager, Benefits Manager and Business Performance Team Manager

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

### **1. APPOINTMENT OF CHAIR**

The Facilitator advised that it had been confirmed at the Annual Meeting of the County Council that the Chair of the Committee should come from the Labour Group. The Committee was advised that Councillor Ian Dunbar had been appointed to this role for the municipal year.

#### **RESOLVED:**

That the appointment of Councillor Ian Dunbar as Chairman of the Committee be noted.

### **2. APPOINTMENT OF VICE-CHAIR**

Councillor Ron Davies nominated Councillor Ray Hughes as Vice-Chair of the Committee and this was seconded by Councillor Kevin Rush. There were no further nominations. On being put to the vote, this was carried.

#### **RESOLVED:**

That Councillor Ray Hughes be appointed Vice-Chair of the Committee.

### **3. DECLARATIONS OF INTEREST**

None were received.

#### **4. MINUTES**

The minutes of the meeting held on 7 July, 2020 were approved, as moved and seconded by Councillors Ron Davies and Dennis Hutchinson.

#### **RESOLVED:**

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

#### **5. EMERGENCY SITUATION BRIEFING (VERBAL)**

The Chief Executive explained that the current situation was fluid. He and his Chief Officer colleagues would be ensuring that Members received short up to date verbal briefings at the start of the meetings. He also commented that it may yet be necessary to reinstate the situational briefings which had been delivered to members during the first six months of the emergency.

#### **RESOLVED:**

That the verbal update be noted.

#### **6. TERMS OF REFERENCE OF THE COMMITTEE**

The Community & Education Overview & Scrutiny Facilitator presented the report to receive the revised terms of reference for the Committee as agreed by Council. At the Council's Annual Meeting, Chairs had been appointed to the five Overview & Scrutiny committees within the new structure with amended terms of reference. Changes to the remit of this Committee included the removal of regeneration items to the Environment & Regeneration Overview & Scrutiny Committee and the addition of the following items:

- Property and Design Consultancy
- Valuation and Estates
- Facilities Services
- Community Assets
- Community Assets Transfer Programme
- NEWydd

#### **RESOLVED:**

That the terms of reference, as agreed by Council are appended to the report, be noted.

#### **7. RECOVERY STRATEGY**

The Chief Executive presented a report to provide the Committee with oversight of recovery planning for its portfolio areas as part of the strategy for the resumption of full democratic governance. Feedback from each of the Overview & Scrutiny committees on the risk registers, recovery priorities and revised performance indicator targets for their respective areas would be reported to Cabinet prior to publication of a full Recovery Strategy.

A presentation showing the handover from response to recovery covered the following points:

- Recommendations from Cabinet
- Objectives of the Recovery Strategy
- Response Objectives
- Examples of local achievements in Response
- Recovery - handover arrangements
- Regional and Local Recovery Structures
- Recovery Objectives - Services
- Recovery Activities
- Community Recovery
- Council Plan and Performance
- Democratic Governance of Recovery

The Chief Officer (Housing & Assets) and Senior Managers gave a detailed presentation on the risk register for the service portfolio which covered the following:

- Housing & Assets Risks
- Risk Allocation
- Risk Trend
- Financial
- Workforce
- Property and Assets
- Governance and Legal
- Homeless Prevention Services

The Facilitator suggested that Members consider risks of ongoing concern and how best to report them to the Committee to inform the forward work programme. She said that she would liaise with the Chairman, Chief Officer and Senior Management Team to populate the forward work programme for submission at the next Committee meeting.

In response to a question around void properties, the Housing & Assets Senior Manager advised that there were a broad range of void properties across the County, mainly 1 and 2 bedroom properties.

In response to a question around disabled facilities grants, the Benefits Manager advised that work had resumed on medium and large projects. She assured the Committee that the most urgent cases had continued during the emergency situation but outlined the nervousness of some people of having trades people within their home so they were working closely with these people. She also provided an update on the work undertaken with the Procurement Team to ensure greater involvement with contractors prior to work commencing at a property.

The Committee was asked to support the recommendations including the immediate recovery priorities identified in the report, alongside agreeing with the risk

analysis and mitigating actions. These were moved by Councillor Ron Davies and seconded by Councillor Dennis Hutchinson.

**RESOLVED:**

- (a) That the full set of immediate strategic priorities for recovery of the portfolio as set out in the report be agreed, together with the risk analysis and mitigating actions both live and planned; and
- (b) That a forward work programme for the Committee be rebuilt for the remainder of the 2020/21 Council year with recovery planning at its core.

**64. MEMBERS OF THE PRESS IN ATTENDANCE**

There were no members of the press in attendance.

(The meeting started at 10.00 am and ended at 11.36 p.m.)

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**Chairman**



# Eitem ar gyfer y Rhaglen 5



## COMMUNITY, HOUSING & ASSETS OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Wednesday 4 <sup>th</sup> November, 2020
<b>Report Subject</b>	Forward Work Programme and Action Tracking
<b>Cabinet Member</b>	Not applicable
<b>Report Author</b>	Community & Enterprise Overview & Scrutiny Facilitator
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

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

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

The report also shows actions arising from previous meetings of the Community, Housing & Assets Overview & Scrutiny Committee and the progress made in completing them. Any outstanding actions will be continued to be reported to the Committee as shown in Appendix 2.

### RECOMMENDATIONS

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

## **REPORT DETAILS**

<b>1.00</b>	<b>EXPLAINING THE FORWARD WORK PROGRAMME AND ACTION TRACKING</b>
1.01	Items feed into a Committee's Forward Work Programme from a number of sources. Members can suggest topics for review by Overview & Scrutiny Committees, members of the public can suggest topics, items can be referred by the Cabinet for consultation purposes, or by County Council or Chief Officers. Other possible items are identified from the Cabinet Work Programme and the Improvement Plan.
1.02	<p>In identifying topics for future consideration, it is useful for a 'test of significance' to be applied. This can be achieved by asking a range of questions as follows:</p> <ol style="list-style-type: none"><li>1. Will the review contribute to the Council's priorities and/or objectives?</li><li>2. Is it an area of major change or risk?</li><li>3. Are there issues of concern in performance?</li><li>4. Is there new Government guidance of legislation?</li><li>5. Is it prompted by the work carried out by Regulators/Internal Audit?</li><li>6. Is the issue of public or Member concern?</li></ol>
1.03	In previous meetings, requests for information, reports or actions have been made. These have been summarised as action points. Following a meeting of the Corporate Resources Overview & Scrutiny Committee in July 2018, it was recognised that there was a need to formalise such reporting back to Overview & Scrutiny Committees, as 'Matters Arising' was not an item which can feature on an agenda.
1.04	It was suggested that the 'Action tracking' approach be trialled for the Corporate Resources Overview & Scrutiny Committee. Following a successful trial, it was agreed to extend the approach to all Overview & Scrutiny Committees.
1.05	The Action Tracking details including an update on progress is attached at Appendix 2.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	None as a result of this report.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	In some cases, action owners have been contacted to provide an update on their actions.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	None as a result of this report.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 – Draft Forward Work Programme Appendix 2 – Action Tracking for the Community, Housing & Assets OSC.

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	Minutes of previous meetings of the Committee as identified in Appendix 2.  <b>Contact Officer:</b> Ceri Shotton Overview & Scrutiny Facilitator <b>Telephone:</b> 01352 702305 <b>E-mail:</b> <a href="mailto:ceri.shotton@flintshire.gov.uk">ceri.shotton@flintshire.gov.uk</a>

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

Mae'r dudalen hon yn wag yn bwrpasol

COMMUNITY, HOUSING & ASSETS OVERVIEW & SCRUTINY FORWARD WORK PROGRAMME

**CURRENT FWP**

Date of meeting	Subject	Purpose of Report	Scrutiny Focus	Report Author	Submission Deadline
<p><b>Wednesday 16<sup>th</sup> December 2020</b></p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Tudalen 13</p>	<p><b>Emergency Situation Briefing (Verbal)</b></p>	<p>To update on the latest position and the risks and implications for Flintshire and service and business continuity.</p>	<p>Information Sharing</p>	<p>Chief Executive</p>	
	<p><b>Mid-Year Council Plan Monitoring Report 2020/21</b></p>	<p>To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan.</p>	<p>Assurance Monitoring</p>	<p>Overview &amp; Scrutiny Facilitator</p>	
	<p><b>Recovery Strategy</b></p>	<p>To provide oversight on the recovery planning for the Committee's respective portfolio(s).</p>	<p>Assurance Monitoring</p>	<p>Chief Officer (Housing &amp; Assets)</p>	
	<p><b>Anti-Social Behaviour Policy</b></p>	<p>To consider the Anti-Social Behaviour Policy and provide observations and comments for further consideration.</p>	<p>Consultation</p>	<p>Housing Manager</p>	
	<p><b>Housing Rent Income</b></p>	<p>To provide an operational update on rent collection and current arrear levels.</p>	<p>Assurance Monitoring</p>	<p>Revenues Manager</p>	
	<p><b>Welfare Reform Update</b></p>	<p>To provide an update on the impact of Welfare Reform on Flintshire Residents.</p>	<p>Assurance Monitoring</p>	<p>Benefits Manager</p>	

COMMUNITY, HOUSING & ASSETS OVERVIEW & SCRUTINY FORWARD WORK PROGRAMME

	<b>Community Benefit - WATES</b>	To provide information on the Community Benefit being delivered through the SHARP Programme.	Information Sharing	Housing Strategy Manager Angie Eardley and Keith Harris – Wates	
<p><b>Wednesday 20<sup>th</sup> January 2021</b></p> <p><b>Briefing session at 9am - Housing First</b></p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>Tudalen 14</b></p>	<b>Council Plan 2020/21</b>	To consider the proposed Council Plan for 2020/21 with specific focus on the Committee's respective portfolio(s).	Consultation	Chief Officer (Housing & Assets)	
	<b>Housing Revenue Account (HRA)</b>	To consider the proposed Housing Revenue Account (HRA) Budget for 2020/21 and the HRA Business Plan.	Consultation	Chief Officer (Housing & Assets)	
	<b>Housing Strategy Update</b>	To provide an update on the Housing Strategy	Information Sharing	Housing Strategy Manager	
	<b>NEW Homes Business Plan</b>	To consider the NEW Homes Business Plan	Consultation	Housing Strategy Manager	
	<b>Flintshire Food Enterprise and the Food Poverty Response</b>	To outline the work of the Flintshire Food Enterprise and its response to Food Poverty	Information Sharing	Benefits Manager	
<p><b>Wednesday 10<sup>th</sup> March 2021</b></p>	<b>Homelessness</b>	To provide an update on the work undertaken to prevent homelessness across Flintshire.	Assurance Monitoring	Housing and Prevention Senior Manager	
	<b>Regeneration of Existing Stock</b>	To outline the work being undertaken in regenerating the Council's existing housing stock	Information Sharing	Housing & Assets Senior Manager	

COMMUNITY, HOUSING & ASSETS OVERVIEW & SCRUTINY FORWARD WORK PROGRAMME

	<b>Disabled Facilities Grant (DFG)</b>	To provide an update on the ongoing work to improve the service	Assurance Monitoring	Benefits Manager	
<b>Wednesday 28<sup>th</sup> April 2021</b>	<b>Empty Homes</b>	To provide an overview of the work undertaken by the Empty Homes Service, and outline the new approach Welsh Government is promoting in respect of this area	Information Sharing	Public Protection Manager – Community	
	<b>Community Asset Transfer Programme</b>	To provide an update on the Community Asset Transfer Programme	Assurance Monitoring	Chief Officer (Housing & Assets)	
	<b>NEWydd Cleaning and Catering</b>	To provide an update on the Business Plan for NEWydd Cleaning and Catering Services	Assurance Monitoring	Facilities Services Operations Manager	
<b>Wednesday 16<sup>th</sup> June 2021</b>	<b>Housing Rent Income - Year end outturn and latest position for 2021/22</b>	To provide the Year end outturn for 2020/21 and an operational update on rent collection and current arrear levels for 2021/22.	Monitoring Assurance	Revenues Manager	
	<b>Welfare Reform Update</b>	To provide an update on the impact of Welfare Reform on Flintshire Residents.	Monitoring Assurance	Benefits Manager	
	<b>Renting Homes (Wales) Act 2016</b>	To provide an update on the Renting Homes (Wales) Act 2016 following it becoming fully enacted.	Information Sharing	Chief Officer (Housing & Assets)	

Tudalen 11

# COMMUNITY, HOUSING & ASSETS OVERVIEW & SCRUTINY FORWARD WORK PROGRAMME

## REGULAR ITEMS

Month	Item	Purpose of Report	Responsible / Contact Officer
<b>Quarterly / Annual</b>	<b>Performance Reporting</b>	To consider performance outturns for improvement targets against directorate indicators.	Chief Officer (Housing and Assets)  Chief Officer (Planning, Environment and Economy)
<b>Six monthly</b>	<b>Welfare Reform Update – including Universal Credit</b>	To update Members on the impact of Welfare Reform and the cost to the Council.	Benefits Manager
<b>Six monthly</b>	<b>Update on North East Wales Homes &amp; Property Management</b>	To update Members on the work of the North East Wales Homes & Property Management	Housing Strategy Manager
<b>Annually – September</b>	<b>WHQS Capital Programme – Delivery review update</b>	To provide an update on progress of the Welsh Housing Quality Standards (WHQS), that the Council is delivering through its Capital Investment Programme. Report to include information around the use of local labour and number of apprentices and school leavers.	Chief Officer (Housing and Assets)
<b>Quarterly</b>	<b>Update on Housing Rent Income</b>	To provide an update on rent collection and current arrear levels	Revenues Manager



**ACTION TRACKING FOR THE COMMUNITY, HOUSING & ASSETS OVERVIEW & SCRUTINY COMMITTEE**

<b>Meeting Date</b>	<b>Agenda item</b>	<b>Action Required</b>	<b>Action Officer(s)</b>	<b>Action taken</b>	<b>Timescale</b>
25.09.2020	8. Recovery Strategy	The Facilitator to liaise with the Chief Officer, Senior Management Team and Chairman on the revised FWP prior to submission at the next Committee meeting.	Neal Cockerton and Ceri Shotton	FWP has been updated and reviewed by the Chairman.	Completed

Mae'r dudalen hon yn wag yn bwrpasol

# Eitem ar gyfer y Rhaglen 6



## COMMUNITY, HOUSING & ASSETS OVERVIEW AND SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Wednesday 4 <sup>th</sup> November, 2020
<b>Report Subject</b>	Budget 2021/22 - Stage 1
<b>Cabinet Member</b>	Cabinet Member for Housing
<b>Report Author</b>	Corporate Finance Manager, Chief Executive and Chief Officer (Housing & Assets)
<b>Type of Report</b>	Strategic

### **EXECUTIVE SUMMARY**

A report to Cabinet in October provided an update on the financial forecast for 2021/22 and the following two financial years. The report is attached as Appendix 1.

A full review of the forecast has been undertaken to build an accurate and robust baseline of cost pressures that will need to be funded. The review has taken into full account the ongoing impacts of the emergency situation including the speed of recovery of income against set targets.

Due to the current level of uncertainty scenarios have been presented in a range of low to high.

The report also sets out the limited solutions available to fund these cost pressures. The funding strategy is highly dependent on sufficient national funding for local government, a position which is unchanged since the budget for 2020/21 was set.

The details of the cost pressures for Community, Housing & Assets are included within this report. The Committee is invited to review the costs pressures and risks, and to advise on any potential efficiency options to explore.

A slide presentation will be made at the meeting.

## RECOMMENDATIONS

1	That the Committee reviews and comments on the Community, Housing and Assets cost pressures.
2	That the Committee advises on any areas of cost efficiency it would like to be explored further.
3	That the Committee reviews and advises on the overall budget strategy.

## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE FINANCIAL FORECAST</b>
1.01	A report to Cabinet in October provided an update of the overall financial forecast for 2021/22.
1.02	Due to the current level of uncertainty scenarios have been presented in a range of low to high.
1.03	As in recent years the budget for 2021/22 will be considered in stages. This is a first stage report which details the forecast and the cost pressures which make-up the total budget requirement.
1.04	<p><b>Revisions to the Forecast</b></p> <p>All inflationary, demand-led service and other cost pressures have been reviewed and evaluated.</p> <p>The cost pressures have been categorised as:</p> <ul style="list-style-type: none"><li>- Prior Year Decisions/ Approvals</li><li>- Loss of Income</li><li>- Legislative/Unavoidable Indexation</li><li>- Issues requiring national resolution</li><li>- National Funding Requirements (Pay Awards)</li><li>- Strategic Considerations</li></ul>
1.05	The full details of the forecast are attached to this report in Appendix 1. A summary is given below.

**Table 1. Revised Summary 2021/22**

Summary of Pressures	21 / 22		
	L	M	T
	£m	£m	£m
Prior Year Decisions/Approvals	1.257	1.257	1.257
Income Loss	0.708	0.876	1.261
Legislative/Unavoidable Indexation Pressures	0.576	0.576	0.576
National Resolution Pressures	3.652	4.359	7.079
National Funding Requirement (Pay)	5.787	6.949	8.073
Strategic Decisions	2.444	5.619	9.090
<b>Total Pressures</b>	<b>14.423</b>	<b>19.636</b>	<b>27.336</b>

1.06 This report sets out in detail the cost pressures within the portfolio of this Committee.

1.07 **Corporate Portfolio Pressures**

These are set out in the paragraphs which follow.

1.08 **Table 2: Housing & Assets Pressures**

Pressure Title	£m	Note
<b>Prior Year Decisions/Approvals</b>		
<ul style="list-style-type: none"> <li>Unrealised Efficiency - Postages – Benefits</li> </ul>	0.041	1.
<b>Loss of Income</b>		
<ul style="list-style-type: none"> <li>Sale of Newtech Square</li> <li>Enterprise Centres - reduced occupancy levels</li> </ul>	0.095 0.050	2. 3.
<b>Requiring National Resolution</b>		
<ul style="list-style-type: none"> <li>Benefits - Council Tax Reduction Scheme (CTRS)</li> </ul>	1.172 - 1.654	4.
<b>Strategic Decisions</b>		
<ul style="list-style-type: none"> <li>Benefits Service - Additional Staffing</li> <li>Carelink - Alarm Monitoring Contract</li> <li>Carelink Budget Issue - Housing Support Grant (HSG)</li> </ul>	0.300 0.125 0.216	5. 6. 7.

1. Unrealised Efficiency - Postage - Benefits - This covers an efficiency which planned to levy a charge on each notification letter as well as to increase the number of electronic invoices issued. Though the number of electronic invoices has increased, the overall number has also increased making the remaining efficiency unachievable. The pressure now sits within the Governance portfolio following an agreed permanent budget virement.
2. Sale of Newtech Square - The sale of this income generating asset was completed in September resulting in a significant capital receipt which will help to finance the Council's capital programme. The pressure item reflects the annual loss of rent income to the Property Holdings revenue budget.
3. Enterprise Centres - reduced occupancy levels - the income budget reflects full occupancy levels which haven't been achieved for many years and are considered unlikely to be reached in the future, particularly at the Greenfield Enterprise Centre site.
4. Benefits - Council Tax Reduction Scheme (CTRS) - the economic impacts of the COVID-19 pandemic have influenced a significant increase in take-up of the CTRS in 2020/21. This demand is expected to continue to grow following the cessation of the UK Government furlough scheme. Welsh Government have confirmed funding support for the 2020/21 quarter 1 impact and are currently considering support for quarter 2 onwards. This area is identified as a significant risk in the monthly monitoring report.
5. Benefits - additional staffing - to support the team to deal with the additional claims for Universal Credit and to support individuals in financial hardship arising from the ongoing economic implications of the COVID-19 pandemic.
6. Carelink - Alarm Monitoring Contract – the previous service provider gave notice to terminate the contract which led to a tendering exercise and the engagement of a new service provider. This pressure reflects the additional cost to the Council of the new contractual arrangements.
7. Carelink - Budget Issue - Housing Support Grant (HSG) - the Carelink budget reflects an income target for allocation of Housing Support Grant which is unachievable due to not meeting the eligibility criteria. This pressure item will address this grant funding shortfall with phasing over 2021/22 and 2022/23.

1.09

**Table 3: Summary of Pressures for Community, Housing & Assets**

Portfolio	Low (£m)	Medium (£m)	Top (£m)
Housing & Assets	1.999	2.241	2.481
<b>Total</b>	<b>1.999</b>	<b>2.241</b>	<b>2.481</b>

1.10	<p><b>Strategic Funding Solutions</b></p> <p>The solutions available to the Council to fund the cost pressures outlined in the report are three-fold:-</p> <ul style="list-style-type: none"> <li>- Government Funding (Aggregate External Finance)</li> <li>- Local Taxation and Income</li> <li>- Service Transformation and Efficiencies</li> </ul> <p>We can also consider suppressing the budget requirement by not making full budget provision for some risks and treating them as 'Open Risks' to be managed in-year.</p> <p>The funding strategy is highly dependent on sufficient national funding for local government.</p>														
1.11	<p><b>Budget Timeline</b></p> <p>The draft Welsh Government Budget has provisionally been set for 8 December 2020 with the Final Budget set for 2 March 2021. However, UK Government has recently announced that they will not be publishing an autumn budget as planned, so the Welsh Government dates may be subject to change.</p> <p>An outline of the local budget timeline at this stage is set out in the table below:</p> <p><b><u>Table 4: Budget Timeline</u></b></p> <table border="1" data-bbox="320 1189 1385 1451"> <thead> <tr> <th data-bbox="320 1189 703 1227">Date</th> <th data-bbox="703 1189 1385 1227">Event</th> </tr> </thead> <tbody> <tr> <td data-bbox="320 1227 703 1265">November</td> <td data-bbox="703 1227 1385 1265">Overview and Scrutiny Committees</td> </tr> <tr> <td data-bbox="320 1265 703 1303">8/9 December</td> <td data-bbox="703 1265 1385 1303">WG Draft Budget/Provisional Settlement</td> </tr> <tr> <td data-bbox="320 1303 703 1341">15 December</td> <td data-bbox="703 1303 1385 1341">Cabinet</td> </tr> <tr> <td data-bbox="320 1341 703 1379">19 January</td> <td data-bbox="703 1341 1385 1379">Cabinet</td> </tr> <tr> <td data-bbox="320 1379 703 1417">16 February</td> <td data-bbox="703 1379 1385 1417">Cabinet and Council</td> </tr> <tr> <td data-bbox="320 1417 703 1451">2/3 March</td> <td data-bbox="703 1417 1385 1451">WG Final Budget/Settlement</td> </tr> </tbody> </table>	Date	Event	November	Overview and Scrutiny Committees	8/9 December	WG Draft Budget/Provisional Settlement	15 December	Cabinet	19 January	Cabinet	16 February	Cabinet and Council	2/3 March	WG Final Budget/Settlement
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<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	As set out in the report.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	As set out in the report.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	As set out in the report.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 - Cabinet Report 20 <sup>th</sup> October 2020 – Medium Term Financial Strategy and Budget 2021/22

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p>Cabinet Report 20<sup>th</sup> October 2020 – Medium Term Financial Strategy and Budget 2021/22</p> <p><b>Contact Officer:</b> Gary Ferguson, Corporate Finance Manager  <b>Telephone:</b> (01352) 702271  <b>E-mail:</b> gary.ferguson@flintshire.gov.uk</p>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<p><b>Specific Grants:</b> An award of funding from a grant provider (e.g. Welsh Government) which must be used for a pre-defined purpose.</p> <p><b>Annual Settlement:</b> the amount of its funds the Welsh Government will allocate annually to local government as a whole, as part of its total budget and to individual councils one by one. The amount of Revenue Support Grant each council will receive is based on a complex distribution formula for awarding Aggregate External Finance (AEF). The formula is underpinned by assessments of local need based, for example, of population size and demographics and levels of social deprivation.</p> <p><b>Financial Year:</b> the period of 12 months commencing on 1 April</p> <p><b>Revenue:</b> a term used to describe the day to day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.</p> <p><b>Budget:</b> a statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.</p>





## CABINET

<b>Date of Meeting</b>	Tuesday, 20 <sup>th</sup> October 2020
<b>Report Subject</b>	Medium Term Financial Strategy and Budget 2021/22
<b>Cabinet Member</b>	Cabinet Member for Finance for Finance
<b>Report Author</b>	Corporate Finance Manager and Chief Executive
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

The Council works to a cycle of reviewing its Medium Term Financial Strategy (MTFS) on an annual basis.

This report provides an update on the financial forecast for 2021/22 and the following two financial years.

A full review of the forecast has been undertaken to build an accurate and robust baseline of cost pressures that will need to be funded. The review has taken into full account the ongoing impacts of the emergency situation including the speed of recovery of key income targets.

The main purpose of this report is to set out in detail the forecast cost pressures for 2021/22 prior to referral for review and challenge to Overview and Scrutiny Committee.

The report also sets out the solutions available to fund these cost pressures. The funding strategy is highly dependent on sufficient national funding for local government and is unchanged since the budget for 2020/21 was set.

## RECOMMENDATIONS

1	To (1) note the overall forecast for the period 2021/22 – 2023/24 and (2) refer the list of cost pressures for 2021/22 to Overview and Scrutiny Meetings in November for review and challenge.
2	To note the solutions available to meet these cost pressures and re-set the funding strategy for 2021/22.

## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE MEDIUM TERM FINANCIAL STRATEGY FORECAST 2021/22 – 2023/24</b>
1.01	<p>The Council has a cycle of reviewing its Medium Term Financial Strategy (MTFS) on an annual basis.</p> <p>This report provides an update on the forecast position, last reported in full in February, for 2021/22 and the following two financial years.</p>
1.02	<p>When setting the budget for 2020/21 a projected estimate was reported for the major cost pressures predicted over the next two years. The forecast was based on (1) annual pay increases trending at 2% (2) similar level of commissioning cost pressures within Social Services and (3) other known pressures at that time. The total of all cost pressures identified at the time totaled £9.829m for 2021/22 and £7.433m for 2022/23.</p>
1.03	<p>A full review of the forecast has been undertaken to build an accurate and robust baseline of cost pressures that will need to be funded. The review has taken into full account the ongoing impacts of the emergency situation including the speed of recovery of key income targets.</p>
	<b>The National Position</b>
1.04	<p>The impact of the pandemic continues to have a significant impact on the Council's cost base and its ability to generate income. The Welsh Government has made a number of funding announcements over the last few months which have given some certainty as to how these additional costs and income losses can be recouped in the current financial year.</p>
1.05	<p>The Autumn Budget of the UK Government has been postponed. This, in turn, has caused budget uncertainty for Welsh Government. It is expected that there will still be some form of a UK Spending Review on a date to be announced.</p>

	<b>Updates to the Financial Forecast</b>
1.06	Over the summer the inflationary and demand led service cost pressures have been assessed and this report provides in detail the outcome of this work.
1.07	<p>The cost pressures have been categorised as:</p> <ul style="list-style-type: none"> <li>- Prior Year Decisions/ Approvals</li> <li>- Loss of Income</li> <li>- Legislative/Unavoidable Indexation</li> <li>- Issues requiring national resolution</li> <li>- National Funding Requirements (Pay Awards)</li> <li>- Strategic Considerations</li> </ul> <p>Appendix 1 sets out the latest position for the Medium Term Financial Forecast in detail and includes ranges where pressures are subject to sensitivities such as national pay awards, ongoing uncertainty due to the pandemic or where they can be subject to some choice regarding the level of service to be provided. In summary the ranges are:</p> <ul style="list-style-type: none"> <li>- 2021/22 - £14.423m - £27.336m</li> <li>- 2022/23 - £9.447m - £13.036m</li> <li>- 2023/24 - £8.982m - £11.996m</li> </ul> <p>Forecasts for 2022/23 and 2023/24 will continue to be refined alongside the work to agree the 2021/22 budget as decisions made throughout the process will impact on the projections for later years.</p> <p>The main purpose of this report is to set out in detail the forecast cost pressures for 2021/22 prior to referral for review and challenge to Overview and Scrutiny Committee.</p>
1.08	<p><b>Prior Year Decisions/ Approvals</b></p> <p>These are built-up of commitments and adjustments made in prior years and include:</p>
1.09	<p><b>Marleyfield Residential Care Home</b></p> <p>The cost pressure of £0.425m for the additional revenue costs of the expansion of in house residential care services to meet increasing demand.</p>
1.10	<p><u>Minimum Revenue Provision</u></p> <p>This is the amount set aside for the repayment of debt for historic capital spend. The policy was changed to the annuity method a couple of years ago and the annual inflationary uplift of £0.300m needs to be included in the budget on a recurring basis.</p>
1.11	<p><u>One-Off Efficiencies/Pressures Dropping Out</u></p> <p>The benefit of a Single Person Discount review has a one-off benefit in the current financial year and will be built into the overall Council Tax base</p>

	calculation for 2021/22. In addition a pressure in relation to social services day services that was included in 2019/20 budget is no longer required.
1.12	<p><u>Unrealised Efficiencies</u></p> <p>There are a number of areas relating to previous year efficiencies which are not able to be achieved. Some of these are due in part to changes in demand on services or lower than anticipated take-up on schemes such as the salary sacrifice scheme.</p>
1.13	<p><b>Loss of Income</b></p> <p>Reductions in demand is impacting on budgeted income levels across a wide range of service areas and include:</p>
1.14	<p><u>Reduced Energy Sales</u></p> <p>Due to a reduction in the levels of income generated by sales of Electricity which is dependent on the availability of gas produced by two closed landfill sites.</p>
1.15	<p><u>Recyclates</u></p> <p>Due to fluctuations in both the volumes of recycling waste and the amount of rebate available for certain recyclates in the current market. The volatility of the market makes it difficult to predict an accurate figure so at this stage a range of £0.299m to £0.730m is included.</p>
1.16	<p><u>Sale of Newtech Square</u></p> <p>Due to the loss of revenue income to the Council as a result of the sale of the asset which will result in a capital receipt to support our Capital Programme.</p>
1.17	<p><u>Markets</u></p> <p>Due to the need to reflect the current level of activity which has reduced over time as well as footfall being impacted due to the impact of the pandemic.</p>
1.18	<p><b>Legislative/Unavoidable Indexation</b></p> <p>The pressures within this category are a combination of legislative changes and indexation increases to organisations where we have no direct control and include:</p>
1.19	<p><u>'Sleep-In' Pay Ruling</u></p> <p>The outcome of a ruling by the Supreme Court for Sleep-In Shifts is due shortly which may mean allowances will need to be increased.</p>
1.20	<p><u>Private Water Supplies</u></p> <p>Due to the need to meet statutory obligations in relation to risk assessments for all water supplies in the Local Authority area. These include initial assessment, ongoing monitoring and enforcement where necessary.</p>

1.21	<p><u>North Wales Fire and Rescue Authority (NWFRA)</u></p> <p>The NWFRA levy is agreed each year and the Council is likely to need to contribute an inflationary uplift. The principle of adding NWFRA levy increase to the local taxation bill will need to be continued.</p>
	<p><b>Issues Requiring National Resolution</b></p>
1.22	<p><u>Council Tax Income / Council Tax Reduction Scheme</u></p> <p>The Pandemic has resulted in a significant increase in demand for the Council Tax Reduction Scheme (CTRS) and the receipt of Council Tax income is currently well below target.</p> <p>Both of these issues are acknowledged by Welsh Government and discussions will need to continue to secure additional funding supported by the WLGA.</p> <p>The cost of indexation for social care commissioning is also included here and the same principle applies, particularly in view of the current demand pressures in this area.</p>
	<p><b>National Pay Awards</b></p>
1.23	<p>The impact of the nationally agreed pay awards for Teacher Pay and Non Teacher Pay are included in this category. The increases are not yet known so a range of potential impacts from 2% - 3.5% have been included at this stage for modelling purposes.</p> <p>The figures also include the estimated impact of the 2020/21 pay awards being higher than the 2% included in the budget. Whilst the in-year impact of a higher pay award will need to be met by reserves in the current financial year, the recurring impact will need to be built into the budget for 2021/22.</p>
1.24	<p><b>Strategic Considerations</b></p> <p>There are a number of areas where further strategic consideration are required over the coming months before the outcome can be included in the formal budget process.</p>
1.25	<p><u>Transport</u></p> <p>School Transport – to address fluctuations in the number of school days per year based on current operator costs as well as additional demand due to change of routes.</p> <p>Post 16 transport – to reflect shortfall in efficiency due to a policy change following changes in regulations - flagged as a risk in the 2020/21 budget.</p> <p>Social Care Transport – due to an increase in demand within both Adult and Children’s Services.</p>

1.26	<p><u>Social Care</u></p> <p>Transition to Adulthood – to reflect the additional cost of young people transitioning from Children to Adult Services. The range reflects different scenarios based on demand estimates and levels of support requirements.</p> <p>Children’s Registered Care Home – The Council is looking at options to support a reduction in the number of Out of County Placements and is reviewing options to deliver care in house. Support from Welsh Government is also being sought.</p>																																						
1.27	<p><u>Education</u></p> <p>Secondary School Funding – due to a requirement to address school deficits which was a recommendation within the Estyn report. The issue is twofold 1) to address the existing deficit position and 2) to try and ensure that schools are funded to the level needed. This may need to be a longer term strategy.</p> <p>Additional Learning Needs – due to a statutory obligation to meet the requirements of the new Additional Learning Needs &amp; Educational Tribunal Act which is due to be implemented in 2021/22. This will require additional resources for both schools and for the local authority in relation to the provision of support for Children.</p>																																						
1.28	<p>The table below summarises all cost pressures:</p> <p><b>Table 1: Updated Budget Requirement Forecast 2021/22</b></p> <table border="1" data-bbox="300 1115 1342 1659"> <thead> <tr> <th rowspan="3">Summary of Pressures</th> <th colspan="3">2021 / 22</th> </tr> <tr> <th>L</th> <th>M</th> <th>H</th> </tr> <tr> <th>£m</th> <th>£m</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td>Prior Year Decisions/Approvals</td> <td>1.257</td> <td>1.257</td> <td>1.257</td> </tr> <tr> <td>Income Loss</td> <td>0.708</td> <td>0.876</td> <td>1.261</td> </tr> <tr> <td>Legislative/Unavoidable Indexation Pressures</td> <td>0.576</td> <td>0.576</td> <td>0.576</td> </tr> <tr> <td>National Resolution Pressures</td> <td>3.652</td> <td>4.359</td> <td>7.079</td> </tr> <tr> <td>National Funding Requirement (Pay)</td> <td>5.787</td> <td>6.949</td> <td>8.073</td> </tr> <tr> <td>Strategic Decisions</td> <td>2.444</td> <td>5.619</td> <td>9.090</td> </tr> <tr> <td><b>Total Pressures</b></td> <td><b>14.423</b></td> <td><b>19.636</b></td> <td><b>27.336</b></td> </tr> </tbody> </table>	Summary of Pressures	2021 / 22			L	M	H	£m	£m	£m	Prior Year Decisions/Approvals	1.257	1.257	1.257	Income Loss	0.708	0.876	1.261	Legislative/Unavoidable Indexation Pressures	0.576	0.576	0.576	National Resolution Pressures	3.652	4.359	7.079	National Funding Requirement (Pay)	5.787	6.949	8.073	Strategic Decisions	2.444	5.619	9.090	<b>Total Pressures</b>	<b>14.423</b>	<b>19.636</b>	<b>27.336</b>
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1.29	<p><b>Risks Issues</b></p> <p><u>North Wales Growth Bid</u></p> <p>The above is reaching a key stage and it is likely that some capital borrowing costs will be incurred by the partnership for advance capital access to ‘front-load’ investment for priority projects, noting that the Government grant is paid over to the partnership on an annualised bases over fifteen years. The detail of the Growth Deal is being finalised and the partnership aim to keep capital</p>																																						

	borrowing costs to the lowest possible level. Final cost estimates, and how they are to be shared, will be reported when available.														
	<b>Strategic Funding Solutions</b>														
1.30	<p>The solutions available to the Council to fund the cost pressures outlined in the report can be spilt into three themes:-</p> <ul style="list-style-type: none"> <li>- Government Funding (Aggregate External Finance)</li> <li>- Local Taxation and Income</li> <li>- Service Transformation and Efficiencies</li> </ul> <p>We can also consider suppressing the budget requirement by not making full budget provision for some risks and treating them as ‘Open Risks’ to be managed in-year.</p> <p>The funding strategy is highly dependent on sufficient national funding for local government and is unchanged since the budget for 2020/21 was set.</p>														
1.31	<p><b>Government Funding (Aggregate External Finance)</b></p> <p>The Council receives the largest amount of its funding from Welsh Government in the form of the Revenue Support Grant (RSG).</p> <p>For the Council to be sustainable future settlements will need to reflect the national financial pressures imposed on councils that are outside of their e.g. pay awards and legislative cost pressures.</p>														
1.32	<p>In 2020/21 the Council received an increase of 3.7% on its RSG – 0.6% below the Welsh Average of 4.3%.</p> <p>The impact of a range of RSG scenarios ranging from 0% to 5% are set out below.</p> <p><b>Table 2 – RSG Uplift Scenarios</b></p> <table border="1"> <thead> <tr> <th>Percentage Increase</th> <th>0%</th> <th>1%</th> <th>2%</th> <th>3%</th> <th>4%</th> <th>5%</th> </tr> </thead> <tbody> <tr> <td>Increase (£m)</td> <td>0</td> <td>1.994</td> <td>3.988</td> <td>5.982</td> <td>7.975</td> <td>9.969</td> </tr> </tbody> </table>	Percentage Increase	0%	1%	2%	3%	4%	5%	Increase (£m)	0	1.994	3.988	5.982	7.975	9.969
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1.33	<p><b>Local Taxation and Income</b></p> <p>No assumptions have been made on the level of Council Tax increases for future years at this stage and a decision will need to be made during the budget process in the context of the overall position.</p> <p>The impact of a range of scenarios are detailed below ranging from 0% - 5%:</p>														

**Table 3: Council Tax Scenarios**

Percentage Increase	0%	1%	2%	3%	4%	5%
Increase (£m)	0.677	1.550	2.423	3.296	4.169	5.041

*Based on Estimated Council Tax Base for 21/22 and 98.7% collection rate*

Fees and charges remain unchanged and will be subject to indexation as per the Council Policy for Fees and Charges with the aim of achieving full cost recovery wherever possible.

1.34 **Service Transformation and Efficiencies**

There are no local budget choices presented at this stage. There are no efficiencies of scale remaining and the position has not changed since we set the last annual budget. The need for safe and resilient services has been highlighted by the response to the emergency situation. A realistic minimum target of £1m has been estimated as a contribution to the budget for 2021/22.

1.35 **'Open Risks'**

The forecast as presented is subject to decisions on the level of the financial pressures to be included in the base and whether to take some 'open risks' as explained in 1.30 above.

1.36 **Summary and Conclusions****Table 4: Potential Scenarios**

Gap at the Lower Level	14.423	14.423	14.423	14.423	14.423	14.423
Percentage Increase	0%	1%	2%	3%	4%	5%
	£m	£m	£m	£m	£m	£m
RSG	0	1.994	3.988	5.982	7.975	9.969
Efficiencies	1.000	1.000	1.000	1.000	1.000	1.000
Council Tax	0.677	1.550	2.423	3.296	4.169	5.041
<b>Total Potential Funding</b>	<b>1.677</b>	<b>4.544</b>	<b>7.411</b>	<b>10.278</b>	<b>13.144</b>	<b>16.010</b>
<b>Remaining Gap</b>	<b>12.746</b>	<b>9.879</b>	<b>7.012</b>	<b>4.145</b>	<b>1.279</b>	<b>(1.587)</b>

1.37 As shown in table 4 a minimum RSG uplift of between 4% and 5% is required to cover the current level of cost pressures at the lower end.



1.38 **Budget Timeline**

The draft Welsh Government Budget has provisionally been set for 8 December 2020 with the Final Budget set for 2 March 2021. However, UK Government have recently announced that they will not be presenting an Autumn budget this year so the Welsh Government dates may be subject to change.

An outline of the local budget timeline at this stage is set out in the table below:

**Table 5: Budget Timeline**

<b>Date</b>	<b>Event</b>
20 October	Cabinet
November	Overview & Scrutiny Committees
8/9 December	WG Draft Budget/Provisional Settlement
15 December	Cabinet
19 January	Cabinet
16 February	Cabinet and Council
2/3 March	WG Final Budget/Settlement

**2.00 RESOURCE IMPLICATIONS**

2.01 **Revenue:** the revenue implications for the 2021/22 budget are set out in the report.

**Capital:** there are no new implications for the approved capital programme for either the current financial year or for future financial years – the capital programme will be subject to a separate report

**Human Resources:** there are no implications for additional capacity or for any change to current workforce structures or roles at this stage.

<b>3.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>																					
3.01	<p><b>Ways of Working (Sustainable Development) Principles Impact</b></p> <table border="1" data-bbox="320 309 1383 1070"> <tr> <td data-bbox="320 309 743 674">Long-term</td> <td data-bbox="743 309 1383 674">Negative – the absence of longer-term funding settlements from Welsh Government means that sustainable support for service delivery is challenging for the longer term. Sustainable funding from Welsh Government that provides additional funding for Indexation, Service demands and new legislation will provide a positive and sustainable position for the Council in the longer term.</td> </tr> <tr> <td data-bbox="320 674 743 712">Prevention</td> <td data-bbox="743 674 1383 712">As above</td> </tr> <tr> <td data-bbox="320 712 743 750">Integration</td> <td data-bbox="743 712 1383 750">Neutral Impact</td> </tr> <tr> <td data-bbox="320 750 743 931">Collaboration</td> <td data-bbox="743 750 1383 931">Services continue to explore opportunities for collaboration with other services and external partners to support positive impacts.</td> </tr> <tr> <td data-bbox="320 931 743 1070">Involvement</td> <td data-bbox="743 931 1383 1070">Communication with Members, residents and other stakeholders throughout the budget process.</td> </tr> </table> <p><b>Well-Being Goals Impact</b></p> <table border="1" data-bbox="320 1182 1383 2101"> <tr> <td data-bbox="320 1182 743 1480">Prosperous Wales</td> <td data-bbox="743 1182 1383 1480">Longer term funding settlements from Welsh Government that provide additional funding for indexation, service demands and new legislation will aid sustainability and support a strong economy that encourage business investment in the region. The opposite will be true if settlements are inadequate.</td> </tr> <tr> <td data-bbox="320 1480 743 1662">Resilient Wales</td> <td data-bbox="743 1480 1383 1662">Continuation of services to support communities and social cohesion will have a positive impact. The opposite will be true if settlements are inadequate.</td> </tr> <tr> <td data-bbox="320 1662 743 1809">Healthier Wales</td> <td data-bbox="743 1662 1383 1809">An appropriate level of funding will ensure that communities are supported and will have a positive impact. The opposite will be true if settlements are inadequate.</td> </tr> <tr> <td data-bbox="320 1809 743 1957">More equal Wales</td> <td data-bbox="743 1809 1383 1957">A positive impact with greater parity of funding from Welsh Government for all Welsh Local Authorities. The opposite will be true if settlements are inadequate.</td> </tr> <tr> <td data-bbox="320 1957 743 2101">Cohesive Wales</td> <td data-bbox="743 1957 1383 2101">Appropriate level of funding will support services working alongside partners. The opposite will be true if settlements are inadequate.</td> </tr> </table>		Long-term	Negative – the absence of longer-term funding settlements from Welsh Government means that sustainable support for service delivery is challenging for the longer term. Sustainable funding from Welsh Government that provides additional funding for Indexation, Service demands and new legislation will provide a positive and sustainable position for the Council in the longer term.	Prevention	As above	Integration	Neutral Impact	Collaboration	Services continue to explore opportunities for collaboration with other services and external partners to support positive impacts.	Involvement	Communication with Members, residents and other stakeholders throughout the budget process.	Prosperous Wales	Longer term funding settlements from Welsh Government that provide additional funding for indexation, service demands and new legislation will aid sustainability and support a strong economy that encourage business investment in the region. The opposite will be true if settlements are inadequate.	Resilient Wales	Continuation of services to support communities and social cohesion will have a positive impact. The opposite will be true if settlements are inadequate.	Healthier Wales	An appropriate level of funding will ensure that communities are supported and will have a positive impact. The opposite will be true if settlements are inadequate.	More equal Wales	A positive impact with greater parity of funding from Welsh Government for all Welsh Local Authorities. The opposite will be true if settlements are inadequate.	Cohesive Wales	Appropriate level of funding will support services working alongside partners. The opposite will be true if settlements are inadequate.
Long-term	Negative – the absence of longer-term funding settlements from Welsh Government means that sustainable support for service delivery is challenging for the longer term. Sustainable funding from Welsh Government that provides additional funding for Indexation, Service demands and new legislation will provide a positive and sustainable position for the Council in the longer term.																					
Prevention	As above																					
Integration	Neutral Impact																					
Collaboration	Services continue to explore opportunities for collaboration with other services and external partners to support positive impacts.																					
Involvement	Communication with Members, residents and other stakeholders throughout the budget process.																					
Prosperous Wales	Longer term funding settlements from Welsh Government that provide additional funding for indexation, service demands and new legislation will aid sustainability and support a strong economy that encourage business investment in the region. The opposite will be true if settlements are inadequate.																					
Resilient Wales	Continuation of services to support communities and social cohesion will have a positive impact. The opposite will be true if settlements are inadequate.																					
Healthier Wales	An appropriate level of funding will ensure that communities are supported and will have a positive impact. The opposite will be true if settlements are inadequate.																					
More equal Wales	A positive impact with greater parity of funding from Welsh Government for all Welsh Local Authorities. The opposite will be true if settlements are inadequate.																					
Cohesive Wales	Appropriate level of funding will support services working alongside partners. The opposite will be true if settlements are inadequate.																					

	Vibrant Wales	As Healthier and Cohesive Wales above
	Globally responsible Wales	Neutral impact.

<b>4.00</b>	<b>CONSULTATIONS REQUIRED/CARRIED OUT</b>
4.01	The Forecast for 2021/22 – 2023/24 will be considered by Overview and Scrutiny Committees during November.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1. MTFS Forecast 21/22 – 23/24.

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	None.

<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<b>Contact Officer:</b> Gary Ferguson,, Corporate Finance Manager <b>Telephone:</b> 01352 702271 <b>E-mail:</b> <a href="mailto:gary.ferguson@flintshire.gov.uk">gary.ferguson@flintshire.gov.uk</a>

<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
8.01	<p><b>Medium Term Financial Strategy (MTFS):</b> a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period, and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.</p> <p><b>Revenue:</b> a term used to describe the day to day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.</p> <p><b>Budget:</b> a statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.</p>

**Revenue Support Grant:** the annual amount of money the Council receives from Welsh Government to fund what it does alongside the Council Tax and other income the Council raises locally. Councils can decide how to use this grant across services although their freedom to allocate according to local choice can be limited by guidelines set by Government.

**Specific Grants:** An award of funding from a grant provider (e.g. Welsh Government) which must be used for a pre-defined purpose.

**Welsh Local Government Association:** the representative body for unitary councils, fire and rescue authorities and national parks authorities in Wales.

**Financial Year:** the period of 12 months commencing on 1 April.

**Local Government Funding Formula:** The system through which the annual funding needs of each council is assessed at a national level and under which each council's Aggregate External Finance (AEF) is set. The revenue support grant is distributed according to that formula.

**Aggregate External Finance (AEF):** The support for local revenue spending from the Welsh Government and is made up of formula grant including the revenue support grant and the distributable part of non-domestic rates.

**Provisional Local Government Settlement:** The Provisional Settlement is the draft budget for local government published by the Welsh Government for consultation. The Final Local Government Settlement is set following the consultation.

**Funding Floor:** a guaranteed level of funding for councils who come under the all-Wales average change in the annual Settlement. A floor has been a feature of the Settlement for many years.

MTFS - SUMMARY OF PRESSURES	Revisions			Revisions			Revisions		
	2021/22			2022/23			2023/24		
	Bottom	Middle	Top	Bottom	Middle	Top	Bottom	Middle	Top
	£m	£m	£m	£m	£m	£m	£m	£m	£m
<b>Prior Year Decisions / Approvals</b>									
One Off Efficiencies dropping out (20/21)	0.300	0.300	0.300						
One Off Pressures dropping out (19/20)	(0.056)	(0.056)	(0.056)						
Unrealised Efficiency - Legal Svcs/Ind Est Review	0.092	0.092	0.092						
Unrealised Efficiency - Postage - Council Tax	0.035	0.035	0.035						
Unrealised Efficiency - Postage - Benefits	0.041	0.041	0.041						
Unrealised Efficiency - Market Review	0.035	0.035	0.035						
Unrealised Efficiency - Salary Sacrifice - AVC's	0.070	0.070	0.070						
Minimum Revenue Provision (MRP) - Existing	0.300	0.300	0.300	0.300	0.300	0.300	0.300	0.300	0.300
Further borrowing costs for Capital Programme	0.015	0.015	0.015	0.001	0.001	0.001	0.001	0.001	0.001
Marleyfield Revenue Costs	0.425	0.425	0.425						
<b>Total - Prior Years Decisions / Approvals</b>	<b>1.257</b>	<b>1.257</b>	<b>1.257</b>	<b>0.301</b>	<b>0.301</b>	<b>0.301</b>	<b>0.301</b>	<b>0.301</b>	<b>0.301</b>
<b>Loss of Income</b>									
Reduced Energy Sales - Reduction in gas generation	0.120	0.120	0.120						
Markets - Scale of markets reducing	0.074	0.086	0.114						
Pest Control - Reduction in customer led demand	0.040	0.046	0.052						
Sale of Newtech Square - Rent no longer collected	0.095	0.095	0.095						
Enterprise Centres - Reduction in occupancy levels	0.050	0.050	0.050						
Recyclate Markets - Volatility in price & volume	0.299	0.479	0.730						
Registration Service - Cancellation of events	0.030		0.100	(0.030)		(0.100)			
<b>Total - Loss of Income</b>	<b>0.708</b>	<b>0.876</b>	<b>1.261</b>	<b>(0.030)</b>		<b>(0.100)</b>			
<b>CUMULATIVE TOTAL</b>	<b>1.965</b>	<b>2.133</b>	<b>2.518</b>	<b>0.271</b>	<b>0.301</b>	<b>0.201</b>	<b>0.301</b>	<b>0.301</b>	<b>0.301</b>
<b>Legislative / Unavoidable Indexation Pressures</b>									
Sleep in Pay Ruling	0.125	0.125	0.125						
Private Water Supplies	0.104	0.104	0.104				(0.052)	(0.052)	(0.052)
SUDS	0.112	0.112	0.112						
Fee Increases - Coroners	0.025	0.025	0.025	0.027	0.027	0.027	0.029	0.029	0.029
Independent Review Panel for Wales (IRPW)	0.028	0.028	0.028	0.029	0.029	0.029	0.030	0.030	0.030
North Wales Fire and Rescue Authority	0.160	0.160	0.160	0.162	0.162	0.162	0.164	0.164	0.164
Adoption Service	0.022	0.022	0.022						
Liberty Protection Safeguards				0.150	0.275	0.400			
<b>Total - Legislative / Unavoid Index'n Pressures</b>	<b>0.576</b>	<b>0.576</b>	<b>0.576</b>	<b>0.368</b>	<b>0.493</b>	<b>0.618</b>	<b>0.170</b>	<b>0.170</b>	<b>0.170</b>
<b>CUMULATIVE TOTAL</b>	<b>2.541</b>	<b>2.709</b>	<b>3.094</b>	<b>0.639</b>	<b>0.794</b>	<b>0.819</b>	<b>0.471</b>	<b>0.471</b>	<b>0.471</b>
<b>Requiring National Resolution</b>									
Benefits - CTRS	1.172	1.414	1.654	0.608	0.621	0.633	0.639	0.652	0.664
Council Tax Collection Levels	0.600	1.000	1.600						
Social Care Commissioning	1.880	1.945	3.825	2.037	2.037	2.037	2.116	2.116	2.116
<b>Total - National Resolution Pressures</b>	<b>3.652</b>	<b>4.359</b>	<b>7.079</b>	<b>2.646</b>	<b>2.658</b>	<b>2.670</b>	<b>2.755</b>	<b>2.767</b>	<b>2.780</b>
<b>CUMULATIVE TOTAL</b>	<b>6.193</b>	<b>7.068</b>	<b>10.173</b>	<b>3.285</b>	<b>3.452</b>	<b>3.489</b>	<b>3.226</b>	<b>3.239</b>	<b>3.251</b>
<b>National Funding Requirement</b>									
NJC Pay Award Estimate (Non Schools)	1.926	2.556	3.147	1.817	2.428	3.051	1.636	2.289	2.949
NJC Pay Award Estimate (Non Schools) - 20/21	0.612	0.612	0.612						
NJC Pay Award Estimate (Schools)	0.709	0.922	1.134	0.765	0.990	1.219	0.784	1.023	1.063
NJC Pay Award Estimate (Schools) - 20/21	0.206	0.206	0.206						
Teacher Pay Award Estimate	1.798	2.118	2.438	1.564	2.131	2.703	1.609	2.209	2.822
Teacher Pay Award Estimate - 20/21	0.536	0.536	0.536						
<b>Total - National Funding Requirement</b>	<b>5.787</b>	<b>6.949</b>	<b>8.073</b>	<b>4.145</b>	<b>5.549</b>	<b>6.973</b>	<b>4.029</b>	<b>5.521</b>	<b>6.834</b>
<b>CUMULATIVE TOTAL</b>	<b>11.980</b>	<b>14.017</b>	<b>18.246</b>	<b>7.430</b>	<b>9.001</b>	<b>10.461</b>	<b>7.254</b>	<b>8.759</b>	<b>10.085</b>

MTFS - SUMMARY OF PRESSURES	Revisions			Revisions			Revisions		
	2021/22			2022/23			2023/24		
	Bottom	Middle	Top	Bottom	Middle	Top	Bottom	Middle	Top
	£m	£m	£m	£m	£m	£m	£m	£m	£m
<b>Strategic Decisions</b>									
School Transport - General	0.163	0.163	0.163						
School Transport - Closure of John Summers	0.050	0.050	0.050						
Post 16 Transport	0.047	0.047	0.047						
Social Services Adults Transport	0.063	0.063	0.063						
Social Services Childrens Transport	0.044	0.044	0.044						
Carelink - Alarm Monitoring Contract	0.125	0.125	0.125						
Carelink - Budget Issue (HSG)	0.216	0.216	0.216	0.109	0.109	0.109			
Transition to Adulthood	0.495	0.656	1.100	1.176	1.176	1.176	0.656	0.656	0.656
Secondary School Funding Review		0.764	1.529						
Secondary School Deficits		1.474	2.948		1.914	0.440		0.180	0.180
ALN - Reforms	0.144	0.340	0.597	0.223	0.223	0.223	0.017	0.017	0.017
ALN - Schools		0.413	0.825						
PRU new Build (Increased capacity)		0.061	0.074		0.045	0.113			
New PRU Building - Revenue Costs	0.027	0.027	0.027	0.019	0.019	0.019			
Children's Registered Residential Care Home	0.138	0.138	0.138	0.413	0.413	0.413			
P2P Upgrade	0.024	0.024	0.024	(0.019)	(0.019)	(0.019)			
Addressing Poverty - FSM - Demand	0.253	0.253	0.253						
Addressing Poverty - FSM - Increase in Allowance		0.107	0.174						
Joint Archive Service - Borrowing Costs							0.142	0.142	0.142
Joint Archive Service - Revenue costs			0.039			0.004			0.004
Benefits - Additional Staffing	0.300	0.300	0.300						
Ash Dieback	0.060	0.060	0.060						
21C Schools - Band B Borrowing Costs	0.015	0.015	0.015	0.097	0.097	0.097	0.912	0.912	0.912
Business Manager - Streetscene	0.072	0.072	0.072						
Home Education	0.046	0.046	0.046						
Primary Learning Advisor	0.080	0.080	0.080						
Missing from Home Coordinator	0.034	0.034	0.034						
Feasibility Study Provision Top Up	0.050	0.050	0.050						
<b>Total - Strategic Decisions</b>	<b>2.444</b>	<b>5.619</b>	<b>9.090</b>	<b>2.017</b>	<b>3.977</b>	<b>2.575</b>	<b>1.727</b>	<b>1.907</b>	<b>1.911</b>
<b>CUMULATIVE TOTAL</b>	<b>14.423</b>	<b>19.636</b>	<b>27.336</b>	<b>9.447</b>	<b>12.978</b>	<b>13.036</b>	<b>8.982</b>	<b>10.666</b>	<b>11.996</b>

Summary of Pressures 21/22 - 23/24

Summary of Pressures	21 / 22			22 / 23			23 / 24		
	L	M	T	L	M	T	L	M	T
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Prior Year Decisions/Approvals	1.257	1.257	1.257	0.301	0.301	0.301	0.301	0.301	0.301
Income Loss	0.708	0.876	1.261	(0.030)	0.000	(0.100)	0.000	0.000	0.000
Legislative/Unavoidable Indexation Press	0.576	0.576	0.576	0.368	0.493	0.618	0.170	0.170	0.170
National Resolution Pressures	3.652	4.359	7.079	2.646	2.658	2.670	2.755	2.767	2.780
National Funding Requirement (Pay)	5.787	6.949	8.073	4.145	5.549	6.973	4.029	5.521	6.834
Strategic Decisions	2.444	5.619	9.090	2.017	3.977	2.575	1.727	1.907	1.911
<b>Total Pressures</b>	<b>14.423</b>	<b>19.636</b>	<b>27.336</b>	<b>9.447</b>	<b>12.978</b>	<b>13.036</b>	<b>8.982</b>	<b>10.666</b>	<b>11.996</b>

Mae'r dudalen hon yn wag yn bwrpasol



# Eitem ar gyfer y Rhaglen 7



## COMMUNITY, HOUSING & ASSETS OVERVIEW AND SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Wednesday 4 <sup>th</sup> November, 2020
<b>Report Subject</b>	Recovery Strategy Update
<b>Cabinet Member</b>	Cabinet Member for Corporate Management and Assets and Cabinet Member for Housing
<b>Report Author</b>	Chief Officer (Housing and Assets)
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

The Council has developed a corporate Recovery Strategy for the pandemic emergency situation which was endorsed at a special Cabinet meeting on 15 September.

Cabinet requested 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.

The above were considered by the Committee at its meeting on 28 September, 2020.

This report provides the Committee with an update on the portfolio risk register and risk mitigation actions (shown at Appendix 1 and 2).

### RECOMMENDATIONS

1	That the Committee review the latest updated risk register and risk mitigation actions within the corporate portfolios.
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## REPORT DETAILS

1.00	EMERGENCY RECOVERY
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 latest version of the risk register (Appendix 1) and table of risk mitigations (Appendix 2) for the Corporate Services portfolio are attached.</p>
1.05	<p>The recovery objectives for the service portfolio for this Committee are:-</p> <ul style="list-style-type: none"> <li>• <b>To move from emergency only to wider planned and capital programmed works</b> (the repairs service is undertaking emergency, urgent, compliance and routine responsive repairs, the WHQS capital programme works have recommenced and are progressing well and the service has continued to work on voids which is starting to reduce the backlog of empty properties). It is worth noting that some local authorities stopped working on voids during the lockdown and only undertook emergency or urgent works so the service has performed well when compared to some other local authority landlords.</li> <li>• <b>To move from the response phase which requires accommodation for all rough sleepers and establish settled</b></li> </ul>

**housing options for those owed duties.** The Phase 1 emergency housing response saw all rough sleepers and people who became homeless during the health pandemic, offered emergency housing and support. We are now adopting a rapid rehousing approach, which seeks to move people into long term settled housing, offering people additional support to sustain their tenancies to avoid repeat homelessness. We have secured approx. £1.3m of Welsh Government funding to help with delivering Phase 2 of our response. Welsh government have a clear expectation that everyone should be rehoused and nobody should have to return to a life on the streets.

- **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** We are liaising with a range of partners to ensure a wide range of support services are available and actively promoted to meet the needs of people in terms of housing related support. Our Support Gateway captures information on support needs and we monitor levels of referrals into our housing register and homeless team in order to monitor levels and types of needs that are developing on the back of Covid. We are due to complete a needs mapping exercise to inform next the Housing Support Grant delivery plan for 2020/2021.
- **To seek to recover rent which has been deferred due to rent holiday.** A letter will be sent to all tenants reminding them that they need to repay deferred rent this financial year and encouraging them to start repayments soon.
- **To move to a position where we do not need to provide for shielded customers.** This area is being monitored alongside the needs of our vulnerable residents who don't fall into the shielded category. A recovery group has been established to track this, identify emerging issues and risk and to ensure that there is adequate service provision in place (either from the council or partner organisations) to meet the needs of our residents.
- **To deal effectively with tenancy enforcement matters and provide assurance to local communities.** To review all housing enforcement cases where legal action has been held up by the Court restrictions to agree the appropriate way forward.
- **To recommence the new build housing programme.** To complete the construction of new build schemes already on site which are being delivered as part of the Council and NEW Homes house building programme.
- **To increase current capacity of trades on site to completed schemes already on site** To develop a pipeline of new build housing schemes for both the Council and NEW Homes.

- **To recommence recovery of overpaid Housing Benefit.** The Department for Work and Pensions has issued direction that this work can commence. Work is ongoing with our residents to ensure that recovery recommences, but that support is available and provided to those who may be finding this difficult.
- **To reinstate the Disabled Facilities Grant function in line with legislative requirements.** Work has commenced in this area. Risk assessments are completed in all cases to determine safe practice and to ensure residents are comfortable with the process. There are some significant areas of risk around availability of contractors.
- **To complete the works on Riverside in a timely and safe manner.** All works to refurbish Riverside Traveller site were concluded in August despite the restrictions imposed by COVID. There were no issues identified during the programme and the additional safety measures to mitigate the spread of COVID were successful. HSE were aware of the works and likewise had no concerns.
- **To deliver the capital programme to time, budget and quality**  
The capital programme has recommenced and contractors are currently undertaking internal as well as external works. Assurance is sought regarding the health of customers and that they are not infected by Covid 19 prior to any internal works taking place and contractors are observing strict rules in relation to social distancing and wearing PPE at all times. An extension to the deadline for completion of WHQS works has been provided by Welsh Government in recognition of the significant delays to the capital programme caused through lockdown.
- **To recover domestic housing rent.** We continue to support tenants to make rent payments by offering a range of support to those who are struggling to pay. Recovery processes are also sensitively re-commencing in appropriate cases where it is necessary to protect income streams.
- **To review our current working practices and their modification to reflect working practices.** Working practices are evolving to take account of the challenges we face. Newly developed risk assessments have been implemented and the team is now operating on a more agile and dynamic footing than was ever the case previously.
- **To ensure PPE remains available to deliver front line services.**  
The repairs service has worked closely with the business performance team manager to identify and source PPE requirements to meet the needs of the service. A recent business continuity planning exercise related to Brexit has also flagged the need for further stocks of PPE to be sourced as a contingency should there be delays with supplies post January 2021.
- **To monitor capital programmes and their delivery and potential impacts on spend.** Regular meetings and discussions take place

	between Finance and the Housing Assets team to review capital and revenue spend and assess its impact on projects. A Finance Report is submitted to the Monthly Housing Asset Management Team Meeting which outlines actual spend against projected spend.
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<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	Appendix 1 – Updated Recovery Risk Register Appendix 2 – Updated Risk Mitigation Actions

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	None.

<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<b>Contact Officer:</b> Neal Cockerton <b>Telephone:</b> 01352 702500 <b>E-mail:</b> <a href="mailto:neal.cockerton@flintshire.gov.uk">neal.cockerton@flintshire.gov.uk</a>

Mae'r dudalen hon yn wag yn bwrpasol

Housing and Assets Portfolio Risk Register

Version 5

Published: 27.10.2020

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 Updated Oct 2020	Impact on Housing Revenue Account (HRA) budget and business plan with increased disrepair claims Note: the risk trend and the current risk rating has reduced due to no evidence of increased disrepair claims, monitoring will continue.	Operational	Peter McHugh	Sean O Donnell/Kevin Eccles	A	Y	G Q4 2021/22	G ↓	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

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
*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
*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	A	G Q4 2021/22	A ↔	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 Updated Oct 2020	Increase costs and reputational damage due to inability to complete Welsh Housing Quality Standards (WHQS) by 2020 Note: this risk is now closed due to 12 months extension on WHQS completion.	Operational	Peter McHugh	Sean O Donnell	R	G	G Q4 2021/22	G ↓	Closed

Workforce

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
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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 Updated Oct 2020	Unable to apply to social distancing rules during project delivery putting surveyors, contractors and clients' health at risk Note: the risk trend has decreased due to no issues encountered in relation to being able to maintain social distancing rules, continue to monitor.	Operational	Jen Griffiths	Rafaela Rice	A	A	G Q4 2020/21	G ↓	Open
*HA26 Updated Oct 2020	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 Note: the risk trend has decreased. Appropriate levels of PPE to comply with government guidelines have been available since the private sector DFG works resumed in August, continue to monitor.	Operational	Jen Griffiths	Rafaela Rice	A	G	G Q4 2020/21	G ↓	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
*HA30 Updated Oct 2020	Weak performance and reputational damage as development programmes are slow to commence Note: the risk trend has increased due to work across North Wales resuming at the same time, placing demands on the same resource pool. Alternative options to engage other contractors and suppliers who are not currently used by the service.	Operational	Jen Griffiths	Rafaela Rice	A	R	G Q4 2020/21	R ↑	Open
*HA31	Delays on project starts dependant on components availability	Operational	Jen Griffiths	Rafaela Rice	A	A	G Q4 2020/21	A ↔	Open
*HA32 Updated Oct 2020	Inability to deliver housing adaptations due to the health of the clients and vulnerability Note: the risk trend has decreased due to new control measures being applied.	Operational	Jen Griffiths	Rafaela Rice	A	A	G Q4 2021/22	G ↓	Open
*HA33 Updated Oct 2020	People not having suitably safe and adapted accommodation due to the delay of service reinstatement. Quality of life issues customers and reputational damage Note: the risk trend has increased and current risk rating has increased to red which ( links to HA30.) Identified critical cases will be risk assessed and prioritised.	Operational	Jen Griffiths	Rafaela Rice	A	R	G Q4 2020/21	R ↑	Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
*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 Updated Oct 2020	Construction site controls post lockdown lead to slow construction progress and increased costs	Operational	Ian Edwards	Howard Parsonage/Adam Foley	A	A	G Q4 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							
Tudalen 51 *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

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 5

Published: 27.10.2020

## 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
*HA02 Updated Oct 2020	Impact on Housing Revenue Account (HRA) budget and business plan with increased disrepair claims	↓	MT	There is currently no evidence that disrepair claims have increased during the Pandemic as such the risk trend is considered to be stable but the current risk rating has now been moved to yellow to reflect a decreasing risk. We will continue to monitor.
*HA03 Updated Oct 2020	Rent loss and backlog of voids caused by delayed house moves	↓	MT	We are currently working through a backlog voids. The new tenant's team is now fully staffed and each team member have been set new performance targets to let empty properties and reduce the voids backlog. The risk is reducing and has been downgraded to Yellow until we have worked through the vast majority of backlog cases
*HA05 Updated Oct 2020	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 were advised to shield by the Welsh Government and our most vulnerable residents who were experiencing hardship and unable to afford food was delivered up to 13 <sup>th</sup> August 2020. After this date the service continued 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 continued to provide food support to these shielded and vulnerable residents; assistance is also being utilised from the voluntary sector to help relieve the pressure on Council services. As the shielding programme has been paused with effect from 16 <sup>th</sup> August 2020, the food donations have now also ceased. Well-Fed have created a new food box which is currently being delivered to residents who expressed concerns on how they were going to purchase food once the shielded programme had been paused. The box is being provided at a reduced cost as the meals on wheels service is being established. We are continuing to utilize the support from the voluntary sector to deliver the food boxes.

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
*HA09 Updated Oct 2020  Tudalen 54	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. Demand is increasing and expected to increase further in the coming months. Additional Support Services are being mobilised on the back of the Phase 2 Welsh Government Funding support package (£186,000 revenue for Flintshire) to increase Housing Support capacity. Further capacity within the Housing Support Grant funded activity to be developed in Q3 period following review of spend at the half year point. Extensions of Notice periods and delays to Court proceedings continue to offer some protection to tenants and delay anticipated increase in demand for service and increased risk of homelessness. UK Government have announced a new Job Support Scheme which will replace “furlough” which is intended to support workers within businesses affected by COVID (announced on 24 <sup>th</sup> September 2020) 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, an area of growing concern. Additional work will be undertaken to promote services locally to raise awareness of the support available within Flintshire.
*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 2020, and to contact us to agree a repayment plan.
*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.

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
*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 and 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.
*CP11	Costs and complexities with the return and reinstatement of Deeside Leisure Centre due to an extended period of use as an emergency hospital	↓	IM	Discussions on reinstatement costs with Welsh Government and the Health Board are at an advanced stage
*CP18 Updated Oct 2020	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. Planning delays have meant some schemes have not progressed as swiftly as anticipated and has resulted in construction not being started on site as planned. Those schemes that are in construction are experiencing delays with some handover dates are being put back because developers are running out of building materials due to supply shortages across the construction sector. Welsh Government advised of progress at regular intervals
*HA20 Updated Oct 2020	Increase in demand for responsive repairs and planned works once lock down restrictions are eased (NEW Homes) Increased cost and resource	↔	MT	Gas servicing, urgent, routine and emergency works are now being undertaken where access is allowed by tenants. . We are reviewing non-emergency repairs procedures with For You Property Services (FYPS) and revising Service Level Agreements. This remains the same, urgent repairs are permitted under lock down restrictions. Telephone contact will be made with tenants to provide advice and non-urgent repairs will be rescheduled where possible for after lock down when restrictions are eased and appointments can be resumed.
*HA21 Updated Oct 2020	Backlogged voids impact negatively on the New Homes Business Plan	↓	MT	Within NEWHomes there is a low level of void properties currently. . The new lockdown starts on 23/10/20 until 9/11/20. During this time house moves are permitted if they cannot be delayed. However, viewings are not allowed and should be done virtually if possible. The NEW Homes team carry out the majority of tenancy preparation virtually and only meet to hand over keys. This process will be continued to keep face to face contact to a minimum. However, there is a risk that properties may be void for longer if viewings cannot take place during the lock down period.



Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
*HA23 Closed	Increase costs and reputational damage due to inability to complete Welsh Housing Quality Standards (WHQS) by 2020	↓	MT	Risk to be closed. Welsh Government have confirmed an extension of time to complete current WHQS programme. The extension of 12 months has been granted moving the deadline to December 2021. This will also be reviewed over the next 12 months. Risk trend is reduced as work recommences on WHQS schemes.

Workforce

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
*HA24 Updated Oct 2020	Unable to enforce tenancy conditions due to current legal protections and court legal system backlog	↔	MT	The temporary “Ban on Evictions” has been extended to 20 <sup>th</sup> September 2020 and notice periods extended to 6 months. 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. Whilst this is positive the Courts are dealing with an extensive number of backlogged cases which will impact on progress.
*HA25 Updated Oct 2020	Unable to apply to social distancing rules during project delivery putting surveyors, contractors and clients health at risk	↓	ST	Work is continuing with Occupational Therapists, taking specialist advice on a case basis regarding the health and vulnerability of clients. Risk assessments are carried out for all cases prior to any work being completed on the property which include an assessment of the client, surveyor and contractor. No issues have been encountered in relation to being able to maintain social distancing rules. The client has the option to postpone the work if they are not comfortable with having contractors or surveyors in their home.
*HA26 Updated Oct 2020	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	Since the private sector disabled facilities work adaptation resumed in August, no issues have been encountered in relation to PPE availability. Supply of PPE is monitored and reviewed to ensure continuity of service in line with Welsh Government guidance. Assurance is in place in relation Contractors bidding for DFG in respect of 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.
*HA30 Updated Oct 2020  Tudalen 57	Weak performance and reputational damage as development programmes are slow to commence	↑	MT	As the private sector DFG work has resumed, delays have been encountered in the projects starting. This is primarily due to the contractors utilised by the service also being utilised by other local authorities. As work resumed at approximately the same time across North Wales authorities, there has been an impact on start times and allowing for work to be delivered in line with the Welsh Adaptation Service Standards. Work is ongoing to identify alternative options to engage other contractors currently not utilised by the service which may assist with the imminent delivery of the work. . Management information has highlighted a number of jobs to be delivered have exceeded the delivery timescales as set out in the Housing Adaptations Service Standards. An action plan has been devised to expedite the delivery of this work.
*HA31 57	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 Updated Oct 2020	Inability to deliver housing adaptations due to the health of the clients and vulnerability	↓	MT	These customers are vulnerable due to ill health. This has been reviewed and work is ongoing with occupational therapists to take advice on a case by case basis. Risk assessments are completed prior to commencement of work. The service has resumed on a staged programme which is driven by the individual risk assessments. This risk has not materialized and will continue to be monitored
*HA33 Updated Oct 2020	People not having suitably safe and adapted accommodation due to the delay of service reinstatement. Quality of life issues customers and reputational damage	↑	MT	Due to the change in risk trend for risk HA30, this has led to the time period our customers are waiting for their adaptations to increase and exceed the guidance set out by the Welsh Adaptation Service Standards.  Urgent cases are still 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, prioritised and approval gained to conduct the work subject to contractor/material availability.

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
*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. Contingency plans for Brexit and Business Continuity are being developed to ensure that the service has access to the suppliers and material it requires.
*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 increasing 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. Good progress is being made in servicing gas and oil fired appliances for tenants whom were previously shielding. As at 16th October 98.6% of stock has received a current gas servicing certificate and a weekly project meeting takes place to co-ordinate servicing for gas and oil servicing in relation to difficult to access properties.
*HA37	Property access and restrictions prevent routine and obligatory inspections	↔	MT	Process introduced for over the phone assessments, with requests for photos
*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 &amp; Performance)

## Housing Programmes

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
*HA41 Updated Oct 2020	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 Dobshell 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. Planning delays have meant some schemes have not progressed as swiftly as anticipated, however, Welsh Government advised of progress at regular intervals

## Housing &amp; Asset Management

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
*HA42 Updated Oct 2020	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 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 Updated Oct 2020	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 Funded activity is progressing with additional support available to meet projected increases in demand and offer intensive work with current homeless cohort as we seek to move them on to long term settled housing to free up capacity within temporary accommodation portfolio. A review of expenditure of 2020/2021 Housing Support Grant has identified a small underspend within the current year due to some planned activity being affected by Covid. This has enabled us to explore increased capacity within tenancy support and debt services which are anticipated to be in high demand. Demand for Housing Support has not increased in recent months but is anticipated to grow significantly within Q3 and Q4 2020/2021. Marketing and awareness raising activity will be explored to encourage people to seek help and maximise opportunity for homelessness prevention activity aimed at saving tenancies and avoiding instances of homelessness.

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 Updated Oct 2020 Tregalen 60	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. Delays with court proceedings and extended notice periods (now 6 months) provide an opportunity to engage with landlords and tenants to stabilize tenancies at risk of failure. 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 the 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.

Previously Closed Risks

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
HA07	Delays in the Capital Programme due to contractors going into administration	-	-	-
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	-	-	-

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
*CP10	Increased cost and insurance claims due to Increased levels of vandalism or break-ins	-	-	-

Mae'r dudalen hon yn wag yn bwrpasol

# Eitem ar gyfer y Rhaglen 8



## COMMUNITY, HOUSING & ASSETS OVERVIEW AND SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Wednesday 4 <sup>th</sup> November 2020
<b>Report Subject</b>	Phase 2 Homelessness - Covid 19 Response
<b>Cabinet Member</b>	Cabinet Member for Housing
<b>Report Author</b>	Chief Officer (Housing and Assets)
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

Homelessness is a significant challenge for all areas of Wales and the pandemic has led to increased pressures within this service area. In the response phase there was a directive from Welsh Government for local authorities to accommodate rough sleepers as part of the public health and infection control response. Under normal circumstances, not all rough sleepers would be offered accommodation by Local Authorities.

We have experienced a significant increase in households in need of emergency accommodation. There has been a 345% increase in household's accommodated in emergency/temporary housing since 23rd March when the emergency response phase was announced with restrictions on movement and physical distancing requirements. Between 23rd March and 1<sup>st</sup> May households in emergency/temporary accommodation increased from 11 to 38.

Single people have been disproportionately affected during the pandemic and they form the majority of this increase in emergency/temporary housing.

Welsh Government later issued further guidance on Phase 2 Planning on the 3<sup>rd</sup> June and have confirmed that any households provided with emergency accommodation during the pandemic (excluding those who have "no recourse to public funding) will be owed a full duty for permanent re-housing and there is a clear expectation that nobody should be allowed to return to homelessness.

Phase 2 Planning Guidance issued in June 2020 (Appendix 1), complemented by additional funding for both revenue and capital investment, demonstrates Welsh Government's expectations for councils to support people into accommodation and adopt rapid rehousing approaches, focussed on ensuring people have appropriate accommodation and support to sustain their tenancies.

Our Phase 2 Plan (Appendix 2) has been approved by Welsh Government and additional funding has been secured to assist with the delivery of this plan. A breakdown of funding to support Phase 2 is summarised below:

Revenue Funding @ £186,000  
 Capital Funding @ £1,051,816

A detailed breakdown of how these funds support delivery of our Phase 2 Plan can be found attached to this report (Appendix 3). In year underspend from our Housing Support Grant will also be used to compliment delivery of the Phase 2 Plan.

## RECOMMENDATIONS

1	That Members note and support the approach for the taken to date through Phase 1 “Crisis Management” and support the Phase 2 “Response”. This includes a temporary variation to the Common Allocations Policy, in favour of a 50% nominations process for homeless households directly affected by the Covid 19 health crisis and currently accommodated under homelessness duties.
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## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE COVID 19 HOMELESSNESS RESPONSE</b>													
1.01	When considering the timeframes for the Homelessness Response, Welsh government have outlined the following Phases of the Covid 19 homelessness Crisis.													
	<table border="1"> <thead> <tr> <th>Phase</th> <th>Timeline</th> <th>Purpose</th> </tr> </thead> <tbody> <tr> <td>Phase 1</td> <td>March 2020 – August 2020</td> <td>Crisis Management</td> </tr> <tr> <td>Phase 2</td> <td>July 2020 – March 2021</td> <td>Response</td> </tr> <tr> <td>Phase 3</td> <td>January 2021 – March 2022</td> <td>Move to ‘New Normal’</td> </tr> </tbody> </table>	Phase	Timeline	Purpose	Phase 1	March 2020 – August 2020	Crisis Management	Phase 2	July 2020 – March 2021	Response	Phase 3	January 2021 – March 2022	Move to ‘New Normal’	
Phase	Timeline	Purpose												
Phase 1	March 2020 – August 2020	Crisis Management												
Phase 2	July 2020 – March 2021	Response												
Phase 3	January 2021 – March 2022	Move to ‘New Normal’												
1.02	<p><b><u>Phase 1</u></b>          Guidance was issued to all Local Authorities by Welsh Government on the 23<sup>rd</sup> March 2020 in regards to co-ordinating a response to homelessness and ensuring all rough sleepers and people who were homeless or at risk of homelessness during the pandemic were assisted with accommodation.</p>													



1.03	<p>Sourcing suitable accommodation in order to house people who may otherwise face the prospect of rough sleeping was the focus of the emergency response. This guidance suggested sourcing additional units of self-contained accommodation through:</p> <ul style="list-style-type: none"> <li>• Block booking hotels and bed &amp; breakfast</li> <li>• Securing holiday lets</li> <li>• Securing vacant student accommodation</li> <li>• Securing additional self-contained accommodation</li> </ul>
1.04	<p>Whilst many Local Authorities have been able to secure high numbers of bed spaces within their local hospitality sectors, Flintshire does not have a vast array of hotels, B&amp;Bs or holiday lets and all efforts to source such accommodation was unsuccessful. So too were efforts to access vacant student accommodation through local colleges. Again some Local Authorities within university towns have been able to secured vacant Student Accommodation (Wrexham for example).</p>
1.05	<p>In response to limitations of our accommodation locally, our response necessitated the need to focus on creating alternative interim housing options. This included:</p> <ul style="list-style-type: none"> <li>• Maximising the existing Temporary Accommodation Portfolio. Some units of accommodation have limitations of shared facilities through communal bathrooms and kitchens. Enhanced cleaning arrangements were implemented to offer additional hygiene and infection control practices.</li> <li>• 7x self-contained Portakabins being located within the grounds of the Glanrafon Night Shelter in Queensferry and support for the occupants is being delivered by staff from The Wallich who run the Glanrafon Night Shelter.</li> <li>• The Night Shelter model was turned into a 24/7 provision of a Homeless Hub with restricted numbers of guests being accepted into the main Glanrafon Building to enable social distancing. Staff from The Wallich and some partner agencies deliver support services within this building.</li> <li>• It was also necessary to utilise some existing vacant social housing 1 bed flats within the Council Stock and our Housing Management Team were able to make available a 8x 1 bed flats within a few weeks of lockdown. These properties were managed by the Homeless Team and used as temporary Accommodation.</li> <li>• “The Lodge” adjacent to Mold County Hall was refurbished and is now used as a 1 bed property again managed within our Temporary Accommodation Portfolio.</li> <li>• Funding from Welsh Government Phase 1 Grant (a £10million fund for Wales) enabled the above enhancements to our existing homeless accommodation offer.</li> </ul>

1.06	<p><b><u>Phase 2</u></b></p> <p>On 3<sup>rd</sup> June 2020, WG released a document “Phase 2 – Planning Guidance for Homelessness and Housing Related Support Services” to support the recovery from the pandemic lockdown. Flintshire’s Phase 2 Plan was approved by COT and Informal Cabinet on the 29<sup>th</sup> June 2020 ahead of submission to Welsh government on the 30<sup>th</sup> June 2020.</p>
1.07	<p>Part D of the Phase 2 Guidance from Welsh government refers to <i>“Increase the availability of social housing for people experiencing or at risk of homelessness”</i>. This states that the <i>“allocation of existing accommodation must be aligned with local authority transition planning. It is essential that all social landlords including RSL’s and LA’s play their part in increasing the availability of housing for people accommodated during Phase 1”</i>.</p>
1.08	<p>In response to the need to align social housing allocations with local emergency and transition planning for homelessness pressures, discussions have taken place with Local Authority and Housing Associations within the SARTH (Single Access Route to Housing) Partnership areas of Conwy Denbighshire and Flintshire. These discussions have sought to explore avenues for increasing the supply of social housing for those households currently accommodated in emergency and temporary housing.</p>
1.09	<p>There is a clear expectation that the scarce resource of social housing, is key to supporting all Local Authorities responses to the homelessness crisis as a result of the Covid 19 pandemic. There is however only a limited number of social housing properties available each year. Any use of social housing must be proportionate to the scale of the current challenge and it is acknowledged that there are a variety of housing needs in addition to homelessness that must still be met through the allocation of social housing.</p>
1.10	<p>When looking at all lettings across social housing within Flintshire during 2019 there were a total of 740 Lettings. This is across all property types and sizes and for all housing providers in Flintshire. Approx. 66% of these lettings were through Flintshire Councils social housing stock. The Council is the largest provider of social housing in Flintshire with the remaining stock owned and managed by local Housing Associations.</p>
1.11	<p>The “rapid rehousing” response requires people to be quickly moved into self-contained accommodation. Many of our homeless households will experience significant barriers to accessing the private rented sector locally due to affordability and limited availability across Flintshire. Social housing and supported housing, will therefore be the default housing option for a large number of our “covid cohort” and a variation to the usual approach to allocations of social housing will be necessary to meet Welsh Governments expectations and reduce longer term risks associated with increased homelessness and a potential 2<sup>nd</sup> wave of Coronavirus.</p>
1.12	<p>Local Authority and Housing Association partners have adopted an interim arrangement that will make available up to 50% of all social housing</p>

vacancies for rapid rehousing. This will see an increased number of homeless households rehoused into social housing over an initial 3 month period from July 2020. This will greatly assist in creating capacity within Flintshire’s limited emergency and temporary housing portfolio and reducing the risk of Flintshire running out of housing for homeless people.

Detailed below is the breakdown of social housing lettings within Flintshire for July 2020, August 2020 and September 2020.

Month	July 2020	August 2020	September 2020
All Social Housing Relets	69	66	46
Relets to “covid cohort”	8	14	6
% of Lettings – “covid cohort”	11.6%	21.1%	13%

Detailed below is a breakdown of relets to the “covid cohort” under this interim arrangement for July 2020, August 2020 and September 2020 by Housing Provider.

Month	July 2020	August 2020	September 2020
Flintshire County Council	3	4	4
Clwyd Alyn	3	2	1
Grwp Cynefin	0	0	0
Wales & West Housing	2	8	1

All housing partners are committed to providing accommodation through this interim arrangement. Numbers of successful offers are not a reflection of housing provider’s commitment to the interim arrangement, more a reflection of the limitations of their stock in terms of availability, location and types of vacant properties.

1.13 There are high levels of demand for 1 bed accommodation as many of our “covid cohort” are single people. There is significant limitations on the supply of 1 bed social housing properties within Flintshire. Of the 740 available homes in 2019, approx. 10% of these were 1 bed properties for general needs lettings (excluding properties designated for older people which would not be appropriate for many of our “covid cohort”– Sheltered Housing etc.).

1.14 Local Authorities will be required to evidence the impact of their Phase 2 Plan when submitting returns to Welsh Government as part of the financial claims process. This will include reporting the housing outcomes for those people identified as part of the homeless “covid cohort”.

1.15 **Phase 3**  
This is the period of January 2021 onwards and is identified by Welsh Government as “Moving to the new Normal”. We await further guidance on Phase 3.

2.00	RESOURCE IMPLICATIONS
2.01	Lettings functions are “business as usual” so there are no additional resource implication when adopting this approach within either Housing Management or Asset Management functions.
2.02	Phase 2 funding will enable the “rapid rehousing” approach. This funding will be used for additional staff and support services which will help people to prepare for move; complete move; and offer support to sustain a tenancy.
2.03	Not moving people on from temporary housing will “bed block” Flintshire’s limited temporary accommodation portfolio. Failing to move people on would lead to increased financial pressures with significant expenditure on hotel and bed & breakfast accommodation. Increased expenditure through homeless placements and longer term cost implications is captured within the Councils Risk Recovery Plan under Risk Measure HA09.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	<p>The following risks have been identified when considering pressures on the homelessness function. Phase 2 activity and a temporary variation to normal social housing lettings is part of our risk mitigations.</p> <ul style="list-style-type: none"> <li>• Failure to increased access to social housing for the current “covid cohort” would not be in keeping with the Ministers aspirations for Phase 2. This may cause reputational damage.</li> <li>• A lack of available temporary accommodation meet future demand for homeless accommodation in the coming months.</li> <li>• Failure to move people onto long term settled housing, increases the likelihood of a return to the streets. Safe, settled housing is an important foundation for people to rebuild their lives following homelessness.</li> </ul>
3.02	<p>The temporary 50% nominations process is a positive intervention. There are risks associated with implementing such changes to the allocation of social housing however.</p> <ul style="list-style-type: none"> <li>• There is a significant need for 1 bed accommodation for single homeless people. A 3 month 50% nominations period may not provide the number of available 1 bed properties required, due to the limited supply of 1 bed general needs housing.</li> <li>• A further extension of the 3 month lettings variation may be necessary. This would be in keeping with the approach adopted by Regional Partners across Conwy and Denbighshire who are also adopting a temporary variation to the Common Allocations Policy.</li> </ul>

	<ul style="list-style-type: none"> <li>Increasing the supply of 1 bed accommodation through new build, empty homes refurbishments and the private rented sector are also being explored in order to support Phase 2.</li> </ul>
3.03	<p>Increasing the supply of accommodation and rapid access to housing is key to preventing and relieving homelessness. Robust packages of support are also necessary to ensure tenancy sustainment and avoiding repeat homelessness.</p> <ul style="list-style-type: none"> <li>Risks relating to tenancy failure can be mitigated through enhanced support packages for people moving into accommodation.</li> <li>A mapping exercise for the “covid cohort” has identified the support needs of those who require rehousing. Support Plans will complement the Rapid Rehousing approach.</li> <li>Additional capacity for tenancy support services will ensure everyone rehoused has a dedicated Support Worker to assist with the logistics of a move and ongoing support.</li> <li>Nobody will be rehoused without an appropriate Tenancy Support Plan.</li> </ul>
3.04	<p>There are significant housing pressures across the county in addition to the current challenges around homelessness. Adopting a 50% nominations and rapid rehousing approach will restrict access to social housing for other people with genuine housing need.</p> <ul style="list-style-type: none"> <li>There is an expectation that Local Authorities prioritise the pressures of the current “covid cohort”, who have been disproportionately affected during the Covid 19 pandemic.</li> <li>Numbers of homeless people accommodated during the pandemic, requiring rapid rehousing is less in Flintshire than in neighbouring Authorities (Conwy and Denbighshire) who adopt the Common Allocations Policy.</li> </ul>
3.05	<p>It will be important to ensure that letting accommodation to the current “covid cohort” does not create additional tensions within existing communities and create challenges for social housing providers or other residents.</p> <ul style="list-style-type: none"> <li>A “sensitive” approach to all lettings focussing on sustainable tenancies will be adopted. Careful consideration will be given to each “allocation” and appropriate support plans and will be in place for everyone assisted through the rapid rehousing approach.</li> <li>Where historic challenges such as community tensions, anti-social behaviour, high levels of crime are present within a community and a Local Lettings Policy is in place to help manage these issues, the Local Lettings Policy will still stand. Only people meeting the conditions of the Local Lettings Policy will be rehoused in these areas.</li> </ul>

<b>4.00</b>	<b>CONSULTATIONS REQUIRED/CARRIED OUT</b>
4.01	The SARTH Partnership covers the 3 counties of Flintshire, Denbighshire and Conwy. Consultation with Housing Association and Local Authority partners, via the SARTH Steering Group, ensures there is a consistent approach being adopted across all 3 counties.
4.02	Informal Cabinet received a report outlining the Phase 2 Plan for Flintshire on the 29th June 2020. The principle of 50% nominations was outlined in the Phase 2 Plan. This plan has received positive feedback and has been endorsed by Welsh Government.
4.03	Welsh Government Officers have been engaging with Local Authorities throughout the pandemic through designated Relationship Managers. Our designated Relationship Manager is fully supportive of the 50% nominations to social housing approach.
4.04	Feedback from across Wales, suggests that some Local Authorities are considering the adoption of 100% social housing nominations as part of their homelessness response.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 - Guidance issued by Welsh Government to inform Phase 2 activities across Wales.
5.02	Appendix 2 - Flintshire's Phase 2 Plan – approved by Informal Cabinet on the 29 <sup>th</sup> June 2020 and subsequently submitted to and supported by Welsh Government.
5.03	Appendix 3 - Projects to support Phase 2 of Flintshire's response to the homelessness crisis, with a breakdown of those activities 1) funded through Phase 2 Grant, 2) Housing Support Grant and 3) not to progress.

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p><a href="#">North Wales Homelessness Strategy - "People, homes and services" A regional approach to tackling homelessness in North Wales</a></p> <p>Regional Strategy for Homelessness. Adopted by all 6 North Wales Authorities in December 2018</p>

<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<p><b>Contact Officer:</b> Martin Cooil, Housing &amp; Prevention Service Manager  <b>Telephone:</b> 07880 423234  <b>E-mail:</b> <a href="mailto:martin.cooil@flintshire.gov.uk">martin.cooil@flintshire.gov.uk</a></p>

<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
8.01	<p><b>Phase 1</b>  “Crisis management” phase for Local Authorities when managing homelessness as a result of the pandemic. Welsh Government timeframes suggest Phase 1 runs from 23<sup>rd</sup> March 2020 when lockdown was announced to August 2020.</p> <p>£10million additional funding was made available to cover additional expenditure which saw rough sleepers and people at risk of sleeping rough offered accommodation and support.</p> <p><b>Phase 2</b>  Welsh Government timeframes suggest this is the period of July 2020 to March 2021 and is the “response” phase. Local Authorities have developed Phase 2 Plans to respond to current homelessness pressures.</p> <p>An initial £20million was made available for the Phase 2 response. A Further £40million has been made available across Wales to increase the supply and standards of accommodation for homeless people.</p> <p><b>Phase 3</b>  This is the period of January 2021 onwards and is identified by Welsh Government as “Moving to the new Normal”. We await further guidance on Phase 3.</p> <p><b>Covid Cohort</b>  Those people affected during the pandemic period by homelessness and presently accommodated by Flintshire’s Homeless Team and requiring rehousing to resolve their homelessness.</p> <p><b>Common Allocation Policy</b>  The Common Allocations Policy outlines the approach to managing applications for social housing and awarding priority for different housing needs when people apply for social housing. This Policy also outlines how social housing is to be allocated. The Common Allocations Policy has been adopted by all social housing providers within the counties of Conwy, Denbighshire and Flintshire.</p> <p><b>Common Housing Register</b>  The Common Housing Register is the register of demand and need for social housing in Flintshire. Applicants who are verified as have a housing need as per the Common Allocations Policy will be accepted onto the Common Housing Register. All social housing is allocated via the Common Housing Register.</p>

**Single Access Route to Housing (SARTH)**

A Single Access Route to Housing, operates in Flintshire and ensures that people are offered a wide range of housing options. Those people with a clearly evidenced housing need, will be accepted onto Flintshire's Common Housing Register.

**Rapid Rehousing**

Rapid rehousing is an approach for people whose first and most important need is to access housing; with a lack of it often the main reason why they are homeless. Rapid rehousing helps people settle quickly back with family or friends, into private rented, social housing or other affordable and safe long-term housing options.





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Llywodraeth Cymru  
Welsh Government

# **Phase 2 – Planning Guidance for Homelessness and Housing Related Support Services**

**3<sup>rd</sup> June 2020**

## FOREWORD



During this pandemic the decisive and compassionate action taken by Local Authorities in Wales, in partnership with health, third sector, RSLs and voluntary organisations, to bring people in from the streets has undoubtedly saved lives.

To protect us all, you have made sure that everyone is included in measures designed to protect individuals and communities. You have supported people facing homelessness into safe and stable accommodation – perhaps for the first time in their lives, and you have helped people start building trust in services they have never, or rarely, engaged with before, and all in a few short weeks.

The response to this emergency has brought us closer together in many ways, recognising our shared common purpose, but also closer to achieving our vision of making homelessness in Wales rare, brief and non-recurrent. However, as we are all acutely aware, providing temporary accommodation is not ending homelessness. We have a unique opportunity to harness the creativity, innovation, collaboration and willingness to work differently to make a long term, sustainable and fundamental change to homelessness services in Wales.

Planning for phase two of our response to the pandemic must now focus on how we move with pace to transform our approach to preventing homelessness. We cannot fall back from the huge progress we have made.

I am now asking every local authority in Wales to prepare a phase 2 plan. This document provides the framework for those plans which will need to reflect the local context and local partnerships. Our collective aim is to ensure that everyone we have brought in to temporary accommodation is supported into long term accommodation. Beyond that, we aim to transform our whole approach to homelessness provision so that those who present as homeless each and every day experience a system focused on real prevention and where that fails, as it occasionally will, homelessness is rare brief and non-repeated.

Innovation, remodelling and building must form the bedrock of how we address, prevent and end for good homelessness in Wales.

This plan is ambitious and challenges us all to think, plan and work differently; rightly so. The new investment I have announced to support this plan will not fund everything we need to do but it clearly reflects our commitment as Welsh Government to lead and invest in what we believe in. The last few weeks have shown us how much greater than the sum of our parts we can be when we work together

I am truly excited about the opportunity we have before us. It will be highly challenging, but based on what we have achieved together thus far I am confident that we can now make a significant step change toward achieving our goal of ending homelessness in Wales.

A handwritten signature in blue ink that reads "Julie James". The signature is written in a cursive, flowing style.

Julie James, MS  
Minister for Housing and Local Government

## **CONTEXT**

Since the start of the outbreak, thanks to the huge efforts of authorities and partners, nearly 900 people across Wales have been supported into emergency temporary accommodation and more continue to be supported each day. A truly astonishing achievement that is testament to the capacity and commitment of local authorities and the whole housing sector to respond to an unprecedented global health emergency.

Many people who have previously been unable to engage with services are now benefiting from support and advice including mental health support and substance misuse treatment, laying the foundations for a permanent exit from homelessness.

We are aware that the pressures on services that existed prior to the outbreak remain, and new presentations are placing strain on the increasingly limited emergency accommodation options. We also know that managing large numbers of people in emergency accommodation is challenging for local authorities and their partners.

We must now turn to planning for the future and helping people into more permanent housing. We must work to help ensure that people facing homelessness continue to be protected from the virus - to ensure that they are included in any continued or new public health protection measures introduced, and ultimately that no-one is forced to return to the streets or another form of homelessness.

We are clear that whilst the first phase of our response has been extremely successful in bringing people into emergency accommodation, we have not ended homelessness for these people, and a slowly increasing number of people remain rough sleeping in our towns and cities.

Emergency accommodation has helped us to protect people from a global pandemic; transition to settled housing is the critical next step.

## **SCOPE AND PURPOSE**

This document provides a clear direction of travel and sets out the priority areas and key principles that local authorities, working with their partners, should consider and adopt as part of their strategic and operational planning for tackling homelessness, moving people on from emergency accommodation and developing effective supported accommodations. This applies not only for phase 2 of transitional planning, but as guiding principles for phase 3 and beyond.

Whilst the scope of this guidance focuses on the planning around the resettlement of those in temporary accommodation and developing innovative options for suitable temporary and supported accommodation for the future, support services will be a critical part of the solution. Transitional plans will need to take into account strategic planning requirements for the Housing Support Grant (HSG) and how that and other existing grant mechanisms can support the delivery of the next phase. Within HSG

there is flexibility to alter current delivery models, with the agreement of support providers, to adapt and respond to the new challenges of COVID-19.

The plans must also be flexible enough to take account of the potential for a second or third wave of COVID-19 cases.

Explanation of phases of planning:

Phase 1	March 2020 – August 2020	Crisis Management
Phase 2	July 2020 – March 2021	Phase 2 Response
Phase 3	January 2021 – March 2022	Move to 'New Normal'

**Note these phases deliberately overlap reflecting the need to have an eye to the next phase even as we deliver on a current phase to avoid 'cliff edges' for our services and the people we support.**

## **OUR VISION: THE 'NEW NORMAL'**

As we move out of the immediate crisis response, we have the opportunity to reflect on what has been achieved, reflect on the many examples of excellence and innovation from the last few weeks, and to decide how we can design and build resilient, sustainable services for the future.

We have the opportunity to re-set services and consider what we can learn from the current culture of doing 'whatever it takes' to ensure everyone is re-accommodated and supported in a way which meets their needs and ensures a successful move on.

Our [Homelessness Strategy](#) set out our vision for prevention of homelessness as the first and guiding principle but where it cannot be prevented, ensuring it is brief and non-repeated.

At the core of our proposals, to ensure it is brief and non-repeated, is the adoption of rapid re-housing across Wales. Rapid rehousing starts with providing people with long term housing, and offers additional, sometimes intensive, support if needed to help them retain it and thrive. The focus will be on providing appropriate, stable housing and support as quickly as possible to those who need it through a range of models, including Housing First, tenancy support and assertive outreach. It will reduce the dependency on emergency housing as we seek to ensure swift, housing-led solutions with the right support.

With nearly 900 people brought into emergency accommodation, together with those who were already in temporary or emergency provision, we have a unique opportunity to ensure that they do not experience repeat homelessness.

Now we have the opportunity to examine closely the types of accommodation that we offer across Wales. Whilst we remain committed to moving away from temporary

accommodation, we acknowledge some will continue to be required in the short/medium term while we build and secure the necessary numbers of long term affordable homes. We therefore need to innovate to offer high quality temporary and semi-permanent accommodation that offers a dignified 'home' and ensure the models of delivery are sustainable in the short/medium term.

Local authorities must balance the need to provide short term solutions during phase 2 with the long term desire to avoid investing limited resources in unsuitable accommodation. It is no longer acceptable to offer 'floor space' or 'pods'; we must move rapidly and permanently to provision of new types of short term accommodation that meets minimum expectations and the needs of people facing homelessness in Wales.

## **HOW TO GET THERE: SUPPORT, PLAN, BUILD, TRANSFORM**

There are 4 essential requirements:

**Support** – continue to support people who remain sleeping rough, everyone in emergency provision (both those there before this emergency and those brought in during it) and those newly presenting - prioritising rapid move on through appropriate cohorting to address and prioritise different support needs.

**Plan** – prepare clear transition plans for services and provision setting out how they will move towards providing more sustainable models of accommodation and support that meets the needs of everyone currently in emergency provision and future presentations.

**Build** – innovate, remodel, procure and build accommodation to improve the quality of emergency provision and increase the availability of permanent and semi-permanent move-on and supported accommodation.

**Transform – commit to and plan** how to rapidly move away from the use of night shelters and 'floor space' and approaches where significant resource, particularly from the voluntary sector, is required to support people sleeping rough. Rather, we must urgently prioritise better quality emergency provision which quickly supports people back into permanent housing, allowing street services to prioritise professional assertive outreach focused on resolving homelessness.

## **KEY ASPECT AND PRINCIPLES FOR PLANNING**

Authorities are now requested to develop a **Phase 2 Plan**, which will form the basis of a funding bid to the new one-off £20m fund. The plan will set out how each area, working in a collaborative manner, intends to ensure the long-term resettlement of every person currently residing in a form of temporary accommodation in Wales, those who continue to present to local authority homelessness departments and the anticipated increase in homelessness as lockdown measures are eased.

When developing the plan, authorities should take account of the following and ensure they are addressed in the plan (these are set out in more detail in the next section):

- a) Have a move-on protocol in place with rapid re-housing at its heart.
- b) Improve the quality and reduce the dependency on emergency/ temporary accommodation solutions.
- c) Put rapid re-housing at the heart of services and utilise a range of support models (i.e. Housing First, Critical Time Interventions (CTI), floating support, assertive outreach) for people experiencing or at risk of homelessness.
- d) Increase the availability of social housing for people experiencing or at risk of homelessness.
- e) Increase the availability of private rented housing for people experiencing or at risk of homelessness.
- f) Bring empty properties back into use to house people experiencing or at risk of homelessness.
- g) Provide support for young people experiencing or at risk of homelessness.
- h) Multi-agency involvement at a strategic level and in the delivery of support.
- i) The adoption of a psychologically-informed and trauma-informed approach to commissioning and service delivery within local authorities, housing and support providers (including health, mental health and substance misuse services).
- j) The appropriate combination and safe delivery of remote and face to face support.
- k) Up-skill and empower local volunteers and community assets to help deliver a strategic, coordinated response to ending homelessness.
- l) A collaborative approach to planning and delivery.
- m) Solutions for people with No Recourse to Public Funds.

## **TRANSITIONAL PLAN REQUIREMENTS**

### **a) A move-on protocol with rapid rehousing at its heart**

The initial focus for all authorities must be on the development of a **move on protocol** for re-housing those in emergency/temporary accommodation into more suitable permanent accommodation.

The protocol should enable local authorities to carry out a rapid triage assessment utilising a multi-agency approach to gauge and provide for people's support and accommodation needs. It should as a minimum contain the following components/stages:

#### **STEP 1: Mapping Exercise: Accommodation and support provision**

Authorities must gauge the level of accommodation and support available at present in their area, to include consideration of:

- Location – including accessibility to health and support services
- Tenure – social and private rented sectors
- Affordability - whether the accommodation cost is within or outside LHA rates (and, if outside, how authorities can cover the cost of the housing).

- Size: Single, family or shared accommodation
- Accessibility – for people with disabilities or physical health issues

Authorities will need to develop close working across teams who deliver outreach services and support staff in both hostels and supported accommodation to understand the capacity available within each area. Authorities should consider combining the existing private rented sector (PRS) access teams with the allocation teams to ensure a consistent approach.

### **STEP 2: Mapping exercise: Accommodation and support needs**

Authorities should develop and utilise a consistent process for the rapid assessment of accommodation and support needs of individuals to help develop an **individualised housing plan** for each person residing in temporary accommodation and any new people presenting as homeless. Authorities should assess and have a full understanding of the accommodation and support needs of each individual and have a plan covering every phase of the process (i.e. before, during and after a person is resettled).

Local authorities should also assess the likely increase in homelessness including violence against women, domestic abuse and sexual violence (VAWDASV) presentations once the social distancing measures are eased.

The plans should consider accommodation needs (tenure, geography, affordability), support requirements including health, substance misuse and/or mental health support needs which will be needed to ensure and individual can sustain accommodation. **Annex A** includes a checklist in terms of questions/areas that need be considered during this phase.

It is vitally important that this plan takes account of the knowledge and experiences of other services who have provided support to individuals, in some cases for a number of years. Liaison with services such as substance misuse and mental health must take place during the development of personalised re-accommodation plans. To save time, it would be appropriate for this liaison to take place to discuss multiple plans rather than on a case by case basis.

**STEP 3:** Once authorities have an understanding of individual needs they can then prioritise and should be able to set out the range of housing and support options required to meet the differing needs of various cohorts. Authorities should have a system in place for '**Cohorting**' people broadly into the models of support needed and identify a) the number of people requiring each model and b) the staff and resources needed to meet each cohort's needs.

People who had previously been sleeping rough for a long period of time but are now engaging successfully with support and/or treatment services are likely to be at risk of the greatest harm if they become homeless again. It is important that they are prioritised appropriately to ensure that we can build on their successes, do not lose this opportunity to find a lasting solution and ensure that they avoid a return to the streets.



Cohorting should not take account of intentionality, local connection or a past history of engagement.

Cohorting will need to be continually assessed as new presentations join local caseloads.

## **b) Improve the quality and reduce the dependency on emergency/ temporary accommodation solutions**

Providing long term settled accommodation will continue to be the overarching aim for all homelessness services in the long term, but we acknowledge that this will be a significant challenge given the numbers of people who have been supported into accommodation during the pandemic. It is therefore paramount that authorities improve the quality and variety of emergency and temporary accommodation currently being provided in the short and medium term.

Authorities should have a coordinated procurement approach to sourcing properties with local partnerships (e.g. council, RSLs, PRS, businesses and public institutions etc.) and Welsh Government working together to expedite the process and to ensure that acquisition of new temporary accommodation is limited to only what is absolutely necessary.<sup>1</sup>

Authorities should exploit all of their available resource to the maximum, be that the social, private or supported accommodation settings, to achieve this. However, the following principles must be considered to ensure quality, suitability and appropriateness.

### **What is not acceptable space/accommodation?**

The following solutions are no longer considered acceptable:

- Floor space
- Provision of tents & sleeping bags
- 'Pods' or 'Porta Cabins' – these are not considered suitable modular accommodation. The Welsh Government will be providing a detailed guide in due course on suitable modular options.

### **What is acceptable space/accommodations solutions?**

Authorities are urged to look at expanding their stock of temporary accommodation to ensure that there are genuine, appropriate options for people with a variety of characteristics and support needs. This means, for example, provision specifically for women, provision accessible to disabled people, provision that allows pets and provision that caters for both those with an ongoing addiction and those wishing to reduce their exposure to others who are still using substances.

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<sup>1</sup> In Scotland some local authorities have taken approaches to temporary accommodation that we can learn from, e.g. Midlothian and Fife. These approaches are described in the Crisis report on Scottish rapid rehousing transition plans: [https://www.crisis.org.uk/media/241640/crisis\\_rapid-rehousing-report\\_web\\_spreads\\_v2.pdf](https://www.crisis.org.uk/media/241640/crisis_rapid-rehousing-report_web_spreads_v2.pdf)

Clearly the best type of accommodation is self-contained in terms of both bathroom and cooking and eating facilities, but where this is not possible, consideration should be taken to congregate models of accommodation that allow for aligned services to be positioned in the same block (i.e. mental health and substance misuse in particular). This may be the purchasing or leasing of disused student accommodation, holiday accommodation or hotels, or it could be the re-modelling of existing provision or both.

Options available:

- Triage Centres: Some authorities are investigating the potential use of Triage Centres which are enhanced hostel-type accommodation where people can be supported on a short term basis while a decision is made on the most appropriate accommodation and support to assist them to move towards a permanent accommodation solution. Be that into supported accommodation where needs reach a certain point, or through mainstream private or social housing routes.

The key principles to a successful Triage Centre is that it must be:

- Single occupancy accommodation - As a minimum, the accommodation should have en-suite, but ideally also include a small kitchen area with sink and microwave;
  - Inclusive - Ensure provision covers all groups (i.e. men and women, young people, those with pets, etc.). This may include different buildings, entrances or different floors for different cohorts;
  - Open 24 hours a day, 7 days a week - Staff cover allows for emergency accommodation to be available at all times of day, every day;
  - Hub approach - Centre allows for a multi-agency approach and co-location with key services such as primary health services and substance misuse services.
- Repurposing temporary accommodation: This could include authorities supporting temporary accommodation providers to convert existing services to more permanent, supportive and psychologically informed forms of accommodation. In addition, increasing provision for self-contained temporary accommodation with potential conversion of existing buildings, such as old care homes, decommissioned university blocks, hotels and B&B units into longer term forms of emergency accommodation should be explored. This would help ease the transition as well as acknowledge the increased demand. This should be single occupancy accommodation with en-suite facilities.
  - Modular accommodation: Different forms of modular accommodation have been used across Wales in recent years. As outlined above, not all is considered suitable as we move forward to transform services and provision. Any investment in modular must be in high quality provision, offering a single occupancy home that offers not only a short term solution but also offers the flexibility to move the provision to provide a longer term housing option. When used as short term emergency provision, evidence suggests that it works best when it is placed within a context of support and where the location of the accommodation is

secure and safe in relation to the community and the individual. The best examples have been within the compounds of existing homelessness services and not visible from the street.

Small micro villages of modular accommodation may be appropriate for longer stays as long as there are identified needs and the necessary support packages are in place to assist in the eventual move on into more permanent settled accommodation.

### **c) Put rapid re-housing at the heart of services and utilise a range of support models for people experiencing or at risk of homelessness**

This section also refers to the type of support required to continue to engage with those who are still sleeping on our streets or find themselves sleeping rough during the transitional phase.

As part of the planning process, local authorities should seek to increase move on options and ensure there is sufficient provision of suitable and sustainable move on options for those residing in emergency/temporary accommodation. This should include both accommodation solutions and a variety of different support models.

The Welsh Government endorses the following four models of support that authorities should focus on. The models of support best suited to individuals will reflect their support needs, and the intensity and duration of these. The indicative assessment matrix at **Annex B** and the indicative model of support should help inform planning for move on.

- **Housing First** should be the default approach for those with very complex needs with a history of repeat homelessness/rough sleeping and/or difficulty in sustaining any forms of accommodation (be that hostel, supported or independent).

The focus of support is on the individual and is aimed at helping to firstly engage with support; support them to be matched to the best tenancy fit; and then to help them sustain their accommodation for as long as necessary after placement. A holistic approach is taken to other issues, and a harm minimisation approach taken rather than requiring compliance with specific treatment objectives. The accommodation may be provided in either social housing or private rented tenancies, but it is important to maximise the choice and control the individual has (within usual constraints).

Local authorities should gauge the needs of the cohorts' and individuals' needs for Housing First support as part of the assessments of need. Staff:client ratio in projects should be around 1:5-8, but should be flexible based on differing levels of support needs at different stages.

For those who meet the criteria, services are urged to support them in a way that meets as many of the [key principles](#) as possible to ensure a successful transition. Failure to do so will result in a reduced likelihood of a successful resettlement.

- **Rapid re-housing with Critical Time Interventions (CTI)** can help meet people's needs and bridge the gap between homelessness (including people in emergency accommodation) and life in the community, to ensure there is continuity of support. While time-limited CTI can offer more intensive support, particularly earlier on, with decreasing intensity over time. Caseloads of staff: client are usually 1:15 with flexibility, largely due to more intense support needed earlier on (1:10-12 during the first 3 months).<sup>2</sup>

Following many of the key principles of Housing First, but time limited from the outset, a CTI is intended to be an initially intensive approach with support worker and client working in partnership with a focus on a limited number of key areas that are identified as barriers to finding accommodation during the development of the re-accommodation plan. This could be in relation to substance misuse or mental health needs, but could also be in relation to gaining a better understanding of community and creating social links. In addition, the CTI support worker will help with the emotional impact of making the transition into more permanent accommodation solution and potentially be an option of low intensive post-placement support.

- **Rapid re-housing with floating support** is a much less intensive approach aimed at supporting those with low needs into accommodation. It usually involves a staff:client caseload of approximately 1:30-40, depending on the mix of needs in the caseload. Some clients would be supported weekly, others fortnightly and some monthly, while there will also likely be flexibility required where someone requires more support at different times. During coronavirus lockdown there might need to be more remote or digital support than would normally be the case.

There is no fixed support timescale but it is likely to be required for 6-12 months and longer for some. It should be able to flex in intensity, typically becoming less intense as people's situations become more stable. Like CTI, floating support can take a case management approach and ensure clients are able to access more specialist support services. Floating support is holistic in nature and will address a range of needs, including progression support needs (improving social capital, reducing isolation, learning, skills and employment) to ensure a tenancy can be sustained.

- **Assertive outreach** is a particular form of street outreach that targets the most disengaged rough sleepers and is recognised as more effective than traditional outreach. It is focused on housing people, the service is multi-disciplinary, and the support is persistent, purposeful and person-centred. The report 'Assertive Outreach: Principles for Wales'<sup>3</sup> was published in October 2019 and sets out the approach that commissioners and service providers should aspire to.

**Annex C** provides more detail in relation to the different approaches and the generic principles that apply to the first three approaches.

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<sup>2</sup> See Crisis draft move-on protocol for more information

<sup>3</sup> <https://www.cymorthcymru.org.uk/en/news-blog/news/cymorth-publishes-assertive-outreach-principles-wales>

#### **d) Increase the availability of social housing for people experiencing or at risk of homelessness**

The allocation of existing accommodation must be aligned with local authority transition planning. It is essential that all social landlords, including RSLs and LAs, play their part in increasing the availability of housing for people accommodated during phase one. This includes reviewing allocations policies so that people aren't unnecessarily excluded from social housing, bringing properties back into use and preventing additional pressure on local authorities by continuing our shared endeavour to end evictions into homelessness.

The current crisis has resulted in some excellent practice in relation to partnership working between local authorities and RSLs in order to support meeting the challenge of finding accommodation for all. This approach must be adopted in all areas and must continue for the foreseeable future if long term homes are to be found for all those who have been and will need to be accommodated.

Alongside this, and while ensuring the safety of the necessary contractors, social housing providers should continue to prioritise the bringing of all available stock back into use in order to expand portfolio's locally.

#### **e) Increase the availability of private rented housing for people experiencing or at risk of homelessness**

All authorities across Wales have invested significantly in services aimed at engaging and expanding access to the private rented sector (PRS). This support includes not just landlord engagement, but in some areas, the provision of management services on behalf of landlords. It is of paramount importance that this work continues and where possible expands.

A side effect of this pandemic will likely be an increase in the number of landlords whose tenants are facing challenges in meeting rent and other bills. For some landlords they may be more open to working with local authorities to support local efforts during the recovery. Some landlords will need information, advice and support with their tenants to maintain their tenancies and help prevent evictions. There may also be an increase in the availability of rental properties in university towns and cities, as lower student numbers and/or remote learning could be a feature of the next academic year.

Some landlords may be willing to lease their properties to local authorities on a short or long term basis or even sell their property which could help increase the stock of housing available to local authorities.

It is important that authorities continue to engage with Rent Smart Wales, but also ensure that local intelligence is gathered from other stakeholders such as NRLA, RICS and ARLA Propertymark so as to expand future portfolios.

## **f) Bring empty properties back into use to house people experiencing or at risk of homelessness**

There have been some excellent examples of partnership working between local authorities and RSLs in getting empty properties back into use. Local authorities should continue to work with partners to identify where there may be an increase in empty properties due to COVID-19. Former commercial properties in town centres may no longer have tenants and could be transformed into residential properties to increase the housing options available in the local area.

## **g) Provide Support for Young People experiencing or at risk of homelessness**

Homelessness should be prevented wherever possible, for example by supporting young people to stay in their family network through the use of family mediation or preventing the loss of a tenancy through providing tenancy support and skills. For young people who need accommodation there should be a range of safe, decent affordable accommodation solutions available to best meet their needs, such as supported accommodation specifically for young people.

Specialist services for young people should also be used to provide advice/support on education, training and employment, health services, life skills, tenancy skills and any benefit entitlements. Those with complex needs may need more intensive support. Local authorities should also look at the Welsh Government innovation fund projects within their area that are offering housing solutions to young people such as Housing First for Youth.

Thought should also be given to the provision of affordable housing solutions for young people, particularly those who are reliant on the welfare system and therefore restricted by the shared accommodation rate.

## **h) Multi-agency involvement at a strategic level and in the delivery of support**

Providing accommodation alone will likely not be enough to ensure a sustained tenancy for many people. Any provision must be supported by a wraparound support service to help the individual maintain their tenancy, such as tenancy support services, mental health support and substance abuse support.

During the pandemic, the centralised coordination cells have forged good relationships with agencies such as the police and substance misuse services and it is important that these continue into phase two.

It is recommended that a multi-disciplinary approach is taken where appropriate, but as a minimum should form part of the Triage Centre. A multi-disciplinary team could include the following elements:

- Mental Health Worker
- Housing Support Worker

- Advocate
- Primary Care Nurse
- Substance Misuse Worker
- Social Worker input
- Mental Health Social Worker
- Occupational Therapist
- Probation
- Rapid Prescribing Service
- Therapeutic Outreach Workers and access to ring-fenced psychological services
- Counsellor
- Peer Mentor Co-ordinator
- Community Engagement Role
- PCSO

Phase 2 Transitional Plans should outline proposals on how a multi-disciplinary approach can be developed and then adopted in every local authority prior to phase 3.

In particular, local authorities should work closely with Health Boards and Area Planning Boards to ensure that people have rapid access to mental health services and substance misuse treatment. There have been some excellent examples of collaboration during this pandemic which have seen numerous people in emergency accommodation begin treatment and this must continue as we enter phase 2.

Harm reduction should be at the heart of substance misuse support and partners should continue to work with Area Planning Boards to ensure access to rapid prescribing and alternative treatment (such as injectable buprenorphine) as we enter phase 2. This will be critical to helping some people to make the transition into more permanent accommodation and maintain it in the long term.

### **i) Psychologically informed and trauma informed approach to commissioning and service delivery within local authorities, housing and support providers**

Many people using homelessness services have experienced multiple, complex trauma in their lives and are living with the psychological impact on their lives. The COVID-19 pandemic is likely to have increased people's exposure to trauma and there may be significant psychological impacts on people using and delivering services for many years to come. As a result, it is even more critical that services are psychologically informed and provide appropriate clinical support to staff and people using services.

Psychologically Informed Environments (PIE) take into account the psychological makeup – the thinking, emotions, personalities and past experience of trauma – of its participants in the way that it operates. They are intended to help staff and services understand where so-called challenging behaviours are coming from, and so to be able to work more creatively and constructively with people. As part of this approach, services should be working within a broadly therapeutic framework, enabling them to

develop clear and suitably consistent responses to clients who may be chaotic and distressed and who have learned not to trust.

Support services should be commissioned and delivered using a psychologically informed approach that recognises and responds appropriately to the impact of trauma. Local authority commissioners and service providers should ensure that service delivery is shaped by the five key components of psychologically informed environments:

- Psychological framework
- Relationships
- Physical and social environment
- Staff training and support
- Evidence and learning

This is particularly important when the support being provided is in temporary accommodation settings and when dealing with complex needs or people with challenging behaviour.

### **j) The appropriate combination and safe delivery of remote and face to face support**

Due to the pandemic and public health advice regarding social distancing and self-isolation rules, many services have adopted alternative digital/virtual means in order to continue to provide this crucial support remotely. We expect that this need will continue for some time even as social distancing rules eases, and therefore support provision should have a 'remote approach' strategy built in to be able to deliver more of your services to service users through the telephone, on-line and social media when needed.

Local authorities and service providers should consider whether elements of virtual support would be a useful option to retain after the pandemic has ended. Some people may prefer this way of engaging with their support worker, particularly young people. It could also benefit people in rural areas (depending on broadband availability), where services are more dispersed and transport links are more challenging).

However, lots of people will need face-to-face support and local authorities should work with their partners to develop safe working practices as they return to this mode of delivery. All partners should recognise the fear that some staff will experience and do all they can to ensure that no member of staff feels that they are putting themselves at unnecessary risk. All local authorities, housing and support providers should ensure that they are aware of the guidance set out in the Public Health Wales Advisory Note for Housing, Health, Social Care and Support Settings<sup>4</sup>.

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<sup>4</sup> <https://phw.nhs.wales/topics/latest-information-on-novel-coronavirus-covid-19/information-for-healthcare-workers-in-wales/housing-health-social-care-and-support-settings-examples-to-inform-implementation-of-the-updated-infection-prevention-and-control-guidance-covid-19/>



## **k) Up-skill and empower local volunteers and community assets to help deliver a strategic, coordinated response to ending homelessness**

Local volunteers have long provided valuable services to support people experiencing homelessness, but as we move to the 'New Normal' with rapid rehousing at the heart of our strategy, we need to ensure that the energy and passion of people and community assets are harnessed to have maximum possible impact. Many have the trust of local people, promote compassion towards people experiencing homelessness, and have the ability to harness goodwill to encourage fundraising and practical support.

Local authorities should consider how they can involve local community and faith groups as part of more strategic discussions which focus on long term, strategic solutions to homelessness. Effective communication will be vital and they should seek to provide appropriate training and support to help volunteers to become part of more sustainable models of delivery such as assertive outreach.

## **l) A collaborative approach to planning and delivery**

**Local partnerships:** It has been excellent to see such effective collaboration between local authorities and their partners within the centralised coordination cells, as they shared information, contingency plans and resources during this pandemic. This approach must continue as we seek to ensure that people in emergency accommodation are provided with more permanent housing solutions – and we transform homelessness services for the long term.

Centralised coordination cells should adapt to meeting the goals of phase 2 plans in order to ensure that all partners are engaged in the planning process and continue to share information about needs, capacity and resources. We also encourage local authorities and their multi-agency partners to continue to operate with a spirit of trust and openness, offering flexibility to help each other achieve the shared vision of ending homelessness.

**Regional working:** Where appropriate, we would encourage authorities to work on a regional basis to address specific challenges or needs. Mental health, substance misuse and VAWDASV services will be critical to successfully ending homelessness and the benefits of engaging on a regional basis with Mental Health Partnership Boards, Substance Misuse Area Planning Boards and VAWDASV Commissioning Boards should form part of a collaborative regional approach.

## **m) Find solutions for people with No Recourse to Public Funds**

Whilst the current public health emergency remains, we continue to advise local authorities to utilise alternative powers and funding to provide emergency shelter and support for those who have No Recourse to Public Funds.

The UK Government position on those who have No Recourse to Public Funds remains unchanged. As such, Welsh Government will continue to work with local

authorities and wider partners to explore the potential options available to support individuals who have No Recourse to Public Funds in the longer term, including through hosting schemes.

## **SUBMITTING PLANS AND BID FOR FUNDING**

Authorities will need to develop their phase 2 transitional plan in conjunction with partners in RSLs, public and third sectors, and submit to Welsh Government as part of their funding bid for the new £20m fund by **30<sup>th</sup> June 2020**.

Authorities should use the template provided by Welsh Government for this purpose.

Welsh Government will be providing direct support to authorities or groups of authorities and their partners to help develop their plans.

## Annex A: Suggested approaches to assessing accommodation and support needs

### Assessment

#### Income & entitlements

An individual's income (or entitlement to an income) will influence the accommodation they can afford. Currently, our benefits system limits most people aged under 35 years to a lower level of entitlement for their housing costs.

Income source	Requires accommodation within LHA rate?	Could top up above LHA rate?
Working FT		
Working PT		
Pension		
Universal Credit		
UC plus PIP/ other additional		
No income but entitled		
NRPF – but could achieve EUSS		
NRPF		
Other		

#### Accommodation requirements

Should consider the following:

- **Location** – areas people will accept (noting that realistic conversations about what is possible and affordable within LHA rates will need to be held). Information packs about transport routes, local facilities (JCP, libraries, leisure facilities, open spaces etc.) and community and specialist services (GPs, treatment services, day centres, community support groups) should be collated for the local area.
- **Tenure** – conversations should be held about the tenures available including with registered providers about social stock available. The PRS may offer less security but may offer greater choice of location.
- **Affordability** – whether the accommodation cost can be met either or if not, how the shortfall can be funded in the short and long-term.
- **Size** – i.e. single, family or shared accommodation.
- **Accessibility** – i.e. ground floor / lifted access; accessible (e.g. for wheel chair users); whether people can take pets, furniture and equipment (white goods, including washing machines, cookers and fridges)
- **Equipment** - cleaning materials (including vacuum cleaners, mop & buckets), bedding and carpets/ curtains need consideration and provision within a reasonable timescale.

## Support requirements:

In addition to accommodation requirements, it is vitally important that support needs are assessed and full addressed in order to ensure that move on options are sustainable in the short term and longer term.

While assessing support it is important that the level of intensity and the duration of support is carefully considered, including an assessment of when the intensity of support is reduced.

Three broad areas of support can be used to inform assessments and focus advice and assistance for people to help them move on and sustain their accommodation in the longer term:

- **Practical** – which includes support to set up utilities, source furniture and white goods packs, make benefit claims, budgeting as well as general tenancy sustainment support, etc.
- **Specific/specialists** – which includes addressing physical health needs (i.e. registering with a GP), emotional and mental health needs, drug and alcohol needs as well as supporting someone to cope with issues of isolation and where they have learning or language difficulties.
- **Progression** – which includes supporting people to develop additional learning and skills, possible employment or volunteering.

The focus of the assessment should be on practical and specific/ specialist support needs given this is about enabling people to access and manage accommodation. Progression support needs should be addressed once accommodation is sourced and people are settled. It can be accessed from mainstream and community services.

In order to inform planning, this assessment will seek to identify the support needed to support the transition to new accommodation, as well as identifying longer term support needs which should be delivered through “mainstream” services and informal support networks.

## Annex B

### Support Matrix – Assessment Template

Intensity	Duration		
	Long term (12m+)	Medium term (3 – 12m)	Short term (<3m)
V high 24/7	Supported housing	Supported housing	Supported housing
High 3+ pw	Housing First	CTI	CTI (+Rapid re-housing)
Medium 1 – 2 pw	Housing First	CTI	Rapid Re-housing
Low < 1 pw	Rapid Re-housing (+floating support)	Rapid Re-housing (+floating support)	Rapid Re-housing

Assertive outreach support will be aimed at supporting all of those rough sleeping and should transition into the support outlined above.

## Annex C: Housing-led support Models

- Housing First – the default approach for those with complex needs and/or experienced repeat rough sleeping.
- Critical Time Interventions (CTI) – time-limited approach, providing an intensive level of support for a short duration, which decreases significantly over time.
- Rapid rehousing (with floating support) – much less intensive approach aimed at supporting those with low needs into accommodation.
- Assertive Outreach – persistent support offered on the street to disengaged rough sleepers focused on helping people into accommodation.

The following provides more detail in relation to the different approaches, but authorities are also advised to utilise the same following principles for all four approaches:

### Accommodation

- Accommodation is based on choice and individual needs - this includes an exercise to understand the needs of the individual and 'match' them to properties and locations that allow them to continue such things as positive relationships with family and friends as well as access services to services and healthcare. Fundamentally, however, the issue of affordability must be central and with the aim of providing settled long term accommodation as soon as possible.
- Accommodation is provided unconditionally - unless the individual otherwise agrees in advance, there are no conditions placed on accommodation such as requirements to engage with other services.
- Wherever possible, accommodation permanent and settled - if this is not possible, then movements, in particular in forms of temporary accommodation are kept to an absolute minimum. This is to minimise the disrupting factor of moves between accommodation. We understand that there will be challenges on finding permanent settled accommodation for all, but authorities are urged to understand the resilience of individuals when considering movements.

### Services and support

- Services are individualised - while we ask that accommodation is provided unconditionally, services must be aware of the potential need to ensure that key services, in particular substance misuse services, must be retained during the move on period which will likely cause a peak in stress and anxiety.
- Support for everyone - level of support is based on level of need, but no accommodation is provided without some level of support being offered/provided both during the move on phase and for a period after placement. The period of post-resettlement support will depend on the needs of the individual. Authorities should consider how Housing Support Grant projects can support this aim.
- Single contacts - where possible, support is provided consistently. This could mean support being led by the same support worker, but certainly as few different support workers as possible to allow for positive relationships to develop. Likewise, where relationships are proving difficult, services may consider reallocating resources in order to develop a more positive relationship with the individual.

Personalised budgets and discretionary funds – allocate small funds to outreach and support teams that support with the costs of modest items that help with the rehousing of individuals.

- Psychologically Informed Environments (PIE) take into account the psychological makeup – the thinking, emotions, personalities and past experience of trauma – of its participants in the way that it operates. They are intended to help staff and services understand where so-called challenging behaviours are coming from, and so to be able to work more creatively and constructively with people. As part of this approach, services should be working within a broadly therapeutic framework, enabling them to develop clear and suitably consistent responses to clients who may be chaotic and distressed and who have learned not to trust. There are five key components of PIE:–
  - **Psychological framework:** organisations have a strategic and operational commitment to psychologically informed approaches. Service design, development, and evaluation are informed by an evidence-based, trauma informed model and the organisation’s culture is reflective, compassionate and person centred.
  - **Relationships:** High quality relationships are recognised as the principal tool in effective service delivery and staff have the time to develop trusting relationships with people using services. Psychologically informed approaches are used regardless of whether experiences of trauma are known and expectations are communicated in a clear, consistent and respectful way that avoids re-traumatising people.
  - **Physical and social environment:** Assessment and support environments are safe, welcoming and flexible, enabling positive, trauma-informed interaction between staff and people using services. People have choice and control over how they engage with services and the physical environment supports their wellbeing.
  - **Staff training and support:** Staff receive training and support to increase their understanding of trauma and how this can impact on people’s engagement and relationship with services. Reflective practice, continuous learning, professional supervision and therapeutic support ensure that staff feel confident to work in a psychologically informed way.
  - **Evidence and learning:** Evidence is gathered to demonstrate the impact of psychologically informed approaches and this is used to support continuous learning and improve the effectiveness of services. Information on the experiences of people who use services is regularly gathered and is used to inform service planning.

- Accessing Mental Health Support

Emotional and mental health needs should be considered as a key component of transition support, with a multidisciplinary approach to care planning led by the individual’s key worker.

Practitioners should use a trauma-informed approach, and additional training in supporting people to tolerate distress (such as grounding techniques or CBT principles) should be considered for staff across sectors.

A range of wellbeing and emotional supports are available across Wales, delivered by the voluntary sector as well as the NHS. These include community groups, one to one support and access to phone or text support. The Community Advice and Listening Service (CALL) can offer confidential conversations about mental wellbeing or distress, as well as connecting individuals to local services, and providing online self-help resources. It can be accessed 24 hours a day 7 days a week on 0800 132 737 (or text 'help' to 81066). The website is [www.callhelpline.org.uk](http://www.callhelpline.org.uk)

Primary Mental Health Support Services offer drop in group sessions around anxiety management, stress control and managing difficult emotions. These are often drop in and do not require prior assessment to take part. GP practices also offer counselling services via appointment.

Access to formal mental health support is via GP referral. Appointments are offered on an emergency (2-4 hour), urgent (24-48 hour) and routine basis (up to 28 days), depending on level of need. Where a person is unable to access formal supports such as attending appointments, they should be supported to address the factors that are preventing them from engaging, through 1:1 support work based around individual needs. The principles of Maslow's hierarchy of need (ie. food, shelter and safety) often need to be addressed before a person is able to engage in formal courses of treatment. For those with trauma issues, engaging too soon in therapy before they are able to follow through with regular sessions risks re-victimisation and further psychological harm

Care and Treatment Plans (CTPs) should also be in place for people receiving secondary mental health services, which should include: Early warning signs of crisis or relapse (recording the thoughts, feelings and/or behaviours that may indicate when a person is becoming more unwell); actions that need to be taken should a person become more unwell ('crisis plan'); details and contacts of local support that is available to help prevent a person's circumstances escalating into a crisis; who the person is most responsive to (and who the person wishes services to contact when becoming unwell); and any factors that are significant to a person being able to remain as independent as possible. In relation to the Crisis Plan – this should include Contingency Planning and an appropriate detail of planned support to mitigate crisis – including easy and fast access to a crisis prevention service (this could either be a statutory service such as a Crisis Team or a community service).

<https://gov.wales/sites/default/files/publications/2019-10/wales-crisis-care-concordat-national-action-plan-2019-2022.pdf>

- Accessing Substance Misuse Support

Across Wales the seven Area Planning Boards (APBs) are responsible, within their regions, for the assessment of need, commissioning and monitoring of delivery of substance misuse services, using the funding allocated by the Welsh Government. APBs have been the key vehicle for supporting the delivery of substance misuse services and this will continue to be the case.

Each APB commission services based on needs assessments within their areas with a strong emphasis on partnership working to provide a more coordinated approach to engaging and sustaining engagement of vulnerable individuals.



Since the outbreak of the COVID-19 virus and the subsequent lockdown period, substance misuse commissioners, service providers and a wide range of delivery partners have adapted quickly, appropriately and where possible effectively to meet the complex needs of the substance misuse service user population to minimise further harm being caused to this vulnerable cohort. For example, during the lockdown period new interventions such as Buvidal have been supported by Welsh Government in response to the issue of accessibility to Pharmacies and their respective services.

A harm reduction approach remains key to reducing the relative risks associated with drug and alcohol use/misuse. This is carried out by a range of measures such as reducing the sharing of injecting equipment, providing support for stopping injecting, interventions to reduce drug related death and providing a range of both pharmacological and psychosocial treatments for both drugs and alcohol. Recovery and abstinence also form part of the harm reduction journey; they are not mutually exclusive.

It is likely that no single service will be able to provide all the support needed by an individual. Specialist services and specific philosophical approaches can maintain their individuality while still embedding the principles of both harm reduction and recovery focused practices into the ways in which they deliver their services.

As an overarching principle, significant consideration needs to be given to collaboration and coordination specifically with mental health and housing services and all other criminal justice strategic delivery partners. Significant partnership working developed during the COVID -19 response period and we should, where possible be built upon.

APBs and delivery partners are encouraged to consider other alternative treatment options with a view to relieving pressure on the current systems, thus potentially allowing for smarter ways of work. Individuals that have been housed temporarily during the COVID-19 crisis who have accessed substance misuse treatment options need to be supported to continue to engage in the variety of treatment options available through the 4 Tiers of substance misuse interventions.

Furth guidance on the role of APBs including commissioning of services within their areas can be found <https://gov.wales/substance-misuse-revised-guidance-area-planning-boards-2017>

Welsh Government Delivery plan - <https://gov.wales/sites/default/files/publications/2019-10/substance-misuse-delivery-plan-2019-22.pdf>

Mae'r dudalen hon yn wag yn bwrpasol



## **Phase 2/3 Covid 19 Response Plan**

### **Homelessness and Housing Related Support Services**

**“Support; Plan; Build; Transform”**

**JUNE 2020**

## Introduction

Flintshire Council and its partners are committed to supporting people who are at risk of homelessness and those who become homeless. When homelessness does occur every effort is made to ensure it is “rare, brief and non-recurring”.

The Local Authority like many others has responded well to the changes in legislation following the introduction of the Housing Wales Act 2104 and makes good use of Housing Support Grant (formerly Supporting People Funding) to commission and deliver a range of supported housing and specialist support services that promote independence and offer help to those with housing and other support needs. Prevention work and early intervention is well embedded within Flintshire services.

Like many areas, the demand for affordable housing outstrips supply and social housing register application numbers are increasing as people seek security of tenure and low cost housing. Private renting is an option for some, but the limitations of Local Housing Allowance rates, along with the roll out of Universal Credit, does create significant barriers to low income and benefit dependent households.

The Covid 19 health crisis has created significant challenges for Flintshire residents and whilst excellent work has been done to offer accommodation to people who had previously slept rough or became homeless during the covid19 crisis, there have been difficulties with supply of emergency accommodation. Guidance from Welsh Government encouraged the block booking of hotel and B&B accommodation along with sourcing student accommodation as part of the immediate crisis management response. Regrettably this has not been a positive approach for Flintshire with no local supply of Hotels, B&B's or Student Accommodation available throughout the pandemic,.

In response to this Flintshire has sought to make best use of its existing Temporary Accommodation Portfolio. This stock has its limitations due to some units having shared facilities. Flintshire have sought to bolster the supply of 1 bed self-contained accommodation by taking on additional units of social housing stock as temporary accommodation. Work has also been undertaken to remodel the delivery of accommodation and support at a Night Shelter Building which is run by The Wallich and had been launched early in 2020. Temporary Portakbins have been located within the Night Shelter Site and it has operated more as a Supported Housing Setting with 24/7 provision throughout the covid 19 crisis period.

Excellent work has been done to avoid people from becoming homeless and to stabilize housing settings and mediate with families and households where people are precariously housed to avoid homelessness occurring. Whilst this has kept numbers needing emergency housing down, it is acknowledged that this only offers a temporary solutions for many people and officers continue to support those households and help

them plan for longer term settled housing in order to avoid further tensions which may result on homelessness later on.

This Plan outlines how the Authority seeks to successfully move on the existing covid19 cohort (those presently in temporary accommodation) whilst also mindful of the increased challenges that will come about on the back of easing of lockdown restrictions and removal of positive interventions such as the “Evictions Ban” and “Coronavirus Job Retention Scheme”, which are due to expire over the coming months.

We know there will be increases in demand for housing support and homelessness services and are attempting to “resource up” in advance, so to offer additional support with a view to reducing risks to homelessness and further reliance on interim housing options.

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## Having a move-on protocol in place with rapid re-housing at its heart.

As per the Guidance for Phase 2 Planning, a process of “mapping and cohorting” has been undertaken to better understand the present need for accommodation and support based on the existing cohort of people in interim housing.

As of w/c22/06/2020 Flintshire had 38 households in interim accommodation and 34 of these are owed duties under Housing Wales Act 2014. The breakdown is below:

<b>Household Type</b>	<b>Number</b>
Families needing 3 bed	3
Families needing 2 bed	4
Couples needing 1 bed	1
Singles needing 1 bed	17
Singles needing Supported Housing	5
Singles needing Housing First	4
No recourse to Public Funding	4
<b>TOTAL</b>	<b>38</b>

We have already resettled 18 households during the covid19 pandemic and all have gone onto long term settled housing. Not all of these households were accommodated under interim housing duties and some have moved on under prevention duties, but this demonstrates the success that has been achieved despite the lockdown period.

<b>Household Type</b>	<b>Number</b>
Families into 3 bed	2
Families into 2 bed	2
Couples into 1 bed	1
Singles into 1 bed	9
Singles into Supported Housing	2
Families into Supported Housing	2
<b>TOTAL</b>	<b>18</b>

Furthermore we have assisted 5 households into refuge accommodation. These households are now in safe accommodation and will continue to be supported by the Homeless Team and support services. These households fled violence or other forms of abuse within the home during the covid 19 pandemic period.

Of the current 34 eligible households remaining in temporary housing, we have already identified 15 households who are lined up for long term settled housing solutions within social housing. We anticipate these moves should be completed by the end July 2020 and appropriate support packages will be offered to start up and sustain tenancies.

<b>Household Type</b>	<b>Number</b>
Families into 3 bed	3
Families into 2 bed	4
Couples into 1 bed	0
Singles into 1 bed	8
Singles into Supported Housing	0
<b>TOTAL</b>	<b>15</b>

All of the households moving on in during Phase 2, will be offered Tenancy Support and other services that will meet their needs and enable them to have a positive start to life in their new homes. Our commitment to offer all households tenancy support seeks to ensure that no tenancies fail when people are moved onto settled housing. This should reduce the likelihood of people coming back through as homeless in the future and avoid repeat risks of homelessness.

Appropriate furnishing of properties and using psychologically informed approaches to enable people to “make a house a home” will be key to the rapid rehousing approach and funding is requested to offer “home starter” packs and furnishings. Assisted technology and Wi-Fi infrastructure will be encouraged and supported through the purchase of items such as “tablets” and “Alexa” or other programmable devices to enable active engagement with services who continue to adopt digital engagement as services move to the “new normal”.

Some households are currently accommodated in Council homes which had been secured to bolster the temporary housing portfolio when the covid 19 pandemic first began. Where possible we aim to keep those people in those homes but issue them with long term social housing tenancies with the Council along with appropriate support packages. This will avoid disruption for the households and reduce increased trauma as a result of them having to relocate again.

This leaves us with the remaining “covid cohort” as below:

<b>Household Type</b>	<b>Number</b>
Families	0
Couples into 1 bed	1
Singles into 1 bed	11
Singles into Supported Housing	3
Singles into Housing First	4
Singles with No Recourse to Public Funding	4
<b>TOTAL</b>	<b>23</b>

Mindful of the need to match people to appropriate accommodation the Authority has also reviewed its “move on” list for those who have achieved their support plan outcomes and are ready to move on from supported housing settings. Such moves free

up valuable bedspaces for some of our more vulnerable households who would benefit from the supported housing environment and enables a broader view of available accommodation. Through the Common Allocations Policy, enhanced priority (Band 1 status) is offered to this group of applicants to enable rapid rehousing once people are ready for independent living. Resettlement support moves with the applicants for a transitional period of a minimum 6 weeks to enable successful tenancy start up in the new home.



**Improving the quality and reducing the dependency on emergency/ temporary accommodation solutions.**

The present interim housing offer for Flintshire is through a mixture of 1) self contained leased accommodation, 2) leased houses of multiple occupation and 3) emergency bed provision run by The Wallich.

As of w/c22/06/2020 there are 51 units of temporary accommodation available through the Private Sector Leased Portfolio. Whilst the majority is self contained a total of 21 units are bed spaces without en-suite and kitchenette type facilities.

<b>Temporary Accommodation</b>	<b>Private Rented</b>	<b>Social</b>
One bedroom (HMO)	21	0
One bedroom (self- contained)	0	17
Two bedroom	6	2
Three bedroom	1	4
<b>Total</b>	<b>28</b>	<b>23</b>

It should also be noted that some of the single bed self-contained units presently used as temporary accommodation are Council owned stock. Where possible these homes will be “flipped” into long term lets and will offer the current homeless households, long term housing without the need to move. These properties will however be lost from the portfolio and consideration will be given to replacing them with other 1 bed Council stock.

The Wallich run “emergency bed provision” is a service that prior to covid 19 offered up to 10 bedspaces all of which were dormitory style with shared facilities and delivered through a Night Shelter model. When the pandemic started, 7 Portakbins were brought in to bolster numbers of self-contained bedspaces and offer greater flexibility with the facility and to offer increased capacity for social distancing and self-isolation. The service moved to a 24/7 provision in late March 2020 and adopted a more supported housing service with access to services and support every hour of the day, with services such as Harm Reduction Service dropping in to deliver advice and support to service users and staff.

<b>Emergency Bed Provision</b>	<b>Number</b>
Portakabins (single)	6
Portakabins (double)	1
Dormitory Style	10

The Emergency Bed Provision prior to covid 19 pandemic was not seen as part of the Councils long term plan for emergency accommodation but was developed to meet a growing need for accommodation for non-priority single people within Flintshire, who would otherwise have had to sleep rough.

With an outstanding covid cohort of 23 we would hope to be able to move most people on into settled accommodation within the next 3-6 months. It is however unclear as to how many other households will need accommodating as the Phase 2 and Phase 3 periods approach and as lockdown measures ease. Through pro-active prevention services we would hope to reduce the reliance on interim housing options that avoid the need for stays in temporary accommodation, and when temporary accommodation is required quick move on to appropriate long term housing is the priority.

There is a commitment to move away from shared environments and towards a temporary and emergency housing offer that provides self-contained accommodation as the norm. Avenues for further exploration as part of the Phase 2 Plan include:

- Decommission the existing shared housing offer within the Private Sector Leased Portfolio
- Increase the supply of self-contained Temporary Accommodation by:
  - Engaging landlords with a view to growing the Private Sector Leased portfolio with high quality self-contained accommodation
  - Bring back into use empty properties to supplement the existing Private Sector Leased Portfolio with high quality self-contained accommodation
- Ensure a clear exit strategy for the Homeless Hub Emergency Bed Provision

*Links to Planned Activity for Phase 2*

*PROJECT 2 – Rapid Rehousing Staff*

*PROJECT 3 – Rapid Rehousing Home Starter Budget*

*PROJECT 10 – Mental Health & Wellbeing – Collaborative Outreach*

*PROJECT 11 – Criminal Offender Tenancy Support*

*PROJECT 12 – Mental Health Support Worker*

*PROJECT 15 – Peer Mentoring and Tenancy Sustainability*

*PROJECT A – Develop 4 MMC Units*

*PROJECT B – Purchase of self-contained 1 bed units (upto 10 units)*

**Putting rapid re-housing at the heart of services and utilise a range of support models (i.e. Housing First, Critical Time Interventions (CTI), floating support, assertive outreach) for people experiencing or at risk of homelessness.**

All Housing Support Grant commissioned Services (outlined in Appendix 1) are at capacity. Additional capacity is sought to deliver more support services for not just the existing covid cohort but also to respond to the increased demand for services as lockdown eases over the coming months.

Housing First

Flintshire has secured funding via the Youth Innovation Fund to develop a Housing First for Young People Project. This service is in its infancy and is currently on hold as pressures within the homeless team as a result of covid 19 meant officers were not able to be released for this work. At the earliest opportunity we shall release these officers and seek to bolster the capacity for Housing First by securing money from Phase 2 Grant for additional officers and a Team Leader. 4 individuals from the existing covid cohort have been identified as in need of a Housing First approach and we are also aware of other people who are at risk of homelessness and may require intensive support through a Housing First approach in the coming months. We seek to bolster this service and make this our “go to” provision for people with complex needs.

Rapid Rehousing (Critical Time Intervention and Floating Support)

All existing Floating Support Services are at capacity and we therefore seek to increase some of the existing provision to resource up and meet the increased demand for Critical Time Interventions and Floating Support services. Dedicated support through 2 additional officers to support the existing cohort into long term accommodation. Creating greater capacity within other forms of floating support will enable not only successful move on a transition from Rapid Rehousing into settled housing, but also assist households who may otherwise be at risk of losing their accommodation within failing tenancies across the county.

North Wales Collaborative Outreach Support

Although many people who have slept rough are now in accommodation we still seek to utilize the model of assertive outreach and service reconnection for those individuals who have support needs relating to mental health, substance misuse.

A new North Wales Collaborative Assertive Outreach Project has recently been established by the Area Planning Board, thanks to Welsh Government Complex Needs Funding. Although only in the startup phase it is clear there is great synergy between this activity and the Tenancy Sustainment and Rapid Rehousing Approach needed to avoid people returning to the streets. The Collaborative Outreach Service aims to:

- Establish a specialist multi-agency collaborative outreach response that can successfully engage/re-engage with vulnerable individuals living with complex

needs around substance misuse, mental health and homelessness, who are not in contact with or who have lost contact with, mainstream services.

- Provide a more supported approach for this vulnerable cohort needing to access services.
- Keep people safe, including vulnerable individuals and members of the general public
- To reduce long term demand on services generated by this cohort of vulnerable individuals.

In order to achieve these aims the Area Planning Board through the Welsh Government Complex Needs Program aims to provide the following resources across North Wales. Flintshire is partnered with Wrexham through the Area Planning Board model in the East area:

- 3 x Collaborative Outreach Coordinators. Working to the BCUHB Harm Reduction Manager and located in East/Central/West areas
- 3 x Dedicated Mental Health & Well Being Outreach Workers. Working to the Collaborative Outreach Coordinators and also East/Central/West based.
- 3 x Dedicated Housing Outreach Workers. Again aligned to the East/Central/West area teams.

Although the Assertive Outreach Team is still in the process of being recruited concern has been expressed by the Cell Leads across North Wales that the Team may not have sufficient Mental Health capacity to meet the current and anticipated increased demand over the coming months/ North Wales Cell Leads have committed to applying for additional monies from the Phase 2 Homelessness fund for three additional Mental Health Support Workers, one each for East, West and Central areas for the remainder of 2020-2021.

#### *Links to Planned Activity for Phase 2*

*PROJECT 2 – Rapid Rehousing Staff*

*PROJECT 3 – Rapid Rehousing Home Starter Budget*

*PROJECT 10 – Mental Health & Wellbeing – Collaborative Outreach*

*PROJECT 11 – Criminal Offender Tenancy Support*

*PROJECT 12 – Mental Health Support Worker*

*PROJECT 15 – Peer Mentoring and Tenancy Sustainability*

## **Increasing the availability of social housing for people experiencing or at risk of homelessness.**

Priority 1 within Flintshire's Housing Strategy is to "Increase supply to provide the right type of homes in the right location". We have a significant demand for social rented properties through the Single Access Route to Housing (SARTH) Common Housing Register and for affordable rented and ownership through the TAI TEG register. To meet these demands the Council is delivering a range of solutions including building new homes and by:

- Influencing the Welsh Government Social Housing Grant programme, managed by the Local Authority, to ensure maximum investment to meet the right type of new build social housing across Flintshire
- Developing a forward development plan for the Council's new build programme post 2021 - Strategic Housing and Regeneration Programme (SHARP).

The SHARP has delivered 219 properties up to 30/4/20. 95 homes have been for social rent managed by the Local Authority and 124 for affordable (intermediate) rent managed by NEW Homes. SHARP has an ambitious delivery programme with 138 homes projected this financial year (69 social rent and 69 intermediate rent), and an estimated 390 homes (196 in 21/22 and 194 in 22/23) in the pipeline with 270 of these for social rent and 120 for intermediate rent.

Flintshire also continues to work in close partnership with RSL's to deliver affordable housing through the PDP and allocation of Social Housing Grant, 168 new homes are anticipated to be delivered between 2020/ 21-2022/ 23 for social rent.

In total, an estimate of 528 new homes are expected to be built for affordable housing between 20/21 and 2022/23, increasing Council and RSL stock and providing much needed accommodation for vulnerable people in Flintshire.

To compliment ambitious build plans, the Authority is also committed to make the best use of its existing stock. A review of Sheltered Housing Stock has commenced as there are areas of the county with an oversupply of Council owned Older Persons Housing and an Options Appraisal Model is being developed with a view to exploring ways of addressing this disparity between supply and demand. Opportunity to reclassify 1 bed Sheltered Stock to General Needs will be explored, along with other redevelopment options with an eye on the significant demand for 1 bed self-contained homes. Approx. 35% (600) of all housing applications on the Common Housing Register are for applicants 18-54 requiring 1 bed homes.

The Common Housing Register and Single Access Route to Housing Partnership (SARTH), adopts a Common Allocations Policy across the counties of Conwy, Denbighshire and Flintshire. All Local Authorities and Housing Association Partners (Adra, Cartrefi Conwy, Clwyd Alyn Housing Association, Grwp Cynefin, North Wales

Housing and Wales & West Housing) use the Common Housing Register for tenant selection and property matching.

In response to the covid19 pandemic and mindful of the need to assist those accommodated in all forms of interim housing (covid cohort) at this present time, partners have agreed to implement an Interim Lettings Policy which will see 50% of all available social housing allocated to the covid cohort through "direct lets". The approach is yet to be approved in each Local Authority area but a clear commitment and consensus has been reached amongst partners ahead of political sign off.

Housing partners are all now focussing on void turnaround and processes and dialogue between Lettings Teams and Local Authority Homeless Teams are underway to ensure appropriate matching of properties to our target "covid cohort". We would hope that a significant proportion of our covid cohort will benefit from social housing during the 3 month lettings period and there are already commitments for direct lets for several of our people who have been accommodated in Council homes, absorbed into the temporary accommodation portfolio as part of the covid response.

SARTH Partners work positively together on shared challenges and are committed to not evicting any households into homelessness. At a recent meeting the partners agreed to develop an Eviction Prevention Panel which will take a multi-agency approach to preventing evictions from Social Housing Landlord tenancies. Key to this will be dedicated support services for tenants to prevent evictions

*Links to Planned Activity for Phase 2*

*PROJECT 2 – Rapid Rehousing Staff*

*PROJECT 3 – Rapid Rehousing Home Starter Budget*

*PROJECT 10 – Mental Health & Wellbeing – Collaborative Outreach*

*PROJECT 11 – Criminal Offender Tenancy Support*

*PROJECT 12 – Mental Health Support Worker*

*PROJECT 15 – Peer Mentoring and Tenancy Sustainability*

## **Increasing the availability of private rented housing for people experiencing or at risk of homelessness.**

11% of all homes in the Flintshire area are Private Rentals. This is significantly lower than the Wales average figures of 15%. Many households face significant barriers to renting privately in Flintshire, as is the case in other parts of Wales. Low income and benefit dependent households face significant barriers securing private rented accommodation locally.

When looking at the last 3 years homelessness outcomes the figures of positive outcomes into the Private Rented Sector are as follows:

<b>Year</b>	<b>Positive Outcomes</b>	<b>Private Rented</b>	<b>As a %</b>
<b>2017/2018</b>	525	140	26%
<b>2018/2019</b>	477	110	23%
<b>2019/2020</b>	520	134	26%

Existing activities to help open up the market and increase the number of homeless households accommodated within the local private rental sector includes:

- Flintshire Bond Scheme – this Welsh Government Funded Scheme seeks to work with landlords and applicants to match people to available accommodation and enables this through the issuing of a Bond. Many landlords now insist on significant rent in advance and deposit payments as the norm.
- Rent In Advance and Deposits – where appropriate the Homeless Team will help people secure funding for rent in advance and deposits. These funds come from a variety of sources including, charitable grants, discretionary housing payments and Homeless Prevention Grant (spend to save budget)
- Social Lettings Agency Pilot – again seeking to maximise opportunities to learn from regional partners Flintshire is currently partnering with HAWS Social Lettings Agency run by Cartrefi Conwy Housing Association. We present part fund an officer who engages with local Landlords and there is a clear a focus on rehousing homeless people into accommodation secured by HAWS in Flintshire. This is an initial pilot and will be reviewed to ensure it offers value for money.

In additional to the above the following planned activities will be prioritised over the 2020/2021 period.

- Restructure of Housing & Prevention Service – in an effort to offer a co-ordinated approach to the Housing Options function, it is likely that the Flintshire Bond Scheme will now be moved following a service restructure and will be aligned to the Housing Access and Housing Register Team. Presently they sit within the Housing programmes Service area.

- Develop an attractive Landlord Offer – this will include but not limited to include; access to advice and support; links to the Landlord Forum; property management options, leasing options, rent in advance, small repairs grants, enhanced deposits etc. These services will need marketing and targeting at local landlords.
- Pilot a 6 month Leasing Model – Council to lease accommodation from landlords and place households for a initial 6 month period and if successful the tenancy will convert to a Assured Shorthold
- Review the Social Lettings Agency Pilot – consideration will be given to the success of the Social Lettings Pilot in order to inform the decision making process in order to:
  - Extend the HAWS Social Lettings Pilot
  - Extend and enhance the HAWS Social Lettings Agency Pilot
  - Develop alternative models to increase access to the PRS
- Learn from the lessons of the Private Sector Leasing Pathfinder being piloted in neighbouring areas of North Wales (Conwy & Denbighshire). This builds upon the commitments made in the Regional Homelessness Strategy to “Develop a regional approach to improve the access to the private rented sector”
- Utilise Phase 2 Funding to offer enhanced financial incentives to landlords to assist homeless households into Private Rental accommodation and save tenancies that may otherwise fail without financial rescue packages

It is acknowledged that securing accommodation is a challenge, however we also know people will need significant support and wrap around services to enable them to sustain accommodation as they move on from interim housing. We therefore commit to tailored support packages to move people on through our Rapid Rehousing Approach and to ensure support is available to start up and succeed with tenancies. It is also anticipated that we will see significant increases in demand for services over the coming months and will need to bolster our resources to help save tenancies within the private rented sector that may be at increased risk of failure as a result of the covid 19 pandemic.

*Links to Planned Activity for Phase 2*

*PROJECT 2 – Rapid Rehousing Staff*

*PROJECT 3 – Rapid Rehousing Home Starter Funding*

*PROJECT 6 – Tenancy Rescue & Start Up Packages*

*PROJECT 10 – Mental Health & Wellbeing – Collaborative Outreach*

*PROJECT 11 – Criminal Offender Tenancy Support*

*PROJECT 12 – Mental Health Support Worker*

*PROJECT 15 – Peer Mentoring and Tenancy Sustainability*



## **Bringing empty properties back into use to house people experiencing or at risk of homelessness.**

Empty homes are a wasted resource and there is a commitment to tackle this problem and make best use of all the available housing resources within the County. Flintshire's Housing Strategy (2019-2024) confirms there are approximately 500 empty properties across Flintshire but there is limited resources to address the problem or incentivise owners to bring them back into use.

Priority 1 within the Housing Strategy is to "Increase supply to provide the right type of homes in the right location". In response to this challenge the Housing Strategy aims to increase the supply by bringing empty homes back into use through:

- Developing policies which identify options for securing empty properties and bringing them back into use
- Reducing the number of empty properties identified through the Council Tax system, working collaboratively with key partners to establish a priority list of target properties and focus resources on addressing them, particularly those which are long term empty or that attract complaints
- The provision of financial support to bring empty properties back into use by utilising existing funding available including through the social housing grant.

The Authority offers a range of incentives to bring properties back into use and to raise the standard of accommodation in Flintshire. In the last 3 years 22 properties have been brought back into use with the aid of the Houses into Home loan scheme, which in turn has created 41 self-contained units. Local intelligence suggests that whilst the Empty Homes Loan Scheme is attractive and financially viable, many landlords do not have the skills or appetite to manage a refurbishment project. We therefore seek to pilot a Project Management Role which can be offered to landlords to assist them with taking up the Loan Scheme and would then seek to engage landlords in Lease arrangements whereby accommodation could be targeted at homeless households or those at risk of homelessness.

There is also a commitment to closer working between the Housing & Prevention Service and our colleagues in Public Protection Service who administer the Empty Homes Schemes in order to target landlords to meet the need for increased supply of accommodation either through purchase of empty homes and taking them into the Council social housing stock, or securing them through long term lease arrangements. Increasing the pool of accommodation offers additional capacity for long term housing as well as assisting efforts to transform the existing temporary accommodation offer.

### *Links to Planned Activity for Phase 2*

*PROJECT 13 - Project Management Support for Refurbs through Empty Homes*

*PROJECT B – Block purchase of self-contained 1 bed units*

## **Providing support for young people experiencing or at risk of homelessness.**

Within the existing service delivery model of Flintshire Housing & Prevention Service we have a small multi-disciplinary team of staff who focus on young person's homelessness. The Young Persons Team includes; a dedicated Homeless Officer who carries a caseload of young people aged 18-24; a Youth Worker, funded through Youth Support Grant who engages with young people to address wider support needs and promotes positive wellbeing and relationship management; and a Children's Service Officer who engages with 16-17yr olds who are homeless or at risk of homelessness. This focussed multi-disciplinary approach demonstrates the value of joint working and has helped develop a shared understanding of young people's needs across the 3 strands of housing, social care and youth service.

We also have Youth Innovation Funding to develop a Young Persons Housing First Project. Due to the Covid19 pandemic this service has been delayed in its development. We see great value in kick starting this activity within a broader Housing First approach and are committed to starting up this project at the earliest opportunity. We are seeking to bolster capacity for Housing First through Phase 2 Funding and see this intensive model of support as key to our management and co-ordination of support for all people with significant and complex support needs.

Whilst Flintshire does have a supply of supported accommodation for young people, there is a desire to increase this offer and raise standards in accommodation. Learning from Regional Partners is something that is increasingly the norm in North Wales and this has been helped through the development of the Regional Homelessness Strategy People, Homes and Services. Grwp Cynefin Housing Association has developed the Denbigh Hwb which is a multi-purpose accommodation and community resource in the town of Denbigh. We see value in a similar accommodation and services model which would enable a hub of activity and services for young people. We hope to complete some "Project Development" work on the back of Phase 2 funding to bring a range of partners together to develop a shared vision for a Young Persons Hub and begin planning for a purpose built facility in Flintshire.

Again through Regional working, we are aware of the Team around the Tenancy Project which operates within Conwy and Wrexham. This project is delivered by "tgp Cymru". Whilst we do not request any funding for this activity to be extended into Flintshire, with a commitment for Regional working we would seek to explore options for longer term funding to deliver activities such as this that build up additional resources of support.

The "young person's positive pathway" in line with the St Basils model of Best Practice will provide a focus for much of the co-ordination and multi-agency work we seek to implement on the young person's homelessness agenda in Flintshire over the coming years. Through enhanced partnership working we seek to maximise the impact of additional funding that has been provided to date by Welsh government on this agenda., and further strengthen links with youth services, social care, youth justice and other agencies offering early intervention and better understanding of housing and

homelessness issues amongst young people, their families and the support agencies working with them.

*Links to Planned Activity for Phase 2*

*PROJECT 9 – Project Officer for Young Persons Support Hub*

*PROJECT 14 – Crisis Renting Ready Training Package*

## **Ensuring multi-agency involvement at a strategic level and in the delivery of support.**

Flintshire has benefited from closer working relationships with partners on the back of the covid 19 response and will seek to maintain these working relationships as we move into Phase 2 and Phase 3 over the coming months. Engagement with strategic partners is ongoing through mechanisms such as:

- Co-ordination Cell for Covid 19 Response
- Flintshire Homelessness Forum
- North Wales Community Cohesion Group (Wrexham, Flintshire, Denbighshire)
- North Wales Homelessness Strategy Steering Group
- North Wales Housing Support Grant Group
- North Wales Homelessness Taskforce Group (HMPPS, Probation et al)
- Area Planning Board

Building on the best practice model of Flintshire “Early Help Hub”, we will seek to develop a pilot and Housing Help Hub model which will bring multi agency partners together to review complex housing needs cases with a view to enabling joint working and development of shared plans through a truly multi disciplinary team approach. We have identified funding through the Phase 2 Grant to try and pull this model together. Furthermore the Housing & Prevention Services is due to benefit from a “restructure” later in 2020 and consideration will be given to the development of a “Complex Needs Team” which will seek to build a multi-agency response drawing upon key partner agencies to offer a joined up approach to complex needs case management.

## **Adopting psychologically-informed and trauma-informed approaches to commissioning and service delivery within local authorities, housing and support providers (including health, mental health and substance misuse services).**

All staff delivering front line homelessness and support services plus all Housing Support Grant commissioned services staff have been through the PATH Training offered by Welsh Government and Cymorth Cymru in recent years. Whilst this is a positive approach and services are now skilled up and have a basic awareness of psychologically and trauma informed approaches, further work is required to ensure that this is truly embedded at the local level and translates to better services at the frontline.

All commissioned services are required to demonstrate a commitment to staff training and support in this area and to support staff in a psychologically and trauma informed way. This is monitored through contract reviewing arrangements and providers are expected to offer a range of the following:

- Management supervision and support
- Clinical supervision
- Team meetings
- Access to counselling services
- Online training modules
- Mandatory training models

Having benefited from the initial tranche of PATH Training, Flintshire is eager to enhance this approach and support and process of testing and enabling psychologically and trauma informed approaches across its services. We would seek to do this through a service transformation approach and would be eager to learn from the experiences of partners such as Cymorth Cymru and The Wallich. We would be eager to collaborate with other Local Authorities and engage in a Regional or National activity to enable these approaches to be truly embedded across the sector. We also look forward to engaging with the “All Wales Traumatic Stress Project” and we await further details how this project will be rolled out by Mental Health colleagues at Welsh Government.

Flintshire is due to retender and recommission Housing Support Grant Services in 2021-2022 and will ensure that psychologically informed and trauma informed approaches are key to the procured requirements. To help inform the commissioning process and acutely aware that needs for housing and support services may change on the back of the covid 19 pandemic, we seek funding for detailed research into changing needs with a view to informing commissioning strategies ahead of this retender process.

### *Links to Planned Activity for Phase 2*

*PROJECT 4 – Scoping HSG Priorities*

*PROJECT 5 – PIE Service Transformation*

## **Striking the appropriate combination and safe delivery of remote and face to face support.**

Whilst the restrictions placed on providers and services as a result of lockdown and social distancing has been a significant challenge, it is accepted that there have been benefits and innovation in regards to how support is offered. We shall work with our partners to seek a pragmatic response to what should be retained and as we move towards the “new normal” a clear focus will be on balancing public safety advice with meaningful and person centered support and engagement.

Providers or support services commissioned through Housing Support Grant have provided weekly updates throughout the pandemic period and updated on how they have been able to provide support to their clients. Regular contact has been maintained with Flintshire Housing Support Grant Commissioning Team and the local Co-ordination Cell to offer assurances around safety and wellbeing of both staff and service users.

Floating Support services have been provided mainly by telephone calls, zoom and social media with mobile phones issued for those people who didn't have access to this means of technology. Some services have been providing face to face support whilst ensuring Welsh Government Social Distancing Guidelines are observed and appropriate risk assessments and training and guidance for staff.

New ways of working have been adopted as services have needed to adapt and respond to the challenges of lockdown and social distancing. Essential items such as medication, shopping, cleaning products etc. have been delivered to households when required and a lot of providers have held games evenings, quizzes etc. using various items of technology to aid and assist with engagement.

Teams have been in constant contact with their counterparts in other Local Authorities to learn from each other and give examples of best practice, problem solving etc. Regional meetings at all levels have continued to be held, although virtually and this offers increased opportunities for partnership working and more responsive approaches to challenges through better use of technology.

### *Links to Planned Activity for Phase 2*

*PROJECT 2 – Rapid Rehousing Staff*

*PROJECT 3 – Rapid Rehousing Home Starter Funding*

*PROJECT 6 – Tenancy Rescue & Start Up Packages*

*PROJECT 7 – Specialist Debt Advice*

*PROJECT 8 – Embedded Caseworker for Housing Advice*

*PROJECT 10 – Mental Health & Wellbeing – Collaborative Outreach*

*PROJECT 11 – Criminal Offender Tenancy Support*

*PROJECT 12 – Mental Health Support Worker*

*PROJECT 15 – Peer Mentoring and Tenancy Sustainability*

**Seeking to up-skill and empower local volunteers and community assets to help deliver a strategic, coordinated response to ending homelessness.**

During the covid 19 pandemic, Flintshire has seen a positive response from the community and voluntary sector. Local Groups have provided a range of support and activity across the county. Little of this activity has however been focussed on the homeless community and there is a lack of structured engagement with community groups and faith groups when considering the response to homelessness.

There are some community facilities that offer food provisions throughout the week that homeless people have historically tapped into, but there is no significant body of outreach services and this means there is little activity “enabling” a street based lifestyle. Some adhoc outreach activities are undertaken by some community and faith based groups and it will be important to engage and refocus these groups now that people are off the streets.

Greater engagement and co-ordination of activity will be possible through the development of a multi-agency Homeless Forum which has been brought together and will be further enhanced on the back of the covid response. This extended network of partners has linked into the themed approach to the Co-ordination Cell.

We will bring community and faith based groups into the Homeless Forum Membership to help them understand the corporate response and future direction of travel for homelessness and prevention focused service delivery and ensure any voluntary activity is focussed on sustaining accommodation, preventing homelessness and signposting into services to enable people to quickly move off the streets when they are identified as rough sleeping.

*Links to Planned Activity for Phase 2*

*PROJECT 5 – PIE Service Transformation*

*PROJECT 14 – Renting Ready Training*

*PROJECT 15 – Peer Mentoring and Tenancy Sustainability*



## **Adopting a collaborative approach to planning and delivery.**

Throughout the covid crisis partnership working and collaboration has been a key element of our work to support and house people. This builds on existing partnership arrangements across the county and within the wider North Wales Area.

The North Wales Regional Homeless Strategy “People, Homes, Services” provides a vehicle for further collaborations amongst the 6 North Wales Local Authorities and there is a clear commitment to learn from each others experiences and where possible share good practice and explore opportunities for joint commissioning of services.

As outlined earlier in this Plan there are opportunities for engagement with strategic partners through mechanisms such as:

- Flintshire Homelessness Forum
- North Wales Community Cohesion Group (Wrexham, Flintshire, Denbighshire)
- North Wales Homelessness Strategy Steering Group
- North Wales Housing Support Grant Group
- North Wales Homelessness Taskforce Group (HMPPS, Probation et al)
- Area Planning Board

### **Enabling solutions for people with No Recourse to Public Funds.**

Within our existing “covid cohort” of homeless households, we have 4 males with No Recourse to Public Funds. These individuals have been accommodated and have received support and assistance during the current health crisis as part of the countries health crisis response. We are committed to ensuring they do not have to return to the streets and will explore avenues of support for these individuals through wider networks of services.

## Flintshire County Council - Phase 2 Proposals (Upto 31/03/21)

COLOUR CODING -			
STATUS OF THE PROJECT	FUNDED BY PHASE 2 Welsh Government have approved these activities	TO BE PICKED UP BY HSG THROUGH UNDERSPEND Opportunity to fund through our HSG Underspend in 20-21.	NOT APPROVED AND WONT RECEIVE HSG FUNDING WGov didn't fund the proposal and we are not in a position to mobilise or fund through this years HSG Underspend

### Revenue Expenditure Request @ £501,000      Awarded a Total of £186,000

Proposed Project	Phase 2	Objective	Details of Services to be provided	
PROJECT 1 Housing First  Tudalen 123	£50,000	To develop a holistic Housing First project for all ages and complex needs cases (inc families)	Build on the initial development work of Tai Ni which is FCC' Housing First for Young People project. Due to Covid19 this project has not progressed from initial development stage due to recent pressures, but an opportunity to develop increased capacity and pick up an older cohort to support the covid19 cohort in interim housing at present and expected challenging cases due to come through (particular focus on complex needs and prison leavers). Appoint a Team Leader and additional staff.	CONFIDENTIAL: We have not been able to mobilise the Tai Ni Project which was funded by WGov Young Persons Innovation Funding. WGov comfortable with this and have been updated throughout.  Discussions are progressing with WGov about potentially utilizing the PRS Project to help fund this project and there is potential for us to merge with a Sub Regional Model for North Wales
PROJECT 2 Rapid Re-housing Staff	£40,000	To have 2 dedicated officers to work on Rapid Rehousing of the Covid19 Cohort	Bringing in 2 specific staff from Tenancy Support to deliver rapid rehousing support and ensure tenancy start up within social or PRS tenancies secured on back of covid19 response. Focus on ensuring all tenancies start up effectively and with clear support packages with multi agency	Officers now "in post" with FCC.

			<b>commitments for the long term to meet needs of the tenants. The funding would enable the back filling of posts as we utilize 2 existing officers to hit the ground running with Rapid Rehousing Support.</b>	
<p>PROJECT 3 Rapid Rehousing Home Starter Budget</p> <p style="text-align: center;">Tudalen 124</p>	£50,000	Budget for Tenancy Start Ups linked to rapid rehousing. 20 households with approx. budget of £2500 per household.	Rapid Rehousing Home Starter Funding for purchase of essential items and preparation of properties through materials such as carpets, décor if needed, furnishing and IT infrastructure to enable digital engagement with services. Wi-Fi and tablets would enable people to better engage with digitally transformed services if this is the new normal for many elements of customer contact and engagement for services. Ensuring people have a good quality of accommodation and are assisted to furnish homes and make them their own is key to rapid rehousing approach and tenancy sustainment.	<p>We are able to draw down the Home Starter Funding from a variety of funding streams:</p> <ul style="list-style-type: none"> <li>• Phase 1 Funding</li> <li>• DAF</li> <li>• Internal Spend to Save</li> <li>• HSG “One Off Pot”</li> </ul>
<p>PROJECT 4 Scoping of HSG Priorities</p>	£20,000	To respond to the changing needs of households on the back of c19 and use this insight to inform future commissioning plans for HSG	Engage specialist researcher to review and map the changing needs of housing and support services on the back of covid19 with a view to developing a better understanding and then inform future forecast of the demand for services through HSG funding to inform future commissioning plans. FCC is due to re-tender its HSG services 2021-2022 and having a better feel for “the new normal” would inform that commissioning strategy and priorities,. Whilst we may have known what we may need prior to Covid19	<p>WGov liked the idea, but unwilling to fund activities that were not focused on front line service delivery. Also very reluctant to fund activities that bring in Consultants.</p> <p>MC has flagged this with North Wales partners as something we may wish to consider regionally.</p>

			the impact of the pandemic may significantly change the landscape so some intelligence gathering and mapping evidence of the changing needs of service users would inform the future commissioning process for HSG.	
PROJECT 5 PIE Service Transformation	£20,000	Opportunities to bring in specialist “organizational change” support to enable transformation of service delivery and adopt more Psychologically Informed Approaches	Opportunities for training and specialist support (possibly through consultancy time) to look at opportunities for service transformation with a clear focus on moving to more Psychologically Informed approaches within the current housing and prevention service area and across our commissioned services and supported housing environments. We would be eager to seek guidance and explore opportunities for broader collaborative working on this agenda.	WGov are exploring this on a National basis. Further Training on PIE to be commissioned by WGov.
PROJECT 6 Private Rented Rescue Packages	£100,000	<b>Additional Funding to enable rescue to Failing TPRS Tenancies and enable successful tenancy start up within PRS</b>	<b>An flexible pot of funding to enable a range of Private Sector Rescue activities in an effort to save tenancies as we see the Ban on Evictions lifted in the coming months. Money could be used for but not limited to: Spend to Save on arrears repayments; compensate landlords through repairs works if needed following damage which may result in eviction otherwise; enhanced deposits and up to 6 months’ rent in advance (this could see money come back in through repayments to replenish the pot); management fees for Landlords to work with our Social Lettings Agency Partners</b>	<b>This project was approved as an award, but WGov wanted to reshape the project and suggested we join the PRS Leasing Pathfinder.</b>  <b>This would not require the full £100k for this year, but would also place ongoing revenue commitments for FCC for future years.</b>  <b>Discussing further with WGov for us to spilt this pot and Fund Project 1: Housing First</b>  <b>Remainder of funding could be utilized for PRS activity - TBC</b>

Tudalenn

			<b>HAWS (Cartrefi Conwy); Potential to lease properties for 6 Months and manage tenancies with a view to Landlord then taking on at the end of the 6 month period; Small grants for Landlords to bring PRS properties into use and in line with HHSRS standards for discharge of duties for suitable accommodation (free for Cat 1 and Cat 2 hazards); any other spend to save activities that may enable the sustainment or positive start up of a tenancy within the PRS.</b>	
PROJECT 7 Specialist Debt Advice - CAB	£28,000	Enhance the existing offer of Specialist Debt Advice services	Offer comprehensive specialist debt advice for households on the back of covid 19. Additional Debt Advice Worker to meet demands for specialist Debt Support and to enable positive start up of new tenancies through Rapid rehousing. We anticipate a significant increase in debt levels post covid 19 and with significant risk to PRS and Home Owners.	Looking to Fund this Project through HSG underspend
PROJECT 8 Embedded Caseworker for Housing Advice	£32,000	Enhance the existing offer of Specialist Housing Advice and Legal Support	To meet the increased need for housing advice, advocacy and representation directly caused by the impacts of Covid-19, in order to contribute to the Welsh Government's vision that homelessness is rare, brief and non-recurrent. Whilst Shelter Cymru have services in every local authority area in Wales, this resource is usually between 0.5 FTE and 1.0 FTE Housing Law Caseworker. Services are consistently oversubscribed in normal circumstances. Due to the impact of	Looking to Fund this Project through HSG underspend

Tudalen 126

			<p>Covid-19, as described above, we anticipate that they will be under considerable additional pressure and will not be able to meet demand. A dedicated 'fast track' service specifically for those threatened with homelessness due to possession of their home and seeking assistance from the local authority will target the resource at those most at risk of homelessness during this period.</p>	
<p>PROJECT 9 Project Officer for Young Persons Support Hub</p> <p style="text-align: center;">Tudalen 127</p>	£20,000	<p>Project Development role to help develop a vision and detailed plans for creation of a Young Persons Housing &amp; Homelessness Hub</p>	<p>Using the Grwp Cynefin Denbigh Hub as a template for the development of purpose built accommodation and community facilities for young people within Flintshire. Using this grant to bring in potentially through a secondment an officer who would help FCC and its partners develop a vision and detailed plans for a facility that would provide housing for young people and enable co-location and joint working of staff from across several service areas and offer a one stop shop for young people to access advice and support on housing and other key service and support areas along with accommodation above. Potential to co-locate YJS, Youth Service, Housing first for Young People in this community facility with housing above. Understanding the need and developing a vision for this activity will require additional officer support for project Development and to co-ordinate a larger approach and infrastructure through a Project Board and Steering Group etc.</p>	<p>Not successful with funding for Phase 2. We have a desire to develop a Young Persons Homeless Hub and need to pick this up in the coming months. Capacity within existing services is the issue at present.</p>

<p><b>PROJECT 10</b> Mental Health &amp; Wellbeing Outreach Worker</p> <p style="text-align: center; vertical-align: middle;">Tudalen 128</p>	<p>£15,000</p>	<p>Enhance the existing Area Planning Board Capacity for Mental Health &amp; Wellbeing workers</p>	<p>Building additional capacity within the Area Planning Boards Complex Needs Funded Project “Collaborative Outreach”. Additional capacity to appoint extra staff to complete outreach activities and reshape the model to focus on supporting those people who have been “brought in” over the covid response period to enable them to receive ongoing support and access to mental Health and Wellbeing services as they pass through the Rapid Rehousing process and onto sustainable housing. Ensure people have clear pathways into core services and are assisted to access support. This is a project in its infancy in North Wales, Regional Partners see great value and potential in this model. Flintshire is keen to increase capacity as we fear the bulk of focus will be on the challenges in the Wrexham area so bolstering capacity will benefit Flintshire residents and offer dedicated resource for our people.</p>	<p>APB have commissioned CAIS to deliver this activity. Officers to be in post 1<sup>st</sup> October 2020.</p>
<p><b>PROJECT 11</b> Criminal Offender Support – Kaleidoscope</p>	<p>£22,000</p>	<p>Increase capacity within existing Tenancy Support service for people with Offending Backgrounds and complex needs</p>	<p>Increase the existing contract due to demand. We are seeing an increase in the amount of referrals coming through for this client group and it is beneficial for the clients to be supported by a specialist provider rather than go to a generic support service. Also with the possibility of people leaving prison early this may also have an impact. Prison Leavers</p>	<p>Officer now in post</p>



			are always a challenging cohort. We do not wish to label people as offenders and are mindful of the complex needs of people. A dedicated resource for this cohort offers significant value and benefit to the Prisoner Pathway.	
<p>PROJECT 12 Extra Mental Health Provision – Hafal</p> <p style="text-align: center;">Tudalen 129</p>	£9,000	Increase Mental Health Worker Capacity for Homeless Caseload	FCC currently have a Mental Health Link Liaison Officer working 3 days a week with the Housing Solutions Team and this would enable the service to provide 5 days a week support through increased capacity for the embedded worker from Hafal. This project has been running since April 20 but FCC have found this very beneficial during COVID 19. People who are homeless or have significant housing needs experience significant trauma and the support and advocacy offered through the Hafal Worker has been invaluable. We seek to build upon this initial Pilot which has been valued by colleagues and service users.	Officer now in post
PROJECT 13 Empty Homes – Project Management	£40,000	Create a post that will support Landlords and Property owners who have empty properties to assist them with the Refurbishment Process to bring units back into use	Feedback from our Empty Homes Officer is that many landlords and property owners, whilst eager to take up Empty Homes Loans, they don't have the skills or expertise to manage planned works and refurbishment activities. Having a dedicated resource that would help with landlord engagement, identification of target properties for refurbishment through the Empty homeless Loan Scheme and "project	Positive feedback from WGov but not felt it would offer "direct frontline impact" for Phase 2 and not a priority for the £9.5m Revenue Pot.

			management” of refurb. This project would look to increase the numbers of properties brought back into use and would offer the homeless Team Access to high quality self-contained accommodation through long term lease which would then be used as Temporary Accommodation to enable a move away from HMO accommodation.	
<p><b>PROJECT 14</b>  <b>Crisis Renting Ready Training Package</b></p> <p style="text-align: center;">Tudalen 130</p>	£5,000	<b>Build a network of staff who are trained in delivering the Crisis Renting Ready Training Package</b>	<b>Identify and train 20 staff across SP, RSL, social care and Homeless Teams who will be trained up to be able to deliver the Crisis Renting Ready Training Package to support principles of “tenancy ready”. Intergrade the package into support plans and deliver the training course to prospective tenants, young people and people already in SP accommodation to assist with evidencing their ability to maintain a tenancy and evidence to PRS landlords their suitability as prospective tenants, whilst also building up tenant confidence for independent living.</b>	<b>Looking to absorb this through HSG Underspend</b>
<p><b>PROJECT 15</b>  <b>Clwyd Alyn and CAIS – Peer Mentoring/Tenancy Sustainability</b></p>	£50,000	Sustainability Tenancy Officer and CAIS Drug and Alcohol worker	Develop a model with CAIS to support individuals with multiple complex needs. CAIS provide a full time Peer Mentor that would solely work with individuals from Flintshire and they can usually hold a caseload of around 30 clients at any one time. The Peer Mentoring model is a model that has a proven track record with working with individuals from a homelessness, substance misuse, mental health backgrounds etc. as the Peer Mentor can relate to the	Unsuccessful for Phase 2 and not felt it was an activity we needed to progress through HSG underspend.

			<p>clients situation which then builds trust. This would be supplemented by a Tenancy Sustainability Officer that works together with the Peer Mentor. Clwyd Alyn have a Café in Flint where these workers could be based and there has been the development of the ICAN Hub from Flint Library. Both roles would support tenants in accommodation regardless of landlord or tenure. With the level of expertise of both services, it could have a real impact on the successes within Flintshire.</p>	
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## Capital Expenditure @ £1,051,816

## All Funding Approved @ £1,051,816

Proposed Project	Phase 2	Objective	Details of Services to be provided
4 MMC Units in Flint	£391,500	Capital Project to build 4x 1 bed homes (MMC)	A site has been identified and capital funding would enable to creation of 4x 1 bed self-contained units within Flint. This would increase the availability of 1 bed self-contained stock in an area of high demand. Whilst this may not immediately assist with the covid cohort, this would increase supply of 1 bed self-contained and provide an opportunity to test MMC approaches for Flintshire. We anticipate significant ongoing demand for 1 bed self-contained accommodation so these units could be used as either Temp Accom of a much higher standard than anything currently on offer, or go straight into the general needs stock of FCC Housing Dept.
Block Purchase of Self Contained 1 Bed Units Waldalen 132	£640,316	Potential to purchase 10 empty units of 1 bed self contained stock	Potential to purchase existing empty properties and bring into use as Flintshire Council Stock to increase the supply of 1 bed self contained. Alternative models would be to utilize these properties as Temporary Accommodation and move away from the existing HMO environments we have. Another model would be to partner with Support Providers to Lease the units to them and increase units of accommodation for supported housing move on thus creating higher turnover in Supported Housing Settings
Domestic Abuse Safety Unit – Women’s Refuge	£20,000	Office building in the outside land of the refuge to enable to free up a room in the refuge for older children/bigger families.	DASU currently manage a 4 bedroom communal refuge in Flintshire. Currently there is a small staff office on the first floor between 2 bedrooms. The hollow walls are not sound proof and conversations can be heard between all these rooms, meaning confidentiality is hard to maintain. Funding would enable a purpose built outside office space with an additional room to provide extra support facilities and a confidential work space. The need for this space is evident on a daily basis but has been further impacted by COVID, where currently all residents are constantly in the refuge and so a safe confidential space to deliver 1-1 support whilst maintain social distancing is almost impossible. The office is an essential part of our service delivery model. We meet with the residents to complete their safety and support plans at least weekly, discussing complex, confidential issues that are personal to the individual. We also receive referrals and update from other agencies about residents and this information can often be sensitive and personal, so the space to do this confidentially is essential. By moving the office outside we will provide a more independent way of living for the residents, with staff on site but not in their actual home.



Mae'r dudalen hon yn wag yn bwrpasol

# Eitem ar gyfer y Rhaglen 9



## COMMUNITY, HOUSING & ASSETS OVERVIEW AND SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Wednesday 4 <sup>th</sup> November 2020
<b>Report Subject</b>	Sheltered Housing Review Update
<b>Cabinet Member</b>	Cabinet Member for Housing
<b>Report Author</b>	Chief Officer (Housing and Assets)
<b>Type of Report</b>	Operational

### **EXECUTIVE SUMMARY**

Following the first stage review of Sheltered Housing which was considered by Cabinet on the 4th February 2019 it is important to move onto the next stage in the review process.

The number of properties classified as Sheltered Housing amounts to 2,633 across the County equating to 36% of the housing stock. Analysis has also identified a series of issues where some of the schemes appeared to be unpopular and as a consequence, had high turnover and void levels.

Whilst the majority of the Councils Sheltered Housing is viable and sustainable it should be noted that there are still some significant issues with specific schemes and / or property types, which result in longer term voids and hard to let properties.

The review provides an ideal opportunity for the Council to provide greater clarity and transparency in relation to our offer to tenants in Sheltered Housing and seeks to make the best use of the Councils available housing assets.

To take this review forward a multi-disciplinary project team has been established led by the Service Manager for Housing Assets. An area based approach is being recommended which recognises that housing markets work on a micro and localised level and that a one size fits all approach would be counterproductive.

The review will entail an assessment of demand, turnover, void levels, investment requirements and a SWOT analysis (Strengths, Weaknesses, Opportunities and Threats). For a small number of schemes some investment appraisal modelling shall be undertaken to appraise costs in order to re-develop the site. This is a significant undertaking which may take 18 months to 2 years to fully complete the review.

## RECOMMENDATIONS

1	That Scrutiny Members note the work involved in the Sheltered Housing Review stage 2 process and provide any observations or feedback.
2	That regular update reports are provided to the Community Housing and Assets Overview and Scrutiny Committee for consideration and comment.
3	That the paragraphs 1.08 – 1.11 below form the basis of the Terms of Reference for the Stage 2 review

## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE SHELTERED HOUSING REVIEW</b>
1.01	Scrutiny will already be aware of Stage 1 of the review of Sheltered Housing within the County and some of the challenges being faced by the service in relation to demand, allocations policy and turnover.
1.02	A desk top analysis has been undertaken which identified the number of properties classified as Sheltered Housing amounted to 2,633 properties across the County equating to 36% of the housing stock. The analysis also identified a series of issues where some of the schemes appeared to be unpopular and as a consequence, had high turnover and void levels which were considered excessive.
1.03	Key findings from the data identified that the primary reason behind the stock turn-over (66%) occurs as a result of the tenant's death or their transfer to residential care accommodation. This does not diminish the fact that there are still some significant issues with specific schemes and / or property types, which result in longer term voids and hard to let properties.
1.04	The breakdown of our sheltered accommodation is as outlined below: <ul style="list-style-type: none"><li>• Flintshire County Council has a total of 2,638 properties which are designated for people over 55 years, which is over a third of all our properties, consisting of:</li><li>• 2,104 (80%) sheltered bedsits, bungalows, flats and houses;</li><li>• 534 (20%) mini group bungalows and flats; and</li><li>• 1 warden bungalow.</li></ul>
1.05	The properties range from 1 bedroom to 4 bedrooms, with some clustered together geographically and others forming part of wider Council housing estate. The Table below provides the breakdown and the proportion of properties by type and size in Flintshire.



**Table 1: Breakdown of properties by type and size (Flintshire April 2019)**

		1bed	2bed	3bed	4bed
<b>Sheltered</b>	Bedsit	64	0	0	0
	Bungalow	850	515	18	0
	Flat	323	309	1	1
	House	1	2	20	0
<b>Mini Group</b>	Bungalow	299	94	1	0
	Flat	116	23	0	0
<b>Warden</b>	Bungalow	0	1	0	0
	<b>Total</b>	1653	944	40	1

1.06 The majority of the properties are sheltered bungalows and flats with a smaller cohort of mini group bungalows. An initial stage 1 review of Sheltered Housing stock across Flintshire was undertaken in 2019. The review established a baseline using quantitative data to provide a profile of sheltered stock by size, type and location and provided a profile of tenancies including:

- a. profile of current tenancies;
- b. Identify reasons why tenancies ended and establish any patterns;
- c. Void rates - developing detailed understanding of reasons for turnover and identify where there are high void rates.

1.07 The initial review also provided an overview of demand for accommodation for those aged 55 years and over in accordance with the waiting list held by the SARTH project.

1.08 The review augmented the quantitative information with qualitative information from Housing Officers, which considered the following:

- Any obvious issues which are affecting the use i.e. condition, location, reputation;
- What could be done to address these issues; and
- Potential better uses for the properties where there are long standing voids.

1.09 The report concluded with recommendations for a Stage 2 review process which would address the following issues:

- The review of sheltered housing properties to identify the best use of the stock including whether they should be general needs or consider if they could be used to assist with delayed transfer from care / hospital and in doing so reduce costs to the Council.
- Consider whether it would be efficient to invest capital expenditure to make them fit for purpose for the future, for example:
- Installation of Stair Lifts might be a cost effective solution to avoid the need for tenants in upper flats to move to a more accessible property.
- Technology and training to enable internet shopping and other local deliveries, may be useful in supporting those who live in rural areas.

	<ul style="list-style-type: none"> <li>Consider whether bedsit accommodation can best meet changing housing demand and expectations including the reduced demand from older people for this type of accommodation, and an increasing demand for single person accommodation.</li> <li>Consider demographic data and local housing market assessments to better understand the demand for sheltered housing and to also review transport links and wider sustainability issues which will influence the viability and demand for sheltered housing.</li> </ul>																						
1.10	In addition to the above it is recommended that the stage 2 review should be extended to consider what is the Councils Sheltered Housing “Offer”? This will enable the Council to provide clarity and transparency in relation to its offer to current and future tenants of Sheltered Housing.																						
1.11	Furthermore, as part of the review it is recommended that officers should take the opportunity to consider where appropriate, the potential for alternative uses of the stock and site.																						
1.12	It is therefore recommended that the above aims and objectives stated in points 1.08 – 1.11 above will form the basis of the Terms of Reference for the Stage 2 review.																						
	<b>Taking forward the Stage 2 Review process</b>																						
1.13	The location of the councils sheltered stock is quite evenly spread across the county with two thirds of the stock in the more semi urban areas of Flintshire including the main towns, with the remaining third in the rural communities.																						
1.14	Given the above it is suggested that an area based approach to the review shall be undertaken which prioritises the Sheltered housing stock located within town’s in the first instance given their impact on wider viability, sustainability and regeneration within the county’s urban centres.																						
1.15	The Diagram below provides a broad breakdown of the location of the sheltered properties.																						
1.16	<p><b>Location of Sheltered stock across Flintshire (April 2019)</b></p> <table border="1"> <caption>Location of Sheltered stock across Flintshire (April 2019)</caption> <thead> <tr> <th>Location</th> <th>Percentage (%)</th> </tr> </thead> <tbody> <tr> <td>Buckley</td> <td>15.9</td> </tr> <tr> <td>Connah's Quay</td> <td>10.1</td> </tr> <tr> <td>Flint</td> <td>13.6</td> </tr> <tr> <td>Holywell</td> <td>6.7</td> </tr> <tr> <td>Mold</td> <td>5.6</td> </tr> <tr> <td>Shotton</td> <td>7.5</td> </tr> <tr> <td>Broughton / Saltney</td> <td>1.9</td> </tr> <tr> <td>Garden City / Sealand / Queensferry</td> <td>3.9</td> </tr> <tr> <td>Rural</td> <td>34.7</td> </tr> <tr> <td>Other Rural</td> <td>3.9</td> </tr> </tbody> </table>	Location	Percentage (%)	Buckley	15.9	Connah's Quay	10.1	Flint	13.6	Holywell	6.7	Mold	5.6	Shotton	7.5	Broughton / Saltney	1.9	Garden City / Sealand / Queensferry	3.9	Rural	34.7	Other Rural	3.9
Location	Percentage (%)																						
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1.17 When considering the profile of the Councils sheltered housing stock it is evident that Buckley has the highest concentration of stock and in normal circumstances it would be the logical starting point for the stage 2 review process to commence. However, the review commenced in Holywell, which was chosen as the starting point for the stage 2 review as a result of the potentially significant impact of the Plas yr Ywen Extra Care Scheme in the town centre which has been developed by Wales and West Housing Association and which is due to be opened in quarter 4 of 2020. This scheme has the potential to have an imminent and potentially significant impact upon the existing sheltered schemes by de-populating some of the schemes to rehouse residents in the new Extra Care scheme.

1.18 Furthermore, as part of the stage 1 review the Council developed a significant amount of data in relation to the sheltered housing schemes in Holywell and Buckley and it therefore seemed sensible to commence the review in Holywell and then move onto Buckley. The review shall then proceed as outlined below and in accordance with the quantum of sheltered housing within each locality:

Area	Review Priority
Holywell	1
Buckley	2
Flint	3
Connah's Quay	4
Shotton	5
Broughton/Saltney	6
Garden City/Sealand/Queensferry	7
Rural Area's	8

1.19 It is important for the Council to take this review forward in order to make best use of the current housing stock. The sheltered housing stock is large and diverse and requires a bespoke approach which recognises the strengths, weaknesses, opportunities and threats relating to each area.

1.20 The review involves an appraisal of options for each Sheltered Scheme. For a relatively small number of schemes some form of intervention may be required through re-designation of eligibility criteria (for example by lowering the threshold for prospective tenants of first floor sheltered accommodation from 55 to 45 or 50 for example), or through targeted capital investment to provide a lift or investment to address scheme specific environmental issues or in a very small number of cases an appraisal regarding clearing the site and providing new accommodation shall be evaluated.

Once, the full review has been completed the recommendations shall be considered further which will then inform the report to Cabinet. Following

	the recommendations agreed by Cabinet, if required to do so Officers shall formulate plans for consultation with tenants, local members and stakeholders. The methodology for the Sheltered Review will be developed and finessed as it proceeds. It is estimated that the review may take up to 2 years to complete for all areas given the potential need for consultation on the review recommendation. The review will seek to provide Members with options for each scheme requiring intervention.
1.21	A project team has been formed to take the review forward which comprises the Housing Strategy Officer, Service Manager Housing Assets, Service Manager Programmes, Housing Manager, Capital Works Team Manager, Housing Register Team Leader and Finance Manager. The Senior Manager (Integrated Services- Lead Adults) from Social Services has also joined the project team to ensure that synergies are developed relating to housing, care and support and a joined up approach is taken forward.
1.22	It is recommended that regular updates are provided as the review progresses.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	The review can be undertaken using existing staffing resources and there are no additional resources which are required at this stage. Any resource implications arising from review recommendations will be clearly identified, costed and reported

<b>3.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>
3.01	The risks associated with this report are deemed to be low. The main risks relate to low demand sheltered housing stock and voids. These issues will be addressed through the review which will ensure that the Council make the best use of its housing stock.

<b>4.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
4.01	<p>The initial review is not proposing to undertake any formal/ informal consultations as it shall be undertaken as a desk top exercise which considers demand, turnover and investment requirements.</p> <p>However, once the review has been completed then the way forward can be determined regarding any informal or formal consultation and engagement with residents and stakeholders. Should there be recommendations which necessitate the need for a formal consultation process then this has been built into the timeframe for the review.</p>

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 - 4 <sup>th</sup> February 2019 Cabinet Report

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	None

<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<b>Contact Officer:</b> Peter McHugh – Service Manager Housing Assets <b>Telephone:</b> 01352 701658 <b>E-mail:</b> peter.mchugh@flintshire.gov.uk

<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
8.01	<b>Single Access Route to Housing (SARTH) Policy</b> – the regional common policy for all major social landlords allocating social housing properties.

Mae'r dudalen hon yn wag yn bwrpasol

## APPENDIX 1



### INFORMAL CABINET

<b>Date of Meeting</b>	<b>Monday 4 February 2019</b>
<b>Report Subject</b>	Sheltered Accommodation Review
<b>Cabinet Member</b>	Deputy Leader of the Council and Cabinet Member for Housing
<b>Report Author</b>	Chief Officer (Housing and Assets)
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

The Council's sheltered housing is currently for people aged over 60 and the mini-group accommodation is for people aged over 50 years. However, the Council's age criteria is an operational issue, due to our Housing Association partners' criteria being over 55 years resulting in three different age specifications at point of allocating properties.

In terms of our wider sheltered housing stock, a desk based analysis has been undertaken and has provided an overview of all of our sheltered accommodation, which totals 2,633 properties across the County equating to 36% of our housing stock. The analysis has identified a series of issues where some of the schemes appear to be unpopular and as a consequence, have high turnover and void levels which are considered excessive.

Key findings of the data to date is that the primary reason behind the stock turnover (66%) occurs as a result of the tenant's death or their transfer to residential care accommodation. This does not diminish the fact that there are still some significant issues with specific schemes and / or property types, which result in longer term voids and hard to let properties.

### RECOMMENDATIONS

1.	Approve eligibility for all mini-groups and sheltered schemes bring them in line with our Housing Association and Local Authority SARTH Partners.
2.	Comment on the scope of the Officer review and suggest any changes you feel may be required.

## **REPORT DETAILS**

<b>1.00</b>	<b>SHELTERED ACCOMMODATION REVIEW</b>
	<b>Background</b>
1.01	The Council's sheltered housing is for people aged over 60 and the mini-group accommodation is for people aged over 50 years. However, the Council's age criteria is an operational issue, due to our Housing Association partners' criteria being over 55 years. This results in three different age requirements at point of allocating properties, and can be confusing for prospective tenants.
1.02	A review of sheltered accommodation is being proposed within the context of an increasing demand for social housing across Flintshire; an increasing number of people with physical disabilities; and the strategic principle in our draft housing strategy of making the best use of our existing stock.
1.03	<p>An initial desk top analysis has been completed, providing a better understanding of our stock use.</p> <ul style="list-style-type: none"><li>• A third of all Flintshire County Council's stock is deemed 'sheltered' for people over 60 years, which is a significant proportion of all stock.</li><li>• Turnover of the stock is relatively low, however certain areas / schemes and types of accommodation (i.e. bedsits) have higher turnover rates.</li><li>• In terms of wider impacts, it is worth noting, that there has recently been a lot of investment by our housing partners in Extra Care schemes across the County, providing a range of options for people from mini group / sheltered accommodation. For example, we are aware that 17 households have moved from our stock into Llys Raddington Extra Care scheme in Flint recently with the majority (fourteen) moving from our own sheltered housing.</li></ul>
	<b>Current Sheltered Housing provision</b>



1.04	<p>There are a total of 2,633<sup>1</sup> properties spread across the County that make up the suite of sheltered accommodation of which 533 properties are for over 50's and the balance of 2,100 are for over 60's. This equates to 36% of all of our stock, the breakdown is set out in the table below.</p> <table border="1" data-bbox="300 304 1353 801"> <thead> <tr> <th data-bbox="300 304 703 387">Description</th> <th data-bbox="708 304 1046 387">No. of bedrooms</th> <th data-bbox="1051 304 1353 387">No. of properties</th> </tr> </thead> <tbody> <tr> <td data-bbox="300 394 703 427">Sheltered bungalow</td> <td data-bbox="708 394 1046 427">1, 2 and 3</td> <td data-bbox="1051 394 1353 427">1,362</td> </tr> <tr> <td data-bbox="300 434 703 468">Sheltered Flats</td> <td data-bbox="708 434 1046 468">1 and 2</td> <td data-bbox="1051 434 1353 468">627</td> </tr> <tr> <td data-bbox="300 474 703 508">Sheltered bedsit</td> <td data-bbox="708 474 1046 508"></td> <td data-bbox="1051 474 1353 508">64</td> </tr> <tr> <td data-bbox="300 515 703 548">Mini-group bungalow</td> <td data-bbox="708 515 1046 548">1,2 and 3</td> <td data-bbox="1051 515 1353 548">394</td> </tr> <tr> <td data-bbox="300 555 703 589">Mini-group flat</td> <td data-bbox="708 555 1046 589">1 and 2</td> <td data-bbox="1051 555 1353 589">139</td> </tr> <tr> <td data-bbox="300 595 703 629">Warden House</td> <td data-bbox="708 595 1046 629">2 and 3</td> <td data-bbox="1051 595 1353 629">21</td> </tr> <tr> <td data-bbox="300 636 703 669">Warden Bungalow</td> <td data-bbox="708 636 1046 669">2 and 3</td> <td data-bbox="1051 636 1353 669">18</td> </tr> <tr> <td data-bbox="300 676 703 710">Warden Flat</td> <td data-bbox="708 676 1046 710">2, 3 and 4</td> <td data-bbox="1051 676 1353 710">6</td> </tr> <tr> <td data-bbox="300 716 703 750">Sheltered House</td> <td data-bbox="708 716 1046 750">1 and 2</td> <td data-bbox="1051 716 1353 750">2</td> </tr> <tr> <td data-bbox="300 757 703 790"><b>Total</b></td> <td data-bbox="708 757 1046 790"></td> <td data-bbox="1051 757 1353 790"><b>2,633</b></td> </tr> </tbody> </table>	Description	No. of bedrooms	No. of properties	Sheltered bungalow	1, 2 and 3	1,362	Sheltered Flats	1 and 2	627	Sheltered bedsit		64	Mini-group bungalow	1,2 and 3	394	Mini-group flat	1 and 2	139	Warden House	2 and 3	21	Warden Bungalow	2 and 3	18	Warden Flat	2, 3 and 4	6	Sheltered House	1 and 2	2	<b>Total</b>		<b>2,633</b>
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1.05	<p>Looking at the available data over the previous five year period the range of reasons for the termination of properties includes:</p> <table data-bbox="300 987 1046 1133"> <tr> <td data-bbox="300 987 967 1021">1. Deceased</td> <td data-bbox="971 987 1046 1021">44%</td> </tr> <tr> <td data-bbox="300 1028 967 1061">2. Transfer/move to residential care</td> <td data-bbox="971 1028 1046 1061">24%</td> </tr> <tr> <td data-bbox="300 1068 967 1102">3. Transfer to FCC property</td> <td data-bbox="971 1068 1046 1102">12%</td> </tr> <tr> <td data-bbox="300 1108 967 1142">4. Other*</td> <td data-bbox="971 1108 1046 1142">20%</td> </tr> </table> <p>*Other includes a range of 14 categories such as evictions and will be considered in more detail as part of the wider review.</p>	1. Deceased	44%	2. Transfer/move to residential care	24%	3. Transfer to FCC property	12%	4. Other*	20%																									
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1.06	<p>Further analysis has been undertaken on those properties with higher void frequency rates by site over a five year period. This will need to be researched further so we can establish a better understanding of all terminations. Furthermore, this should be considered within the context of the rising demand for single person accommodation as a result of Welfare Reform; an increase in the number of households on the Specialist Housing Register; and a reduction in demand for certain types of accommodation by older people i.e. bedsits.</p> <p><b>Mini-group schemes (over 50s)</b> The key finding from the mini-group schemes, to be considered in more detail, is an understanding of the reasons for moving to other social housing stock from the 3 schemes above and where people moved to for example Extra Care.</p> <p><b>Sheltered (over 60's)</b> The reasons for turnover are more extensive and less clear for the over 60 sheltered schemes and this will be explored as part of the review and inform recommendations.</p>																																	
1.07	<p>Each of the properties with high void frequency rates have their own unique</p>																																	

<sup>1</sup> As at December 2018 – source HRA Business Plan 2019/20

	<p>set of issues; however, common themes include:</p> <ul style="list-style-type: none"> <li>• Sheltered bedsits are unpopular and tend to be used as a short term temporary accommodation measure.</li> <li>• Upstairs flats eventually become unsuitable for elderly tenants as they become less mobile.</li> <li>• The ongoing reduction of local convenience stores dictates the need to travel for shopping for those who live in remote sheltered accommodation which again becomes difficult for less mobile elderly tenants.</li> </ul>
1.08	<p>Analysis of termination data to date shows that bedsit tenancy turnover is significantly different between sites and is less popular with older people as a housing option. The best use of bedsit accommodation would be to meet general needs but again this would need to be explored as part of considerations for a review of specific properties.</p>
1.09	<p>Flintshire Social Services have an excellent track record in supporting older people to live as independently as possible in their own homes and Extra Care facilities; as a result of good community support FCC has the smallest number of older people entering long term residential care. The average age of people in care homes is 87 years with the average stay approximately two years.</p>
1.10	<p>There are currently 47 households on the Flintshire Specialist Housing Register, this includes people who have disabilities and require accessible housing, such as level access, wet rooms or more extensive adaptations, in order to live independently. It is challenging to meet the needs of these households from our general needs stock and therefore, in some instances where it is appropriate, it would be the best use of existing stock to be able to use sheltered accommodation.</p>
1.11	<p>Financially the projected rental income flowing into the Housing Revenue Account (HRA) from occupied sheltered accommodation in 2018/19 will be £11,314,467 with a rental loss due to voids of £245,402, which equates to 2.2% of rental income. The review would need to develop a better understanding of how this could be addressed.</p>
	<p><b>Conclusions</b></p>
1.12	<p>Currently Flintshire County Council is the only partner of the Housing Register (SARTH) who have two levels of age criteria for sheltered accommodation, neither of which align with our partner's criteria. All other SARTH partners have a criteria of over 55 years and it is proposed that Flintshire County Council properties align the age criteria with our partners. This discrepancy currently causes operational complexities when allocating, as well as creating confusion for our customers. It is proposed we align our sheltered and mini-group accommodation age criteria with our housing partners.</p>
1.13	<p>In terms of the review it is proposed that this will include:</p>

	<p>Stage 1: A scheme by scheme review to ascertain:</p> <ul style="list-style-type: none"> <li>• Analysis of property types and current use;</li> <li>• Void rates - developing a detailed understanding of the reasons for turnover;</li> <li>• Developing a series of options for individual schemes with the aim of reducing void rates and ensuring best use of stock;</li> <li>• Produce recommendations for Cabinet to adopt on a scheme by scheme basis.</li> </ul> <p>Stage 2: Assess best use of the stock where there are issues identified as a result of the Stage 1 review:</p> <ul style="list-style-type: none"> <li>• The review of those properties should identify the best use of the stock including whether they should be general needs or consider if they could be used to assist with delayed transfer from care / hospital and in doing so reduce costs to the Council.</li> <li>• Consider whether it would be efficient to invest capital expenditure to make them fit for purpose for the future, for example: <ul style="list-style-type: none"> <li>• Installation of Stair Lifts might be a cost effective solution to avoid the need for tenants in upper flats to move to a more accessible property.</li> <li>• Technology and training to enable internet shopping and other local deliveries, may be useful in supporting those who live in rural areas.</li> </ul> </li> <li>• Consider whether bedsit accommodation can best meet changing housing demand and expectations including the reduced demand from older people for this type of accommodation, and an increasing demand for single person accommodation.</li> </ul>
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<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	Resource requirements, will be determined following appropriate condition surveys determining potential changes to communal and individual properties

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	Any potential amendments to properties will be undertaken in consultation with current residents and local elected members.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	Financial challenges associated to the scale of capital requirements of modifying the existing layout of communal facilities, will need to be considered as part of the annual housing investment programme.
4.02	Lack of detailed information from departmental colleagues on the level of demand determining potential structural changes to properties and facilities

4.03	Access arrangements post consultations with tenants effected by potential structural changes to properties.
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<b>5.00</b>	<b>APPENDICES</b>
5.01	None

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<b>Contact Officer:</b> Lesley Bassett <b>Telephone:</b> 01352 701433 <b>Email:</b> lesley.bassett@flintshire.gov.uk

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<b>Single Access Route to Housing (SARTH) Policy</b> – the regional common policy for all major social landlords allocating social housing properties across Conwy, Denbighshire and Wrexham.