

Cabinet

Meeting Venue
**Council Chamber - County Hall,
Llandrindod Wells, Powys**

Meeting date
Tuesday, 6 November 2018

Meeting time
10.30 am

For further information please contact
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County Hall
Llandrindod Wells
Powys
LD1 5LG

31 October 2018

The use of Welsh by participants is welcomed. If you wish to use Welsh please inform us by noon, two working days before the meeting

AGENDA

1.	APOLOGIES
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To receive apologies for absence.

2.	MINUTES
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To authorise the Leader to sign the minutes of the meetings held on 9th and 16th October 2018 as correct records.

(Pages 5 - 12)

3.	DECLARATIONS OF INTEREST
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To receive any declarations of interest from Members relating to items to be considered on the agenda.

4.	FINANCIAL OVERVIEW AND FORECAST AS AT 30TH SEPTEMBER 2018
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To consider a report by County Councillor Aled Davies, Portfolio Holder for Finance, Countryside and Transport.

(Pages 13 - 26)

5.	CAPITAL PROGRAMME UPDATE FOR THE PERIOD TO 30TH SEPTEMBER 2018
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To consider a report by County Councillor Aled Davies, Portfolio Holder for Finance, Countryside and Transport.

(Pages 27 - 32)

6.	HOMELESSNESS REVIEW & STRATEGY
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To consider a report by County Councillor James Evans, Portfolio Holder for Corporate Governance, Housing and Public Protection.

(Pages 33 - 110)

7.	PRINCIPLES OF CORPORATE LANDLORD
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To consider a report by County Councillor Cllr Phyl Davies, Portfolio Holder for Highways Recycling and Assets.

(Pages 111 - 116)

8.	LOCAL AUTHORITY LOTTERY
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To consider a report by the Leader, County Councillor Rosemarie Harris.

(Pages 117 - 126)

9.	REVIEW OF FARMS POLICY
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To consider a report by the Leader, County Councillor Rosemarie Harris.

(Pages 127 - 152)

10.	CORRESPONDENCE
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To receive such correspondence as in the opinion of the Leader is of such urgency as to warrant consideration.

11.	DELEGATED DECISIONS TAKEN SINCE THE LAST MEETING
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To note the delegated decisions taken since the last meeting.

(Pages 153 - 154)

12.	FORWARD WORK PROGRAMME
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To consider the Cabinet forward work programme.

(Pages 155 - 158)

13.	EXEMPT ITEMS
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The Monitoring Officer has determined that category 3 of the Access to Information Procedure Rules applies to the following items. His view on the public interest test

(having taken account of the provisions of Rule 14.8 of the Council's Access to Information Rules) was that to make this information public would disclose information relating to the financial or business affairs of any particular person (including the authority holding that information).

These factors in his view outweigh the public interest in disclosing this information. Members are asked to consider these factors when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.

14.	NORTH OFFICE REVIEW
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To consider a report by County Councillor Phyl Davies, Portfolio Holder for Highways, Recycling and Assets.

(Pages 159 - 180)

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**MINUTES OF A MEETING OF THE CABINET HELD AT COUNCIL CHAMBER -
COUNTY HALL, LLANDRINDOD WELLS, POWYS ON TUESDAY, 9 OCTOBER 2018**

PRESENT

County Councillor M R Harris (Chair)

County Councillors A W Davies, MC Alexander, P Davies, J Evans, S M Hayes,
R Powell and M Weale

In attendance: County Councillors Matthew Dorrance, Pete Roberts and John Morris
and Mr John Brautigam.

1.	APOLOGIES
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There were no apologies for absence.

2.	MINUTES
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The Leader was authorised to sign the minutes of the last meeting held on 18th
September 2018 as a correct record.

3.	DECLARATIONS OF INTEREST
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There were no declarations of interest reported.

4.	DRAFT ANNUAL PERFORMANCE REPORT 2017 - 18
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Cabinet considered the draft Annual Performance Report for 2017-18. The report set out the Council's performance during 2017-18 against delivering the Corporate Improvement Plan (2016 – 2020) priorities and met the Council's reporting duties under the Well-being Act and the Local Government (Wales) Measure 2009. It aimed to provide a balanced and open account of performance.

The Chair of the Learning, Skills and Economy Scrutiny Committee expanded on the comments of the Joint Chairs that had considered the report. He confirmed that the Joint Chairs had found it to be a balanced and factual report and he commended officers for taking on board the comments from the Joint Chairs meeting. He suggested two further changes, the inclusion of a section on the Council's preparations for Brexit and mention of the Level Two Plus results.

In connection with Brexit preparations, the Leader explained that the Council was working closely with the WLGA and that she had arranged for a briefing for Members on 7th November. She was content for a comment to be included in the draft to be considered by Council. The Portfolio Holder for Learning and Welsh Language also confirmed that she was happy for the Level Two Plus results to be referenced noting that Powys pupils had achieved the second best results in Wales.

RECOMMENDED to Council	Reason for Recommendation:
To approve the DRAFT Annual Performance Report 2017 – 2018 in Appendix A to the report and recommend to County Council for approval on 18th October 2018.	<p>To ensure the report gives a balanced and open account of Powys County Council's performance during the 2017-18 financial year, against its CIP priorities / well-being objectives.</p> <p>To ensure the Council meets its statutory obligations as outlined in the Local Government (Wales) Measure 2009 and Well-being of Future Generations (Wales) Act 2015.</p>

5. GREEN WASTE KERBSIDE COLLECTION

Cabinet considered proposals to introduce a green waste collection service to all households on a chargeable basis. This would be on the basis of an annual charge (typically £35 per year) for a 240 litre wheeled bin collected fortnightly. It was further proposed that the green waste banks at Community Recycling (Bring) Sites are removed. Cabinet was advised that these were unique to Powys as all other authorities only provide facilities at manned Household Waste Recycling Centres and that they were subject to considerable abuse.

It was estimated that the introduction of a collection service and the removal of the green waste banks at bring sites would achieve savings of £280k and that there would be a slight increase in overall green tonnage collected which would help the Council reach the Welsh Government Statutory Recycling Targets.

Cabinet noted that the proposal had generated significant comment from those areas with Community Recycling Sites but that not every community had access to these sites although everyone contributed through their council tax. It was proposed to go out to consultation on the implementation of the service in November.

The Chair of the Learning, Skills and Economy Committee commended the Portfolio Holder and officers who had come to the committee with a detailed series of options. He felt that there were a number of issues which required further work such as the size of bins and the frequency of collections but that it was the right time to go out to consultation as this would help answer these questions.

RESOLVED	Reason for Decision:
1) To introduce a chargeable green waste collection service, remove all green waste banks at Community Recycling Sites – Option 4 above	To provide a convenient service to residents whilst achieving identified savings
2) A consultation exercise is carried out during November so that residents can have a say in how the	To allow residents to shape the implementation of the service

service should be implemented. - Approval of the detailed implementation to be delegated to the Portfolio Holder for Highways, Recycling and Assets.	
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6. SCHOOLS ASSET MANAGEMENT PLAN (SAMP) 2018 -2024

Cabinet considered a new Schools Asset Management Plan (SAMP) for implementation from 2018 – 2024. The SAMP set out the Council's approach to developing and improving the school estate and provided a long-term approach for effectively developing and managing the schools estate in Powys, ensuring that it supports the ambition of the Council as outlined in Vision 2025 and the Schools Organisation Policy 2018.

The Council aimed to ensure that Powys had the right number of schools in the right place and in the right condition, for the current and future pupil population. The SAMP would provide transparency on schools spending.

The Chair of the Learning, Schools and Economy Scrutiny Committee thanked the Portfolio Holder and officers for taking on board their recommendations and incorporating them into the report. Scrutiny welcomed the scoring methodology which would give confidence that funding was being allocated fairly. The commitment to review the asset database by the end of January 2019 was also welcomed and he asked for a report back to confirm that it had been done.

RESOLVED	Reason for Decision
To approve the Schools Asset Management Plan 2018 – 2024	To provide a comprehensive and coherent framework to ensure that the Powys school estate is continually improved, resulting in a more efficient and effective infrastructure.

7. SUPPLEMENTARY PLANNING GUIDANCE - AFFORDABLE HOUSING, PLANNING OBLIGATIONS, BIODIVERSITY AND GEODIVERSITY

Cabinet considered

(a) Supplementary Planning Guidance (SPG) prepared in support of the Powys Local Development Plan (LDP) for:

- Affordable Housing.
- Planning Obligations.
- Biodiversity and Geodiversity.

(b) The SPG Consultation Statement.

Cabinet discussed the issue of commuted sums from developers which it was recommended should be retained for 10 years. Officers confirmed that commuted sums had to be spent locally within the area impacted by a development. Officers also advised that because the county did not have the same infrastructure needs as an urban area planning obligations were used rather than community infrastructure levies. It was confirmed that the document addressed the impact of developments on the Welsh language.

RESOLVED	Reason for Decision:
To approve: (a) Supplementary Planning Guidance for: 1. Affordable Housing, Oct 2018 (appendix 1) 2. Planning Obligations, Oct 2018 (appendix 2) 3. Biodiversity and Geodiversity, Oct 2018 (appendix 3). (b) The Supplementary Planning Guidance Consultation Statement, Oct 2018 (appendix 4).	To meet the commitment and programme for Supplementary Planning Guidance preparation in the adopted Powys LDP.

8.	FINANCIAL OVERVIEW AND FORECAST AS AT 31ST AUGUST 2018
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Cabinet considered the budget outturn for the period ended 31st August 2018. The Portfolio Holder advised that there had been no improvement in the financial position since the last report but that he expected to see the decisions taken at the previous meeting start to take effect by the time of the next report. He acknowledged the work being undertaken by Adult Social Care to address their budget. The Portfolio Holder for Learning and Welsh Language welcomed the 103.3k grant from the Regional Additional Learning Needs Transformation Grant, to support the implementation of the Additional Learning Needs and Education Tribunal (Wales) Act 2018 and the Welsh Government Transformation Programme.

RESOLVED	Reason for Decision
1. That the contents of the report are noted. 2. That the £103.3k grant from the Regional Additional Learning Needs Transformation Grant be accepted.	To monitor the council's financial performance and ensure spending remains within approved limits and that the 3% minimum general fund reserve is maintained.

9.	CAPITAL PROGRAMME UPDATE FOR THE PERIOD TO 31ST AUGUST 2018
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Cabinet received the capital programme update and considered a virement request to roll £175,000 into 2019-20 for work at County Hall to match the intended works schedule. The Portfolio Holder for Highways, Recycling and Assets explained that the refurbishment works underway in County Hall was to make sure the building was fit for purpose. The Portfolio Holder for Learning and Welsh Language advised that plans for Ysgol Maesydre would be made public shortly.

Recommendation:	Reason for Recommendation:
1. The contents of this report are noted by Cabinet.	To outline the capital budget position as at 31st August 2018.
2. That Cabinet approves the virement proposed in section 2.2 of this report.	To ensure appropriate virements, are carried out. To align budgets with spending plans.

10.	IMPROVEMENT AND ASSURANCE BOARD
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Cabinet received the minutes of the meeting of the Improvement and Assurance Board meeting held on 5th September 2018.

11.	CORRESPONDENCE
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Officers confirmed that a response would be sent to Councillor Karl Lewis to the email he had sent on the Green Waste Kerbside Collection report.

12.	DELEGATED DECISIONS TAKEN SINCE THE LAST MEETING
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Cabinet received details of delegated decisions taken since the last meeting.

13.	FORWARD WORK PROGRAMME
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Cabinet noted details of the forward work programme.

County Councillor M R Harris (Chair)

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**MINUTES OF A MEETING OF THE CABINET HELD AT COMMITTEE ROOM A -
COUNTY HALL, LLANDRINDOD WELLS, POWYS ON TUESDAY, 16 OCTOBER
2018**

PRESENT

County Councillor M R Harris (Chair)

County Councillors A W Davies, MC Alexander, P Davies, J Evans, S M Hayes and R Powell

1.	APOLOGIES
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Apologies for absence were received from County Councillor Martin Weale.

2.	DECLARATIONS OF INTEREST
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There were no declarations of interest reported.

3.	COMMUNICATIONS PLAN
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Cabinet considered the draft Communications and Engagement Plan September 2018- September 2019, the new operating model contained therein, and the Gold and Silver communications and engagement campaign programme set out in the plan. The draft plan followed the Review of Communications and Engagement that took place earlier in the year.

It was agreed to use the phrase less often heard groups rather than hard to reach groups in the plan. It was further agreed to include at a later date a section on engagement with young people and an acknowledgement that the Council had formally adopted the United National Convention on the Rights of the Child (UNCRC). Subject to these amendments it was

RESOLVED	Reason for Decision
To adopt the Communications and Engagement Plan as set out in Appendix 1 to the report including: 1. New operating model 2. Campaign based approach (Gold and Silver campaign programme to be reviewed annually) 3. Promotion of self-serve options and internal re-launch of team	To provide a comprehensive response to the recommendations of the Communications and Engagement Review and provide a more strategic approach to communications and engagement.

County Councillor M R Harris (Chair)

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CYNGOR SIR POWYS COUNTY COUNCIL

CABINET EXECUTIVE

6th November 2018**REPORT AUTHOR:** County Councillor Aled Davies

Portfolio Holder for Finance

SUBJECT: Financial Overview and Forecast as at 30th September 2018**REPORT FOR:** Decision / Discussion / Information**1. Summary**

- 1.1 This report provides an update on the projected revenue spend against budget for the 2018/19 financial year and reflects the position as at 30th September 2018, it provides an early indication of the 2018/19 full year financial forecast.
- 1.2 The revenue expenditure outturn against budget is now projected to be £3.8m (August £5.8m) over budget, this is based on savings achieved to date but also reflects assurance that further savings will be achieved in year.
- 1.3 A number of actions were identified in the previous report which could assist in reducing the level of deficit projected by year end. The impact of these actions has now been reflected in the revised position leading to the improved outturn now projected.
- 1.6 Savings of £5.125m (£4.997m August) have been delivered to date, 42% (41% August) of the total £12.296m required, with £7.171m yet to be achieved.
- 1.7 The report has been prepared on an exceptions basis, using actual variance against budget to define the RAG (Red, Amber, Green and Blue) status of the services' financial position. The report only highlights those service areas where projections are forecast to exceed the budget provided, or services that have a significant degree of financial risk on the Council, and where corrective action must be taken to ensure a balanced year end budget, and mitigate any risk for future years.

2 Revenue Position

- 2.1 The revenue forecast is summarised in the table below, underlying expenditure is projected to exceed the budget by £8.676m (August £7.917m), excluding Housing Revenue Account (HRA) and Delegated Schools. It is important to note that this position is reported based on the current delivery of efficiency savings and does not reflect those that remain to be achieved, we maintain this approach to ensure a prudent position. This position is likely to improve as the year progresses.
- 2.2 A detailed review of all budget headings has been carried out and this has identified areas of underspending or higher than expected levels of income, these budgets have been frozen or realigned for the remainder of the financial year and now contribute to the improved forecast. In addition, some vacant posts will remain unfilled for the remainder of the year.

- 2.3 To counter the prudent approach to reporting savings and better predict the year-end position, this year's reporting also provides a forecast based on the expected delivery of savings. This is only included following assurance from Directors that savings will be achieved or that alternative means of delivery are identified and realistic.
- 2.4 Costs relating to transformation can be capitalised under the Welsh Government capitalisation direction. £2.6m of costs projected to be incurred will be funded from Capital receipts, this will release the revenue budget originally set aside to fund these costs to reduce the projected deficit.
- 2.5 On the basis of expected savings delivery and capitalisation of transformation costs the projected position will be an overspend of £3.8m (August £5.804m) against the approved budget.
- 2.6 Both projections are included in the table below.

Summary Forecast by Directorate	Total Working Budget	Forecast Spend	Variance (Over) / Under Spend		Variance including expected savings delivery	
	£'000	£'000	£'000	%	£'000	%
Social Services	84,347	89,847	(5,500)	(7)	(5,039)	(6)
Environment	30,703	32,158	(1,455)	(5)	(67)	0
Schools	36,063	36,740	(677)	(2)	(56)	0
Resources	18,191	18,096	95	1	95	1
Central Activities	2,413	3,552	(1,139)	(47)	1,201	50
Total	171,717	180,393	(8,676)	(5)	(3,866)	(2)
Housing Revenue Account (HRA)	0	(13)	13		2	
Schools Delegated	75,287	75,555	(268)	(0)	(19)	(0)
Total including HRA and Delegated Schools	247,004	255,935	(8,931)	(4)	(3,883)	(2)

- 2.7 The table in Appendix A details the forecast spend by Service, against approved working budget and shows the projected position on both savings delivery, capitalisation and service performance.

3 Reserves

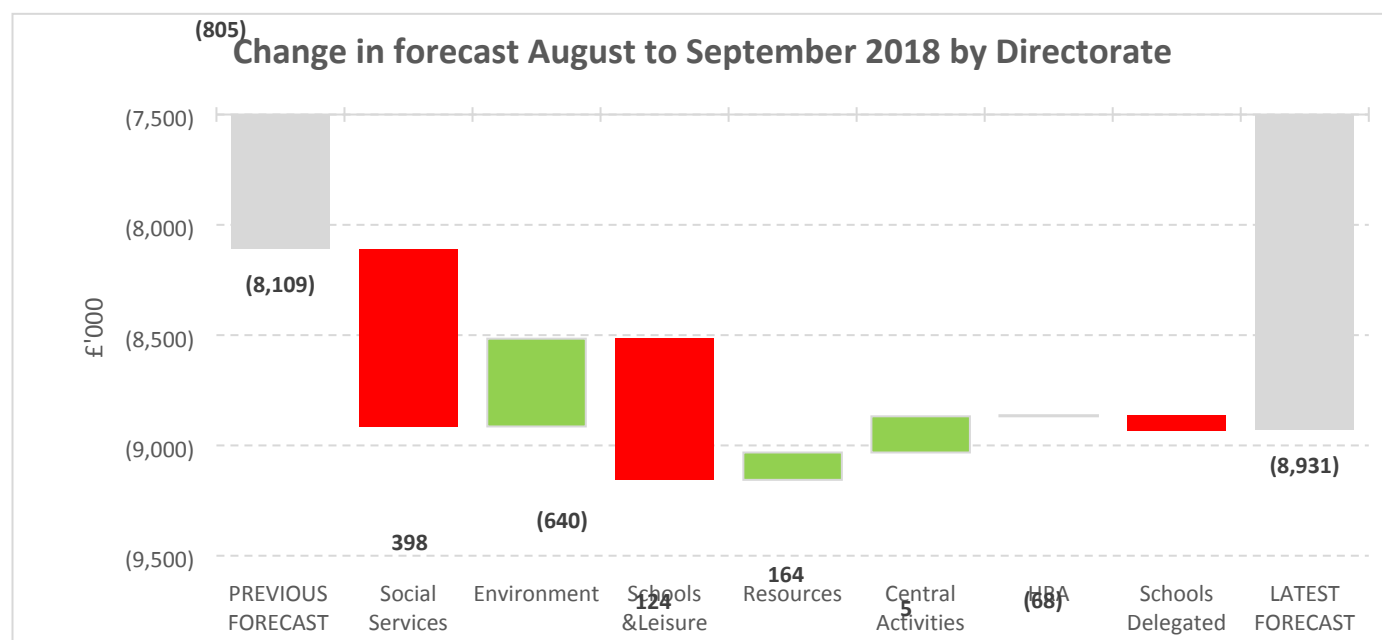
- 3.1 The total revenue reserves held at 1 April 2018, together with the forecast addition/(use) of reserves during the year and the projected year end balances, as at 30th September, are set out in the table in Appendix C. The revenue reserves held at the beginning of the year totalled £40.3m, with £9.7m held in the General Reserve and Specific and Ring fenced reserves of £27.4m. The planned use of reserves to support the overall revenue budget during the year (excluding Schools and HRA) is £10.3m.
- 3.2 Based on the projections included in this report the overspend position would be financed from the General Fund Reserve. With the assurance around the delivery of savings and the capitalisation of transformation costs the impact on the General fund would be £3.8m,

reducing the balance to £5.835m this would then represent 3.4% of the total net revenue budget (excluding Schools and HRA) or 5.5% when including the budget management reserve. This revised position would be in line with the policy set.

- 3.3 Specific reserves will also be reviewed to identify alternative reserve funding to limit the impact on the General Fund Reserve.

4. **Revenue Forecast**

- 4.1 The graph below shows the change in forecast, from that reported at the end of July to the projected forecast position as at 30th September by Directorate, including HRA and Delegated Schools:



- 4.2 RAG status has been applied to service variance based on the categories below, and those with a variance calculated as “red” have been explained in more detail below.

- Red** Overspend above 2%
- Amber** Overspend of 1-2%
- Green** +/- 1%
- Blue** Underspend above 1%

Service Area	Net Budget	Forecast Spend	Variance (Over) / Under spend	Variance (Over) / Under spend as a % of Net Budget	Variance RAGB status
	£'000	£'000	£'000	%	
Children Services	18,513	24,539	(6,026)	(32)	R

Costs continue to escalate within Children services with a projected overspend of £6.026m for the year, an increase of £483k since that reported in August, due to an increased cost of placements, agency staff and legal fees.

The appropriate workforce establishment has been agreed and although funding for this is accommodated within the service budget, many posts are being covered by agency staff at a higher cost per post. The projected position includes the continuation of agency staff through to the end of this financial year, with costs exceeding baseline budget by £751k. There are currently 14.5 Fte's over the agreed establishment.

The predicted spend on Looked after Children (LAC) continues to be higher than the budget allocated due to the increased number of placements currently 235, this represents a pressure of £3.455m and additional £377k during the month. Fluctuations in demand and levels of complexity make it a very high risk area which is difficult to forecast.

The forecast position also reflects £2.208m of undelivered efficiencies that remain in the base budget. Cabinet are reviewing this position as part of their budget setting for 2019/20.

There are a number of risks that may further impact the financial position, these include: -

- Additional costs backdated in respect of 'Sleepins' following the outcome of a judicial review
- Holiday pay liability for relief staff at Golwg y Bannau/Camlas
- Legal costs – baseline budget has already been utilised

The overspend and financial pressures are mitigated by growth not allocated of £875k; Improvement capacity monies £775k and change in legislation in respect of "When I'm ready" allocation of £100k.

Service Area	Net Budget	Forecast Spend	Variance (Over) / Under spend	Variance (Over) / Under spend as a % of Net Budget	Variance BRAG status
	£'000	£'000	£'000	%	
Highways, Transport & Recycling (HTR)	21,259	23,057	(1,798)	(8)	R

The overspend in this area has reduced by £237k from that reported in August. Unachieved savings at this point in the year total £1.3m and are the main reason for the projected position. The change in forecast is mainly in relation to additional income identified in relation to the Design Team and £110k from the review of all budgets carried out across the Council.

The service is forecasting overspends against some areas of budget: -

- Trade Waste collection and Domestic Waste are forecast to overspend by £145k and £271k respectively, due to a forecast reduction in income from Trade Waste and continuing increased fuel costs for domestic waste vehicles.
- An increase in the usage of materials within the fleet workshops and a shortfall in income due to the transfer of vehicles to HOWPS no longer maintained in-house, resulting in a forecast overspend at year end of £311k.
- These over spends are reduced by an under spend of £165k on Waste Contracts, due to increased income from sale of recyclable material and lower than budgeted spend on Landfill Tax.

The revised forecast based on the expected delivery of savings and other service factors shows that the position will be significantly improved by year end with a forecast overspend reduced to approximately £67k.

Service Area	Net Budget	Forecast Spend	Variance (Over) / Under spend	Variance (Over) / Under spend as a % of Net Budget	Variance BRAG status
	£'000	£'000	£'000	%	
Schools Service	27,288	28,243	(955)	(3.5)	R

The projected overspend within Schools service has increase significantly since that reported in August with a projected overspend at the end of September of £955k. The significant variances contributing to the adverse position are as follows:

Severance Pay – current projections indicate an overspend of £772k within this area, however some of these costs can be capitalised under transformation.

Schools Improvement – the projected forecast overspend within this area has risen to £104k from the £49k projected at the end of August. This is mainly due to unachieved savings in respect of the change in admission age and the transformation of the 3 year plus provision. Alternative delivery options are being considered by the Service. Underspends offsetting costs have now been removed as part of the corporate budget review which is also a contributing factor.

Home to School Transport – the forecast position remains the same with an overspend of £147k projected, not including any re-tender price changes. The forecast includes unachieved savings of £81k and a projected overspend of £80k in respect of 14-19 provision as previously reported.

The centrally retained provision for supply costs projected overspend has reduced to £81k, this is due to ongoing supply commitments, further work is required to determine when the projected costs will cease.

Schools delegated central – expenditure is projected to exceed budget by £193k and is due to an over commitment on the contingency for class size protection provided to schools and £120k unachieved saving relating to small school closures.

These overspends are being offset by an underspend of £302k within the Special other budget this is mainly due to increased income for inter-authority recoupment.

Service Area	Net Budget	Forecast Spend	Variance (Over) / Under spend	Variance (Over) / Under spend as a % of Net Budget	Variance BRAG status
	£'000	£'000	£'000	%	
Workforce, OD and Comms	2,479	2,553	(74)	(3)	R

The position within Workforce, OD and Comms has improved by £43k from that reported at the end of August, due to the corporate budget review. Unachieved savings of £144k remain the main reason for the overspend in this area.

Service Area	Net Budget	Forecast Spend	Variance (Over) / Under spend	Variance (Over) / Under spend as a % of Net Budget	Variance BRAG status
	£'000	£'000	£'000	%	
Central Activities	2,413	3,552	(1,139)	(47)	R

The position within this area has improved by £164k compared to the previous forecast due to the corporate budget review. The Council Tax surplus remains at a projected £700k. The £1.7m saving for third party spend and additional income remains a pressure on the current year's budget. Additional income is being generated but is included in service specific proposals, this pressure will be removed as part of next year's budget plan. The capitalisation of transformation costs held within these budgets will significantly improve the projected outturn.

4.3 Other Service areas which are not RAG status RED but due to a high level of scrutiny, further information is also provided below.

Service Area	Net Budget	Forecast Spend	Variance (Over) / Under spend	Variance (Over) / Under spend as a % of Net Budget	Variance BRAG status
	£'000	£'000	£'000	%	
Adult Social Care	65,834	65,308	526	0.8	G

The forecast underspend position within Adult Social Care has reduced by a further £321k from August with a year end position as at the end of September projected at £526k. A further £100k of savings have been delivered during the month, with £461k still remaining. £767k of the original £2.2m investment still remains to be allocated to Service budget headings, this will only be released on presentation of business cases which satisfy criteria set out by full council.

The forecast does not account for future demography, learning disability transitions, contractual agreements including uplifts or winter pressures. In addition, the liability associated with the recent judicial review relating to the payment of the National Living Wage in respect of "Sleep-ins" is still being calculated for the in-house service and legal direction has been sought re external providers.

The Adult Social Care projected "Demography" in the Financial Resources Model (FRM) 2018/19 is being managed in part by prevention and cost avoidance, through the following:-

- Telecare- £270k
- Direct Payments as opposed to traditional Home Care £75.9k
- Shared Lives instead of a Residential placement/Supported Tenancy – £56.9k
- Reablement

If these preventative and early intervention measures were not in place, then costs would be reflected in the forecast outturn position in line with the FRM.

Schools Delegated	75,287	75,555	(268)	(0.36)	G
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The BRAG rating of Green reflects the projected outturn against budget plans submitted by the Schools. These plans include a significant draw on their delegated reserves. Budget plans across the primary sector expect to draw a net £541k from reserves, an increase of £63k on that reported at the end of August, £86k in the Special sector. This will be updated monthly going forward.

Budget Plans and forecasts received for Secondary schools are projecting a net £1.2m in year draw from reserves. In line with the Scheme for Financing schools, Secondary Schools are required to submit monthly forecast end of year projections, and if not received will be notified of the failure to comply with the scheme, continued non-compliance will result in a notice of concern. Recovery plans have been requested by the end of September for all schools with unlicensed deficit budgets.

5. Savings

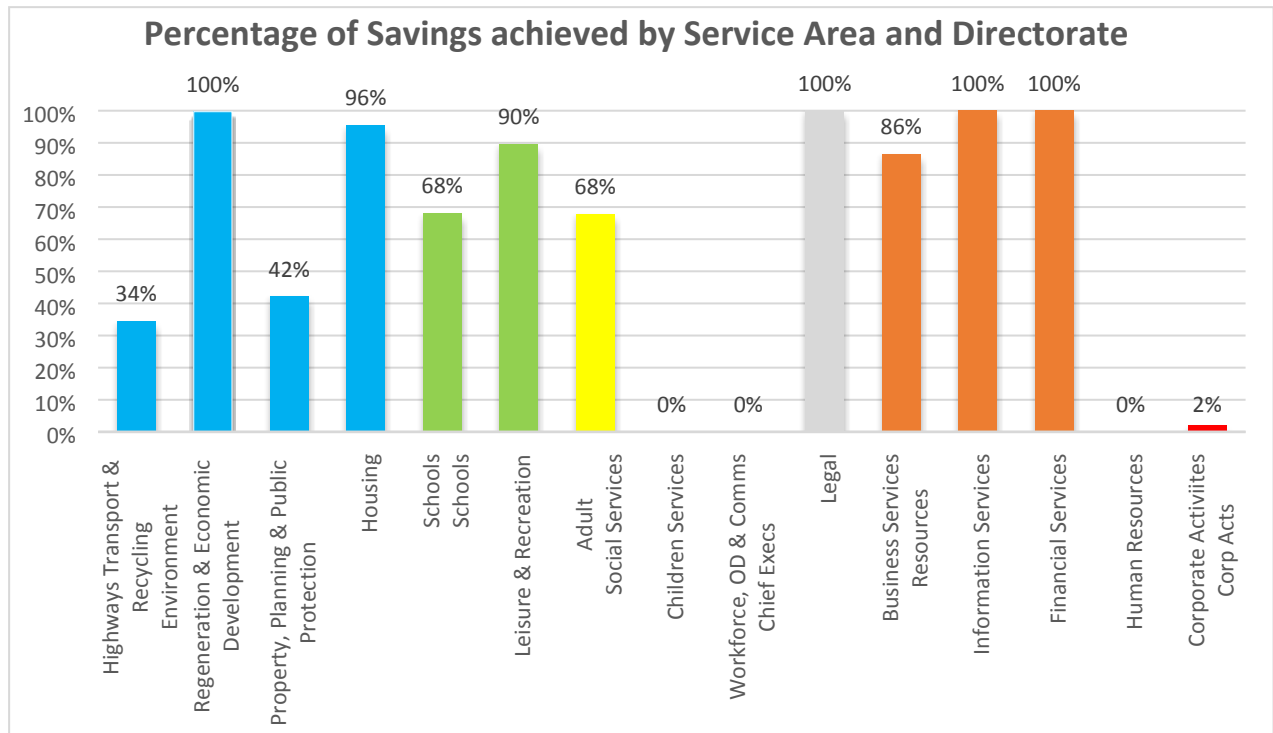
- 5.1 The table below summarises the delivery of the savings including those that remained undelivered in prior years; £5.1m or 41% has been delivered. For prudence the forecast includes savings that have been achieved or have progressed to a point where there is confidence in final delivery taking place. It does not reflect expectations that are not currently being realised.

	Target £'000	Delivered £'000	Variance £'000
2015/16	1,157	77	1,080
2016/17	321	0	321
2017/18	1,975	351	1,624
2018/19	8,843	4,697	4,146
Total	12,296	5,125	7,171

- 5.2 Further analysis of the unachieved savings showing the RAG status by Directorate is provided in the table below. Further detail by Service area can be found in Appendix B.

UPDATE ON DELIVERY OF SAVINGS PROPOSALS BY RAG				
Directorate	RED	AMBER	GREEN	TOTAL UNACHIEVED SAVINGS AS AT 30TH SEPT 2018
	£'000	£'000	£'000	£'000
Social Services	2,298	461	0	2,759
Environment	0	1,617	0	1,617
Schools	504	74	0	578
Resources	50	97	0	147
Corporate Activities	1,963	0	0	1,963
Chief Executives	107	0	0	107
Total	4,922	2,249	0	7,171

5.3 The graph below shows the percentage of savings achieved to date by Service Area and Directorate.



6 Virements and Grants for Approval

- 6.1 Virement for £55k from reserve to cover the cost of inspections of non-adopted roads and pavements on Housing Services Estates. This activity is not within the Highways Inspection Programme, and relates to HRA land assets. Therefore, it requires separate funding. It is proposed to place the work with Powys County Council Highways Department.
- 6.2 Virement for £176k from reserve to cover the cost of weed spaying, and subsequent removal of dead weeds, from the non-adopted Housing Estates. This activity is not within the grounds maintenance contract, and therefore requires separate funding. It is proposed to place the work with Powys County Council Highways Department.
- 6.3 Intermediate Care Fund (ICF) £805k – Powys County Councils allocation to help health boards and partners in local authorities, housing and the voluntary and independent sectors to work together to support frail and older people, people with a learning disability, children with complex needs due to disability or illness, carers, including young carers.

7 Options Considered/Available

No alternative options are considered appropriate as a result of this report.

8 Preferred Choice and Reasons

None to consider.

9 Impact Assessment

Is an impact assessment required? Yes/No

10 Corporate Improvement Plan

To achieve the Corporate Improvement Plan (CIP) objectives the Council undertakes forward planning with its medium term financial strategy (MTFS) - this sets out the financial requirements to deliver the short and longer term council vision. These capital and revenue monitoring reports are used to ensure the funding identified to deliver the council priorities is spent appropriately and remains within a cash limited budget.

11 Local Member(s)

This report relates to all service areas across the whole County.

12 Other Front Line Services

This report relates to all service areas across the whole County.

13 Communications

Budget information is of interest to internal and external audiences and regular updates are provided by the Portfolio Holder for Finance. Detailed finance reports are presented to Heads of Service, Cabinet and the Audit Committee. These reports are public and are part of a range of statutory and non-statutory financial information documents including the Statement of Accounts.

14 Support Services (Legal, Finance, HR, ICT, BPU)

This report has no specific impact on support services other than reporting on those service areas financial outturns. Financial Services work closely with all service areas in monitoring financial performance against budgets.

15 Scrutiny

Has this report been scrutinised? Yes / No

16 Data Protection

If the proposal involves the processing of personal data then the Data Protection Officer must be consulted and their comments set out below.

17 Statutory Officers

The Head of Financial Services (Deputy Section 151 Officer) has provided the following comment:

The projected position continues to report a deficit outturn. The option to capitalise transformation costs provides an opportunity to improve the revenue position and this together with assurance that savings for some Directorates will be delivered significantly reduces the overall deficit projected.

The Council has made a significant level of investment into social care services in Powys. The additional funding provided budget to support the increased level of demand experienced in both service areas and also funded the detailed plans for improvement. Demand within Children's services continues and placement costs are already exceeding the increased level of budget. This continues to be an area of financial risk for the Council.

Assurance received that further savings will be delivered is reassuring, however the outstanding savings removed from the base budget within children's services remain an issue, further consideration of these will to be taken through the budget process, any change in this requirement will add to the savings gap for 2019/20.

The council needs to further address the projected deficit and deliver an outturn more in line with the approved budget. The actions taken to date have improved the projected forecast, but further action to limit or delay spend will improve the position further and limit the impact on the general fund reserve.

School budgets particularly those within the secondary sector, remain a risk that needs to be addressed, compliance work and action is crucial to ensure that this is managed effectively.

The Monitoring Officer has no specific concerns with this report.

17 **Members' Interests**

The Monitoring Officer is not aware of any specific interests that may arise in relation to this report. If Members have an interest, they should declare it at the start of the meeting and complete the relevant notification form.

Recommendation:			Reason for Recommendation:		
a. That the contents of this report are noted. b. That the virements proposed in sections 6.1 to 6.3 are approved.			To monitor the council's financial performance and ensure that spending remains within approved limits and that the 3% minimum general fund reserve is maintained.		
Relevant Policy (ies):			Financial Regulations		
Within policy:	Yes	Within Budget:	n/a		
Relevant Local Member(s):					
Person(s) To Implement Decision:			Jane Thomas		
Date By When Decision To Be Implemented:			Ongoing		
Contact Officer	Tel		E mail		
Jane Thomas	01597 827789		jane.thomas@powys.gov.uk		

APPENDIX A

Forecast Outturn and Undelivered Savings as at 30th September 2018

Service Area	Net Budget	Forecast Spend	Variance (Over) / Under spend	Total Unachieved Savings as at 30th September 2018	Service Under/(Over) spend excl. unachieved savings	Variance (Over) / Under spend as a % of Net Budget	Variance BRAG status
	£'000	£'000	£'000	£'000	£'000	%	
Social Services							
Adult & Commissioning	65,834	65,308	526	(461)	987	0.8	G
Children Services	18,513	24,539	(6,026)	(2,298)	(3,728)	(32.6)	R
Environment							
Regeneration	1,392	1,347	45	0	45	3.2	B
Property Planning and Public Protection	7,101	6,836	265	(176)	441	3.7	B
Housing General Fund	951	918	33	(4)	37	3.5	B
Highways, Transport & Recycling	21,259	23,057	(1,798)	(1,437)	(361)	(8.5)	R
Schools							
Schools Service	27,288	28,243	(955)	(504)	(451)	(3.5)	R
Leisure & Recreation	8,775	8,497	278	(74)	352	3.2	B
Resources							
Business Services	6,633	6,553	80	(97)	177	1.2	B
Information Services	4,121	4,118	3	0	3	0.1	G
Legal Services	3,066	3,007	59	0	59	1.9	B
Financial Services	1,892	1,865	27	0	27	1.4	B
Workforce, OD and Comms	2,479	2,553	(74)	(157)	83	(3.0)	R
Service Area Totals	169,304	176,841	(7,537)	(5,208)	(2,329)	(4.5)	
Central Activities	2,413	3,552	(1,139)	(1,963)	824	(47.2)	R
Total	171,717	180,393	(8,676)	(7,171)	(1,505)	(5.1)	
Housing Revenue Account (HRA)	0	(13)	13	0	13	0.0	G
Schools Delegated	75,287	75,555	(268)	0	(268)	(0.4)	G
Total including HRA	247,004	255,935	(8,931)	(7,171)	(1,760)		

Efficiency / Saving	2015/16	2016/17	2017/18	2018/19	Total to be Achieved 18/19	Total Achieved to Date	Remainder to find	Achieved
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	%
Environment								
Highways Transport & Recycling	0	0	270	1,923	2,194	756	1,437	34%
Regeneration & Economic Development	0	0	0	100	100	100	0	100%
Property, Planning & Public Protection	0	0	31	272	303	128	176	42%
Housing	0	0	0	86	86	82	4	96%
Environment	0	0	302	2,381	2,683	1,066	1,617	40%
Schools								
Schools	158	0	49	1,376	1,583	1,079	504	68%
Leisure & Recreation	0	0	0	709	709	636	74	90%
Schools	158	0	49	2,085	2,292	1,714	578	75%
Social Services								
Adult	0	0	0	1,432	1,432	971	461	68%
Children Services	0	1	1,101	1,197	2,298	0	2,298	0%
Social Services	0	1	1,101	2,629	3,730	971	2,759	26%
Chief Executives								
Workforce, OD & Comms	0	0	0	107	107	0	107	0%
Legal	0	0	0	61	61	61	0	100%
Chief Executives	0	0	0	168	168	61	107	37%
Resources								
Business Services	0	0	92	623	715	618	97	86%
Information Services	0	0	32	323	354	354	0	100%
Financial Services	0	0	0	303	303	303	0	100%
Human Resources	0	0	0	50	50	0	50	0%
Resources	0	0	124	1,299	1,422	1,275	147	90%
Corporate Activities	999	320	400	281	2,001	38	1,963	2%
Grand Total	1,157	321	1,975	8,843	12,296	5,125	7,171	42%

RESERVES BALANCES AS AT 30th SEPTEMBER

APPENDIX C

Summary	Opening Balance (1st April 18) Surplus / (Deficit)	Forecast Addition / (Use) of Reserves	Forecast (Over) / Under Spend	Projected Balance (31st March 19) Surplus/ (Deficit)
	£'000	£'000	£'000	£'000
General Fund	9,680	21	(3,866)	5,835
	9,680	21	(3,866)	5,835
Ringfenced & Specific Reserves				
Budget Management Reserve	3,584	0		3,584
Specific Reserves	2,356	50		2,406
21st Century Schools Reserve	5,524	(5,000)		524
Adult Services Reserve	2,750	(2,004)		746
Regeneration Reserve	100	(100)		0
HOWPS	185	(137)		48
Mid Wales Growth Fund	150	0		150
Highways Reserve	57	(57)		0
Invest to Save & Corporate Initiatives (inc J	5,830	(1,031)		4,799
Insurance Reserve	1,587	0		1,587
Transport & Equipment Funding Reserve	6,163	(2,082)		4,081
Sub-Total	28,286	(10,340)	0	17,925
Schools Delegated Reserves	(693)	(1,705)	(268)	(2,666)
School Loans & Other Items	(185)	7		(178)
Net School Delegated Reserves	(878)	(1,698)	(268)	(2,844)
Total Ringfenced & Specific Reserves	27,408	(12,038)	(268)	15,081
Housing Revenue Account	3,267	212	13	3,492
	3,267	212	13	3,492
Total Revenue Reserves	40,355	(11,826)	(4,121)	24,408

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**CYNGOR SIR POWYS COUNTY COUNCIL.
CABINET EXECUTIVE**

6th November 2018

**REPORT AUTHOR: County Councillor Aled Davies
Portfolio Holder for Finance**

**SUBJECT: Capital Programme Update for the period to 30th
September 2018**

REPORT FOR: Decision / Discussion / Information

1. Summary

- 1.1 The Capital Governance Framework identifies multiple points within a project's life cycle where decisions have to be made to progress. These decisions vary from approval of options for further analysis, to final investment decisions and change control.

This monthly Capital report on the status of all projects within the Capital strategy, is an integral part of the Governance Framework for Capital development works. It ensures that stakeholders are engaged in evaluation and decision-making and encourages a disciplined governance that includes approval gateways at which prudence, affordability and sustainability of projects are reviewed.

- 1.2 The Revised working budget for the 2018/19 Capital Programme, after accounting for approved virements, is £119.424m (The Original budget was £87.703m). The Increase in budget is largely due to virements from previous year's programme that have lapsed into 2018/19.
- 1.3 The actual spend to the end of September is £24.034m and a further £35.082m has been committed.
- 1.4 Table 1 below summarises the position for each portfolio and service.

Table 1 Capital Table as at 30th September 2018

Service	Original Budget	Virements Approved	Virements Required by Cabinet	Virements Required by Council	Revised Working Budget 2018/19 as at 30th September 2018 (after virements approved and required)	Actuals	Commitments	Remaining Budget	
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	%
People									
Adult Services & Commissioning	819	502	0	0	1,321	82	181	1,058	80.1%
Childrens Services	0	61	0	0	61	-196	216	41	67.2%
Housing	1,825	1,016	0	0	2,841	949	680	1,212	42.7%
Schools and Inclusion	39,367	5,780	0	0	45,147	7,008	20,877	17,262	38.2%
Workforce, OD and Comms	0	0	0	0	0	0	0	0	
Resources									
Business Services	0	298	0	0	298	106	25	167	56.0%
Information Services	1,610	947	0	0	2,557	274	424	1,859	72.7%
Legal Services	0	19	0	0	19	0	0	19	100.0%
Financial Services	578	-378	0	0	200	0	0	200	100.0%
Corporate Activities	0	0	0	0	0	0	0	0	
Place									
Highways, Transport & Recycling	16,380	9,259	0	0	25,639	5,935	3,338	16,366	63.8%
Leisure & Recreation	3,357	5,779	0	0	9,136	3,912	898	4,326	47.4%
Regeneration	1,125	-459	0	0	666	108	65	493	74.0%
Property, Planning And Public Protection	2,503	2,544	-175	0	4,872	238	802	3,832	78.7%
Total Capital	67,564	25,368	-175	0	92,757	18,416	27,506	46,835	50.5%
Housing Revenue Account	20,139	13,308	0	-6,780	26,667	5,618	7,576	13,473	50.5%
TOTAL	87,703	38,676	-175	-6,780	119,424	24,034	35,082	60,308	50.5%

1.5 The funding of the capital programme is shown in Table 2 below. It has been revised from the original budget of £87.703m to £119.424m as at 30th September 2018 to reflect virements and re-profiling of the capital programme. This matches the projected expenditure to ensure a balanced budget.

1.6 **Table 2 Funding of the Capital Budget as at 31st August 2018**

Revised Working Budget 2018/19 as at 31st August 2018 (after virements approved and required)						
Funding Source	Supported Borrowing £'000	Prudential Borrowing £'000	Grants £'000	Revenue Contributions To Capital £'000	Capital Receipts £'000	Total £'000
Council Fund	-16,731	-34,051	-25,231	-12,037	-4,706	-92,756
HRA	0	-17,256	-3,792	-5,085	-534	-26,667
Total	-16,731	-51,307	-29,023	-17,122	-5,240	-119,423

2. **Proposal**

2.1 A number of virements are proposed for approval:-

2.2 **Office Accommodation** – Works at County Hall are progressing but a virement is now requested to roll £175,000 into 2019-20 in line with the intended works schedule.

2.3 **Housing - WHQS** – £1.78m of WHQS Capital relating to Estate Works is requested to be rolled forward into 2019-20 in line with the intended works schedule. There are no implications for achieving the WHQS.

A total of £4.8m has been spent against WHQS Schemes to date. This represents 28% of the budget in this financial year. The quarter 2 claim for the Major Repairs Allowance from Welsh Government has been submitted, which will ensure that the authority has claimed the full £3.68m allocated.

2.4 **HRA New-builds** – Works are progressing on various sites, however, it is expected that site works will commence around the end of the financial year. It is requested that a virement to roll £5m forward into 2019-20 to match the intended works schedule is approved.

3. **Project Update**

3.1 **21st Century Schools**

Work on the Band A phase of the 21st Century Schools programme is progressing well. The only exception is the Welshpool catchment area schools. The decision by Cadw to list Ysgol Maesydre has had a huge impact, on both the Budget and the timelines of the project. Consequently, the Welsh Medium School has been deferred to Band B of the programme. The Welsh Government has made available for 2018/19, a grant of £14.529m. This will be released through Capital Grant (£10.0m) and Local Government Borrowing Initiative (£4.529m). How much of the grant we claim will depend on how much work has been done at year end. As at the end of September, only £3m of eligible claim could be made.

- 3.2 **Housing:** The WHQS Schemes are progressing well with a total spend of £3.8m to date which represents 25% of the budget for 2018/19 financial year. As reported in August, the spend profile for the WHQS is being reviewed on a monthly basis. A virement of £6.780m from 2018-19 to 2019-20, in line with projection at the end of September is therefore requested. Further adjustment may be required going forward as a result of the monthly review.
- 3.3 **Highways, Transport and Recycling (HTR):** have a working budget of £25m. Total spend at the end of August, including commitment is £9.273m, representing 36% of budget. Finance are monitoring the project performance with project officers to ensure that work is progressed in line with expectation.
- 3.4 **Salt Barns:** - The main aspect of this project will not happen before the close of the current Financial year. A review is currently on-going with a view to transferring a significant part of the budget to next financial year.

4. Options Considered / Available

- 4.1 N/A

5. Preferred Choice and Reasons

- 5.1 N/A

6. Impact Assessment

- 6.1 Is an impact assessment required? Yes/No

7. Corporate Improvement Plan

- 7.1 To achieve the Corporate Improvement Plan (CIP) objectives the Council undertakes forward planning with its medium term financial strategy (MTFS) - this sets out the financial requirements to deliver the short and longer term council vision. These capital and revenue monitoring reports, are used to ensure the funding identified to deliver the council priorities is spent appropriately and remains within a cash limited budget.

8. Local Member(s)

- 8.1 This report relates to all service areas across the whole County.

9. Other Front Line Services

- 9.1 This report relates to all service areas across the whole County

10. Communications

10.1 Have Communications seen a copy of this report? Yes/No

Have they made a comment? If Yes insert here.

11. Support Services (Legal, Finance, Corporate Property, HR, ICT, Business Services)

11.1 This report has no specific impact on support services other than reporting on those service areas with capital programmes. Financial Services work closely with all service areas in monitoring financial performance on capital programmes against budgets.

12. Finance

12.1 This monthly Capital report on the status of all projects within the Capital strategy is an integral part of the Governance Framework for Capital development works.

12.2 The virements proposed in section 2 of this report, are to align the actual works expected to be done in the current financial year to the funding required to finance such Capital works. This is a prudent approach to ensure that the Council only makes available what is required to finance the Capital expenditure. There are no exceptional financial implications to be reported at this time.

13. Scrutiny

13.1 Has this report been scrutinised? Yes / No?

14. Data Protection

14.1 N/A

15. Statutory Officers

15.1 The Head of Financial Services & Deputy Section 151 Officer notes the contents in the report.

The Monitoring Officer notes the content of the report and makes no specific comment upon the same.

16. Members' Interests

16.1 The Monitoring Officer is not aware of any specific interests that may arise in relation to this report. If Members have an interest, they should declare it at the start of the meeting and complete the relevant notification form.

Recommendation:	Reason for Recommendation:
a. The contents of this report are noted by Cabinet. b. The Capital virements set out in Section 2 are approved, and those over £500k be submitted to full council for approval.	To outline the capital budget position as at 30th September 2018. To ensure appropriate virements, are carried out.to align budgets with spending plans.

Relevant Policy(ies):			
Within Policy:	Y / N	Within Budget:	Y / N

Relevant Local Member(s):	
----------------------------------	--

Person(s) To Implement Decision:	
Date By When Decision To Be Implemented:	

Is a review of the impact of the decision required?	Y / N
If yes, date of review	
Person responsible for the review	
Date review to be presented to Portfolio Holder/ Cabinet for information or further action	

Contact Officer: Jane Thomas Tel: 01597-826290 Email: jane.thomas@powyscc.gov.uk

CYNGOR SIR POWYS COUNTY COUNCIL.

CABINET EXECUTIVE
6 November 2018

REPORT AUTHOR: County Councillor James Evans
Portfolio Holder Corporate Governance, Housing & Public Protection

SUBJECT: Homelessness Review & Strategy

REPORT FOR: Decision

1. Summary

- 1.1 Under Section 50 of the Housing (Wales) Act 2014, local authorities in Wales are required to review their homelessness prevention services and produce a strategy for the following four years, guided by an Action Plan.
- 1.2 This report sets out the work the Council has undertaken to review its homelessness services and the production of a Homelessness Strategy and Action Plane.
- 1.3 The report recommends approval of the draft Regional Homelessness Strategy and the Powys Homelessness Action Plan.

2. Background

- 2.1 The review of homelessness services in Powys involved discussion and liaison with colleagues within the County Council, such as Adult Social Care, Children's Services, Education, the Youth Service, as well as with partners such as housing associations, Powys Teaching Health Board, Criminal Justice agencies, and third sector support and advice services.
- 2.2 The review identified priorities for the Powys Homelessness Action Plan, which are:
 - **Continue to evolve and harness community-based services to assist in the prevention of homelessness**
 - **Explore how we can focus support to households in those localities which are producing the highest proportion of homelessness cases.**
 - **Utilise IT systems and technology to prevent homelessness by ensuring systems are in place which flag up issues early to trigger help and advice as early as possible.**

- In partnership with key agencies explore how a multi-agency case management approach can evolve to meet the needs of households who revolve around the homeless system and place demands on a variety of services.
- In partnership with local stakeholders and other statutory services, explore whether a 'Housing First' approach can be developed to support those with the most complex needs
- To explore with Housing Association and private landlord partners how to develop affordable and sustainable housing options for single people.
- Develop close partnership working with DWP/Job Centre+ to mitigate any impact the introduction of Universal Credit may have on household's ability to retain their tenancies.

2.3 A series of Homelessness Workshops have been carried out between late 2017 and June 2018, where internal and external partners have attended to learn more about homelessness issues in Powys and provide their views into the homelessness review – this has allowed partners voices and ideas to be taken account of during the production of the draft review. A copy of the review is attached at Appendix 1.

2.4 Following confirmation from Welsh Government that Authorities could work on a regional basis to develop their Strategies (provided that each local authority developed its own Action Plan(s)), Powys joined with Ceredigion, Carmarthenshire and Pembrokeshire to develop an over-arching regional Homelessness Strategy. A copy of the over-arching strategy is attached at Appendix 2. A copy of the Powys specific Action Plan, which seeks to address the issues highlighted in the review, is attached at Appendix 3.

3. Options Considered / Available

- 3.1 Option 1 is to approve and publish the Homelessness Strategy and Action Plan. This ensures that the council complies with its statutory duties.
- 3.2 Option 2 is to not approve the Homelessness Strategy and Action Plan. This option fails to satisfy the requirements of S.50 of the Housing (Wales) Act 2014.

4. Preferred Choice and Reasons

- 4.1 It is Recommended that Cabinet support the publication of the Homelessness Strategy by 31 December 2018 to satisfy statutory requirement.

5. Impact Assessment

- 5.1 Is an impact assessment required? - Yes
- 5.2 If yes is it attached? –Yes

6. Corporate Improvement Plan

- 6.1 The Strategy and Action Plan will enable the Housing Service to support aspects of the Vision 2025, specifically the following priority areas:
- Health and Care
 - Residents and Communities

7. Local Member(s)

- 7.1 The action plan will apply across the county.

8. Other Front Line Services

- 8.1 Does the recommendation impact on other services run by the Council or on behalf of the Council? - Yes

If so, please provide their comments

- 8.2 Adult Social Care fully supports the recommendation in order to publish the strategy as legally required. Senior officers from Adult Social Care were involved in the development of the strategy and it is fully supported.
- 8.3 Children's Services support the recommendations of this report and its publishing. Children's Services are grateful to the Housing Service for their continued support, particularly with our Care Leavers and vulnerable families.

9. Communications

- 9.1 Have Communications seen a copy of this report? - Yes

Have they made a comment? - If Yes insert here.

Communications Comment: No proactive communication action required at this stage. Communication activity will focus on projects undertaken as part of the strategy.

10. Support Services (Legal, Finance, Corporate Property, HR, ICT, Business Services)

- 10.1 Legal – This Report and its attachments appear compliant with Sections 50 to 52 of the Housing (Wales) Act 2014, and by S.52(9) we are required to publish the Strategy on our website, and for it to be available at our principal office for inspection.
- 10.2 Finance – The contents of the report are noted and agree that Cabinet support the publication of the Homelessness Strategy by 31 December 2018 to satisfy statutory requirements. There will be no additional financial implications as a result of this report all requirements will be funded within the current available budget of the service.

11. Scrutiny

- 11.1 Has this report been scrutinised? - Yes

If Yes, what version or date of report has been scrutinised?

Please insert the comments.

The Committee offered the following comments and suggestions in relation to the Draft Homelessness Strategy:

- Managing Partnership Working – the Service needs to consider the process for how partnership working will be managed;
- Housing staff working in Job Centres – concern expressed by the Committee in case this deters some people from approaching the service for assistance;
- Consideration should have been given to the need for the Tenant Support Officer covering Machynlleth to be Welsh Speaking;
- Numbers living long term in caravans and static caravans – need for better data on numbers affected;
- Revisions to housing allocations policy welcomed. There is a need to review / inclusion in the revised policy the issue of individuals living in caravans and static caravans who because they have to vacate those caravans and static caravans during the year are being housed by the Council, especially as there is anecdotal evidence that many own properties elsewhere in the country. In addition, this will mean a need to review the local connections criteria;

- The fact that the means to access information and application forms for Universal Credit is only online is of concern. The Council needs to consider how it can assist people to access this information particularly those who are vulnerable, have learning difficulties or literacy problems;
- A Member identified a project in Wrexham regarding vulnerable young people and accommodation which may be of interest to the Cabinet Member and Housing Service;
- Access to Free Advice is a duty under the 2014 Housing Act – the Committee is supportive of the Council considering more freephone access to Council services;
- Food banks – these should be included under the Housing Service's partnership arrangements as it could be a valuable source of intelligence for the service;
- Individuals accommodated in Refuges – concern by the Committee that enough support was provided to individuals to ensure that they could access their benefits rather than them being paid to an abusive partner;
- Homelessness Statistics – need for a greater breakdown of the statistics to show at which stage individuals were receiving a service as the current statistics are unclear (e.g. numbers threatened with homelessness decreasing but numbers of cases increasing as individuals coming back into the system at various points)
- Committee supportive of work being undertaken by Service with credit unions and building societies, where individuals cannot get access to a bank account which is required for Universal Credit payments;
- Voids – the Committee supported the need for pressure on HOWPS to improve its performance to bring voids back on the market more quickly;
- With Universal Credit payments being made monthly, the Council should consider changing from a weekly to a monthly rent collection process;
- Committee supportive of the use of redundant school property for housing projects;

What changes have been made since the date of Scrutiny and explain why Scrutiny recommendations have been accepted or rejected?

Accepted. A Powys Homelessness Partnership will be established to enable the services delivered to homeless people across the county to be co-ordinated. The Partnership will meet on a quarterly basis and will include a wide range of partners from within the council, Powys Teaching Health Board, Dyfed Powys Police, housing associations and third sector agencies.

12. Data Protection

- 12.1 If the proposal involves the processing of personal data, then the Data Protection Officer must be consulted and their comments set out below.

13. Statutory Officers

- 13.1 The Head of Financial Services Deputy Section 151 Officer notes the comment from the Finance Manager.

- 13.2 The Solicitor to the Council (Monitoring Officer) commented as follows:
“I note the legal comments and have nothing to add to the report.”

14. Members' Interests

- 14.1 The Monitoring Officer is not aware of any specific interests that may arise in relation to this report. If Members have an interest, they should declare it at the start of the meeting and complete the relevant notification form.

Recommendation:	Reason for Recommendation
To note the Review in Appendix 1 to the report and to approve and publish the Homelessness Strategy in Appendix 2 and the Action Plan in Appendix 3	To comply with Statutory Requirement

Relevant Policy (ies):			
Within Policy:	Y	Within Budget:	Y

Relevant Local Member(s):	All Members
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Person(s) To Implement Decision:	Simon Inkson
Date By When Decision To Be Implemented:	1st January 2018

Is a review of the impact of the decision required?	Y
If yes, date of review	30.10.18
Person responsible for the review	Rob Powell
Date review to be presented to Portfolio Holder/ Cabinet for information or further action	

Contact Officer:	Dafydd Evans
Tel:	

Email:	dafydd.evans@powys.gov.uk
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Background Papers used to prepare Report:

Appendix 1 Powys Homelessness Review

Appendix 2 Dyfed Powys Homelessness Strategy

Appendix 3 Action Plan for Powys

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Powys Homelessness Review

Executive Summary

Purpose & Methodology

Each local authority in Wales has a duty to undertake a review of how it is preventing and managing homelessness. The purpose of this review is to inform the Powys Homelessness Strategy which will frame the direction for services over the coming years.

The review engaged a wide variety of stakeholders, including those who have used services; those delivering housing services and those who deliver services outside housing, but have direct experience of working with people who are homeless / at threat of homelessness.

The National Context

The Housing (Wales) Act 2014 introduced several new duties in relation to homelessness for local authorities. It brought into law the 'prevention of homelessness' focus which had been the key direction of national policy development over recent years.

This approach focussed on providing services which focussed on finding housing solutions for all households in housing need, rather than processing people through the legal 'homelessness' process.

This reflects a broader national policy direction around areas such as health and social services which aim to put prevention at the heart of services to avoid more costly options.

There is also increasing evidence through international research that the 'traditional' approach to managing homelessness is focussing too much on the point of crisis, rather than on prevention and longer-term support. A recent Welsh Audit Office report concluded that "Local authorities continue to focus on managing people in crisis rather than stop it from happening".

Part 1 - The Duties Introduced

The first aim of the review was to consider the duties Powys CC have in relation to homelessness and reflect on how effectively they were being met. This involved exploring each duty in the process.

- **Section 60 – The Duty to provide free & accessible housing advice and information**

In considering the effectiveness of meeting this duty, the review first explored information on the Council's website and the process that people use to access housing services when they first want to present a problem.

The review found that the current website offered some legal information but might not be as 'user friendly' as it could be. It highlights the approach taken in Newport,

which allows people to update their housing situation on-line and receive a plan of potential next steps.

To make first contact in Powys a household needs to telephone the 'first contact officer' who will assess the housing situation of the applicant and refer on to Housing Management & Options Officers accordingly. They then respond to the household, depending on the urgency of the case.

A 'mystery shopper' exercise undertaken by Shelter Cymru found some issues with this approach, i.e. people not getting their urgent housing needs met and being left unsure of next steps. Powys has taken steps since these findings to ensure a more effective service. However, it does raise the question in relation to the current response and whether the current IT approach adopted in Newport and other Welsh local authorities would offer a more effective service.

- **Section 62 – The duty to undertake an assessment**

The local authority has a duty to assess every household who could be at threat of homelessness, regardless of any criteria such as whether they are likely to be in priority need or whether they have a local connection.

Currently there are 22 Housing Management and Options Officers (HMOOs), situated in different areas across the County; who as part of their broader housing role undertake these assessments. Additionally, the Service has recently recruited 3 Homelessness Prevention & Housing Options Officers who will work on more in-depth cases.

The review found that the number of these assessments differed quite significantly between areas in Powys. The offices in Newtown and Welshpool undertook 71% of these assessments. The reason for this needs to be considered in more detail, but in relation to developing services the authority needs to reflect on how it targets resources.

- **Section 66 – The duty to take reasonable steps to prevent homelessness**

This duty is again owed to all households, regardless of whether they may be 'priority need' or have a local connection. It expects local authorities to deliver services to all those at threat of homelessness within 56 days and the Council needs to evidence that it has taken 'reasonable steps to prevent it'.

Through analysis of the statistics recorded a high proportion of those presenting at this stage are facing homelessness from the private rented sector. This is higher than the national average and poses the question about whether enough support is available to both tenants and landlords in the sector.

The figures also indicate a low success rate in preventing homelessness at this stage through mediation and financial advice. It was suggested this could be that HMOOs are not recording the work they do effectively. However, it does raise questions about the delivery of these services and whether they are sufficient.

- **Section 73 – The duty to take reasonable steps to alleviate homelessness**

This duty is triggered when it is no longer possible to prevent. Once more, all households are eligible for this assistance. The expectation is that all reasonable steps are taken to house, regardless of the household's priority need or local connection.

At this stage the figures indicate that the private rented sector is used heavily. Evidence from discussions indicates that this is putting significant strain on the sector and if the solution found is not sustainable it can often lead to repeat presentations.

There is also a proportion of households at this stage who are proving very difficult to house. They are likely to be single and will not necessarily meet the priority need criteria. However, they may lead quite chaotic lifestyles involving substance misuse, etc. This group not only prove very difficult to house, but also create high demands on a variety of services; including Health, Social Services and criminal justice.

Feedback suggests that to meet the housing and other needs of this group the authority needs to explore its approach and consider whether it needs to exceed its statutory duties to save costs across agencies. This should be explored in partnership with all relevant agencies, and especially Supporting People funded services.

- **Section 75 – The Duty to House**

This duty applies once all other options have failed and the household is assessed as having a priority need for housing.

Since the introduction of the Act a local authority can now discharge this duty into the private rented sector and this was utilised for 22% of households during 2016-17. This is further evidence of greater demands on this sector.

Feedback from staff suggests that those who reach this stage often have a variety of complex needs, solutions can prove very difficult and a great deal of time is spent in meeting their needs.

To reflect this demand the Council are employing three new Homeless Prevention and Housing Options Officers to undertake detailed casework, support and linking in with other agencies for this group. These posts will need to link and complement local policy intentions to ensure they are deployed most effectively. The Council also have an action plan to reduce the void periods for its own stock.

As part of the review the approach taken to Homelessness was discussed with Shelter Cymru. They have identified a change of approach in the County since the introduction of the Act. They feel that officers are now focussing more on prevention, although they see first-hand the challenges encountered in relation to sourcing appropriate options.

However, they still witness ‘value judgements’ being made by officers and feel the response a household receives does, to some extent, depend on the Council officer that is dealing with case. To remedy this, they suggest more training for officers and to ensure a deeper understanding of the presenting characteristics of some households and the reasons for these.

Part 2 – The Local Policy Context

An overarching vision for services in Powys, (Vision 2025), includes the aim to ensure affordable housing options and both the Powys Public Service Board’s Well Being Plan and the Housing Strategy emphasise the need to develop the type of housing people ‘want’ and is affordable.

To meet objectives contained within these overarching plans and to successfully meet the duties in the Act, the County needs to work in partnership with a variety of service areas. These areas will now be explored;

- **Linking Homeless Prevention with Supporting People Services**

Approximately half of the County’s Supporting People budget is funding services with the primary aim of supporting households to prevent homelessness. This funding plays a key role in meeting the duties within the Housing Act and the Welsh Government have encouraged all authorities to model services to reflect the prevention of homelessness agenda.

The Supporting People Team have undertaken a great deal of work to understand how services can best be delivered and will be re-tendering services this year to develop a locality-based approach to deliver support.

This aims to develop ‘one support service’ in each area of Powys working with the purpose to prevent homelessness and keep people on an ‘even keel’. This might include a variety of agencies, but they will develop ‘local intelligence’ within each area and utilise this to ‘turn off demand’ as early as possible.

Any strategy developed needs to reflect how these locality services can work in partnership with those who are undertaking the statutory function and explore how services can be modelled to best meet needs and meet them early. Effectively, these support services, if delivered early enough can ‘turn off’ demand for the statutory duties.

The other key consideration in relation to Supporting People funded services is to explore how they can be utilised to support those with the most complex needs who are currently so difficult to find solutions for.

The strategy needs to consider how Powys could deliver an assertive /‘Housing First’ type of approach to ensure support services for this group are complementing the work delivered by the newly created Homeless Prevention and Housing Options Officers.

- **The Private Rented Sector**

The Housing Act has allowed local authorities to utilise the private rented sector to a greater degree in discharging their homelessness duties. Discussions suggest this has led to far greater pressures on the sector.

The authority currently employs two members of staff, (Private Rented Sector Development Officer), who work in close partnership with the Welsh Government funded 'Bond Scheme' run by Gwalia Housing Association.

The authority has an extensive 'offer' in relation how it will support landlords who house people who are homeless or potentially homeless. As the use of the private rented sector has increased the demands on staff to meet the needs of landlords have also risen.

The authority has recently appointed a Social Lettings Agency Project Officer for three years who will be exploring the development of a social lettings agency to help meet this demand and any strategy needs to reflect on whether the appropriate resources are in place to meet these ever-increasing demands of the landlords it is working with.

- **Social Housing**

Social housing continues to play a significant role in supporting the Council to meet its housing duties. The role it plays in meeting these duties needs to be considered in light of the current review of the Common Housing Register (CHR). Housing Associations contribute to preventing and alleviating homelessness via the CHR and the current review by Imogen Blood Associates is an opportunity to enhance the contribution associations can make.

The void period in the local authorities own stock needs to be addressed and could alleviate the pressures on the private rented sector.

To assist in meeting the supply the strategy needs to consider the possibility of re-designating some low demand older persons accommodation and consider the development of new single person accommodation to help meet the needs identified.

The role social housing staff could play in the locality teams being delivered by Supporting People, (and, as will be discussed, by Health and Social Services), in relation to preventing homelessness also needs to be considered.

- **Social Services & Health**

The Welsh Government's Social Services and Well Being Act has introduced a far greater emphasis on a preventative approach to delivering health and social services. In light of this the authority is developing an approach through a Health and Care Strategy which focusses on doing 'what matters' for people and delivering it as early as possible.

The strategy has advocated the development of a community hub approach which mirrors the locality services being developed by Supporting People and synergies are being explored and need to be pursued within the homelessness strategy.

The 'Community Health & Well-Being Coordination service is being delivered through PAVO and employs 'Community Connectors' to help people navigate services in every 'hub' in the County. There is potential to work in partnership with this service to deliver early intervention in relation to homelessness and accessing the right support.

- **Children & Young People's Partnership / Young People**

In light of the Social Services and Well Being Act and its emphasis on prevention the Children's and Young People's Partnership has developed a programme of 'Prevention and Early Intervention.

This plan includes the development of locality-based service networks which mirror the approach discussed throughout this document. The Youth Intervention Service is part of this and currently exists to work with young people and is jointly commissioned by Children's Services and Supporting People.

This service works with young people to intervene early and prevent homelessness wherever possible. This service fits ideally with the broader strategic direction and is a good example of how partnership working can be developed.

- **The Introduction of Universal Credit**

Universal Credit is replacing 6 means tested benefits and will be introduced in Powys for all new claimants, and those who experience a change of circumstance, from October 10th, 2018.

There are significant concerns the introduction of the benefit will lead to an increase in housing problems, rent arrears and homelessness. The fears centre on the fact the rent element of the benefit will go directly to the tenant, rather than the landlord.

To avoid issues it was agreed with representatives from the Department of Work and Pensions that there was a need to work in partnership to ensure that people are supported and advised early.

The Job Centres in Powys would welcome co-location of advice staff within their offices to tackle potential issues and respond early.

Part 3 – Priorities to Consider

Following on from the analysis undertaken the following priorities have been identified for consideration within any strategy developed;

- **The development of an IT solution to record, manage and self-assess homelessness enquiries, presentations and applications**

The current recording mechanisms remain basic and the authority should explore the use of a comprehensive system to allow them to manage, prioritise and record homelessness cases. There is currently no facility for persons to enquire and self-assess their current circumstances. The authority should work with neighbouring Councils who have adopted existing IT solutions and explore how they could be utilised in Powys

- **The development of a partnership approach with SP funded agencies, prevention hubs and community connectors**

The local policy direction is consistent in adopting a locality approach to ensure services are as accessible as possible, as early as possible. This approach offers opportunities to work in partnership to prevent homelessness and support households early.

The role of Supporting People funded services will be crucial in developing this approach and how their newly commissioned locality teams work effectively together with those Council staff who are undertaking the homelessness function needs to be a priority.

Similarly, the broader policy direction around prevention, early intervention and locality hubs being pursued by Health & Social Services reflects the direction being pursued by Supporting People services and the opportunities to ensure all services can complement the prevention of homelessness agenda.

- **To reflect the greater demand being placed on the private rented sector, allocate extra resources accordingly**

The Housing (Wales) Act allows homelessness duties to be discharged into the private rented sector. This has led to greater pressure being placed on the sector and evidence suggests that current resources are not sufficient to adequately support landlords.

The Council is researching the development of a social lettings agency and this needs to reflect on what the authority is offering landlords in terms of support and how it will deliver on it.

It is also unclear the impact of the void/empty property turn around in the Council's stock on the private rented sector. The Council needs to improve its void performance therefore making more of its stock available in a timely manner to homeless persons.

- **Develop intensive and assertive support services for those most difficult to house**

Evidence suggests that those with complex needs continue to create high demand on services. Not just housing services, but also Health, Social Services and criminal justice agencies.

Not all these households are necessarily owed a full housing duty, but housing managers recognise that this should not prohibit work to meet these needs and support them to find sustainable housing solutions.

The development of a service for this group of households needs to be explored. Supporting People funding maybe necessary to deliver this service, but it should also work in close partnership with other agencies to deliver on a variety of demands. The newly appointed Homeless Prevention and Housing Options Officers should also play a central role in developing any service model.

- **Explore the co-location of staff within Job Centre Plus to assist households through the transition on to Universal Credit**

The prevent rent arrears and homelessness for those households moving on to Universal Credit the Council should explore whether staff could be located within Job Centres in the County to advise and support those who will be receiving their rent directly through the new benefit system.

Powys Homelessness Review

Part 1 – Introduction, methodology & policy / legal context

1.1 Introduction & purpose of this document

The Housing (Wales) Act 2014 has a requirement for all Welsh local authorities to review how they are preventing and responding to homelessness. Any review is then expected to inform a strategy which will frame the direction for services over the following years.

This document details the findings of a review of existing services within Powys. Not only focussing on its housing services, but also exploring the policy context in which they exist and whether the response to homelessness is complimentary to the wider strategic direction within the County.

It is not the purpose of this document to recommend a way forward. The aim of this document is to present the evidence, discuss and explore potential developments and allow the strategy it informs to make recommendations on policy direction.

1.2 Methodology

The review aimed to ensure a wide range of input. Not only talking to those who are involved in the assessment of homelessness and managing it but also stakeholders who work in other policy areas that impact upon homelessness.

- The review has utilised existing information on homelessness which is available through the statistics collected for the Welsh Government
- The review has explored the national policy context in relation to homelessness
- The review has explored the local policy context and considered how the delivery of homelessness can complement and reflect it

- The review has drawn from the Homelessness Workshops organised by the Council which have included all key stakeholders
- The review has interviewed key representatives from all relevant service areas; including housing / homelessness, social services, health, the private rented sector support team, landlords and lettings agencies, the Supporting People Team, a representative from the Children's and Young People's Partnership, those working in criminal justice, agencies delivering support and social housing providers
- The review has undertaken focus groups with people who have been through homelessness and voluntary sector organisations working with those who experience it
- The review has presented initial findings to the Local Member 'Tackling Poverty (Cross Party) Group'
- The review has presented findings to the County's 'Strategic Housing Partnership'

There were aspects of the findings which influenced how the review developed. As issues / priorities were highlighted as the interviews were undertaken it allowed the review to focus on these areas and consider them in greater depth. Any strategy developed as we move forward needs to reflect on the priorities identified.

In the following section we explore the policy direction around homelessness, the significant new duties that have been introduced by the Act and review how each of these is currently being delivered by the authority.

1.3 The national policy direction for homelessness

For many years the emphasis in relation to responding to homelessness in Wales has been to focus on how we prevent it. This focus has been advocated by the Welsh Government and adopted by Councils and other agencies.

This policy approach has led to services being developed and established to help people as early as possible in relation to any housing need they have and wherever possible work with them to find a solution before it leads to crisis.

In 2015 a new Housing (Wales) Act was introduced to reflect this emphasis on prevention. The Act introduced several new duties. To meet these duties local authorities could hopefully continue with services which for many local authorities had already been established. It is very much a key aim of this review to determine if in Powys the appropriate services are in place and are meeting the duties introduced.

Following the introduction of the Act the Welsh Audit Office has recently undertaken a review to establish if the prevention of homelessness was embedded within the culture of Councils in Wales.

The findings suggest that local authorities still have some way to go and it states - "Local authorities continue to focus on managing people in crisis rather than stop it from happening". The findings of this report have informed this review in relation to the services delivered in Powys.

However, it is not just in the homelessness field that prevention is seen as key. Both Health and Social Services policies and legislation emanating from Welsh Government are highlighting the need for a more robust and extensive prevention approach. There is enormous potential to develop a synergy around these national policies and their focus on prevention activity to develop the effectiveness of homelessness services.

This review needs to reflect upon this and consider how agencies can work in partnership, not just in relation to preventing homelessness but in preventing a variety of factors which impact upon individuals' well-being. All evidence suggests, the more we work in partnership to improve this, the less likely an individual / household will have a housing crisis and fall into homelessness.

We also can't ignore a substantial leading worldwide recent research suggesting we need to take an alternative approach to homelessness. Approaches like 'Housing First'; which advocate permeant housing options for homeless people with support delivered to it, rather than the short term 'hostel' approach; is increasingly evidencing more effective outcomes in tackling long term homelessness.

The diagram below, (which was originally developed in Canada), offer a simple summary of how services could potentially move forward.



The diagram suggests that, traditionally, commissioners have focussed resources on providing the 'emergency response' which support households when they are experiencing a housing crisis.

If we re-focus resources and target them more around prevention and long-term support for those who need it, we could be able to avoid spending and time delivering the emergency response.

Housing First approaches, with an emphasis on prevention and long-term support, have been developed across North America and Europe and have now gained the support of both UK and Welsh Governments. With so much international evidence suggesting a different approach may be more effective this review needs to reflect upon what could be learned in relation to services in Powys and how they could potentially shift from the more traditional approach.

Therefore, Part 2 of this document focusses on how housing services are currently meeting these duties. Part 3 of the document then takes a broader view to consider the local policy context and how other stakeholders are involved in preventing and managing homelessness. Part 4 of the document then draws these two elements together to consider options which could be explored after the adoption of the Homelessness Strategy.

1.4 The Duties introduced by the Housing (Wales) Act 2014

The Housing (Wales) Act 2014 brought into force new duties on local authorities. Previously the legal duties of Councils focussed on those households who became homeless and then only if they passed a number of 'tests' to determine if they were legally entitled to assistance.

The new Act has changed this. The legal expectations on local authorities have been broadened quite significantly. Since the Act, local authorities now have a duty to assist all households who face homelessness, regardless if they 'fit' into the priority need categories. The following sections of the Act break down the responsibilities local authorities now have;

- Section 60 – a duty to provide accessible and free advice and information about homelessness and the prevention of homelessness. This service should be available to everyone who approaches the authority, regardless of any local connection
- Section 62 – a duty to assess all households who approach the authority with a housing issue to determine if they are homeless or threatened with homelessness
- Section 66 – Once the household has been assessed and found to be at threat of homelessness, a duty to assist that household to try and prevent homelessness by taking all 'reasonable steps'
- Section 73 – Once the household has been assessed and found to be homeless, a duty to assist the household in resolving their homelessness

- Section 75 – Once the duty under section 73 has ended, if the household is homeless, has a local connection, is unintentionally homeless and fits into one of the priority need groups; (i.e. has children, is 16-17 years old, has mental ill health or learning disabilities, is fleeing domestic abuse, is a care leaver), the authority has a duty to house

In Part 2, this paper explores all these stages / duties of the act and considers, through the feedback it has received; how Powys is currently delivering at each separate stage.

Part 2 – Exploring how Powys are currently responding to homelessness duties

2.1 Section 60 - The duty to provide accessible & free advice and information

- **The Council website**

The internet is playing a far more important role in how most people are accessing information. We can only assume that this will often be the case with homelessness and it can therefore be assumed that the first place a person will potentially access for information will be the County's website.

When first looking at the website it doesn't appear to be particularly user friendly. There is a great deal of information relating to the legal duties of the Council, but less on where to seek help / who to call / where to present, etc.

To give us a better idea of how the current information is perceived and to develop ideas on how it could improve, the review asked people who had experience of using the Council's homeless service to assess it and feedback.

In relation to the website, service users felt that it was very 'dense' with "lots of words". They also thought a phone number to contact the Council should be more prevalently displayed.

It is worth reflecting that it is not possible at this stage for a person to complete and upload their housing issue to the Council through any kind of online form. This is possible in other authority areas, who have the IT systems in place for this to be completed by and then sent on to a housing options advisor.

The example below is from Newport. As can be seen from the illustration of the page on their website, the applicant is invited to complete information about their current housing situation, including about their current home, employment, financial circumstances and whether they have any support needs. As it states on the website;

"Completing this guide will not place you onto the Home Options Newport scheme but will provide you with general information, advice and options possibly open to you within the Newport area and explain how to access these"



Housing Options

Introduction

Welcome to the Housing Solutions Self Help Guide

The following questionnaire has been designed to help identify the housing services that are potentially available within Newport.

Completing this guide will not place you onto the Home Options Newport scheme but will provide you with general information, advice and options possibly open to you within the Newport area and explain how to access these.

The questionnaire takes approximately 10 - 15 minutes to complete and you will be provided with an action plan that details the options that may be suitable to you based on your responses to the series of set questions. The action plan can be updated at anytime and is not intended to provide detailed and specific advice as this is available from the agencies and organisations listed within the action plan on the various options.

Some of the available options include:

- Low Cost Home Ownership
- Mutual Exchange
- Private Rented Housing
- Sheltered housing
- Additional support
- Money or benefits advice
- Supported housing
- Homelessness prevention



[Get Started](#)



- **The First Contact**

When a person wants to contact the Council for housing advice they are first directed to call the generic contact number and discuss their case with the 'First Contact Officer' (FCO). This position delivers a broad role and is utilised by the Council to field calls on all matters in relation to housing, not just homelessness.

The FCO has questions to ask to determine the household's housing need and the next step to take. For example, if the caller is homeless with nowhere to go, the FCO will pass on immediately to the duty housing officer if they are at threat of homelessness they will be contacted within 4 days.

In discussion with service users all were positive in relation to the advice they had received from the Council when they first approached. Some had phoned and some had approached an office directly.

A 'mystery shopper' exercise was undertaken by Shelter Cymru in March 2017, where people who had experienced homelessness 'tested' the Powys response. The report states that - "Most participants felt they received a genuinely helpful service from the First Contact Officers". Those going through the exercise were positive in relation to the response - "Couldn't really ask for more, very polite, not rushed in them asking me questions and gave me time to answer"

However, there were some issues identified. The participants were unsure what the next steps would be once they had finished contact and the 2 'shoppers' who presented as 'homeless on the day' did not feel there was any urgency and did not get any response on the same day.

The consultation with voluntary sector agencies and Councillors at the 'Tackling Poverty (Cross Party) Group' also raised concerns about how difficult it was to access advice and support. There were also issues raised by social housing providers at the 'Strategic Housing Partnership'.

Since the mystery shopping exercise has been undertaken the Council has utilised the findings and changed its process to ensure those who are homeless get the urgent response they need.

However, the Council should explore the introduction of the 'web-based' application approach which exists in Newport, Ceredigion and other local authorities in Wales. By allowing households to submit their housing issues utilising such a system they can then be allocated to relevant staff based on how urgent they are. It could also allow advice agencies such as Shelter Cymru and other support agencies to be accessed early

2.2 Section 62 - The duty to assess

As discussed, another duty introduced by the Housing (Wales) Act is the duty to assess everyone who maybe homeless or threatened with homelessness. This should be completed with all those who approach the authority with concerns in relation to their housing situation.

The authority has no specific 'Housing Options' team to deliver this assessment service. 22 (FTE) Housing Management and Options Officers (HMOO) are based in different areas across the County.

The role of these officers is far broader than homelessness. They have responsibility for a patch of Council Housing and manage rent collection, housing and estate management, allocations, managing the waiting list for the area; as well as the homelessness function.

In discussions with HMOO's they identified the collection of rent as their primary focus. They have weekly targets to meet and see this as important in terms of maintaining income for the authority.

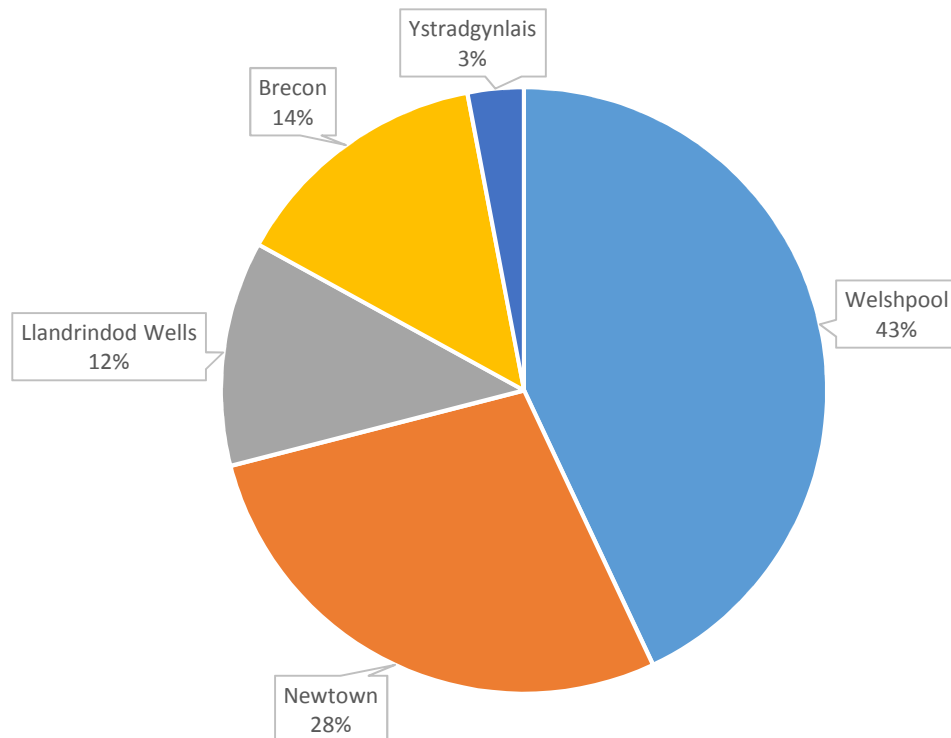
In relation to the homelessness part of the role this was identified as the most demanding. "No case is ever the same" and they highlighted how finding solutions for many households remains very difficult.

The following table shows the number of assessments undertaken in the last 3 years;

Year	Number of assessments undertaken
2015-16	468
2016-17	513
2017-18	383

The numbers approaching the authority and being assessed differ quite significantly across the County. The following chart identifies where in the County households presented and an assessment was undertaken;

Proportion of homeless presentations by housing area
2016 - 2017



The table indicates far greater demand in the North of the County. (Newtown and Welshpool offices undertook 71% of assessments).

The review sought to understand the differences in demand and there were a variety of issues identified.

For example, the housing market in the North of the County was perceived as more fluid with a greater proportion of private rented sector stock at affordable rates and therefore the potential for higher turnover. One reason cited for the high demand in Welshpool was the recently improved trainlines to the Shrewsbury / West Midlands, etc. which has led to greater demand on local housing as it allows workers to commute across the border.

Also, despite there being less demand in the South of the County it has been highlighted that finding solutions can be more difficult, so despite there being less cases the time taken with each case can be significantly longer.

In relation to moving forward and informing the strategy, we do need to consider these differences and consider how and where services are commissioned and delivered to reflect demand.

2.3 Section 66 - The duty to take reasonable steps to prevent homelessness

Following on from the assessment, a decision is made depending on the household's situation. If they are found to be at threat of homelessness within 56

days, then the local authority has a duty to assist the household to try and prevent this.

The following table indicates the numbers of households who have been found at threat of homelessness since the new act was introduced;

Year	Households found to be threat of homelessness
2015-16	213
2016-17	174
2017-18	128

The introduction of this duty reflects the importance Welsh Government is now placing on the prevention of homelessness. As discussed, the expectation is that all households are assisted at this stage, regardless of any 'priority need'.

The Welsh Government expects the local authority to be able to evidence the 'reasonable steps' it has taken to prevent homelessness with all these households. Examples of the type of assistance that would evidence this would include;

- Mediation and discussion between young people and their parents to allow them to stay at home
- Mediation and discussion with landlord or mortgage lender to resolve tenancy issue or allow extra time
- The use of homelessness prevention fund, e.g. to pay for private rented sector deposit
- The use of discretionary housing payments
- Financial advice to help prioritise debts, etc.
- Target hardening measures for those suffering domestic abuse

To successfully discharge this duty the household can either be supported to remain in their own home or be found alternative accommodation before they actually become homeless.

At present this duty to try and prevent homelessness is the responsibility of the HMOOs. The review was able to analyse the data from the first 9 months of this financial year (2017-18) and it's valuable to explore what it tells us;

- **Households at threat of losing their private rented accommodation**

Approximately 50% of households found to be at threat of homelessness were losing their accommodation in the private rented sector (PRS). The national average is only 36%. The fact this is so much higher in Powys needs to be considered.

The reasons more people are becoming homeless through losing their accommodation in the PRS can be varied. HMOOs and the Private Rented Sector Development Officer cited landlords selling properties, letting to those who are working rather than on benefits, as well as affordability issues for tenants.

Whatever the reasons for households losing their private rented accommodation, it does raise the question if there is enough support being delivered within the sector to support both tenants and landlords. This will be explored in further detail later in this document.

- **Households found alternative accommodation**

The second figure which is interesting to explore is the proportion of people at this stage who don't remain in their current home but are found alternative accommodation to prevent their homelessness.

- 35% have their homelessness prevented through being found alternative accommodation in social housing and;
- 45% have their homelessness prevented through being found alternative accommodation in the private rented sector

This is a significant proportion but reflects the average in Wales. It should be noted that there is a considerable amount of work involved. Finding and supporting a household into new accommodation, whether in the social or private sector is likely to be time consuming.

- **Mediation & Financial Advice**

The final figures recorded should be considered are the number of households who had their homelessness prevented through 'mediation & conciliation' and through 'financial advice'.

Over the first 9 months of this financial year only 1 household was recorded as having homelessness prevented through mediation and one through financial advice. Over 2016-17 this figure nationally equated to 17% of households having their homelessness prevented through mediation and 12% through financial advice.

In discussions with HMOOs there was a suggestion that this work might not always be recorded. If this is the case, it is worth exploring how this could be made simpler and ensured. However, it also raises the question if enough focus is being placed on delivering mediation and financial advice and this an area any strategy should consider.

How services are delivered to those households who are at threat of homelessness needs to be explored. Should it necessarily continue only with HMOOs, or could it be delivered in partnership with other agencies? As commissioning developments in other service areas are explored, this will be reflected upon.

2.4 Section 68 - The duty for provide interim accommodation

If prevention of homelessness work fails and the household becomes homeless the Council has a duty to provide interim accommodation if it has 'reason to believe' the household will fit with the priority need criteria.

The authority currently has a variety of temporary accommodation spread across the County for this purpose. Stock is located in Newtown, Welshpool, Llandrindod Wells, Machynlleth, Brecon & Ystradgynalis. Some of this owned by the Council, some by

Housing Associations and some leased from private landlords. The authority also utilises its own housing stock at times and can allocate a general needs property on a temporary basis; either for a family, but also for single people to share. Some is supported on a 24hr basis, some receiving floating support from local agencies and some has no formal support provision; although it is available when needed.

Discussions with relevant staff suggest that demand on this stock is increasing, especially in Newtown and Welshpool. Bed and Breakfast accommodation is still being used and at any one time there are likely to be at least one or two households in this type of accommodation. It is sometimes used for young people and an example was cited of how effective this can be with a particular B&B owner who develops positive relationships with the young people.

In discussion with a variety of agencies there were concerns in relation to the need for households to move considerable distances to access existing properties. Ystradgynlais has accommodation which is commonly utilised for people outside that area. Concerns were expressed in relation to the lack of support networks which are accessible for those households who have to move from their home area. However, with the County covering such a large geographical area this is difficult to avoid.

There are plans to create alternative / additional provision and the authority are exploring the development of 'pods' which can be erected swiftly on Council land and potentially be moved to meet demand. By developing such provision, it is hoped that options can be developed which will allow household to remain in the area of the County they want to be whenever possible.

2.5 Section 73 - The duty to take reasonable steps to alleviate homelessness

The next significant duty introduced is the duty to take reasonable steps to alleviate homelessness for those who are homeless, and it can no longer be prevented. Once again, this duty applies to all households regardless of any priority need.

The following table indicates the number of households who have been found homeless since the introduction of the Act. (These figures will include a proportion of households who have presented to the authority at threat of homelessness, where it was not possible to prevent).

Year	Number of household found homeless
2015-16	174
2016-17	288
2017-18	231

At this stage re-housing is the only option. Feedback from interviews suggests that the solutions available are very different depending on the area of Powys. For example, options in Brecon may be far more limited, (where affordability issues are prohibitive), than in area such as Ystradgynlais.

The data also tells us that at this stage in the process the private rented sector is used heavily. 63% of households who have their homelessness resolved are placed

in the private rented sector. As discussed with the private sector team, this is leading to significant pressures and there are fears that this is leading to short term solutions and households can often return.

Single people with complex needs

One significant issue which needs to be highlighted at this stage are the difficulties being experienced by those with the most complex needs. These households are often single and therefore may not meet any of the priority need criteria.

Despite this there are still duties the Council has in assisting these households. The feedback suggests that this group is posing increasing difficulties. Their demands are not simply on housing services, but a variety of agencies; including health, criminal justice, the police and other council services.

In discussion, it has been suggested that it is time to develop a combined approach for this group that goes beyond the actual duties we have and offers a far more comprehensive and multi-agency approach.

This will need to be agreed across agencies and Supporting People services will need to play a major part of any response.

2.5 Section 75 – The Duty to House

This is effectively the final duty for those households whose homelessness has not been able to be prevented or relieved. This duty is only applicable to those who are determined to have a priority need, are unintentionally homeless and are eligible to be housed on a temporary basis if there are no immediate longer-term options. The local authority can discharge this duty in either social housing or the private rented sector.

The following table indicates the number of households accepted under this duty since the introduction of the Act;

Year	Full housing duty accepted
2015-16	33
2016-17	69
2017-18	64

The figures indicate an ever-increasing number of households being owed this duty. HMOO's highlighted the ever more complex nature of the households presenting and the difficulty in finding these households solutions.

Mental ill health and substance misuse issues were highlighted as particularly prevalent in these complex cases.

Affordability of housing was certainly an issue, but it was stated that other factors ran far deeper than simply housing and even when a suitable housing solution was found it did not always mean that this would prove sustainable due to the other issues involved.

Recent research has indicated the prevalence of 'Adverse Childhood Experiences' within the homeless population and this is particularly the case for those who have the most complex needs and are creating such high demand on services. Any response developed needs to consider the complex nature of the issues involved and explore how services can reflect this.

In response to this the Council has agreed to employ three new staff to focus on working with the most complex cases. These officers, (Homeless Prevention and Housing Options Officers), will offer detailed casework with those households and work intensely to both support the household to find suitable accommodation, but also look to link and work in partnership with other agencies to ensure the household's support needs are met.

These posts will offer vital support for the HMOO role and it should be ensured that they complement and reflect broader policy intentions locally which will be considered in the next section.

Although they will work with those with a full housing duty and priority need they will also work with other 'vulnerable' people and therefore can also focus on supporting meet the duties to help prevent and alleviate homelessness for those with complex needs.

- **The Views of Shelter Cymru**

As part of the review Shelter Cymru staff were interviewed for their thoughts on how Powys CC were meeting homelessness duties.

Shelter Cymru offer legal advice; as well as generic housing advice and homelessness prevention activity throughout the County. They have one member of staff focusing on the North and one in the South.

They have identified a change of approach in the County since the introduction of the Act. They feel that officers are now focussing more on prevention, although they see first-hand the challenges encountered in relation to sourcing appropriate options.

However, they still witness 'value judgements' being made by officers and feel the response a household receives does, to some extent, depend on the Council officer that is dealing with case. To remedy this, they suggest more training for officers and to ensure a deeper understanding of the presenting characteristics of some households and the reasons for these. They still feel the culture within the authority needs to move away from one of 'box ticking'; to a more person-centred approach.

In relation to the issue of rough sleeping and those with the most complex needs, they too have seen a significant increase in demand from these households. They still believe a 'night shelter' type approach, in partnership with churches, might be necessary, but they would also welcome a move towards 'Housing First' principles.

Part 3 - The Local Policy Context

Having explored each of the duties introduced by the Housing (Wales) Act and how Powys are currently delivering them, it is now worth examining the broader context in which they must be delivered.

Powys County Council has set out a vision, (Vision 2025), which sets out its policy direction over the coming years. Any homelessness strategy needs to consider this vision and ensure it is working to the same aims.

The 2025 vision includes a priority to support its residents and communities and includes the objective that “communities have access to a choice of both affordable and market housing”.

This is reflected in both the Powys Public Service Board’s Well Being Plan and the county’s Housing Strategy.

The Well Being Plan stating a desire to see- “People have more choice and can access the type of homes they want. Advances in technology ensures good access to affordable housing”; whereas the Housing Strategy pledges to develop a homelessness strategy with an emphasis to “work in partnership with key stakeholders to prevent, where possible, the incidence of homelessness and where this isn’t possible to seek the most positive outcome for the citizen”

We will first explore those areas which are part of the broader housing function and how we can ensure we are working in partnership to prevent homelessness.

3.1 Linking Homeless Prevention with Supporting People Services

Supporting People is a specific grant allocated by the Welsh Government to all councils in Wales to provide housing related support. This support is delivered to households to support them maintain their tenancy and ease pressures on more intensive services, such as health and social services. It is delivered by a wide variety of agencies commissioned by local authorities.

In Powys there is a Supporting People budget of £5.1m. Approximately half of this is used to support people with learning disabilities and older people, whilst the remainder is focussed on delivering services for people who are at threat of homelessness. This includes people struggling with mental ill health, young people, those experiencing domestic abuse, those with substance misuse issues, ex-offenders and those who have become homeless.

As these services have developed since the introduction of the fund in 2003 they have played a significant part in the prevention of homelessness agenda and local authorities have been encouraged by the Welsh Government to commission services to support them meet the duties introduced by the Housing (Wales) Act.

Powys has adopted this approach and recognises the important role Supporting People services play in the prevention of homelessness.

The Supporting People Team have conducted an extensive amount of work in determining how to deliver services in the most effective manner. This work has focussed on ensuring they are delivered at the right time, i.e. are delivered early before crisis wherever possible.

From the evidence gathered during this work the team have concluded that services should be established to work area by area in Powys, rather than having 'specialist' services delivering support to specific groups. This does not mean that no specialist support will be delivered, just that it becomes more integrated with other support services in any area.

This year the team is planning to establish and tender for locality-based support services which will be based in all major towns in Powys. The aim of this exercise will be to re-model support so that in each area there is one support service, which may have a variety of agencies delivering it, but they will be working in partnership as one 'team'.

The support service in each area will be available to anyone in that area who has a demand for support, i.e. they need help to maintain their tenancy and keep their lives on an 'even keel'.

As the service develops the teams will develop 'local intelligence' and retain all the people they are supporting as part of the service. This does not mean that they will continue to support everyone who is 'signed up', but each individual will know they are available if they want to be supported again. However, the team will also utilise their 'local intelligence' to keep a watching brief on the people they have supported and try and intervene as early as possible if there are indications that they require additional support.

By focussing the teams within a locality, the Supporting People Team believe they will be able to deliver a more cost-effective service with less travel time, but also by successfully utilising their 'local intelligence' and delivering support as early as possible the demand for other cost intensive services will be 'turned off'.

In relation to this review we need to explore how these new locality 'support teams' can work.

- How can we ensure that they work with people at threat of homelessness as early as possible?
- How can we utilise these teams to 'turn off' demand to the HMOOs and successfully prevent homelessness?
- To achieve this, do we need to bring these teams together, so they are working in partnership to meet needs and prevent homelessness?
- How could we potentially utilise an IT system to ensure that caseloads can be allocated to both HMOOs and locality support teams to prevent homelessness?
- How could they be prioritised to best meet needs and ensure homelessness is prevented wherever possible?

- Could those who are at threat of homelessness be supported through the locality teams and allow the HMOOs to focus on those whose homelessness can't be prevented?
- Even better, how can housing needs be picked up earlier and support delivered to avoid duties being triggered?

There is currently a pilot being undertaken in Welshpool where support services and the HMOOs are working in partnership to ensure that support is being delivered to those households who are at threat of homelessness or have become homeless and have identified support needs.

This pilot is proving successful so far, but more work will need be continued to see how it can progress and evolve.

In discussions with Supporting People staff involved in the pilot they stressed that the best learning is gained through delivery, rather than commissioning and this was proving to be the case. This learning included HMOOs developing a much better understanding of the complexities of the 'support relationship' and it's not necessarily always the fault of the support provider if the support delivered doesn't achieve the desired outcomes.

They also reflected on how people from different agencies are often working to a different 'purpose'. Some of the key learning points have been the acceptance of this, developing a deeper understanding of the different 'purpose' different agencies have and then moving forward to find some shared objectives and 'purpose' in order to meet the needs of households.

As discussed earlier in the document, the statistics recorded suggest there are proportionally fewer households prevented from becoming homeless through mediation and financial advice services than the national average.

Therefore, is there is scope to explore whether these services could be delivered through the locality teams? Could the support being developed in each locality work in partnership with HMOO's to deliver these services to help prevent homelessness?

There is also the issue of the differing levels of demand for a homelessness response in the different areas of the county. With 71% of homelessness assessments being undertaken in Welshpool and Newtown, does this suggest that support services should be commissioned to reflect this greater level of demand and have increased resources in the locality areas in the north of the county?

- **The role of Supporting People in delivering support for those with the most complex needs**

As discussed, there remain households who are creating large demands on housing and other services who are unable to retain stable housing and can often end in sofa surfing or even in extreme cases rough sleeping. They will often 'fall out' of priority need groups and therefore the Council may not have a legal duty to house.

It is recognised that there is the need to develop services for this group of people which do not simply aim to meet housing duties but take a more corporate approach

to meeting this groups needs and reduce demand on other services. The Housing Service see Supporting People services as playing a crucial role in delivering an element of the support to meet the needs of this group.

To achieve this, it cannot be the role of housing alone. All relevant agencies will need to be engaged. Health, adult services, the police, probation and social services will need to play their part. Importantly though, they will need to be engaged in the commissioning of any service, as well as then delivering it operationally, e.g. through case conferencing.

There are examples across Wales & the UK of support services developed for this group. For example, in Ynys Mon a 'Housing First' approach has been adopted and a service is being delivered to support single homeless people. In Ceredigion the 'Corporation St' project has been developed with support offering a high degree of psychologically informed practice.

As the locality teams are developed it is important to explore how support can be delivered for this group. It is often difficult for people with a variety of issues to engage with services and examples of assertive approaches should be considered. Due to the rural nature of Powys and the relatively small number of cases likely to be in each area, how the service operates without the need for new cost intensive accommodation options also needs to be explored.

Any service developed also needs to work in partnership with the newly appointed Homeless Prevention and Housing Options Officers.

- **The future of Supporting People Funding**

There remains some uncertainty in relation to the future of the Supporting People fund. The Welsh Government Budget indicates the grant will be merged with other funds (Families First, Communities First & Flying Start) to become the "Early Intervention – Prevention and Support Grant".

This would allow Powys greater flexibility in relation to how to spend the grant. However, it remains unclear at this stage how this will operate in practice. Any strategy developed will need to bear these changes in mind and consider the opportunities and threats of how this proposed merged grant could impact upon the prevention of homelessness services currently being delivered.

3.2 The Private Rented Sector

As discussed, since the introduction of the Housing Act local authorities can discharge their housing duties into the private rented sector if it's for at least six months and is deemed affordable.

To help access suitable accommodation in the private rented sector the authority employs two 'Private Rented Sector Development Officers' who work very closely with the Welsh Government funded 'Bond Scheme' which is managed by Gwalia and employs one member of staff. The second Private Rented Sector Development Officer was only appointed recently (fixed term to March 2020).

The key purpose of both these services is to access properties in the private rented sector to prevent and manage homelessness. The services work with private landlords and offer the following services;

- By being available if there are issues with tenancies to support landlords
- Assessment of accommodation using Housing Health and Safety Rating System [HHSRS]
- Pre-tenancy Work. Tenants are assessed for affordability and suitability, referenced
- Assisting with the drawing up of bespoke tenancy agreements.
- Assistance with arrangement for safety certificates
- Notification to utility companies on change of tenancy
- Post tenancy—continued support for you and your tenants in their new home to help sustain the tenancy
- Periodic Property Inspections
- Negotiating of bond disputes Notify you of rent arrears and negotiate repayments with tenants
- Advise on steps to end the tenancy if the rent account falls into arrears due to being unable to afford it etc
- Handle reports of disrepair and co-ordinate repairs if required
- By offering financial support for tenants when setting up a new tenancy
- By identifying and contacting new landlords to work with
- Being available for referrals from the HMOOs and HPHOOs to support them house those who are threatened with homelessness or homeless

This list is taken from the current 'Landlord Pack' and offers an extensive and comprehensive service for landlords.

However, since this list of how the Council would assist was devised the use of the private rented sector for housing vulnerable households has undoubtedly grown significantly.

- 45% of those prevented from becoming homeless are re-housed in the PRS.
- 63% of households whose homelessness is relieved are found a housing solution at the Section 73 stage are housed in the private rented sector.
- Over 2016-17 22% of those housed following the final duty were found accommodation in the private rented sector.

In discussions with the Private Rented Sector Development Officer and the Bond scheme there was evidence of the pressure they are currently feeling to deliver the service.

They cited numerous issues around affordability due to welfare reform, landlords leaving the market because of perceived increase in 'paperwork' due to the national registration scheme, as well as a lack of understanding in relation to private rented sector among HMOOs.

There was also feedback from both the Private Sector Development Officer and a local Councillor that the authority needs to improve communication with landlords in

a time when there is a great deal of change, both in terms of the national registration / licensing scheme and welfare reform. The suggestion was made to re-establish local landlord forum to help engage and educate landlords of the changes. This is worth exploring, but the amount of resources needed to set up and facilitate needs to be considered.

The current offer the Council is offering private landlords is comprehensive. The question that needs to be asked is whether the current resources are sufficient to meet it?

With the more central role the private rented sector is playing in the housing of vulnerable people and those who are homeless or at threat of homelessness the strategy developed must explore how extra resources can be delivered within the private rented sector to support the landlords who are housing people who can often find it difficult to manage and maintain a tenancy.

The authority has now appointed a new member of staff to research the development of a 'social lettings agency'. This post will "take a leading role in researching, establishing, promoting, and managing a Social Lettings Agency across the diverse private sector markets in Powys".

This 'social lettings agency' will look to recruit landlords across Powys and offer to take over the management of properties, mirroring what a traditional lettings agency provides. Potentially it will charge landlords for this service, but how this will operate will be explored as part of its development.

The proposal is to develop this service over and above what already exists, so the 'Private Rented Sector Development Officer' role, as well as the Gwalia bond scheme will continue. It will need to be considered how both these services complement and work in partnership with the new service to avoid any duplication. Since the review has been undertaken the authority have also advertised and appointed another Development Officer so that resources are sufficient, although funding for the second post is in place only until March 2020.

3.3 Social Housing

Social housing continues to play a significant role in supporting the Council to meet its housing duties. Over the first 9 months of this year 45% of those who were found homeless had it alleviated by an allocation into social housing. Of those found to be owed the full housing duty over 2016-17, 53% had this duty discharged through accepting an offer in social housing.

Powys retains its own housing stock, and this plays a significant role in meeting homelessness duties. There are also 7 Housing Associations with stock within the County and the general feedback was that these were playing a positive role in assisting in meeting duties.

A common housing register is currently being developed which would should allow simpler access arrangements for those applying for social housing. A previous form of this, piloted in Newtown before the new Housing (Wales) Act was introduced,

reduced homelessness quite significantly. Any lessons from this exercise and how they could be applied moving forward should be considered.

Through consultation with the County's 'Strategic Housing Partnership', (which includes all the Housing Associations working in the area), the review considered some of the issues already discussed.

- There was broad agreement that current access to advice and help to meet housing needs was not fit for purpose. Those partners who'd had experiences in other authorities who had adopted an IT solution, (such as Ceredigion), were cited as far more effective and accessible.
- Another issue raised was the information sharing between those who assess the needs of those households applying for housing and those in Housing Associations who were expected to house them. Communication and more information about those to be housed was a priority if tenancies were to be sustainable
- They also highlighted the importance of recognising the very different housing markets that exist across Powys and to ensure that any solutions were 'local' to these different markets, rather than a County-wide approach

As discussed, the pressures are increasing on the private rented sector and this is only likely to further increase pressures on social housing which is deemed a more affordable and sustainable option.

Any strategy needs to consider how to develop more housing options in the social housing sector to help meet homelessness duties. The following are two examples which Powys could look to consider;

- **Re-designation of low demand sheltered housing stock**

Another possible option to free up supply of affordable options which has been suggested is the freeing up of some sheltered housing which is currently designated for older people.

Some concerns were raised by Members in relation to this idea. They feared it would destabilise the current mix within schemes and this would especially be the case if it was not implemented sensitively.

- **Making sure Social Housing Staff are playing a full part in Locality Teams**

As discussed, with the changes in how Supporting People is being commissioned and the development of locality teams it is important to explore how social housing staff can work in partnership with these teams. With the greater emphasis on developing 'intelligence' to ensure that people are advised, helped and supported as early as possible, it is important to develop the working relationship between those managing accommodation and the support teams in their locality.

It needs to be explored how housing management staff can access support services as early as possible and as soon as they identify potential issues within tenancies.

3.4 Social Services & Health

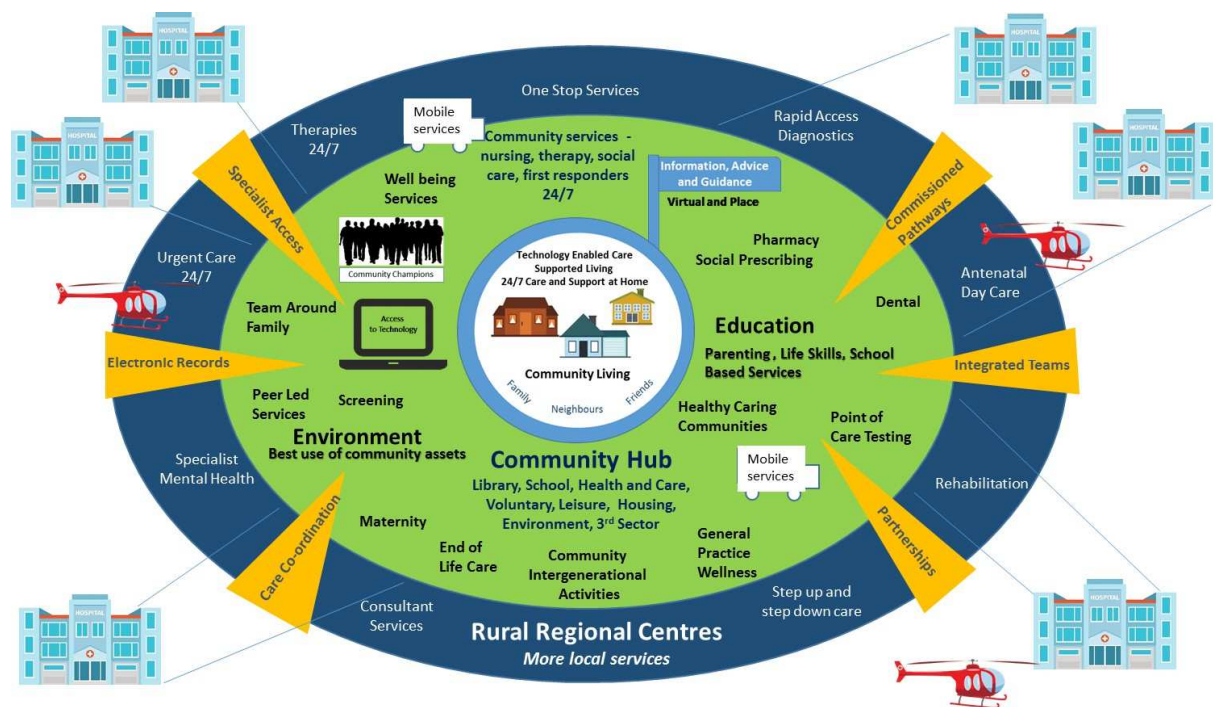
Social Services all are also working within a new statutory framework. The introduction of the Social Services and Well Being Act also places a far greater emphasis on delivering the right prevention services and easing the pressure on more costly alternatives.

This new environment has led to an approach being explored in Powys; which like managing and preventing homelessness; is attempting to ensure that people are supported as early as possible and their needs met. In partnership with Health services, they are implementing this approach through the 'Health & Care Strategy for Powys'.

This strategy will deliver an approach around three themes and looks to deliver and commission services accordingly. These three areas are 'Start Well', 'Live Well' and 'Age Well' and reflect the different stages of each of our lives.

The focus of this approach is based around the principle of doing 'what matters' to the individual and ensuring this is delivered as early as possible. It wants to avoid people repeating their situation and strives to deliver an approach where there is 'no wrong front door'.

To deliver on these objectives, they have developed a model of care which is detailed below;



As detailed in the diagram, the model advocates community hubs to deliver services which is line with the locality approach being developed through Supporting People.

If we are to successfully prevent homelessness we need to consider how we link in with this approach and work with partners commissioned through this model to ensure it links with the support being delivered both by Supporting People services and any staff within housing working on the prevention of homelessness.

As part of this approach, the Powys Association of Voluntary Agencies (PAVO) is delivering the 'Community Health and Wellbeing Coordination Service' and employs 'Community Connectors' with aim of working "with the individuals referred to it to identify their requirements and then supports them to access the community services or activities that they feel are right for them and seeks to provide this information on first contact with the individual using a "right first time" approach".

These staff will work with people who are at threat of homelessness and processes need to be in place to ensure that they are able to connect as easily as possible with prevention of homelessness services. By developing the locality approach through Supporting People, the community connectors will be able access the support necessary to prevent homelessness.

To discuss the effectiveness of partnership working currently, and how the 'locality' approach is being embedded, a meeting was organised through PAVO to consider how the voluntary sector is currently operating and the role they could potentially play in the prevention of homelessness. The meeting included representatives from food banks, a street pastor, PAVO staff and trustees.

The following key areas for consideration formed part of the discussion;

- **Accessing advice and support to prevent homelessness**

Agencies felt that they did not have enough knowledge of how to access services for those who are homeless or threatened with it. Concerns were also raised about what knowledge households may have, especially those who might be arriving in the County with no home.

They were positive about the potential development of a web-based approach to allow households to record their housing needs, although they did raise the importance of the security / safeguarding implications and ensuring that those potentially fleeing violent situations were not put at risk.

They welcomed a joint approach and would be positive about supporting households to complete their housing needs electronically. They emphasised the important role voluntary sector agencies must play in advising people and how the Council is not always seen as 'approachable' by the people they support.

In relation to the developing role of 'Community Connectors' they cited the development of 'Integrated Team' meetings happening in each locality based around

the purpose of the connectors and the importance of housing and housing support agencies playing a full part in these meetings and the actions agreed.

- **Support for those with the most complex needs**

The agencies had all experienced cases which were complex and, in their view, the current 'system' had to some degree failed them. They could identify the need for a service to support this group, but with the proviso that any commissioning process looked very closely at existing services and how they could play a full part, rather than a brand-new service simply being parachuted from on high.

- **Current Council Approach**

Several issues were raised about the current Council approach. These included the decisions to develop services 'in-house' when they didn't think this was always appropriate; the role of those undertaking the homelessness assessment and how neutral they were, i.e. that they maybe working in the interests of the Council housing section, rather than the person in need.

They would welcome far greater partnership approach to homelessness and how housing and related agencies can be linked to locality teams and services, such as foodbanks, in order to prevent homelessness early needs to be explored.

3.5 Children & Young People's Partnership / Young People

Developments in commissioning and delivering services for children and young people also reflect the focus on prevention. The Powys Children and Young People's Partnership has been the key driver in developing a programme of 'Prevention and Early Intervention'.

The key components of this programme are as follows;

- Locality Based Service Networks
- Whole system approach across the Continuum of Need
- Integrated commissioning strategies and delivery
- A co-ordinated 'Everybody's Business approach to Early Intervention and Prevention and delivering a Team Around the Family (TAF) approach
- Progressive Universalism and building community capacity – 'Community Focused Services'
- Consistent, evidence-based approaches to delivery and intervention
- Multi-agency workforce training and development
- A Single Point of contact (PPD) - 'Front Door'

These key components are consistent with the approaches discussed in this document. Once again, there is an emphasis on a locality-based approach which mirrors the proposed approach in Supporting People services.

The key focus in developing a relationship with these services is to prevent youth homelessness. At present the Youth Intervention Service is a jointly commissioned service funded by Children's Services and Supporting People and works with young people, primarily to support them into education, training or employment; but has found they are increasingly working with young people with housing issues. In discussions with the senior officer responsible it became apparent that they were delivering a valuable service in supporting young people through the homelessness system when necessary, linking into relevant support and helping them to find the right accommodation to move on in their lives.

This 'signposting' role is similar to that offered by the community connectors, (although the work with the young person is more intensive) and shows the potential for this partnership approach to work successfully to prevent homelessness.

3.6 The introduction of Universal Credit

Universal Credit is a benefit being introduced across the UK to replace 6 existing means tested benefits. It is already in place in Powys for claimants who have less complex claims but will be going live for all new claimants, and anyone who experiences a change of circumstance, from Oct 10th, 2018.

This new benefit will include housing costs and will be paid directly to the individual. Claims will need to be made online and then the claimant is invited to their local Job Centre Plus.

There are significant concerns that the introduction of the benefit will lead to an increase in housing problems, rent arrears and homelessness. The fears centre around the benefit being paid direct to the claimant, rather than directly to the landlord and the claimant then not passing on the rent element.

There are a variety of agencies working in Powys to support individuals with the transition on to the new benefit. Powys Council provides a Personal Budgeting Service, as well as funding the Money Advice Service.

In discussions with the Partnership Manager for the Department of Work & Pensions the importance of ensuring any advice was timely for new claimants and could be accessed easily as soon as the claimant is moved on to the new payment system.

There was still some misunderstanding on how landlords will be informed if a tenant is moved over to Universal Credit. For example, if a tenant who has been suffering from mental ill health has recovered and is declared fit to work; from October 10th this person will be considered to have had a change of circumstance and will be moved on to Universal Credit.

Will the social or private landlord be informed of this and can support be accessed to help establish rent payments, etc. once Universal Credit is received?

In discussions with the Partnership Manager it was agreed that the DWP would welcome advice agencies to 'sit in' for perhaps one morning per week, so people moving over to the new benefit can access advice and early. This might be

something worth experimenting with, especially if any staff are able to work remotely within the Job Centre.

3.7 Mental Ill Health & Health

As part of the review discussions took place with the Health Board's operational lead for occupational therapy across the County. She has been asked to take a lead on homelessness.

The Health Board recognise the importance people's housing can have on an individual's health and can identify how insecure housing situations can both be caused by mental ill health or exacerbate it.

They have experienced difficulties in finding accommodation for people with mental ill health and highlighted the importance of allowing people to remain in the area where their support mechanisms exist. This can be particularly difficult in some areas of the County.

The Health Board is aware of those who have multiple issues in relation to mental ill health, substance misuse and offending behaviour and how difficult it can be for these people to access services. If homelessness occurs too they concede that this only adds to the issues and households can often 'fall through gaps' and find it very difficult to engage.

- **Linking with 'Health & Care Strategy for Powys'**

Discussions took place on the development of the 'prevention hubs' and locality approach being developed as part of the 'Health & Care Strategy for Powys'. The Health Board can identify the synergies between the approach being taken in relation to the remodelling of Supporting People services and highlight the need to explore how GP surgeries can become engaged with the prevention of homelessness agenda.

To develop this, they highlight the need for health professionals to develop a greater awareness of homelessness in Powys, as well as information on how and where to access advice and support.

- **Working with Health to support those with most complex needs**

There was a positive response to the possibility of an intensive outreach and support service being developed. It was highlighted how such a service could work in partnership with existing 'crisis' teams who are currently based in the north and south of the county.

The Health Board would be keen in being involved in the commissioning of such a service and felt it was important to establish and commission something new, rather than try and 'add on' to existing services.

Any commissioning process needs to explore how any service can complement and work in partnership both with the crisis teams and the potential of working closely with primary care services.

In summary, the Health Board are very positive in relation to developing more of a partnership approach to meeting the needs of homeless people and especially those who are also struggling with mental ill health. They would like to be involved in implementing the strategy and play a role in the commissioning of any new service for those with the most complex needs.

3.8 Domestic Abuse

The authority has recently undertaken an extensive review of its domestic abuse service. The findings of this review are currently being taken forward, so it was agreed that domestic abuse services would not be part of the remit of this review as it could lead to complications.

Part 4 – Priorities to Consider

- **The Development of an IT solution to record and manage homelessness applications**

As discussed, to record and receive homelessness applications other local authorities in Wales have developed IT systems. This not only allows better recording of the statistics but would allow cases to be allocated more effectively.

The Abritas system which has been adopted in a number of local authorities across Wales allows those who are concerned about their housing situation to record this through a web-based system. Importantly this could be accessed and completed either by the individual or by agencies working with them.

The system generates a plan for individual to take things forward and can be accessed directly by housing staff which will allow them to focus their workload and allocate accordingly. There is also the opportunity to bring in other agencies to support the local authority to meet its housing duties.

- **The development of a partnership approach with SP funded agencies, HMOO's, HPHOO's, prevention hubs and community connectors**

The policy direction within the local authority indicates a strong emphasis on early intervention and prevention. To prevent homelessness, the authority should consider how it models services to reflect this.

The re-tendering of Supporting People services to deliver support on a locality basis reflects developments in Health and Social Services, as well as the Children and Young People's Partnership. There are undoubtedly opportunities for housing / homelessness to model their services in light of this and develop a partnership with the 'Supporting People' locality teams and the broader Health & Social Care agencies, so they are assisting households to prevent homelessness together.

The authority should explore how it develops mediation and financial advice services, so they are available early and within each locality. Through utilising the IT

system discussed above the allocation of this support could be achieved more effectively. Again, it is important these services are placed so that they can be accessed by households before any homelessness duties are triggered, rather than after they've been assessed.

The development of 'prevention hubs' and community connectors on a locality basis also offer opportunities for closer partnership working and there is scope to engage and educate staff working in these roles so they can spot issues early and refer accordingly. Once again, by utilising a new IT system and allowing the opportunity for other agencies to work with households to complete and record issues early via a web-based system may allow households to be supported before duties are triggered.

The role of the HMOOs also needs to be considered. How can they play a full part in this partnership? As housing officers, they have a deep understanding of their local 'patch' and the people living there. This local intelligence should not be underestimated and the development of close working relationships with the support service / worker who will be working alongside them. With the HMOO being responsible for both housing management and homelessness it is imperative they are taking a full role in liaising with support agencies across their patch and effectively aiming to reduce their homelessness caseload.

As services are developed, tendered and modelled the higher level of demand for homelessness assistance in the North of the county should be considered and how resources are deployed should be explored.

The homelessness review undertaken in Carmarthenshire explored the homelessness presentations coming from each ward within the county. This data will now be used to focus support services in the areas which are creating the highest proportion of duties, so that it can act early with the aim of 'switching off' demand on those officers fulfilling homelessness duties.

Unfortunately, this data was difficult to access in Powys and would need to be extracted manually. This is something which the authority might want to consider doing soon to help model re-tendered support services and ensure that services are in the 'right place at the right time' to prevent homelessness.

- **To reflect the greater demand being placed on the private rented sector, allocate extra resources accordingly**

With the Housing (Wales) Act allowing local authorities to discharge their homelessness duties in the private rented sector, the pressures on this sector have increased.

However, not only is the sector being used more to house vulnerable people there are also additional pressures mounting on private landlords with the development of the national registration / licensing scheme and additional welfare reforms. With these additional pressures, landlords require further support.

The authority should consider developing its private rented sector housing service and reflect upon increasing its resources in this area. Any additional resources

should focus on supporting landlords and link with the locality teams to ensure the appropriate support services are available for tenants.

By establishing the post to explore and develop the 'social lettings agency' this will be tackled, but any development needs to ensure the balance between recruiting landlords and ensuring that the resources are available to adequately support those recruited.

- **Develop intensive and assertive support services for those most difficult to house**

Feedback from HMOOs and other stakeholders suggests that despite the new duties and the requirement to do more assist households, there remain a number who prove to be very difficult to house. This not only leads to far greater demands on housing services, but a wide variety of different services too.

The introduction of the Homelessness Prevention and Housing Options Officers offer the opportunity for far more detailed casework with this group. However, if solutions are to prove to be long term there need to be the appropriate support services in place to support households to retain accommodation which is accessed.

Any support service developed needs reflect how difficult this group can be to engage and explore how a model of support can be developed to ensure it reflects this and offers assertive / outreach services which don't easily give up on the household and retain them as part of any service in the long term.

As part of this development explore the possibility of developing a 'Housing First' approach in partnership with Housing Associations or private landlords and explore how a service could work in partnership with similar services developed in Ceredigion.

In Neath Port Talbot, the Community Safety Team and South Wales Police have established a Street Vulnerable Multi Agency Risk Assessment Conference. This reflects processes which have been used for those suffering domestic abuse and applies it to those people within the County Borough who are creating the highest demand on services, rough sleepers, etc.

Such an approach is worth exploring in Powys. It ensures all agencies are engaged, as all relevant agencies attend monthly meetings. Each person who needs support is discussed at the meeting on a case by case basis, and possible solutions / support options are considered and acted upon.

By establishing such a meeting in Powys it could be utilised as a vehicle to adopt a 'Housing First' model and ensure all relevant agencies are engaged.

- **Explore the co-location of staff within Job Centre Plus to assist households through the transition on to Universal Credit**

The new way of allocating benefits through Universal Credit has led to significant concerns in relation to its impact on levels of homelessness, especially as rent

payments will form part of the benefit going directly to the tenant, rather than the landlord.

To ensure that those moving on to Universal Credit are supported at an early stage the authority should explore the possibility of co-locating staff within Job Centre Plus Centres so that the right support can be accessed / landlords can be notified / rent payments can be arranged.

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Dyfed Powys Homelessness Strategy

Purpose of this document

This document gives a brief overarching direction in relation to how each of the 4 authorities in the region will tackle and prevent homelessness over the coming years.

For greater detail each local authority has completed a review of their current services and from these, and from drawing on this strategy, they have all completed individual action plans.

This document offers the broad direction and, as could be expected, there will be different priorities in each of the 4 councils.

Key principles / direction of travel



*Diagram taken from the 'Homeless Hub', Canada <http://homelesshub.ca/solutions/prevention>

The diagram illustrates how international thinking is progressing in relation to effectively tackling homelessness.

The diagram at the top indicates how, traditionally, services and resources have been focussed. The majority are centred on providing the 'emergency response', i.e. are triggered when a household is homeless. To make services more effective and

prevent people falling into crisis we should be thinking differently and focussing resources differently.

As our action plans develop and we implement our strategies, we want to model services to get to households early. We have resources offering support in many community settings, our objective is to harness this support so that it is delivered early; whether through Supporting People funding, financial advice funding, or housing advice funding, etc.; so that people can access help before they fall into crisis and approach the local authority.

Therefore, the purpose of this strategy is to outline our desire to shift the current approach, by drawing resources and demand from the 'emergency response', (and triggering our homelessness duties); to the following two key areas;

- community-based support to prevent homelessness before it becomes a crisis
- assertive support and accommodation options for those with complex needs who are creating more & more demands on a variety of services

By adopting such an approach this strategy argues, that not only will it reflect the direction advocated by a great of international research, but also complement the national and local strategic direction, not only in relation to housing / homelessness; but also, other related service areas such as Health, Social Services and Criminal Justice.

National Strategic Context

The Welsh Government's 'Well Being of Future Generations (Wales) Act 2015' is the driving force of national policy. It "requires public bodies in Wales to think about the long-term impact of their decisions, to work better with people, communities and each other, and to prevent persistent problems such as poverty, health inequalities and climate change". To facilitate these aims each authority has now established a 'Public Service Board' bringing all key partners to oversee progress and plan action.

These boards have each developed a plan and any homelessness strategy must work to complement these plans.

Sitting underneath this Act are two other important pieces of recent Welsh Government legislation

- Housing (Wales) Act 2014

This is particularly relevant to this strategy. It introduced new duties for local authorities and its partners; it puts the prevention of homelessness at the very heart of the homelessness agenda and it brought the use of the private rented sector into far more prevalent position in relation to discharging homelessness duties.

However, despite this focus on prevention, a recent Welsh Audit Office report still highlighted how "local authorities continue to focus on managing people in crisis rather than stop it from happening".

This is perhaps an indication of how new legal duties are not enough. If we are to truly change cultures in relation to preventing homelessness, we need to work across departments and agencies.

- Social Services & Well Being (Wales) Act 2015

The other key piece of legislation in relation to homelessness and how we prevent it is the 'Social Services & Well Being (Wales) Act 2015. Once again, the emphasis in this legislation is not to focus resources on 'crisis', but to deliver and commission services which prevent more costly care options.

This offers an excellent opportunity in relation to preventing homelessness. Agencies commissioned by Housing, Social Services and Health should all be working to the same aim; so how do we work in partnership to achieve it?

Local Strategic Context

Firstly, it is worth stressing the importance the Welsh language plays in all four local authority areas. Dyfed / Powys continues to be one of the strongholds of the Welsh language with bilingual communities at the foundation of its culture and everyday life. Communities are continuing to change due to the lack of affordable housing and employment, and this change is having a direct impact on the Welsh language and culture.

To sustain the culture and enhance the use of the Welsh language in all aspects of everyday life in Dyfed /Powys one of the principle aims of this Strategy is to address the lack of opportunities for local people to access both suitable housing and employment due to both availability and / or affordability.

The strategy aims to ensure sufficient opportunities for local people to access affordable or social housing and to enable them to remain within the community of their choice. This is considered in more detail in each individual action plan.

In more general terms, following the implementation of Local Service Boards, in line with the 'Future Generations' agenda, each of the four Dyfed Powys authorities are working to implement over-arching Corporate Plans. These are;

- 'The Carmarthenshire We Want'
- 'Ceredigion for All'
- 'Well Being Plan for Pembrokeshire'
- 'Powys – Vision 2025'

All these plans aim to help people at 'the right time, in the right place' and to empower local communities. All are focussing on developing preventative services to ease the pressure on more costly options. The direction discussed in relation to how we approach homelessness in the first section of this strategy will complement and help meet the aims of all 4 corporate plans.

What's happening to homelessness in the region?

If we are to plan how to take services forward, we must first take stock. To this end, each of the authorities have undertaken reviews of how homelessness services are currently delivered and how they are working in partnership with all key stakeholders.

Clearly, there are differences in each area; but it is possible to identify some key themes.

- **Since the introduction of the recent Housing Act the number of households being found homeless has increased**

Local Authority	Number of households found homeless (under s73) 2015-16	Number of households found homeless (under s73) 2017-18	% increase
Carmarthenshire	573	786	37%
Ceredigion	171	192	12%
Pembrokeshire	342	345	1%
Powys	174	231	33%
Total	1260	1554	23%

- **This has led to increasing pressure on Housing Options / ‘the emergency response’**

In discussions with managers and staff responsible for fulfilling each authority’s homelessness duties; the evidence suggests the increase in numbers is having an impact.

Housing Options Teams are carefully managing their resources to meet increased demands. However, there is concern if demand continues to rise there less time dedicated to each case and the options available to assist and help the household resolve their housing issue are becoming increasingly difficult to access.

In effect, authorities face a choice. Either they will need to increase staff numbers to help support the larger numbers of households approaching the statutory service; or they can explore ways to help ‘turn off’ this demand.

- **People are approaching Council homelessness services with ever more complex needs**

The other key piece of feedback from those delivering the ‘emergency response’ and discharging the authority’s homelessness duties, was the increase in the complexity of the issues being faced by some households who are approaching them. The reasons for this need to be explored in more depth, but the evidence suggests that those with a variety of complex mental ill health, substance misuse and offending

issues are unable to sustain their housing and are returning regularly for help and assistance.

Those working in the service often feel 'out of their depth' in tackling these issues and the households create significant demands on their already stretched time.

- **Less affordable options for single people, (especially those under 35)**

To add more difficulties to the two factors discussed above, the options for single people, which are both affordable and sustainable are becoming increasingly difficult to access. The table below indicates the proportion of single people on each Council's current housing register.

Local Authority	% of households with one bed housing need on housing register
Carmarthenshire	40%
Ceredigion	49%
Pembrokeshire	61%
Powys	44%

As the table illustrates, the demand for single person accommodation would appear high. The proportion of households on waiting list with a need for one bedroomed accommodation far exceeds the proportion of one bed properties available within the social housing stock. (This becomes even more pronounced when you omit one bed accommodation designated for older people).

The private rented sector was highlighted as a key partner in meeting these needs, but the reviews indicate an ever-greater reluctance for landlords to get engaged in this agenda.

Landlords are reportedly leaving the market, not only because of increased regulation, (such as 'Rent Smart Wales'); but also, welfare reform which is being perceived as an increasing risk when letting properties and will be discussed below.

- **Challenges of the introduction of Universal Credit**

Universal Credit is a benefit being introduced across the UK to replace 6 existing means tested benefits. It is already in place in all 4 authorities for claimants who have less complex claims but will be going live for all new claimants, and anyone who experiences a change of circumstance, imminently across the 4 LA areas.

All reviews have flagged the concerns of agencies, both working in housing and beyond, in relation to how this new approach will impact upon vulnerable people and the impact it will have on them being able to pay their rent and vis a vis retain their housing.

- **All services are facing on-going financial challenges**

In recent years local authority services across the region have faced the challenge of making efficiency savings, not just in relation to homelessness and housing, it has been a challenge facing all public services

There is no indication of this environment changing imminently. We are not able to provide extra services, we are in a position where we must think more carefully about how we spend existing / decreasing funds.

Our Key Priorities - What are we going to do?

To reflect national and local objectives and tackle issues indicated within reviews, we will;

- **Continue to evolve and harness community-based services to assist in the prevention of homelessness**

We need to manage the increased numbers of households triggering homelessness duties. Therefore, we need to find a way of working to get to people earlier and 'turn off' this demand.

There are community services currently aiming to do this. For example, the Regional Supporting People Plan is advocating the development of locality-based support services across the region and this is in the process of being adopted. These services will play a key role.

However, it is not just these services. Health services are moving into the community, Social Services are recognising the importance of getting to people early, and developments like 'Local Area Coordination' & 'Community Connectors' are vital to tap into. Community led organisations, such as food banks, are in a position where they can spot vulnerable people early and draw in the support they need.

We will also work closely with social housing providers, both Council and Housing Associations. Their housing officers are the 'eyes and ears' on the estates they work; and their local intelligence will be harnessed to ensure support can be delivered early to any household facing housing issues.

- **By utilising intelligence, explore how we can focus support to households in those localities which are producing the highest proportion of homelessness cases in order to prevent it**

From research undertaken as part of the review in Carmarthenshire, it was established that those triggering homelessness duties are often living in certain areas. There are 58 Council Wards in the authority; over 50% of households found homeless / at threat of homelessness came from just 10 of these wards.

If we are to focus scant resources, we need to develop this intelligence across the region. We will identify the wards which are experiencing most homelessness, and then model our early intervention services, so they are targeting these wards / households and preventing homelessness.

- **Utilise IT systems and technology to prevent homelessness by ensuring systems are in place which flag up issues early to trigger help and advice as early as possible**

IT can have an important role to play in identifying issues early. Ceredigion already has a system in place which allows households and the agencies they are working with to upload their housing needs on line. This then allows a response early and can 'turn off' demands on the frontline service.

A similar system is now being commissioned by Carmarthenshire and Powys. When establishing these systems, it is essential they are developed in full partnership with partner agencies working in communities and that they can trigger responses for support before any statutory duty.

- **In partnership with key agencies explore how a multi-agency case management approach can evolve to meet the needs of households who revolve around the homelessness system and place demands on a variety of services**

The reviews found that all authorities are struggling to meet the needs of those with the most complex needs. These might not constitute large numbers of households, but the demands they create are significant; not just on housing services but Health, Social Services, criminal justice and substance misuse services.

Other local authority areas in Wales are trying to meet the needs of this group by establishing partnerships to 'case manage' the support these households receive. For example, Neath Port Talbot has established a 'Street Vulnerable Multi Agency Risk Assessment Committee', chaired by South Wales Police and involving a variety of agencies.

This type of partnership approach, which doesn't simply end once the household is housed, will be explored to identify if it can help reduce demands on homelessness services and improve the outcomes for those households who often 'revolve' through the homelessness system.

- **In partnership with local stakeholders and other statutory services, each local authority to explore whether a 'Housing First' approach can be developed to support those with the most complex needs**

In partnership with the multi-agency approach described above, each authority will also explore taking a 'Housing First' approach to meeting the needs of the households with the most complex needs.

What is Housing First?

“'Housing First' is a recovery-oriented approach to ending homelessness that centres on quickly moving people experiencing homelessness into independent and permanent housing and then providing additional support and services as needed” -WG 2018

For more details the Welsh Government have published Housing First – National Principles & Guidance - <https://gov.wales/docs/desh/publications/180206-housing-first-en.pdf>

The approach is being advocated by both UK and Welsh Governments and international evidence suggests it leads to far more positive outcomes for these households in relation to the sustainability of their accommodation.

By taking this approach, authorities will work over and above their duties. Any service will ignore issues like 'priority need' or 'intentionality'; the housing provided will sit outside the normal allocations process and be made available on a permanent basis.

Each authority will explore with partners, such as housing providers, Health and Social Services; if there is an appetite to develop this type of service and, if so, plan and commission a service to reflect local needs.

- **Each authority to explore with their Housing Association and private landlord partners how to develop affordable and sustainable housing options for single people**

As discussed, it is not just those with the most complex issues who are placing pressures on the emergency response. Each authority is facing pressure securing housing options for single people.

Therefore, as part of this strategy, we will develop plans with our partners to increase affordable and sustainable housing solutions for single people.

- **Each authority to develop close partnership working with DWP/Job Centre+ to mitigate any impact the introduction of Universal Credit may have on household's ability to retain their tenancies**

The implementation of this new benefit system has been flagged up as a challenge. Work is on-going in all four authorities to prepare for this, but it needs to be key objective of this strategy to ensure we are working in close partnership with DWP and Job Centre+ colleagues so that the required help and support is available for all households making the transition to the new benefit.

Our Strategy in Summary



Returning to the diagram, each of our objectives looks to explore how we can refocus services, so they are working to either prevent households becoming homeless or offer the right support and accommodation options to avoid them becoming homeless again.

As each action plan evolves during the period of the strategy greater details on how we achieve this will become apparent and it is important that learning is shared across the region.

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Dyfed Powys Homelessness Strategy – Action Plan for Powys

This action plan reflects the priorities identified in the regional Dyfed Powys Homelessness strategy and identifies the actions needed in Powys to help meet the wider regional strategic objectives and prevent homelessness.

The plan draws out the key priorities and reflects on the local context in relation to taking them forward. The priorities identified in the regional strategy are as follows;

- **Continue to evolve and harness community-based services to assist in the prevention of homelessness**
- **By utilising intelligence, explore how we can focus support to households in those localities which are producing the highest proportion of homelessness cases**
- **Utilise IT systems and technology to prevent homelessness by ensuring systems are in place which flag up issues early to trigger help and advice as early as possible**
- **In partnership with key agencies explore how a multi-agency case management approach can evolve to meet the needs of households who revolve around the homeless system and place demands on a variety of services**
- **In partnership with local stakeholders and other statutory services, explore whether a ‘Housing First’ approach can be developed to support those with the most complex needs**
- **Each authority to explore with their Housing Association and private landlord partners how to develop affordable and sustainable housing options for single people**
- **Each authority to develop close partnership working with DWP/Job Centre+ to mitigate any impact the introduction of Universal Credit may have on household’s ability to retain their tenancies**

The following plan takes each of these priorities in turn and describes the actions which will be taken to help meet the objective of preventing homelessness whenever possible.

This is an initial plan and is short-term in nature. As these preliminary tasks are undertaken and partners engaged, the plan will evolve to reflect findings of research exercises, views of stakeholders, etc.

As different approaches are experimented with we need to reflect and adapt the plan accordingly. (“We do not learn from experience, we learn from reflecting on experience” – John Dewey- American Philosopher)

- **Priority 1 - Continue to evolve and harness community-based services to assist in the prevention of homelessness**

What are we trying to achieve?	Responsible Officer/s	Key Actions / Milestones	Outcomes	Evidence	Update
This priority aims to develop a far greater partnership approach across all agencies working in Powys communities, so that they see the prevention of homelessness as something they are part of and know how to bring in relevant support	Head of Housing / Health & Social Care Change Manager	<p>Bring together key senior officers responsible for the Homelessness Strategy, and those involved in developing the Powys 'Vision 2025' and Health & Care Strategy, to agree a joint plan on how agencies can work more effectively in the heart of communities to prevent homelessness</p> <p>Following the re-tendering of all Supporting People funded services, ensure whichever organisation/s commissioned are fully engaged with this agenda</p> <p>Through these meetings / consultations develop a 'shared purpose' in relation to the preventative approach</p> <p>Meet with Housing Associations, the Voluntary Sector, (including Shelter Cymru) and other community stakeholders to agree and embed these principles</p>	<p>Short term</p> <ul style="list-style-type: none"> • Sign up from agencies in relation to adopting a partnership / 'locality' approach to prevent homelessness and reduce homelessness presentations <p>Longer term</p> <ul style="list-style-type: none"> • Reductions in the number of households triggering homelessness legislation 	<ul style="list-style-type: none"> • Through Welsh Government homelessness statistical returns 	

- **Priority 2 - By utilising intelligence, explore how we can focus support to households in those localities which are producing the highest proportion of homelessness cases**

What are we trying to achieve?	Responsible Officer/s	Key Actions / Milestones	Outcomes	Evidence	Update
Through this priority we aim to gather intelligence and knowledge in relation to the localities / Council Wards of Powys from which most homelessness applications are emanating from. Once this is understood, we can target resources accordingly	Service Manager Housing Solutions / Health & Social Care Change Manager / Supporting People Lead	<p>The review was unable to ascertain, (on a ward by ward basis), where homelessness applications are originating. The information is available but will require a manual exercise and involve an extensive trawl of information. This exercise will be undertaken.</p> <p>Once this has happened, key partners will utilise the findings to prioritise where homelessness prevention services should be focussed</p> <p>Once initial areas have been identified, Supporting People will lead in setting up partnerships in these areas. These partnerships will be broad and engage all organisations working in these localities and look to utilise local assets, such as libraries from which to deliver services</p>	<p>Short term</p> <ul style="list-style-type: none"> • 'Sign up' from agencies in the localities identified in relation to adopting a partnership approach to prevent homelessness and reduce homelessness presentations <p>Longer term</p> <ul style="list-style-type: none"> • Reductions in the number of households triggering homelessness legislation 	<ul style="list-style-type: none"> • Through Welsh Government homelessness statistical returns 	

		Housing organisations will form an important part of this approach and agreements on how each will work will be drawn up. (Including Housing Associations, Shelter Cymru and other relevant housing types)			
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- **Priority 3 - Utilise IT systems and technology to prevent homelessness by ensuring systems are in place which flag up issues early to trigger help and advice as early as possible**

What are we trying to achieve?	Responsible Officer/s	Key Actions / Milestones	Outcomes	Evidence	Update
Through this priority we aim to introduce an approach, through utilising IT, to ensure any housing issues are identified as early as possible and the relevant support response triggered	Service Manager Housing Solutions / Homelessness Prevention & Housing Options Lead	<p>The authority is currently commissioning a new IT system to help manage its housing allocations and ensure housing needs are recorded and acted upon as effectively and as early as possible. In developing this system, the authority needs to ensure it 'flags' potential homelessness and allows a support response</p> <p>The system will be developed to reflect the 'locality approach to support' being delivered through previous priorities</p>	<p>Short term</p> <ul style="list-style-type: none"> • The adoption of the new system will play a full part in the 'prevention of homelessness locality approach' <p>Longer term</p> <ul style="list-style-type: none"> • Reductions in the number of households 	<ul style="list-style-type: none"> • Through Welsh Government homelessness statistical returns 	

		<p>All agencies working in locality areas, who are likely to work with people at threat of homelessness, will need to be trained in how it works, how to access and complete. A training programme will be devised and delivered.</p> <p>The system will be designed to ensure it gives on-going intelligence in relation to the localities in which homelessness is prevalent in order to inform and influence future commissioning and service development</p>	triggering homelessness legislation		
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- **Priority 4 - In partnership with key agencies explore how a multi-agency case management approach can evolve to meet the needs of households who revolve around the homeless system and place demands on a variety of services**

What are we trying to achieve?	Responsible Officer/s	Key Actions / Milestones	Outcomes	Evidence	Update
Through this priority we aim to work in partnership across agencies to support those people with the most complex needs	Head of Housing	Learning from approaches such as the 'Street Vulnerable Multi Agency Risk Assessment Committee' being utilised in Neath Port Talbot; key agencies, such as the Police,	<p>Short term</p> <ul style="list-style-type: none"> • An established multi agency 	<ul style="list-style-type: none"> • Reduced levels of repeat homelessness • Reduced demands on a 	

and reduce the demands they create on a variety of services		<p>Probation, Housing, Mental Health, Substance Misuse need to meet and discuss the development of a Powys approach for those with most complex needs</p> <p>A decision will need to be taken on how a multi-agency approach will be taken in Powys. Will a case conference approach be adopted? If so, will this be Powys-wide or on a more local basis?</p> <p>Once the way forward is agreed, the agencies will identify those individuals who are creating high demands and should be case-managed on this basis</p> <p>An exercise will be undertaken to understand and develop evidence in relation to the demand these individuals are currently placing on services</p> <p>A partnership approach will then be adopted to try and meet the needs of these individuals</p>	<p>approach to help support those with the most complex needs to ease pressure on a variety of services</p> <p>Longer term</p> <ul style="list-style-type: none"> Utilising the evidence gathered at the beginning of the exercise, is there evidence that this approach has led to a reduction in the demands these individuals are placing on services? Learn from 	variety of services	
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		In relation to housing's role, the newly appointed Homelessness Prevention & Housing Options Officers will take the lead on facilitating the housing response and play a full part in any case management approach developed	this and evolve accordingly		
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- **Priority 5 - In partnership with local stakeholders and other statutory services, explore whether a 'Housing First' approach can be developed to support those with the most complex needs**

What are we trying to achieve?	Responsible Officer/s	Key Actions / Milestones	Outcomes	Evidence	Update
There is ever-increasing international evidence that a 'Housing First' approach reduces homelessness and rough sleeping for those with the most complex needs. This priority will explore whether this approach could be adopted in Powys	Head of Housing / Service Manager Housing Solutions / Homelessness Prevention & Housing Options Lead	Following on from the actions taken to deliver on 'Priority 4', research with partners whether there is an appetite to develop a 'Housing First' project in Powys If so, develop learning from how the approach has been adopted elsewhere, with specific reference to examples in rural areas	Short term <ul style="list-style-type: none"> • Determine if there is the necessary appetite for a 'Housing First' project within Powys Longer term	<ul style="list-style-type: none"> • Reduced levels of repeat homelessness • Reduced demands on a variety of services 	

		<p>If considered appropriate, utilise this learning to establish a Housing First project in Powys and bring in relevant housing partners, (either HAs or from the PRS), to provide accommodation</p> <p>Use the multi-agency case management process adopted through priority 4 to commission and service and identify those individuals who would benefit from the approach</p>	<ul style="list-style-type: none"> That a 'Housing First' model has been adopted and led to greater tenancy sustainment for those individuals with the most complex needs 		
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• **Priority 6 - To explore with Housing Association and private landlord partners how to develop affordable and sustainable housing options for single people**

What are we trying to achieve?	Responsible Officer/s	Key Actions / Milestones	Outcomes	Evidence	Update
<p>Affordable and sustainable accommodation for single people is increasingly difficult to access.</p> <p>This priority aims to develop options for</p>	Service Manager Housing Solutions / Affordable Housing Team Leader / Homelessness Prevention & Housing Options Lead	Through utilising the recently developed social lettings agency work 'locality by locality' to develop relationships with landlords and collect intelligence in relation to the availability / affordability of PRS	<p>Short term</p> <ul style="list-style-type: none"> A more detailed understanding of the need for single person accommodation and temporary accommodation 	<ul style="list-style-type: none"> Less single people becoming homeless Less single people on social housing waiting lists 	

single people, including actions in relation to the purpose and models used for temporary accommodation		<p>accommodation for single people</p> <p>Work 'locality by locality' with social landlords to understand the affordability and availability of single person accommodation</p> <p>Through the Housing Strategy and development programmes utilise the findings of this work to determine development of affordable single people accommodation in the areas of demand, (both through social housing grant and the private rented sector)</p> <p>Undertake an exercise to reflect on existing temporary accommodation provision in relation to its purpose. For example, what proportion of households are successfully moving on from this accommodation to sustainable housing options?</p> <p>Utilising the findings of this exercise, consider how existing and future provision</p>	<p>Longer term</p> <ul style="list-style-type: none"> • The development of single person accommodation in the areas it's needed • Remodelling of temporary accommodation with a clear purpose and vision 	<ul style="list-style-type: none"> • Development of single person accommodation through the social housing programme 	
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		should evolve. Do we need temporary accommodation, or should we move towards temp-to-perm options?			
--	--	--	--	--	--

- **Priority 7 - Develop close partnership working with DWP/Job Centre+ to mitigate any impact the introduction of Universal Credit may have on household's ability to retain their tenancies**

What are we trying to achieve?	Responsible Officer/s	Key Actions / Milestones	Outcomes	Evidence	Update
This priority seeks to ensure close partnership working in relation to the introduction of Universal Credit to ensure all households have the relevant support to sustain their tenancies	Head of Housing / Service Manager Housing Solutions / Homelessness Prevention & Housing Options Lead	Discussions held with DWP/Job Centre + to explore placement of housing advice staff at Job Centres	Short term Determine if placement of staff at Job Centres is an effective method of providing advice Longer term That placement of staff in the Job Centres has been deemed a success	Intervention results in less instances of persons at risk of homelessness due to arrears	

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Please read the accompanying guidance before completing the form.

This **Impact Assessment (IA)** toolkit, incorporates a range of legislative requirements that support effective decision making and ensure compliance with all relevant legislation.

Draft versions of the assessment should be watermarked as "Draft" and retained for completeness. However, only the final version will be made publicly available. Draft versions may be provided to regulators if appropriate. In line with Council policy IAs should be retained for 7 years.

Service Area	Housing	Head of Service	Simon Inkson	Director	Nigel Brinn	Portfolio Holder	Cllr James Evans
Proposal		Homelessness Review, Strategy and Action Plan					
Outline Summary / Description of Proposal							
In accordance with Section 50 of the Housing (Wales) Act 2014, a review of homelessness prevention services was undertaken and a strategy for the following four years, guided by an action plan has been produced. The strategy is a Dyfed Powys strategy and the action plan sets out how the priorities in the strategy will be addressed in Powys. The identified priorities are:							
<ul style="list-style-type: none">Continue to evolve and harness community-based services to assist in the prevention of homelessnessExplore how we can focus support to households in those localities which are producing the highest proportion of homelessness cases.Utilise IT systems and technology to prevent homelessness by ensuring systems are in place which flag up issues early to trigger help and advice as early as possible.In partnership with key agencies explore how a multi-agency case management approach can evolve to meet the needs of households who revolve around the homeless system and place demands on a variety of services.In partnership with local stakeholders and other statutory services, explore whether a ‘Housing First’ approach can be developed to support those with the most complex needsTo explore with Housing Association and private landlord partners how to develop affordable and sustainable housing options for single people.Develop close partnership working with DWP/Job Centre+ to mitigate any impact the introduction of Universal Credit may have on household’s ability to retain their tenancies.							

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1. Version Control (services should consider the impact assessment early in the development process and continually evaluate)

Version	Author	Job Title	Date
1	Dafydd Evans	Service Manager Housing Solutions	30 th October 2018

2. Profile of savings delivery (if applicable)

2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL
£N/A	£N/A	£N/A	£N/A	£N/A	£N/A

3. Consultation requirements

Consultation Requirement	Consultation deadline/or justification for no consultation
<p>Public and Staff consultation required</p>	<p>The code of guidance issued by WG states “(2) After completing a homelessness review, a local housing authority must publish the results of the review by— (a) making the results of the review available on its website (if it has one); (b) making a copy of the results of the review available at its principal office for inspection at all reasonable hours, without charge, by members of the public; (c) providing (on payment if required by the authority of a reasonable charge) a copy of those results to any member of the public who asks for one.</p> <p>And</p> <p>(8) Before adopting or modifying a homelessness strategy a local housing authority must consult such public or local authorities, voluntary organisations or other persons as it considers appropriate. (9) After adopting or modifying a homelessness strategy, a local housing authority must publish the strategy by— (a) making a copy of the strategy available on its website (if it has one); (b) making a copy of the strategy available at its principal office for inspection at all reasonable hours, without charge, by members of the public; (c) providing (on payment if required by the authority of a reasonable charge) a copy of the strategy to any member of the public who asks for one. (10) If the authority modifies its homelessness strategy, it may publish the modifications or the strategy as modified (as it considers most appropriate). (11) Where the authority decides to publish only the modifications, the references to the homelessness strategy in paragraphs (a) to (c) of subsection (9) are to be interpreted as references to the modifications”</p> <p>The review of homelessness is still available on the Councils website and was subject to review with partners via workshops. The adopted strategy and action plan will be consulted with the organisations who attended the workshops.</p>

4. Impact on Other Service Areas

**Does the proposal have potential to impact on another service area? (Have you considered the implications on Health & Safety, Corporate Parenting and Data Protection?)
PLEASE ENSURE YOU INFORM / ENGAGE ANY AFFECTED SERVICE AREAS AT THE EARLIEST OPPORTUNITY**

Homelessness is a corporate responsibility and can impact on Children's, Youth and Adult services in particular. These services have been consulted and involved in developing the strategy and action plan.

5. How does your proposal impact on the council's strategic vision?

Council Priority	How does the proposal impact on this priority?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
The Economy We will develop a vibrant economy	A significant proportion of homelessness is due to the affordability of accommodation and the levels of poverty in the communities in Powys.	Good	The action plan references increased partnership working between agencies in Powys, increased community based services, in partnership with agencies increased housing options including accommodation and integrated case management, It also includes provision to address the more difficult and complex cases. We will better work with the private rented sector to ensure more successful tenancies We will work closer with the DWP/Jobcentre to support people into work.	Good

Council Priority	How does the proposal impact on this priority?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Health and Care We will lead the way in effective, integrated rural health and care	Homelessness affects vulnerable people and as seen from the review the households affected by homelessness are also often known to other services and agencies in particular social services and health services.	Good	The action plan includes provision with partners to maximise housing options in Powys this will include increasing the supply of housing with care and support. The IT developments proposed will enhance the ability of households to self-help in terms of exploring housing options available, which can mean accessing community based support. Better data will help to become better at prevention of homelessness, e.g. concentrating efforts in areas with historically high numbers of homeless households. The action plan references increased partnership working between agencies in Powys, increased community based services, in partnership with agencies increased housing options including accommodation and integrated case management. The Housing First model is expected to help create an environment where the homeless person can work to improve their health and wellbeing.	Good
Learning and skills We will strengthen learning and skills	Homelessness can significantly affect households with children which can have a detrimental effect on the children's education as they do not have a suitable environment to learn.	Neutral	Education and Children's services are key partners and will be included in the key partners working group ensuring effective partnership working.	Neutral
Residents and Communities We will support our residents and communities	Community based services including voluntary services are an essential component in addressing the needs of those affected by homelessness. Access to services in communities is an issue and the access and choice of both affordable and market housing is an issue.	Good	A key priority in the action plan is to continue to evolve and harness community-based services to assist in the prevention of homelessness, there is also in partnership with housing association and private landlords to develop housing options in communities.	Good

Source of Outline Evidence to support judgements

Homeless review included analysis of data, consultation with key partners, the public and other local authorities in Wales.

6. How does your proposal impact on the Welsh Government's well-being goals?

Well-being Goal	How does proposal contribute to this goal?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
A prosperous Wales: An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.	The focus of the action plan is to provide community based services via greater partnership and collaborative working and increase options available (inc accommodation) in the communities in Powys. Greater employment opportunities are required in order to increase the economic situation of households and decrease reliance on welfare benefits.	Good	The action plan advocates community based services and increased housing options in partnership with housing associations and private landlords. The action plan also references the re-tendering of supporting people services in Powys in the short term. The action plan also advocates working with the DWP to mitigate the impact of universal credit which will include increased employment opportunities where possible.	Good
A resilient Wales: A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).	No impact expected	Choose an item.		Choose an item.

<p>A healthier Wales: A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p> <p>Public Health (Wales) Act, 2017: Part 6 of the Act requires for public bodies to undertake a health impact assessment to assess the likely effect of a proposed action or decision on the physical or mental health of the people of Wales.</p>	<p>Homelessness affects vulnerable people in particular those affected by physical and mental health and as seen from the review the households affected by homelessness are also often known to other services and agencies in particular social services and health services. The action plan is an opportunity for greater partnership and collaboration between agencies, organisation and services including statutory services, particularly around the issue of problematic rough sleepers.</p>	<p>Good</p>	<p>Key component of the action plan is to develop further community based services in particular the support available in communities in Powys. This will involve in the short term re-tendering support services funded via supporting people. In the long term the strategy is to increase capacity and availability of support in communities by increased partnership/collaborative working. Key component of this is increased collaboration with Health Services which to date has not been effective. The Housing First model is expected to help create an environment where the homeless person can work to improve their health and wellbeing.</p>	<p>Very Good</p>
<p>A Wales of cohesive communities: Attractive, viable, safe and well-connected Communities.</p>	<p>A key priority in the action plan is to evolve and harness community-based services to assist in the prevention of homelessness</p>	<p>Good</p>	<p>Actions include increased community capacity and the IT development will also enable households in communities to access self-help guidance and support.</p>	<p>Good</p>
<p>A globally responsible Wales: A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p> <p>Human Rights - is about being proactive (see guidance)</p> <p>UN Convention on the Rights of the Child: The Convention gives rights to everyone under the age of 18, which include the right to be treated fairly and to be protected from discrimination; that organisations act for the best interest of the child; the right to life, survival and development; and the right to be heard.</p>	<p>The new IT system and proposed greater partnership working will enhance the information, accessibility and advice available to households in Powys empowering people to use services.</p>	<p>Good</p>	<p>The new IT system and proposed greater partnership working will enhance the information, accessibility and advice available to households in Powys empowering people to use services. The Powys Children and Young People's Partnership (CYPP) is involved in ensuring homeless young people and children are heard.</p>	<p>Good</p>
<p>A Wales of vibrant culture and thriving Welsh language: A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>				

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Impact Assessment (IA)

The integrated approach to support effective decision making



<i>Opportunities for persons to use the Welsh language, and treating the Welsh language no less favourable than the English language</i>	The new IT system which includes a self-help module will be available in Welsh. This will enable Welsh speakers to present their situation in Welsh and get written responses via the interactive module in Welsh.	Very Good	The self-help service is not currently available in an interactive format. This is an enhancement to the service provided and increases the opportunity of Welsh Speakers to be dealt with in Welsh and get their housing plans in Welsh.	Very Good
<i>Opportunities to promote the Welsh language</i>	The web based system will be available in Welsh and this is not currently available.	Very Good	The new module will promote the use of Welsh when presenting a homeless issue. The response provided in the form of a housing plan will be in Welsh a service we currently can't provide.	Very Good
<i>Welsh Language impact on staff</i>	Responses received via the new IT system in Welsh can be dealt with by Welsh speaking staff in the Housing Service and therefore there will be an increased opportunity for Welsh speaking staff to use Welsh .	Very Good	Currently homeless presentations are all recorded in English. The availability and opportunity for the public to submit details interactively to the service will enhance the opportunity of Welsh speaking staff to interact in Welsh.	Very Good
<i>People are encouraged to do sport, art and recreation.</i>	No impact expected	Neutral		Neutral
A more equal Wales: A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).				
<i>Age</i>	The provision of housing options via Welsh may benefit older people who are more comfortable speaking in Welsh. The new IT system is web based which may increase access to younger people. As the new system is web based this may limit accessibility to some who prefer face to face or telephone contact.	Neutral	The Housing Service will still be contactable by phone and face to face and can assist access to the module and assist in completing the online forms. New It and better data collection will enable better analysis of people's characteristics.	Good
<i>Disability</i>	The new IT system is web based and requires internet access	Neutral	The Housing Service will assist applicants via the phone or face to face at offices to complete the online form.	Good
<i>Gender reassignment</i>	No impact expected	Neutral		Neutral
<i>Marriage or civil partnership</i>	No impact expected	Neutral		Neutral
<i>Race</i>	No impact expected	Neutral		Neutral
<i>Religion or belief</i>	No impact expected	Neutral		Neutral
<i>Sex</i>	No impact expected	Neutral		Neutral
<i>Sexual Orientation</i>	Study shows that that LGBT people are over represented among young homeless people.	Good	Through better recording, enabled by new IT, to understand if LGBT young people are over represented in Powys.	Good
<i>Pregnancy and Maternity</i>	No impact expected.	Neutral		Neutral
Source of Outline Evidence to support judgements				

Homeless review / LGBT Youth Homelessness: A UK National Scoping of Cause, Prevalence, Response & Outcome (The Albert Kennedy Trust, 2015)

7. How does your proposal impact on the council's other key guiding principles?

Principle	How does the proposal impact on this principle?	<u>IMPACT</u> Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	<u>IMPACT AFTER MITIGATION</u> Please select from drop down box below
Sustainable Development Principle (5 ways of working)				
Long Term: Looking to the long term so that we do not compromise the ability of future generations to meet their own needs.	The action plan has long term objectives to reduce and prevent homelessness by increasing partnership and collaborative working i.e. whole system working	Good	Greater understanding of the common causes of homelessness which are not just housing issues.	Good
Collaboration: Working with others in a collaborative way to find shared sustainable solutions.	A key priority is to in partnership with key agencies explore how a multi-agency case management approach can evolve to meet the needs of households who revolve around the homeless system and place demands on a variety of services	Very Good	The action plan includes a mechanism to monitor the impact and progress of partnership/collaborative working	Very Good
Involvement (including Communication and Engagement): Involving a diversity of the population in the decisions that affect them.	The action plan has been developed in accordance with the findings of the review which was subject to consultation and therefore includes feedback from people who use services.	Good	The action plan will be subject to regular review by key stakeholders which include engagement groups and voluntary services.	Good

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



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Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Prevention: Understanding the root causes of issues to prevent them from occurring.	The Strategy and Action Plan priorities all relate to the prevention and alleviation of homelessness in Powys	Very Good	Some of the issues that cause homelessness are not housing issues but relate to other statutory and regulatory services. The Partnership approach advocated in the action plan will enhance the understanding of homelessness and how the prevention of homelessness is a whole system issue i.e. Social Services, Health etc.	Very Good
Integration: Taking an integrated approach so that public bodies look at all the well-being goals in deciding on their well-being objectives.	The partnership and collaborative priorities stated in the action plan acknowledge that wellbeing goals can be addressed by agencies/services/organisations working together.	Good	The multi-agency monitoring of partnership/collaboration will further enhance addressing the wellbeing goals and will assist in addressing the consequences of changes in one service impacting on another.	Good
Preventing Poverty: Prevention, including helping people into work and mitigating the impact of poverty.	A priority in the action plan is to Develop close partnership working with DWP/Job Centre+ to mitigate any impact the introduction of Universal Credit may have on household's ability to retain their tenancies. This will include maximising the income of households and encouraging people into work.	Good	Closer working with the DWP should enhance the ability of the citizens of Powys to access financial assistance when they need it.	Good
Unpaid Carers: Ensuring that unpaid carers views are sought and taken into account	The priority "Continue to evolve and harness community-based services to assist in the prevention of homelessness" will include looking at the support available in communities to assist carers to maintain their accommodation.	Good	Regular monitoring of the action plan by the multiagency group will ensure that services are provided for this priority group.	Good
Safeguarding: Preventing and responding to abuse and neglect of children, young people and adults with health and social care needs who can't protect themselves.	Preventing homelessness for households with children and vulnerable adults will benefit the welfare and help to protect children and vulnerable adults from harm. In particular the priority of utilising intelligence, explore how we can focus support to households in those localities which are producing the highest proportion of homelessness cases, will mean that partnership and across agency working can be targeted in certain areas.	Good	The regular monitoring of the action plan by the multiagency group will ensure that opportunities for collaboration and taken.	Good

Cyngor Sir Powys County Council

Impact Assessment (IA)

The integrated approach to support effective decision making



Principle	How does the proposal impact on this principle?	IMPACT Please select from drop down box below	What will be done to better contribute to positive or mitigate any negative impacts?	IMPACT AFTER MITIGATION Please select from drop down box below
Impact on Powys County Council Workforce	No additional impact expected, as the partnership working and locality approach is already adopted.	Neutral		Neutral
Source of Outline Evidence to support judgements				
Homeless Review				

8. What is the impact of this proposal on our communities?

Severity of Impact on Communities	Scale of impact	Overall Impact
Low	Low	Low
Mitigation		

9. How likely are you to successfully implement the proposed change?

Impact on Service / Council	Risk to delivery of the proposal	Inherent Risk
Medium	Medium	Medium
Mitigation		

Risk Identified	Inherent Risk Rating	Mitigation	Residual Risk Rating
Lack of cooperation from agencies/organisation/services in particular Health	High	The involvement and commitment of health is important. When the Strategy and Action plan are accepted the Council should report the importance of the strategy to the RPB and ensure Health are key partners.	Low
Supporting People grant funded services.	Medium	Welsh Government have stated that the funding is secure for the next 12/24 months however longer term plans for the funding are unclear and we therefore need to ensure that we lobby WG via the SPMB and the RCC	Medium
Housing General Fund reductions.	Medium	The action plan takes account of the savings already identified, any additional savings would jeopardise the action plan. Need to ensure no further cuts to the Housing General Fund that supports homeless services.	Medium
Overall judgement (to be included in project risk register)			
Very High Risk	High Risk	Medium Risk	Low Risk
			Low Risk

10. Overall Summary and Judgement of this Impact Assessment?

Outline Assessment (to be inserted in cabinet report)	Cabinet Report Reference:
The strategy and action plan, although a statutory requirement, is a positive development, as it identifies the areas where the Council needs to prioritise its activities and transparently identifies the need for a whole system (multi agency) approach to reducing/preventing homelessness in Powys.	

11. Is there additional evidence to support the Impact Assessment (IA)?

What additional evidence and data has informed the development of your proposal?
--

WHO 12 Welsh Government statistics

12. On-going monitoring arrangements?

What arrangements will be put in place to monitor the impact over time?

A multi-agency group is proposed to ensure that partnership working is effective and the group will monitor the implementation of the action plan and the impact in Powys.

Please state when this Impact Assessment will be reviewed.

May 2019

13. Sign Off

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Position	Name	Signature	Date
Impact Assessment Lead:	Dafydd Evans		
Head of Service:	Simon Inkson		
Director:	Nigel Brinn		
Portfolio Holder:	Cllr James Evans		

14. Governance

Decision to be made by	Cabinet	Date required	December 2018
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FORM ENDS

CYNGOR SIR POWYS COUNTY COUNCIL.

CABINET EXECUTIVE
6th November 2018

REPORT AUTHOR: County Councillor Cllr Phyl Davies
Portfolio Holder for Highways Recycling and Assets

SUBJECT: Principles of Corporate Landlord

REPORT FOR: Information and Approval

1. Summary

- 1.1 This is a report for information about the principles of Corporate Landlord and requests approval to proceed with further investigation into the advantages, disadvantages and the potential implications of Corporate Landlord.

2. Background and Proposal

- 2.1 There are approximately 700 assets within the Corporate Services portfolio (excluding Housing assets). Approximately 300 of these assets are currently managed by the Strategic Property service, and the remaining assets are managed within the Councils other service areas. However, Strategic Property do support other services in managing their assets.
- 2.2 Currently each service department is responsible for the repair and maintenance of their assets and the associated revenue budget. However, there are exceptions to this rule. In the school service, schools operate with delegated budgets and have responsibility for repair and maintenance of their buildings, in the leisure portfolio, Freedom Leisure are contracted to manage certain elements of the repair and maintenance of the assets.
- 2.3 Unfortunately, a number of assets do not have a budget for the repair and maintenance of their assets, which makes it impossible to keep the building in good repair.
- 2.4 In Powys County Council (PCC), each department has professionals who have expertise in delivering the day to day service of their department, but not necessarily their property assets
- 2.5 Very few departments have property professionals who have expertise in managing the repair and maintenance of their assets in a programmed manner. Often the management of assets are not planned and are carried out on a reactive basis.
- 2.6 Over many years, the lack of a planned programme of maintenance has left many PCC assets in a poor condition with a large backlog of

maintenance. This has resulted in some assets no longer being fit for purpose due to their condition and ultimately, the service responsible for the asset will have to seek capital funding to bring the asset up to a serviceable standard.

- 2.7 Corporate Landlord is the centralisation (in one department) of the management of PCC assets and the associated budgets to ensure that the maintenance of the asset can be managed in a consistent, centralised, programmed manner.

3. Options Considered / Available

- 3.1 The options would be to:
- a) carry on with the status quo, or
 - b) investigate the feasibility of Corporate Landlord.
- 3.2 Initially, it may be prudent to investigate the implementation of Corporate Landlord to a small number of services, to assess the viability of the strategy and to gain an understanding of the resources required.
- 3.3 It must be appreciated that repair and maintenance budgets/ responsibilities are different within the school service due to school delegated budgets.
The budgets and responsibilities are also different within the leisure service portfolio due to their contractual obligations with their leisure service provider.
Therefore a different approach and a wider consultation will be required to explore the options available.
- 3.4 It is envisaged that Corporate Landlord may have the following advantages:
- It will enable professionals in each service to focus on their specialism of service delivery rather than being burdened with the responsibility of day to day and planned maintenance of their service's property portfolio.
 - If PCC assets are all being managed in the same department, it would provide greater opportunity for improved, strategic, joined up thinking rather than silo working, to ensure that our property assets have outcomes which are aligned with the Council's priorities, goals and values within vision 2025.
 - The prioritisation and programming of work will ensure that repair and maintenance budgets are managed effectively to provide buildings in good condition, which are fit for purpose, and will maintain the value and longevity of the asset.
 - It will prevent gradual deterioration of assets, which ultimately proves costly to the Council.
 - In the medium and long term, the asset will work harder for the council and in some cases may also provide increased revenue.

3.5 It is envisaged that Corporate Landlord may have the following disadvantages:

- Currently there are not adequate resources within the Strategic Property department, additional staff will have to be recruited or transferred from another service to fill the gap.
- In the Short term, funding will have to be identified to be spent on asset surveys to ensure that we have full surveys for the asset, e.g condition surveys, to enable an informed maintenance programme to be compiled.
- Revenue budgets would have to be identified for assets which do not currently have a repair and maintenance budget.
- Due to the planned analysis and programming of repair and maintenance work for the assets, the benefits of Corporate Landlord may not be realised in the short term.

4. Preferred Choice and Reasons

- 4.1 Our preferred choice would be to explore the advantages, disadvantages and potential implications of Corporate Landlord further to ascertain if there are any short and long term benefits to the Council. When this has been concluded, it is proposed to bring another paper to Cabinet with our findings.
- 4.2 Initially, the property team will explore and review the above within approximately 3 months, and produce an action plan with timescales, which will identify any additional resources required. A funding bid to the transformation fund will be made to cover the extra resource needed to take forward this piece of work.
Subject to our review we hope to implement a phased approach of Corporate Landlord by 1st April 2019.

5. Impact Assessment

- 5.1 An impact assessment is not required at this stage as there is no change to current policy or budget saving implications. However, an impact assessment may be applicable when a further report is brought to Cabinet regarding any findings.

6. Corporate Improvement Plan

- 6.1 It is envisaged that the Corporate Landlord investigation fits many of the key priorities within the Powys Vision 2025, which looks at new ways of working and delivering services.

7. Local Member(s)

- 7.1 All Corporate Service assets could be affected by the investigation therefore all local members have an interest.

8. Other Front Line Services

Does the recommendation impact on other services run by the Council or on behalf of the Council? No

9. Communications

Have Communications seen a copy of this report? No

10. Support Services (Legal, Finance, Corporate Property, HR, ICT, Business Services)

10.1 Legal – Professional Lead – notes the content of the report and supports further enquires being made as to the feasibility of Corporate Landlord. Legal Services with assist the service as and when necessary.

10.2 Finance - The Finance Manager Place and Resources notes the contents of the report.

11. Scrutiny

Has this report been scrutinised? No

12. Data Protection

If the proposal involves the processing of personal data then the Data Protection Officer must be consulted and their comments set out below.

13. Statutory Officers

The Solicitor to the Council (Monitoring Officer) commented as follows :
“I note the legal comments and have nothing to add to the report.”

The Head of Financial Services (Deputy Section 151 Officer) supports the proposal to look at the feasibility of Corporate Landlord. The development of the proposal will establish if this approach will enable the council to more effectively use its revenue and capital budgets, and better inform its forward planning.

14. Members' Interests

The Monitoring Officer is not aware of any specific interests that may arise in relation to this report. If Members have an interest they should declare it at the start of the meeting and complete the relevant notification form.

Recommendation:	Reason for Recommendation:
To gain approval to proceed with further investigation into the advantages, disadvantages and the	To explore the advantages, disadvantages and potential implications of Corporate Landlord

potential implications of Corporate Landlord.	further to ascertain if there are any short and long term benefits to the Council.
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Relevant Policy (ies):			
Within Policy:	N/A	Within Budget:	N/A

Relevant Local Member(s):	All
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Person(s) To Implement Decision:	Natasha Morgan
Date By When Decision To Be Implemented:	6th November

Is a review of the impact of the decision required?	N
If yes, date of review	
Person responsible for the review	
Date review to be presented to Portfolio Holder/ Cabinet for information or further action	

Contact Officer:	Natasha Morgan
Tel:	01597 827560
Email:	natasha.morgan@powys.gov.uk

Background Papers used to prepare Report:

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CYNGOR SIR POWYS COUNTY COUNCIL.**CABINET EXECUTIVE
6th November 2018****REPORT AUTHOR: County Councillor Rosemarie Harris
Leader of the Council****SUBJECT: Local Authority Lottery**

REPORT FOR: Decision

1. Summary

This report explores the options relating to the establishment of a local authority lottery for Powys which would support the local voluntary and community sector.

2. Background

The establishment of a local authority lottery is a concept being explored by a number of local authorities (no scheme currently exists in Wales). At a time when there are increasing pressures on financial support that local authorities are able to provide to the voluntary and community sectors, they are seen as a way of providing support and to bring in additional funding.

The Gambling Act (2005) includes as a permitted category a 'local authority lottery'. Local authority lotteries are promoted by the local authority and must be licenced by the Gambling Commission. Authorities may use the proceeds for any purpose for which they have power to incur expenditure.

Aylesbury Vale was the first local authority to launch a lottery (November 2015), this is administered in partnership with Gatherwell, an External Lottery Manager (ELM)¹. Since then there have been over 50 lottery launches in the UK. However no such lottery has been launched by a Welsh local authority. Therefore, should Powys County Council opt to launch a lottery, they would be the first local authority in Wales to do so.

Developing such a lottery in Powys would help fund discretionary support for local third sector and community groups, and enable such organisations to raise funds directly for themselves. Additionally all funds raised by the lottery would be spent within Powys, and provide benefits to the people and communities of Powys.

¹ An ELM is defined in Section 257 of the Gambling Act (2005) as someone that is a person or a body who makes arrangements for a lottery of behalf of the local authority but is not a member, officer, or employee of the authority. All ELM must hold a lottery members operating licence issued by the Gambling Commission before they can manage a local authority lottery with a local authority.

3. Lottery Operation

There are two options for running a local authority lottery:

- a) Running it in house – research undertaken by other local authorities has found significant costs (relating to staffing, software purchasing costs etc.) with regards to running a lottery in house.
- b) Partnering with an ELM – other than initial start-up costs, the operation of the lottery would be fully funded through the ticket proceeds, and the ELM would bring all the skills and expertise to manage the lottery process.

Should Powys County Council wish to develop a local authority lottery, it is considered that appointing an ELM (option b) would be the most cost effective solution. If it was decided to run a lottery in-house, the lack of expertise within the Council, and the costs of launching an in house lottery would be prohibitive (appointing an ELM is consistent with other local authorities). Whilst other lottery providers exist, Gatherwell Ltd is the only provider of a dedicated online local authority lottery. Other ELMs do exist but these do not specialise in the operation of a local authority lottery.

If a model similar to that of Aylesbury Vale (and other local authorities) is developed using Gatherwell, a potential scheme would operate as follows:

- Tickets are purchased (online) for £1 and each ticket has a 1 in 50 chance to win. Players sign up online, and payment is via Direct Debit or payment card (taken either on a monthly recurring plan or on a 3/6/12 month, one off payment).
- Players can choose to either support a central fund, or a specific good cause (authorised by the Council);
- Prizes are likely to be in the range of free tickets for matching 2 out of 6 numbers, to a maximum prize of £25,000 for matching all 6 numbers. To win the jackpot, the ticket must match both the numbers and the sequence as drawn;
- Draws take place every Saturday using the Australian Super 66 Lotto², with results posted online and winners notified by email. Prize money is transferred into a nominated account, or it can be donated to a good causes.
- Money raised for good causes is paid automatically on a monthly basis.

Those participating in the lottery have two playing options to support:

- a) Specific Good Cause – Players support a specific organisation who have signed up to, and have been authorised by Powys County Council to be part of the scheme. This motivates participating organisations to encourage more players to support them, and therefore generate more income for themselves. Organisations who have signed up get their own branded webpage, and regularly updated bespoke marketing materials to help them engage with payers. This option would remove barriers for organisations who may struggle to

² <https://www.australiangambling.lv/lotto/super-66-lotto-strike/>

access other funding streams of aspire to run their own lottery. Organisations keep 50% of all ticket sales generated through their page, whilst 10% goes to the central fund. The Council would control which organisations can join the umbrella scheme, and the criteria that organisations would need to meet in order to join.

- b) Central Fund – Players do not specify an organisation to benefit from their ticket purchase. All monies raised would be distributed through a new grant scheme – the details of how this works are to be developed. As the lottery grows, it could help towards the cost of funding and support arrangements that the Council may have with the third sector and community groups. This approach may also have organisations who may have fewer local supporters and/or less ability to generate funding support.

Gatherwell are fully insured in respect of the prize fund commitments, and the charitable proceeds from ticket sales. Under the arrangement with the ELM there is a guaranteed pay out of £25,000 per winner (if multiple people win the jackpot it is not shared). In the event of no winners, the prize does not rollover.

The income from each £1 would be broken down as follows:

	Specific Good Cause (% allocation)	Central Fund (% allocation)
Prizes	20	20
Specific good cause	50	-
Central fund (Council nominated good causes)	10*	60*
Administration	17	17
VAT (can be reclaimed)	3	3

**minus licence and marketing costs*

60% of all ticket sales would therefore go to good causes, this compares to 28% in the National Lottery. Based on the performance of local authorities that have already launched a lottery, it is estimated that typically between £30,000 and £60,000 can be raised for good causes in Powys, on an annual basis. An organisation only needs to sell 20 tickets a week, for a year, to generate £520 for their good cause.

Set out below is a player modelling analysis (based on 2016 mid-year population data). It shows that a very conservative level of participation can generate considerable funds for voluntary/third sector organisations:

Percentage of Powys population (16+) playing	Number of players	Gross Return (£)*	Received by voluntary/third sector organisation (£)*
0.5	554	28,833	17,300
1	1109	57,666	34,600
1.5	1663	86,499	51,899
2	2218	115,332	69,199
2.5	2772	144,165	86,499

**based on £1 per ticket per person per week.*

Role of Powys County Council

In order to operate a Local Authority Lottery, a Local Authority Lottery Licence would need to be granted by the Gambling Commission. There would need to be a contractual agreement with Gatherwell to run the lottery, however the Council would retain obligations to the Gambling Commission, including policies on fair and open gambling. Powys County Council are required to have two officers named on this licence from the Gambling Commission. It is recommended that the Section 151 Officer and Head of Regeneration are these named officers.

The Council would need to promote and launch the lottery to good causes who may wish to sign up, and to ensure that these organisations are compliant with the conditions as set out in Annex A. The Project Officer Events/Civil Contingencies) will undertake this role. This officer will also draw up guidance for how the money accumulated in the central fund will be distributed, and be responsible/provide support for the Powys Lottery Project Group/Lottery Management Panel.

Apart from at its launch, Powys County Council would not be required to promote the lottery, and it is not required to be council branded, the promotion itself is undertaken by Gatherwell and the causes that will benefit from the scheme. This ensures that the public are not under the perception that the council is fundraising to deliver services.

4. Financial and Resource Implications

Based upon entering an agreement with Gatherwell Ltd. there would be an initial set up cost of £5000. Followed by an annual cost of £348 for the Gambling Commission Licence and £350 for Lottery Council Membership, plus an additional application cost of £275 in the first year. The annual costs can be reclaimed through the lottery ticket sales income. Aylesbury Vale Council allocated £3000 to launch and market the scheme, something which is deemed necessary.

There would be initial officer time required to apply for the relevant licence, and develop the required policies and criteria. This can be managed within the existing resources of the Regeneration and Economic Development Team. In addition there will need to be some marketing and promotion of the lottery with the good causes and the general public. Gatherwell undertake the majority of the administration of the scheme, however there will be an ongoing administration requirement from the Council to accept/reject prospective good

causes on application based on an agreed criteria and distribute payments from the Central Fund to good causes on a monthly basis based on agreed criteria, this will be funded within existing resources of the Regeneration Service. The majority of the financial transactions will be undertaken by Gatherwell Ltd, Powys County Council will receive on a monthly basis, the money raised for the central fund, and this will then be redistributed as grant funding administered by the Regeneration and Economic Development Team, within existing budgets.

There is very little financial risk to Powys County Council, as once the lottery is up and running, all costs are met through income from ticket sales. Should the lottery fail, the only loss to the Council would be start-up costs, licence fee, and Lottery Council membership fee (approximately £6,300). The ELM has insurance for the jackpot prize, protecting the lottery from financial difficulty in the event of one or more jackpot winners.

5. Summary

Through the establishment of a Local Authority Lottery, Powys County Council has the potential to raise additional funds for the third sector. Whilst the Council can do some promotion, the success of the lottery will be down to the promotion of the lottery by the third sector to the community. Should the scheme be successful it is anticipated that there will be a reduced need for community grants provided by the Council.

If Powys County Council decide to launch a Local Authority Lottery, they would be the first Welsh local authority to do so, demonstrating the commitment of the Cabinet and the wider Council to develop innovative approaches to supporting communities within Powys.

6. Proposal

To invite Gatherwell to develop a Local Authority Lottery in Powys, the proceeds of which will be able to directly support third sector and community organisations, as well as contribute to a central fund. The proposal would generate good publicity for Powys County Council as well as help third sector and community organisations to raise funds directly for themselves.

7. Vision 2025

This proposal will directly contribute to the residents and communities' priority of Vision 2025. The Local Authority Lottery will allow the Council to work alongside voluntary and community organisations to support them in delivering a range of services, enabling the building of stronger, more resilient communities. The proposal will also contribute to the generation of a prosperous economy in Powys, by helping to strengthen the fundraising capability in the voluntary and community sector in Powys.

Obviously no change in business practice is without an element of risk, the main identified risks and mitigating actions are below:

Identified Risk	Mitigating actions
Lottery does not perform, and tickets	Robust communications plan to be

are unsold.	put in place, voluntary and third sector groups would also undertake marketing.
Low take up from voluntary and third sector groups.	Strong marketing to Powys County Council database, and through PAVO. Utilise case studies from other successful local authorities.
ELM does not perform sufficiently.	Project monitoring.
Reputational risk to the Council is affected due to poor performance.	Project monitoring and marketing.
Gambling responsibilities	Being only playable by direct debit and pre-arranged sign up. A section will be provided on the website to link to gambling support organisations.

8. Options Considered/Available

Option 1: Not to agree to the proposals. This is not recommended as this proposal will help to fund discretionary support to the voluntary and community organisation and enable such organisations to raise funds directly for themselves. All funds raised through the lottery would be spent in Powys and benefit local people and communities.

Option 2: To set up an in house lottery. This option would require staffing, including a lottery manager, and the purchase/running of software systems. The costs of this have been explored in detail by other local authorities, and found to be prohibitive in the short term.

Option 3: To agree to the proposals, and invite Gatherwell to manage a local authority lottery in Powys. This option would be cost effective, as other than the initial start-up costs, the operation of the lottery would be fully funded through the ticket proceeds, and Gatherwell would bring in the skills and expertise required to run all elements of the lottery process. Proceeds from the lottery would be used to support the third sector and community groups in Powys. The Council's operational involvement would be minimal, but Powys County Council would retain full control, oversight and governance of the scheme.

9. Preferred Choice and Reasons

Option 3, to agree to the proposals, and use the services of Gatherwell to manage a local authority lottery in Powys, which would be of benefit to good causes in Powys³.

³ In terms of procurement rules, the provision of lottery services is a public service concession. However, under the current Concessions Contract Regulations 2016, specifically under Regulation 10(13), lottery services are expressly excluded from being governed by the procurement rules. Given the Council would be an enabler and not be taking any money. All that would be required would be a contract between the Council and the ELM. Notwithstanding the appointment of an ELM, the Council would retain obligations to the Gambling Commission to ensure that the lottery is conducted in a lawful and fully compliant way.

There is no requirement to carry out a competition to appoint Gatherwell because of the exclusion of lottery services from the procurement rules; however the Council's procurement guidelines will be followed. The Council must satisfy itself that Gatherwell holds a valid operating licence, personal management licences (if appropriate) and will conduct the lottery in a lawful and compliant way. The Council will be required to complete any due diligence on Gatherwell.

Under this proposal Gatherwell would carry out all the day-to-day management of the lottery, including processing new players, distributing prizes, income for the third sector and community organisations (once approved by the Council), and assisting the players should they experience difficulties.

Launching a local authority lottery fits in with the changing business model of the Council from being the provider of all services to one where there is a mix of delivery models for buying and selling services. Given changes that are occurring to voluntary/third sector funding, a Powys Lottery would create a new income stream for these organisations, helping to address funding pressures and provide benefits to the people and communities in the county.

A local authority lottery scheme will enable voluntary and community organisations within Powys to develop new fundraising capability with minimal or no cost, and allow the Council to continue to support good causes by supplementing the community grants budget.

Until the level of funds being raised is known, it is difficult to anticipate how much money may be generated. An annual review would be undertaken to ensure the lottery is operating in line with its aims, and to agree to any necessary changes.

By agreeing this proposal, Powys County Council would adopt a proactive approach and be the first local authority in Wales to run a lottery. The proposal follows a method that has been tried and tested by many English Councils. Namely to procure the services of Gatherwell to run and promote a Powys Lottery.

Sustainability and Environmental Issues/Equalities/Crime and Disorder/Welsh Language/Other Policies etc

Lotteries are the most common type of gambling activity across the world, and considered to be a low risk form with respect to the emergence of problem gambling. This is due to its relatively controlled form. Licence holders and operators must comply with legislation and are regulated by the Gambling Commission. To minimise risks such as underage gambling, weak financial management, and potential fraud, the proposed Powys Lottery would follow the Gambling Commission's operational guidelines.

Assurance has been sought to ensure that all materials relating to the lottery will be available bilingually (Welsh/English), Powys County Council Translation Unit will assist with the translation of documents/website content.

Data Protection

Powys County Council and Gatherwell will be joint data controllers, for the personal information to be processed. Appropriate documentation and agreements will be developed in support of the use of personal data and to ensure compliance with current data protection legislation.

Children and Young People's Impact Statement - Safeguarding and Wellbeing

Those aged under 16 will be prevented from participating in the proposed local authority lottery, and it will be delivered in accordance with strict Gambling Commission and industry guidelines.

Local Member(s)

The proposed local authority lottery will be available to all Powys residents and will be marketed as such, therefore it will not have a particular impact on, or significance on any individual electoral divisions.

Other Front Line Services

The proposed local authority lottery has the potential to support front line services. It will allow the voluntary sector to generate new fundraising capability with little or no cost to the Council. Which will allow them to further support our activities.

Support Services (Legal, Finance, Corporate Property, HR, ICT, BPU)

Legal Comments: The recommendations can be supported from a legal point of view.

Finance Comments: The proposed lottery would be of benefit to good causes in Powys especially in this time of austerity when grants to the Voluntary and Community Sectors are being reduced. The start-up costs of the lottery will be funded from the Regeneration budget and the ongoing administration costs of the lottery will be funded from the existing revenue budget of the Regeneration Service.

Corporate Communications

The Regeneration Team have confirmed that the selected ELM will be responsible for creating the branding for the lottery as well as the ongoing marketing of the scheme. The council's corporate communications team will help cross promote the scheme through corporate channels e.g. Twitter, Facebook and other social media and re-issue all relevant communications and marketing outputs developed by the ELM through corporate channels. The EMT will be responsible for the marketing campaign of the lottery

Statutory Officers

The Head of Financial Services (Deputy) S151 Officer acknowledges the comments from Finance and confirms that this approach will have a set up

costs of £5k. Appropriate advice has been sought from Commercial Services and Insurance, and if necessary further due diligence around these areas will take place before the scheme commences.

The Solicitor to the Council (Monitoring Officer) commented as follows: "I note the legal comments and have nothing to add to the report".

Members' Interests

The Monitoring Officer is not aware of any specific interests that may arise in relation to this report. If Members have an interest they should declare it at the start of the meeting and complete the relevant notification form.

Recommendation:	Reason for Recommendation:
<p>1. To use the services of an ELM to manage a local authority lottery in Powys, with proceeds being used to support the third sector/community groups in Powys.</p> <p>2. To agree that 50% of the proceeds will directly support an organisation of the players choice (or a central fund), an additional 10% of proceeds will contribute to a central fund for community/third sector grants.</p> <p>3. To adopt the eligibility criteria for participating organisations as outlined in Annex A</p>	<p>To enable voluntary and community organisations within Powys to develop new fundraising capabilities with minimal or no cost, and allow the Council to continue to support good causes by supplementing the community grants budget.</p>

Relevant Policy (ies):	Non-applicable		
Within Policy:	Yes	Within Budget:	Yes

Relevant Local Member(s):	All
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Person(s) To Implement Decision:	Greg Thomas
Date By When Decision To Be Implemented:	January 2019

Contact Officer Name:	Tel:	Fax:	Email:
Dr Greg Thomas	01597 82 6149		greg.thomas2@powys.gov.uk

ANNEX A – GOOD CAUSE ELIGIBILITY CRITERIA

We want to enable as many organisations as possible to join the good causes lottery under the Powys Community Lottery. As you will be joining under our overall gambling licence (Gambling Act 2005) we have to ensure that organisations meet certain criteria. There is no application fee.

Your organisation must:

- Provide community activities or services within Powys, which are of benefit to the residents of Powys;
- Have a formal constitution or set of rules;
- Have a bank account requiring at least two unrelated signatories;
- Operate with no undue restrictions on membership.

And be either:

- A constituted group with a volunteer management committee with a minimum of three unrelated members that meets on a regular basis (at least three times per year);
- A registered charity, with a board of trustees.

Or:

- A registered Community Interest Company (CIC), and provide copies of your Community Interest Statement, details of the Asset Lock included in your Memorandum and Articles of Association, and a copy of your latest annual community interest report.

We will not permit applications from:

- Groups promoting a particular religious or political belief or activity, or a campaign that does not directly relate to the provision of community activities or services within Powys;
- Organisations that do not do work within the boundaries of Powys;
- Individuals;
- Organisations which aim to distribute a profit;
- Organisations with no established management committee/board of trustees (unless a CIC).

We are also unable to accept applications that are incomplete.

The Council reserves the right to reject any application for any reason.

The Council will reserve its rights to not accept or cease to license any organisation with a minimum of 7 days notice for any reason. If fraudulent or illegal activity is suspected cessation will be immediate.

CYNGOR SIR POWYS COUNTY COUNCIL.**CABINET EXECUTIVE
6th November 2018**

REPORT AUTHOR: County Councillor Rosemarie Harris
Leader of Council

SUBJECT: Review of Farms Policy

REPORT FOR: Decision

1. Summary

- 1.1 For the last 18 years the Farms Estate management strategy has focussed on continued restructuring to create an estate of fewer but larger holdings whilst delivering capital receipts for the Council.
- 1.2 In that time the face of the Estate has changed significantly. The number of Holdings has fallen by some 35% and capital receipts of approximately £16m have been generated through disposals. See Appendix 1 for more detail on the financial aspects of the estate.
- 1.3 As with any such management approach it is important that this management strategy is reviewed regularly; in particular it must be recognised that a policy of reorganising and restructuring cannot be sustained indefinitely.
- 1.4 It is considered appropriate that progressive rationalisation is maintained as the overarching management strategy but with a renewed focus on the interests and aspirations of service users and an explicit intention to maintain the number and quality of opportunities available to new entrants to farming.
- 1.5 Whilst it is appropriate that the Estate disposes of certain surplus assets, it should be remembered that a disposal may reduce the opportunities offered by the Estate to new entrants to agriculture and furthermore, limit opportunities to grow revenue in future. It is important that the critical physical mass of the Estate is maintained if it is to continue to fulfil its prime objective as an operational asset and not simply to deliver capital receipts.
- 1.6 The FEDP does not contemplate an absolute reversal of current policy such as the sale of the whole or substantial parts of the Farms Estate. The principle of any such variation to the existing approach would need to be established at a higher level. Instead the FEDP has been prepared in the context of Cabinet's continued support for retention of the Farms Estate as an operational and investment asset.

- 1.7 The long term interests of the Estate and its current and future tenants are at the heart of this revision of the FEDP.
- 1.8 The following key amendments have been made:
- A more succinct Vision has been included: *“To provide a good quality, efficient farm estate that encourages new entrants into the farming industry and enables progression which support the Powys economy.”*
 - We have moderated rationalisation so that it is “appropriate and considered” and have included a matrix of considerations to determine whether assets are core
 - We have included a commitment to “Work with tenants to explore diversification opportunities which complement the primary agricultural purpose of the letting.”

2. Proposal

- 2.1 It is proposed that County Farms Estate Delivery Plan 2018 (see Appendix 3 attached) is adopted as the estate management plan to provide structure and promote good practice for continued management of the Estate.

3. Options Considered / Available

- 3.1 Option 1- adopt the new plan
- 3.2 Option 2- do nothing and retain the previous FEDP

4. Preferred Choice and Reasons

- 4.1 The preferred choice is Option 1 to adopt the FEDP as revised for the reasons set out above.

5. Impact Assessment

- 5.1 Is an impact assessment required? Yes

6. Corporate Improvement Plan

- 6.1 Retention of the Estate and introducing refreshed focus on maximising the opportunities it offers is consistent with the aims of the Corporate Improvement Plan and Vision 2025.
- 6.2 The Estate contributes (by both revenue and capital) to all the objectives of the Council.

7. Local Member(s)

Not applicable.

8. **Other Front Line Services**

Does the recommendation impact on other services run by the Council or on behalf of the Council? ~~Yes~~/No

If so please provide their comments: N/a

9. **Communications**

Have Communications seen a copy of this report? Yes/~~No~~

Have they made a comment? If Yes insert here.

The Communications Manager comments: "The report is of public interest and requires use of news release and appropriate social media to publicise the recommendation."

10. **Support Services (Legal, Finance, Corporate Property, HR, ICT, Business Services)**

10.1 Legal : The recommendations can be supported from a legal point of view.

10.2 Finance - The Farm Estate is due for full valuation in this financial year, 2018/19. As the strategy seeks to reconfigure some of the existing farms in terms of size and scope, the revaluation exercise which is required by statute may have to be delayed to avoid a second revaluation after the reconfiguration.

The revenue impact of the loss of rental income as a result of the rationalisation of the farm estate needs to be considered and managed throughout the process. There will be accounting implications as a result of the reconfiguration of the lands.

10.3 Corporate Property- The Professional Lead for Strategic Property supports this proposal. The strategy to reconfigure will be a very gradual process as opportunities arise (when tenancies expire) and so there is no need to delay the revaluation exercise. To date, our rationalisation (c. £16m) has not diminished our income –in fact we have now started to see a slight increase (see Appendix).

11. **Scrutiny**

Has this report been scrutinised? Yes / ~~No~~?

If Yes what version or date of report has been scrutinised? V7 of this report has been Scrutinised by the Learning Skills and Economy Scrutiny Committee.

What changes have been made since the date of Scrutiny and explain why Scrutiny recommendations have been accepted or rejected?

The following amendments have been made to this report to address the observations of the LSE Scrutiny Committee:

- 1) Expanded the SWOT analysis in the FEDP to reference Brexit, the outstanding Condition Survey liability and highlight the revenue surplus produced by the Estate.
- 2) Added text to s.2 of the FEDP to reference tenancy renewals.
- 3) Added trading figures provided by Finance to the Appendix 1 of this report to show the revenue profit made by the Estate.
- 4) Included the number of farms let, and tenancy renewals completed, over the past 4 yrs to Appendix 1.
- 5) Added point 1.6 above confirming that giving consideration to sale of the Farms Estate is beyond the scope of the FEDP review.

The observations of LSE Scrutiny Committee are included at Appendix 2 together with detailed responses.

12. Statutory Officers

12.1 The Solicitor to the Council (Monitoring Officer) commented as follows :
“ I note the legal comments and have nothing to add to the report.”

12.2 The Head of Financial Services (Deputy Section 151 Officer) notes the comments of both Finance and Property. Appropriate and considered rationalisation and use of the Estate will ensure that revenue can be maximised or a capital receipt can be generated. Both are key elements in the Councils Medium Term Financial Strategy.

13. Members' Interests

The Monitoring Officer is not aware of any specific interests that may arise in relation to this report. If Members have an interest they should declare it at the start of the meeting and complete the relevant notification form.

Recommendation:	Reason for Recommendation:
The Farms Estate Development Plan 2018 in Appendix 3 to the report is adopted as the estate management plan for the County Farms Estate.	To maintain the Estate as a viable operational asset.

Relevant Policy (ies):	Farms Estate Development Plan		
Within Policy:	Y	Within Budget:	Y /N

Relevant Local Member(s):	Not applicable
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Person(s) To Implement Decision:	Natasha Morgan
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Date By When Decision To Be Implemented:	6th November 2018
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Contact Officer: Hugo Van Rees Tel: (01686) 611 812 Email: hugo.van-rees@powys.gov.uk

Background Papers used to prepare Report:

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APPENDIX 1

- The County Farm Estate is held under the provisions of Part 3 of the Agriculture Act 1970 which states that the Authority should make it its general aim to provide opportunities for persons to be farmers on their own account by letting holdings to them.
- The Estate is presently made up of about 140 farms, smallholdings and cottages spanning some 11,250 acres.
- Of the holdings, there are now 26 'lifetime' tenancies and 16 'retirement' tenancies let under the Agricultural Holdings Act, the remainder being fixed-term or periodic tenancies under the Agricultural Tenancies Act 1995. There are a further 30 bare land/secondary lettings and 1 cottage, the latter let under a secure 'Rent Act' tenancy.
- From 2014 to-date the Estate has offered and let 31 starter farms to new entrants. A further 27 tenancies have been renewed in the same period.

The County Farms trading account for the period 2012/13 to 2017/18 is summarised in the table below provided by the Finance team:

	2012	2013	2014	2015	2016	2017
Admin	-£104,100.01	-£130,614.20	-£131,461.75	-£85,911.23	-£61,268.75	-£83,726.45
Capital Charges	-£100.00	-£0.00	£0.00	£0.00	£0.00	£0.00
Premises	-	-	-£531,064.99	-£476,797.91	-£442,011.35	-£296,935.74
Other income	£31,706.31	£24,350.20	£9,809.42	£38,242.31	£33,158.47	£25,947.83
Rental income	£935,037.91	£972,433.80	£997,141.79	£1,047,375.23	£1,055,679.26	£1,075,692.19
Grand Total	£432,504.91	-£429,967.58	£344,424.47	£522,908.40	£585,557.63	£720,977.83

- Budget rental income for 18/19 has been increased to £1,060,000 from £1,000,050 in 17/18; we hope to increase rental income by a further £50,000 in 19/20.
- Capital receipts for the financial year 2016/17 were £1,774,861 whilst in 2017/18 capital receipts of £554,000 were achieved (with sales agreed in respect to a further £463,000 of receipts). For 2018/19 capital receipts of c.£1.6m are anticipated (to include the agreed sales of £463k carried forward).
- The total of all market values reported by DVS in November 2014, and based on a valuation date of 1 April 2013, and on certain provisos*, was £98,573,675. Please note that this value is based on the sum of individual valuations and is not necessarily indicative of the value of the estate as a complete portfolio.
- The "existing use" value of the estate for accounting purposes, was given as £41,757,375 in 2013. The estate is due to be valued again in 2018/19.

* DVS provided separate market valuations for each element of the County Farm Estate on an indicative basis only. In providing these Market Value figures, DVS stated their figures did not take into account of issues such as reducing the service potential, or disruption, or any costs incurred in achieving alternative use (which is a key consideration when providing market values). The figures reported as Market Value were based upon individual local DVS valuers' knowledge of prevailing values in each area, with no formal planning enquiries made or investigations made in respect of market demand, development costs or conversion costs.

APPENDIX 2

Learning, Skills and Economy Scrutiny Committee Scrutiny Observations to Cabinet on: Review of County Farms Policy

Response to Scrutiny Observations

1. The proportion of holdings subject to lifetime tenancies will naturally decrease over time, providing the County Council with an opportunity to re-let more holdings on improved terms. Lifetime tenancies are a product of the statutory tenancy framework pre-1995 and neither the Council nor any other Landlord is in a position to unilaterally bring them to an end.
2. The 2012 Re-letting and Tenancy Renewal policy offers new tenants the prospect of tenure of a Farms Estate Holding for up to 36 years providing they move to a progression farm in that time. The terms offered are designed to encourage progression whilst providing tenants with the necessary security to underpin what may be long-term investment decisions. The appeal of a County Council tenancy to new entrants will be greatly diminished if it is of insufficient duration to permit sustainable business growth and there are no progression opportunities within the Estate- it would be questionable to suggest that a reduction in the length of tenancies offered by the Estate would genuinely support the interests of new entrants.
3. Linked to the above, tenants are required to invest in the property to make it suitable for their occupation (for example it is unusual for an Estate farmhouse to be let with carpets or a fitted kitchen- tenants are generally expected to fund such items). Longer periods of tenancy give the tenant the necessary assurance to invest in necessary infrastructure and equipment.
4. Whilst it is acknowledged that Brexit has introduced significant uncertainty to the farming industry, the implications for the County Farms Estate cannot be accurately evaluated as there remain too many 'unknowns'. In the meantime competition for lettings remains intense, with tenders showing continued increases in rental values for farm units; there is no evidence to suggest new entrants are being deterred from seeking a Council holding on account of Brexit uncertainty.
5. The figures set out in the 2015 Condition Survey were estimates. Furthermore the liabilities identified by the Condition Survey excluded project management fees (typically 14.5%) and ancillary costs such as ecology surveys.
6. Tender prices have in many cases exceeded the estimated cost of work set out in the Condition Survey. For example the replacement of

12 foul drainage systems has cost £125,829 against a liability identified by the surveys of £63,050.

7. Immediate liabilities are now estimated to be in the region of £4.55m to include provision for fees at 14.5% (£3.8m being the value of outstanding work as per the 2015 Survey figures accounting for building maintenance cost inflation at 1.6%). However, the longer it takes to address these immediate issues, the worse the situation gets, and therefore the higher the cost.
8. The rationalisation programme will continue to yield up surplus property for sale over a period of years. There remain on the Estate a number of properties identified as 'non-core' which may be offered for sale at the appropriate time to optimise value (i.e. at the end of a tenancy when vacant possession can be offered); it is estimated that such sales will, over time, generate capital of £6m, in addition to the value of any 'opportunity sales' that may come forward.
9. Vacant possession of non-core properties may be obtained by offering inducements to sitting tenants to surrender tenancies, thereby allowing sale with vacant possession, but the funding of such inducements is unlikely to be favoured in the present financial climate. The value of the inducement would be subject to negotiation with the tenant.
10. If a target of £1m capital receipts per annum is maintained, non-core property will of necessity have to be sold subject to tenancy which will significantly suppress the value of capital receipts, with the additional sale of core assets likely to make up any shortfall.
11. Maintaining a target of £1m capital receipts per annum will suppress rental income and reduce the contribution made by the Farms Estate to the County Council's wider revenue position where, it is understood, budgetary pressures will most keenly be felt in the short to medium term. For completeness we are further advised by Finance that capital receipts cannot readily be applied to 'transformational projects' (as suggested in LSE Scrutiny Committee observations). The Capital Accountant has stated that "The rules on Capital Receipt is very clear. It can only be used to procure, construct or enhance an asset. In other words, it can only be used on the Capital aspects of the transformational projects". Therefore, it cannot be used to ease revenue pressures.

There is a current exception to this so that capital receipts can be used for the revenue element of transformational capital projects- this is very limited in its application i.e. feasibility work (such as surveys and project manager time and ground studies) leading to a capital project.

We would stress that capital receipts cannot be applied to day to day revenue expenditure and therefore cannot be used towards our savings pressure.

12. The Farms Estate has been allocated £500k from the Corporate budget to address Condition Survey liabilities in 2019/20, in addition to previous allocations. Whilst this will allow the known liability to be reduced it will leave some £4m of outstanding work to be addressed.

13. The options for addressing the balance of liabilities will include:

- the continuing allocation of Corporate funds of £500k per annum (or such enhanced amount to reduce the timeframe for bringing down the liability)
- the retention of a greater proportion of the revenue surplus generated by the Estate for reinvestment in it
- the accelerated sale of non-core assets to realise additional capital which is not favoured for the reasons set out above.

As to the specific recommendations:

Recommendations:

- 1. That Cabinet be given the opportunity to consider alternative proposals to the status quo.**

Response: Developing and fully evaluating alternative proposals would in reality involve a huge piece of work, not least to assess the social, economic and environmental implications of selling off all or some of the estate. There are 140 farms and hence a corresponding number of businesses, homes and families whose immediate futures would be called into question by any proposal to substantially revise existing policy.

As an immediate consequence of any sales, the Council will lose the trading surplus that the Estate generates- this revenue balance would then have to be found elsewhere adding to the savings burden.

Marketing the estate in its entirety would distort the market for farmland locally and potentially undermine the prospect of achieving best value.

A further issue that would arise from the wholesale or substantial disposal of the Estate is the extent to which such a proposal would align with the Authority's obligations under the Wellbeing of Future Generations Act. The proposals set out in the FEDP, being retention and improvement of the asset, would appear a better fit with the requirements of that legislation whilst allowing the Authority to be benefit from the revenue surplus generated by the Estate.

- 2. That Cabinet make clear the contribution that County Farms are expected to make to the central capital receipts in the immediate and medium term.**

Response: The danger of increasing this to £1m is discussed in paragraphs 8-11 above. It also has economic, social and environmental impacts.

3. That Cabinet make clear how the landlord liabilities will be dealt with in a timely manner.

Response: The Cabinet has so far allocated £2m over 4 years towards addressing liabilities. We intend to submit a business case to justify the allocation of further budget resource to this programme.

4. That given the issues raised during pre-cabinet scrutiny the Finance Scrutiny Panel be tasked with undertaking the report agreed at Cabinet on 1st November 2016 (That a further report be drafted for Cabinet in January on the long term financing of the County Farms Estate).

Response:

Following the Cabinet meeting on 1/11/2016 the Head of Finance confirmed that it would be inappropriate for the Farms Estate to be asked to “self-finance” as finance of departments is dealt with corporately. If this is re-visited then it may present opportunities for the Farms Estate to retain the capital receipts and surplus revenue which it generates. As it stands, the corporate centre takes the capital receipts, with the service given 10% for reinvestment. Similarly the revenue generated covers the farms estate running cost (to include a budget to address reactive maintenance) with the surplus available to address any revenue shortfall within other services. Current regular budget allocations have proven insufficient to maintain and improve the Estate and hence the maintenance backlog has arisen.

5. That the Policy is revised to ensure that the objectives of supporting new entrants is achieved.

Response: We feel that this is achieved within an agricultural context and where the constraint of statutory lifetime tenure is recognised. See paragraphs 1-3 above.



County Farm Estate Delivery Plan 2018

Powys County Council

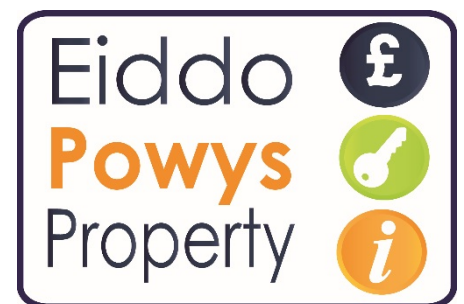


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APPENDICES	
1	Action Plan
2	Tracker
3	Disposal List

Final Draft	5 th December 2014	Environment Infrastructure and Crime and Disorder Committee
Version 1	10 th June 2015	County Farm Project Board
Version 2	23 February 2016	Cabinet
Version 3	10 July 2018	Awaiting Cabinet Approval

Foreword by Cllr Rosemarie Harris, Leader of the Council

In a time of continued economic uncertainty, the role and purpose of the County Farm Estate remains important: land and farm prices continue to remain beyond the reach of most new entrants to the industry, and unless portfolios such as the Council's estate are retained and improved, the ability of younger generations to enter the agricultural industry will be limited and in most cases (unless the entrant is a natural successor to a family farm) probably impossible. Retention and investing in the County Farm Estate therefore offers support to one of the largest industries in Wales – agriculture - and provides the opportunities that many of our future farmers and food producers need to get on the ladder of establishing their own farm businesses, with further opportunities to progress to larger farms either within the portfolio or in the private sector. It is essential for the success of our rural communities that these links are maintained and that this important function is preserved into the future.

The Council continues to face year on year real-term funding cuts in its Welsh Government budgetary settlements. It therefore remains essential that the Council manages its agricultural estate prudently, efficiently, and professionally. As with any property asset, judicious investment will be required to ensure the portfolio continues to both meet the requirements of Service users and generate a financial return to the Council.

One of the key issues considered as part of this review of the Plan is whether the previous strategy of 'progressive rationalisation' remains appropriate and in the interests of both the Estate and the wider County Council. That strategy has significantly changed the structure of the Estate but it must be recognised that rationalisation cannot continue indefinitely- the long term sustainability of the Estate relies on its physical integrity being maintained.

I therefore welcome this revision of the "Farm Estate Delivery Plan", which continues to provide structure and promotes good practice for the future management of the County Farm Estate. It replaces the previous Farm Estate Delivery Plan of 2015.

Whilst the County Farm Estate is seen by many as non-core Council business, I would remind everyone this is an area guided by legislation and is a Service which I strongly believe to be important in such a rural area as Powys. It will offer opportunities for many people who wish to enter, and progress in, the farming industry but who would otherwise be unable to do so in their own right.

The Farms Estate Estate Delivery Plan is part of a suite of documents and should be read in conjunction with these:

Vision 2025	Is our key corporate strategy document. It sets out our vision and what we should all be aiming to achieve.
Strategic Asset Management Plan (StAMP)	Overarching policy for dealing with our assets. It reduces risk and liability and supports Vision 2025. This contains the: <ul style="list-style-type: none"> • Farms Estate Delivery Plan (FEDP) • Commercial Estate Delivery Plan (CEDP) • Service Asset Management Plans (SAMP) which detail the services view of its property and land holdings.
Corporate Asset Policy (CAP)	The framework within which the Council operates its property on a day-to day basis.
Management Systems	Compliance Management System Asbestos Management System Farm Business Tenancy - County Farms re-letting strategy covering tenancy term and renewals (Cabinet Paper 2011)

1. Introduction

The FEDP 2015 focussed on the continued delivery of Estate rationalisation which has remained the overarching management strategy since the first comprehensive review of the Estate in 1999/2000. In that time the rationalisation process has generated £16m in capital receipts.

Whilst sales have obviously reduced the number of farms in the portfolio, to-date this has not been at the cost of reduced revenue income: through the retention of most of the original acreage of the sold properties, and adding that to existing holdings the Portfolio has generally sustained its revenue income, whilst at the same time helping to make those retained holdings more commercially and operationally viable in the prevailing farming climate.

Estate rationalisation has been driven by a desire to create larger farm units and a requirement to generate capital, with target receipts of £1m per annum, to fund Corporate priorities, in particular the 21st Century Schools programme. The Estate cannot generate capital receipts indefinitely with compromising its future sustainability and ability to generate revenue which must underpin its long term viability.

In overall terms, the Estate currently now extends to around 11,250 acres, but whereas in 2005 it comprised 188 tenancies, there are now 140 let equipped farms with 30 secondary lettings. Of the equipped farms, 97 (69%) are now let under fixed term Farm Business Tenancies with terms of either 8 years (Starter farms), or 12 years (Progression farms). The remaining farms are let under older Agricultural Holding Acts legislation which generally offers the tenant lifetime security of tenure.

A comprehensive condition assessment of buildings and infrastructure on the Estate, completed in 2015, identified urgent liabilities of £4.5m. A comprehensive programme has been underway since 2016 to address these issues within the budget that has been allocated for this work (£500k per year). It is critical that these liabilities are addressed in a sustainable fashion so that the Estate may continue to fulfil its operational function whilst maintaining and enhancing its financial performance and ensuring that risk to the Authority is minimised.

2. The Purpose of the Farm Estate Delivery Plan

The County Farm Estate is held under the provisions of Part 3 of the Agriculture Act 1970 which states that the Authority should make it its general aim to provide opportunities for persons to be farmers on their own account by letting holdings to them. The Estate is therefore held as an operational asset rather than an investment vehicle, where properties are held solely for capital or revenue gain. Consequently, whilst these types of gain are important, they should not be seen as the main driver behind the retention of the Estate.

The letting of County Council starter farms is largely unique in offering a route into farming for those unable to inherit a family farm or without the necessary capital to acquire one. The high capital cost of establishment, the scarcity of equipped farms to rent in the private sector and the low returns generated by conventional farming form a matrix of obstacles facing new entrants to farming that is rarely encountered in other industries.

The Estate gives the Authority a direct link to one of the largest industrial sectors in Powys and an opportunity to introduce new vitality to it.

Whilst the impact from the Estate in the overall context of service delivery in Powys may be seen as modest, as the service only provides active employment (and homes) for around 140 families of Powys, it plays an important role in community cohesion, skill development and the retention of young people who might otherwise leave the area. Indeed the Estate retains the ability to attract economically active young people to Powys which is of course an increasingly rare attribute.

As with all its assets the Council must ensure that the Farm Estate is used as effectively as possible, and also that it continues to offer young entrants an opportunity to enter the agricultural industry and develop their businesses.

Whilst the County Farm Estate provides an opportunity for new entrants, the use of modern Farm Business Tenancies helps to ensure that these opportunities are available to as large a group as possible, and the Tenancy process is managed to ensure that upward mobility of tenants is encouraged as much as is possible, with options for lease renewal and progression allowing a new FBT tenant to remain on the Council Estate for up to 36 years. This process (which recognises that returns from farming investments can often only be maximised over a relatively long-term)

sets down clearly the length of tenancy available to each new entrant, with the ultimate outcome being reached when the most successful tenants move into the private sector, either as tenants or in some cases farm owners. The availability of larger farms on the Estate is crucial in allowing progressive tenants to genuinely compete for the commercial farm units that are generally offered to let by private landowners.

The length of tenure offered by the Estate may be perceived to limit the number of 'starter farm' opportunities available to new entrants. However, there is a balance to be struck between maximising the number of starter farm lettings offered by the Estate, and providing opportunities for tenants to grow their business to the extent such that they are able make genuinely competitive applications for the very limited number of opportunities that are currently becoming available in the private-rented sector.

The Farm Estate Delivery Plan (FEDP) will provide a further tool to the Council to review, challenge and change its behaviours and the management of its agricultural estate.

The FEDP will seek to support and lay out how we will meet our vision for the County Farm Estate as set out below: -

FARMS VISION

“To provide a good quality, efficient farm estate that encourages new entrants into the farming industry and enables progression which support the Powys economy.”

3. Mechanisms of the Farm Estate Delivery Plan (FEDP)

The FEDP will seek to use a range of tools to identify a clear focus and a framework within which Powys will operate its Estate safely and efficiently. The Corporate Property team will be responsible for setting targets via their Rationalisation Strategy and for meeting those targets.

A - Financial Management

Capital Bids – The Farm Estate is currently able to submit bids for corporate capital funding, along with all other service areas of the County Council as part of the Financial Resource Model process.

Capital spend is supported by revenue and with decreasing levels of funding now available to the Council, it has become increasingly difficult to identify monies. This poses a risk to the Council.

Remedial funds – The Authority holds two types of Remedial funds, each having clear application criteria. These funds support services where Compliance Management (servicing, testing and inspection) works have identified significant failure and urgent repairs or upgrading works have to be undertaken.

Receipts – In the case of the County Farm Estate, 90% of all capital receipts are currently treated as corporate resources and allocated to central reserves, with the remaining 10% ring-fenced to the Service for reinvestment.

B – Other Initiatives

The Council will also employ other approaches to help it maximise the efficient and effective operation of its Estate. Where appropriate we will work in partnership with tenants to maximise potential benefits from Government industry support and funding programmes.

4. Application Dependencies

4.1 Application

The Farm Estate Delivery Plan principally applies to the Place Directorate, being the Directorate in which the Service sits. It is considered it will have only limited impact on each of the other Directorates – People and Finance. However, the capital receipts and revenue income generated from the Estate contributes to the entire Council.

Strategy	Outcomes or dependencies
1. The County Farm Estate will continue to provide opportunities to new entrants into the agricultural industry and support them in their progression to larger holdings.	<ul style="list-style-type: none"> • Appropriate movement of tenants in all sectors – both Council and Private
2. The Estate will provide efficient, good quality farms that serve the needs of both new entrants and progression tenants.	<ul style="list-style-type: none"> • Appropriate levels of financial support being provided by Cabinet • Good basic range of farm buildings to enable a business to establish and grow, without additional heavy investment , thereby curtailing end of tenancy compensation claims and securing enhanced rental income.
3. We will identify and provide rationalisation opportunities through appropriate and considered Estate amalgamation to provide more viable farms and provide capital receipts/ service benefits through a strategic disposals programme and a continued income stream for the Medium Term Financial Plan.	<ul style="list-style-type: none"> • Member support for sale of identified rationalisation opportunities • Movement of tenants across the portfolio • “Live” disposals programme • Improved Estate Holding • Identification of Programme of works
4. The 10% funding from capital receipts which the Estate can retain and revenue income will be used to upgrade and improve the quality of retained holdings.	<ul style="list-style-type: none"> • Member and Cabinet support for capital improvement programme • Implementation of Programme of Works • Improved rental values • Reduced liability

4.2 How will we achieve this?

WHAT WE'LL DO

1. Offer genuine good quality commercial opportunities to new entrants to agriculture.
2. Offer good quality opportunities for progression and business growth through the application of sound Estate Management principles, lease duration and renewals policy.
3. Work with tenants to explore diversification opportunities which complement the primary agricultural purpose of the letting.
4. Maintain & enhance revenue income.
5. Facilitate provision of retirement accommodation and / or opportunities for AHA tenants, thereby freeing up more letting opportunities for new entrants.
6. Continually review the Estate, investing in those farms that contribute to a viable business operation to manage risk and add value to the portfolio.
7. Review potential disposals to ensure the long-term integrity and viability of the Estate is not compromised.
8. Work with colleagues in Regeneration, Housing and Welsh Government to promote business opportunities and awareness to our Tenant Farmers.
9. Develop a costed programme of works to tackle identified maintenance issues.
10. Identify potential development opportunities to maximise capital income or otherwise support Council services for the corporate benefit of the Council.
11. Seek to maximise income through diversification opportunities and commercial management of the Woodland Estate and renewable energy initiatives.
12. Implement and review our tenant liaison to ensure that all available opportunities are communicated, that feedback from tenants is recorded and actioned where appropriate, and that a genuine partnership is developed in the future management of the Estate

HOW WE'LL DO IT

- A.** Identify a core estate of farm units both at starter and progression level by reference to the following matrix of considerations:

<ul style="list-style-type: none">• The extent to which the property, if re-let, will offer a genuine commercial opportunity to a progressive new entrant to farming.
<ul style="list-style-type: none">• The condition of the property and the extent of any current and future maintenance liabilities.
<ul style="list-style-type: none">• Whether the sale of a house and amalgamation of retained land with an adjoining farm will allow the creation of a larger more commercial farm unit, and possibly a progression opportunity for tenants of smaller farms.
<ul style="list-style-type: none">• The availability of Farms Estate holdings in the area and the level of demand for new lettings locally.

- B.** Invest in the core Estate to ensure all core Estate holdings are fit for purpose and compliant with statutory standards.
- C.** Identify non-core assets for future disposal or service use when appropriate to shape the Estate to fit our future requirements.
- D.** Maintain rental income through the letting of Holdings with good quality residential accommodation and adequate fixed equipment.
- E.** Evaluate opportunities to enhance income streams through renewable energy schemes and the use of the woodland estate.
- F.** Adopt asset management policies which support regeneration and reduce risk to the Authority.

5.1 The Authority will be faced with many challenges when seeking to deliver this plan. The key analysis is outlined below in order to identify at an early stage those areas that require attention or opportunities that need to be taken.

SWOT Analysis:

<p>Strengths</p> <ul style="list-style-type: none"> • Unique opportunities for starter farmers to grow their businesses. • Continued and ready demand for starter and progression farm tenancies. • The County Farm Estate is still relevant and remains true to its original rationale of providing opportunities for new entrants • Adds value to Powys County Council's property portfolio. • The Estate continues to deliver a revenue trading surplus with scope to increase revenue income in the short term. • Secures capital value appreciation. • Enshrined in legislation, thereby providing a measure of safeguard. • Beneficial to the wider agricultural industry of Wales. • Provides opportunities to develop renewable energy initiatives • Support of Regeneration and Housing colleagues 	<p>Weakness</p> <ul style="list-style-type: none"> • Lack of positive investment over many years, (revenue and capital) resulting in a generally low standard of condition – both in respect of the tenants' houses and farm buildings. • Most holdings are located in Montgomeryshire – limited opportunity in Brecon and Radnorshire. • Security of Tenure of older AHA tenants limiting opportunities for new entrants. • Inconsistent political interest, involvement, support, and policy determination in the past. • Largely historic lack of mobility within and off the estate, thereby frustrating ability of able and ambitious tenants to grow their farming businesses
<p>Opportunities</p> <ul style="list-style-type: none"> • Exploitation of renewable energy development initiatives. • Service modernisation • Promotion of local produce to local markets. • Forging closer linkages with RDP and YES schemes to lever in additional funding sources for the direct benefit of individual tenants • Diversification opportunities – not just for Tenants (e.g. redundant buildings = craft workshops / holiday lettings?) • Opportunity to identify land within the Estate suitable for valuable development – e.g. residential development. • Best practice agreements with other farm estate authorities to encourage movement. • To review and endorse the retention of the Farm Estate in times of need, to maximise income generation, promote strong communities etc • Brexit- there may be opportunities for funding to research diversification options and bring added value enterprises onto the Estate 	<p>Threats</p> <ul style="list-style-type: none"> • Increasing financial pressures on L.A. • Vulnerability as a discretionary Service. • Urgent repairs of some £3.8m remain outstanding amid a continuing lack of funding to improve essential estate infrastructure exposing the Authority to risk. • Lack of political awareness and appreciation of Service Rationale and future direction • Decisions of other authorities to dispose of their Farm Estates – precedent impact • Geography – lack of mobility • BREXIT- the precise implications for farming industry of withdrawal from the EU remain unclear but the viability of upland & hill livestock-rearing units in particular appears most at risk.

5.2 Investment Portfolio

Although the primary role of the Farm Estate is as an operational portfolio, with its key objective being to introduce entrants to the agricultural industry, it is recognised the Estate needs to be self-financing, and it therefore sits within the commercial property portfolio. Based upon current market evidence, it is proposed a target for income generation of 1.3% of the existing use value of the estate will be established (this figure from industry analysis undertaken by Strutt & Parker and Savills).

6. ACTION PLAN

6.1 The following 'live' appendices will be used:

Live Documents intended for General Internal Publication:

1. Action Plan – summary of Farm Estate Rationalisation proposals, including not only identified sales, but also issues such as retirement accommodation, development opportunities, and farm diversification schemes.
2. Trackers – used to monitor progress of all workstreams identified within the Farms Estate Delivery Plan
3. Disposal List – Assets declared and accepted as surplus

The Action Plan outlines which holdings it is proposed will be retained and (where possible through amalgamation) enlarged through the process of Farm Estate rationalisation. By implication, the Action Plan will also identify those holdings which can be disposed of, further reducing the Landlord liability of property maintenance issues, whilst generating capital receipts for reinvestment across the authority and within the Farm Estate.

As indicated above, the Action Plan will also identify those holdings where opportunities exist to increase revenue by encouraging the older (over 70 years of age) tenants to retire and move into suitable retirement accommodation thereby freeing up farms for new entrants or progression tenants, identify potential capital receipts through targeted land sales for development, and diversification opportunities such as tourism and craft workshops as well as the more obvious residential conversion opportunities.

As these appendices will be 'live' they are not attached or published with this document. Therefore, any officer seeking the latest position will need to contact the following:

Contact	Phone	E-mail
<u>Commercial Property Manager</u> - David Micah	01597 82 6054	david.micah@powys.gov.uk
<u>Estate Manager</u> - Hugo Van-Rees	01686 61 1812	hugo.van-rees@powys.gov.uk

The Action Plan, Tracker and Disposals List will be maintained at least quarterly or as circumstances prove necessary.

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Delegated Decision List

4 October	Portfolio Holder for Learning and Welsh Language	Approved the appointment of the following school governors: Miss K Jones to Leighton CP School, Mr N Dinsdale to Radnor Valley CP School, Mrs S Speedy to Ysgol Bro Tawe and Mrs C Jefferies to Llanelwedd C in W School.
5 October	Portfolio Holder for Corporate Governance, Housing and Public Protection	Approved the Food Plan and the Health and Safety Service Plan for 2018-2019.
8 October	Portfolio Holder for Learning and Welsh Language	Approved the appointment of the following school governors: Mr B Jones, County Councillor Jon Williams, County Councillor Timothy Van-Rees and County Councillor Jeremy Pugh to Ysgol Calon Cymru, Mrs C Swanson to Churchstoke CP School, Mrs J Titcombe to Treowen CP School, Mrs K Anderson to Knighton C in W School.
8 October	Portfolio Holder for Adult Social Care	Approved the preferred option for commissioning delivery of the Powys Independent Advocacy Service. Agreed that from April 2019 grants for Older People's services over £20k will be top sliced by 20% to invest in the triage / gateway to advocacy and the contract for PIAS will be funded from a number of contracts due to cease in March 2019 and July 2019.
9 October	Portfolio Holder for Economy and Planning	Approved a proposal to undertake feasibility work on Business Improvement Districts for the Brecon and Newtown areas.
18 October	Portfolio Holder for Highways Recycling and Assets	Approved the sale of the Drill Hall, Presteigne.
18 October	Portfolio Holder for Corporate Governance, Housing and Public Protection	Approved the purchase of a property for use as temporary accommodation.

19 October	Portfolio Holder for Finance, Countryside Services and Transport	Determined applications for charitable and hardship rate relief.
26 October	Portfolio Holder for Corporate Governance, Housing and Public Protection	Approved the purchase of a property in Brecon for use as a social rented home.

Cabinet Dat	Cabinet/Ma	Title	Portfolio Holder	Lead	Decision Maker
		Treasury Management Report for Quarter 2			
28/11/18	16/10/18	2017/18	Aled Wyn Davies	Ann Owen	Cabinet
28/11/18	13/11/18	Hay Town Council	Phyl Davies	Clive Pinney	Cabinet
28/11/18	13/11/18	Performance Report Quarter 2 2018-19	Aled Wyn Davies	Emma Palmer	Cabinet
28/11/18	13/11/18	Gambling Policy	James Evans	Beverley Cadwallader	Cabinet
		Business Case for an integrated family support			
28/11/18	13/11/18	service for Powys	Rachel Powell	Shelley Davies	Cabinet
28/11/18	13/11/18	Council Tax Base	Aled Wyn Davies	Andrew Griffiths	Cabinet
30/11/18		Moelfre City	Phyl Davies	Alastair Knox	Portfolio Holder
30/11/18		Traffic Regulation Orders	Phyl Davies	Tony Caine	Portfolio Holder
30/11/18		Parking Charges and Concessions	Phyl Davies	Tony Caine	Portfolio Holder
30/11/18		Food Hygiene Rating System Audit by FSA	James Evans	Beverley Cadwallader	Portfolio Holder
30/11/18		Llandrindod On-Street Parking	Phyl Davies	Tony Caine	Portfolio Holder
18/12/18		Update from the Anti-Poverty Champion		Joy Jones	Cabinet
18/12/18	04/12/18	Budget Outturn Report as at 31 October	Aled Wyn Davies	Jane Thomas	Cabinet
18/12/18	04/12/18	Capital Programme Update	Aled Wyn Davies	Jane Thomas	Cabinet
18/12/18	04/12/18	Review of Day Time Activities for Older People	Cllr Stephen Hayes	Dylan Owen	Cabinet
		Fair Funding Review & Scheme for Financing	Myfanwy Catherine	Anne Phillips (CSP	
18/12/18	04/12/18	Schools (post-consultation)	Alexander	- Finance)	Cabinet
18/12/18	04/12/18	Corporate Safeguarding 6 monthly update	Rachel Powell	Emma Palmer	Cabinet
18/12/18	04/12/18	South Office Review	Phyl Davies	Natasha Morgan	Cabinet
18/12/18	04/12/18	Development of National Significance	Martin Weale	Gwilym Davies	Cabinet
18/12/18		Changes of Functions of NTSEAT	James Evans	James Munro	Portfolio Holder
		Vision 2025: Our CIP Quarter 2 2018-19			
18/12/18	04/12/18	Performance Report – 4th December 2018	Aled Wyn Davies	Rhian Jones	Cabinet
		Welsh Public Library Standards performance			
18/12/18	04/12/18	2017/18	Rachel Powell	Kay Thomas	Cabinet
18/12/18	04/12/18	Children's Services Structure	Rachel Powell	Jan Coles	Cabinet

15/01/19	08/01/19	WHQS Completion	James Evans	Simon Inkson	Cabinet
15/01/19	08/01/19	Joint Dementia Action Plan	Cllr Stephen Hayes	Dylan Owen	Cabinet
15/01/19	08/01/19	Rights of Way Improvement Plan	Aled Wyn Davies	Mark Stafford-Tolley	Cabinet
15/01/19	08/01/19	ALN Strategic Review	Myfanwy Catherine Alexander	Imtiaz Bhatti	Cabinet
15/01/19	08/01/19	Budget Outturn report as at 30 November	Aled Wyn Davies	Marie Jones	Cabinet
31/01/19		Lake Vrwynwy	Phyl Davies	Alastair Knox	Portfolio Holder
12/02/19	29/01/19	HAMP	Phyl Davies	Alastair Knox	Cabinet
12/02/19	29/01/19	Love where you live Strategy	James Evans	Simon Inkson	Cabinet
12/02/19	29/01/19	School Organisation Proposal Banw and Llanerfyl Schools	Myfanwy Catherine Alexander	Marianne Evans	Cabinet
12/02/19	29/01/19	Treasury Management Quarter 3 report	Aled Wyn Davies	Ann Owen	Cabinet
12/02/19	29/01/19	HRA rent increase and increase in charges for other housing services	James Evans	Simon Inkson	Cabinet
12/02/19	29/01/19	Development of a Gypsy and Travellers site in Machynlleth	James Evans	Simon Inkson	Cabinet
12/02/19	29/01/19	Changes to the Housing Allocation Scheme	James Evans	Simon Inkson	Cabinet
12/02/19	29/01/19	Review of ECOFLEX and the adoption of an ECO 3 Proposed statement of intent	James Evans	Simon Inkson	Cabinet
12/02/19	29/01/19	Budget Outturn as at December 2018	Aled Wyn Davies	Jane Thomas	Cabinet
12/02/19	29/01/19	Newtown Schools Capital Development	Myfanwy Catherine Alexander	Marianne Evans	Cabinet
12/02/19	29/01/19	Schhols Major Improvements Programme	Myfanwy Catherine Alexander	Marianne Evans	Cabinet
28/02/19		Highways Capital	Phyl Davies	Shaun James	Portfolio Holder
05/03/19	19/02/19	HRA Business Plan	James Evans	Simon Inkson	Cabinet
05/03/19	19/02/19	Vision 2025: Our CIP Quarter 3 2018-19 Performance Report	Aled Wyn Davies	Rhian Jones	Cabinet
05/03/19	19/02/19	Budget Outturn as at January 2019	Aled Wyn Davies	Jane Thomas	Cabinet
26/03/19	12/03/19	Post 16 Review update	Myfanwy Catherine Alexander	Joni Hughes	Cabinet

26/03/19	12/03/19	Home to school Transport - Post 16 and Welsh Medium	Myfanwy Catherine Alexander	Marianne Evans	Cabinet
29/03/19		Consolidation of Parking	Phyl Davies	Shaun James	Portfolio Holder
30/04/19	16/04/19	Public toilets strategy	Martin Weale	Peter Morris	Cabinet
30/04/19	16/04/19	Scrap Metal Dealers & Delegation	James Evans	Beverley Cadwallader	Cabinet
30/04/19	09/04/19	Gender Pay report	James Evans	Bets Ingram	Cabinet
30/04/19	09/04/19	Housing association development programme (PDP)	James Evans	Simon Inkson	Cabinet
30/04/19	09/04/19	Supplementary Planning Guidance - Renewable Energy & Landscape	Martin Weale	Peter Morris	Cabinet
30/04/19	09/04/19	South Office Review	Phyl Davies	Natasha Morgan	Cabinet
30/04/19	09/04/19	Budget Outturn as at February 2019	Aled Wyn Davies	Jane Thomas	Cabinet
30/04/19	16/04/19	School Reorganisation – Llanfyllin All Through School Consultation Report	Myfanwy Catherine Alexander	Marianne Evans	Cabinet
30/04/19	09/04/19	BESD & Pupil Referral Unit Provision	Myfanwy Catherine Alexander	Imtiaz Bhatti	Cabinet
30/04/19	09/04/19	Specialist Centre Provision	Myfanwy Catherine Alexander	Imtiaz Bhatti	Cabinet
21/05/19	07/05/19	Implications of Grenfell	Martin Weale	Ian Maddox	Portfolio Holder
21/05/19	07/05/19	Treasury Management Quarter 4 report	Aled Wyn Davies	Ann Owen	Cabinet
21/05/19	07/05/19	Annual employment monitoring report	James Evans	Bets Ingram	Cabinet
21/05/19	07/05/19	Light review of the Strategic Equality Plan	James Evans	Bets Ingram	Cabinet
21/05/19	07/05/19	Evaluation of the impact of the roll out of full service universal credit on HRA rent arrears	James Evans	Simon Inkson	Cabinet
21/05/19	07/05/19	Budget Outturn as at 31 March 2019	Aled Wyn Davies	Jane Thomas	Cabinet
21/05/19	07/05/19	Budget Ouuturn 2018/19	Aled Wyn Davies	Jane Thomas	Cabinet
31/05/19		Minimum Unit Prices	James Evans	Clive Jones	Portfolio Holder
18/06/19	04/06/19	Review of WHQS compliance policy	James Evans	Simon Inkson	Cabinet
18/06/19	04/06/19	Local Housing Market Assessment	James Evans	Simon Inkson	Cabinet
18/06/19		Vision 2025: Our CIP Quarter 4 2018-19 Performance Report	Aled Wyn Davies	Rhian Jones	Cabinet

FINAL Vision 2025: Our CIP 2019/20 Update and					
18/06/19	04/06/19	Annual Report 2018-19	Aled Wyn Davies	Rhian Jones	Cabinet
18/06/19	04/06/19	Towards 2040 (PSB Well-being Plan) Annual Report	Aled Wyn Davies	Rhian Jones	Cabinet
18/06/19	04/06/19	Medium Term Financial Strategy	Aled Wyn Davies	Jane Thomas	Cabinet
18/06/19	04/06/19	School Reorganisation – Llanerfyl and Banw Objection Report	Myfanwy Catherine Alexander	Marianne Evans	Cabinet
09/07/19	25/06/19	Strategic Equality Plan End of Year Monitoring Report	James Evans	Bets Ingram	Cabinet
09/07/19	25/06/19	Implementation of the Renting Homes Act 2014	James Evans	Simon Inkson	Cabinet
09/07/19	25/06/19	HRA New Build Programme	James Evans	Simon Inkson	Cabinet
09/07/19	25/06/19	Budget Outturn Report as at 31 May 2019	Aled Wyn Davies	Jane Thomas	Cabinet
30/07/19	16/07/19	Treasury Management Review Report 2018/19	Aled Wyn Davies	Ann Owen	Cabinet
30/07/19	16/07/19	Treasury Management Quarter 1 Report	Aled Wyn Davies	Ann Owen	Cabinet
30/07/19	16/07/19	Budget Outturn Report as at 30 June 2019	Aled Wyn Davies	Jane Thomas	Cabinet
17/09/19	03/09/19	Outcome of the tenants' satisfaction survey	James Evans	Simon Inkson	Cabinet
17/09/19	03/09/19	Budget Outturn as at 31 July 2019	Aled Wyn Davies	Jane Thomas	Cabinet
30/09/19		Highways Winter Plan	Phyl Davies	Shaun James	Portfolio Holder
08/10/19	24/09/19	3 x Supplementary Planning Guidance	Martin Weale	Peter Morris	Cabinet
08/10/19	24/09/19	National Development Framework – Welsh Government consultation	Martin Weale	Peter Morris	Cabinet
08/10/19	24/09/19	Budget Outturn as at 31 August 2019	Aled Wyn Davies	Jane Thomas	Cabinet
05/11/19	22/10/19	Treasury Management Quarter 2 Report	Aled Wyn Davies	Ann Owen	Cabinet
05/11/19	22/10/19	HRA Asset Management Strategy	James Evans	Simon Inkson	Cabinet
05/11/19	22/10/19	Budget Outturn as at 30 September 2019	Aled Wyn Davies	Jane Thomas	Cabinet
17/12/19	03/12/19	Budget Outturn as at 31 October 2019	Aled Wyn Davies	Jane Thomas	Cabinet

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