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To: Cllr Aaron Shotton (Leader)

Councillors: Bernie Attridge, Chris Bithell, Helen Brown, Derek Butler,
Christine Jones, Kevin Jones and Billy Mullin

11 May 2016

Dear Councillor

You are invited to attend a meeting of the Cabinet which will be held at 9.30 am on Tuesday, 17th May, 2016 in the Clwyd Committee Room, County Hall, Mold CH7 6NA to consider the following items

A G E N D A

1 APOLOGIES

Purpose: To receive any apologies.

2 DECLARATIONS OF INTEREST

Purpose: To receive any Declarations and advise Members accordingly.

3 MINUTES (Pages 5 - 16)

Purpose: To confirm as a correct record the minutes of the last meeting.

TO CONSIDER THE FOLLOWING REPORTS

STRATEGIC REPORTS

4 ALTERNATIVE DELIVERY MODELS - LEISURE AND LIBRARIES

To receive a presentation on the Libraries Business Plan from Senior Leisure Managers and a Workforce Representative Group'. A report will be considered under exempt information at agenda item number 13.

5 **CARE SECTOR** (Pages 17 - 54)

Report of Chief Officer (Social Services) - Cabinet Member for Social Services

Purpose: To inform Cabinet of the challenges facing the Care Sector and agree the Council's response to the challenges.

6 **STRATEGIC HOUSING & REGENERATION PROGRAMME (SHARP), THE WALKS, FLINT - AFFORDABLE HOUSING DEVELOPMENT** (Pages 55 - 70)

Report of Chief Officer (Community and Enterprise) - Cabinet Member for Housing

Purpose: To seek Cabinet approval to lend capital finance to NEW Homes to fund a development of 62 affordable homes.

7 **STRATEGIC HOUSING & REGENERATION PROGRAMME (SHARP) : THE WALKS, FLINT - COUNCIL HOUSING DEVELOPMENT** (Pages 71 - 84)

Report of Chief Officer (Community and Enterprise) - Cabinet Member for Housing

Purpose: To seek Cabinet approval to develop The Walks as part of the Council's Strategic Housing & Regeneration Programme.

OPERATIONAL REPORTS

8 **FLEET REVIEW PHASE III** (Pages 85 - 104)

Report of Chief Officer (Streetscene and Transportation) - Deputy Leader of the Council and Cabinet Member for Environment

Purpose: To inform Cabinet of the outcome of the Council's Fleet Tender.

9 **ENVIRONMENTAL ENFORCEMENT** (Pages 105 - 108)

Report of Chief Officer (Streetscene and Transportation) - Deputy Leader of the Council and Cabinet Member for Environment.

Purpose: To seek Cabinet support for alternative delivery mechanism for environmental enforcement.

10 **REVENUE BUDGET MONITORING 2015/16 (MONTH 11)** (Pages 109 - 142)

Report of Corporate Finance Manager - Leader of the Council and Cabinet Member for Finance

Purpose: To provide the latest revenue budget monitoring information for 2015/16 for the Council Fund and Housing Revenue Account based on actual income and expenditure as at month 11 and projected forward to year-end based on the most up to date information available.

11 **REPORT BACK FROM THE EDUCATION & YOUTH OVERVIEW & SCRUTINY CALL IN MEETING - YSGOL MAES EDWIN, FLINT MOUNTAIN** (Pages 143 - 146)

Report of Chief Officer (Governance) - Cabinet Member for Education

Purpose: To report back from the call in.

12 **REPORT BACK FROM THE EDUCATION & YOUTH OVERVIEW & SCRUTINY CALL IN MEETING - YSGOL LLANFYNYDD** (Pages 147 - 150)

Report of Chief Officer (Governance) - Cabinet Member for Education

Purpose: To report back from the call in.

13 **EXERCISE OF DELEGATED POWERS** (Pages 151 - 152)

Report of the Chief Executive enclosed.

Purpose: To provide details of actions taken under delegated powers.

FORWARD WORK PROGRAMME - COUNTY COUNCIL, CABINET, AUDIT AND OVERVIEW & SCRUTINY - FOR INFORMATION

**LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 - TO
CONSIDER THE EXCLUSION OF THE PRESS AND PUBLIC**

The following item is considered to be exempt by virtue of Paragraph(s) 15 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

It is not good employment practice or in the public interest for matters the subject of consultation with employees effected and other unions to be discussed in public at this stage of the process.

14 **ALTERNATIVE DELIVERY MODELS - LEISURE AND LIBRARIES** (Pages 181 - 276)

Report of Chief Officer (Organisational Change) - Cabinet Member for Education, Cabinet Member for Waste Strategy, Public Protection and Leisure, Leader of the Council and Cabinet Member for Finance

Purpose: To reconsider the Leisure and Libraries Business Plan following further work on employee involvement and consultation and the levels of confidence amongst the workforce.

The following item is considered to be exempt by virtue of Paragraph(s) 15 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

It is not good employment practice or in the public interest for matters the subject of consultation with employees effected and other unions to be discussed in public at this stage of the process.

15 **ESTABLISHMENT STRUCTURE IN GOVERNANCE** (Pages 277 - 286)

Report of Chief Officer (Governance) - Cabinet Member for Corporate Management

Purpose: To approve changes to the establishment structure in the Governance portfolio

Yours faithfully



Peter Evans
Democracy & Governance Manager

CABINET
19th APRIL 2016

Minutes of the meeting of the Cabinet of Flintshire County Council held in the Clwyd Committee Room, County Hall, Mold on Tuesday, 19th April 2016

PRESENT: Councillor Aaron Shotton (Chair)

Councillors: Bernie Attridge, Chris Bithell, Helen Brown, Derek Butler, Christine Jones and Kevin Jones

APOLOGY:

Councillor: Billy Mullin

IN ATTENDANCE:

Chief Executive, Chief Officer (Community and Enterprise), Chief Officer (Education and Youth), Chief Officer (Streetscene & Transportation), Chief Officer (Organisational Change), Chief Officer (Organisational Change), Corporate Finance Manager, Deputy Monitoring Officer and Team Manager - Committee Services

OTHER MEMBERS IN ATTENDANCE:

Councillors: Hilary Isherwood, Dave Mackie and Nigel Steele-Mortimer

171. DECLARATIONS OF INTEREST

On agenda item numbers 8 and 9, School Modernisation – School Standards and Reorganisation Act 2013 – Ysgol Llanfynydd and School Modernisation – School Standards and Reorganisation Act 2013 – Ysgol Maes Edwin, the Chief Officer (Governance) explained that any Members who were a School Governor had a personal interest. The interest was not prejudicial as the item was not relating to a particular school. Councillors Bithell, Brown, Butler, Christine Jones, Kevin Jones and Shotton declared personal interests.

172. MINUTES

The minutes of the meeting held on 22nd March 2016 had been circulated with the agenda.

RESOLVED:

That the minutes be approved as a correct record.

The Chair advised that agenda item numbers 8 and 9 would be considered first.

173. SCHOOL MODERNISATION – SCHOOL STANDARDS AND REORGANISATION ACT 2013 – YSGOL LLANFYNYDD

The Chief Officer (Education and Youth) introduced the report on School Modernisation – School Standards and Reorganisation Act 2013 – Ysgol Llanfynydd.

Following consideration of the committee and consultation report at Cabinet on 19th January 2016, a Statutory Proposal was issued for Ysgol Llanfynydd on 29th January 2016 which ran until 26th February 2016.

The areas of concern during the objection period were explained as:

- Concerns on the accuracy of data and evidence in the consultation document (including cost of repair work) and concerns that the Council hadn't followed process
- Impact on the community/future use of the site should the school close
- Opinion that federation was a viable option, concern that the Council was not actively encouraging federation
- Opinion that closing schools should not be about money
- Traffic and transport
- Admission and transition arrangements
- Potential housing developments not taken into consideration
- Impact on children
- Parental preference was being taken away
- Opinion that there was not sufficient places in other schools in the area

The Council had demonstrated in its consultation documents that there was sufficient capacity within the local school network to accommodate pupils from Ysgol Llanfynydd should it close. That view was upheld by Estyn in its response. However, additional places if required could be established at Ysgol Parc Y Llan, Treuddyn for all current pupils of Ysgol Llanfynydd. This would be at either no cost or minimal cost.

Based on the transport eligibility determined by the Authority, 17 pupils who lived in Flintshire and currently attended Ysgol Llanfynydd would be entitled to free home to school transport based on the assumption that those pupils transferred to their nearest school, Ysgol Parc Y Llan.

At the time of writing and presenting the report, the Governing Body of Ysgol Llanfynydd had not been able to identify a willing partnering school or schools with which to pursue a federation. If Cabinet implemented the proposal for school organisational change at Ysgol Llanfynydd, the school would close on 31st August 2016. The Chief Officer explained that in making their decision, Cabinet Members should have an open mind and consider consistency factors such as resourcing of education. The Council needed to ensure that there were sufficient number of school places, of the right type, in the right locations. He added that on spend per pupil at schools, pupils at Ysgol Llanfynydd received £1,569 above the average spend on children at other schools. The proposal would result in fairer and equitable funding to all pupils in the County.

The Council would take all practicable steps to ease the transition for all pupils, particularly for vulnerable learners such as those with Additional Learning Needs (ALNs) and would work alongside pupils, their parents, and the relevant schools to make appropriate transition arrangements.

Councillor Bithell reiterated that all concerns raised during the objection period had been carefully considered, explaining that the School Organisational Code had been followed at each stage of the process. He concurred with the comments from the Chief Officer on the following: no concerns raised by Estyn; sufficient places in a

nearby school; sufficient time being given for proposals of a federation; and the average spend per pupil being £1,569 higher for those at Ysgol Llanfynydd. He explained that on the concern raised on potential housing developments, no large scale developments were detailed in the Council's Unitary Development Plan (UDP). On the reason for the proposal, he explained that the school was above the government target of 10% surplus places, with Ysgol Llanfynydd having 57.5% surplus places. In addition, 44% of pupils at the school were from outside the area. The school had been subsidised for a number of years but because of the cuts made by Central Government, which were passed on to Welsh Government (WG) and then on to local authorities, the subsidy of the school was not possible or sustainable. In concluding, he moved that Ysgol Llanfynydd be closed from 31st August 2016 with pupils transferring to other schools in the area subject to parental preference. This was duly seconded.

In response to a question from Councillor Attridge, the Chief Officer explained that he was working with the transport team to assess which families would be entitled to free home to school transport which would be followed by an independent assessment.

The Chief Executive said it was understandable that the process would be challenged but his professional advice was that the required processes had been correctly followed which was in accordance with Welsh Government policy and Flintshire's policy.

Councillor Shotton said the Council was prepared to fight austerity however if the status quo remained there would be an impact on the classroom in pupil / teacher ratios. He called on other Welsh local authorities to join Flintshire in its lobbying campaign against austerity adding that Flintshire was a low funded Council which had an impact on how education was delivered.

On spend per pupil, Councillor Shotton said the higher spend per pupil at Ysgol Llanfynydd resulted in children in other schools in the County receiving less than them which was unfair. Flintshire had increased the budget for schools by £800k but the pressures in schools were beyond that figure. This pressure was not recognised on a national level and was a clear result of the severity of Central Government cuts.

The Chief Officer responded to a question from Councillor Shotton and explained that drop in sessions would be arranged with families to talk about preferences for children at Ysgol Llanfynydd and any siblings. There were sufficient places in the area for all children to be educated in alternative local schools. However children and parents had expressed a preference for the cohort to move as a group and Ysgol Parc Y Llan could accommodate all pupils and their siblings if that was their preference.

Councillor Brown asked how the numbers had been derived at for the number of pupils expected to receive free home to school transport detailed in the report. The Chief Officer explained that it was normal practice for the authority to make projections based on information contained in the Council's database. There were a number of pupils at the school who did not reside in Flintshire so it would be the responsibility of their local authority to consider school transport.

In response to a question from Councillor Kevin Jones, the Chief Officer explained that if the school closed and pupils moved to alternative schools in the area, this would provide resilience and sustainability to those schools in that local network.

In conclusion, Councillor Shotton reiterated that the Cabinet would have considered any viable proposition for a federation if one had been proposed. He explained that there was evidence of such decisions and referred to a proposal for a school closure at an alternative school which was now moving forward towards a federation following the submission of a workable proposition.

RESOLVED:

That Ysgol Llanfynydd be closed from 31st August 2016 with pupils transferring to other schools in the area subject to parental preference.

174. SCHOOL MODERNISATION – SCHOOL STANDARDS AND REORGANISATION ACT 2013 – YSGOL MAES EDWIN, FLINT MOUNTAIN

The Chief Officer (Education and Youth) introduced the report on School Modernisation – School Standards and Reorganisation Act 2013 – Ysgol Maes Edwin, Flint Mountain.

Following consideration of the committee and consultation report at Cabinet on 19th January 2016, a Statutory Proposal was issued for Ysgol Maes Edwin on 29th January 2016 which ran until 26th February 2016.

The areas of concern during the objection period were explained as:

- Concerns about the children’s welfare, pupils had already transferred from other schools, bullying, unable to obtain a place in schools of their preference, loss of friendship, did not want a large school, support, large class sizes
- Concern that parental preference was being taken away
- Concerns about the consultation process, data, new housing development, process unsettling to school community
- Impact on the community/future use of site should the school close
- Concerns that money already invested in the school
- Concern the Council did not allow enough time for the Governors to consider federation
- Transport

At the time of writing and presenting the report, the Governing Body of Ysgol Maes Edwn had not been able to identify a willing partnering school or schools with which to pursue a federation. If Cabinet implemented the proposal for school organisational change at Ysgol Maes Edwin, the school would close on 31st August 2016. The Chief Officer explained that in making their decision, Cabinet Members should have an open mind and consider consistency factors such as resourcing of education. The Council needed to ensure that there were sufficient number of school places, of the right type, in the right locations. This proposal would reduce the number of surplus places in the area. Estyn commented that *‘The local authority has given a*

clear rationale for the proposed expected benefits when compared with the status quo in relation to finance, surplus places and the continuity and progression in pupils' learning'.

The Council would take all practicable steps to ease the transition for all pupils, particularly for vulnerable learners such as those with Additional Learning Needs (ALNs) and would work alongside pupils, their parents, and the relevant schools to make appropriate transition arrangements.

On housing developments, the Chief Officer explained that the Council had fully considered school capacity and potential housing development yield in its consultation documents.

The proposal would result in a fairer and more equal distribution of funding to all pupils in the County. Any transport costs, which would be minimal, would be funded through the savings generated by the reorganisation.

Councillor Bithell concurred with the comments of the Chief Officer and added that the reason for the proposal of closure was as the trigger for the number of surplus places at the school had been hit. There was currently only 10 pupils from the local area attending the school, with 83.6% being from outside the area. He added that all concerns raised throughout the process had been responded to in full.

There were no large scale housing developments identified in the Council's Unitary Development Plan (UDP).

He reiterated his comments from the previous item on the agenda that this proposal was before Cabinet due to the cuts made by Central Government, which were passed on to Welsh Government (WG) and then on to local authorities. Continued subsidy of the school was not possible or sustainable. On concluding, he moved that Ysgol Maes Edwin be closed from 31st August 2016 with pupils transferring to other schools in the area subject to parental preference. This was duly seconded.

Councillor Attridge said that following the Cabinet meeting in January 2016 he had been hopeful that a federation proposal would be submitted however nothing had been received. He reiterated Councillor Shotton's comments on the previous item that had a viable federation proposal been submitted, it would have been considered by the Cabinet.

Councillor Kevin Jones asked if there were sufficient places in the area for those pupils from Ysgol Maes Edwin and any siblings. The Chief Officer explained that there were sufficient places however he was mindful that some families had moved to Ysgol Maes Edwin from nearby schools. They may therefore, in line with parental preference, not want to move their children to the schools with places but discussions would be undertaken with all affected families.

The Chief Executive explained that the correct process had been followed which was compliant with the policies of Welsh Government and Flintshire County Council. The school was not sustainable in its current form.

Councillor Butler said this was another difficult decision for the Cabinet, highlighting that this was due to austerity and cuts made by Central Government.

RESOLVED:

That Ysgol Maes Edwin be closed from 31st August 2016 with pupils transferring to other schools in the area subject to parental preference.

175. THE IMPROVEMENT PLAN 2016-17

Councillor Shotton introduced the report on the Improvement Plan for 2016/17 which had been refreshed and updated to reflect the key priorities of the Council for the next year. The structure of the plan was retained with the eight priorities and the sub priorities. Five of the eight priorities continued with a refresh of longer term projects or ambitions, whereas the remaining three had been reviewed to reflect local circumstances and priorities.

There was also a new section within each sub priority which referenced national issues that had the potential to impact upon achievement of the priorities. Those issues would be referenced in the Medium Term Financial Strategy for 2016-2020.

The Chief Executive explained that the first Improvement Plan and the 'How we Measure' documents would be considered at each of the relevant Overview and Scrutiny Committees prior to final consideration by Cabinet on 14 June and endorsement by County Council later that day. In recent years the Plan had been effective in setting priorities and achieving outcomes which had been validated by the Wales Audit Office (WAO) with an extract of their Corporate Assessment report provided in the Cabinet report.

There was an additional section in the Plan which was on national policy issues which could impact the Council's ability to deliver and achieve.

Councillor Attridge queried the inclusion of Gypsy / Traveller Community on page 3 under the Priority for Housing and was advised that should be removed from the Improvement Plan.

RESOLVED:

- (a) That the substantial content of the Improvement Plan and 'How we Measure' document be approved; and
- (b) That any changes in the documents be agreed with Portfolio leads and Members prior to consideration by Overview and Scrutiny Committees

174. MEDIUM TERM FINANCIAL STRATEGY 2016/17-2018/19 AND THE COUNCIL FUND REVENUE BUDGET 2017/18

Councillor Shotton introduced the report on the next version of the Medium Term Financial Strategy (MTFS) which would be set for the period 2016/17-2018/19.

Republication of the strategy for the period would both meet the agreed three-year planning cycle and forward plan the Council financial strategy to 2019.

The Chief Executive explained that the Council had adopted a three part strategy of addressing the financial 'gap' each year which was: service reform; corporate financial stewardship and working with Welsh Government (WG). He recommended that the three part strategy be continued.

Flintshire was a low funded Council and had made the case that it was particularly exposed to the impacts of the significant annualised reductions in public sector funding to meet current and new cost burdens. The risks to Council performance posed by the financial position would be set out clearly before new Government Ministers once the new Government was appointed following the National Assembly for Wales elections on 5 May 2016.

The original forecast for the 2017/18 financial year set a likely 'gap' between the total spending requirement, and anticipated income, of £13.7M. That forecast had been revised based on more recent budget developments. A first iteration of the revised budget forecast for 2017/18 was detailed in Table 1 in the report which was explained in detail by the Corporate Finance Manager with the projected gap revised to £12.20M.

Councillor Kevin Jones commented that the Single Environment Grant should be included in the document which the Chief Executive responded to say this would be covered in the third part of the strategy, Working with WG.

Councillor Shotton explained that progress against the approved budget 2016/17 would be monitored and reported through the monthly budget monitoring reports to Cabinet and Corporate Resources Overview and Scrutiny Committee. The initial forecast as shown in Table 1 would be the subject of ongoing professional review, consultation with Group Leaders and Overview and Scrutiny Committees, consultation with external advisors and representative bodies such as the Welsh Local Government Association (WLGA).

The business plan proposals would be reported to Overview and Scrutiny Committees for consultation in May and June which was earlier than in previous years. He commented on the need to continue lobbying WG and seek early discussions with Ministers following the election in May.

RESOLVED:

- (a) That the framework for the revision of the Medium Term Financial Strategy 2016/17-2018/19 be adopted; and
- (b) That the developing portfolio business plans and corporate financial stewardship plans for early consideration with the Overview and Scrutiny Committees be endorsed.

175. INDEPENDENT COMMISSION ON LOCAL GOVERNMENT FINANCE IN WALES

The Chief Executive introduced the report on the Independent Commission of Local Government Finance in Wales. The Welsh Local Government Association (WLGA) had appointed the commission to examine the sustainability of the local government finance system in Wales, recommending improvements for the future.

As part of the process the Commission called for evidence and Flintshire made a written submission following a debate at County Council on 20 October 2015.

The recommendations made by the Commission were outlined in full in the report.

Councillor Shotton welcomed the report with most of the Commission's recommendations being consistent with the lobbying and demands for localism that Flintshire had been at the forefront in requesting. He suggested that the report be submitted to County Council following the National Assembly for Wales elections on 5 May which was agreed.

RESOLVED:

- (a) That the report and recommendations of the Independent Commission be welcomed; and
- (b) That the Welsh Local Government Association be supported in advocating that the new Welsh Government adopt the recommendations of the Commission as a priority post-election.

176. PROPOSED REVIEW OF THE WASTE COLLECTION AND HOUSEHOLD RECYCLING CENTRE SERVICES

Councillor Kevin Jones introduced the report on the proposed review of the Waste Collection and Household Recycling Centre Services.

Welsh Government (WG) had set each Council in Wales challenging recycling targets and failure to achieve those targets would result in significant financial penalties being served. To achieve the more challenging targets, more waste needed to be recycled.

The majority of residents in Flintshire had embraced the current recycling service since it was launched in 2012 with most residents recycling the bulk, if not all of their recyclable waste. There remained however a sizeable minority of residents who did not participate fully with the system and in some cases, did not recycle any of their waste. That was unfair on the residents who did support the service and there needed to be a way of ensuring that everybody contributed to the efforts to achieve the targets and avoid the fines that would result if those targets were not met.

In future, all non-recyclable waste must be contained within the Council supplied black wheeled bin and any material presented in addition to this would be classed as side waste. From 1st June 2017 no side waste would be collected. The normal bin

would be emptied and the side waste placed back in the container and a sticker placed on the bin to inform the resident of the new arrangements. From 1st September 2017 any side waste material presented for collection would be subject to enforcement action and a fixed penalty notice would be issued to the resident in the first instance.

The current arrangement would remain in place prior to June 2017 which was that if any excess side waste was presented it would be noted by the crews and staff from the service would call on the resident to investigate the level of waste being produced by the property.

Following a question from Councillor Attridge, the Chief Officer (Streetscene and Transportation) explained that during the 12 month period prior to implementation staff would work with the public to educate them on the recycling requirements and a period of intense public consultation would take place.

In addition, WG was undertaking a review of the Council's Household Recycling Centre (HRC) provision. Early indications from the study showed that the Council had more HRC sites than necessary, and that the facilities offered at each site did not match the minimum requirements for the high quality sites which achieved the high levels of recycling elsewhere in Wales. The WG study would make a final recommendation on the most effective solution in terms of numbers and locations for the future of HRC site provision and would make a recommendation on the optimum configuration and location of sites.

The revised Waste Collection and Household Recycling Centre Policy would be presented to Cabinet in May 2016, which would allow feedback from the current consultation process to be considered and included in the revised policy.

RESOLVED:

That the ongoing consultation be supported and Welsh Government (WG) review work in order to deliver the 2016-18 Business Plans for the waste service and that a further report be presented to Cabinet in May 2016 once WG review and the public consultation period have been completed.

180. REVENUE BUDGET MONITORING 2015/16 (MONTH 10)

The Corporate Finance Manager introduced the Revenue Budget Monitoring 2015/16 (Month 10) report which provided details on the latest revenue budget monitoring position for 2015/16 for the Council Fund and the Housing Revenue Account and reported that no specific issues had been raised when considered at the recent Corporate Resources Overview and Scrutiny Committee meeting. The position was based on actual income and expenditure as at Month 10 and projected to the year-end. The projected year-end position, as estimated at Month 10 was as follows:

Council Fund

- Net in year expenditure forecast to be £1.110m lower than budget
- Projected contingency reserve balance at 31 March 2016 of £4.746m

Housing Revenue Account

- Net in year expenditure forecast to be £0.092m lower than budget
- Projected closing balance as at 31 March 2016 of £1.329m

The report provided details on the programme of efficiencies, inflation, unearmarked reserves and earmarked reserves.

The report also outlined details on a number of risk areas as follows:

- Municipal Mutual Insurance (MMI)
- Recycling
- Out of County Placements

RESOLVED:

- (a) That the overall report and the projected Council Fund contingency sum as at 31st March 2016 be noted; and
- (b) That the projected final level of balances on the Housing Revenue Account be noted.

181. EXERCISE OF DELEGATED POWERS

EXERCISE OF DELEGATED POWERS

An information item on the actions taken under delegated powers was submitted. The actions were as set out below:-

Organisational Change

- **Community Asset Transfer of Connah's Quay Swimming Pool, Connah's Quay**
The transfer of Connah's Quay Swimming Pool including the land shown in the plan, to Cambrian Aquatics.
- **Community Asset Transfer of Argoed Community Centre Including Library**
The transfer of Argoed Community Centre and Library including the land shown on the plan, to Café Isa.
- **The Disposal of Land for Development of a use as a Medical Resource Centre**
The disposal of an area of the former Leas housing site in Flint Town Centre to Betsi Cadwaladr University Health Board (BCUHB) for the development of a Medical Resource Centre.
- **The Disposal of Land for Development of a use as an Extra Care Facility**
The disposal of an of the former Leas housing site in Flint Town Centre to Pennaf Housing Group for the development of an Extra Care facility.

Streetscene and Transportation

- **Street Works Fees and Charges**

The fees and charges levied for various licences and applications issued within Street Works have been reviewed and the proposed charges for 2016/17 are set out in the table in the delegated powers form.

RESOLVED:

That the actions taken under delegated powers be noted.

182. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

There were two members of the press and 16 members of the public in attendance.

(The meeting commenced at 9.30am and ended at 12.05pm)

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Chair

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CABINET

Date of Meeting	Tuesday 17 th May 2016
Report Subject	Care Sector Report
Cabinet Member	Cabinet Member for Social Services
Report Author	Chief Officer (Social Services)
Type of Report	Strategic

EXECUTIVE SUMMARY

This report examines the changes taking place within the care sector in Wales and England, and the challenges we are facing in Flintshire.

The report explores the role Flintshire is playing in cultivating a collaborative approach to finding creative solutions to these challenges with Welsh Government and key partners such as the Health Board.

The report incorporates the recently completed Flintshire Residential Care Review and draws on the engagement work with local domiciliary and residential care providers.

This report is written with the intent of being a platform to develop solutions with providers, the Health Board, partners and the Welsh Government to maintain market stability.

This report was presented at a special meeting of the Health and Social Care Overview Scrutiny on the 22 April, 2016. The meeting was attended by Scrutiny members together with the Leader of the Council, the Chief Executive Officer and representatives from the independent Care Sector. The recommendations were fully endorsed by the Scrutiny Committee.

RECOMMENDATIONS

- | | |
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| 1 | Cabinet accept the report and recognise the immediate and longer-term challenges faced in Flintshire. |
|----------|---|

2	Cabinet supports the need for national reform in the funding of the social care sector in Wales, and endorses the position to engage with a new Welsh Government to develop solutions as a matter of urgency.
3	Cabinet accept the Residential Care Review and endorses the recommendations within the report.
4	Cabinet endorse Flintshire's intention to engage with the Welsh Government to share real concerns about the sustainability of the care sector and present a case for additional funding for the sector.

REPORT DETAILS

1.00	AN ANALYSIS OF THE CARE SECTOR
1.01	<p><u>Fragility Of The Sector</u></p> <p>The care sector across Wales and England is fragile. Both domiciliary and residential care are experiencing difficulties sustaining their business models and real concerns are being raised across the country about the on-going viability of the sector.</p>
1.02	<p>There is a growing concern about the ability of care homes and domiciliary care providers to recruit and retain competent workers. This includes a shortage of registered managers and qualified nurses. Residential and domiciliary providers often lose key staff to other employment sectors, such as retail and manufacturing, creating an over reliance on overseas and agency staff. There is a concerning pattern in recent movement of employees away from care into other sectors.</p>
1.03	<p>The current market model of commissioning independent providers, with councils retaining limited in-house provision is proving difficult to sustain. This is an opportunity to actively consider alternative models of delivery and explore capital investment models to support the sector.</p>
1.04	<p>There are significant pressures on local authority budgets. This is acute in Flintshire. The Council has been engaged in a six month dialogue with independent providers, during which time it has aimed to fully understand the implications of the challenges facing the sector. The Chief Executive, Leader and the Social Services Cabinet Member with senior officers have been personally involved in these discussions and appreciate the severity of the situation. The Council had to agree to an additional investment to meet the increases in independent provider care fees as part of setting the annual budget. As a temporary solution the shortfall for 16/17 of £646k, has been funded from reserves for this financial year only. The budget pressure remains unresolved for 2017/18 onwards and has been built in to the MTFS as a recurring pressure.</p>
1.05	<p>The pressures on the system are causing businesses to fail across the UK resulting in insufficient available bed and domiciliary care packages to meet the needs of residents. A recent report into the UK care home market by healthcare consultancy Laing Buisson (the Care Home Pay</p>

	Survey) echoed "...these well versed fears, that those operators with large exposure to state funded residents, across the UK, face a dire future."
1.06	<p><u>Recent Pressures within the Sector</u></p> <p>The introduction of the National Living Wage (NLW) on the 1st April 2016 requires all employees over the age of 25 be paid a minimum of £7.20 per hour in the tax year 2016/17 a rise of £0.50 per hour from the National Minimum Wage of £6.70 per hour. This is particularly relevant for the care sector where the majority of carers are over 25 and 1 in 5 of the workforce are over 55.</p>
1.07	The financial impact of compulsory employee pension schemes introduced in April 2016, is currently estimated to be costing business an additional 1% on top of staff costs. This is set to rise to 3% by 2018.
1.08	A European Court of Justice ruling in 2015 confirmed that time spent travelling to and from an employee's first and last job of the day is classed as work. This ruling relates to domiciliary care workers traveling between service users' homes, and the implementation of the ruling is being enforced by HMRC.
1.09	The removal of Welsh Government funding for over 24's undertaking an Apprenticeship Framework, has eliminated funded QCF qualifications through FEIs for those 25 and over. As noted above, the majority of care workers are over 25 and the registration of the workforce is usually accompanied with a requirement for minimum qualifications. The cost of these qualifications is approximately £1,500 per QCF Level 2 and is in the main, being borne by the employer, unless employees are fortunate enough to obtain a funded place through the SCWDP grant.
1.10	In Flintshire there is a growing inability to recruit and retain staff within the care sector (both in-house and independent providers). Flintshire has had economic success and this has brought a very welcome relatively low unemployment rate, (4.2 percent compared to a Wales figure of 6.3 percent). This has meant that other sectors such as retail and manufacturing have attracted staff who may have worked in Health and Social Care.
1.11	<p><u>Challenges To Be Faced By The Sector Over The Coming 5 Years</u></p> <p>The Regulation and Inspection of Social Care (Wales) Act 2016 became law in January 2016 and is intended to improve the quality of care and support in Wales and strengthen protection for citizens. However, these legislative changes also have resource implications for providers such as the requirement for all domiciliary care workers in Wales to be registered from 2020, and for adult residential care workers to follow in 2022.</p>
1.12	QCF Qualifications will be withdrawn by 2019 and whilst the introduction of the Regulated Qualification Framework (RQF) may replace the QCF the uncertainty could have an impact on the required registration of domiciliary care workers by 2020.
1.13	Continued increases to the National Living Wage over the next 4 years will bring the overall increase in pay to more than £9 per hour by 2020.

1.14	<p><u>Flintshire's Residential Care Review</u></p> <p>The recently completed review of the residential care market in Flintshire has illustrated the continued fragility of the market. The report assesses the current residential market against:</p> <ul style="list-style-type: none"> • Demand and Supply • Cost • Quality
1.15	<p>The report assesses the current market and forecasted challenges and risks that cause real concern for the sector.</p>
1.16	<p>To mitigate these risks the report recommends the following options for the in-house provision of residential care (evidence of benefits, challenges and risks are included in the appending document):</p> <ol style="list-style-type: none"> 1. Keep in-house facilities, maintaining current model of provision. 2. Keep in-house facilities but consider refocusing the delivered provision to fit with the changing demand and supply i.e. creating an intermediate care facility that focuses on early intervention and prevention and delayed transfer of care from acute settings. 3. Reduce capacity of in-house provision. 4. Transfer one or more Local Authority homes to another provider e.g. independent sector provider or social enterprise. 5. Expand our current network of homes in Flintshire <p>Expand our current stock, through a joint investment with another partner e.g. Health Board, Registered Social Landlord.</p>
1.17	<p>Any reduction in in-house provision (Option 3) is no longer an option due to demand for services, nor is the transfer of services to another provider (Option 4) at this stage. The remaining viable options are:</p> <ol style="list-style-type: none"> 1. Maintain the status quo 2. Retain our in-house provision refocussing delivery to fit with demand 3. Expand our current provision 4. Expand our current provision in partnership with others.
1.18	<p>Some initial work to further investigate Option 2 has been undertaken and the possibility of utilising Intermediate Care Fund monies to support short term care through 'step up, step down' beds is being explored with Betsi Cadwalader University Health Board (BCUHB).</p>
1.19	<p><u>Extra Care</u></p> <p>Flintshire recognises the responsible action to plan to have the best possible availability of care for this generation and the next. Extra Care has an important part to play in solutions.</p>
1.20	<p>Work has commenced on the Flint Extra Care site which will provide 72 additional apartments for older people with care needs and work continues to identify a suitable site at Holywell.</p>
1.21	<p><u>Conclusions</u></p> <p>Flintshire's older population (+80) is predicted to rise by 23% in the next 4 years with the number of older people with significant health and social</p>

	care needs predicted to rise by 22% during the same period (Source: Flintshire Residential Care Review). During this period there is a clear and ever present risk that the care sector will be unable to sustain itself if no action is taken.
1.22	<p>Flintshire recognises the need to adopt a comprehensive strategy to address this significant threat. Within the strategy we are aiming to:</p> <ol style="list-style-type: none"> 1. Ensure that all partners share the need to prioritise this issue and the recognition that this is one of the most difficult issues facing the public sector at this time; 2. Explore a range of delivery models including co-operative models of care and the increase of our in-house provision; 3. Recognise that in-house residential homes are assets which are needed within the local care economy to sustain the market; and 4. Recognise that Extra Care continues to improve the provision of care in Flintshire
1.23	There is a need for national reform to the funding of the social care sector in Wales through open urgent discussion with Welsh Government. By expressing our real concerns for the sector and offer workable solutions, such as the removal of the £60 weekly maximum charge for non-residential services, we would hope to create some spare resource capacity. These are 'live' issues within the Council's Medium Term Financial Strategy.
1.24	Flintshire is seeking to ensure Health colleagues appreciate the importance of the role they play in sustaining the care sector and we would hope to work collaboratively with BCUHB to bridge the 'gap' through shared resources.

2.00	RESOURCE IMPLICATIONS
2.01	To create and implement innovative and sustainable solutions for the care sector, the resource of a short-term project manager is needed.
2.02	This role would be to work with key stakeholders to develop ideas, research existing initiatives and plan the implementation of solutions. This could potentially attract 'save to invest' funding.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The Residential Care Review has sought and received input and feedback from a variety of sources including staff, management and professionals from independent and in-house care homes, BCUHB, Care Forum Wales, CSSIW and Welsh Government.
3.02	A series of open meetings have been held with both residential and domiciliary providers from the independent sector to discuss the pressures highlighted in this report.

3.03	A continuation of this mature debate is required to create sustainable solutions for the sector.
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4.00	RISK MANAGEMENT
4.01	The risks of inaction for the care sector in Wales and England is potential critical. By acting responsibly, Flintshire is seeking to gain BCUHB's appreciation that the implications of failures in the sector are jointly owned and that their involvement in the solution is critical.
4.02	Whilst our adoption of an early intervention approach to our care pathways, in line with the Social Services and Well-being (Wales) Act 2014, is envisaged to alleviate some pressures, this alone goes only a short way to sustaining the sector.

5.00	APPENDICES
5.01	Flintshire Residential Care Sector Review.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Contact Officer: Neil Ayling – Chief Officer, Social Care Telephone: 01352 702103 E-mail: neil.ayling@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	<p>FEIs - Further Education Institutions, colleges providing qualifications and courses to further education. These qualifications relate in the main to vocational qualifications below degree level.</p> <p>QCF - The Qualification and Credit Framework previously known as NVQ (National Vocational Qualifications). The QCF was introduced in Wales in 2011 and replaced the well-known NVQ.</p> <p>SCWDP Grant - Social Care Workforce Development Programme Grant, Welsh Government monies made available to local authorities to supplement the costs of training and qualifying the social care workforce in their area.</p>

FLINTSHIRE'S RESIDENTIAL CARE SECTOR 2015-2020

Contemporary and Projected Challenges, and Options Going
Forward

Flintshire County Council
22nd April 2016

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Executive Summary

The purpose of this report is to examine the changes that are facing the residential care sector, locally and nationally, by the year 2020. It will assess the current state of Flintshire's market as well as predict the likely situation in 2020, and offer recommendations to manage and mitigate the forecasted risks.

The report considers three domains to identify current and future challenges; Demand/Supply, Cost and Quality.

Demand and Supply

- Flintshire's older population is rising significantly, thus the number of people with significant health and social care needs is expected to increase (Appendix A).
- Projected need (based on demographic changes) of further 178 beds will be required by 2020; 67 Residential, 52 EMI Residential, 51 Nursing and 8 EMI Nursing (Appendix B).
- The pressure of demand on supply is high in all 3 Flintshire localities and across all categories of care, however this is significantly so in EMI residential provision.
- Above forecasts assume there will be no independent home closures, however there are significant risks with this assumption.
- While there may be a temptation to rely on neighbouring authorities to accommodate the increase in demand, the fragility of the market and the pressure of demand is a regional and national concern, not just a local one. Thus neighbouring authorities are unlikely to be able to integrate our demand into their local residential care market.

Cost

- The national living wage is expected to cost the residential care sector an extra £830million nationally (Joseph Rowntree Foundation, 2015¹), while local estimates suggest an increase care costs in the independent sector by £100 per person per week by 2020 (Appendix C).
- Small homes (30 beds or less) have highest potential for closure due to living wage implementation (Knight Frank, 2015²); this accounts for all residential care homes, and 60% of all category of homes in Flintshire.
- Increase in demand is estimated to cost the Local Authority an extra £30,000 per week by 2020 (Appendix D).
- In House facilities costs approximately a third more for residential care than the Local Authority rate for funded residents in independent sector residential care.

¹ Ingham, H., Bamford, S., & Johnes, G., 2015, *The costs and benefits of paying all the lowest-paid care home workers in the UK the Living Wage*, Joseph Rowntree Foundation: York

² Knight Frank Research, 2015. *2015 Care Homes Trading Performance Review*, London: Knight Frank LLP

Quality

Our Quality Monitoring Tool establishes where homes have good practice and where homes need to improve by scoring them against 9 domains. Reports indicate that all homes in Flintshire (independent and in house) are currently performing well in the areas of relationship based care and financial safeguarding, with EMI homes performing extremely well across all domains. However, there are some significant issues which need to be considered:

- The national concern regarding recruitment and retention of staff is represented locally in Flintshire.
- This has led to an abundant use of agency staff, primarily in independent sector nursing homes, which is not only detrimental to a home financially, but also impedes relationship and person centred practice to benefit residents.
- There are a significant number of registered managers who are reaching retirement age and there are concerns over the ability of the sector to recruit sufficient new managers to replace potential retirements.
- The Quality Monitoring Report suggests that nursing homes have the greatest scope to improve. This combined with a weak retention and recruitment rate and two homes falling in and out of escalating concerns, expresses specific concerns for this category of home in Flintshire.
- A majority of independent homes self-report a need for refurbishment, however state that a lack of finances make this difficult.
- The Quality Monitoring Report identifies a need for improvement in areas of person centred care, creating an enabling environment, and enhancing service user's independence, for in house and independent homes.
- While the above issues relate to both independent and in house provision, Local Authority homes report a good state of repair, are sited geographically well with access to wider community resources and are a service of choice for Flintshire residents with waiting lists for admissions.

Potential Options

The demand/supply, cost and quality analysis leads us to conclude that changes are required within the care sector in Flintshire if future risks are to be mitigated. The risk of inaction could be critical and Flintshire need to consider sustainable solutions for future care models. With regard to the current model of in house provision, six options have been identified for consideration (with evidence of benefits, challenges and risks included page 17 onwards);

1. Keep in house facilities, maintaining current model of provision.
2. Keep in house facilities but consider refocusing the delivered provision to fit with the changing demand and supply i.e. creating an intermediate care facility that focuses on early intervention and prevention, and delayed transfer of care from acute settings, to reduce future demand.
3. Reduce capacity of in house provision.
4. Transfer one or more Local Authority homes to another provider e.g. independent sector provider or social enterprise.

5. Expand our current network of homes in Flintshire
6. Expand our current stock, through a joint investment with another partner e.g. Health Board, Registered Social Landlord.

Given the picture of current demand, it is felt that option 3 presents too many risks for the long term strategy for the sector. Therefore, based on the analysis provided in the body of this report, options 1, 2, 5 and 6 are the viable options, with option 2 being preferred initially due to the prevention and early intervention focus.

While these options address some projected challenges to the sector locally, there remains a number of strategic issues that if not addressed nationally would impede efforts by any local authority to strengthen their residential care market. These include;

1. The effect of the National Living Wage on the sustainability of independent care providers.
2. Reported lack of financial resources available to improve the state of repair of independent care homes, and a decreasing appeal for potential new investors to the sector.
3. Retention and recruitment rates of care staff, with a perceived unclear career pathway and unappealing job conditions, specifically registered managers.
4. A national concern of poorly performing nursing homes.
5. Increasing demand for services with decreasing budgets.

Therefore it is suggested that while Local Authorities are responding to the threats posed to the sector in their areas, it will take national co-ordination, partnership and strategy to prevent the weight of these four factors bearing down on what is, and what will be in 2020, a fragile sector in Wales.

1. Background and Policy Context

This report has been commissioned by the Residential Care Review Board of Flintshire County Council, with the purpose of assessing the market position of residential care in Flintshire. The growing concern nationally regarding the sector's resilience to sustain itself through significant legislative and demographic changes, led for a desire to be proactive in dealing with this potential risk. It was felt that assessing the situation locally, regionally and nationally, would allow the key areas of concern to be identified and could offer strategic solutions to dealing with such concerns

The legislative changes, which are referred to above and throughout this report include;

- The National Minimum Wage (Amendment) Regulations 2016 –The implementation of the “national living wage” which will require employers to pay all those over the age of 25 a minimum of £7.20 per hour, a 50p increase on April 2015. The intention is that annual increases will lead the national living wage to be set at £9 by 2020.
- Social Services and Well-Being (Wales) Act 2014 –
 - Part 9, Section 167 – Allows Local Authorities and Local Health Boards to pool budgets in order to deliver a service in partnership.
 - Part 2, Section 14 – Requires Local Authorities to assess the extent of need for care and support services in their area.
 - Part 2, Section 15 – Requires a “range and level” of preventative services, with the purpose of “preventing or delaying” the development of needs for care and support, or reducing such needs.
- Regulation and Inspection of Social Care (Wales) Act 2016 –
 - Part 1, Section 19 – States that service providers will have to name a responsible individual, which should be the individual who owns a care home or a partner of the group that does. This will ensure that accountability does not stop with frontline staff and managers, but makes those who are making decisions on the resources of homes are held accountable for the service they are providing as a result of such decisions.
 - Part 5, Section 113 – Allows for the provision of monitoring of all social care workers and their professional development by Social Care Wales (Care Council for Wales), not just social workers as is currently the case.

2. Demand and Supply: What are the Challenges

The residential care market in Flintshire is due to face a difficult period over the next 4 years. The older population in Flintshire is increasing, the highest rise in Wales for 80 and over's, and the number of those with dementia is expected to rise significantly. This will inevitably increase those with needs that are appropriate for residential and nursing care under the current model of provision, propelling demand well above the present supply in Flintshire.

2.1 Forecast for Flintshire

Using the number of those with dementia combined with the number of those 80 and over, we can formulate a "risk population"; those most at risk of going into residential care. Evidently in 2020, this will be higher than it currently is, increasing forecasted demand by 22%. If all homes within our areas are consistently low on vacancies, as bed mapping figures, care providers and locality's managers testify, then the demand for residential and nursing care will exceed supply significantly. The following table projects the number of additional residential care beds needed in line with the increase in risk population (Appendix A and B);

<i>Increase in Beds Required by 2020</i>	
Residential	67
EMI	52
Nursing	51
EMI Nursing	8

These figures were presented with the assumption that there would be no closures in the independent sector, however with the increasing financial pressures, structural challenges and current public policy, the likelihood of this assumption diminishes (Allan and Forder, 2012)³, with the case of the collapse of Southern Cross illustrating the instability of the market. Furthermore some social work managers have stated that this increase in demand for beds is understated, based on their experiences of need and the substantial increase of those with dementia related needs. This has been reiterated by locality team managers, who state, in their experience, that demand for EMI nursing provision in Flintshire is currently higher than supply, and that the estimates do not portray a real picture of the situation, which is supported by the high numbers of EMI out of county placements commissioned. Finally comparative work on the number of nursing beds for over 85's in the BCUHB region suggests that Flintshire is second in the region for having the least amount of relative supply.

³ Allan S., Forder J., 2012, *Care Markets in England: Lessons from Research*, PSSRU Discussion Paper 2815. PSSRU: Canterbury

2.2 Demand vs. Supply in the Region

What is evident from comparative work across the North Wales region is that Flintshire has a significant higher level of demand to supply of EMI Nursing and Residential provision (Appendix E). Furthermore Projections suggest that Flintshire is due a larger rise in those over 80 than anywhere else in North Wales.

Other Local Authorities have adopted strategies that have led to their in-house provision being closed, however they still have sufficient residential supply. Removal of any capacity in Flintshire currently, or more-so in the near future, could not be supported by this reasoning. Furthermore, while it is currently evident that some excess demand can be accommodated in neighbouring authorities, it is clear that this rise in demand is a regional concern and it cannot be assumed that other North Wales authorities will be able to absorb this excess in the future.

2.3 Demand and Supply Conclusion

In conclusion it is anticipated that demand will significantly exceed supply by 2020 across Flintshire, with specific concerns in regards to the demand of both EMI and EMI nursing care. This has been expressed by quantitative statistics, care providers (in regards to EMI), and social work managers (in regards to EMI nursing). The Older People's Commissioner for Wales⁴ expects there to be a sufficient amount of provision appropriate for the populations needs in the future, and it is the responsibility of the Local Authority to consider such demand projections carefully to strategically plan to ensure this is the case in 2020.

Currently the pressure of demand is high across all categories of care in Flintshire, with residential demand being vastly higher than any other authority in North Wales. This provides sound evidence that any removal of in-house capacity would be extremely detrimental. Furthermore EMI nursing provision is only accommodated by two homes in the area, with Flintshire having the lowest level of supply to demand in this category. This, combined with the fact that one of the two homes is consistently struggling to remain viable (as is covered in the Quality section) it is plausible to suggest that this will become the significant point of pressure within the sector by 2020. A recent report commissioned by Welsh Government, and undertaken by Institute of Public Care, emphasises the importance of the diminishing boundaries between residential and nursing care in the future⁵. This is increasingly an issue locally in Flintshire, with opportunity within the Change Model option to remodel the specialism and focus of in house provision.

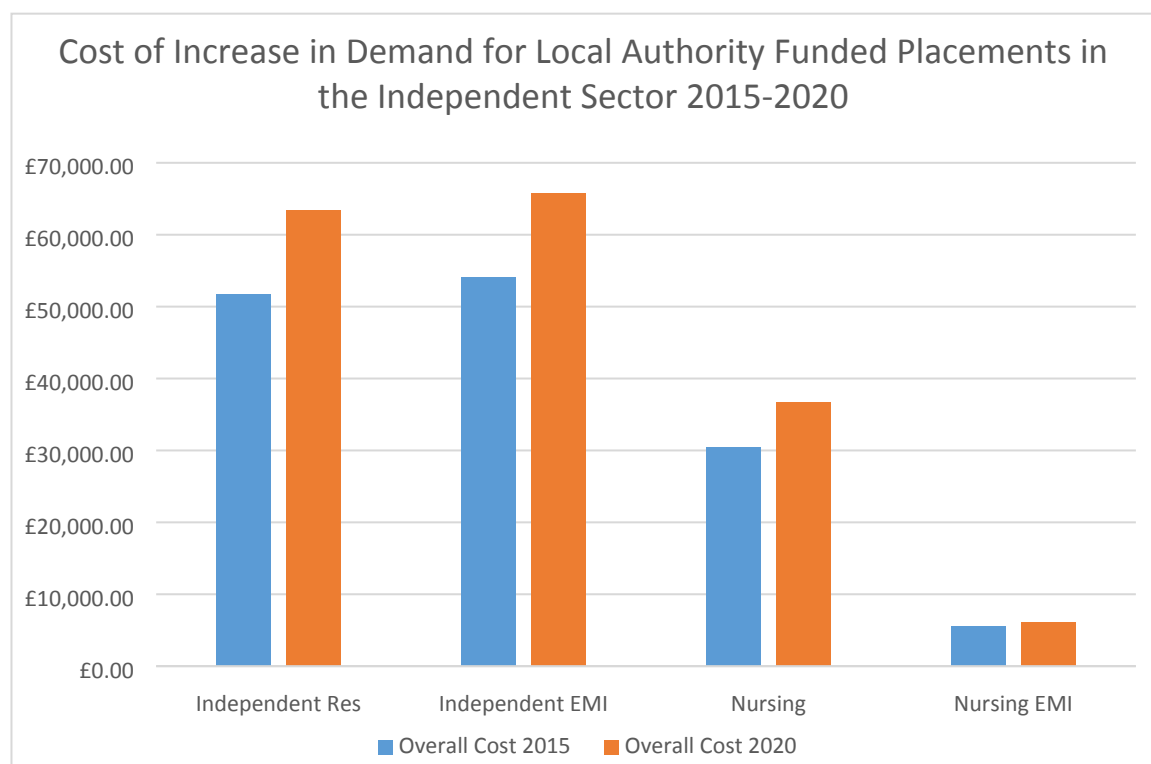
⁴ The Older People's Commissioner for Wales, 2015, *A Place to Call Home: A Review into the Quality of Life and Care of Older People living in Care Homes in Wales*, OPCW: Cardiff.

⁵ Welsh Government, 2015, *A Working Vision for the Care Home Sector in Wales*, Institute of Public Care: Oxford

3. Financial Considerations up to 2020

3.1 Financial Impact of Increase in Demand

On the assumption that the local authority would be funding as many placements in 2020 as it is now, 48% residential and 25% nursing, independent residential and nursing care provision is estimated to cost an extra £30,000 per week for the local authority to fund, regardless of any alteration to the Local Authority rate for independent sector provision (Appendix D).



3.2 National Living Wage

The impact of the National Living Wage implementation, set at over £9 per hour by 2020, is going to be profound within the care sector. This could see some care staff's wages rise by over £2.30 per hour over the course of 5 years, with the majority of staff in the independent sector being paid close to minimum wage. Nationally, a Joseph Rowntree Foundation study has estimated that the increase in wage will cost the industry an extra £830 million a year⁶.

Estimates are provided on how the implementation of the National Living Wage is predicted to effect the cost of care in the independent sector locally. On the presumption that every member of staff was originally on minimum wage, and factoring in inflation at 1% per year, it is estimated that the cost for providing one person with one week's care

⁶ Ingham, H., Bamford, S., & Johnes, G., 2015, *The costs and benefits of paying all the lowest-paid care home workers in the UK the Living Wage*, Joseph Rowntree Foundation: York

will increase by £100 (based on the minimum wage rate of £6.70 in Sept 2015) by 2020, regardless of type of care;

Care Home	2015	Living Wage Increase	Compounded inflation	2020 Total
Residential	£465.90	£536.45	1.00%	£563.81
EMI Residential	£509.72	£588.60	1.00%	£618.62
Nursing	£523.83	£599.28	1.00%	£629.85
EMI Nursing	£549.00	£617.58	1.00%	£649.08

As set out by a report commissioned by the Association of Directors for Social Services Cymru (ADSSC)⁷, the increase in financial reward for care workers is a much aspired to principle, and may act as a much needed encouragement for those interested in a career in the sector. However the independent sector may await Local Authority support with this increase in cost, in the form of increased rates, which ADSSC state will be virtually impossible for any Local Authority to absorb. The consequences of some authorities raising their fees while others don't, is that those areas with low fees will struggle to retain providers and thus capacity. Also low Local Authority rates may lead to providers turning down state funded packages of care, with preference for self-funders whom they can charge what they feel would be a true cost of care.

3.3 The Self-Funding Market

Flintshire is an asset rich community, having the highest proportion of owner occupied dwellings in North Wales (StatsWales, 2015). The implications of this are that more people are able to fund their own care within Flintshire than other local authorities. According to our estimates on the number of self-funders in our area the Local Authority is still the main funder of residential care packages (51%, in comparison to 44.5% of self-funders), however the difference between state funded and self-funded is not substantial. To put this into context, estimates in England⁸ consider the proportion of self-funders in care to be 39%, which is 5% less than estimates for our area.

3.4 In House Provision Cost

Our in house provision is more expensive than the rate at which we pay for independent sector residential care; £115-£185 more per resident per week for residential care. This discrepancy is due to a number of factors such as higher wages for care staff, more hours for domestic staff and increased catering costs. However the implementation of the living wage should see the gap in some staff costs diminish. Despite this and given the higher cost of providing in house provision, further consideration could be given to providing more specialist care in order to gain better value for money.

⁷ Association of Directors for Social Services Cymru, 2016, *The Impact of the National Living Wage on the care sector in Wales*, Abercynon.

⁸ Miller, C., Bunnin, A., & Rayner, V., 2013, *Older people who self-fund their social care: A guide for health and wellbeing boards and commissioners*, OPM: London.

3.5 Costing Conclusion

Summarising, there is a growing cost of providing residential care on a national basis. The issue of the National Living Wage, the rise of the National Minimum Wage and the automatic enrolment of employees on a pension scheme (with minimum contributions required from employers) combine to further increase the highest cost in all care homes: staffing. Inevitably this increases the true cost of care, and conflict between this and the budget Local Authorities have to provide care is foreseen. In house provision currently provides the Local Authority a stake in the market, and a vantage point to negotiate fees, but without this it can be argued that the Local Authority's position would suffer with fees rising, as can be seen in children's residential care currently.

The concern regarding cost also has an impact on demand and supply. Care home owners have stated their expectation that more homes will close without support from national government, or rising local authority fees. The Care Homes Trading Performance Review 2015⁹ reiterates this fear, expecting homes with 30 beds or less to become unviable with such legislation changes. This is significantly worrying in Flintshire as all residential homes, all bar two EMI homes, and 60% of homes overall have 30 beds or less. This may lead to an increase in hospital admissions or family carer breakdown, as lack of capacity causes delays in finding placements. Similarly, an increase in delayed hospital discharges would be predicted, causing pressure on both Health and Social Care services.

⁹ *Knight Frank Research*, 2015. 2015 Care Homes Trading Performance Review London: Knight Frank LLP

4. Securing a High Quality Home Sector

The final element that has been focused on in terms of market positioning is quality. Going forward with the challenges in regards to demand and supply and lack of financial investment, there is a fear that quality can suffer as a result. Providers have stated that with the higher complexity of needs, growing numbers of older people with dementia, and the increase in paperwork demands, staff feel unable to dedicate the time needed for residents to provide a good quality of care.

4.1 Recruitment and Staffing

There is evidence that recruiting and retaining sufficient numbers of staff is extremely challenging across the sector. This is specifically relevant within the elements of person centred care, in that home managers have stated that while they recognise the good practice this brings, an environment of needs that are ever more complex and a staffing level that is declining (with an increasing use of agency staff) means that time and resources are sparse to release staff to learn new skills in this area. Furthermore, there is an ageing population of managers, where concerns are expressed that replacing any retirements could become challenging. The Care Council for Wales¹⁰ suggests this a national concern, and the low numbers of registered assistant managers illustrates the lack of planning undertaken to replace the ageing leadership.

The challenges posed to the social care workforce stem from a very competitive employment market in Flintshire, with industrial and retail opportunities aplenty, combined with the perception of a less attractive nature of care work and low pay it offers. Data provided over the past 12 months illustrates a decline in the overall workforce, significantly so in the nursing sector.

Changes brought by the Regulation and Inspection of Social Care (Wales) Act 2016, will require more staff in social care to be registered and will encourage continuing professional development. It is hoped this will make a more professional, knowledgeable and accountable workforce, and thus make the profession more attractive to potential employees.

4.2 In House Provision Focus

Marleyfield, Croes Atti, and Llys Gwenffrwd are purpose built care homes situated in the towns of Buckley, Flint and Holywell. The managers are all registered with Care & Social Services Inspectorate Wales, and have been in post for a number of years. The buildings require little refurbishment or renovation. Llys Gwenffrwd differs in that provision is provided over three floors, which requires a change in staffing levels to creatively support people with dementia on the top floor, while Marleyfield and Croes Atti are single storey. The home also differs in the fact that both Marleyfield and Croes Atti have separate units for those with dementia related needs, where Llys Gwenffrwd does not have this option. Llys Gwenffrwd houses rehabilitation beds and all three homes provide a number of respite, step up / step down and assessments beds rather than permanent residential.

¹⁰ Care Council for Wales (2015) *The Profile of the Adult Care Home Managers in Wales 2015*. CCW: Cardiff

Marleyfield and Croes Atti have adjoining day-care provision which would be affected with some of the options presented.

4.3 Independent Sector Focus

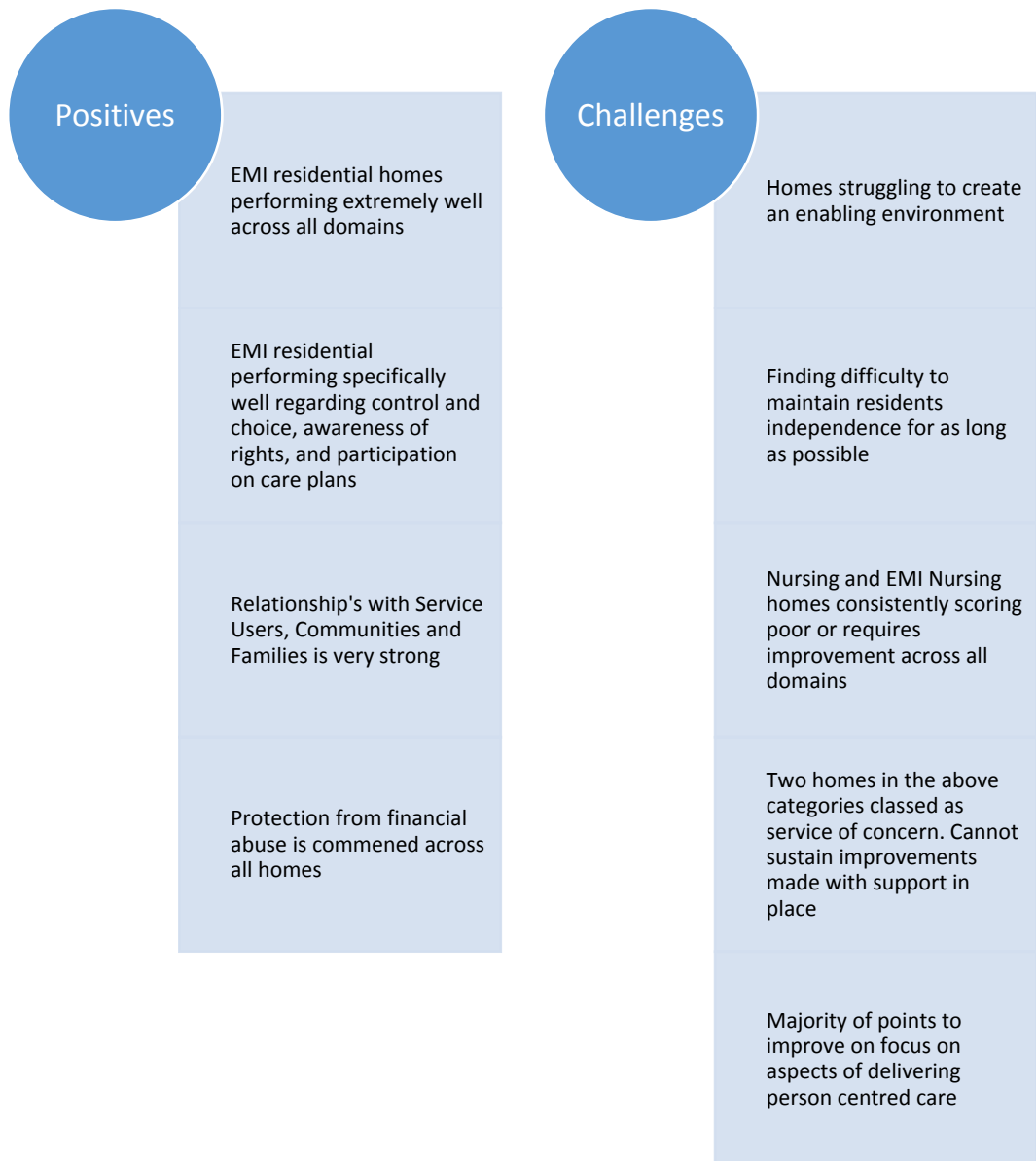
A majority of independent sector homes are in need of refurbishment of some kind. This issue is more common for the nursing care sector. However care homes across all categories have expressed that funds have not been sufficient enough to enable upgrades, and thus it is reported that such buildings will continue to deteriorate.

The majority of care homes in Flintshire are owned by small groups, who own no more than 4 care homes each. Private owners of individual care homes make up the bulk of the rest of the sector within the county, with only two homes being owned by an organization with more than 10 homes. In general, the small group owned homes are self-sustainable, however two homes within a group in the area have become interdependent, and thus the consequences and risks of one home becoming unviable are greater.

4.4 Quality Monitoring Report: Positives and Challenges for In House and Independent Sector Providers

As a commissioner of care home placements it is incumbent on us to monitor, and be satisfied with, the quality of care provided across in house and independent sector provision. We use a quality monitoring tool to identify where good quality of service is, and where improvements can be made, through reviewing 9 domains and reaching a judgement of either 'exemplar', 'good', 'needs improvement' and 'poor'. The framework we use was recently praised as good practice within the Older People's Commissioner's Report (2014) "A Place to Call Home".

The conclusions from our most recent quality monitoring activities are as follows;



Despite these assertions, many of the challenges regarding person centred care are hoped to be diminished by the wide scale take up by homes of two programmes centred on the approach, that are being implemented across Flintshire; the Helen Sanderson “A place to call home.....delivering what matters” Programme, and the 6 Steps accredited end of life care programme.

Flintshire have recently taken part in Working Together for Change with Helen Sanderson Consultants, which is a 6 step programme that aims to inform strategic planning and commissioning by analysing person-centred information from individual reviews, support plans or person-centred plans. We recently conducted a workshop as part of this process which will involve clustering information into key themes, before analysing the information, looking at what is working or not working and why. This analysis can then be used to formulate an action plan to address highlighted considerations. This was done in conjunction with managers of independent care homes to consolidate the methodology

behind this approach, and it is intended the workshop will be repeated to include a wider variety of stakeholders and include better person centred information. Independent managers also expressed desire to complete a similar exercise individually within their own homes, in order to get richer feedback from residents about what matters to them.

4.5 Quality Conclusion

There is a fragility to the residential care sector in Flintshire, which needs significant development. Many of the issues raised within the quality element of this document correlate to issues that the Older People's Commissioner for Wales has raised within her report¹¹, which represents similar concerns nationally. In terms of delivering care, both reports indicate challenges in developing inclusive, enabling, and risk appropriate practice that takes into account resident's preferences. It should be noted however that positive work is being undertaken in Flintshire through the Helen Sanderson and 6 steps programmes, in order to make staff become more confident and competent in delivering practice with such ethos.

The element of staff retention and recruitment offers significant concerns; there are no statutory minimum staffing levels required which creates risks. A joint workforce development programme to address such concerns is being looked at on a regional level. The quality of this care can be affected by staff levels, with some homes citing lack of staff cover for not being able to attend programmes to develop their ability to deliver person entered care. As has been focused on, development of inclusive, enabling, and risk appropriate practice that takes into account residents preferences, is a point to improve on within Flintshire care homes.

¹¹ The Older People's Commissioner for Wales, 2015, *A Place to Call Home: A Review into the Quality of Life and Care of Older People living in Care Homes in Wales*, OPCW: Cardiff.

5. Options Appraisal

5.1 Keep all Our In House Provision

Description

Maintain our current situation regarding provision, and not expand, amend or reduce.

Benefits

No disruption to current residents

Occupancy rates will continue to be high

The model is already established and requires minimal further investment

Retain ability to ensure that residential places are made available for those residents with the greatest care need

Ability to influence the development of quality

Challenges

Demand is forecasted to surpass the current supply

Relies on independent sector investment

Cost of provision will rise, regardless of change in demand

Risks

No reduction on the pressure on budget

Provision not aligned to specialised need

Maintains status quo in a fragile market

5.2 Refocus Provision to Fit with Demand

Description

Retaining the three existing homes but realigning their specialisms and focus to fit with changing demands. There are a range of options that could be considered such as; joint working with Health to provide nursing care in house, or increase in Intermediate Care beds. This area would need further work if the option was to be taken forward

Benefits

Will be suited to the needs of the population if modelled on projections

Can allow for a slight amount of interchangeable beds which means more flexibility

Will be modelled on demand, thus efficient

Can mean more short term care, respite and step up/step down beds with the aim of reducing the need for long term placements and delayed discharges

Can support integrated working between the Local Authority and Health Board

Focus on prevention and early intervention

Challenges

Limited to the current number of beds, which is projected to be insufficient

Short term beds have an adverse effect on long term residents, giving a home a 'hotel' feel

More Intermediate Care beds mean unpredictability for management; there is no consistent level of need that requires a consistent level of staffing

Some of the potential models need strong primary care support, including GP's

Joint running a home with Health may require a new registration, thus would have to upgrade any non-en suite rooms in line with the National Minimum Standards for Care Home for Older People (Standard 35)

Risks

Increase in Local Authority EMI or nursing placements could mean higher costs

5.3 Reduction of In House Capacity

Description

Closure of one or more of our in house homes

Benefits

Less costs as LA owned homes are currently more expensive per placement

Will mean demand exceeds supply further, leaving plenty of opportunity for investors.

Challenges

Disruption to existing service users

Explicit costs such as staff redundancies

Cost of carrying out robust consultation and matching processes

Gives market a stronger position to negotiate fees

Will need increased investment into contract monitoring, to retain capacity to influence quality across the sector

Public Confidence

Demand will be too high even with the homes

Risks of Closing In House Provision

Impact Severity	Catastrophic	Transfer to another home may detrimentally affect residents health (Veale, 2011)		Coincides with closure of Ind Homes, to accelerate deficit in supply	Lack of supply becomes a regional concern; no available placements in neighbouring authorities to rehouse current of accomodate future residents		
	Critical				Potential residents with dementia related needs will have to move out of area, away from families		Emotional Impact - Loss of Networks and Friendships
	Marginal	Reduces employment opportunities in Flintshire care sector		Will agrieve the local community	Local Authority may have to pay for out of county rates for some residents		Staff Redundancies
	Negligible						
		Unlikely (5%)	Very Low (15%)	Low (30%)	Significant (50%)	Very High (65%)	Extremely High (80%)
Likelihood and Percentage of Risk Happening							

¹² Veale, A., 2011, *Enforced relocation of older people when Care Homes close: a question of life and death?* Age and Ageing; 40: 534–537

5.4 Transfer of One or More In House Homes

Description

To consult on the potential of transferring one or more in house homes to an independent provider.

Benefits

Provider may be able to provide care for less

Does not affect demand and supply detrimentally

RSL's – Local Authority can control the type of residents admitted, to prevent residents from other local authorities adding to demand

Challenges

Transfer of Undertakings (Protection of Employment) Regulations 2006 – Currently pay staff higher wage, which is perhaps unviable, so not easy to attract that investment

May have to pay for voids

Attracting investors

Will need increased investment into contract monitoring, to retain capacity to influence quality across the sector

Will be classed as a new building and will therefore have to meet the updated National Standards of Care Homes for Older People (Standard 35), which would require 17 rooms to be upgraded to en suite to comply

RSL's are inexperienced in delivering provision for higher needs residents.

Risks of Transferring In House Provision

Impact Severity	Catastrophic	Lack of demand may lead to extensive cost for voids				No buyer is found	
	Critical		Independent will prioritise self-funders regardless of area; possible influx of out of county residents	Independent Provider decreases hours of care each resident receives	Lose a significant stake in regards to independent sector fee negotiations	Independent Provider does not replace departing staff	
	Marginal		Will agrieve local community	Will disturb and demoralise staff and residents Will agrieve local community	Lose ability to control quality in the sector		
	Negligible						
		Unlikely (5%)	Very Low (15%)	Low (30%)	Significant (50%)	Very High (65%)	Extremely High (80%)
		Likelihood and Percentage of Risk Happening					

5.5 Expansion of Current Network of Homes

Description

To build or buy a new home to add to our existing stock.

Benefits

Dilutes future demand concerns

Quality of home is in Local Authority's control

Makes market more resilient in the case of independent sector closures

New build would improve the current stock of care homes in Flintshire

Challenges

Local Authority could not afford to staff a purpose built home

Securing funding to purchase or build a home

Risks

Aggrieve communities whose services have been cut

Cause an unsustainable level of debt

May conflict with current initiatives to support independent living such as Homes for Life and Extra Care

5.6 Expansion of Current Network of Homes through Joint Partnership

Description

To co-invest in expanding the stock of centrally managed care homes. This could represent taking control of the lease of a care home, which has either been closed or is in danger of doing so, and co-delivering a residential/nursing care service with the Local Health Board.

Benefits

Dilutes future demand concerns

Quality of home is in Local Authority's control

Makes market more resilient in the case of independent sector closures

New build would improve the current stock of care homes in Flintshire

Not so financially demanding as lone investment

Challenges

Local Authority could not afford to staff a purpose built home alone, and may still struggle with joint investment

Relies on relationships with, and resources of, partners

Risks

Aggrieve communities whose services have been cut

May conflict with current initiatives to support independent living such as Homes for Life and Extra Care

6. Conclusion

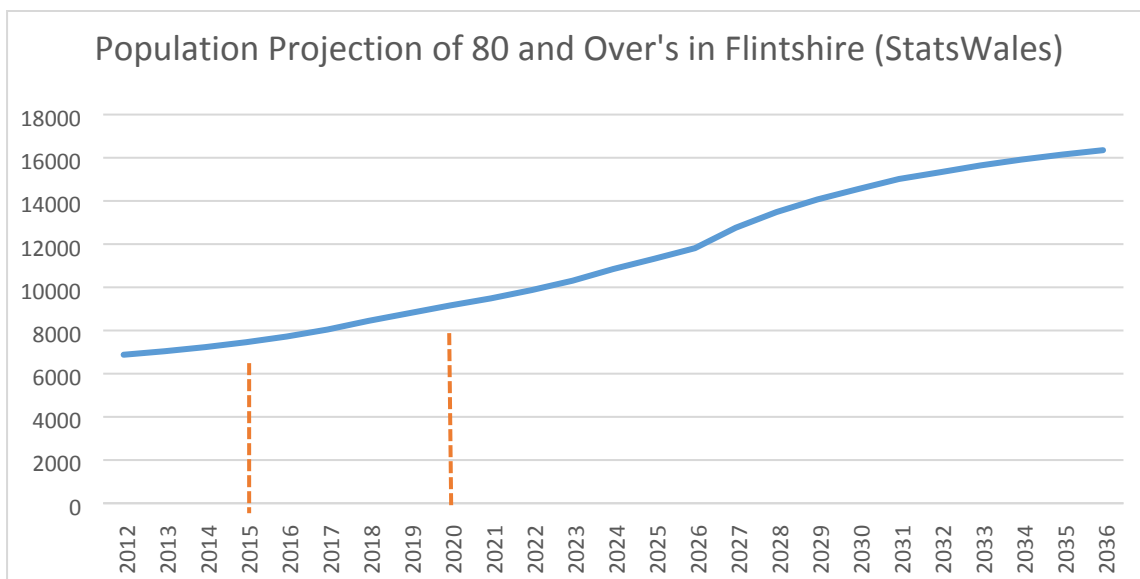
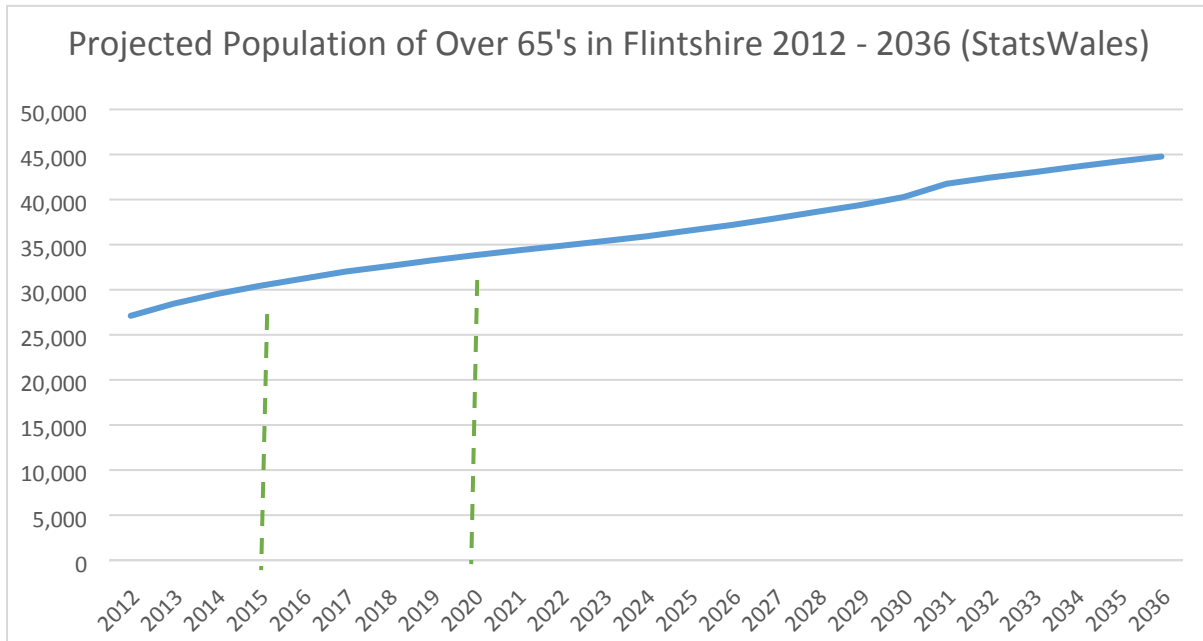
As is evident through the narrative of this report there is a fragility within the sector heading to 2020, both locally and nationally. The increase in the ageing population is especially potent for Flintshire and will increase demand beyond the current capacity of care homes in the area. The implementation of the national living wage is likely to create gap in the cost of care and the rate at which local authorities can afford to fund care in consideration of austerity, which creates further risk for the long term viability of some, specifically smaller, independent residential care providers. Fears have been expressed that the increase in the pressure of demand and the increased cost of providing care will mean reduced numbers of staff will have less time to undertake their care role for a similar number of residents, therefore affecting the quality of care in the future.

With careful consideration to these points, the option of reducing our in house provision presents some serious and significant risks to the sector and future residents, and therefore appears unviable. The option of increasing the number of in house homes is also considered unviable, due to the time needed to secure such investment, and the budgetary pressures facing the council. Therefore the maintenance of the current level of provision, through options 1, 2 or 4 are concluded to be the most appropriate courses of action. However to adapt our current model of provision (option 2) to suit the changing demands of the sector, in developing an intermediate care hub focused on preventative and early intervention work, is hypothesised to be the most efficient solution to dealing with demand pressures in the future. This would satisfy requirements of both Part 2, Section 15, and Part 9, Section 16 of the Social Services and Well-being (Wales) Act 2014, in providing a “range and level” of preventative/early intervention service, and establishing a pooled fund to co-deliver services with its partners.

What is also clear is that a number of issues presented in the content of this report are not unique to Flintshire, but are present in Local Authorities across Wales. Concerns such as the National Living Wage, poor performances of nursing homes, worrying recruitment and retention of care staff, and a depreciating capital state of homes with little room for investment, are all issues that individual authorities will find challenges with to address individually. Therefore, along with utilising our own methods to deal with such future demands, a national co-ordination, partnership and strategy must be a priority in order to strengthen what is a potentially fragile market.

Appendices

Appendix A – Population Increase



¹³ StatsWales, 2015, *2011 based local authority population projections for Wales: 2011 to 2036*. Welsh Government: Cardiff.

Appendix B – Demand Forecasts Based on Population Increase

	<u>2015</u>	<u>2020</u>	<u>Increase</u>	<u>Increase (%)</u>
<u>Population 80+</u>	7457	9160	1703	23%
<u>Overall Dementia</u>	2049	2451	402	20%
<u>Under 80 with Dementia</u>	698	787	89	13%
<u>Risk Population</u>	8155	9947	1792	22%
<u>Demand for All Residential</u>	544	664	120	22%
<u>Demand for EMI Residential</u>	238	290	52	22%
<u>Demand for General Residential</u>	306	373	67	22%
<u>Demand for General Nursing Care</u>	230	281	51	22%
<u>Demand for EMI Nursing Care</u>	38	46	8	22%
<u>Overall Demand</u>	812	990	178	22%

The above forecasts for future demand are based on future demographic projections. This has incorporated StatsWales population projections, to estimate the number of those aged 80+ would be living in Flintshire in 2020, and dementia prevalence figures¹⁴ to estimate the number of those aged 65-79 with dementia. These two factors combined give what is defined as risk population; the demographic most at risk of having significant health and social care needs.

The increase in the risk population from 2015 to 2020 is 22%. Therefore the estimated increase in demand for residential placements for that period is 22% which, assuming that all homes operate at full capacity, leaves a gap of 178 care beds needed to satisfy demand in Flintshire by 2020.

Appendix C – Increase in Cost of Care

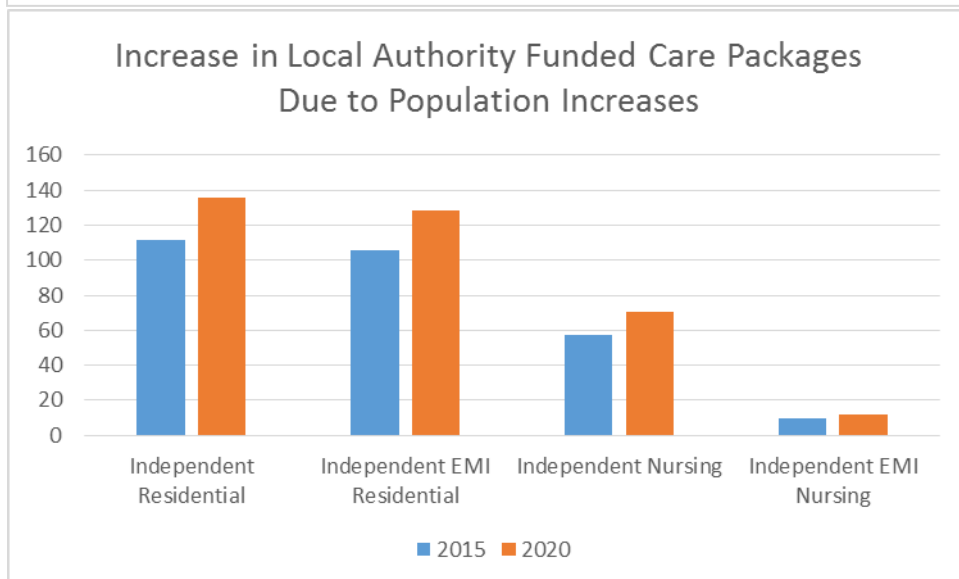
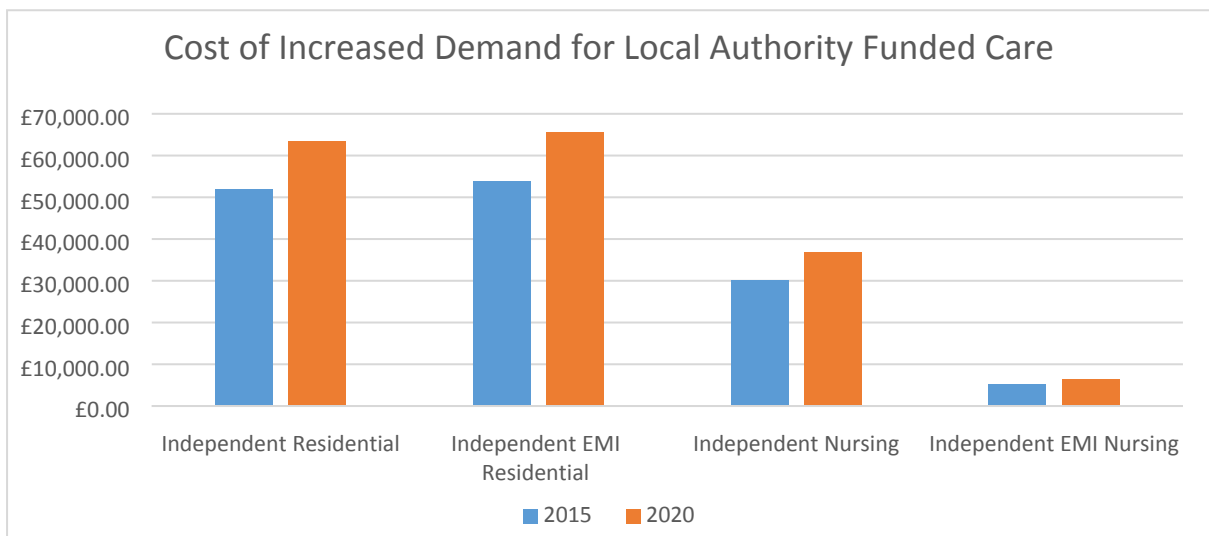
<u>Home Category</u>	<u>Average hours of care per resident per week</u>	<u>Living wage increase by 2020</u>	<u>Extra cost of care per resident per week</u>
<u>Independent Residential</u>	28.22	£2.50	£70.55
<u>EMI Residential</u>	31.55	£2.50	£78.88
<u>Nursing</u>	30.18	£2.50	£75.45
<u>EMI Nursing</u>	27.43	£2.50	£68.58

¹⁴ Alzheimer's Society, 2007, *Dementia UK – The Full Report*, PSSRU: London

Care Home	2015	Living Wage Increase	Compounded inflation	2020 Total
Residential	£465.90	£536.45	1.00%	£563.81
EMI Residential	£509.72	£588.60	1.00%	£618.62
Nursing	£523.83	£599.28	1.00%	£629.85
EMI Nursing	£549.00	£617.58	1.00%	£649.08

The above table shows that if the average number of hours of care given to a resident per week is maintained, the £2.50 increase for the living wage (based on the national minimum wage in September 2015), means the cost of care for each resident would have increased by £68-79 per week by 2020. With compounded inflation considered, this contributes to approximately £100 increase for all categories of care.

Appendix D – Increased Cost of Local Authority Funded Care Packages in the Independent Sector Due to Demand Increase

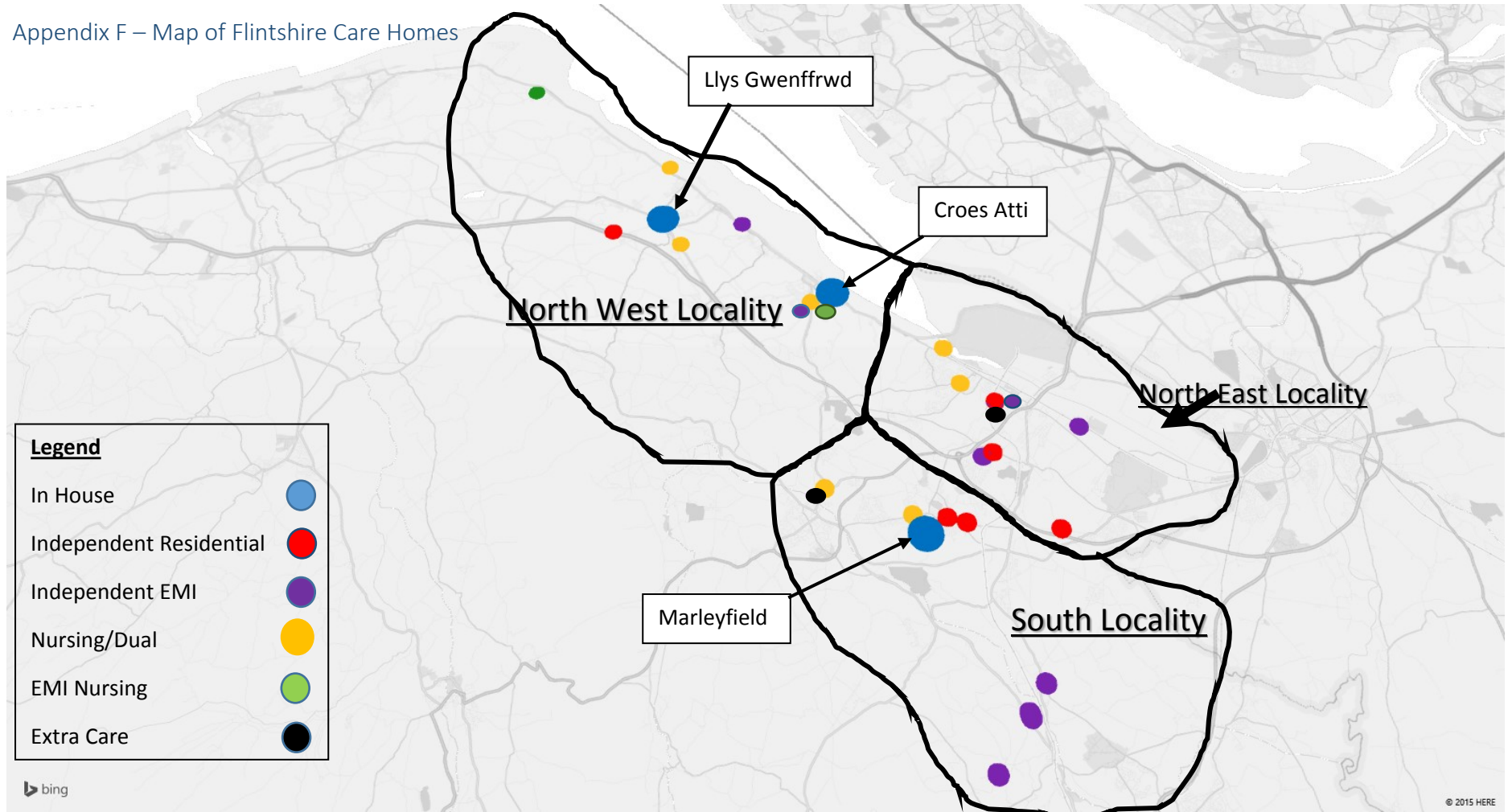


The number of care packages funded by the Local Authority is estimated in the first graph using current proportions of those in residential care that are supported by the Local Authority (48% residential, 25% nursing), and increasing the demand by 22% (as done in appendix B). Using 2015 rates that the Local Authority provide for independent care, only factoring the increase in demand, this equates to an extra £30,000 as illustrated in the latter graph.

Appendix E – Number of People in the Risk Population to Care Beds by Local Authority

LA	Residential	EMI Residential	Nursing	EMI Nursing
Conwy	17		39	59
Denbighshire	11		20	44
Flintshire	26		33	207
Gwynedd	15		86	109
Isle of Anglesey	20		42	84
Wrexham	14		25	41
Average	17		41	91

Appendix F – Map of Flintshire Care Homes



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List of Consultees

Dialogue, Information and Intelligence

The following people have contributed to this document through either dialogue, giving their perception and opinions on the care sector nationally and locally, or through factual information and intelligence;

- Steve Vaughan, Welsh Government
- Reena Cartmell, Betsi Cadwaladr University Health Board
- Mary Wimbury, Care Forum Wales
- John Williams, Regional Collaboration Team
- Maria Bell, North Wales Social Services Improvement Collaborative
- Managers of Independent and In House Care Homes in Flintshire

Direct Feedback on Written Product

The following people have given a critique to a final draft of this document, offering advice on the areas covered, the conclusions that have been drawn, or any amendments that they feel should be made;

- Vicky Poole, CSSIW
- Reena Cartmell, Betsi Cadwaladr University Health Board
- Maria Bell, North Wales Social Services Improvement Collaborative

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CABINET

Date of Meeting	Tuesday, 17 th May 2016
Report Subject	Approval of lending to NEW Homes to Fund a Development of 62 Affordable New Homes in Flint
Cabinet Member	Cabinet Member for Housing
Report Author	Chief Officer, (Community & Enterprise)
Type of Report	Strategic

EXECUTIVE SUMMARY

The NEW Homes Business Plan 2015/20 identifies growth through the development of 300 affordable homes between 2016 and 2020. Each new development scheme requires individual cabinet approval.

NEW Homes has been analysing the available capital funding options to develop 62 affordable homes on the site of The Walks, Flint and has identified that the preferred option would be to request approval to borrow the capital finance needed from the Council.

This report describes the current position with taking forward a development scheme for NEW Homes and seeks approval from Cabinet to on lend capital finance to NEW Homes.

RECOMMENDATIONS

1	Cabinet notes that NEW Homes wishes to develop 62 affordable properties on the Walks at Flint at a build cost of £7.397M and its board has agreed to seek approval from the council to provide capital finance to fund the development.
2	Cabinet agrees to delegate responsibility to the Section 151 Officer and the Monitoring Officer:

	<ul style="list-style-type: none"> • Approval of the terms of the loan as described in paragraph 1.50 of this report • Approval of the terms of the loan agreement and any associated documents following satisfactory due diligence.
3	Cabinet approves the inclusion of the NEW Homes Walks development costs in its Council's Fund capital programme in 2016/17 to be funded by prudential borrowing.
4	Cabinet recommends to Council changes to necessary strategies and policies including; Treasury Management Strategy, Prudential Indicators, Minimum Revenue Provision Policy and Accounting Policies.
5	Cabinet agrees to dispose of HRA land at the Walks to NEW Homes (Subject to Welsh Government consent) for c£187K, subject to final valuation of abnormal costs.
6	Cabinet notes that NEW Homes will develop a joint Marketing and Estate Management Strategy (including a Local Lettings Policy) with the Council for The Walks.

REPORT DETAILS

1.00	EXPLAINING THE DEVELOPMENT OF 62 AFFORDABLE NEW HOMES IN FLINT
1.01	<p>The NEW Homes approved Business Plan sets out key elements of the company's future growth strategy to increase the number of properties owned by the company as affordable housing over the next five years. The cabinet has approved the NEW Homes business plan.</p> <p>This plan includes the development of 300 new build properties, through the Council's Strategic Housing and Regeneration Programme (SHARP). The first proposed scheme is at The Walks, Flint which will see the provision of 62 new affordable houses and apartments.</p>
1.02	In June 2015 following an extensive procurement exercise, Wates Living Space were appointed as the Council's preferred Development partner for delivering the SHARP over the next five years.
	CONSIDERATIONS
1.03	The proposed re-development of The Walks will bring to the town a significantly improved housing offer for Flint town centre, utilising traditional construction methodology which will provide thermally efficient, well planned and secure properties for the current and future residents of Flint. It is widely recognised that the re-development of The Walks is a once in a generation opportunity to re-plan this key town centre site.

1.04	Appendix 1 shows the overall layout of the total proposed scheme for The Walks, Flint. In preparing the overall design, the primary consideration has been to compliment the Flint Conservation Area and also deliver the objectives of the Flint 2012 Master Plan in reinforcing the linkages between Flint Castle and the town centre. The proposed new road pattern and estate layout reflects the historic urban grid and suggests a recreation of John Speed's original town map and town perimeter fortification.																		
1.05	As Flint was originally constructed as a planned town based around a cruciform of streets, the design intent of the architectural proposals seeks to recreate this street pattern. Clwyd-Powys Archaeology Trust (CPAT) have a long-standing interest in Flint with excavation works already being undertaken to the neighbouring Leas Site.																		
1.06	The design and layout of the scheme has also been informed by the panel of the Design Commission for Wales (DCW). The Design Review Service allows development plans and proposals throughout Wales to be considered by the Design Commission for Wales' independent, expert multi-disciplinary team. A positive report was received from the DCW on the proposed scheme design and layout.																		
1.07	The proposed overall development provides a total of 92 No. residential properties. This comprises 30 social rented homes (the subject of a separate report on this agenda) and 62 affordable rented properties. The affordable rented properties will be let at 90% of market rent.																		
1.08	NEW Homes Property Mix																		
1.09	NEW Homes will deliver the following property mix on the site: <table border="1" data-bbox="284 1227 1401 1458"> <thead> <tr> <th>Property Type</th> <th>No.</th> <th>Rents (Monthly)</th> </tr> </thead> <tbody> <tr> <td>1 Bed Apartment</td> <td>6</td> <td>£405.00</td> </tr> <tr> <td>2 Bed Apartment</td> <td>18</td> <td>£495.00</td> </tr> <tr> <td>2 Bed House</td> <td>23</td> <td>£495.00</td> </tr> <tr> <td>3 Bed House</td> <td>15</td> <td>£562.00</td> </tr> <tr> <td>Total</td> <td>62</td> <td></td> </tr> </tbody> </table>	Property Type	No.	Rents (Monthly)	1 Bed Apartment	6	£405.00	2 Bed Apartment	18	£495.00	2 Bed House	23	£495.00	3 Bed House	15	£562.00	Total	62	
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2 Bed House	23	£495.00																	
3 Bed House	15	£562.00																	
Total	62																		
1.10	Demand for Affordable Housing in Flint																		
1.11	There are currently 30 applicants who have applied to NEW Homes indicating a desire to live in Flint, the table below shows the break down by demand for number of bedrooms. <table border="1" data-bbox="284 1742 1348 1935"> <thead> <tr> <th>Number of Bedrooms</th> <th>Number of Applicants</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>9</td> </tr> <tr> <td>2</td> <td>12</td> </tr> <tr> <td>3</td> <td>9</td> </tr> <tr> <td>TOTAL</td> <td>30</td> </tr> </tbody> </table>	Number of Bedrooms	Number of Applicants	1	9	2	12	3	9	TOTAL	30								
Number of Bedrooms	Number of Applicants																		
1	9																		
2	12																		
3	9																		
TOTAL	30																		

1.12	NEW Homes is receiving regular enquiries from customers interested in The Walks, AND whilst they are encouraged to complete application forms, to increase the likelihood of being successful in securing a property, many do not. They indicate that they will contact NEW Homes when the properties are advertised. This would indicate that the demand for these properties is significantly higher than indicated by the number of active applications.
1.13	The register maintained by Grwp Cynefin also shows a further 8 households requiring 2 bed properties and 2 households requiring 3 bed properties. Increasing the number of identified applicants looking for properties in Flint to 40. These figures do not include applicants who are in contact with other letting agents in Flint. These people are likely to register an interest when the properties are marketed.
1.14	Housing Market Assessment of The Walks
1.15	An independent Housing Market Assessment (HMA) report was undertaken for The Walks in Spring 2015 to inform and assess the proposed tenure mix, unit mix and rent levels for the scheme. The report indicates that the level of demand for rented properties in Flint remains strong. There is a shortage of good quality housing stock within Flint, in particular 2 and 3 bed semi / terraced houses that fall within the affordability means of the local market.
1.16	<p>Currently, there are only 7 properties being advertised for rental on Rightmove of which:</p> <ul style="list-style-type: none"> • 1 x 2 Bed Semi / End Terrace properties range from £550 – £600 p.m.; • 1 x 2 Bed Cottage at £475 p.m.; <p>There are currently no 3 bed houses or 1 /2 Bed apartments currently advertised as being available to rent in Flint on Rightmove.</p>
1.17	This would suggest there is a shortage of property across the size range, particularly for 2 and 3 Bed properties which is a demand the proposed housing mix meets.
1.18	Marketing of the Scheme
1.19	The overall vision for marketing The Walks will be to create a united marketing strategy that reinforces the partnership between the Council and NEW Homes. The marketing of The Walks will encompass developing a single brand that is easily recognised by local people.
1.20	Key Design Features of the development
1.21	<p>All of the properties proposed have been designed in strict compliance with the NEW Homes approved Flintshire Housing Standard as follows:</p> <ul style="list-style-type: none"> • All properties proposed, including apartments and houses, are elevated, designed and positioned to be tenure blind and are designed and architecturally detailed in an identical manner irrespective of the form of tenure proposed. • The scheme fully complies with the space standards and room layouts

	<p>outlined and in many instances the properties are provided and proposed at the upper level of the anticipated and required square metre age</p> <ul style="list-style-type: none"> • All properties proposed in 'The Walks' development contain an element of internal storage in order to comply with the requirements of modern day living. • External storage is proposed to the houses • To all houses on the development gardens have been designed to be private, secure and to have minimal overlooking from adjacent properties. In all instances private amenity garden spaces are in excess of 30 sq. m, with the house type layouts providing immediate and direct access to the garden spaces from the property. Most rear gardens are accessible from the rear of the properties through private and secure footpaths featuring lockable gates to the garden entrances in order to fully comply with the requirements of Secured by Design. • The design approach to the car parking solution is to ensure that each dwelling is provided within curtilage parking with the overall development providing 153 car spaces, giving an overall ratio in excess of 150%. In most instances car parking to individual dwellings is clearly overlooked from primary habitable rooms within the dwelling in order to provide secure and controlled car parking facilities for the residents. The car parking spaces provided for the apartment block and Castle Heights are also visually controlled from the proposed and existing dwellings in order to provide safe and secure car parking facilities.
1.22	Management of The Walks
1.23	The Council properties will be managed within the Housing Revenue Account (HRA), whilst the affordable properties will be managed by NEW Homes. A joint Local Lettings Plan will be developed to ensure good management of the stock for the sensitive allocation of properties. Joint working arrangements will also be developed around tenancy management and repairs services.
1.24	Land Value
1.25	Flintshire County Council has commissioned an independent valuation for The Walks from the District Valuer. The open market value of the proportion of the site to be developed by NEW homes is £771k.
1.26	<p>There are projected abnormal site costs of £584K. These have been deducted from the valuation, leaving a net sale price to NEW Homes of c£187K. (This is the same process which was utilised for land disposed of recently to Pennaf Housing Group and Betsi Cadwaladr University Health Board for their development sites in Flint).</p> <p>An application for consent to transfer the land to NEW Homes has been made to Welsh Government with a formal response expected shortly.</p>

1.27	Build Costs								
1.28	The current anticipated build cost for the scheme is £7.397M. These costs have been subject to on-going value engineering and challenge. The costs have been broken down as follows:								
	<table border="1"> <thead> <tr> <th>Build Costs for The Walks Site</th> <th>NEW Homes</th> </tr> </thead> <tbody> <tr> <td>Build Cost for the Walks site (Affordable provision)</td> <td>£7.21M</td> </tr> <tr> <td>Land purchase Costs</td> <td>c£187K</td> </tr> <tr> <td>Total Projected Build Costs</td> <td>£7.397M</td> </tr> </tbody> </table>	Build Costs for The Walks Site	NEW Homes	Build Cost for the Walks site (Affordable provision)	£7.21M	Land purchase Costs	c£187K	Total Projected Build Costs	£7.397M
Build Costs for The Walks Site	NEW Homes								
Build Cost for the Walks site (Affordable provision)	£7.21M								
Land purchase Costs	c£187K								
Total Projected Build Costs	£7.397M								
1.29	Planning approval for the scheme was received on the 22 th February 2016. The build for the scheme will commence in September 2016. The handover of the properties to NEW Homes will be phased over an 18 month period, with a projected completion in March 2018. Appendix 2 shows the proposed phasing sequence for The Walks.								
1.30	It is envisaged that the construction of The Walks will deliver a number of positive community benefits to the town including increased trade to local contractors and local supply chain.								
1.31	Funding Options Available to NEW Homes								
1.32	A number of different funding solutions have been identified and reviewed to finance the development. These options include NEW Homes borrowing privately itself from the market; leasing finance and the Council lending directly to NEW Homes. The detailed financial modelling undertaken for each option has utilised NEW Homes Development Scheme Assumptions about rental income and management and maintenance costs to assess the level of risk for NEW Homes in meeting the finance costs for each option.								
1.33	New Homes Board met on 26 th April and agreed in principle to proceed with The Walks development in Flint, with the preferred funding provider being Flintshire County Council. The options available and an appraisal of each is described in the paragraphs below.								
1.34	<p>There are 2 phases to funding any new development. The first being the construction phase during which the properties are built and the second the operational phase once the properties are built and let out.</p> <p>During the construction phase there is no income generated from renting the properties to fund interest and capital repayments. Therefore loans or lease agreements are normally structured so that no repayments are made during the construction phase and interest is accrued and paid over the life of the second phase.</p>								

1.35	<p>Whilst the private sector will offer finance during the development phase, their terms and conditions require the development land to be transferred into the ownership of the private funder from the outset as security for the loan. This places risk on NEW Homes (and the council as strategic partner) as should the development stall during construction for any reason, neither NEW Homes nor the Council would own the land and would not have sufficient control to be able to resolve the situation.</p> <p>To avoid this scenario, during the SHARP tender process proposals were received from bidders to provide construction phase funding (i.e. cash flow the development until the first property handovers are received). This funding would be repaid by commercial lending on completion. Wates can therefore provide funding for the development phase if required.</p>
1.36	<p>NEW Homes does not currently have enough credit history to borrow directly from the market to fund The Walks scheme independently. External funders would be willing to lend but require the Council to provide a financial guarantee to step in and pay loan or lease repayments in the unlikely event that NEW Homes defaults. In providing the financial guarantee the Council will incur a charge in the Council's revenue account, which the Council would need to recover from NEW Homes.</p> <p>The cost of The Walks scheme at c£7.397m is also considered a barrier to sourcing funding directly from the market, being too small to attract investment from institutional lenders such as pension funds etc, but with insufficient free equity in its unencumbered assets, to support a loan to cover the full scheme costs.</p> <p>Interest rates charged by the private market would be reflective of the perceived risk.</p>
1.37	Private Sector Leasing
1.38	<p>Under leasing arrangements, the ownership of the properties passes to the funder on completion and the funder leases the properties back to the Council or NEW Homes (again a financial guarantee from the Council is required by the funder). Title to the properties would revert to NEW Homes or the Council at the end of the term.</p> <p>Leasing finance costs are covered by net rents, which is gross rental income less an allowance for management and maintenance costs. Leasing charges increase (by CPI) each year.</p>
1.39	<p>Two models were provided by Wates as part of their tender: Octopus - QSH and Legal & General. (These offers were representative of those received during the tender process and are assured as offering best value on this basis). Both funders provided proposals to NEW Homes to fund the scheme.</p>
1.40	Octopus-QSH
1.41	<p>Octopus-QSH is a company which connects private investors with local</p>

	<p>authorities in order to provide and manage new affordable housing for the benefit of sustainable local communities. The company maintains an Investor Panel which draws upon a number of different investors which look for a minimum level of rental yield from the outset. The properties on The Walks would be leased under a Head Lease to the purchaser over a minimum of 125 year period. Development funding would be provided by Octopus via a Joint Venture partnership between QSH and Octopus. Long term finance following practical completion will be provided in due course by the raising of a new fund with the potential to grow further investment over 5-10 years.</p>
1.42	<p>The Octopus-QSH model is predicated on a minimum funding commitment of c10m, meaning that should this option be selected by NEW Homes, the company (council as guarantor) would be contractually bound to also utilise this funding for future schemes worth circa £3m. This ties NEW homes (and the council) in a way which the board were uncomfortable with at this stage, as there can be no guarantees about the future pipe line programme coming to fruition.</p>
1.43	Legal & General
1.44	<p>The Legal & General (L&G) standard leaseback model is also compliant with the model approved by the Council during the SHARP tendering process. This model would involve L&G funding both the development of the affordable units and making available long term leasing finance over 30, 40 or 50 years if required. Under this model, L&G would own a long leasehold (minimum 140 years) or freehold interest which would revert to NEW Homes for £1 at the end of the lease.</p>
1.45	<p>This leaseback model is predicated on a requirement that the developed properties are not impaired by a covenant restricting them to affordable rent, in case of default by NEW homes (the council). This would mean that L&G could re-let the properties at market rent and/or sell on the open market. Whilst the scenario of default is unlikely, the provision of a covenant would not be acceptable to the council, which as part of the disposal of the site to NEW Homes wishes to impose a covenant restricting use of the land to affordable housing in perpetuity.</p>
1.46	Council lending to NEW Homes
1.47	<p>The Local Government Act 2003 provides the council with the powers to lend finance to NEW Homes. This option, if agreed, could provide the council with a new revenue income stream alongside enabling NEW Homes to help the council meet the identified need for more affordable properties in the County. (The Housing Market Assessment 2015).</p>
1.48	<p>The process for lending would be that the council would borrow from the market and on lend to NEW homes. The loan would be organised into 2 phases. The first a short term development phase during construction, at a higher rate of interest reflecting that no security can be offered during construction other than the land value. During the development phase the</p>

	<p>loan would be structured so that NEW Homes would not make any repayments and the interest would accrue but not be payable.</p> <p>The second phase, on completion would see the loan refinanced into a long term loan secured against the properties. The principal to be repaid would be the total build costs plus the interest accrued from the 1st phase of the loan. The term could be varied to suit NEW Homes requirements subject to a maximum of 50 years.</p>
1.49	<p>In lending to a private company such as NEW Homes the Council must consider State Aid rules. These prevent the Council providing a competitive advantage to NEW Homes over other companies in the market place, (even though NEW Homes is wholly owned by the Council.)</p> <p>The Council can either lend at commercial interest rates and therefore provide no State Aid to NEW Homes, or it can consider lending at interest rates lower than commercial rates which would constitute State Aid. Lending at lower than commercial rates is lawful provided that the purpose of the loan qualifies for a State Aid exemption and certain criteria are not breached.</p> <p>The Council has received legal advice indicating that the provision of homes for rent (to those for whom the local housing market has failed) qualifies for a lawful state aid exemption. An application would need to be made to the European Commission for an exemption.</p>
1.50	<p>It is recommended that delegated authority is given to the council's Section 151 Officer in conjunction with the Monitoring Officer to agree the terms of a loan and the rate of interest to be charged to NEW Homes, after receiving external specialist advice. The level of interest rate charged will be higher than the rate the council will borrow at (so that the council can make a return), but not so high that NEW Homes cannot meet its own development scheme assumptions for a viable development.</p> <p>The loan would qualify as capital expenditure and therefore need to be included within the Council's Capital Programme funded from prudential borrowing, also requiring Cabinet approval. The loan would also have implications for policies set by full Council which would require amendment to the Treasury Management Strategy, Prudential Indicators, policy for Minimum Revenue Provision and accounting policy for capitalising interest costs.</p>
1.51	<p>NEW Homes board agreed that Council borrowing would be their preferred route. It would be quicker to secure, enabling an earlier start on site. It also provides greater flexibility to agree interest rates and both the leasing finance options tie NEW Homes (and the council) to longer term commitments which could be high risk or unacceptable.</p> <p>For the council, the provision of capital finance to a wholly owned company for the provision of housing, is low risk and provides a new income stream which could be replicated in future for other strategic priorities.</p>
1.52	<p>The loan repayments from NEW Homes would consist of:</p>

	<ul style="list-style-type: none"> • Capital repayments, which will be classed as capital receipts, and will be set aside to repay debt. Amounts will equal the Council's loan repayments (Minimum Revenue Provision) therefore offsetting any costs to the Council; • Interest receivable, which will be a source of revenue income to the Council contributing to the forecast deficit in the Medium Term Financial Strategy. The interest charged to NEW Homes will be at a higher rate than the Council pays, therefore the loan to NEW Homes will generate a financial return for the Council.
1.53	The Council will also benefit from the additional Council Tax that the tenants living in the new properties will pay.
	Conclusion
1.54	NEW Homes was set up by the Council in April 2014 to improve the housing opportunities for those households which the local housing market has failed. Increasing the range of housing options for the "squeezed middle" is a key corporate objective for NEW Homes. The squeezed middle refers to those households whose income levels are too high to qualify for social housing, but do not earn sufficient income to be able to access, or service a mortgage independently.
1.55	This development will support delivery of a key strategic objective in the council's improvement plan..

2.00	RESOURCE IMPLICATIONS
2.01	<p>The anticipated build cost for the scheme is £7.397M. Costs have been subject to on-going value engineering and challenge by the Council's Design and Consultancy Team who will act as Employers Agent for the construction of the scheme.</p> <p>The Council will receive a new revenue income stream through on lending. The level of income received will be finalised once the final interest rate has been set.</p>
2.02	In addition to an additional 62 Affordable properties being provided and a broad range of community benefits delivered, the Council will also receive a new annual revenue stream of £64k from Council Tax payable on the site.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	There has been significant community consultation throughout the regeneration of Flint town centre. The proposed scheme was subject to a community consultation on Friday 9th October at Flint Church from 2pm till

	7pm. The consultation was attended by staff from Flintshire County Council Halliday Clark Architects and Wates Living Space. A register was taken with 73 names signed.
3.02	Consultation has also been undertaken with Design Commission Wales (DCW) on the proposed design and layout of The Walks.
3.03	A Business Consultation Event was held on Tuesday 22 March at St Mary's and St David's Church, Flint for businesses based in Flint.

4.00	RISK MANAGEMENT
4.01	An overall Strategic Risk Register has been established for the SHARP Housing Programme. This is in addition to the scheme specific Risk Register for The Walks which is regularly updated in relation to emerging and changing risks.
4.02	The SHARP team continues to develop a framework for managing risk and opportunities the programme generates. Further work is on-going in order to improve the robustness in risk identification and management as part of the new CAMMS system which will contain Development Framework procedures.

5.00	APPENDICES
5.01	Appendix 1 - Site Layout Plan The Walks, Flint
5.02	Appendix 2 - Proposed Phasing of Properties The Walks, Flint

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None. Contact Office: Clare Budden Job Title: Chief Officer Community and Enterprise Telephone: 01352 703800 E-mail: clare.budden@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	Strategic Housing And Regeneration Programme (SHARP) – Flintshire County Council House Building Programme which will build 500 new homes (200 Council) and 300 (affordable).

North East Wales Homes, (NEW Homes) - is a Housing company based in Flintshire and owned by Flintshire County Council. NEW Homes owns, leases and manages properties across Flintshire. The company was established to increase the quantity and quality of affordable housing available across the county; increasing housing choice for those who may not qualify for social housing but for whom market housing is unaffordable or difficult to access.

Welsh Housing Quality Standard (WHQS) - Flintshire County Council will be spending £111 million over six years on a major refurbishment and maintenance programme of works bring its 7,200 Council homes up to the Welsh Government's Welsh Housing Quality Standard (WHQS) new properties across the Council during the next five years.

Flintshire House Standard - The Standard will form a benchmark to ensure consistent, good quality of internal layout, and fixtures and fittings, high standards of energy efficiency and external appearance in keeping with local circumstance, low maintenance product specifications, adequate parking and a public realm designed to promote cohesive and inclusive communities.

Standard Development Scheme Assumptions - agreed allowances for voids; maintenance costs; rental income levels (including CPI etc.) and will be used to assess all potential future development schemes to determine scheme feasibility and viability.

Community Benefits – the SHARP has contractualised Community Benefits which must be delivered as part of the programme. The Council sees an important outcome of the programme is the promotion of quality of life for Flintshire residents through improved employment, training and education opportunities.

Meet the Buyer – Event organised by the Council and Wates Living Space to engage with local SMEs to maximize local supply chain opportunities with Flintshire.

Flintshire Future Works - Training Academy established by Flintshire County Council to ensure that sustainable and meaningful apprenticeship opportunities are created for young people to not only work on the SHARP, but also other major Council construction programmes including the 21st Century Schools Programme and the Welsh Housing Quality Standard (WHQS).

The details shown on this drawing are confidential and the drawing is the exclusive property of Halliday Clark Limited. No use, copy or disclosure of the drawing may be made without our permission and it is to be returned to Halliday Clark Limited when required.

NOTES

This drawing was produced using third party topographical survey data. Any discrepancies to be reported to the architect.



NOTES:

DO NOT SCALE FROM DRAWING.

LAYOUT AND LEVELS ARE BASED ON A PROMAP SURVEY & ARE SUBJECT TO A FULL MEASURED TOPOGRAPHICAL SURVEY. ANY DISCREPANCIES TO BE REPORTED TO THE ARCHITECT.

AREA SCHEDULE (SUBJECT TO TOPO SURVEY)

SITE 1 AREA - 17 174m²
 - 1.7 Hectares
 - 4.2 Acres

HOUSING	Area	No.
Type 1 - 2 BED	69m ² / 742ft ²	41No.
Type 2 - 3 BED	85m ² / 915ft ²	21No.
APARTMENTS		
Type 3 1 BED	45m ² / 484ft ²	6 No.
Type 4 2 BED	57m ² / 614ft ²	6 No.
Type 5 2 BED	62m ² / 667ft ²	4 No.
Type 6 1 BED	50m ² / 538ft ²	4 No.
Type 7 2 BED	57m ² / 613ft ²	6 No.
Type 8 2 BED	80m ² / 861ft ²	3 No.
Type 9 2 BED	79m ² / 850ft ²	1 No.
TOTAL		92No.

CAR PARKING SPACES

19 No. - Allocated to Castle Heights
 113 No. - 125% car parking of the 93 dwellings
TOTAL: 145 No.

Observational 600mm wide windows looking onto / over link footpath

20 Dwelling numbers denoted in red are designated Council homes

REV G 17.03.2016
 Apartment key annotation revised.

REV F 25.02.2016
 Alteration to scale (1:500)

REV E 18.02.2016
 Ramp near plot 16 removed as per Highways request, along with moving ramp forward for driveway access to plot 42

REV D 10.02.2016
 Garden and front access fencing & wall amendments throughout the scheme

REV C 10.02.2016
 Service margin run behind visitor parking (plot 12).

REV B 09.02.2016
 Bin strategy which was agreed with FCC & Cllr Roberts on 4th Feb 2016 implemented throughout the scheme.

Rear gates to plots 5,22,23,31,32,44,49,54 moved to rear of gable feature windows.
 Rear access path to Castle Heights indicated.
 Footpath to rear of block 18 width increased to 2m with boundary fence.

Block 9 set off new estate road 3.6m as per block 2.
 Ramp positions brought in line with engineers layout.
 Ramp access to bin store added to plot 18.

2 way traffic indicated on Sydney Street
 Visitor car parking spaces increased to 6m x 2.4m surrounding plot 12. Meves court visitor space & service margin altered to increase to 6m x 2.4m.

REV A 16.10.2015 SJ
 For Approval

FOR APPROVAL

RESIDENTIAL DEVELOPMENT

THE WALKS
 DUKE STREET
 FLINT

FOR
 FOR WATES LIVING SPACE

PROPOSED SITE PLAN

Date FEB 2015

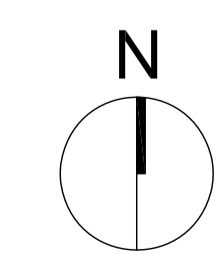
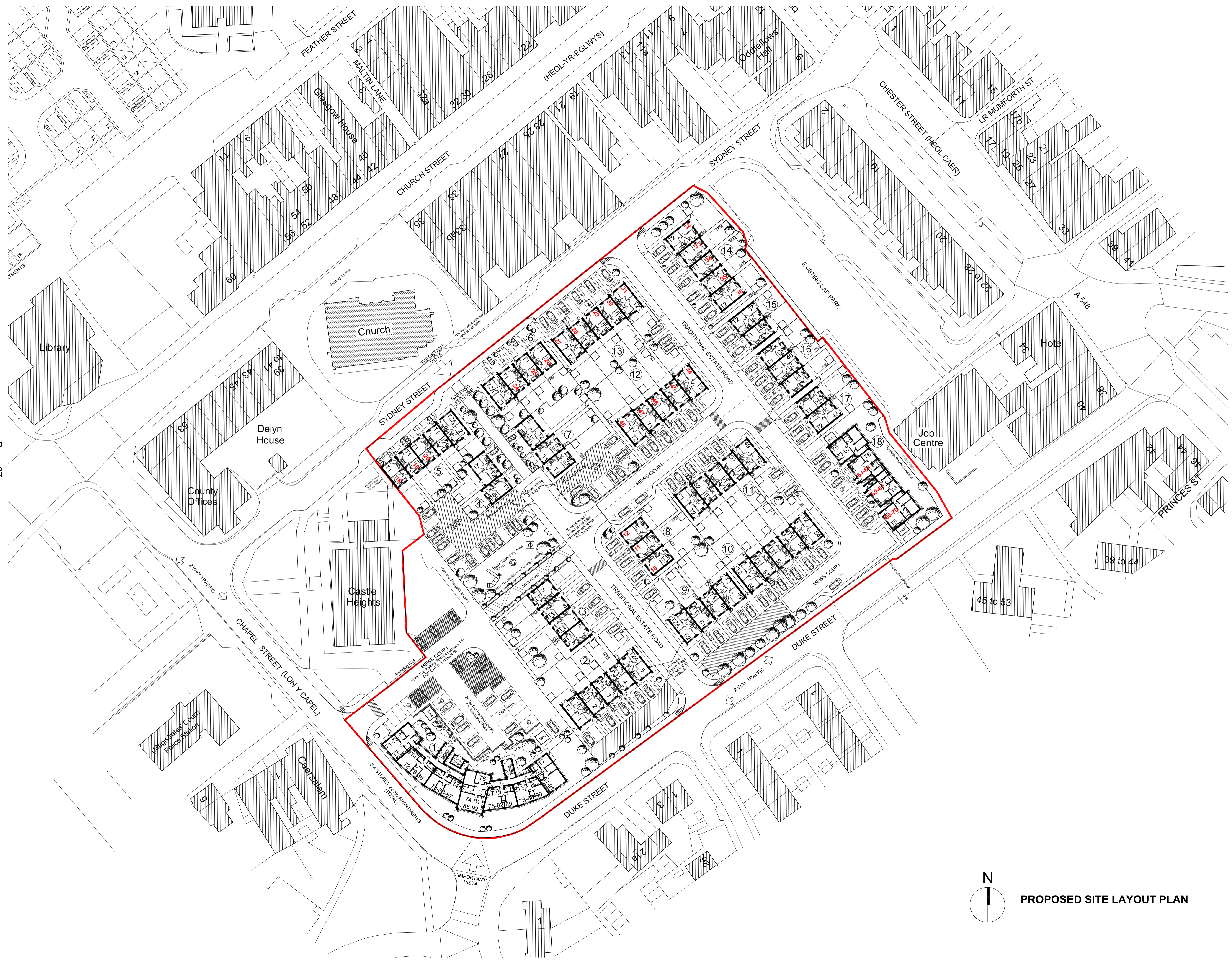
Scale 1:500

Drawn SJ Checked

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Dwg. No. 671.07 (90) 19 TW Rev. G



PROPOSED SITE LAYOUT PLAN

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The Walks - Proposed plot hand over schedule

Block Ref	Plot No's	Tenure		Construction start	Hand over date
		Council	New Homes		
15	37-38		2	02/03/2017	07/09/2017
14	32-36	5		02/02/2017	21/09/2017
16	39-41		3	16/03/2017	15/10/2017
17	42-43		2	12/04/2017	18/10/2017
18	63-70	6	2	22/03/2017	15/11/2017
1	71-92		22	15/01/2017	19/11/2017
10	54-58		5	19/04/2017	06/12/2017
9	59-62		4	17/05/2017	20/12/2017
12	44-48	5		24/05/2017	22/01/2018
11	49-53		5	07/06/2017	05/02/2018
13	27-31	5		28/06/2017	26/02/2018
6	23-26	3	1	26/07/2017	12/03/2018
7	13-15		3	23/08/2017	26/03/2018
2	1-5		5	09/08/2017	09/04/2018
8	10-12	3		20/09/2017	23/04/2018
3	6-9		4	20/09/2017	07/05/2018
4	16-17		2	25/10/2017	14/05/2018
5	18-22	3	2	04/10/2017	04/06/2018

Tenure totals	30	62
Site Total	92	

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CABINET

Date of Meeting	Tuesday, 17 May 2016
Report Subject	SHARP - The Walks, Flint Council Housing Development
Cabinet Member	Cabinet Member for Housing
Report Author	Chief Officer (Community & Enterprise)
Type of Report	Strategic

EXECUTIVE SUMMARY

This report seeks Cabinet agreement to develop The Walks, Flint as part of the Council's Strategic Housing And Regeneration Programme (SHARP).

The proposed housing scheme will see the development of 30 new Council homes on the former maisonettes site which will maximize the housing opportunities available to local people living in Flint. The Council housing element will be managed within the Housing Revenue Account (HRA).

RECOMMENDATIONS

1	Cabinet approve the development of 30 new Council homes on The Walks, Flint House School for a total cost of £3.95M.
2	Cabinet approves the development of joint Marketing and Estate Management Strategies (including Local Lettings Policy) with NEW Homes for The Walks.

REPORT DETAILS

1.00	Background
1.01	Following Cabinet approval in June 2012, Flintshire County Council has been implementing the Flint Master Plan which now forms part of a wider housing and regeneration programme for the town. It has been prepared by Flintshire County Council in partnership with local residents, local businesses and other key stakeholders.
1.02	A priority of the Master Plan has been the redevelopment of The Leas and The Walks maisonettes sites in Flint town centre. The Leas comprised 62 units in total and are located adjacent to the Pavilion Leisure Centre, whilst The Walks comprised 152 units and covered the site around the Castle Heights high rise flats.
1.03	In order to facilitate the redevelopment of The Walks, Flint (and subsequently other sites across Flintshire), Cabinet approval was given in September 2014 to undertake a procurement process to appoint a development partner, with the aim of developing 500 new homes (200 council housing and 300 affordable housing) at a range of sites across the county, alongside commissioning a range of linked regeneration initiatives and community benefits. In June 2015 following an extensive procurement exercise, Wates Living Space were appointed as the Council's preferred Development partner for the next five years. The Strategic Housing And Regeneration Programme (SHARP) will have an initial period of 5 years. The Programme is overseen by the SHARP Partnership Board whose decisions are subject to approval by Cabinet.
1.04	Considerations
1.05	The proposed re-development of The Walks will bring to the town a significantly improved housing offer for Flint, utilizing traditional construction methodology which will provide thermally efficient, well planned and secure properties for current and future residents. It is widely recognised that the re-development of The Walks is a once in a generation opportunity to re-plan this key town centre site
1.06	Appendix 1 shows the overall layout of the proposed scheme. In preparing the overall design, the primary consideration has been to address the proximity of the Flint Conservation Area and also deliver the objectives of the Flint 2012 Master Plan in reinforcing the linkages between Flint Castle and the town centre. The proposed new road pattern and estate layout reflects the historic urban grid and suggests a recreation of John Speed's original town map and town perimeter.
1.07	Clwyd-Powys Archaeology Trust (CPAT) have a long-standing interest in Flint with excavation works already being undertaken to the neighbouring Leas Site. Further work is planned to be undertaken on the site of The Walks to learn more about the original grid pattern of the original settlements.

1.08	The design and layout of the scheme has also been informed by the panel of the Design Commission for Wales (DCW). The Design Review Service allows development plans and proposals throughout Wales to be considered by an independent, expert multi-disciplinary team. The Design Review Service aims to assist Local Planning Authorities, public authorities' developers, designers and others to support aspiration and ambition for good, sustainable design quality, to strengthen their own design guidance. A positive report was received from the DCW on the proposed scheme design and layout.												
1.09	In total, the proposed overall development provides a total of 92 No. residential properties, of which 30 will be council housing and 62 affordable housing.												
1.10	Council Property Mix												
1.11	<p>The table below shows the proposed mix of Council properties.</p> <table border="1" data-bbox="616 831 1059 1122"> <thead> <tr> <th></th> <th>Council</th> </tr> </thead> <tbody> <tr> <td>1 Bed Apartment</td> <td>4</td> </tr> <tr> <td>2 Bed Apartment</td> <td>2</td> </tr> <tr> <td>2 Bed House</td> <td>18</td> </tr> <tr> <td>3 Bed House</td> <td>6</td> </tr> <tr> <td>Sub Total</td> <td>30</td> </tr> </tbody> </table>		Council	1 Bed Apartment	4	2 Bed Apartment	2	2 Bed House	18	3 Bed House	6	Sub Total	30
	Council												
1 Bed Apartment	4												
2 Bed Apartment	2												
2 Bed House	18												
3 Bed House	6												
Sub Total	30												
1.12	Management of The Walks												
1.13	The 30 Council properties will be managed within the Housing Revenue Account (HRA), whilst the 62 affordable properties will be managed by NEW Homes. A joint Local Lettings Plan will be developed to ensure good management of the stock for the sensitive allocation of properties to local Flint residents. Joint working arrangements will also be developed around tenancy management and repairs services to all residents living on the scheme moving forward – regardless of who their landlord will be.												
1.14	Key Design Features												
1.15	<p>All of the properties proposed have been designed in strict accordance and compliance with the NEW Homes approved Flintshire Housing Standard as follows:</p> <ul style="list-style-type: none"> • All properties proposed, including apartments and houses, are elevated, designed and positioned to be tenure blind and are designed and architecturally detailed in an identical manner irrespective of the form of tenure proposed. • The scheme fully complies with the space standards and room layouts outlined and in many instances the properties are provided and proposed at the upper level of the anticipated and required square metre age • All properties proposed in 'The Walks' development contain an 												

	<p>element of internal storage in order to comply with the requirements of modern day living.</p> <ul style="list-style-type: none"> • External storage is proposed to the houses • To all houses on the development gardens have been designed to be private, secure and to have minimal overlooking from adjacent properties. In all instances private amenity garden spaces are in excess of 30 sq. m, with the house type layouts providing immediate and direct access to the garden spaces from the property. Most rear gardens are accessible from the rear of the properties through private and secure footpaths featuring lockable gates to the garden entrances in order to fully comply with the requirements of Secured by Design. • The design approach to the car parking solution is to ensure that each dwelling is provided with 'within curtilage' car parking with the overall development providing 153 car spaces, giving an overall ratio in excess of 150%. In most instances car parking to individual dwellings is clearly overlooked from primary habitable rooms within the dwelling in order to provide secure and controlled car parking facilities for the residents. The car parking spaces provided for the apartment block and Castle Heights are also visually controlled from the proposed and existing dwellings in order to provide safe and secure car parking facilities.
1.16	<p>Following planning approval on the 22th February 2016, it is proposed that the build for the scheme will commence September 2016. The handover of the properties will be phased over an 18 month build period, with a projected completion in March 2018. Appendix 2 shows the proposed phasing for The Walks.</p>
1.17	<p>Standard Development Scheme Assumptions</p>
1.18	<p>The following Standard Development scheme assumptions have been applied to the scheme.</p> <p>Management costs - £400 per annum</p> <p>Maintenance Costs - Year 1 - £100 (defects liability should cover anything apart from gas servicing) Years 2/3 -£200 Year 4+ - £400</p> <p>Major repairs - 0.7%, deferred to 5 year</p> <p>Voids/bad debts - 2.5%</p> <p>Year of payback - 50</p>
1.19	<p>It is proposed to review the Development Scheme Assumptions periodically to ensure these remain prudent. For major regeneration schemes or schemes on difficult brownfield sites, some additional scheme investment may be needed to support full scheme cost recovery in 40 years. This could be in the form of commuted sums, deferred land receipts</p>

	or additional investment from the Council.
1.20	Scheme Costs
1.21	Appendix 3 provides detail on scheme costs and financial assumptions. The current anticipated scheme cost for the Council element of the scheme is £3.95M. These have been subject to on-going value engineering and challenge.
1.22	Funding of The Walks, Flint
1.23	Alongside completion of the Welsh Housing Quality Standard (WHQS) for its existing stock, the Council has been successful in securing an additional allocation of borrowing headroom for a Housing Revenue Account (HRA) new build programme (£14,757m) and the HRA is likely to generate further revenue and borrowing headroom during the life of this programme.
1.24	It is recommended to utilise prudential borrowing to fund the development. The total scheme costs, (in addition to the borrowing already agreed for Custom House site) leaves further headroom for other schemes and can be accommodated within the total borrowing cap agreed with Welsh government.
1.25	Now that Council's across Wales are starting to develop proposals to start their own housebuilding programmes, it would be beneficial (and appropriate) for them to have access to grant and loan funding to support new development in the same way that Housing Associations do. Work is underway with Welsh Government to consider and develop proposals for this through the Housing Finance Grant (HFG) II. The exact details for the scheme are currently being developed with the view of Council's being eligible to bid for funding from 2017/18 onwards.
1.26	Future SHARP Schemes
1.27	Moving forward, SHARP Council housing schemes including at Maes y Meilion and Heol y Goron, Leeswood and Redhall, Connah's Quay will be presented to Cabinet in June 2016 for approval to prepare a planning application following planned public consultation events.
1.28	Community Benefits
1.29	It is envisaged that the construction of The Walks will deliver a number of positive community benefits to the town including increased trade to local contractors and local supply chain and during the construction period, the use of local labour and training opportunities for local residents, including an estimated 14 apprenticeships being created to work on The Walks and other SHARP housing schemes.

2.00	RESOURCE IMPLICATIONS
2.01	£14.757M borrowing headroom was made available to the HRA for a

	House building programme via Self-financing Each scheme will require individual cabinet approval and each scheme will be assessed against the scheme development criteria identified in 1.27 of this report. The process for doing this will provide for total scheme costs plus financing costs and management costs to be offset against rental income over 50 years.
2.02	Scheme costs and financial analysis are attached at Appendix 3. This shows total scheme costs of £3.95M and how the scheme performs against scheme development assumptions identified in paragraph 1.27. The scheme achieves pay back within 50 years these are inclusive of additional costs required due to the nature of the site, the Council's quality standard and changes to CDM regulations.
2.03	In addition to 30 new Council houses being provided and a broad range of community benefits delivered, the Council will also receive an annual revenue stream of £32k from Council Tax payable on the site.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	There has been significant community consultation through Flintshire County Council for the site prior to this application. The proposed scheme was subject to a further community consultation on Friday 9th October at Flint Church from 2pm till 7pm. For the event Halliday Clark provided 12 information boards on the proposal. The consultation was attended by staff from Flintshire County Council Halliday Clark Architects and Wates Living Space. A register was taken with 73 names signed.
3.02	Consultation has also been undertaken with Design Commission Wales (DCW) on the proposed design and layout of The Walks.
3.03	A Business Consultation Event was held on Tuesday 22 March at St Mary's and St David's Church, Flint for businesses based in Flint.

4.00	RISK MANAGEMENT
4.01	An overall Strategic Risk Register has been established for the SHARP Housing Programme. This is in addition to the scheme specific Risk Register for The Walks which is regularly updated in relation to emerging and changing risks.
4.02	The SHARP team continues to develop a framework for managing risk and opportunities the programme generates. Further work is on-going in order to improve the robustness in risk identification and management as part of the new CAMMS system which will contain Development Framework procedures.

5.00	APPENDICES
5.01	Appendix 1 - Site Layout Plan The Walks, Flint

5.02	Appendix 2 - Proposed Phasing of Properties The Walks, Flint
5.03	Appendix 3 – Financial Analysis for The Walks

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>None.</p> <p>Contact Office: Melville Evans Job Title: Service Manager – Housing Programmes Community and Enterprise Telephone: 01352 701436 E-mail: melville.evans@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>Housing Ballot Choices Document - Document used by Flintshire County Council during the 2012 Housing Ballot which set out both the proposal to transfer and the choice of staying with the Council as the other options. Following the “No Vote2 by tenants, the document has been used to inform the Housing Revenue Account (HRA) Business Plan to improve the Housing Service through stock investment, service development and new build programme.</p> <p>Strategic Housing And Regeneration Programme (SHARP) – Flintshire County Council House Building Programme which will build 500 new homes (200 Council) and 300 (affordable).</p> <p>North East Wales Homes, (NEW Homes) - is a Housing company based in Flintshire and owned by Flintshire County Council. NEW Homes owns, leases and manages properties across Flintshire. The company was established to increase the quantity and quality of affordable housing available across the county; increasing housing choice for those who may not qualify for social housing but for whom market housing is unaffordable or difficult to access.</p> <p>Welsh Housing Quality Standard (WHQS) - Flintshire County Council will be spending £111 million over six years on a major refurbishment and maintenance programme of works bring its 7,200 Council homes up to the Welsh Government’s Welsh Housing Quality Standard (WHQS) new properties across the Council during the next five years.</p> <p>Flintshire House Standard - The Standard will form a benchmark to ensure consistent, good quality of internal layout, and fixtures and fittings, high standards of energy efficiency and external appearance in keeping with local circumstance, low maintenance product specifications, adequate parking and a public realm designed to promote cohesive and inclusive communities.</p> <p>Standard Development Scheme Assumptions - agreed allowances for voids; maintenance costs; rental income levels (including CPI etc.) and will be used to assess all potential future development schemes to determine</p>

scheme feasibility and viability.

Community Benefits – the SHARP has contractualised Community Benefits which must be delivered as part of the programme. The Council sees an important outcome of the programme is the promotion of quality of life for Flintshire residents through improved employment, training and education opportunities.

Meet the Buyer – Event organised by the Council and Wates Living Space to engage with local SMEs to maximize local supply chain opportunities with Flintshire.

Flintshire Future Works - Training Academy established by Flintshire County Council to ensure that sustainable and meaningful apprenticeship opportunities are created for young people to not only work on the SHARP, but also other major Council construction programmes including the 21st Century Schools Programme and the Welsh Housing Quality Standard (WHQS).

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NOTES

- DO NOT SCALE FROM DRAWINGS.
- LAYOUT AND LEVELS ARE BASED ON A PROMAN SURVEY & ARE SUBJECT TO A FULL MEASURED TOPOGRAPHICAL SURVEY.
- THE ARCHITECT'S OFFICE HAS BEEN ADVISED TO BE RESPONSIBLE TO THE ARCHITECT.



AREAS SCHEDULE (SUBJECT TO TOPO SURVEY)

SITE 1 AREA
- 17,724sqm
- 4.2 Acres

HOUSING	68m ² / 742m ²	41No.
Type 1 - 2 BED	85m ² / 915m ²	21No.
Type 2 - 3 BED	45m ² / 484m ²	6No.
Type 3 - 4 BED	57m ² / 598m ²	6No.
Type 4 - 5 BED	69m ² / 735m ²	2No.
Type 5 - 6 BED	72m ² / 759m ²	2No.
Type 6 - 7 BED		
Type 7 - 8 BED		
Type 8 - 9 BED		
Type 9 - 10 BED		

CAR PARKING SPACES
20 No. - Allocated to Castle Heights
113 No. - 125% of parking of first 52 dwellings
TOTAL: 148 No.
Operational 600mm wide windows looking onto / over line footpath

NO TOTAL
92No.

- REV 1: 20.10.15 SE
- REV 2: 20.10.15 SE
- REV 3: 20.10.15 SE
- REV 4: 20.10.15 SE
- REV 5: 20.10.15 SE
- REV 6: 14.08.2015 SE
- REV 7: 03.08.2015 SE
- REV 8: 03.08.2015 SE
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FOR APPROVAL

RESIDENTIAL DEVELOPMENT

THE WALKS

DUKE STREET

FLINT

FOR WATERS LIVING SPACE

PROPOSED SITE PLAN

Date: OCT 2015

Scale: 1:500 @ A1

Drawn: SJ

Checked:

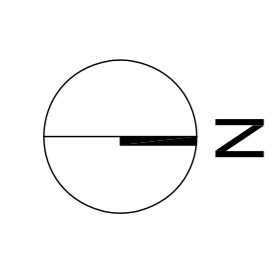
HALLIDAY CLARK ARCHITECTS

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 F: 01727 589 822
 W: www.hallidayclark.co.uk
 S: 01727 708

Dwg. No. 671.07 (-) 01 TW Rev. L



Note:
Dwelling numbers denoted in red are designated Council homes.



PROPOSED SITE LAYOUT PLAN

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The Walks - Proposed plot hand over schedule

Block Ref	Plot No's	Tenure		Construction start	Hand over date
		Council	New Homes		
15	37-38		2	02/03/2017	07/09/2017
14	32-36	5		02/02/2017	21/09/2017
16	39-41		3	16/03/2017	15/10/2017
17	42-43		2	12/04/2017	18/10/2017
18	63-70	6	2	22/03/2017	15/11/2017
1	71-92		22	15/01/2017	19/11/2017
10	54-58		5	19/04/2017	06/12/2017
9	59-62		4	17/05/2017	20/12/2017
12	44-48	5		24/05/2017	22/01/2018
11	49-53		5	07/06/2017	05/02/2018
13	27-31	5		28/06/2017	26/02/2018
6	23-26	3	1	26/07/2017	12/03/2018
7	13-15		3	23/08/2017	26/03/2018
2	1-5		5	09/08/2017	09/04/2018
8	10-12	3		20/09/2017	23/04/2018
3	6-9		4	20/09/2017	07/05/2018
4	16-17		2	25/10/2017	14/05/2018
5	18-22	3	2	04/10/2017	04/06/2018

Tenure totals	30	62
Site Total	92	

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APPENDIX 3 FLINTSHIRE COUNTY COUNCIL
Walks Site - Financial Analysis

Income

Units and rents					
Units:	Size (sq m)	Unit no.	Mthly Rent £		Annual rent
1 bed 2p Apt		4	£78.35		£16,340
2 bed 3p Apt		2	£86.76		£9,047
2 bed 4p H		18	£92.95		£87,233
3 bed 5p H		6	£102.24		£31,985
2 bed Bungalow		-	£0.00		£0
Total		30	£360.29		£144,605

Property mix, opening market values (OMV) and Gross rental values (based on 2017/18 rents)

- Opening **Gross Annual Rent** chargeable to tenants @ 2016.17 prices = **£144,605 p.a**
- Rents set at 105% of Social Rents
- Rents indexation

Year	CPI Assumption
2017/18	1.4%
2018/19	1.4%
2019/20	2.0%
2020/21	2.0%
2021/22	2.0%
2022/23	2.0%

Costs

- Build Cost (payable to Wates) = £3.950m (exc VAT).
- Average cost per property = £131,667.
- Land Value – N/A

Description	Cost Parameters
Major Repair fee – years 6-50	0.70%
Management Fee	£400 p.a.
Void allowance	2.5%
Maintenance Yr1	£100 p.a.
Maintenance Yr 2/3	£200 p.a.
Maintenance Yr 4 +	£400 p.a.
Indexation of fees	CPI (see above)

Resource Implications

1. The yr. 1 cost for the scheme is a deficit of £48.9k reducing year on year until year 28 when net rents cover the yearly financing costs.
2. Total Scheme Financing Cost - £6.371m
3. Break-even – Yr. 49

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CABINET

Date of Meeting	Tuesday 17 th May 2016
Report Subject	Phase 3 of The Council's Vehicle Fleet Provision & Management Review
Portfolio Holder	Deputy Leader of the Council and Executive Member for Environment
Report Author	Chief Officer for Streetscene & Transportation
Type of Report	Operational

EXECUTIVE SUMMARY

The Fleet Management Team within the Streetscene and Transportation portfolio currently manages the County wide vehicle fleet.

Following Cabinet approval in September 2014, a tender exercise has been undertaken through an existing procurement framework, to source a partner organisation to provide and manage the County's fleet of vehicles and the outcome of this tender has now been evaluated.

The purpose of this report is to provide Cabinet with details of the outcome of the tender.

RECOMMENDATIONS

- | | |
|---|--|
| 1 | That Cabinet approves the implementation of Phase 3 of the Fleet Review and the award of a 7-year contract with a single external supplier for the supply, management and maintenance of all the Council's fleet, whilst retaining the in-house workshop staff, who will carry out the maintenance activities on behalf of the contractor. |
|---|--|

REPORT DETAILS

1.00	PROCUREMENT AND IMPLEMENTATION OF FLEET CONTRACT
1.01	The Fleet Review commenced in 2011, and reviewed both operational and strategic fleet functions. Phases 1 and 2 of the project are already completed and Phase 3 of the project requires the Council to source a partner organisation to provide and manage the County's fleet of vehicles.
1.02	As a result, dialogue was undertaken with the Yorkshire Procurement Organisation (YPO) regarding the suitability of their existing framework to deliver a suitable contractor.
1.03	Following this consultation, the specification for the tender was drafted and submitted to the YPO for advert and three framework suppliers participated in the mini-competition process.
1.04	Following an extended period for tender submission and a significant number of clarification questions only one tender was received from Essential Fleet Services (EFS).
1.05	This single submission allowed Flintshire County Council to clarify a number of issues with the supplier surrounding their submission, and we are now at the point where a recommendation can be made to award the contract.
1.06	Following consultation with the Head of Procurement, it has been confirmed that there is no technical / legal reason why the Council cannot proceed to award with a single bidder as following on-going bid clarifications, the quality of the bid has been enhanced throughout this process.
1.07	The service area is satisfied that the bid is acceptable in respect to price and quality submitted. The bid received a score of 82.43% and as such is regarded to be commissionable by the Council.
1.08	<p>The benefits of the tender submission are outline below:</p> <p>Financial Benefits:</p> <ul style="list-style-type: none"> • Total Cumulative Savings from Year 1 through to Year 7, including calculated avoided costs by the Authority, are in excess of £2.5m, against existing budget figures. • The contract is set up to share the benefit of additional income introduced to the workshop and any future efficiencies during the life of the contract. • The Council will gain from migrating existing costs to the contract, in the form of secondment. • The Council will gain from back office efficiencies, released through the engagement of a single supplier (reduced processing and management if systems). • The Council will gain from the surety of avoiding costs throughout the life of the contract, such as fleet investment and inflationary pressures

	throughout the life of the contract.
1.09	<p>Service Benefits:</p> <ul style="list-style-type: none"> • A partnership with an organisation with vast experience and expertise in the procurement and maintenance of large fleets for both the public and private sectors, who have over 3,500 specialist vehicles on fleet, supported by an infrastructure of 18 service centres. These facilities are centres of technical expertise for the maintenance of a wide range of fleet, from large heavy goods vehicles to light commercial vehicles. • The proposed partner organisation currently serves over 70 clients across the UK. • A clear “Demand Planning” strategy implemented across the whole Authority’s fleet. • Through training and development, best practice experience of running workshops efficiently would be shared with FCC staff. This experience will optimise the workshop by identifying the right tools and diagnostic equipment. • The contract price includes all of the costs associated with bringing Flintshire County Council’s fleet to a Euro 6 standard. • The partner organisation’s management team have extensive experience of O Licence compliance. • A ‘one stop shop’ solution for fleet provision and maintenance, freeing up internal resource and reducing administration and associated costs. • Dedicated on-site management through a team responsible for the contract. • Workshop efficiencies through setting industry standards against Flintshire County Council workforce and staff. The partner organisation has committed to share any efficiencies obtained (against the fixed price) on a 50/50 basis. • Supply chain management from an established national supply chain infrastructure, with the commitment to use local labour, along with a local supply chain strategy. • Price certainty through a contract structure which is not index linked, (with the partner organisation absorbing all inflationary rises). • The partner organisation has also set targets for the generation of third party business through the workshops (with FCC to be paid for hours used). This seeks to protect (and if possible, create) jobs; unlocks further income potential and contributes to the economic regeneration of Flintshire. • Community benefits via the donation of staff hours and equipment.
1.10	The Contract is designed to prioritise the development of business opportunities within the local area, and make best use of local suppliers and services.
1.11	Should the Authority become affected by Regionalisation during the course

	of the contract, the contract includes change mechanisms and exit strategies which would accommodate any variation. This possibility has been discussed with the supplier, and does not cause them any undue concerns, and in fact is seen as an opportunity.
--	---

2.00	RESOURCE IMPLICATIONS
2.01	The commercial element of the bid offers the Council significant savings over the course of the 7 year contract as presented in Appendix 3.
2.02	The 2015/16 savings are inclusive of savings already assumed to be delivered by the implementation of the contract and have already been removed from the budget. The value of this saving was £175k, and this leaves the remaining budget at £3.04m.
2.03	Throughout the period Year 2 to Year 7 of the contract, there is an opportunity for a £50k reduction in each year of the contract subject to an “Annual and in-advance” payment for the annual contract price. This practice is widely accepted when dealing with vehicle leasing, however, it would be prudent not to accept this during the first year of the contract whilst the contract relationship and operational mobilisation is being established. The impact of this is set in Appendix 3.
2.04	The impact of Inflation is negated due to the fixed price nature of this contract and the corporate savings are set out in Appendix 3.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Throughout this project there have been regular project board meetings to oversee the progress of the procurement. Membership of the Project Team included representatives from finance, internal audit and the key operational services.
3.02	During the course of the phased delivery approach, consultation has taken place directly with the workforce, trade unions and key stakeholders/service users.

4.00	RISK MANAGEMENT
4.01	Mobilisation of the contract will take up to 100 days, this may cause disruption to the service area and possibly to service users.
4.02	Any failure by Flintshire County Council to create and effectively manage the fleet and maintenance contract could potentially jeopardise service delivery, although a dedicated position within the service structure has been identified to limit this risk.

5.00	APPENDICES
5.01	Appendix 1 Commissioning Objectives
5.02	Appendix 2 Final Tender Evaluation Report
5.03	Appendix 3 Fleet Contract Savings Analysis Table
5.04	Cabinet report dated 16 th September 2014

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Contact Officer: Barry Wilkinson – Highway Network Manager Telephone: 01352 704656 E-mail: barry.wilkinson@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	Financial Year: The period of 12 months commencing on 1 April.
7.02	Revenue: This is a term used to describe the day to day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.
7.03	Budget: A statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.
7.04	EURO 6: This is the latest diesel engine emission legislations being driven by the European Commission. Since 1993, when the very first 'Euro 1' legislation was introduced for trucks and buses, the European Commission has regulated the amount of pollutants coming out of the exhaust of a diesel engine. In particular, the Commission identified two key constituents within the exhaust stream - Oxides of Nitrogen or 'NOx', and 'Particulate Matter' (basically soot particles) - as being harmful, and which needed to be controlled and reduced. As a result, over the past 20 years, European engine makers have invested heavily in developing new technology which has seen the levels of NOx and PM (as well as other elements such as un-burnt hydrocarbons) in the exhaust of all new diesel-engine trucks and buses falling dramatically, with a consequent improvement in air-quality. Such has been the response of the manufacturers to the challenge of reducing exhaust emissions that the air coming out of the exhaust of a Euro 6 diesel engine is cleaner than ever before, with permitted NOx levels reduced by 75% compared with the previous Euro 5 standard. And due to changes governing the way particulates have to be measured, the reduction in PM is closer to 99%. The arrival of Euro 6 also sees the cost of manufacturing and the incorporation of these new technologies, passed on through to the

	customer, and in some case increases in excess of £10,000 for like-for-like vehicles have been seen.
7.05	Demand Planning: This is a business-planning process that enables the supplier to create reliable and agreed forecasts, as an input to service-planning processes, logistics, and supply chain management for vehicle provision and associated resources. Effective demand planning can guide users to improve the accuracy of service planning and budgetary forecasting, whilst aligning inventory levels with peaks and troughs in demand, and enhancing efficiencies for a vehicle provision and service delivery.
7.06	YPO: Yorkshire Procurement Organisation

COMMISSIONING OBJECTIVES: FULLY MANAGED WORKSHOP OPERATIONS

IMPROVEMENT PLAN SINGLE INTEGRATED PLAN

**TRANSFORMING
TRANSPORTATION: FLEET REVIEW**

REGENERATION STRATEGY

**FLEET & WORKSHOP OPERATIONS SUPPORT ECONOMIC
REGENERATION**

Page 91

FLEET & WORKSHOP OPERATIONS

Effective Provision of the
Service

Innovation & Efficiencies

Provides Robust Infrastructure for
Delivery of Council Front Line
Services

SHARED OBJECTIVES

Value for Money & the
Provision of Added Value

Protection of the Environment

Workforce & Training
Programmes

Supply Chain Initiatives

REGENERATION

Regeneration of the Economy

Generation of New Business

Benefits to the Community

**REGENERATION SUPPORTS EFFECTIVE DELIVERY OF FLEET &
WORKSHOP OPERATIONS**

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APPENDIX 2: Final Tender Evaluation Criteria

The tender was constructed around the achievement of essential outcomes of the Contract ('Commissioning Objectives'). The tender was evaluated on how well the evidence presented assured the achievement of these Objectives.

The Commissioning Objectives for the Vehicle Provision and Maintenance Contract are as follows:

- a) Service delivery to meet the council's requirements in a manner which is responsive to the council's needs and priorities.
- b) Increased social capital by the robust provision of the infrastructure that supports the Council's provision of front line services.
- c) Fixed price service delivery, providing value for money which is facilitated by competitive pricing; robust costings supported by open book transparency and principles; performance reporting and monitoring.
- d) The generation of added value through innovation and the achievement of efficiencies.
- e) Environmental protection.
- f) Development of sub-contracting and supply chain opportunities.
- g) Contribution to the regeneration of the economy in Flintshire to support the achievement of the strategic objectives of the council's Regeneration Strategy: in particular, the attraction of third party business to support and grow the existing Workshop establishment.
- h) Workforce benefits and training initiatives.
- i) Benefits to the wider community which help tackle poverty and promote quality of life for all. For example this could be sought by increased community cohesion through volunteering and support for community groups and third sector organisations and contribution to education such as through education-work placements and school visits to support national curriculum topics such as numeracy; literacy; science and careers.

The procurement process was designed to deliver these objectives with a great deal of emphasis being placed on the partner's ability to provide expertise; achieve efficiencies; and protect jobs whilst demonstrating their commitment to the regeneration of Flintshire's economy and the achievement of community benefits.

The process was developed in line with the European procurement rules and tender via a mini-competition within YPO Managed Fleet and Workshop Framework. Three suppliers participated in the process and 1 tender was received, which scored 82.43% overall, with quality score as per the criteria overleaf.

General Information	Objective	% of Overall Maximum Score	Maximum Score
Customer Support & Service Delivery	<p>The submission of plans to ensure:</p> <ul style="list-style-type: none"> • Strategy and responsive delivery of vehicle requirements inc. price for transfer of council vehicles; • Service planning; • Delivery to support 24/7 front line services and recovery and support services contingency; • Achievement of efficiencies & innovations to support the fixed pricing strategy; • Provision of Workshop Services; • Handover of Workshop Management including Workforce Supervision; • Supply Chain Strategy for the Provision of Parts; Consumables; Fuel etc.; • Implementation Plan (inc. Risk Register & Project Plan (& Approach to Smooth Transition). 	30.00%	23.71%
Methods to Ensure the Achievement of Commissioning Objectives	<p>The submission of a methodology to ensure the achievement of the Commissioning Objectives. The questions within this section addressed:</p> <ul style="list-style-type: none"> • Innovation and regeneration through third party business & income generation; • Community benefits including workforce benefits and training initiatives; • Supply chain proposals including development of sub-contracting and supply chain opportunities; • Environmental management & fleet efficiency (green fleet). 	8.57%	4.86%
Service Management and Delivery	<p>The submission of a methodology for the strategic and operational management of service delivery. The questions within this section addressed:</p> <ul style="list-style-type: none"> • Quality of service assurance ; • KPIs; • Details of service reporting capabilities. 	11.43%	6.86%
Deliverability	<p>This criteria assesses the viability and deliverability of the Solution received, in order words that the proposal is shown via the submission of evidence to be realistic; credible and capable of satisfying the commissioning objectives and contract requirements.</p>	5.00%	2.00% (Due to the extent of clarifications required)
Pricing	<p>Pricing has been evaluated on the basis of the net present value of savings achieved against budget over the 7 year term of the contract.</p>	45.00%	45.00% (Sole bid)

Fleet Contract Saving Analysis

	FY16/17 Year 1	FY17/18 Year 2	FY18/19 Year 3	FY19/20 Year 4	FY20/21 Year 5	FY21/22 Year 6	FY22/23 Year 7
Contract Price ¹	£3,173,200	£3,006,284	£2,902,612	£2,842,766	£2,824,337	£2,805,667	£2,786,747
Baseline Budget ²	£3,215,000	£3,040,000	£3,040,000	£3,040,000	£3,040,000	£3,040,000	£3,040,000
Annual Impact ³	-£41,800	-£33,716	-£137,388	-£197,234	-£215,663	-£234,333	-£253,253
Cumulative Saving of Contract against Budget ⁴	-£41,800	-£75,516	-£212,904	-£410,138	-£625,801	-£860,134	-£1,113,387
<u>Mitigating Measures to reduce Year 1 costs</u>							
<i>Service Savings</i>							
1 FTE Seconded Staff ⁵	-£34,000	-£34,000	-£34,000	-£34,000	-£34,000	-£34,000	-£34,000
0.5 Workshop Mechanic ⁶	-£19,000	£0	£0	£0	£0	£0	£0
Fuel Saving ⁷	-£50,000	£0	£0	£0	£0	£0	£0
Total	-£103,000	-£34,000	-£34,000	-£34,000	-£34,000	-£34,000	-£34,000
<i>Corporate Cost Avoidance / Savings</i>							
Invoice Reduction ⁸	-£45,000	-£45,000	-£45,000	-£45,000	-£45,000	-£45,000	-£45,000
Cost of Implementation of Euro VI standard across HGV Fleet ⁹	-£60,000	-£60,000	-£60,000	-£60,000	-£60,000	-£60,000	-£60,000
RPI ¹⁰	-£63,464	-£60,126	-£58,052	-£56,855	-£56,487	-£56,113	-£55,735
Total	-£168,464	-£165,126	-£163,052	-£161,855	-£161,487	-£161,113	-£160,735
<u>Contract Options included in Contract Price above</u>							
Move away from annual in-advance payments ¹¹	£50,000	£0	£0	£0	£0	£0	£0
Revised Total Annual Saving Opportunity from Fleet Contract	-£263,264	-£232,842	-£334,440	-£393,089	-£411,150	-£429,446	-£447,988
Cumulative Cashable Savings	-£94,800	-£162,516	-£333,904	-£565,138	-£814,801	-£1,083,134	-£1,370,387
Cumulative Cost Avoidable Savings	-£168,464	-£333,590	-£496,642	-£658,497	-£819,984	-£981,097	-£1,141,832
Total Cumulative Saving of Fleet Contract ¹²	-£263,264	-£496,106	-£830,546	-£1,223,635	-£1,634,785	-£2,064,231	-£2,512,219

¹ Based on Contract Price and Reasonable Endeavours for future savings and income generation

² Baseline Budget for which the bid is measured against, which is inclusive of Business Planning Efficiencies attributable to Phase 3 of the Fleet Review (Fleet Contract) in Year 1 (FY16/17)

³ Annual Saving / Cost of contract against Baseline Budget

⁴ Overall cumulative value of contract efficiencies

⁵ This option is to be arranged following agreement to award contract, Subject to the successful secondment of a support officer to the contract

⁶ This option is to be arranged following agreement to award contract, subject to reduction in Mechanic FTE following mobilisation

⁷ Efficiencies due to investment in HGV fleet increasing MPG by 10%

⁸ Corporate Efficiencies from single supplier contract

⁹ The costs of meeting Euro VI standards is approximately £7k per vehicle with 60 HGV's within the fleet

¹⁰ Avoidance of Inflation on on-going Fleet Contract costs

¹¹ The Contractor offered to reduce the cost of the contract for "Annual and In-advance payments", an upfront payment on 1st April each year. This would be refused in the 1st year and accepted in future years

¹² This would be the minimum available saving as further savings may be available from fuel savings beyond Year 1 and £50k per year from "Annual and In-advance payments" saved from Year 2 onwards

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 16 SEPTEMBER 2014**

REPORT BY: **CHIEF OFFICER, TRANSPORT AND STREESCENE**

SUBJECT: **PHASE 3 OF THE REVIEW OF THE COUNCIL
VEHICLE FLEET**

1.00 PURPOSE OF REPORT

- 1.01 To update Cabinet on the implementation of Phases 1 and 2 of the Fleet Review
- 1.02 To suggest changes to proposed mechanism for delivery of Phase 3 of the Fleet review, and seek Cabinet approval to implement the proposals.

2.00 BACKGROUND

- 2.01 Flintshire County Council operates a total vehicle fleet of approximately 500 vehicles. Whilst the vehicles operate in various Service Areas within the Council, the procurement and maintenance of these vehicles are centrally organised by Fleet Services staff within Streetscene in the Environment Directorate. The total replacement cost of Flintshire County Council's fleet is in excess of £12.8m, with an annual operating lease/hire charge in excess of £1.9m.
- 2.02 In December 2012, the Council engaged a partner to undertake a full diagnostic review of Fleet Services, including making recommendations on the most beneficial ownership model and the most effective operational management and maintenance arrangements for the Council's vehicle fleet into the future.
- 2.03 Following completion of the review a report was presented to the Councils Cabinet in November 2013 which recommended a three phase approach to the review of Fleet Services:-
- **Phase 1** - Procure all replacements for vehicles currently at the end of their lease period through a hire model, utilising the All Wales Vehicle Hire Framework
 - **Phase 2** – Introduce a central demand planning/logistics approach to vehicle supply
 - **Phase 3** – Explore the potential of increasing the workload

within the workshop and also to consider the benefits and limitations of an external partner to deliver the demand planning/logistics role, and consolidating the hire and maintenance provision with a single supplier.

2.04 The current position in respect of the progress of the review is as follows:-

- **Phase 1** is currently being implemented following confirmation of the projected saving levels by the S151 Officer and the new hired vehicles are now being introduced into the service. The new hire arrangement has been utilised predominantly for the light vehicle fleet (small vans and pick ups) which account for approximately 60% of the vehicles in the existing fleet
- **Phase 2** has also been implemented with the new demand planning (logistics) arrangements in place from 1st April 2014.
- **Phase 3** - In November 2013, Cabinet requested that a further report should be presented providing further information in respect of Phase 3 of the proposals, before a decision could be made on its implementation. Since then, management have been in extensive consultation with the staff and unions to identify efficiencies, in line with the suggested savings targets. Significant developments have been achieved which allow an intermediate position to be considered, with a strategic annual review to test the continued feasibility of the future of the internal provision of the maintenance function.

3.00 **CONSIDERATIONS**

Mechanism for Delivery

3.01 **Phase 1** – The new Council light vehicle fleet is being hired through an All Wales Vehicle Hire Framework, which has presented significant opportunities to move away from the established method of procurement (Operating Lease) towards a more flexible arrangement, utilising the hire model. Following an extensive evaluation process involving cost and qualitative benefits, the authority has decided to standardise its vehicle fleet using a single supplier. The framework has delivered highly beneficial rates for the hire of non-specialist light vehicles, particularly when vehicles are hired over an extended period and this mechanism will deliver the projected saving for this phase of the project. The use of a single supplier will ensure economies of scale benefits, reduced contract administration burden and also provide additional benefits with regard to fleet management. The evaluation process was undertaken through a direct award under the all wales framework, after an initial dialogue with framework suppliers had been undertaken to clarify pricing and value added benefits.

- 3.02 **Phase 2** - By introducing a Demand Planning or a Logistics approach with a centralised role which provides vehicles as they are needed, rather than permanently supplying vehicles for service users to utilise when work dictates (and standing idle in between), the projected number of vehicles required across all service areas has been considerably reduced. The current expected reduction is between 15–20% of the light fleet which will deliver the projected saving for this phase of the project.

This reduction in vehicle numbers would reduce further if the supply and management of vehicles were controlled by an external partner who could supplement the Council's service with external demands to further increase utilisation.

Impact on the Workshop – Phases 1 & 2

- 3.03 A Risk Assessment of the Authorities service and inspection arrangements has greatly reduced maintenance needs through operating a more modern fleet and this together with the lower number of light vehicles in the fleet has resulted in the workshop workload falling to a level that requires 3 less staff (mechanics).
- 3.04 Extensive work has been undertaken to identify options to increase the workload in the workshop by considering the following options:-
- 3.04.1 Reducing the volume of work which is currently carried out by outside private companies on the current fleet. A full review of all previously externalised work has been carried out jointly throughout the consultation with the staff from the workshop and has resulted in work being brought back "in-house". The projected level of staff needed within the workshop to carry out this work has been taken into account when calculating the FTE requirement.
- 3.04.2 Consideration has been given to partnerships with other public or private organisations. Contact with appropriate organisations has been made through regional fleet managers' forums but there are no realistic options to pursue at this time. The option to take on private contract work was considered to be too high a risk, given that the limited workshop resources are already stretched at peak times (such as snow conditions) and during this period any private work would need to be considered as a second priority. This would create challenges to long term relationships and it would be difficult to honour the terms of any contract in these circumstances.
- 3.04.3 Consideration has been given to whether FCC could carrying out Taxi Testing and potentially general MOT's within the current workshop and whilst there would be some marginal benefit in Taxi Testing and other licensing related inspections, the overall impact on FTE within the workshop is small (increase of less than one FTE). Providing

general MOT's would require changes to the workshop configuration to provide viewing areas and waiting/parking areas would also be required in the new depot buildings. Carrying out general MOT's would also have an impact on local businesses and would be subject to the volatility of the market place.

Summary of Findings

- 3.05 The net position following the introduction of Phases 1 & 2, in terms of the workshop staff, is 3 FTE below original levels (the workshop originally employed 12 mechanics). The level of engagement from the workforce and their willingness to support and improve the position of the service, including the maintenance function, has mitigated any reduction below this level. The service received sufficient volunteers from staff within the workshop under the current VR scheme to accommodate this reduction and three members of staff have now left the authority.
- 3.06 In order to protect the workload of the remaining workshop staff, a single contract and the engagement of a single partner for the supply, management and maintenance of all the Council's operating fleet is therefore recommended with the servicing, inspection and repair of the vehicles continuing to be provided in house by the Authority's own workshop.
- 3.07 A mechanism will be built into the contract to review the maintenance arrangement for the new fleet. Should both parties agree that further added benefit could be accrued by including maintenance operations within the contract; the workshop staff will TUPE transfer to the new partner.
- 3.08 Phase 3 applies the same hire principles as have already been introduced in Phase 1 for the light fleet to the HGV / Specialist fleet and will also introduce some spot hire for specialist vehicles, which will generate additional financial savings. The existing working practises that provide the flexibility for maintenance arrangements (i.e. out-of-hours repairs) will also reduce the need to hold a number of expensive spare vehicles. The workforce has committed to support these working practices through cover from within the 3 shifts that currently cover the existing operating hours.
- 3.09 The use of an external partner in the manner suggested will ensure the identified Phase 3 savings can be achieved or exceeded
- 3.10 The value of the work undertaken by the workforce during the consultation process should not be underestimated and it is recognised by management that this approach and commitment should be used, captured and replicated widely across the service area, to reinforce employee engagement and recognise efficiency opportunities.

- 3.11 The form of contract will be critical in protecting both workshop and support staff, as well as the future service delivery to the Council. It is recommended therefore that a specialist is engaged to make recommendations on the type and duration of the contract required in order to ensure the Council gains maximum benefit from the new arrangements.

4.00 RECOMMENDATIONS

- 4.01 That Cabinet note the progress made of Phases 1 and 2 of the Fleet Review.

- 4.02 That Cabinet note the professional and positive approach taken by the workforce within the workshop to support Phases 1 and 2 and the input they provided into the process to deliver the proposals for Phase 3 contained within this report.

- 4.03 That Cabinet approves implementation of Phase 3 of the Fleet Review through the following means –

By the progression of a partnership arrangement for the supply, management and maintenance of all the Council's fleet under a single contract, whilst continuing to provide maintenance and repair facilities for the Councils fleet in-house. Delegated authority to finalise the term, starting date and to implement the contract is provided to the Chief Officer Streetscene and Transportation, following consultation with the Deputy Leader and Cabinet Member for Environment.

- 4.04 That Cabinet approves the commissioning of a specialist to provide advice on the most beneficial type of contract for Phase 3 of the project.

5.00 FINANCIAL IMPLICATIONS

- 5.01 The overall Council Fleet cost in the baseline budget is £6.100m and it is anticipated that the annual saving from the implementation of the revised Phase 3 option detailed in this report is £231k

- 5.02 The current estimate for the total savings generated by the three phases of the Fleet Review is £1.3m p.a..

6.00 ANTI POVERTY IMPACT

- 6.01 None.

7.00 ENVIRONMENTAL IMPACT

7.01 The policy confirms that the best possible use is made of current engine technology in relation to environmentally acceptable widely available fuels, by utilising newer vehicle and maintaining a lower vehicle age profile.

8.00 EQUALITIES IMPACT

8.01 None

9.00 PERSONNEL IMPLICATIONS

9.01 The introduction of the contract will result in the TUPE transfer of two members of support staff to the successful partner following the tendering exercise. Should staff not wishing to transfer may be retained within the service subject to the availability of a suitable position. All employees transferring to the new Partner will retain their existing terms and conditions under TUPE legislation.

9.02 An annual review of the continued in-house provision of maintenance/repairs will be undertaken under the terms of the contract. Should the arrangement be considered to be not operating effectively, the staff will transfer to the successful partner under the TUPE legislation. A further report to the Cabinet will be provided before this transfer takes place.

10.00 CONSULTATION REQUIRED

10.01 Update Risk Assessment workshop with all stakeholders.

10.02 Trades Unions in respect of TUPE and FTE reductions.

11.00 CONSULTATION UNDERTAKEN

11.01 With Cabinet Members.

11.02 Risk Assessment workshop with all stakeholders.

11.03 With Workshop staff and Trades Unions

12.00 APPENDICES

12.01 None

**LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS**

Contact Officer: Steve Jones
Telephone: 01352 704700
Email: Stephen.o.jones

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CABINET

Date of Meeting	Tuesday 17 May 2016
Report Subject	Environmental Enforcement Arrangements
Cabinet Member	Deputy Leader of the Council and Cabinet Member for the Environment
Report Author	Chief Officer (Streetscene & Transportation)
Type of Report	Strategic & Operational

EXECUTIVE SUMMARY

Despite the efforts of the in-house Environmental Enforcement Teams, environmental crimes such as dog fouling and littering continues to be a major problem in the County and both issues blight our parks, open spaces and streets. In an attempt to overcome the problem, the Council introduced a zero tolerance enforcement approach as part of the Business Planning process in 2015-16. The initial element of the project was an extensive public engagement and awareness raising exercise, with staff from the Streetscene and Transportation service visiting selected businesses, particularly in town centres, to notify them and their customers of the new more rigorous enforcement arrangements. In addition, visits were made to T&CC's, to inform them and the local community of the changes to enforcement priorities.

In order to provide additional resources to deliver the zero tolerance approach to littering and dog fouling enforcement, it is proposed to enter into an agreement with a private partner with a proven track record in the enforcement of environmental crime. The arrangement will initially be provided through a 12 month pilot arrangement which will allow a full evaluation of the success of the arrangement to undertaken, before a longer term contract and commitment can be organised.

RECOMMENDATIONS

1	To seek Cabinet approval to enter into a formal agreement with a private partner to undertake environmental enforcement duties in the County on a 12 month pilot trial basis.
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REPORT DETAILS

1.00	BACKGROUND TO ENVIRONMENTAL ENFORCEMENT
1.01	<p>Local Authorities are empowered under the Environmental Protection Act 1990 (Section 87/88) to issue Fixed Penalty Notices (FPN's) for dealing quickly and effectively with low level environmental offending, such as littering and failing to remove dog waste. The fixed penalty is set at £75.00 and this is retained by the issuing Local Authority and can be used to supplement further enforcement activities and for the benefit of the service for which the FPN was issued.</p>
1.02	<p>The FPN is not a fine however payment of the penalty discharges a person's liability to conviction for the offence for which the FPN was issued. It does not constitute an admission of guilt, but removes the possibility of the creation of a record of criminal conviction for the indiscretion. It is the current Council policy to institute legal proceedings against an individual, where FPN's are not paid.</p>
1.03	<p>Environmental enforcement activities are currently undertaken by staff from the Streetscene and Transportation portfolio. The team also enforce both on and off street car parking offences (including offences under the Traffic Management Act 2004) and following the roll out of parking charges across the County in 2015, the resources within the service have obviously become stretched.</p>
1.04	<p>Many Local Authorities having entered into partnerships with private companies to help supplement their enforcement activities. In North Wales, Wrexham, Conwy and Denbighshire County Councils currently utilise a private partner for the issuing of FPN's for dog fouling and littering.</p>
1.05	<p>In line with agreements reached with other Local Authorities, it is proposed that a partner will be engaged on the basis of a 'no fee' financial model, with all costs associated with provision of the service met from the income generated by the issuing and collection of FPN's. The organisation will in addition provide the Council with a small fixed percentage of the money raised through the FPN's.</p>
1.06	<p>In March 2016, the Deputy Leader, Cabinet Member for Waste and senior officers from the Streetscene and Transportation service, met with two national organisations, both with suitable experience of providing environmental enforcement services. Subsequently, formal proposals have been received from one of the organisations which will meet the needs of the service on a 12 month trial basis. The proposals will be at zero cost to the Council and will provide a return of 15% on all FPN's served by the company.</p>
1.07	<p>The organisation will also be responsible for all back office systems required to deliver the service, including collecting the payments and building prosecution packs in readiness for formal action against those people who choose not to pay the FPN.</p>
1.08	<p>The agreement with the partner will include clear service level agreements which will specify the principles on which the contract will be managed and</p>

	operated. This will include a requirement for the company to provide a minimum level of service for the enforcement of dog fouling, which will prevent the company concentrating on littering offences which can be seen by some as an 'easy target' for enforcement.
1.08	The proposal will not impact on the work of the existing enforcement team and they will continue to enforce car parking offences and will be available for specific high profile campaigns against environmental crime and its subsequent enforcement. They will also be available to investigate and develop prosecution cases against fly tipping offenders and carry out education and promotional events in schools and local community events across the County.
1.09	Whilst on duty, the Enforcement Officers from the partnering organisation will wear the same uniform as Councils Enforcement Officers and each will carry shoulder mounted CCTV cameras to record all public contact.
1.10	<p>The proposal was discussed at length in the portfolio Programme Board in the presence of the Chief Executive and two Chief Officers. Concerns raised included the following :</p> <p>Negative impact on the Councils reputation from the unreasonable actions of the company– This will be mitigated by the SLA with the private partner and ensuring that a reputable company is chosen to carry out the pilot scheme. In addition all interactions with the public will be captured on CCTV allowing the Council to review any complaints against the officers.</p> <p>The private organisation concentrate their efforts on the alleged 'easy wins' for littering offences within the town centres and provide a reduced service to enforce dog fouling issues – This will be mitigated by the SLA which will specify a minimum coverage on this element of the contract.</p>

2.00	RESOURCE IMPLICATIONS
2.01	There are no negative financial issues relating to this proposal. In line with agreements reached with other local authorities, the partner will be sought on the basis of a 'no fee' financial model with all costs associated with provision of the service met through the issuing and collection of FPN's and at the provider's risk.
2.02	The issuing of FPN's is not intended to be an income generation exercise and the recovery of payments of FPN's levied is required by law to remain within the service area and for the benefit of the service provided.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Consultation on zero tolerance has been undertaken with T&CC's.
3.02	Public Houses and Betting Shops etc. within town centres have been visited

	and posters provided to inform their customers of the new zero tolerance approach.
3.03	With Cabinet Members.
3.04	No equality implications have been identified resulting from this proposal as there are no exceptions made within legislation concerning the enforcement of environmental crime such as offences of littering and dog fouling.

4.00	RISK MANAGEMENT
4.01	The most significant risk to the Council is likely to be public perceptions resulting from a more proactive approach to the enforcement of littering and dog fouling offences
4.02	The service will be monitored and managed through the Streetscene and Transportation Enforcement Manager and her team and a full review and benefit analysis will be undertaken before a full contract arrangements is recommended for consideration

5.00	APPENDICES
5.01	None

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Insert any hyperlinks to supporting documents if necessary.</p> <p>Contact Officer: Stephen O Jones Telephone: 01352 704700 E-mail: stephen.o.jones@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	FPN - Fixed Penalty Notices



CABINET MEETING

Date of Meeting	Tuesday, 17 May 2016
Report Subject	Revenue Budget Monitoring 2015/16 (Month 11)
Portfolio Holder	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

This regular monthly report provides the latest revenue budget monitoring position for 2015/16 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 11, and projects forward to year-end.

The projected year end position is as follows:

Council Fund

- Net in year expenditure forecast to be £1.574m lower than budget
- Projected contingency reserve balance at 31 March 2016 of £5.210m

Housing Revenue Account (HRA)

- Net in year expenditure forecast to be £0.093m lower than budget
- Projected closing balance as at 31 March 2016 of £1.330m

RECOMMENDATIONS

1	Note the overall report and the projected Council Fund contingency sum as at 31 st March 2016.
2	Note the projected final level of balances on the Housing Revenue Account.
3	To agree the carry forward requests as stated in Appendix 6.

4	To approve the use of £0.750m for organisation change (paragraph 1.14).
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REPORT DETAILS

1.00	THE REVENUE BUDGET MONITORING POSITION FOR MONTH 11 - 2015/16																																																																											
1.01	<p><u>Council Fund Latest In Year Forecast</u></p> <p>The table below shows the projected position by portfolio.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">TOTAL EXPENDITURE AND INCOME</th> <th style="text-align: center;">Original Budget</th> <th style="text-align: center;">Revised Budget</th> <th style="text-align: center;">Projected Outturn</th> <th style="text-align: center;">In-Year Over/ (Under) spend</th> </tr> <tr> <th></th> <th style="text-align: center;">£m</th> <th style="text-align: center;">£m</th> <th style="text-align: center;">£m</th> <th style="text-align: center;">£m</th> </tr> </thead> <tbody> <tr> <td>Social Services</td> <td style="text-align: right;">59.696</td> <td style="text-align: right;">59.113</td> <td style="text-align: right;">58.944</td> <td style="text-align: right;">(0.169)</td> </tr> <tr> <td>Community & Enterprise</td> <td style="text-align: right;">12.598</td> <td style="text-align: right;">12.917</td> <td style="text-align: right;">12.156</td> <td style="text-align: right;">(0.761)</td> </tr> <tr> <td>Streetscene & Transportation</td> <td style="text-align: right;">27.782</td> <td style="text-align: right;">28.478</td> <td style="text-align: right;">29.358</td> <td style="text-align: right;">0.880</td> </tr> <tr> <td>Planning & Environment</td> <td style="text-align: right;">4.887</td> <td style="text-align: right;">5.420</td> <td style="text-align: right;">5.498</td> <td style="text-align: right;">0.078</td> </tr> <tr> <td>Education & Youth</td> <td style="text-align: right;">13.760</td> <td style="text-align: right;">12.120</td> <td style="text-align: right;">12.039</td> <td style="text-align: right;">(0.081)</td> </tr> <tr> <td>Schools</td> <td style="text-align: right;">82.670</td> <td style="text-align: right;">84.280</td> <td style="text-align: right;">84.280</td> <td style="text-align: right;">0.000</td> </tr> <tr> <td>People & Resources</td> <td style="text-align: right;">4.595</td> <td style="text-align: right;">4.624</td> <td style="text-align: right;">4.516</td> <td style="text-align: right;">(0.108)</td> </tr> <tr> <td>Governance</td> <td style="text-align: right;">8.689</td> <td style="text-align: right;">8.711</td> <td style="text-align: right;">8.827</td> <td style="text-align: right;">0.116</td> </tr> <tr> <td>Organisational Change</td> <td style="text-align: right;">9.569</td> <td style="text-align: right;">9.813</td> <td style="text-align: right;">9.330</td> <td style="text-align: right;">(0.283)</td> </tr> <tr> <td>Chief Executive</td> <td style="text-align: right;">3.296</td> <td style="text-align: right;">3.087</td> <td style="text-align: right;">2.929</td> <td style="text-align: right;">(0.158)</td> </tr> <tr> <td>Central & Corporate Finance</td> <td style="text-align: right;">23.915</td> <td style="text-align: right;">23.094</td> <td style="text-align: right;">22.006</td> <td style="text-align: right;">(1.088)</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td style="text-align: right;">251.457</td> <td style="text-align: right;">251.457</td> <td style="text-align: right;">249.883</td> <td style="text-align: right;">(1.574)</td> </tr> </tbody> </table>	TOTAL EXPENDITURE AND INCOME	Original Budget	Revised Budget	Projected Outturn	In-Year Over/ (Under) spend		£m	£m	£m	£m	Social Services	59.696	59.113	58.944	(0.169)	Community & Enterprise	12.598	12.917	12.156	(0.761)	Streetscene & Transportation	27.782	28.478	29.358	0.880	Planning & Environment	4.887	5.420	5.498	0.078	Education & Youth	13.760	12.120	12.039	(0.081)	Schools	82.670	84.280	84.280	0.000	People & Resources	4.595	4.624	4.516	(0.108)	Governance	8.689	8.711	8.827	0.116	Organisational Change	9.569	9.813	9.330	(0.283)	Chief Executive	3.296	3.087	2.929	(0.158)	Central & Corporate Finance	23.915	23.094	22.006	(1.088)						Total	251.457	251.457	249.883	(1.574)
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1.02	The reasons for the projected variances occurring to date are summarised within appendix 2 with movements between periods summarised in appendix 1.																																																																											
1.03	<p>Significant budget movements between original and revised budget</p> <p>There has been a significant budget movement in month 11, £0.243m was transferred from the Central & Corporate Finance budget to a number of other portfolios. Most of this transfer (£0.205m) relates to successful single status appeals, the balance relates to the allocation of non-standard inflation for Non Domestic Rates to car parks (£0.038m).</p>																																																																											
1.04	<p>Streetscene and Transportation</p> <p>The overall overspend within Streetscene & Transportation has decreased</p>																																																																											

	<p>from a projected £0.908m overspend at Month 10 to £0.880m as at Month 11. The projected overspend within the service is due in part to the delay in the implementation of a number of efficiencies as reported to the Programme Board. In addition fluctuations in recycle sales due to a volatile market has led to an increased pressure on income projections which have resulted in a shortfall of £0.355m. Full details of movements are explained in Appendix 2.</p>
1.05	<p>Programme of Efficiencies</p> <p>The 2015/16 budget contains £12.874m of specific efficiencies which are being tracked.</p>
1.06	<p>Appendix 3 provides detail on the latest position where there is a variation to the level of efficiency achievable compared to the budget.</p>
1.07	<p>This shows that it is currently projected that £10.623m (83%) will be achieved resulting in a net underachievement of £2.251m. The underachieved efficiencies are included within the projected outturn figure. The position will continue to be monitored and reported throughout the monthly monitoring process.</p>
1.08	<p>Inflation</p> <p>Included within the 2015/16 budget are provisions for pay (£1.304m), targeted price inflation (£0.421m), non-standard inflation (£0.102m) and income (£0.254m).</p>
1.09	<p>For 2015/16 the amounts for non-standard inflation (NSI) include an allocation for food (£0.064m) and an allocation for Non Domestic Rates (£0.038m).</p>
1.10	<p>There is an amount of £0.240m remaining from 2014/15 which is also being held centrally. Areas subject to NSI increases will be monitored throughout the year and allocations made to portfolio areas only where a critical funding need is evidenced.</p>
1.11	<p>It is anticipated that the £0.064m for food inflation will not be required. In addition to this there is a surplus of £0.061m remaining from inflation set aside for pay. Therefore £0.125m is now projected to underspend. The balance of the 2014/15 inflation and £0.110m from the in-year inflation have been included as an efficiency within the 2016/17 budget.</p>
	<p>Reserves and Balances</p>
1.12	<p>Unearmarked Reserves</p> <p>The 2014/15 outturn reported to Cabinet on 14th July 2015 showed unearmarked reserves at 31 March 2015 (above the base level of £5.769m) of</p>

	£4.746m.
1.13	Taking into account previous allocations and the current underspend at Month 11 the balance on the contingency reserve at 31 st March 2016 is projected to be £5.210m.
1.14	The previous allocation for investment in organisational change is now fully committed therefore it is recommended that £0.750m is set aside to meet future investment costs in relation to future organisation change. If approved this will reduce the balance on contingency reserve to £4.460m.
1.15	<p>Earmarked Reserves</p> <p>The Council has developed a reserves protocol which was considered by Audit Committee and approved by County Council on 24th September 2015. This sets out the principles around how the council will determine, manage and review the level of its reserves and includes reference to regular reporting of the latest position to Cabinet and Corporate Resources Overview and Scrutiny Committee.</p> <p>The next updated position on earmarked reserves will be included in the outturn monitoring report.</p>
	Housing Revenue Account
1.16	On 17 February 2015 the Council approved a Housing Revenue Account (HRA) budget for 2015/16 of £30.776m. The budget provided for a closing balance of £1.396m.
1.17	The 2014/15 Outturn Report to Cabinet on 14 July 2015 showed a closing balance at the end of 2014/15 of £1.510m.
1.18	The Month 11 monitoring report for the HRA is projecting in year expenditure to be £0.092m lower than budget and a projected closing balance as at 31 March 2016 of £1.330m, which at 4.3% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.
1.19	<p>Carry Forward Requests</p> <p>Various requests to carry forward funding into 2016/17 have been identified. Details of all carry forward requests are shown in appendix 6 and are recommended for approval.</p>

2.00	RESOURCE IMPLICATIONS
2.01	The Budget Monitoring Report reflects the planned use of the financial resources of the Council for the current financial year and details the variations occurring to date.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None Required.

4.00	RISK MANAGEMENT
4.01	<p>Municipal Mutual Insurance (MMI) MMI was the predominant insurer of public sector bodies prior to 1992 when it failed. To ensure an orderly “run off” Flintshire, along with other local authorities, was required to pay a levy of 15% of its share of claims paid previously and of any future claims. MMI’s administrator has recently published their 2015 accounts which shows that due to an increase in the number of claims generally, there will be a need to increase the levy in the future, affecting claims paid previously and future claims. A recommendation was approved to meet a significant liability which reflects a 20% increase in the levy however there remains a risk that the future provision may escalate further. Status: stable/green risk.</p>
4.02	<p>Recycling The recycling market (paper in particular) is going through a volatile period with fluctuating re-cycle sale values. This will impact on 2015/16 recycling income levels for the Council. The current impact is reflected in the Month 11 projections and continues to be monitored throughout the year. A budget pressure for this income has been included in the 2016/17 budget to help mitigate this risk for future years. Status: unstable/red risk.</p>
4.03	<p>Out of County Placements The risk is the volatility in demand and the impacts on service costs which cannot be predicted with any certainty. Therefore there is always a risk of significant variances occurring although this area continues to be closely monitored. Status: unstable/amber risk.</p>

5.00	APPENDICES
5.01	<p>Council Fund – Movement in Variances from Month 10 – Appendix 1 Council Fund – Budget Variances – Appendix 2 Council Fund – Programme of Efficiencies – Appendix 3 Council Fund – Movement on unearmarked reserves – Appendix 4 Housing Revenue Account Variances – Appendix 5 Council Fund – Carry Forward Requests – Appendix 6</p>

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
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6.01	<p>None required</p> <p>Contact Officer: Sara Dulson Finance Manager</p> <p>Telephone: 01352 702287</p> <p>E-mail: sara.dulson@flintshire.gov.uk</p>
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7.00	GLOSSARY OF TERMS
7.01	Budget: a statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.
7.02	Council Fund: the fund to which all the Council's revenue expenditure is charged.
7.03	Financial Year: the period of twelve months commencing on 1 April.
7.04	Housing Revenue Account: the Housing Revenue Account (HRA) is a local authority account showing current income and expenditure on housing services related to its own housing stock. The account is separate from the Council Fund and trading accounts and is funded primarily from rents and government subsidy.
7.05	Projected Outturn: projection of the expenditure to the end of the financial year, made on the basis of actual expenditure incurred to date.
7.06	Reserves: these are balances in hand that have accumulated over previous years and are held for defined (earmarked reserves) and general (general reserves) purposes. Councils are required to regularly review the level and purpose of their reserves and to take account of the advice of the Chief Finance Officer.
7.07	Revenue: a term used to describe the day-to-day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.
7.08	Underspend: when referring to expenditure the actual expenditure incurred is less than budget. Shown as a –ve. When referring to income the actual income achieved exceeds the budget. Shown as a –ve.
7.09	Variance: difference between latest budget and actual income or expenditure. Can be to date if reflecting the current or most up to date position or projected, for example projected to the end of the month or financial year.

7.10	Virement: the transfer of budget provision from one budget head to another. Virement decisions apply to both revenue and capital expenditure heads, and between expenditure and income, and may include transfers from contingency provisions. Virements may not however be approved between capital and revenue budget heads.
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COUNCIL FUND - REVENUE BUDGET 2015/16
FLINTSHIRE COUNTY COUNCIL

Budget Monitoring (Month 11)
Summary of Movement from Month 10

	£m	£m
Month 10		
Portfolios	(0.106)	
Central and Corporate Finance	(1.004)	
Variance as per Cabinet Report		(1.110)
Month 11		
Portfolios	(0.486)	
Central and Corporate Finance	(1.088)	
Variance as per Directorate Returns		(1.574)
Change Requiring Explanation		(0.464)
Social Services		
Services For Adults		
• Reablement Services (Intake & Reablement) - additional CHC grant income	(0.164)	
• Community Equipment contribution (Older People - Provider Services) - reduced level of contribution needed following implementation of new Section 33 partnership agreement	(0.084)	
• Older People Provider Services - Residential care - additional income from client contributions and recharges, plus some minor expenditure savings	(0.154)	
• Resources & Regulated Services - Disability Services - increased costs of domiciliary care within externally provided Supported Living service	0.337	
• Residential & Domiciliary Service (Mental Health Services) - reduction in free nursing income (£-0.023m), and impact of new placement costs	0.188	
Minor variances of less than £0.025m		
• Learning Disabilities / PDSI	(0.012)	
• Older People (Provider Services)	0.021	
• Older People (Purchasing)	(0.018)	
• Mental Health Services	(0.024)	
Subtotal: Services for Adults		0.090
Development & Resources		
• Good Health team - additional grant income	(0.073)	
• Business Systems & Financial Assessments - reduction of commitments	(0.046)	
• Training - allocation of additional budget to cover Single Status appeals outcomes	(0.075)	
• Other minor changes of less than £0.025m.		
• Business Services - Income	0.004	
• Deputyship team	(0.004)	
• Management & Support	(0.024)	
• Commissioning	(0.024)	
Subtotal: Development & Resources		(0.242)
Children's Services		
• Training - budget movements to Professional support as part of restructuring	0.035	
• Prevention & Support - increase in emergency placement costs	0.036	
• Early Years - increase in grant and other income	(0.044)	
• Flying Start - increased take up of childcare not covered by grant	0.030	
• Other minor variances -of less than £0.025m		
• Family Placement	(0.011)	
• Grants	(0.010)	
• Family Support	(0.011)	
• Other residential placements	(0.022)	
• Professional Support	0.014	
• Out of County placements	(0.008)	
• Safeguarding Unit	0.010	
Subtotal: Children's Services		0.019
Total: Social Services		(0.133)

Community & Enterprise

Customer & Housing Services	
• Community Support Services Recharges	0.029
Subtotal: Customer & Housing Services	0.029
Council Fund Housing	
• Savings in respect of the Community Based Accommodation Support Service	(0.086)
Subtotal: Council Fund Housing	(0.086)
Regeneration	
• Markets income	(0.010)
• Further capitalisation of costs and maximisation of grant income	(0.011)
Subtotal: Regeneration	(0.021)
Revenues & Benefits	
• Further underspend on the Council Tax Reduction Scheme provision	(0.004)
• Additional DWP New Burdens funding	(0.038)
Subtotal: Revenues & Benefits	(0.042)
Housing Programmes	
• SHARP Procurement	0.009
• Staff recharges and maximisation of grant income	(0.059)
Subtotal: Housing Programmes	(0.050)
Minor changes of less than £0.025m.	
• Customer & Housing Services	0.009
• Council Fund Housing	0.013
• Regeneration	(0.001)
• Revenues & Benefits	(0.001)
• Housing Programmes	0.000
Total minor variances of less than £0.025m	0.020
Total: Community & Enterprise	(0.150)

Streetscene & Transportation Portfolio

Ancillary Services & Performance	
• Loss of income from electricity generation through performance of Gas Engines	0.050
• Increased recycling income	(0.035)
• Increased income from burial fees	(0.026)
Subtotal: Ancillary Services & Performance	(0.011)
Highway Network	
• Reduced cost of Winter Maintenance provision due to mild winter	(0.050)
• Additional patching works following flood damage	0.063
Subtotal: Highway Network	0.013
Transport & Logistics	
• Cross Boundary Transportation recharges lower than anticipated	(0.018)
Subtotal: Transport & Logistics	(0.018)
Minor variances of less than £0.025m	
• Ancillary Services & Performance	(0.023)
• Highway Network	0.013
• Transport & Logistics	(0.002)
Total minor variances of less than £0.025m	(0.012)
Total: Streetscene & Transportation	(0.028)

Planning & Environment Portfolio

Business	
• Additional Feed Service Grant from Food Standards Agency (FSA)	(0.017)
Subtotal: Business	<u>(0.017)</u>
Community	
• Ref profiling of 3 and 5 year licence income received into future years	0.017
Subtotal: Community	<u>0.017</u>
Development	
• Better than anticipated Pre Planning Advice Income	(0.011)
• Reduced staffing costs due to delayed filling of posts	(0.025)
Subtotal: Development	<u>(0.036)</u>
Access	
• Reduced expenditure projections through commitment challenge	(0.019)
Subtotal: Access	<u>(0.019)</u>
Minor variances of less than £0.025m	
• Business	(0.003)
• Community	0.020
• Development	(0.015)
• Access	(0.010)
• Shared Service	0.005
• Strategy	0.015
• Administration	(0.001)
• Vacant Posts	0.011
Total minor variances of less than £0.025m	<u>0.022</u>
Total: Planning & Environment	<u><u>(0.033)</u></u>

Education & Youth

Inclusion Services	
• Out of County	(0.035)
Subtotal: Inclusion Services	<u>(0.035)</u>
Minor variances of less than £0.025m	
• Primary School Services	0.008
• Secondary School Services	(0.023)
• Regional Services	0.014
• Access - School Planning	(0.015)
• Access - School Provision	(0.005)
• Adult & Community Education	0.003
• Community Centres	(0.002)
• Youth Justice Service	(0.003)
• Youth & Community Service	(0.009)
• Commissioning & Performance - Business Support	(0.002)
• School Management Information	(0.014)
Total minor variances of less than £0.025m	<u>(0.048)</u>
Total: Education & Youth	<u><u>(0.083)</u></u>

People & Resources

Minor variances of less than £0.025m	
• HR & OD	(0.007)
• Corporate Finance	0.003
Total minor variances of less than £0.025m	<u>(0.004)</u>
Total: People & Resources	<u>(0.004)</u>

Governance

Legal Services	
A grant from Welsh Government has been awarded for £0.092m as a contribution to costs incurred in dealing with claims from personal search companies for refunds of Local Land Charges Register (LLCR) search fees charges. There are minor variances of £0.014m.	
	(0.078)
Subtotal: Legal Services	<u>(0.078)</u>
Minor variances of less than £0.025m	
• Democratic Services	(0.002)
• Internal Audit	(0.001)
• Procurement	(0.013)
• Business Support	(0.019)
• Records Management	(0.004)
• ICT	(0.010)
Total minor variances of less than £0.025m	<u>(0.049)</u>
Total: Governance	<u>(0.127)</u>

Organisational Change

Valuation & Estates	
• Underspend on Consultancy fees.	0.035
Subtotal: Valuation & Estates	<u>0.035</u>
Property Design & Consultancy	
• A £0.200m carry forward request for feasibility works was been approved in month 10	0.200
• Additional unanticipated R&M spend.	0.015
Subtotal: Property Design & Consultancy	<u>0.215</u>
Facilities	
• £0.065m additional income achieved from increased in school meals. £0.025 underspend on CCTV .	(0.090)
Subtotal: Facilities	<u>(0.090)</u>
Minor variances of less than £0.025m	
• Public Libraries & Arts, Culture & Events	0.013
• Leisure Services	(0.023)
• Facilities	0.003
• Community Assets	0.005
Total minor variances of less than £0.025m	<u>(0.002)</u>
Total: Organisational Change	<u>0.158</u>

Chief Executive

Minor variances of less than £0.025m	
• Minor variances less than £0.025m	0.020
Total: Chief Executive	<u>0.020</u>

Central & Corporate Finance

• Pension Deficit Portfolio Recharges	(0.033)
• Bank Charges Rebate	(0.017)
• Matrix Rebates	(0.016)
• Minor variances	(0.018)
Total: Central & Corporate Finance	<u>(0.084)</u>

Total Changes(0.464)

MONTH 11 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 10 (£m)	Cause of Major Variance	Action Required
Social Services Locality Teams (Localities)	14.665	14.147	(0.518)	(0.531)	<p>Domiciliary Care There are some significant compensating variances in this area. The main area of pressure is Domiciliary Care, which is still being influenced by clients returning to the service following successful past rehabilitation, the changing demographic profile, increased complexity of need and increasing numbers of people with dementia. The current level of projected overspend is £0.559m which has significantly reduced from the 2014/15 outturn position of £0.837m, which has been partly influenced by the cessation of one complex package.</p> <p>Residential Care The significant projected overspend on Domiciliary care is being more than offset by a projected underspend of (£0.766m) on residential care, which includes, an underspend of (£0.340m) on payments to care home providers, an underspend of (£0.371m) due to an increase in the level of property related income, plus further increases in income above budget including (£0.035m) for free nursing.</p> <p>Professional Support A further area of significant underspend is the professional support within the area Localities teams. There is a total projected underspend of (£0.244m) which relates to staffing due to Social Worker vacancies, which includes a total of (£0.119m), relating to the Hospital Social Work team which has transferred into Localities from Intake & Reablement (Resources and Regulated Services).</p> <p>Other Other minor variances amount to a net (£0.067m) within Day care and other services.</p>	Recommend budget realignment adjustments to use underspends elsewhere in service to address pressures.

MONTH 11 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 10 (£m)	Cause of Major Variance	Action Required
Reablement Services (Intake and Reablement)	0.429	0.200	(0.229)	(0.065)	The projected under spend is mainly due to the reallocation of an officer to another service promoting Continuing Health Care independence, and additional CHC funding being utilised.	Keep under review.
Community Equipment contribution	0.476	0.392	(0.084)	0.000	Reduction in requirement for funding of the Council's contribution to the partnership following review of the financial arrangements within the Section 33 partnership agreement.	
Resources & Regulated Services (Disability Services)	15.239	15.972	0.733	0.396	This service is now reflecting the transfer of budget in relation to the Independent Living fund (ILF) to Central and Corporate as a one off efficiency. The remaining element is in relation to the additional administration capacity needed to manage the payments to service users and for obligations to fund employer liability insurance payments for service users who employ carers. recent increases in the projected overspend relate to additional costs of domiciliary care within externally provided Supported Living, including new service users and the impact of a new block contract.	Recommend budget realignment adjustments to use underspends elsewhere in service to address pressures.
Vulnerable Adults and Disability Service (Disability Services)	2.299	1.997	(0.302)	(0.283)	Reflects current care packages for 2015/16. The projection now includes a revised commitment for new/additional transition clients. Previous commitments in terms of expected costs for service users have now been significantly reduced following service review and revised outcomes.	Keep under review.
Residential and Domiciliary Service (Mental Health & Substance Misuse Service)	0.813	1.183	0.370	0.182	Increases in Residential and Domiciliary packages alongside additional new package costs.	Keep under review.
Forensic Budget (Mental Health & Substance Misuse Service)	0.317	0.202	(0.115)	(0.120)	Reflects current care packages for 2015/16.	Keep under review - potential volatility due to changes in client numbers and demands at short notice from prison or courts.

MONTH 11 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 10 (£m)	Cause of Major Variance	Action Required
Other Services for Adults variances (aggregate)	10.898	10.758	(0.140)	0.046	Various minor variances. Since period 10, the potential available funding from Supporting People is not required to be drawn down from reserves based on the current projected outturn position for Older People.	Continue to review but not expected to be recurrent.
Business Services - Charging Policy Income	(1.673)	(1.877)	(0.204)	(0.208)	Impact of an increase by Welsh Government in the level of the maximum charge cap from £55 per week to £60 per week.	Recommend budget realignment adjustments to use underspends elsewhere in service to address pressures.
Training	0.132	0.164	0.032	0.107	The base budget for this service had reduced as a consequence of the combined impact of Single Status outcomes and EVR/VR determinations. As a consequence the match funding element of the budget had fallen below the level required to meet the grant conditions for the Social Care Workforce Development Programme Grant (SCWDP). In month 11 a budget from realignment within Social Services was undertaken to top up to the level required.	Continue to review but not expected to be recurrent.
Other Development & Resources variances (aggregate)	2.418	2.409	(0.009)	0.162	Various minor variances.	Continue to review but not expected to be recurrent.
Family Placement (Children's Services)	2.227	2.474	0.247	0.258	The £0.247m overspend is a result of an increase in the number of foster care placements within the service. Part of this is also due to the increasing number of court orders for Residence and Special Guardianship orders which invariably attract an ongoing allowance for the carers.	A review of the Family Placement Team has been undertaken, the outcome of which is being considered and will inform future planning and possible efficiencies.

MONTH 11 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 10 (£m)	Cause of Major Variance	Action Required
Professional Support	5.037	5.198	0.161	0.147	There is a projected overspend of £0.198m on agency pay costs within the Duty & Assessment team, which is due to the need to deploy staff to address key risks within this area of the service. This overspend has been partly mitigated by way of an allocation of £0.100m from the contingency reserve as approved by Cabinet when considering the Month 7 budget monitoring report. There is a further pressure of £0.113m which relates to the Children's and Young Adults Support team (CYAST). This is due to pressures within payments to external providers of £0.119m and Transport £0.047m, with some offsetting underspends against pay budgets due to vacancies. There are offsetting net underspends of (£0.150m) elsewhere within Children's Services Professional Support, including a significant underspend on staffing within the Family Intervention team.	Recommend budget realignment adjustments to use underspends elsewhere in service to address pressures.
Out of County Placements	3.416	3.208	(0.208)	(0.200)	Reflects current care packages for 2015/16.	Keep under review.
Other Services for Children variances (aggregate)	2.420	2.517	0.097	0.073	Various minor variances.	Continue to review but not expected to be recurrent.
Total Social Services	59.113	58.944	(0.169)	(0.036)		

MONTH 11 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 10 (£m)	Cause of Major Variance	Action Required
Community & Enterprise Customer & Housing Services	1.666	1.440	(0.226)	(0.264)	Additional in-year efficiency identified in respect of Homeless Accommodation (£0.092m). Recharge in respect of Community Support Services lower than anticipated £0.029m. Community Centres additional efficiency (£0.049m). Underspend on the Flintshire Connects service provision (£0.094m). Switchboard in-year underspend (£0.027m). Other minor variances £0.007m.	Continue to monitor and review.
Council Fund Housing	(0.033)	(0.138)	(0.105)	(0.032)	Telecare income lower than anticipated £0.061m. Procurement of telecare equipment £0.062m. Additional Savings in respect of the Community Based Accommodation Support Service (£0.230m). Other minor variances £0.002m.	Continue to monitor and review.
Regeneration	0.581	0.571	(0.010)	0.012	Estimated shortfall of £0.038m in markets due to income targets increasing in line with inflation each year, where charges have not increased at the same rate. Further capitalisation of costs and maximisation of Grant Income (£0.041m). Other minor variances (£0.007m).	Continue to monitor and review
Revenues & Benefits	10.631	10.139	(0.492)	(0.449)	Anticipated surplus on the Council Tax Collection Fund currently stands at (£0.291m) higher than initially estimated. Staffing savings (£0.058m). Projected underspend on the budgeted provision for the Council Tax Reduction Scheme (£0.337m). Housing Benefit Subsidy budgeted shortfall of £0.350m. Additional New Burdens funding from DWP (£0.128m). Other minor variances of (£0.028m).	Continue to monitor closely as these areas are highly volatile and projections are likely to change throughout the year.
Housing Programmes	0.072	0.144	0.072	0.122	Expenditure of £0.104m to enable the Strategic Housing and Renewal Programme (SHARP) to move forward with the development of the Over Arching Legal Agreement with Wates Living Space. This expenditure has supported the expedient development of schemes on The Walks, Flint and Custom House School, Connah's Quay which will both be on site by March 2016. Staff recharges and maximisation of grant income (£0.032m).	Continue to monitor and review.
Total Community & Enterprise	12.917	12.156	(0.761)	(0.611)		

MONTH 11 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 10 (£m)	Cause of Major Variance	Action Required
Streetscene & Transportation Ancillary Services & Performance - Waste Disposal & Waste Collection	6.572	7.481	0.909	0.900	<p>Reduced electricity sales from gas engines following equipment breakdown and fluctuating levels of gas extraction is now estimated at £0.150m.</p> <p>Further options are being considered and consultation undertaken in relation to the proposed closure of Hope recycling centre. In addition, changes to the later than expected introduction of new operating times at Connaught Quay and Flint sites will result in a total projected shortfall on the budgeted efficiency of £0.160m.</p> <p>Delayed implementation of delivery service for waste containers £0.050m and introduction of charge for second waste bin £0.025m.</p> <p>Under achievement in the recycling market due to a volatile period with fluctuating re-cycle sale values £0.355m. No compost income has been received from Denbighshire CC (£0.060m budget) as they will not be using the composting facilities at Greenfield until the 2016/17 financial year.</p> <p>Additional costs of £0.040m for hire of loading shovels at Greenfield HRC Site, protective clothing costs and equipment purchase and increase in estimated waste treatment tonnages of £0.043m through to the 31st March.</p> <p>£0.010m of increase relating to NE Hub Food Waste. The food waste contractor requesting additional funds due to a change in law due to the withdrawal of the Levy Exemption Certificates which ceased from 31/07/15.</p>	<p>Potential for investment to upgrade/install new extraction wells and new management arrangement.</p> <p>Reported through Programme Board Efficiency Tracker.</p> <p>Reported through Programme Board Efficiency Tracker.</p> <p>Monitor recycling market closely and amend projections accordingly</p> <p>Monitor Supplies & services and implement commitment challenge.</p> <p>Continue to monitor and review.</p>

MONTH 11 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 10 (£m)	Cause of Major Variance	Action Required
Ancillary Services & Performance - Parking & Enforcement	0.114	0.198	0.084	0.099	Shortfall from Business Planning proposals following delays in the implementation of car parking charges and Penalty Charge Notice (PCN) enforcement across the County.	Monitor Car Parking Income closely and amend projections accordingly.
Bereavement Services	0.280	0.244	(0.036)	(0.010)	Increased income in burial fees for the last quarter of the year.	Continue to monitor and review.
Ancillary Services & Performance - Other Variances	0.519	0.517	(0.002)	0.000	Minor Variances.	Reported through Programme Board Efficiency Tracker.
Logistics & Resource Services - Fleet	4.808	4.728	(0.080)	(0.079)	Projected reduction in annual fuel costs, due to reducing fuel prices and more efficient usage of vehicles.	Continue to review.
Transportation & Logistics - other Variances	8.590	8.511	(0.079)	(0.060)	Minor Variances.	Reported through Programme Board Efficiency Tracker.
Highways Strategy & Network	7.404	7.488	0.084	0.058	Delay in the full externalisation of grass cutting service offset by some additional income for hedge cutting £0.030m. Delay in the implementation of the reduced cleansing standards and zero tolerance on littering £0.090m. Reduced Ground Work operations following transition into winter related work and additional staff recharges (£0.040m). Additional patching works of £63k following flood damage are reported at Period 11. Due to the below average winter up to the end of March 2016, it is anticipate there will be an underspend of (£0.050m) within winter maintenance.	Reported through Programme Board Efficiency Tracker. Reported through Programme Board Efficiency Tracker. Monitor Employee Costs. Continue to review. Variance reported at Period 11.
Highway Network - other Variances	0.191	0.191	0.000	0.000	No Variance.	Continue to review.
Total Streetscene & Transportation	28.478	29.358	0.880	0.908		

MONTH 11 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 10 (£m)	Cause of Major Variance	Action Required
Planning & Environment Pest Control Dog Warden	0.043	0.055	0.012	0.013	Potential Shortfall in the self financing position.	Monitor level of services provided and adjust income projections as appropriate.
Licensing	0.002	0.009	0.007	(0.011)	At Period 11, confirmation of the level of 3 year and 5 year licence income to be carried forward as a PIA.	Monitor level of services provided and adjust income projections as appropriate.
Community - Aggregate of other Variances	0.683	0.723	0.040	0.021	Increased projections on committed expenditure in some areas.	Continue to monitor committed expenditure and reduce/remove where possible.
Animal Health & Defra	0.126	0.155	0.029	0.044	Reduced DEFRA Grant Funding, resulting in the partnership with Wrexham CBC ending in December 2015 and the income target remaining within the service. At Period 11, confirmed receipt of Animal Feed Service Grant of (£0.017m) from FSA.	Investigate ways to reduce Grant Income target through potential budget realignment as total funding will cease from 2016/17.
Business - Aggregate of other Variances	1.485	1.450	(0.035)	(0.037)	At Period 11, commitment challenge continues in reducing the level/value of future projected expenditure.	Continue to monitor committed expenditure and reduce/remove where possible.
Planning Control & Enforcement	(0.133)	(0.029)	0.104	0.140	Shortfall from Planning Application fees not being increased by 15% until October, 2015 under the Planning (Wales) Bill. This was originally proposed for April, 2015 and reflected in Business Planning efficiencies. This is offset at Period 11, with the level of Pre Planning Application Fee Income being higher than expected, together with reduced staffing costs from delayed filling of vacancy position.	Planning Fee Income levels will be closely monitored.
Development - Aggregate of other Variances	0.133	0.108	(0.025)	(0.010)	Continued commitment challenge across the portfolio.	Continue to review.
Portfolio Aggregate of other Variances	3.081	3.027	(0.054)	(0.049)	Continued commitment challenge across the portfolio.	Continue to monitor committed expenditure and reduce/remove where possible.
Total Planning & Environment	5.420	5.498	0.078	0.111		

MONTH 11 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 10 (£m)	Cause of Major Variance	Action Required
Education & Youth						
Primary & Early Years Education	0.868	0.861	(0.007)	(0.015)	Minor Variances.	Continue to review.
Secondary, 14-19 & Continuing Education	1.117	1.108	(0.009)	0.000	There has been a reduction in the projected transport costs and estimated sickness cover required within the Music Service which is now projecting an underspend, this has been partially offset by several small overspends on other areas within this budget heading. The service is intending to put forward a request to carry forward the underspend into next year to support the development of the service in particular the ADM.	Continue to review.
Inclusion Services	7.457	7.553	0.096	0.131	Out of County placements are an area of risk to the authority due to the volatile nature of the service and the potential for high cost placements and unpredictability of demand. A number of queries which require resolution regarding the liability of the Authority to pay for high cost placements - there are ongoing discussions with the Health Service.	Continue to review.
Access (School Planning & Provision)	0.508	0.453	(0.055)	(0.036)	This figure includes the underspent budget for Insurance claims which now stands at £45k, plus some other smaller variances. This reflects the impact of mild winter weather and a reduction in claims compared with previous years.	Continue to review.
21st Century Schools	0.196	0.196	0.000	0.000	No Variance.	Continue to review.
Youth Services	1.436	1.422	(0.014)	(0.003)	Minor Variances.	Continue to review.
Commissioning & Performance	0.346	0.307	(0.039)	(0.036)	Vacancy savings following a Senior Management Restructure with Education and Youth Portfolio.	Continue to review.
School Management & Information Team	0.192	0.139	(0.053)	(0.039)	Vacancy savings following a Senior Management Restructure with Education and Youth Portfolio. Shared salary costs have now been agreed with Transportation.	Continue to review.
Total Education & Youth	12.120	12.039	(0.081)	0.002		

MONTH 11 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 10 (£m)	Cause of Major Variance	Action Required
Schools						
Primary & Early Years Education	44.599	44.599	0.000	0.000	No Variance.	Continue to review.
Secondary, 14-19 & Continuing Education	35.744	35.744	0.000	0.000	No Variance.	Continue to review.
Inclusion Services	3.930	3.930	0.000	0.000	No Variance.	Continue to review.
Total Schools	84.280	84.280	0.000	0.000		
People & Resources						
HR&OD	2.257	2.231	(0.026)	(0.019)	A 2015/16 budget efficiency of £0.105m is being reported as not achievable. In addition to this there is an overspend on the Disclosure & Disbarring Service of £0.006m and Software of £0.031m. These overspends are being offset by workforce underspends of (£0.160m). There are minor underspend variances of (£0.008m).	The efficiencies are expected to be achieved in full next year. Workforce underspends are in-year only.
Corporate Finance	2.367	2.285	(0.082)	(0.085)	A 2015/16 budget efficiency is being reported as being partially achieved with a shortfall of £0.038m. This is being offset by temporary workforce underspends of (£0.127m). There are minor overspend variances of £0.007m.	The efficiencies are expected to be achieved in full next year. Workforce underspends are in-year only.
Total People & Resources	4.624	4.516	(0.108)	(0.104)		

MONTH 11 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 10 (£m)	Cause of Major Variance	Action Required
Governance						
Legal Services	0.610	0.563	(0.047)	0.031	A grant from Welsh Government has been awarded for (£0.092m) as a contribution to costs incurred in dealing with claims from personal search companies for refunds of Local Land Charges Register (LLCR) search fees charges. There are minor variances of £0.045m.	Underspend is not expected to be recurrent.
Democratic Services	1.907	1.989	0.082	0.084	The overspend is due to a delay in achieving an efficiency of £0.110m which was agreed within the 2014/15 budget. An underspend of (£0.028m) is due to minor variances.	The efficiency is expected to be achieved in full next year.
Internal Audit	0.416	0.410	(0.006)	(0.005)	Minor Variances.	Underspend is not expected to be recurrent.
Procurement	0.138	0.253	0.115	0.128	This overspend is due to the non-achievement of an efficiency of £0.116m within 2015/16 and a minor underspend of (£0.001m).	Overspend is not expected to be recurrent. The efficiency is expected to be achieved in full next year.
Business Support	0.740	0.684	(0.056)	(0.037)	There is an underspend on the postage budget of (£0.021m) and various minor underspends of (£0.035m).	Underspend is not expected to be recurrent.
Records Management	0.174	0.184	0.010	0.014	Minor Variances.	Overspend is not expected to be recurrent.
ICT	4.726	4.744	0.018	0.028	Minor Variances.	Overspend is not expected to be recurrent.
Total Governance	8.711	8.827	0.116	0.243		

MONTH 11 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 10 (£m)	Cause of Major Variance	Action Required
Organisational Change						
Public Libraries & Arts, Culture & Events	1.772	1.773	0.001	(0.012)	Minor Variances.	Continue to review.
Museums Service	0.064	0.066	0.002	0.002	Minor Variances.	Continue to review.
County Archives	0.266	0.265	(0.001)	(0.001)	Minor Variances.	Continue to review.
Leisure Services	4.023	4.015	(0.008)	0.015	£0.070m Deeside Ice rink income pressure offset by premises & supplies cost savings of (£0.078m).	Continue to review.
Community Assets	0.018	0.023	0.005	0.000	No Variance.	Continue to review.
Valuation & Estates	(0.813)	(0.779)	0.034	(0.001)	£.034m shortfall in industrial estate rental income.	Continue to review.
Property Design & Consultancy	2.629	2.529	(0.100)	(0.315)	Projected costs of (£0.100m) relating to the demolition of Connaught Quay office has been met through alternative funding in addition to other savings on admin buildings.	The service has given up £0.120m of Design fees in reserves in the current financial year.
Engineering Services	0.000	0.000	0.000	0.000	No Variance.	Continue to review.
Facilities Services	1.654	1.438	(0.216)	(0.129)	(£0.163m) Careful monitoring of provisions and additional income anticipated over and above income target from increased uptake in school meals. (£0.014m) savings on CCTV. (£0.021m) additional income anticipated due to new cleaning contracts awarded. Minor variances of (£0.018m).	Request to roll forward £0.100m to assist Facilities with the feasibility works in order to upgrade the kitchen ventilation at 24 schools as well as providing much needed kitchen equipment upgrades in schools.
Total Organisational Change	9.613	9.330	(0.283)	(0.441)		

MONTH 11 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 10 (£m)	Cause of Major Variance	Action Required
Chief Executives	3.087	2.929	(0.158)	(0.178)	The underspend is due to workforce savings of (£0.098m) and also a reduction in Core Funding Agreements of (£0.028m). There is an underspend of (£0.042m) relating to the budget required for performance related increments. There are minor overspend variances of £0.010m.	The employee savings of (£0.098m) are expected to be in-year only.
Total Chief Executives	3.087	2.929	(0.158)	(0.178)		

MONTH 11 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 10 (£m)	Cause of Major Variance	Action Required
Central & Corporate Finance						
Central & Corporate Finance	23.094	22.006	(1.088)	(1.004)	<p>HRA Financing - The settlement amount changed after the budget was set. Based on all original assumptions this equates to a reduction in efficiencies of approximately £0.600m. However, there is no need to borrow this financial year, as capital expenditure is later than planned, resulting in short term savings from interest costs built into the budget.</p> <p>Balance of unused Non Standard Inflation from previous year (£0.240m) and current year (£0.125m). Pension Actuarial Review (£0.912m) due to lower than anticipated costs of additional contributions.</p> <p>Projected under-recovery of contribution to pension fund £0.146m.</p> <p>Coroners projected 2015/16 overspend of £0.027m.</p> <p>Estimated Workforce Efficiency of £0.300m considered unachievable in year.</p> <p>One off identified efficiencies (£0.300m) in relation to the Independent Living Fund (ILF).</p> <p>Higher than projected income as a result of Rent Review for Unilever (£0.191m).</p> <p>External Audit Fees are anticipated to be lower than budget (£0.093m) this is under review with Wales Audit Office. Received no charge on three quarters of the year in relation to corporate Bank Charges (£0.047m).</p> <p>One off / time limited, Unbudgeted costs of £0.356m in relation to former Euticals Ltd - Sandycroft site.</p> <p>Minor Variances of (£0.009m).</p>	<p>Review of CLIA has mitigated this position.</p> <p>Reviewed as part of Medium Term Finance Strategy, Corporate Financing Options.</p> <p>Keep under review.</p> <p>Continue to review.</p> <p>Addressed as part of 2016/17 budget process.</p> <p>Addressed as part of 2016/17 budget process.</p> <p>This income is non-recurring.</p> <p>Keep under review.</p> <p>Keep under review.</p> <p>Keep under review.</p>
Total Central & Corporate Finance	23.094	22.006	(1.088)	(1.004)		
TOTAL	251.457	249.883	(1.574)	(1.110)		

2015/16 Efficiencies Month 11 - Under or Over Achieved

Portfolio	Original Efficiency	Revised Efficiency	(Under)/Over Achievement
	2015/16 £(m)	2015/16 £(m)	2015/16 £(m)
People & Resources			
Review of specialist finance functions to identify efficiencies in process	0.170	0.166	(0.004)
Ensure continuation of grant maximisation opportunities identified in 2014/15	0.100	0.066	(0.034)
Review of specialist human resources functions to identify efficiencies in process	0.105	0.000	(0.105)
Total People & Resources	0.375	0.232	(0.143)
Governance			
Procurement Supplier Charging	0.116	0.000	(0.116)
	0.116	0.000	(0.116)
Central and Corporate Finance			
Workforce efficiency proposal	0.300	0.000	(0.300)
Central Loans and Investment Review	1.830	1.230	(0.600)
Total Central & Corporate Finance	2.130	1.230	(0.900)
Social Services			
Develop means testing approach for minor adaptations	0.100	0.000	(0.100)
Review model/costs contracts for catering	0.050	0.000	(0.050)
Rationalise the number of sites where In-House short term care is provided	0.075	0.110	0.035
Develop a 'progression' model for Supported Living	0.250	0.145	(0.105)
Review commissioning with Action for Children	0.075	0.015	(0.060)
Regional approach to advocacy	0.053	0.000	(0.053)
Review and realign funding to voluntary sector	0.203	0.065	(0.138)
Total Social Services	0.806	0.335	(0.471)
Community & Enterprise			
Close the personal answering service for main switchboard telephone calls	0.099	0.125	0.026
Welfare Rights Team Review	0.020	0.035	0.015
Community Centres	0.048	0.096	0.048
Community Based Accommodation Support Service	0.030	0.090	0.060
Telecare Charging	0.200	0.139	(0.061)
Stopping sending remittance advices to Landlords	0.054	0.013	(0.041)
In-house bailiff service	0.100	0.070	(0.030)
Removal of Post Office as payment option	0.028	0.017	(0.011)
Review Single Person Discount	0.150	0.270	0.120
Total Community & Enterprise	0.729	0.855	0.126
Streetscene & Transportation			
Introduce non-generic Streetscene roles (3 year plan)	0.080	0.115	0.035
Develop Energy Production at Landfill	0.050	0.000	(0.050)
Rationalise HRC Sites	0.400	0.240	(0.160)
Removing the Waste Containers delivery service	0.150	0.100	(0.050)
Introduce Charge for 2nd Garden Waste Bin	0.050	0.025	(0.025)
Car Parking Charges	0.400	0.290	(0.110)
Cancel Real Time Info System	0.020	0.025	0.005
Charge Maintenance of Bus Shelters	0.005	0.000	(0.005)
Review subsidised bus routes	0.075	0.050	(0.025)
Externalise grass cutting service	0.075	0.025	(0.050)
Reduced Street Lighting resource	0.050	0.038	(0.013)
Remove second grass cut for highway verges	0.030	0.025	(0.005)
Reduce Cleansing standards zero tolerance litter	0.150	0.060	(0.090)
Part night street lighting in residential areas	0.020	0.030	0.010
Winter Maintenance (Car Parks and standard)	0.150	0.170	0.020
Total Streetscene & Transportation	1.705	1.193	(0.513)
Planning & Environment			
Staffing & Management Restructure (incl. all vacancies)	0.295	0.207	(0.088)
Staffing & Collaboration	0.024	0.040	0.016
Animal & Pest Control	0.030	0.007	(0.023)
Increased Planning Fees (15% WG increase)	0.135	0.050	(0.085)
Increase in number of Planning Applications	0.060	0.030	(0.030)
Additional elements of charging (discharge of conditions)	0.050	0.025	(0.025)
Total Planning & Environment	0.594	0.359	(0.235)
		%	£
Total 2015/16 Budget Efficiencies		100	12.874
Total Projected 2015/16 Budget Efficiencies Underachieved		17	2.251
Total Projected 2015/16 Budget Efficiencies Achieved		83	10.623

APPENDIX 4

Movements on Council Fund Unearmarked Reserves

	£m	£m
Total Reserves as at 1 April 2015	10.515	
Less - Base Level	(5.769)	
Total Reserves above base level available for delegation to Cabinet		4.746
Less - Allocation from the Contingency Reserve for the costs of the speed limit review		(0.210)
Less - Allocation from the Contingency Reserve for the contribution to meet the estimated increase in levy required to meet past and future claim liabilities in relation to the former Municipal Mutual Insurance company		(0.800)
Less - Allocation from the Contingency Reserve to meet the resource requirements for specialist social work for child protection		(0.100)
Plus projected underspend as at Month 11		1.574
Total projected Contingency Reserve as at 31st March 2016		5.210

HRA Major Variance Report - Period 11

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Estate Management	1.634	1.529	(0.105)	(0.065)	(£0.054m) relates to an underpend on salary costs. (£0.012m) relates to an underpend on printing costs. Court costs and Giro Charges have contributed an underpend of (£0.054m). Rechargeable works create a pressure of £0.019m due to non payment of invoices. Tenants Incentive scheme has contributed a saving of (£0.017m). The remaining £0.013m relates to other minor variances.	
Rent Income	(29.377)	(29.597)	(0.220)	0.028	Bad debts have reduced by (£0.249m) at year end. This has changed since wk 36 as arrears have reduced by £0.600m. The costs associated with the water surplus are expected to rise by £0.019m based on what has been recovered vs actual spend. £0.030m relates to additional expenditure on Garden Services. The remaining (£0.020m) relates to other minor efficiencies.	
Repairs & Maintenance	8.394	8.079	(0.315)	(0.379)	(£0.400m) of the projected underpend relates to salaries. A quarter of this underpend relates to a reclassification between revenue and capital. (£0.087m) of the projected underpend relates to materials. £0.029m profit share relating to last year and careful monitoring has contributed to this underpend. £0.076m of the projection relates to an overspend on subcontractors. £0.042m relates to a pressure on transport and fleet costs. £0.074m relates to unachieved income recharges. The remaining (£0.020m) relates to minor variances.	
Finance & Support	2.427	2.213	(0.214)	(0.140)	Removal of the projection for delivering the Handyman Service releases a (£0.038m) underpend. (£0.022m) of the projected underpend relates to consultancy and conferences. Redistribution of salaries across departments and services has realised a (£0.147m) underpend. Agile working equipment for HRA is projected to cost £0.027m. Insurance Premiums are lower than anticipated by (£0.012m). The remaining (£0.022m) relates to other minor costs.	A 2015/16 budget allocation of £0.244m will be carried forward to 2016/17 to fund the implementation of Job Scheduling. This is one of the priorities in the HRA Business Plan.

HRA Major Variance Report - Period 11

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Landlord Services	0.882	1.001	0.119	0.190	Cleaning charges for the community centres brought into the HRA from Council Fund have received a charge in the amount of £0.049m which was an unexpected cost. Utility costs relating to the transferred community centres are projected to overspend by £0.047m. Garden Charges have underspent by (£0.061m) due to staff vacancies and lower contractor costs. Recharges of subcontractor works from R&M have increased to £0.090m due to a review of all subcontractor costs, this will be a recharge at yearend. Vehicle hire has reduced by (£0.007m) on receipt of full year costs. Minor variances amount to £0.001m.	
HRA Subsidy	0.000	0.122	0.122	0.122	£0.122m relates to a post audit adjustment relating to Housing Subsidy.	
Other variances (aggregate)	16.274	16.794	0.520	0.152	£0.711m relates to the additional balance contributed towards capital expenditure. This will contribute towards demolition costs for the Walks and Leas sites in Flint. Funding costs this way delays borrowing for 12 months and avoids unnecessary interests charges. (£0.191m) relates to the reduced Capital Financing recharges expected at year end. This balance may change once funding arrangements are finalised.	
Total :	0.234	0.141	(0.093)	(0.092)		

Carry Forward Requests 2015/16**GOVERNANCE**

ICT - Unified Threat Management security software – to complete the procurement of new Unified Threat Management system (£0.013m)

ICT – IT Networks – to complete procurement in 2016/17 due to delays in the National Procurement Service Framework agreement (£0.027m)

ICT – Education ICT - to contribute to the funding of enhanced communication links commitment given to schools (£0.127m)

ICT – Telephone System Upgrade – to support to support the move to Microsoft Exchange (£0.125m)

ICT – Education ICT - to fund consultancy resource to complete the implementation of the Education ICT service review (£0.007m)

ICT – Digital Print - to integrate the printers in the Digital Print unit with electronic mail room software (£0.010m)

ICT – Capita One – for funding held on behalf of the regionally funded service (£0.040m)

ICT – Central Dispatch - to fund work to modernise the service through the creation of an electronic mail room (£0.038m)

PEOPLE & RESOURCES

Welsh Language Training - to fund learners on Summer school which falls in August (£0.006m)

Flintshire Trainees – for the continuation of the funding strategy for the Flintshire Trainee programme (£0.012m)

Corporate Finance - In 2015/16 a one off investment budget for £0.050m was allocated for the Corporate Finance Modernisation project. This project has not yet been completed and the balance of £0.017m is required to continue funding into 2016/17.

Corporate Finance - Request to carry forward £0.010m to contribute to training requirements associated with the Corporate Finance Modernisation project and an amount of £0.008m for costs of equipment to enable agile working within the service.

EDUCATION & YOUTH

Music Service – to support additional costs in relation to moving towards an alternative delivery model (£0.020m)

COMMUNITY & ENTERPRISE

Customer & Housing Services - to facilitate the continued development of Digital Engagement for customers through the development of software in 2016/17 (£0.014m)

Regeneration - to further support Town Centre Regeneration programmes in 2016/17 (£0.020m)

Revenues & Benefits – to contribute to the Welfare Rights Programme (£0.032m)

Revenues & Benefits – to contribute to Universal Credit Administration costs (£0.028m)

Revenues & Benefits - to support further improvement in Housing Benefit Overpayment collection (£0.031m)

Revenues & Benefits - to continue to fund the Welfare Reform Response Team in 2016/17 (£0.052m)

Housing Programmes - towards the ongoing investment in Traveller's Sites in 2016/17 (£0.027m)

STREETSCENE & TRANSPORTATION

Highways Network - for the purchase of the safety fence for the B5101 Ffrith scheme which will not now be delivered until early 2016/17 (£0.021m)

PLANNING & ENVIRONMENT

Planning Policy – for costs associated with the Local Development Plan (LDP) (£0.053m)

ORGANISATIONAL CHANGE

Facility Services – to assist Facilities with the feasibility works in order to upgrade the kitchen ventilation at 24 schools. (£0.100m)

CHIEF EXECUTIVES

Policy & Performance - to fund costs of a software service support package for the CAMMS performance management system. (£0.014m)

Corporate Communications – for cost of promotion and advertising of the URDD Eisteddfod (£0.025m)

Chief Executive Management & Admin – in relation to costs associated with the Village Heroes Project (£0.003m)

CENTRAL & CORPORATE FINANCE – in relation to the estimated balance remaining at the end of March for the ongoing investment programme in relation to organisational change (£0.723m)



CABINET

Date of Meeting	Tuesday, 17 th May 2016
Report Subject	Report back from the Education & Youth Overview & Scrutiny call in meeting - Ysgol Maes Edwin, Flint Mountain
Cabinet Member	Cabinet Member for Education & Youth
Report Author	Member Engagement Manager
Type of Report	Operational

EXECUTIVE SUMMARY

A decision of the Cabinet - Record No 3255 School Modernisation – School Standards and Reorganisation Act 2013 – Ysgol Maes Edwin, Flint Mountain the 19th April meeting was called in. The call in meeting of the Education & Youth Overview & Scrutiny Committee was held on 28th April.

Having considered the decision, the committee chose Option 4, to refer the issue to Council. The Council considered the issue at a special meeting on Tuesday, 10th May and recommended that the original Cabinet decision should stand.

RECOMMENDATIONS

1	That the cabinet notes the decision of the Education & Youth Overview & Scrutiny Committee call in meeting with regard to Record No 3255 School Modernisation – School Standards and Reorganisation Act 2013 – Ysgol Maes Edwin, Flint Mountain
2	That the Cabinet notes that the decision of the Council at the special meeting held on 10 th May 2016.
3.	That the decision be implemented.

REPORT DETAILS

1.00	EXPLAINING THE CALL IN
1.01	<p>At the meeting of the Cabinet which was held on 19th April 2016, a report School Modernisation – School Standards and Reorganisation Act 2013 – Ysgol Maes Edwin was considered. The recommendations of that report , which were approved were as follows:</p> <ul style="list-style-type: none"> (a) Cabinet is requested to consider the responses from the statutory objection period for Ysgol Maes Edwin, Flint Mountain; and (b) Cabinet is requested to determine whether to implement the proposal for school organisational change at Ysgol Maes Edwin, Flint Mountain.
1.02	<p>The decision of the Cabinet, which was published as Record No 3255 is as follows:</p> <p><i>That Ysgol Maes Edwin be closed as of 31/08/16 with pupils transferring to other schools in accordance with parental preference.</i></p>
1.03	<p>That decision was called in by Councillors Nigel Steele-Mortimer, Dave Mackie, Hilary Isherwood, Paul Cunningham and Vicky Perfect on the following grounds:</p> <p><i>The decision is against the best interests of the pupils, parents and staff of Ysgol Maes Edwin.</i></p> <p><i>We believe that this decision is not in the best interests of the children involved because it would mean that they would have to travel to schools which are outside their village and thus further away. Ideally, children should be able to walk to their school.</i></p> <p><i>Closing this school will impair or even destroy the vitality of the local community by removing the school which is at its centre. One such facilities go, economies of scale arguments tend to be made against for their return in any form.</i></p> <p><i>Rural areas, by their nature tend to have small schools. We know that their ability to attract more pupils is often hampered by house prices within those rural areas. Those house prices mean that our young people often have to leave the villages and gravitate towards the towns when they want to set up their own homes and start families. We believe that our rural and village schools need to be treated sympathetically to keep them, to prevent our villages becoming dormitories, rather than communities.</i></p>
1.04	<p>The call in was heard by the Education & Youth Overview & Scrutiny Committee at the 10.00 meeting on Thursday 28th April 2016 The choice of the Education & Youth Overview & Scrutiny committee was option 4, referral to Council. Prior to making that decision, the committee was</p>

	<p>advised that the decision is an ‘executive decision’ and that a referral to Council could not alter the decision. The Council has power to consider the referral and to make comments on it but must then refer the issue back to the Cabinet. In the report to the special meeting of county Council, the following was emphasised: The decision on this remains with the Cabinet which is not bound to act on any recommendation which is made to it by Council.</p> <p>Council decided that the original Cabinet decision which was : <i>That Ysgol Maes Edwin be closed as of 31/0816 with pupils transferring to other schools in accordance with parental preference</i> should stand</p> <p>The Cabinet is therefore advised of the decision of council and the decision can be implemented. This is not subject to any further call in.</p>
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2.00	RESOURCE IMPLICATIONS
2.01	As identified in the previous report to the Cabinet on this issue.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	As identified in the previous report to the Cabinet on this issue.

4.00	RISK MANAGEMENT
4.01	As identified in the previous report to the Cabinet on this issue.

5.00	APPENDICES
5.01	None

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Report of the Chief Officer (Education & Youth) on School Modernisation – School Standards and Reorganisation Act 2013 – Ysgol Llanfynydd. considered at Cabinet on 19th April.</p> <p>Contact Officer: Robert Robins, Member Engagement Manager Telephone: 01352 702320 E-mail: Robert.robins@flintshire.gov.uk</p>

7.01	Call in: under section 21 (3) of the Local Government Act 2000, an Overview & Scrutiny committee can review a decision which has been made but not implemented. This is known as a 'call in'.



CABINET

Date of Meeting	Tuesday, 17 th May 2016
Report Subject	Report back from the Education & Youth Overview & Scrutiny call in meeting - Ysgol Llanfynydd
Cabinet Member	Cabinet Member for Education & Youth
Report Author	Member Engagement Manager
Type of Report	Operational

EXECUTIVE SUMMARY

A decision of the cabinet - Record No 3254 School Modernisation – School Standards and Reorganisation Act 2013 – Ysgol Llanfynydd from the 19th April meeting was called in. The call in meeting of the Education & Youth Overview & Scrutiny Committee was held on 28th April at 11.30.

Having considered the decision, the committee chose Option 1, that it was satisfied with the explanation which it has received. Therefore, the original Cabinet decision could be implemented immediately.

RECOMMENDATIONS

1	That the cabinet notes the decision of the Education & Youth Overview & Scrutiny Committee call in meeting with regard to Record No 3254 School Modernisation – School Standards and Reorganisation Act 2013 – Ysgol Llanfynydd
2	That the Cabinet notes that the decision makers had been informed that the original Cabinet decision could be implemented with immediate effect.

REPORT DETAILS

1.00	EXPLAINING THE CALL IN
1.01	<p>At the last meeting of the Cabinet on 19th April a report School Modernisation – School Standards and Reorganisation Act 2013 – Ysgol Llanfynydd was considered.</p> <p>The recommendations were that</p> <ul style="list-style-type: none">(a) Cabinet is requested to consider the responses from the statutory objection period for Ysgol Llanfynydd; and(b) Cabinet is requested to determine whether to implement the proposal for school organisational change at Ysgol Llanfynydd. <p>The decision was :</p> <p>That Ysgol Llanfynydd be closed as of 31/0861 with pupils transferring to other schools in accordance with parental preference.</p>
1.02	<p>The decision was called in by Councillors Isherwood, Mackie Steele-Mortimer and Halford for the following reasons:</p> <p><i>Incorrect data and process not followed. Regarding data – not all of the questions were answered. The impact of the school closure on the local community could be dire. Children going to and from school every day are part of the lifeblood of the village.</i></p> <p><i>Ysgol Llanfynydd has a range of adaptations which enable children with special medical needs to flourish – these facilities are not available at nearby schools.</i></p> <p><i>Taking out the school will make Llanfynydd a drive through village rather than a vibrant community hub. We need our school to keep the village alive.</i></p>
1.03	<p>Having heard the case from the initiators and the responses from the decision makers, the committee decided on Option 1, that they were completely satisfied with the explanations given by the decision makers. That meant that the previous Cabinet decision could be implemented with immediate effect.</p>

2.00	RESOURCE IMPLICATIONS
2.01	As identified in the previous report to the Cabinet on this issue.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	As identified in the previous report to the Cabinet on this issue.

4.00	RISK MANAGEMENT
4.01	As identified in the previous report to the Cabinet on this issue.

5.00	APPENDICES
5.01	None.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Report of the Chief Officer (Education & Youth) on School Modernisation – School Standards and Reorganisation Act 2013 – Ysgol Llanfynydd. considered at Cabinet on 19th April.</p> <p>Contact Officer: Robert Robins, Member Engagement Manager Telephone: 01352 702320 E-mail: Robert.robins@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	Call in: under section 21 (3) of the Local Government Act 2000, an Overview & Scrutiny committee can review a decision which has been made but not implemented. This is known as a ‘call in ‘.

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EXERCISE OF DELEGATED POWERS – DECISIONS TAKEN

Organisational Change

- **Land at Flint Retail Park**
The extinguishment of an easement in the Councils' favour has been negotiated in return for the payment of a premium by the land owner.
- **Land to the Rear of the Civic Amenity Site, Prince William Avenue, Sandycroft**
The subject land comprises a rectangular parcel of land and waste material to the rear of the new Civic Amenity site extending to approximately 3,600 square metres. A location plan is attached to the delegated powers report.
- **Community Asset Transfer of Bagillt War Memorial**
The transfer of Bagillt War Memorial including the land shown edged red on the plan attached to the delegated powers report.
- **Community Asset Transfer of Connah's Quay Allotments, South Site**
The transfer of the community allotments on the south site in Connah's Quay as shown on the plan attached to the delegated powers report.
- **Community Asset Transfer of Gwernymynydd Village Centre**
The transfer of Gwernymynydd Village Centre community building including the land shown edged red on the plan attached to the delegated powers report.
- **Community Asset Transfer of Gwespyr Play Area**
The transfer of Gwespyr Play Area as detailed on the plan attached to the delegated powers report shown edged red to Gwespyr Village Hall Committee.
- **Community Asset Transfer of Trelogan Community Centre**
The transfer of Trelogan Community Centre building including the land shown edged red on the plan attached to the delegated powers report to the Trelogan Community Association.
- **Sale of Land at the Willows Hawarden Road, Hope for the Construction of a Pharmacy**
The subject comprises a small parcel of land extending to 477 square metres approximately to facilitate the construction of a new Pharmacy building.
- **Sale of Land at Evans Way, Rowleys Park, Shotton**
The subject comprises a cleared site extending to approximately 0.9 acres.

Copies of the Delegated Powers reports are on deposit in the Team Manager's Room, Committee Services.

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**FLINTSHIRE COUNTY COUNCIL FORWARD WORK PROGRAMME ITEMS
COUNCIL, CABINET, AUDIT AND OVERVIEW & SCRUTINY
MAY 2016 TO OCTOBER 2016**

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
May					
Community and Enterprise Overview & Scrutiny Committee	9 May 2016	Chief Executive's	Improvement Plan 2016/17 To enable consideration of areas of the draft Improvement Plan 2016/17 relevant to the Community & Enterprise Overview & Scrutiny Committee	Strategic	Cabinet Member for Economic Development, Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	9 May 2016	Community and Enterprise	Strategic Housing and Regeneration Project (SHARP) To seek Members support on the first phase Housing schemes, tenure and mix size and funding arrangements	Strategic	Cabinet Member for Housing

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Community and Enterprise Overview & Scrutiny Committee	9 May 2016	Community and Enterprise	<p>Welsh Housing Quality Standard Compliance Policy - Verification and maintaining the Standard</p> <p>Development of a Strategy and approach to verifying achievement of the Welsh Housing Quality Standards.</p>	Strategic	Cabinet Member for Housing
Page 4 of 5 Community and Enterprise Overview & Scrutiny Committee	9 May 2016	Community and Enterprise	<p>SHARP - The Walks, Flint Council Housing Development</p> <p>To update the Committee on the agreement to develop The Walks, Flint, as part of the Council's Strategic Housing and Regeneration Programme (SHARP).</p>		Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	9 May 2016	Community and Enterprise	<p>Forward Work Programme</p> <p>To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee.</p>		

COMMITTEE		MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire Council	County	10 May 2016	Governance	<p>Constitutional Matters : Committees and Outside Bodies</p> <p>To deal with matters which require decisions at the Annual Meeting in accordance with Council Procedure Rule 1.1 (vii)-(xiv).</p>		
Flintshire Council	County	10 May 2016	Governance	<p>Schedule of Member Remuneration</p> <p>The purpose of this report is to approve the Council's Schedule of Member Remuneration for the Council year 2016/17.</p>		
Flintshire Council	County	10 May 2016		<p>Changes to the National Code of Conduct for Councillors</p> <p>The County Council is asked to recommend to adopt the changes to the national model code of conduct for councillors as part of the Flintshire code.</p>		

COMMITTEE		MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire Council	County	10 May 2016		County Council Diary of Meetings 2016/17 To consider the draft diary of meetings for 2016/17 as set out in the appendix to this report.		
Flintshire Council	County	10 May 2016	Education and Youth	Referral of a call in decision from the Education & Youth Overview & Scrutiny Committee That the Council considers the referral from the Education & Youth Overview & Scrutiny committee		
Flintshire Council	County	10 May 2016	Governance	Outside Bodies To enable the Council note the current Outside Bodies list and arrangements for maintenance.		
Environment Overview & Scrutiny Committee		11 May 2016	Streetscene and Transportation	Environmental Enforcement To advise Scrutiny of the alternative delivery mechanism for Environmental Enforcement.	Operational	Cabinet Member for Waste Strategy, Public Protection and Leisure

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment Overview & Scrutiny Committee	11 May 2016	Streetscene and Transportation	Review of Waste Collection Policy To advise Scrutiny of the revised Waste Collection and Household Waste Recycling Centre Policy	Operational	Cabinet Member for Waste Strategy, Public Protection and Leisure
Environment Overview & Scrutiny Committee	11 May 2016	Planning and Environment	Planning Enforcement For the Committee to receive an update on Planning Enforcement	Operational	Deputy Leader of the Council and Cabinet Member for Environment
Environment Overview & Scrutiny Committee	11 May 2016	Chief Executive's	The Improvement Plan 2016/17 (Environment) To enable consideration of areas of the draft Improvement Plan 2016/17 relevant to the Environment Overview & Scrutiny Committee	Strategic	Cabinet Member for Waste Strategy, Public Protection and Leisure, Deputy Leader of the Council and Cabinet Member for Environment
Environment Overview & Scrutiny Committee	11 May 2016	Overview and Scrutiny	Forward Work Programme (Environment) To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee.		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	12 May 2016	Chief Executive's	The Improvement Plan 2016/17 (Corporate Resources) To enable the Committee to consider the draft Improvement Plan 2016/17	Strategic	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	12 May 2016	Finance	Medium Term Financial Strategy 2016/17-2018/19 and the Council Fund Revenue Budget 2017/18 To enable the Corporate Resources Overview & Scrutiny Committee to comment on the report.	Strategic	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	12 May 2016	Community and Enterprise	Use of Agency Workers To update Members on the use of Agency Workers	Operational	Cabinet Member for Corporate Management
Corporate Resources Overview & Scrutiny Committee	12 May 2016	Chief Executive's	Flintshire Community Endowment Fund To note the annual report on the fund and be assured of progress.	Operational	Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	12 May 2016	Chief Executive's	Medium Term Financial Plan 2015/18 To receive a verbal update on the progress of the Medium Term Financial Strategy for 2015-2018.		Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	12 May 2016	Finance	Revenue Budget Monitoring 2015/16 (Month 11) To provide the latest revenue budget monitoring information for 2015/16 for the Council Fund and Housing Revenue Account based on actual income and expenditure as at month 11 and projected forward to year-end based on the most up to date information available.		
Corporate Resources Overview & Scrutiny Committee	12 May 2016	Overview and Scrutiny	Forward Work Programme (Corporate Resources) To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee.		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	17 May 2016	Organisational Change	<p>Alternative Delivery Models - Leisure and Libraries To reconsider the Leisure and Libraries Business Plan following further work on employee involvement and consultation and the levels of confidence amongst the workforce</p>	Strategic	Cabinet Member for Education, Leader of the Council and Cabinet Member for Finance, Cabinet Member for Waste Strategy, Public Protection and Leisure
Cabinet	17 May 2016	Social Services	<p>Care Sector To inform Cabinet of the challenges facing the Care Sector and agree the Council's response to the challenges.</p>	Strategic	Cabinet Member for Social Services
Cabinet	17 May 2016	Streetscene and Transportation	<p>Review of Waste Policy To seek Cabinet support for the changes to the Waste Collection Policy following the outcome of the consultation period.</p>	Strategic	Cabinet Member for Waste Strategy, Public Protection and Leisure
Cabinet	17 May 2016	Streetscene and Transportation	<p>Environmental Enforcement To seek Cabinet support for alternative delivery mechanism for environmental enforcement.</p>	Operational	Deputy Leader of the Council and Cabinet Member for Environment

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	17 May 2016	Streetscene and Transportation	Fleet Review Phase III To inform Cabinet of the outcome of the Council's Fleet Tender	Operational	Deputy Leader of the Council and Cabinet Member for Environment
Cabinet	17 May 2016	Community and Enterprise	Strategic Housing & Regeneration Programme (SHARP), The Walks, Flint - Affordable Housing Development To seek Cabinet approval to lend capital finance to NEW Homes to fund a development of 62 affordable homes.	Strategic	Cabinet Member for Housing
Cabinet	17 May 2016	Community and Enterprise	Strategic Housing & Regeneration Programme (SHARP) : The Walks, Flint - Council Housing Development To seek Cabinet approval to develop The Walks as part of the Council's Strategic Housing & Regeneration Programme.	Strategic	Cabinet Member for Housing

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	17 May 2016	Finance	<p>Revenue Budget Monitoring 2015/16 (Month 11) To provide the latest revenue budget monitoring information for 2015/16 for the Council Fund and Housing Revenue Account based on actual income and expenditure as at month 11 and projected forward to year-end based on the most up to date information available.</p>	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	17 May 2016	Community and Enterprise	<p>Business Rates - Write Off above £25,000 Approve the write off of a single business rate debt above £25,000</p>	Operational	Cabinet Member for Corporate Management
Cabinet	17 May 2016	Education and Youth	<p>Report back from the Education & Youth Overview & Scrutiny call in meeting - Ysgol Maes Edwin, Flint Mountain To report back from the call in</p>	Strategic	Cabinet Member for Education

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	17 May 2016	Education and Youth	Report back from the Education & Youth Overview & Scrutiny call in meeting - Ysgol Llanfynydd To report back from the call in	Strategic	Cabinet Member for Education
Cabinet	17 May 2016	Governance	Establishment Structure in Governance To approve changes to the establishment structure in the Governance portfolio	Operational	Cabinet Member for Corporate Management
Social & Health Care Overview & Scrutiny Committee	19 May 2016	Chief Executive's	The Improvement Plan 2016/17 (Social & Health Care) To enable consideration of the areas of the draft Improvement Plan 2016/17 relevant to the Social & Health Care Overview & Scrutiny Committee	Strategic	Cabinet Member for Social Services

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	19 May 2016	Social Services	Comments, Compliments and Complaints To receive a report on the compliments, representations and complaints received by Social Services for the year April 2015 – March	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee 1809 164	19 May 2016	Social Services	Annual Council Reporting Framework To consider the draft report	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	19 May 2016	Overview and Scrutiny	Forward Work Programme (Social & Health Care) To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee.		
June					

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Community and Enterprise Overview & Scrutiny Committee	8 June 2016	Community and Enterprise	<p>Affordable Housing Scheme, The Walks, Flint To seek support to develop affordable housing on The Walks, Flint as part of the Council's Strategic Housing and Regeneration Programme (SHARP)</p>	Strategic	Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee Page 165	8 June 2016	Overview and Scrutiny	<p>2015/16 Year End Reporting and Data Submission, Improvement Plan Monitoring & Chief Officer Performance Reports (Community & Enterprise) To enable Members to fulfil their scrutiny role in relation to performance monitoring.</p>		
Community and Enterprise Overview & Scrutiny Committee	8 June 2016	Community and Enterprise	<p>Welfare Reform – Including Universal Credit To update Members on the impact and risks of Welfare Reform and the cost to the Council.</p>	Operational	Cabinet Member for Housing

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Community and Enterprise Overview & Scrutiny Committee	8 June 2016	Overview and Scrutiny	Forward Work Programme (Community & Enterprise) To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee.		
Education and Youth Overview & Scrutiny Committee Page 166	9 June 2016	Education and Youth	Learner Outcomes To provide Members with a summary of learner outcomes across primary and secondary schools	Operational	Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	9 June 2016	Education and Youth	2015/16 Year End Reporting and Data Submission, Improvement Plan Monitoring & Chief Officer Performance Reports (Education & Youth) To enable Members to fulfil their scrutiny role in relation to performance monitoring.		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Education and Youth Overview & Scrutiny Committee	9 June 2016	Overview and Scrutiny	Forward Work Programme (Education & Youth) To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee.	Operational	
Social & Health Care Overview & Scrutiny Committee	9 June 2016	Overview and Scrutiny	Betsi Cadwaladr University Health Board and Welsh Ambulance Service.(Presentation) For the Committee to receive a presentation from Betsi Cadwaladr University Health Board and Welsh Ambulance Service		Cabinet Member for Social Services
Education and Youth Overview & Scrutiny Committee	9 June 2016	Education and Youth	Skills Shortage To enable the Committee to review what measures schools have in place to reduce the skills shortage	Operational	Cabinet Member for Education

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Organisational Change Overview & Scrutiny Committee	13 June 2016	Overview and Scrutiny	2015/16 Year End Reporting and Data Submission, Improvement Plan Monitoring & Chief Officer Performance Reports (Organisational Change) To enable Members to fulfil their scrutiny role in relation to performance monitoring.		
Organisational Change Overview & Scrutiny Committee	13 June 2016	Overview and Scrutiny	Forward Work Programme (Organisational Change) To consider the Forward Work Programme of the Organisational Change Overview & Scrutiny Committee.		
Environment Overview & Scrutiny Committee	15 June 2016	Streetscene and Transportation	Update on North Wales Waste Project To receive a progress update every 6 months	Strategic	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment Overview & Scrutiny Committee	15 June 2016	Overview and Scrutiny	<p>2015/16 Year End Reporting and Data Submission, Improvement Plan Monitoring & Chief Officer Performance Reports (Environment)</p> <p>To enable Members to fulfil their scrutiny role in relation to performance monitoring.</p>		
Environment Overview & Scrutiny Committee P15092169	15 June 2016	Overview and Scrutiny	<p>Forward Work Programme (Environment)</p> <p>To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee.</p>		
Corporate Resources Overview & Scrutiny Committee	16 June 2016	Chief Executive's	<p>Welsh Language Standards</p> <p>Advise members of the proposed new Welsh Language Standards for Flintshire and seek endorsement of the Council's approach.</p>		Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee Page 170	16 June 2016	Finance	Revenue Budget Monitoring 2015/16 (Month 12) To provide Members with the latest revenue budget monitoring information for 2015/16 for the Council Fund and Housing Revenue Account based on actual income and expenditure as at month (insert month no.) and projected forward to year-end based on the most up to date information available		
Corporate Resources Overview & Scrutiny Committee	16 June 2016	Overview and Scrutiny	2015/16 Year End Reporting and Data Submission, Improvement Plan Monitoring & Chief Officer Performance Reports (Corporate Resources) To enable Members to fulfil their scrutiny role in relation to performance monitoring		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	16 June 2016	Overview and Scrutiny	Forward Work Programme (Corporate Resources) To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee.		
Cabinet	21 June 2016	Chief Executive's	Year End Improvement Plan Monitoring Report To receive the 2015/16 Year End Improvement Plan monitoring reports for the period 1 April 2014 to 31 March 2016.		Cabinet Member for Corporate Management
Cabinet	21 June 2016	Finance	Revenue Budget Monitoring 2015/16 (Month 12) To provide the latest revenue budget monitoring information for 2015/16 for the Council Fund and Housing Revenue Account based on actual income and expenditure as at month 12 and projected forward to year-end based on the most up to date information available	Operational	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	21 June 2016	Planning and Environment	Food Service Plan for Flintshire County Council 2016-17 To seek member approval for the Food Service Plan 2016-17.	Operational	Cllr Kevin Jones
Cabinet	21 June 2016	Community and Enterprise	Purchase of Ex Council Stock To consider proposals and criteria for the repurchase of ex council property.	Strategic	Cabinet Member for Housing
Cabinet	21 June 2016	Community and Enterprise	Discretionary Rate Relief Policy To implement a new policy for 2017-18 and future years following the review of the affordability of the current policy of rate relief for charities, voluntary groups and not for profits organisations	Strategic	Cabinet Member for Corporate Management
Cabinet	21 June 2016	Community and Enterprise	Hardship Rate Relief Policy The report sets out the Hardship Rate Relief policy to be adopted for 2016 - 17 and future years.	Strategic	Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	21 June 2016	Planning and Environment	<p>Public Rights of Way Priorities</p> <p>To endorse a hierarchical approach to: processing definitive map modification and public path orders; public rights of way maintenance; and responding to complaints</p>	Operational	
Cabinet	21 June 2016	Planning and Environment	<p>Public Rights of Way Maintenance Standards</p> <p>To endorse the approach to the maintenance of Flintshire's public footpaths and public bridleways</p>	Operational	
Social & Health Care Overview & Scrutiny Committee	23 June 2016	Overview and Scrutiny	<p>Forward Work Programme (Social & Health Care)</p> <p>To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee.</p>		

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Social & Health Care Overview & Scrutiny Committee	23 June 2016	Overview and Scrutiny	<p>2015/16 Year End Reporting and Data Submission, Improvement Plan Monitoring & Chief Officer Performance Reports (Social & Health Care)</p> <p>To enable Members to fulfil their scrutiny role in relation to performance monitoring.</p>		
Education and Youth Overview & Scrutiny Committee	7 July 2016	Education and Youth	<p>Regional School Effectiveness and Improvement Service (GwE)</p> <p>To receive an update on progress with the development of the regional school effectiveness and improvement service, to include a presentation from the Chief Officer of GwE.</p>	Strategic	Cabinet Member for Education

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Education and Youth Overview & Scrutiny Committee	7 July 2016	Overview and Scrutiny	Forward Work Programme (Education & Youth) To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee.		
Organisational Change Overview & Scrutiny Committee Page 175	11 July 2016	Overview and Scrutiny	Forward Work Programme (Organisational Change) To consider the Forward Work Programme of the Organisational Change Overview & Scrutiny Committee.		
Community and Enterprise Overview & Scrutiny Committee	13 July 2016	Community and Enterprise	Purchase of Ex Council Stock To consider proposals and criteria for the repurchase of ex council properties	Strategic	Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	13 July 2016	Community and Enterprise	Strategic Housing and Regeneration Project (SHARP) To review progress on the Strategic Housing and Regeneration Project (SHARP)	Strategic	Cabinet Member for Housing

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Community and Enterprise Overview & Scrutiny Committee	13 July 2016	Community and Enterprise	Deeside Plan To enable the Committee to consider the Deeside Plan	Operational	Cabinet Member for Economic Development
Audit Committee	13 July 2016	Governance	CONSULTANCY FOLLOW UP To inform members of the results of the audit into the new system for managing the use of consultants.		
Audit Committee	13 July 2016	Governance	INTERNAL AUDIT ANNUAL REPORT To inform members of the outcome of all audit work carried out during 2015/16 and to give the annual Internal Audit opinion on the standard of internal control, risk management and governance within the Council.		
Audit Committee	13 July 2016	Governance	Internal Audit Progress Report		
Audit Committee	13 July 2016	Governance	Action Tracking		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	13 July 2016	Governance	Forward Work Programme		
Community and Enterprise Overview & Scrutiny Committee	13 July 2016	Overview and Scrutiny	Forward Work Programme (Community & Enterprise) To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee.		
Corporate Resources Overview & Scrutiny Committee	14 July 2016	Finance	REVENUE BUDGET MONITORING 2015/16 (OUTTURN) To provide Members with the latest revenue budget monitoring information for 2014/15 for the Council Fund and Housing Revenue Account based on actual income and expenditure (subject to Audit)		
Corporate Resources Overview & Scrutiny Committee	14 July 2016	Chief Executive's	LSB and Strategic Partnerships Performance – End of Year Report To provide a summary of performance for 2015/16 and an overview of priorities for the Public Service Board.	Operational	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	14 July 2016	Overview and Scrutiny	Forward Work Programme (Corporate Resources) To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee.		
Cabinet	19 July 2016	Social Services	ACRF (Annual Council Reporting Framework) for Social Services Cabinet to accept the Annual Council Reporting Framework and approve publication	Strategic	Cabinet Member for Social Services
Cabinet	19 July 2016	Finance	Capital Programme 2015/16 (Outturn) To provide Members with the outturn capital programme information for 2015/16.		

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Cabinet	19 July 2016	Finance	Revenue Budget Monitoring 2015/16 (Outturn) To provide Members with the latest revenue budget monitoring information for 2014/15 for the Council Fund and Housing Revenue Account based on actual income and expenditure (subject to Audit)	Operational	Leader of the Council and Cabinet Member for Finance
Environment Overview & Scrutiny Committee Page 179	19 July 2016	Planning and Environment	Rogue Traders App To inform members of the rogue traders app available to members of the public in Flintshire	Operational	Cabinet Member for Waste Strategy, Public Protection and Leisure
Environment Overview & Scrutiny Committee	19 July 2016	Planning and Environment	Renewable Energy To receive a report outlining the developments to include the responses received following consultation.	Operational	Deputy Leader of the Council and Cabinet Member for Environment
Environment Overview & Scrutiny Committee	19 July 2016	Overview and Scrutiny	Forward Work Programme (Environment) To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee.		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	21 July 2016	Overview and Scrutiny	Forward Work Programme (Social & Health Care) To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee.		
August					
September					
October					

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