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To: Cllr Ian Roberts (Leader)

Councillors: Glyn Banks, Chris Bithell, Derek Butler, Dave Hughes, Christine Jones, Billy Mullin and Carolyn Thomas

15 January 2020

Dear Councillor

You are invited to attend a meeting of the Cabinet which will be held at 9.30 am on Tuesday, 21st January, 2020 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 - 20)

Purpose: To confirm as a correct record the minutes of the meeting held on 17th December 2019.

TO CONSIDER THE FOLLOWING REPORTS

STRATEGIC REPORTS

4 SOCIAL VALUE (Pages 21 - 36)

Report of Chief Officer (Social Services) - Cabinet Member for Corporate Management and Assets

Purpose: To update Cabinet on the progress made in delivering the Council's social value aspirations and to discuss the draft policy for social value.

5 HOUSING REVENUE ACCOUNT (HRA) 30 YEAR FINANCIAL BUSINESS PLAN (Pages 37 - 88)

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

Purpose: The purpose of this report is to present, for recommendation to Council, the Housing Revenue Account (HRA) Budget for 2020/21, the HRA Business Plan and the summary 30 year Financial Business Plan.

6 UPDATE ON THE PROGRESS OF THE MOLD TO BROUGHTON CYCLEWAY (Pages 89 - 96)

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

Purpose: To provide an update on the Council's Active Travel bid for 2020/21 and to advise of the upcoming consultation process in respect of the scheme which will commence in February 2020.

OPERATIONAL REPORTS

7 REVENUE BUDGET MONITORING 2019/20 (MONTH 8) (Pages 97 - 120)

Report of Corporate Finance Manager - Cabinet Member for Finance

Purpose: This regular monthly report provides the latest revenue budget monitoring position for 2019/20 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 8, and projects forward to year-end.

8 BUSINESS RATES – WRITE OFFS (Pages 121 - 126)

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

Purpose: To approve recommendation to write off individual debts in excess of £25,000 in line with Finance Procedure Rules and seek authorisation to write off irrecoverable Business Rate debts.

9 EXERCISE OF DELEGATED POWERS (Pages 127 - 128)

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) 14 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).


The public interest in withholding the information outweighs the interest in disclosing the information until such time as the commercial arrangements have been finalised.

10 **AURA – RENEWAL OF SERVICE CONTRACT** (Pages 161 - 176)

Report of Chief Executive - Leader of the Council and Cabinet Member for Education

Purpose: To seek an extension of the service contract with Aura.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Robert Robins', with a horizontal line extending to the right.

Robert Robins
Democratic Services Manager

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CABINET
17TH DECEMBER 2019

Minutes of the meeting of the Cabinet of Flintshire County Council held in the Clwyd Committee Room, County Hall, Mold on Tuesday, 17th December 2019.

PRESENT: Councillor Ian Roberts (Chair)

Councillors: Glyn Banks, Chris Bithell, Derek Butler, Dave Hughes, Christine Jones, Billy Mullin and Carolyn Thomas.

IN ATTENDANCE:

Chief Executive, Chief Officer (Governance), Corporate Finance Manager, Chief Officer (Streetscene and Transportation), Chief Officer (Housing and Assets), Chief Officer (Social Services), Chief Officer (Planning, Environment and Economy), Chief Officer (Education and Youth) and Team Leader – Democratic Services.

APOLOGIES:

None.

OTHER MEMBERS IN ATTENDANCE:

Councillors: Bernie Attridge and Patrick Heesom.

105. DECLARATIONS OF INTEREST

None.

106. MINUTES

The minutes of the meeting held on 19th November 2019 were submitted and approved as a correct record.

RESOLVED:

That the minutes be approved as a correct record.

107. PROVISIONAL LOCAL GOVERNMENT SETTLEMENT

Councillor Roberts, on behalf of himself as Leader of the Council, the Chief Executive, the Cabinet Member for Finance and the Corporate Finance Manager, read out the following statement:

“Flintshire County Council welcomes the Provisional Local Government Settlement for 2020/21 announced yesterday. Whilst Flintshire continues to face financial risks, and we must continue with our strong financial stewardship of the Authority, this Settlement is an important first step towards ending a decade of punitive budget settlements for local government.

Flintshire welcomes the renewed central-local government relationship in Wales – one based on mutual trust and respect. The voice of local government – and the communities we represent - is once again being heard. The case for improved

funding for schools, social care and other essential local public services has been won.

Under this Settlement Flintshire will receive an additional £10.406M of Aggregate External Finance (AEF) in 2020/21. This is an uplift of 3.7% on the previous year's Settlement. Having allowed for the significant additional costs of teachers' pay and teachers' pensions employer contributions - which total £3.76M – we will have £6.54M of new funds to help towards balancing our budget for 2020/21. We will also see uplifts in some of the specific grants we receive for key services such as social care and education.

The budget gap to be bridged for 2020/21 – as reported at our Council meeting last week – stood at around £15.630M. We had already achieved £8.164M of efficiencies and new income to contribute to the gap at the first stage of budget planning work. Once we take into account the new funds of £6.54M, and complete our second stage work on the final efficiency options, we are confident that we will be in a position to set a legal and balanced budget. As part of this balancing act we aim to set some funds aside to protect us against some of the ongoing cost pressures which could otherwise upset our budget in-year.

This is a significant achievement given the position of risk the Council has been in for so long. We have stood our ground on protecting local services and local jobs, and have been one of the most vocal councils in pressing the case for an end to austerity.

We have been particularly concerned at the financial sustainability of our local schools. Whilst we have avoided making the cuts to delegated schools budgets that some other councils have been forced to make, we have been very aware that if schools were to have to share the costs of increases in teachers' pay and employer pensions contributions then some might soon reach breaking-point. We are relieved to be able to confirm that schools will be shielded from these cost pressures, and will have small uplifts in their budgets for utilities and other costs. We now wish to plan ahead so that schools might see some growth in their budgets in future years. We are very mindful that the amount we spend per pupil in Flintshire needs to be increased, and that some schools need more funds for the repair and maintenance of their buildings.

We have spoken out against Council Tax payers having to pay more local tax to substitute for annual reductions in Government funding in the recent past. We have had no choice but to set Council Tax at a higher level than we had planned in each of the last two years. This worrying trend of big annual increases in Council Tax has to end. We plan to keep the Council Tax rise for Flintshire under 5% this year.

Looking ahead, Flintshire and all other councils in Wales now need certainty over future budgets. We cannot go through this annual cycle of planning for the unknown – with all the worry and anxiety that this brings to so many people who depend on us.

We now call on the new UK Government to set out a three year forecast for public expenditure plans, to work with the devolved nations to mutually agree realistic

growth plans for their devolved budgets, to prioritise finding a national solution to funding social care, and to set out a national strategy for funding public sector annual pay awards.

We invite Welsh Government to work even more closely with local government to protect and grow the public services which are key to the future of a vibrant, healthy and prosperous Wales.

The Council will review the budget position at its full meeting on 28th January, and then formally approve its final budget and set the Council Tax for 2020/21 at its meeting on 18th February”.

The Chief Executive added that there were still a number of risks faced by the Council, including details awaited on some specific grants. He also said it was important to be mindful of future budget years and re-iterated the request in the Leader’s statement for Welsh Government to set out a three year forecast for public expenditure plans. Statements containing further details would be made available in the New Year. In addition, a small number of corporate financing solutions were being looked into, such as the amount that could be derived from the actuarial review of the Clwyd Pension Fund, and the employer contributions.

Members welcomed the report, commenting on the positive result of cross party working during lobbying and they thanked all officers for the work undertaken on the budget. In response to a question from Councillor Thomas, the Corporate Finance Manager said he would look into the road maintenance grant and provide her with a response.

RESOLVED:

That the verbal report be received.

108. THE COUNCIL’S RESPONSE TO THE CHALLENGE OF CLIMATE CHANGE AND THE ACHIEVEMENT OF CARBON NEUTRALITY BY 2030

Councillor Roberts introduced the Council’s Response to the Challenge of Climate Change and the Achievement of Carbon Neutrality by 2030 report and said the Council had a longstanding commitment to protecting the environment. Action plans had been in place for some years to reduce the Council’s ‘carbon footprint’ as part of that commitment.

As part of the international campaign to do more, and in support of the Welsh Government (WG) challenge for the public sector to be carbon neutral by 2030, the Council was reviewing its plan with some urgency, with the following planned for 2020:

- Develop the third and fourth solar parks;
- Look into building a new waste transfer station in Buckley powered by renewable energy to further increase recycling rates and divert more material away from landfill;
- Continue to ensure the Council’s fleet of vehicles was ‘green’;

- Continue the installation of a network of charging points for electric vehicles across the County;
- Continue to invest in energy efficiency measure across all of the Council's buildings;
- Calculate the Council's complete carbon footprint to enable prioritisation of short, medium and long term actions to reduce it further;
- Working with WG and Transport for Wales, the Council will develop multi model transport solutions of railway, bus and cycle ways, along with Park and Ride facilities; and
- Implement a 15 year Urban and Woodland tree strategy to increase tree cover across the County by 4% by 2033.

Flintshire was in a good position to achieve carbon neutrality by 2030 and he asked for the support of the public to help in achieving the outlined aims.

The Chief Officer (Planning, Environment and Economy) commented on the importance of the 12 areas, which were outlined in the report, which would help to shape the Council's response to WG's challenge, and the Council was making progress in the bulk of those areas.

All Members welcomed the report, commenting on the importance of working with public sector organisations and the need for monitoring the levels of carbon reduction. They thanked all officers involved in the work undertaken so far.

RESOLVED:

- (a) That the establishment of a Response to Climate Change Strategy Board be supported;
- (b) That the recruitment of a Programme Manager to coordinate the Council's response to Climate Change be supported;
- (c) That the progress undertaken so far to reduce the Council's carbon footprint be supported; and
- (d) That a public statement of commitment and intent on the Council's position, activities to date and intended actions, e.g. carbon reduction, plastics reduction, renewable energy, greening be issued.

109. OUTCOME OF THE WASTE STRATEGY REVIEW CONSULTATION PROCESS

Councillor Thomas introduced the Outcome of the Waste Strategy Review Consultation Process report which provided feedback from a consultation exercise and made recommendations on the future recycling and waste service provision in the County.

The current recycling performance of 69.16% was to be celebrated but without operational and policy change, it was likely that performance would now stabilise and any future improvements in performance would become difficult to achieve.

Whilst the current waste strategy did not come to an end until 2025, the target set within that was 70% and had already almost been achieved. It was important that the Council planned for the future, considering what more could be done to increase recycling rates still further.

The consultation received 8,770 responses which predominantly took the format of tick box responses to set questions, however 3,036 individual comments were also received. A summary of the responses to each of the fixed questions was appended to the report. Additional comments had been collated into the following categories:

- Feedback on the current service provision;
- Confusion regarding what could/could not be recycled;
- Suggestions for a single bin for all recycling;
- Concern of increased fly-tipping with less frequent collections;
- Larger families would struggle with less frequent collections; and
- Paying more Council Tax for less services.

Following the consultation, the recommendations were:

1. Not to progress with less frequent black bin collection at this time – to be reviewed in 12 months;
2. Increased enforcement to those not recycling their waste;
3. Improved education and information;
4. Absorbent Hygiene Product (AHP) – Nappy Collections;
5. A full review of waste rounds to be undertaken; and
6. Cardboard and paper to be collected separately at the kerbside.

Councillor Roberts thanked the public for their help in reaching the current recycling rates; Flintshire was the 3rd best in Wales, and Wales was 3rd best in the world.

The Chief Officer (Streetscene and Transportation) said the report had been submitted to Environment Overview and Scrutiny Committee where they reviewed the consultation responses in detail, and recommended the proposals outlined above to Cabinet. They also requested that in the New Year a document be prepared for publishing on the Council's website to address each of the individual comments made during the consultation.

RESOLVED:

- (a) That the responses to the public consultation exercise on the Council's Waste Strategy be noted; and
- (b) That the recommendations on the future of the recycling and waste collection service be approved.

110. INITIAL ROLL-OUT OF ELECTRIC VEHICLE CHARGING POINTS IN FLINTSHIRE

Councillor Thomas introduced the Initial Roll-Out of Electric Vehicle Charging Points in Flintshire report which sought approval to fund eight Electric Charging Points (ECPs) priority sites which had been identified as a result of a recent feasibility study.

Following the award of successful grant funding in 2018, the study was undertaken to identify:

- The most suitable locations for ECP installations;
- The associated costs and options for on-going delivery at each location; and
- The management and demand for ECPs in rural areas.

As a result of the assessment process, the 8 sites detailed in the report were identified as immediate priorities. The type of charging point at each location would take into consideration the individual nature of the likely usage.

The Council would bid for funding via the 'Office for Low Emission Vehicles' (OLEV) which allowed local authorities to receive funding towards the costs of installing on-street residential charge points for plug-in electric vehicles. The grant scheme would cover up to 75% of capital cost of procuring and installing the charge-point with the remaining 25% being funded via individual councils.

RESOLVED:

That a bid for Welsh Government capital funding to install Electric Charging Points at 8 priority locations, which have been identified as a result of the County-wide feasibility study, be approved.

111. PROPOSALS FOR INFRASTRUCTURE IMPROVEMENTS AT STANDARD YARD WASTE TRANSFER STATION

Councillor Thomas introduced the Proposals for Infrastructure Improvements at Standard Yard Waste Transfer Station (WTS) report which outlined the proposals for funding the development of the WTS, and sought approval to progress with the project.

An opportunity had arisen for the site to be extended to enable the WTS to operate under cover on one single site and to increase the size of the site, which would enable future growth and capacity, as well as improve efficiency and environmental compliance on site. In turn, the new facility would enable the Council to deliver an increase in recycling rates, reduce material contamination and increase the quality of the recyclable materials, thereby maximising potential income for recyclable materials for the Council.

RESOLVED:

- (a) That the proposals for developing the Standard Yard Waste Transfer Station be noted; and

- (b) That the proposed funding bids and investment required for the improvements to Standard Yard Waste Transfer Station be approved.

112. REVIEW OF ENVIRONMENTAL ENFORCEMENT POLICY

Councillor Thomas introduced the Review of Environmental Enforcement Policy report, which provided a policy that had been reviewed to reflect the various changes, both to legislation and portfolio operating arrangements, since the policy was approved in 2013.

The main focus areas of the policy included:

- Littering;
- Waste management – including side waste enforcement and the appropriate use of the waste collection containers and returning bins after collections had been made;
- Commercial waste disposal;
- Fly tipping;
- Graffiti;
- Fly posting;
- Dog control orders;
- Stray dogs;
- Sites detrimental to the local amenity of an area;
- Statutory public health notices;
- Drinking control areas
- Abandoned vehicles
- Abandoned supermarket trolleys
- Obstruction on the public highway and right of way network;
- Mud or other obstruction on the public highway; and
- On-street and off-street parking offences.

RESOLVED:

That the revisions to the Council's Environmental Enforcement Policy be approved.

113. REVIEW OF STREETLIGHTING POLICY

Councillor Thomas introduced the Review of Streetlighting Policy report which highlighted the need for a further review in response to a number of significant developments in the service, particularly in terms of energy saving options and the consequential improvements in the efficiency of the electrical equipment used on the network.

The Chief Officer (Streetscene and Transportation) explained that the main changes related to evening inspections; scheduled inspections; and electrical testing, full details of which were in the report.

RESOLVED:

That the revised Streetlighting Policy be approved.

114. ESTYN POST INSPECTION ACTION PLAN

Councillor Roberts introduced the Estyn Post Inspection Action Plan report which recommended the draft action plan for approval.

The recommendations had been collated and would sit as part of the Council Plan and the Education and Youth Business Plan. Progress on those recommendations would be monitoring monthly and would be reported regularly to Cabinet and Education and Youth Overview and Scrutiny Committee.

RESOLVED:

That the draft post inspection action plan be received as final.

115. HOMELESS UPDATE ON REGIONAL HOMELESS STRATEGY AND LOCAL ACTION PLAN

Councillor Hughes introduced the Homeless Update on Regional Homeless Strategy and Local Action Plan report which explained that the Homelessness Strategy objectives were to prevent homelessness and ensure suitable accommodation, and that satisfactory support was available for those who were homeless.

The North Wales region had agreed to the common themes of People, Homes and Services. Each Council had developed its own local action plan based on the themes within the regional strategy but which reflected local priorities. The local plan in Flintshire had identified priority actions to tackle and prevent homelessness in the County and was broken down into three main themes:

1. People – youth homelessness, rough sleepers, complex needs and prison leavers;
2. Homes – housing first, improved access to accommodation supply and temporary accommodation; and
3. Services – prevention/intervention, welfare reform and health.

There was a full review of temporary accommodation used by the Housing Solutions Team for homeless being undertaken with findings to be concluded by the end of December 2019.

A key document, which was appended to the report, was the Severe Weather Emergency Protocol (SWEP) Provision in Flintshire. It explained that in order to minimise the risk to rough sleepers, where possible, accommodation would be provided during times of adverse weather or other exceptional and extreme circumstances. SEWP had been used over recent days and would be used again that evening, with the Chief Officer (Housing and Assets) and his officers operating the provision. The accommodation being used by the authority was temporary but

there were plans to make it a permanent facility. Members thanked the Chief Officer and his team for all of their work on this.

The Chief Executive commented on the previous permanent shelter which had been removed by a landlord, which had resulted in intervention from the Council, who had responded to the situation quickly and were looking to regularise the situation. He also thanked the Chief Officer and his team for their help with the intervention and the ongoing provision.

Members commented on the fact that if help was refused, the homeless could not be forced to engage with the services being offered to them.

RESOLVED:

That the updates provided against the Local Action Plan for Homelessness be supported.

116. NORTH EAST WALES (NEW) HOMES BUSINESS PLAN 2019/2048

Councillor Hughes introduced the North East Wales (NEW) Homes Business Plan 2019/2048 report which set out key elements of the company's proposed Development Strategy to increase the number of Affordable Rent Properties delivered over the next three years, by 207 units. This would increase the total number of properties managed by NEW Homes to 309.

There was an obligation on NEW Homes to seek Cabinet approval on any Business Plan that provides the strategic objectives of the company.

Details were provided on the good overall progress of the Strategic Housing and Regeneration Programme (SHARP), with Members welcoming the mix of tenure.

RESOLVED:

That the progress made through the delivery of the North East Wales (NEW) Homes Business Plan 2019/2048 be noted.

117. REVENUE BUDGET MONITORING 2019/20 (MONTH 7)

The Corporate Finance Manager introduced the Revenue Budget Monitoring 2019/20 (Month 7) report which provided the latest detailed revenue budget monitoring position for 2019/20 for the Council Fund and the Housing Revenue Account for the financial year and presented the position, based on actual income and expenditure, as at Month 7. The report projected how the budget would stand at the close of the financial year if all things remained unchanged.

The projected year end position, without new actions to reduce cost pressures and/or improve the financial return on efficiency planning and cost control was:

Council Fund

- An operating deficit of £2.193m which was a favourable movement of £0.505m from the deficit figure of £2.698m reported at Month 6; and
- A projected contingency reserve balance as at 31st March 2020 of £2.676m.

Housing Revenue Account

- Net in-year revenue expenditure forecast to be £0.022m higher than budget which was a negative movement of £0.012m from the deficit figure of £0.010m reported at Month 6; and
- A projected closing balance as at 31st March 2020 of £1.301m.

As previously reported, and to assist with mitigating the overall projected overspend, the following measures were introduced from Month 6:

1. All non-essential spend be reviewed and challenged with a view to ceasing/delaying where able; and
2. Further portfolio management team challenge of recruitment to vacancies i.e. ceasing/delaying.

At Month 6, this had resulted in identifying a one-off delay in spend of -£0.530 which helped to reduce the overall financial overspend position. Further reduction in the overall financial position at Month 7 had been achieved through commitment challenge and delaying recruitment. Engagement with budget holders and finance teams had been positive so far, and work would continue into Month 8 and beyond with the same rigour and challenge in an attempt to further improve the overall position.

The Corporate Finance Manager also provided details on the projected position by portfolio; tracking of in-year risks and emerging issues; achievement of planned in-year efficiencies; other in-year issues; MTFS impact and risks; reserves and balances and earmarked reserves.

The report had been considered at Corporate Resources Overview and Scrutiny Committee the previous week and no specific issues had been raised.

The Chief Officer (Governance) said that an update would be provided the following month of the possible contributions to the budget following a review of the single person discount in relation to Council Tax.

RESOLVED:

- (a) That the overall report and the projected Council Fund contingency sum as at 31st March 2020 be noted; and
- (b) That the projected final level of balances on the Housing Revenue Account (HRA) be noted.

118. COUNCIL TAX DISCOUNT SCHEME FOR FOSTER CARERS

Councillor Jones introduced the Council Tax Discount Scheme for Foster Carers report which set out the Council's approach for awarding Discretionary Council Tax Discounts for Local Foster Carers.

The introduction of the scheme formed part of the Council Plan for 2019/2023 and a strategy to enhance fostering service models by improving local placements for children whose families were unable to look after them.

One of the key objectives was to ensure there was a sufficient and resilient provision of in-house Foster Carers to provide care for local children and offering a Council Tax Discretionary Discount scheme, from April 2020, would form a key part of a wider package of support for in-house Foster Carers.

The Chief Officer (Social Services) explained that the initial cost of offering 50% discount to Local Authority Foster Carers would equate to £92k per annum, but that could be recouped if only three children were placed with in-house carers for a 12 month period rather than external fostering agencies.

Councillor Bithell, as Chair of the Children's Services Forum, emphasised the importance of the work undertaken by Foster Carers and he welcomed the initiative.

RESOLVED:

- (a) That the introduction of the Council Tax Discretionary Discount scheme for Local Authority Foster Carers, to take effect from April 2020, be approved; and
- (b) That the Policy Framework, as contained in the appendix to the report, which sets out the Council's approach to the award of discretionary Council Tax discounts for Local Authority Foster Carers, be approved.

119. TREASURY MANAGEMENT MID-YEAR REVIEW 2019/20

Councillor Banks introduced the Treasury Management Mid-Year Review 2019/20 report which presented the information for approval and recommendation to Council.

The report had been considered by Audit Committee on 18th November where it was supported.

RESOLVED:

That the Treasury Management Mid-Year Report 2019/20 be approved and recommended to Council.

120. SHORT STAY CAR PARKING IN BUCKLEY

Councillor Thomas introduced the Short Stay Car Parking in Buckley report which sought consideration of the half hour free parking in Brunswick Road Car Park

being increased to one hour, to allow shoppers more time to make use of town centre facilities and support local businesses, with the Town Council subsidising the cost of the additional free period.

RESOLVED:

That increasing the free short stay parking time limit from half an hour to an hour in Brunswick Road Car Park, Buckley, with financial support from Buckley Town Council for the lost revenue, be approved.

121. SCHOOL MODERNISATION – SCHOOL STANDARDS AND ORGANISATION ACT 2018 – LIXWM SCHOOL RE-DESIGNATION

Councillor Roberts introduced the School Modernisation – School Standards and Organisation Act 2018 – Lixwm School Re-designation report which sought approval for Lixwm School to become a Voluntary Aided school.

Since the Cabinet decision not to proceed with the amalgamation of Brynford CP School and Lixwm CP School in June 2018, the Governing Body of Lixwm CP School and education officers from the Anglican Diocese of the Church in Wales had been in proactive discussions to strengthen the existing relationship between the school and the Anglican Church, with a long term ambition to pursue a federation with a local school of the same designation. However, a statutory process had to be followed and consultation needed to be conducted under the School Standards and Organisation (Wales) Act.

The Chief Officer (Education and Youth) explained that the formal consultation period ran from 26th September 2019 and closed on 11th November 2019 and copies of the consultation responses was appended to the report, with 35 respondents (97%) in favour of the proposal, and 1 (3%) opposed to the proposal. The Diocese of St Asaph, the local Member and the Chairs of Governors of both Lixwm CP and Caerwys VA Schools had all responded positively to the proposals, with their responses also being appended to the report.

Councillor Roberts and the Chief Officer thanked the Governors and the Headteacher for working with the Council and wished them every success.

RESOLVED:

- (a) That the responses received during the statutory consultation period, and the evidence and analysis provided by officers contained within the consultation report, be considered; and
- (b) That the next stage of the statutory proposals to re-designate Lixwm County Primary Schools to a Voluntary Aided Schools be approved.

122. PROGRESS REPORT ON FLINTSHIRE MICRO-CARE PILOT

Councillor Jones introduced the Progress Report on Flintshire Micro-Care Pilot report and explained that, following a feasibility study, the Council had established a

pilot Micro-care enterprise project to innovatively tackle the problem of the supply of care. The Council had been successful in bidding for funding from both Cadwyn Clwyd and the Welsh Government (WG) to support the implementation of the project.

Micro-care enterprises were defined as small companies with 5 employees, many of which were sole traders, providing care-related services to the citizens of Flintshire. The pilot would run until June 2021 and together with Social Firms Wales, Wales Co-operative and other stakeholders would support the development of new Micro-care enterprises in Flintshire.

The Chief Officer (Social Services) said this was one of the first pilots of its type in Wales and positive risk-taking and innovation were essential to enable the pilot to succeed.

The growth of Micro-care could divert crisis in the care sector as a preventative measure, whilst delivering care which was efficient, effective and person centred. The project would provide opportunities to build resilience in communities through developing local, bespoke solutions to peoples care needs.

RESOLVED:

That the progress made to date be noted.

123. EXERCISE OF DELEGATED POWERS

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

Housing and Assets

- **Transfer of 4 No. Properties at Mayfield Park, Saltney CH4 8FA**
Edwards Homes covenant to transfer the properties for £1.00 each to the Council or to a company wholly owned by the Council, any such company having agreed with the Council to use the Affordable Dwellings as Affordable Housing.
- **Council Rent – Application to Write Off Tenancy Arrears**
Financial Procedure Rules (section 5.2) stipulates that individual bad debt and irrecoverable debts in excess of £5,000 are considered for write off in conjunction with the relevant Cabinet Member.

The decision to write off is in respect of one tenant who is subject to a Debt Relief Order (DRO). Rent arrears of £6,034.74 are included in the DRO which are now irrecoverable as a result of the award of the DRO.

- **Council Housing Rent – Write Off Tenancy Arrears**
Financial Procedural Rules (section 5.2) stipulates that individual bad debt and irrecoverable debts in excess of £5,000 are considered for write off in conjunction with the relevant Cabinet Member.

The decision to write off is in respect of three former tenancies arrears who were evicted for non-payment. The combined rent arrears subject to write off are of £22,873.35.

- **Council Housing Rent – Write Off Tenancy Arrears**

Financial Procedure Rules (section 5.2) stipulates that individual bad debt and irrecoverable debts in excess of £5,000 are considered for write off in conjunction with the relevant Cabinet Member.

The decision to write off is in respect of one tenancy arrear of £8,173.60 for non-payment. The tenancy is managed as a shared ownership property.

- **Council Rent – Application to Write Off Tenancy Arrears**

Financial Procedure Rules (section 5.2) stipulates that individual bad and irrecoverable debts in excess of £5,000 are considered for write off in conjunction with the relevant Cabinet Member.

The decision to write off is in respect of one tenant who is subject to a Debt Relief Order (DRO). Rent arrears of £5,543.71 are included in the DRO which are now irrecoverable as a result of the award of the DRO.

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

RESOLVED:

That the press and public be excluded for the remainder of the meeting for the following items by virtue of exempt information under paragraph(s) 14 and 15 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

124. THEATR CLWYD TRUST MODEL TRANSITION STAGED UPDATE REPORT

The Chief Executive introduced the Theatr Clwyd Trust Model Transition Stage Update report which provided details on progress to date.

A final decision on making a transfer would need to be made by mid-2020 to allow sufficient time for transitional planning.

RESOLVED:

- (a) That Cabinet be assured of progress to secure transition to an independent trust model for Theatr Clwyd, in the form of a company limited by guarantee with charitable status, for 1st April 2021; and
- (b) That a final decision on a transfer will be made in 2020 – based on a full and final due diligence report.

125. FINAL BUSINESS CASE FOR FLINT LANDFILL AND CRUMPS YARD SOLAR PV SCHEMES

Councillor Bithell introduced the Final Business Case for Flint Landfill and Crumps Yard Solar PV Schemes report which set out the strategic alignment of the project as well as detailing the financial and non-financial benefits of the scheme.

It also provided an update on the outcome of the procurement of a construction contractor and the proposed strategy for selling and utilising the generated electricity.

RESOLVED:

- (a) That the Final Business Case for the solar PV schemes at Flint Landfill and Crumps Yard be approved;
- (b) That the appointment of a construction contractor be approved; and
- (c) That the use of unspent capital from the Brookhill and Standard solar PV Project be approved for use on the Flint Landfill and Crumps Yard Project.

126. NORTH EAST WALES (NEW) HOMES BOARD UPDATE (CONFIDENTIAL APPENDIX TO AGENDA ITEM NUMBER 13)

Noted.

RESOLVED:

That the appendix be noted.

127. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

There was 1 member of the press and no members of the public in attendance.

(The meeting commenced at 2.00 p.m. and ended at 4.15 p.m.).

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Chair

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CABINET

Date of Meeting	Tuesday, 21 st January 2020
Report Subject	Social Value
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Officer (Social Services)
Type of Report	Strategic

EXECUTIVE SUMMARY

The Council adopted its Social Value Strategy earlier this year to set out how greater community benefit could be achieved from existing Council services and expenditure. This report provides an update on the work undertaken since this date, on the emerging approaches to delivering social value being adopted and on the future areas of work.

The report asks for consideration of a draft Social Value Procurement Policy which creates an enabling framework to strengthen the approach to generating social value through the Council's procured expenditure.

RECOMMENDATIONS

1	That Members note the progress made to date in delivering social value in Flintshire and endorse the proposed next steps.
2	That Members discuss and endorse the draft Social Value Procurement Policy.

REPORT DETAIL

1.00	EXPLAINING SOCIAL VALUE
	<u>Background</u>
1.01	The Council has a strategic commitment to delivering greater social value through the work that it does; this means getting greater benefits to Flintshire communities as a result of its expenditure and service delivery. In early 2019 the Council approved a new Social Value Strategy. This sets out the Council aspirations in terms of delivering increased social value.
1.02	The Strategy defines social value as follows. "Social value is a way of thinking about how scarce resources are allocated and used. It involves looking beyond the price of each individual contract and looking at what the collective benefit to a community is when a public body chooses to award a contract." <small>Social Value UK</small>
1.03	<p>The revised Strategy challenges partners, services and suppliers to consider how they can generate additional value for the communities of Flintshire and how they can measure this. This additional value may lie outside the core business of the organisation or service, for example:</p> <ul style="list-style-type: none"> • front-line service delivery that includes training and support for staff to identify the wider needs of clients and refer them to other support agencies will reduce costs across the public sector through timely intervention; • greater use of local suppliers and employing local people has a greater positive impact on the economy of Flintshire, especially when offering employment opportunities to disadvantaged individuals; and • social enterprises and voluntary bodies will increase their ability to demonstrate the value of their work.
1.04	<p>The long-term goals in implementing the Strategy are to:</p> <ul style="list-style-type: none"> • enable third sector organisations to better evidence the additional social value generated through their work and thereby increase their ability to secure resources and contracts; • encourage local and regional companies to strengthen their approaches to corporate social responsibility, using Council procurement as a catalyst for sustainable behaviour change; and • encourage and support public sector service managers to broaden their awareness of the impacts of their work on the community as a whole and to facilitate linkages between service areas.
1.05	<p>The Council has a number of major opportunities to delivery significant social value that will need to be included in the programme for the next 12 months. These include:</p> <ul style="list-style-type: none"> • the future procurement of Council home construction; • the redevelopment of Theatr Clwyd; • the 21st. Century Schools programme; • the expansion of Marleyfield House; and • future investment by Aura.

	<p>Mapping work is underway with senior management teams to ensure that major opportunities in the future are planned into the social value programme.</p>
1.06	<p>The main areas of social value delivery in the next 12 months will include:</p> <ul style="list-style-type: none"> • support for Flintshire’s food poverty programme; • reducing fuel poverty; • support to reduce energy use and waste; • improving biodiversity; • support for the Armed Forces Covenant; • promoting equality of opportunity; • providing apprenticeship and work experience opportunities; • increasing the use of local companies in the supply chain; • reducing homelessness; • active travel and community transport; • digital inclusion and connectivity; • supporting dementia friendly initiatives; and • support for the WeMindTheGap programme. <p>The Council will work closely with suppliers and contractors to ensure tangible benefits are delivered towards these themes.</p>
1.07	<p>The Well-being of Future Generations (Wales) Act 2015 places a duty on public bodies to “think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach.” ^{WG}</p> <p>The Act establishes seven Well-Being Goals that public bodies are expected to contribute to. These are:</p> <ol style="list-style-type: none"> 1. A prosperous Wales 2. A resilient Wales 3. A healthier Wales 4. A more equal Wales 5. A Wales of cohesive communities 6. A Wales of vibrant culture and thriving Welsh language 7. A globally responsible Wales
1.08	<p>Delivering increased social value will be a key tool in helping the Council and its partners to demonstrate how the Well-being of Future Generations Act is being delivered on the ground. The process of considering how wider benefits can be realised during service design and the generation of measurable social value will provide a robust evidence base. Implementing the Strategy also provides an opportunity to build good practice across the Public Service Board partners where there is considerable interest in working together on developing social value.</p>
	<p><u>Case studies</u></p>
1.09	

	<p>The development of the new Adult Day Care Centre in Shotton included a £4.1m procured contract between the Council and construction company Kier. The additional social value generated through the project included:</p> <ul style="list-style-type: none"> • 610 school or college students visiting the construction site as part of their studies; • 6 jobs created; • 15 work experience placements supported; • 6 apprenticeship opportunities created; and • 18 employed interviews provided to disadvantaged candidates.
1.10	<p>The delivery of domestic energy efficiency improvements for fuel-poor households includes a £900k procured contract between the Council and local company Wall-lag. The additional social value generated through the project include:</p> <ul style="list-style-type: none"> • 1 local young person, a client of a Council employment programme, has been employed on a three year electrical apprenticeship; • all of the staff employed in delivering the contract live within the sub-region; • Wall-lag will provide the equivalent to 0.5% of all expenditure made through the contract as a crisis fund for improvements to the homes of the most vulnerable in Flintshire who do not otherwise qualify for support elsewhere.
	<p><u>Delivering social value through procurement</u></p>
1.11	<p>The Council spent £197.714m on procured goods, works and services in 2018/2019. This scale of expenditure has a significant impact on the economy of Flintshire. The Council approach to social value will generate greater benefits from this expenditure to local communities and to the local economy.</p>
1.12	<p>To support this area of work a draft Social Value Procurement Policy has been developed and is appended. The purpose of the policy is to</p> <ul style="list-style-type: none"> • provide an enabling framework for officers to deliver the Social Value Strategy; • set out the policy context and application for social value to be delivered in procurement and commissioning procedure; • ensure that in all relevant procurement and commissioning processes, the officers responsible identify how best value can be achieved in the incorporation of social value; • ensure that, in specifying social value, the Council is setting quantifiable and achievable outcomes; and • ensure alignment with national policies and best practice guidance.
1.13	<p>At present, social value is generated predominantly through larger contracts only as it is mandatory for all contracts worth more than £1m. Larger suppliers and contractors have significant experience in generating social value and well established approaches to supporting local communities. The Social Value Procurement Policy does not set any new mandatory thresholds in the procurement process below the £1m threshold already in the Contract Procedure Rules. Rather, the approach will be to challenge service managers and commissioning officers to think</p>

	<p>broadly about the services and goods being procured and consider how wider social value could be generated. The ability to do this will vary depending upon the value, duration and nature of the procured services or goods and upon the availability and simplicity of support systems. The strongest challenge and support will be directed at the service planning stage not at the procurement process which is already too late to effectively secure change.</p>
1.14	<p>Despite the need to keep the Strategy non-restrictive to encourage creativity it is essential that there is a consistent method to measure the social value generated. This is especially important during the procurement process if the social value element of tenders is to be weighted in future as decisions by officers may be subject to legal challenge. This requires further discussion with the Collaborative Procurement Team but includes:</p> <ul style="list-style-type: none"> • a consistent suite of Key Performance Indicators (KPIs) and definitions to be adopted; • if the social value element of tenders is to be weighted in future, a consistent and evidence based suite of metrics (which can be validated and can withstand scrutiny and challenge) to be adopted to convert these KPIs into a monetary equivalent to measure social return, especially for use during the procurement process to provide transparency; and • a consistent system to record the achievement of social value to enable monitoring as well as provide visibility of the collective impact of the social value approach.
	<p><u>Progress to date</u></p>
1.15	<p>Since the Strategy was approved, delivery has included the following.</p> <ul style="list-style-type: none"> • A stakeholder working group has been established to steer the development of the programme and systems to ensure their effectiveness. • Creating a central advice hub of officers with expertise across the themes of the Council Plan to advise commissioning officers • Gathering data on social value generated across the Council and its supply chain will be crucial. The Council has developed a specification for a software system to do this (in conjunction with Denbighshire County Council) and has recently gone out to procurement on this. • A Social Value Development Officer has recently been appointed on a three year contract to drive forward the social value agenda in the Council. The officer will work closely with Council managers and suppliers to help them to develop social value approaches. • A new policy on social value in procurement has been developed and will be adopted before Christmas. This will create the enabling framework for officers to deliver social value. • The Council has started to engage in national and regional networks on social value and to exchange good practice with other local authorities. This is to ensure that it makes use of existing experience and lessons learnt as it develops its own proposals.

1.16	<p>The approach to generating social value in Flintshire has been agreed and will include:</p> <ul style="list-style-type: none"> • promoting the benefits of delivering social value to commissioning officers and suppliers and delivering training; • liaising with the Collaborative Procurement Team in providing technical procurement support; • providing detailed social value support and expertise to commissioning officers and suppliers; • establishing a pool of thematic expert officers to provide advice on the different well-being themes; • developing a simple-to-use system to provide transparency during procurement; support contract management and allow officers to quantify and define the specific social value deliverables across Flintshire at any point in time; • providing support to review social value proposals during procurement and challenge suppliers to deliver greater value; • providing support to potential suppliers to understand and adopt social value; • overseeing the implementation of a consistent approach to social value; • carrying out supplier audits of their delivery of social value; • delivering training and awareness raising to suppliers on the Social Value Strategy; and • linking in to regional opportunities emanating from collaborative projects, including the North Wales Construction Framework.
	<u>Future activity</u>
1.17	<p>The Council intends to have completed its procurement for a social value system early in 2020. Initially, this will be used to monitor the delivery of social value generated through procured supplies and works contracts. Over time, though, it is hoped that its use can be expanded to include wider social value generation by, for example, recipients of Council funding, social enterprises, third sector partners and others in order to help them to demonstrate the added value they contribute to the communities of Flintshire.</p>
1.18	<p>The Council will be expanding its local supplier development programme, in conjunction with Business Wales, in order to help local and regional businesses to better compete for public sector contracts. The generation of social value will be an important element of this as many, especially those with strong local community ties, already bring significant added social benefits without it being fully recognised or celebrated.</p>

2.00	RESOURCE IMPLICATIONS
2.01	<p>A full time lead officer has now been employed to deliver the Social Value Strategy and ensure the benefits are delivered and recorded. In addition, a software package is being procured and subject to an award being made to enable effective management of social value across the Council and its partners.</p>

	The estimated annual cost of these resources is £57,423. This comprises £12,000 software costs (still being tendered) and £45,423 staff costs.
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3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
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3.01	<p>The main risk to the achievement of the suggested levels of social value is the level of take-up by commissioning officers and suppliers. This will be mitigated by:</p> <ul style="list-style-type: none"> • intensive engagement work with service managers and commissioning officers at the service planning stage so that there is sufficient time to influence planning procurement activity; • the development of simple systems to enable social value to be embedded into procurement and contract management with minimal extra work; • one to one support for commissioning officers to embed social value into their work; and • support for smaller suppliers to help them to build their confidence and capacity to deliver social value.
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4.00	CONSULTATIONS REQUIRED/CARRIED OUT
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4.01	A steering group has been established to steer the development of the social value. The group comprises representatives from services where social value is relatively well established, procurement officers, relevant policy officers and third sector representation.
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5.00	APPENDICES
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5.01	Social Value Strategy.
5.02	Draft Social Value Procurement Policy.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
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6.01	None.
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7.00	CONTACT OFFICER DETAILS
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7.01	<p>Contact Officer: Niall Waller Enterprise and Regeneration Manager Telephone: 01352 702137 E-mail: niall.waller@flintshire.gov.uk</p>
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8.00	GLOSSARY OF TERMS
	<p>Business Wales – the part of Welsh Government tasked with providing day to day business support services.</p> <p>Commissioning - the process of specifying, securing and monitoring services to meet people's needs at a strategic level.</p> <p>Contract Procedure Rules – rules and procedures that ensure that contracts are awarded based on open and transparent competition.</p> <p>Corporate social responsibility - part of the private sector approach to governance that often results in the delivery of social outcomes and community benefits.</p> <p>Public Services Board (PSB) - The Well-being of Future Generations (Wales) Act 2015 established statutory PSB's which replaces the voluntary Local Service Boards in each local authority area. The role of the board is to:</p> <ul style="list-style-type: none"> • Assess the state of economic, social, environmental and cultural well-being in its area • Set objectives that are designed to maximise the PSB's contribution to the well-being goals • Each PSB must prepare and publish a plan setting out its objectives and the steps it will take to meet them. This is called a Local Well-being Plan. It must state: why the PSB feels their objectives will contribute within their local area to achieving the well-being goals and how it has had regard to the assessment of Local Well-being in setting its objectives and steps to take. <p>Social value - a way of thinking about how scarce resources are allocated and used. It involves looking beyond the price of each individual contract and looking at what the collective benefit to a community is when a public body chooses to award a contract.</p> <p>Social enterprise - a social enterprise is an organisation that applies commercial strategies to maximise improvements in human and environmental well-being - this may include maximising social impact rather than profits for external shareholders.</p> <p>Third sector - The part of an economy or society comprising non-governmental and no-profit-making organisations, or associations, including charities, voluntary and community groups, cooperatives etc.</p> <p>Well-Being of Future Generations (Wales) Act 2015 - The Well-Being of Future Generations Act requires public bodies in Wales to think about the long-term impact of their decisions, to work better with people, communities and each other, and to prevent persistent problems such as poverty, health inequalities and climate change</p>

Flintshire social value strategy

What is social value?

“Social value is a way of thinking about how scarce resources are allocated and used. It involves looking beyond the price of each individual contract and looking at what the collective benefit to a community is when a public body chooses to award a contract.” (Social Value UK)

Every time we spend a £1 on the delivery of services we will consider whether we can achieve additional collective well-being benefits from that £1 to the wider community.

We will generate social value through

Generating social value through our **procurement** activity

Supporting our **asset transfers** to report on the social value they generate

Asking recipients of our **voluntary sector funding** to report on the social value they generate

Deliver measurable social value through our **partnership arrangements** including how we plan our services

2018//19 **£197m** FCC procured spend

Aims and objectives

Aims

1. Get better value for public money
2. Increase social commitment in our supply chain
3. Achieve wider benefits from the delivery of our services

Objectives

1. Increase the generation of social value
2. Consistently measure what has been achieved
3. Adopt a consistent approach to generating social value in procurement
4. Deliver real and lasting benefits to local communities

How will we achieve this through procurement?

- * Contract procedure rules - for contracts **exceeding £1m** in value incorporating social value is mandatory.
- * **Below £1m** it is recommended that social value is considered and included where appropriate and practicable.

Recommend 5-20% weighting for social value in tender scoring

Design contracted works and services to increase wider social goals

Core

Encourage suppliers to provide added value

Encourage suppliers to do business in more socially responsible way

Non-core

Help suppliers to build long term social partnerships

Post award

Process

Plan ahead
Think broadly

Write into the spec

Write into the contract

Monitor during contract management

Measure what's achieved

Celebrate the success

Support

Social Value lead officer - one to one advice and support

Social Value Hub - thematic advice

Technical advice on integrating social value in procurement

Guidance and toolkit

We will make a measurable contribution to...

Welsh Government Wellbeing of Future Generations Act

- 1. A prosperous Wales
- 2. A resilient Wales
- 3. A healthier Wales
- 4. A more equal Wales
- 5. A Wales of cohesive communities
- 6. A Wales of vibrant culture and thriving Welsh language
- 7. A globally responsible Wales

The Social Services and Well-being Act (Part 2, Section 16) introduces a duty on local authorities to promote the development of not for profit organisations to provide care and support for carers, and preventative services.

Flintshire Public Service Board priorities

- Community safety
- Economy and skills
- Environment
- Resilient communities
- Healthy & independent living

Flintshire Council Plan

- Caring Council
- Ambitious Council
- Learning Council
- Green Council
- Connected Council
- Serving Council
- Safe and clean Council

Tackling poverty
Reducing food poverty
Reducing fuel poverty

Celebrating the cultures of Flintshire
Promoting the Welsh language

Increase use of local suppliers
Increase use of social enterprises
Providing local employment opportunities

Improving the condition of peoples' homes
Reducing homelessness

Supporting local volunteer groups to do more
Providing staff volunteering opportunities
Supporting the Armed Forces Covenant
Supporting community based transport

Providing work experience and training opportunities
Providing apprenticeship opportunities
Supporting schools and colleges to enhance learning experiences
Supporting children in care

Adopting ethical policies
Promoting staff well-being
Promoting equality
Promoting mental health and well-being
Helping clients to get support from wider agencies
Supporting dementia friendly initiatives

Increasing environmental awareness
Reducing energy use and waste
Improving the physical environment
Reducing anti-social behaviour and fear of crime

Lead officer

Implementation Group

Chief Officer Team

Cabinet and Scrutiny

Support social value use
Commission systems
Collect evidence
Reporting

Consultation on system design
Review progress and practice
Service challenge

Review scale & spread of benefits
Support service adoption

Review scale and spread of benefits
Agree strategy, policy and resources

Governance

1. Introduction

- 1.1. The Council is responsible for the delivery of a wide range of statutory and discretionary public services. The Council delivers its services directly through its own workforce, and through private and third sector organisations. The Council spends over £186 million a year procuring a diverse range of goods, services and works from over 4,500 suppliers, service providers and contractors.
- 1.2. The Council has a responsibility to manage public money with probity, to ensure that value for money is achieved and to manage it in such a way that we can support wider Council objectives. The Council's Procurement Strategy 2016-2021 set an increased focus on the delivery of social, economic, environmental and cultural well-being through the way in which it manages its procurement activity.
- 1.3. The Council seeks to ensure that relevant contracts include 'Social Value' outcomes, so that the positive impact of Social Value is evident in helping to support its residents, communities and the County's economy. A Social Value approach is vital in order to better integrate social, economic and environmental sustainability into the commissioning cycle and procurement process to maximise additional value in its contracts.
- 1.4. The Council has adopted a Strategy for the generation of Social Value across its activities. The Strategy has a broader scope than procurement activity but provides the strategic context for this policy.

2. Purpose and aims of the policy

- 2.1. In order to incorporate the good practice associated with Social Value into mainstream commissioning and procurement practice, it is the intention of Flintshire County Council to embed this policy and framework within all commissioning and procurement activity wherever proportionate and practicable. This policy statement sets out the aims in this regard. In particular it seeks to:
 - provide an enabling framework for officers to deliver the Social Value Strategy;
 - set out the policy context and application for Social Value to be delivered in procurement and commissioning procedure;
 - ensure that in all relevant procurement and commission processes, the officers responsible identify how best value can be achieved in the incorporation of Social Value;
 - ensure that, in specifying Social Value, the Council is setting quantifiable and achievable outcomes; and
 - ensure alignment with national policies and best practice guidance.
- 2.2. This Social Value Procurement Policy aims to create a framework to enable the Social Value Strategy to be applied to procurement and commissioning activities.
- 2.3. This policy sets out the legal context for Social Value with reference to the Procurement Strategy and the range of Social Value measurements and outputs that Flintshire County Council has agreed to consider and deliver through the commissioning and procurement activity.
- 2.4. The policy aims to demonstrate how the Council will implement the Well-being of Future Generations Act (Wales) 2015 to deliver Social Value through commissioning and procurement activities and to set out priorities in relation to Social Value.
- 2.5. The policy provides a framework for the Council and its suppliers to consider the wider impact of service delivery and to design services that meet service objectives and generate a wider social return where possible.

3. Legislative framework

- 3.1. The Procurement Strategy sets out the legislative framework relating to Social Value and the legislation is not repeated in any detail in this Social Value Policy. For full details of the legislative framework, reference should be made to the Procurement Policy. However, in brief, the legislative framework referred to in the Procurement Strategy is as follows:
 - The Wellbeing of Future Generations (Wales) Act 2015: creates a legal obligation for local authorities and other public bodies to plan and take action in pursuit of economic, social, environmental and cultural well-

being in their area and to consider the social good that could come from the procurement of services before they embark upon it.

- The Social Services and Well-being (Wales) Act 2014: This Act introduces a duty on local authorities and local health boards to promote the development, in their area, of not for profit organisations to provide care and support for carers, and preventative services. These models include social enterprises, co-operative organisations, cooperative arrangements, user-led services and the third sector.
 - The Local Government Act 1999 provides local authorities with the express power to deliver outcomes that it considers likely to achieve the well-being of the whole or any part of its area and/or all or some of the persons within that area. This provides the basis for the delivery of Social Value where the activity is directly relevant to the product or service being procured and helps Council deliver its key policy objectives.
- 3.2. In addition, the Welsh Government has published the “Community Benefits Guidance Delivering Maximum Value for the Welsh Pound”. The Guidance advises that mandatory clauses can be incorporated into public contracts in compliance with legal, policy and value for money obligations.

4. Welsh and local policy drivers

- 4.1. The Flintshire County Council Procurement Strategy 2016-2021 has two main delivery outcomes:
- achieve value for money from the goods, services and works it procures; and
 - improve the contribution its procurement activity has on the local economy.
- 4.2. The Procurement Strategy sets out the Welsh and local policies relating to Social Value and is not repeated in any detail in this Social Value Policy. For full details of the Welsh and local Policies, reference should be made to the Procurement Strategy. However, in brief, the Welsh and local Policies referred to in the Procurement Strategy are as follows:
- The Wales Procurement Policy Statement establishes a number of key principles by which the Welsh Government expects public procurement to be managed across Wales including for the principles of the Wellbeing of Future Generations Act.
 - The Flintshire County Council Corporate Plan comprises seven outcomes that demonstrate how the Council will put the residents of Flintshire first in the way that services are provided.
 - The Flintshire County Council Social Value Strategy aims to:
 - get better value for public money by generating and demonstrating increased social return;
 - increase social commitment in a greater range of suppliers by encouraging long term behaviour shift and the development of social partnerships between companies and the local community; and
 - deliver wider impacts from service delivery by considering how benefits can accrue to the wider public sector.

5. Defining Social Value and Community Benefits

- 5.1. The term Social Value is derived from the Public Services (Social Value) Act 2012, which requires all local authorities and other public bodies in England to consider the social implications of the procurement and commissioning of services. The Social Value Act itself which does not apply to Wales does not define ‘Social Value’.
- 5.2. The Well-Being of Future Generations (Wales) Act 2015 also does not define what is meant by ‘Social Value’. Therefore the Council will adopt the definition of Social Value as set out by Social Value UK: “Social Value is a way of thinking about how scarce resources are allocated and used. It involves looking beyond the price of each individual contract and looking at what the collective benefit to a community is when a public body chooses to award a contract.”
- 5.3. It is important that the difference between Social Value and Community Benefits is understood:
- Community benefits is the term that has been adopted by Welsh Government in their published guidance “Community Benefits Guidance Delivering Maximum Value for the Welsh Pound”.

- Social Value on the other hand goes beyond the traditional Community Benefits definition and includes additional Social Value outcomes such as delivering more community resilience objectives for example; supporting people to live independently; reducing crime and anti-social behaviour; or creating a healthier community.
- 5.4. For the purpose of this policy the definition of Social Value will be used rather than Community Benefits in order to facilitate a wider focus.

6. Implementation of the policy

- 6.1. This Policy is applicable to all Council employees across all services as well as any consultants or agency staff who carry out the following tasks:
- Make or authorise purchases;
 - Specify goods/services/works;
 - Write or evaluate tenders, quotations and other related documents;
 - Evaluate suppliers and manage their performance; and
 - Provide advice and guidance to others on procurement matters.
- 6.2. It is proposed that Social Value is considered by the Council in every commissioning or procurement exercise (i.e. every tendering process and every contract) where there are sufficient reasons to do so where it can be shown that it is relevant and proportionate and is compliant with procurement legislation.
- 6.3. For high value contracts it is expected that Social Value delivery will be mandatory in accordance with the thresholds in the Welsh Procurement Policy Statement published by Welsh Government.
- 6.4. It is the role of service commissioners and procurement leads to consider, on a contract by contract basis, what Social Value opportunities and outcomes that may be relevant to the contract, how to include Social Value in the specification and how to evaluate Social Value during the procurement process. This will be undertaken with support and guidance provided by the Council's Social Value Officer.

7. Financial contributions to a corporate Social Value fund

- 7.1. It is recognised that not all suppliers and contractors will have the resources to provide Social Value in practical terms during the life of the contract, either because the contract value is low or the contract duration is short or in the event they may not have the resources or capacity to deliver Social Value. Therefore suppliers may consider a commitment to an alternative option which is to provide a financial contribution to a Social Value fund operated by Flintshire County Council which will be a ring-fenced as a fully audited Council fund established exclusively to support community and community projects that meet the priorities set out in the Social Value Strategy. This fund will be managed and defrayed entirely at the discretion of the Council and its elected members.
- 7.2. Any cash contributions received will be ring-fenced for Social Value delivery priorities and projects. The Council reserves the right to allocate up to 10% of any cash contributions received to cover any administration costs of managing the Social Value Fund.

8. Communication of the Policy

Internal Communication

- 8.1. The Council will communicate and publicise its approach across the Council to raise internal awareness and celebrate success. Communication initiatives will include:
- creating Social Value sections on the Council's intranet site and the external website;
 - briefing sessions, for example at Senior Management Teams
 - celebrating the successful use of Social Value in procurement;
 - provision of Social Value training for staff with a significant input into the procurement process;
 - providing a nominated contact point for advice and support with implementing Social Value; and

- updating this policy on a regular basis as or when required.

External communication

- 8.2. The Council will engage with suppliers, the private sector and third sector in order to seek feedback on this Social Value approach and raise awareness and improve suppliers' understanding about how to engage with it effectively.
- 8.3. The Council will provide training, awareness and consultation initiatives with third party suppliers through "Meet the Buyer" events for suppliers to work through innovative approaches to incorporating Social Value in their contracts.
- 8.4. The Council will provide guidance and support to suppliers to enable them to identify opportunities where Social Value benefits could be generated and how they could respond to the needs and requirements of Flintshire's communities.
- 8.5. The Council will celebrate positive use of Social Value by suppliers.

9. Future amendments to the policy

- 9.1. There is no 'one size fits all' model for realising Social Value; hence commissioners, procurement officers and suppliers nationally are still learning how best to realise, monitor and evidence Social Value in the procurement process. The aims and objectives of this approach, coupled with the Council's Social Value framework, will continue to be reviewed and updated to best reflect national developments and lessons learnt.
- 9.2. The approach will be regularly reviewed following full implementation. This will help to ensure that the framework can be strengthened on an iterative basis, so that it can respond as and when organisational priorities shift, or if the Council's monitoring and evaluation arrangements indicate that changes need to be made.

10. Governance and management

- 10.1. The Council will establish a central advice hub to provide officers with advice on their Social Value approach prior to procurement taking place and through the subsequent stages of the process.
- 10.2. The central team will be responsible for:
 - Promoting the benefits of delivering Social Value to commissioning officers and suppliers and delivering training in conjunction with the Corporate Procurement Team;
 - liaison with the Corporate Procurement Team in providing technical procurement support;
 - providing detailed Social Value support and expertise through the involvement of a dedicated Social Value Officer.
 - establishing a pool of thematic expert officers to provide advice on the different well-being themes;
 - developing a simple-to-use system to provide transparency during procurement; aid contract management and allow officers to quantify and define the specific Social Value deliverables across Flintshire at any point in time;
 - provide support to review Social Value proposals and challenge suppliers to deliver greater value;
 - provide support to potential suppliers to understand and adopt Social Value;
 - oversee the implementation of a consistent approach to Social Value;
 - carry out supplier audits of their delivery of Social Value;
 - deliver training and awareness raising to suppliers on the Social Value Strategy; and
 - link in to regional opportunities emanating from collaborative projects, including the North Wales Construction Framework.
- 10.3. The Council's Cabinet will oversee the overall delivery of the Social Value Strategy and associated policies
- 10.4. The Corporate Resources Overview Scrutiny Committee (CROSC) will receive periodical update reports on progress made in delivering Social Value for scrutiny purposes

- 10.5. A specific group will be established to manage the Social Value fund to provide robust governance arrangements for managing and distributing any cash contributions from suppliers and contractors.
- 10.6. The Social Value Implementation Group will be an officers group which will undertake the operational management of Social Value delivery and will review the Social Value register on a regular basis, providing challenge, scrutinise contractors' performance where necessary and make recommendations to Chief Officers Team (COT) as required. The Group will also oversee the development of an annual Social Value report, including case studies, so that progress is widely reported, including to Welsh Government.

Reporting and Monitoring

- 10.7. All Social Value information for each applicable contract will be recorded within a Social Value management system. This will include details of any Social Value targets set as well as actual Social Value commitments that has been delivered.
- 10.8. Council officers will be expected to record and monitor Social Value commitments based on the National TOMs Framework 2019 or other nationally recognised sets of indicators such as the Welsh Government Value Wales Toolkit. The Council is committed to maximising Social Value from its procurement activities. However, taking into account the overriding procurement principles of transparency and non-discrimination, Flintshire Council cannot specify that Social Value will be delivered only within Flintshire. For example, service commissioning officers cannot stipulate within tendering documentation that only Flintshire residents be employed or only Flintshire sub-contractors can be utilised.
- 10.9. The impact of Social Value to Flintshire will be monitored through a Social Value management system. The Social Value Officer will provide support and guidance to Officers and suppliers on how to use the system.
- 10.10. Progress on Social Value achieved against target will be reported as part of the half-yearly monitoring report to Cabinet and Scrutiny. This will also include information on Social Value generated.
- 10.11. Successful contractors and suppliers will be required to provide regular monitoring information outlining Social Value delivery progress.
- 10.12. However, if for genuine reasons, the contractor is unable to deliver a particular Social Value offer made, then through discussion with the Council it can, with agreement, change this for another Social Value offer of similar value/benefit. To accommodate such changes it is important that a change control process is set out in the contract terms and conditions, so that there is a clear mechanism for making changes to Social Value commitments where it is pragmatic to do so. This would include a commitment to a certain level (value) of Social Value and what might replace that value in the event of non-delivery.
- 10.13. The Council will commit to track suppliers that it works with and how they engage with its Social Value approach. This will enable the Council to identify if there are particular industry sectors or types of business which need to be targeted more effectively. This approach could generate competition and incentivise positive participation in this agenda.
- 10.14. It is intended that the Council's Social Value approach will evolve so that it can respond as and when the Council's priorities shift or the performance monitoring arrangements tell the Council of the need to make changes.

11. Roles and responsibilities

- 11.1. Generating Social Value through Council service delivery including procurement will remain the responsibility of individual service managers. The central support team will be able to provide advice and support to help officers and contractors to achieve this.
- 11.2. The Collaborative Procurement Unit and the Social Value support team will, for contracts up to the mandatory thresholds of £1m, discuss the use of Social Value in the procurement process with commissioning officers. .
- 11.3. The central Social Value support team will provide monitoring reports to the Chief Officer Team and to Cabinet and Scrutiny on the development of Social Value across the Council.
- 11.4. It will be the role of those planning the procurement to consider from the outset on a contract by contract basis the potential for Social Value to be delivered through the procurement process and the most appropriate way of achieving this. It will be the responsibility of the service commissioner to liaise with the central support team to discuss what Social Value outcomes would be most appropriate.

- 11.5. It will be the responsibility of the service contract manager to ensure that Social Value commitments are delivered against individual contracts. However the central support team will have an organisation wide visibility of all projects that include Social Value commitments and the central support team will provide support to contract managers as well as report the delivery and non-delivery of Social Value through the governance arrangements



CABINET

Date of Meeting	Tuesday 21 st January 2020
Report Subject	Housing Revenue Account (HRA) 30 Year Financial Business Plan
Cabinet Member	Cabinet Member for Housing
Report Author	Finance Manager Housing and Commercial Services
Type of Report	Strategic

EXECUTIVE SUMMARY

The purpose of this report is to present for consideration the draft HRA 30 year Financial Business Plan and the proposed HRA Budget for 2020/21.

RECOMMENDATIONS

1	That Cabinet consider the HRA budget for 2020/21 as set out in the attached appendices.
2	Approve the proposed rent increase of up to 1.7% (plus up to £2).
3	That Cabinet consider a garage rent increase of £1.22 per week and a garage plot increase of £0.20 per week.
4	That Cabinet consider the phased increase in Service Charges recovery.
5	That Cabinet consider the rationale behind an increased level of reserves to 4%.
6	Consider the proposed HRA Capital programme for 2020/21 as set out in Appendix B.

REPORT DETAILS

1.00	EXPLAINING THE HRA BUSINESS PLAN 2020/21 UPDATE
1.01	<p>Considerations</p> <p>The HRA is required to produce a 30 year business plan.</p> <p>The strategic context for this year's HRA budget setting includes the following:</p> <ul style="list-style-type: none">• The need to ensure the treasury management strategy continues to meet the Housing Revenue Account's new and ongoing borrowing requirements;• Delivers a prudent plan for income maximisation;• Setting a balanced budget with a minimum of 3% surplus revenue over expenditure;• Continued drive to ensure all service costs are efficient and that value for money can be achieved;• Maximisation of revenue efficiencies to minimise the borrowing required to meet Welsh Housing Quality Standards (WHQS) by 2020;• Delivery of new build Council housing.• Provision of adequate ongoing capital to maintain WHQS levels.
1.02	<p>Borrowing</p> <p>The deed to terminate the voluntary agreement for the HRA borrowing cap was signed on the 2nd December 2019, it is therefore important that going forward, increased borrowing in the HRA is carefully managed and monitored to ensure that it is sustainable and affordable to the business plan. Work will be undertaken to develop a set of treasury KPI's for the HRA to enable transparent monitoring of this going forward.</p> <p>The total level of HRA prudential borrowing as at 31st March 2021 is anticipated to be £147.869m.</p> <p>All prudential borrowing is repaid at 2% per year in line with the HRA's Minimum Revenue Provision (MRP).</p> <p>The HRA is part of the single debt pool for the Council, all borrowing for the Council is managed within one pool and the average borrowing rate for the Council is applied to all new borrowing in the HRA. The rate assumed in the Business plan is 4.3%.</p>
1.03	<p>Rents</p> <p>On 18th December 2019, Welsh Government released the Minister for Housing and Regeneration's decision around the Welsh Government Rent Policy for commencement in 2020/21.</p> <p>This Rent Policy has been set for 5 years and it has been made clear that</p>

the rent policy settlement is a maximum amount which can be charged and landlords should consider value for money (as an annual assessment of cost efficiencies) alongside affordability for tenants (taking into account the whole cost of living in a property) as part of their rationale for setting rents.

The Rent Policy for Social Housing Rents from 2020/21 sets out the following:

- An annual rent uplift of up to CPI+1%, for 5 years to 2024/25 using the level of CPI from the previous September each year. September 2019 was 1.7%.
- The level of rents for individual tenants can be reduced, frozen or rise by up to an additional £2 over and above CPI+1%, on condition that total rental income collected by the social landlord increases by no more than CPI+1% (2.7%).

The new average rent band proposed by Welsh Government is shown in the table below. A maximum uplift of 2.7% (CPI plus 1%) would take the average rent paid in 2020/21 to £96.57 which is just above the low end of the target rent band.

	2020/21 Target Rent Band		
Average Rent	Low End	Mid-Point	High End
Flintshire	£ 95.82	£ 100.87	£ 105.91

The previous Rent policy enabled the Council to apply rent inflation plus £2 per annum for any tenants paying under the target rent band for their property. Flintshire currently have just over half its properties under the target rent band as shown in Appendix A.

Appendix A also shows that the majority of tenants currently paying under target rent are those in 3 bed houses and bungalows (not subject to service charges) and those in smaller properties and flats are generally at target rent (higher proportion subject to service charges).

The new rent policy asks for affordability for all tenants to be taken into account when setting rents though it is also important for the Council to maximise rental income in order to invest in new homes and regenerate existing stock. With this in mind, it is recommended to utilise the flexibility given in the rent policy around setting the level of rents for individual tenants, to bring affordability into line for all tenants.

The recommended option would be to apply an overall uplift of 1.7% to all tenants and, in addition, apply the transitional uplift of £2 to tenants who are currently under target rent. This ensures that no individual tenant will pay more than the maximum allowed under the policy but moves towards readdressing the disparity between those rents under and those at target rent and seeks to make rent charges to all tenants more equitable.

	<p>The effect of this will be a lower inflationary increase for tenants who are already paying target rent and should help offset the additional impact of any service charge increases. Tenants currently paying under target rent will see an uplift of 1.7% plus £2 which will take their increase up to circa 2.7%.</p>																														
1.04	<p>Garage Rents</p> <p>The proposed garage rent increase for 2020/21 is £1.22 per week which takes the garage rent per week to £9.83 (based on 52 weeks), the proposed garage plot increase is £0.20 per week taking the garage plot rent to £1.60 per week.</p> <p>The business plan anticipates £0.529m in income for garages, however the garage review is ongoing and therefore this figure may be adjusted accordingly.</p>																														
1.05	<p>Service Charges</p> <p>The rent and service charges policy was introduced in 2015 and expected all Local Housing Associations (LHA's) to be achieving full cost recovery for service charges, if this had not yet been achieved a clear transition plan should be identified to achieve this.</p> <p>At 2019/20 the Council was at 70% service charge recovery for implemented charges, it is recommended that the increase in service charges to take the HRA to full cost recovery should be stepped over the next 2 years (2020/21 and 2021/22). Based on this proposal, the revised charges for 2020/21 would be:</p> <table border="1" data-bbox="284 1279 1241 1525"> <thead> <tr> <th>Charge</th> <th>19/20 Charge</th> <th>20/21 Charge</th> <th>Increase</th> <th>Total income</th> </tr> </thead> <tbody> <tr> <td>Aerials</td> <td>£ 1.20</td> <td>£ 1.55</td> <td>£ 0.35</td> <td>£130,950</td> </tr> <tr> <td>Cleaning</td> <td>£ 3.77</td> <td>£ 4.60</td> <td>£ 0.83</td> <td>£174,018</td> </tr> <tr> <td>Laundry</td> <td>£ 0.72</td> <td>£ 0.79</td> <td>£ 0.07</td> <td>£29,424</td> </tr> <tr> <td>Window Cleaning</td> <td>£ 0.47</td> <td>£ 0.75</td> <td>£ 0.28</td> <td>£17,075</td> </tr> <tr> <td>Totals</td> <td>£ 6.16</td> <td>£ 7.69</td> <td>£ 1.53</td> <td>£351,466</td> </tr> </tbody> </table> <p>As the above table indicates, the maximum increase that any one property would receive in 2020/21 would be £1.53 per week, if they were subject to all four service charges.</p>	Charge	19/20 Charge	20/21 Charge	Increase	Total income	Aerials	£ 1.20	£ 1.55	£ 0.35	£130,950	Cleaning	£ 3.77	£ 4.60	£ 0.83	£174,018	Laundry	£ 0.72	£ 0.79	£ 0.07	£29,424	Window Cleaning	£ 0.47	£ 0.75	£ 0.28	£17,075	Totals	£ 6.16	£ 7.69	£ 1.53	£351,466
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1.06	<p>Capital Programme</p> <p>The total proposed capital programme for 2020/21 is £30.464m. Which includes the following:-</p> <p>£19.293m has been built into the WHQS and Asset investment programme for 2020/21. This includes provision for internal work streams, external enveloping works, environmental programmes, fire risks and Disability Discrimination Act (DDA) works, asbestos, off gas and energy efficiency works. Cabinet has approved the asset investment plan to achieve the</p>																														

WHQS by 2020 and the budget set will ensure that the council is still on track to meet its commitment to achieve the standard. The 2020/21 Capital Programme proposals are summarised in Appendix C.

In addition, £11.171m has been built into 2020/21 for Council housing Batches 3 & 4 building schemes, which will increase the housing stock by 177 properties:

Asset Investment Budget Breakdown	£m
Batch 3	0.524
Batch 4	10.647
Total	11.171

The long term business plan assumes that post WHQS the major repairs allowance (MRA) will be used to fund decarbonisation of the Council's Housing stock in line with Welsh Government Policy and that these are new and additional costs to the HRA capital programme.

The Business Plan also assumes a programme of stock regeneration works from 2021/22, onwards.

1.07 **Capital Funding**

The £30.464m capital programme will be funded by:-

WHQS & Asset Investment Funding	£m
Revenue Contribution (CERA)	12.653
Major Repairs Allowance	5.065
Energy Efficiency	0.275
Prudential Borrowing	1.300
Total	19.293

New Build Funding	£m
Prudential Borrowing	9.455
Capital Receipts	1.716
Total	11.171

1.07 **Reserves**

There is a requirement to hold a minimum level of reserves of 3% of expenditure. The 2019/20 Business Plan was based on a reserves level of 3%, however, as the level of financial risk in the HRA is rising due to increased borrowing levels for new build it is recommended that the HRA moves to 4% as a reserve level.

2.00	RESOURCE IMPLICATIONS
2.01	The HRA is a ring fenced budget. This HRA budget and Business Plan demonstrates that the council can achieve the WHQS by 2020, can meet service improvement plans and commitments and with prudential borrowing can continue its Council house building programme in 2020.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT	
3.01	All households will benefit from the Councils WHQS programme. The impact of the investment planning and efficiencies is being modelled for various customer groups to ensure that there is no disproportionate impact on any groups with protected characteristics.	
3.02	The Business Plan assumes a confirmation of Major Repairs Allowance (MRA) for 2020/21 and beyond, however, Welsh Government have indicated that the purpose of the funding will be reviewed in the future.	
3.03	The potential impact of BREXIT on interest rates and inflation has been mitigated by increasing the estimated assumptions included in the business plan.	
3.04	Ways of Working (Sustainable Development) Principles Impact	
	Long-term	Positive – There is a commitment to increase supply to provide the right types of homes in the right location.
	Prevention	Positive – It is our aim to provide support to ensure people live and remain in the right type of home.
	Integration	Positive - Achieving WHQS for all existing council houses and delivering new social housing will contribute to the integration within communities.
	Collaboration	Positive - To deliver in partnership with stakeholders to support positive impacts for all our tenants.
	Involvement	Positive - Communication with tenants, Members and other stakeholders.
	Well-being Goals Impact	
	Prosperous Wales	Positive – Existing social homes are WHQS compliant and meet the changing housing needs. Also Providing good quality new social homes.
	Resilient Wales	Positive – Developing low / zero carbon homes through modern methods of construction and technologies. Ensuring

		that all statutory compliance requirements are adhered to.
	Healthier Wales	Positive – Ensuring all existing homes and new homes are fit for purpose and meet the needs of all people.
	More equal Wales	Positive - Provide good quality homes for the most vulnerable people in society.
	Cohesive Wales	Positive – Contributing to attractive, viable and safe communities
	Vibrant Wales	Positive – Ensuring all communities housing needs are supported
	Globally responsible Wales	Positive – The HRA Business Plan will contribute to the improvement of the economic, social, environmental and cultural wellbeing of Wales.

4.00	CONSULTATIONS REQUIRED / CARRIED OUT
4.01	Detailed consultation has been undertaken with tenants and elected members to inform the preparation of the WHQS investment programme.
4.02	Full local consultation is carried out for each new build scheme.

5.00	APPENDICES
5.01	Appendix A – Summary HRA Rent Charges 2020/21.
5.02	Appendix B – Draft 30 Year HRA Financial Business Plan Summary.
5.03	Appendix C – Draft Capital Programme 2020/21.
5.04	Appendix D – Draft Pressures and Efficiencies 2020/21.
5.05	Appendix E – HRA Account Narrative

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None.

7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: Neal Cockerton, Chief Officer (Housing & Assets) Telephone: 01352 702500 E-mail: neal.cockerton@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
8.01	<p>Financial Year: the period of 12 months commencing on 1 April 2020</p> <p>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.</p> <p>Capital expenditure: money spent by the organisation on acquiring or maintaining fixed assets, such as land, buildings, and equipment.</p> <p>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.</p> <p>Treasury Management: the Council has adopted the Chartered Institute of Public Finance Accountants (CIPFA) Treasury Management in the Public Services: Code of Practice. Treasury Management is conducted in accordance with the Council's Treasury Management Policy and Strategy Statement and Treasury Management Practices which are both reviewed annually. All borrowing and long term financing is made in accordance with CIPFA's Prudential Code.</p> <p>Major Repairs Allowance: Welsh Government grant paid to local authorities in Wales who still manage and maintain their council housing.</p>

APPENDIX A

HRA Rents		No.		
Property Type	No. of Properties	Equal to / above Target Rent	Below Target Rent	
G1Bedsit	22	22	0	
G1bungalow	12	4	8	
G1Flat	160	156	4	
GNB1Apartment	6	6	0	
G1House	2	0	2	
G2Bungalow	3	1	2	
GNB2Bungalow	4	4	0	
G2Flat	307	290	17	
GNB2Apartment	8	7	1	
G2House	704	319	385	
GNB2House	68	57	11	
G2Maisonette	9	9	0	
G3Bungalow	4	3	1	
G3Flat	35	24	11	
G3Maisonette	1	1	0	
G3House	3,124	832	2,292	
GNB3House	28	23	5	
G4House	132	32	100	
G5House	4	2	2	
G6House	5	5	0	
M1Mini Group Bungalow	299	179	120	
M1Mini Group Flat	115	115	0	
M2Mini Group Bungalow	94	56	38	
M2Mini Group Flat	24	23	1	
M3Mini Group Bungalow	1	1	0	
S1Sheltered Bedsit	64	64	0	
S1Sheltered Bungalow	849	532	317	
S1Sheltered Flat	322	322	0	
S1Sheltered House	1	1	0	
S2Sheltered Bungalow	511	167	344	
S2Sheltered Flat	305	305	0	
S2Sheltered House	1	1	0	
S2Wardens Bungalow	3	3	0	
S2Wardens Flat	4	4	0	
S2Wardens House	1	0	1	
S3Sheltered Bungalow	2	1	1	
S3Wardens Bungalow	15	11	4	
S3Wardens Flat	1	1	0	
S3Wardens House	20	7	13	
S4Wardens Flat	1	1	0	
Total	7,271	3,591	3,680	49.4%

Note

G = General Need

S = Sheltered

SO = Shared Ownership

GNB = General Needs New Build

M = Mini Group (over 55s with no warden service)

The number equates to the number of bedrooms the property has for example a G3house is a general need 3 bed house.

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Flintshire County Council - HRA 30 Year Financial Business Plan Summary

Yr	Financial Year	Income			Expenditure						Net Operating Balance					Available Capital Funding								Capital Programme				Financial Year
		Net Rent Income	Other Income	Total Income	Estate Mgmt	Landlord Services	Repairs & Maint	Mgmt & Support	Debt Charges	Total Expenses	Net Operating Expenditure	Balance B/F	CERA	Balance C/F	4% of expenditure	CERA	MRA	Regeneration Works	New Build PB	WHQS PB	Capital Receipts	Energy Feed in Tariff	Total Capital Funding	Total Capital Works Programme	Total Sharp Programme	Total Regeneration Programme	Total Capital Programme	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
1	2020.21	(35,094)	(1,611)	(36,705)	1,882	1,434	8,907	2,638	9,030	23,890	(12,814)	(1,313)	12,653	(1,474)	(1,462)	12,653	5,065	0	9,455	1,300	1,716	275	30,464	19,293	11,171	0	30,464	2020.21
2	2021.22	(36,330)	(1,690)	(38,020)	1,916	1,463	10,138	2,690	9,338	25,546	(12,474)	(1,474)	11,786	(2,163)	(1,493)	11,786	5,065	0	1,945	0	0	275	19,070	15,784	1,945	1,342	19,070	2021.22
3	2022.23	(37,700)	(1,709)	(39,409)	1,954	1,493	10,524	2,744	9,411	26,125	(13,284)	(2,163)	12,298	(3,149)	(1,537)	12,298	5,065	671	7,623	0	0	275	25,931	16,109	7,623	2,200	25,931	2022.23
4	2023.24	(38,988)	(1,728)	(40,715)	1,993	1,522	10,781	2,798	9,758	26,852	(13,864)	(3,149)	13,979	(3,034)	(1,633)	13,979	5,065	1,100	7,775	0	0	275	28,194	16,419	7,775	4,000	28,194	2023.24
5	2024.25	(41,093)	(1,758)	(42,850)	2,032	1,552	11,043	2,854	10,145	27,626	(15,225)	(3,034)	13,217	(5,042)	(1,634)	13,217	5,065	2,000	7,931	0	0	275	28,488	16,557	7,931	4,000	28,488	2024.25
6	2025.26	(41,406)	(1,767)	(43,174)	2,072	1,583	11,262	2,910	10,572	28,399	(14,774)	(5,042)	13,524	(6,293)	(1,677)	13,524	5,065	2,000	8,089	0	0	275	28,953	16,864	8,089	4,000	28,953	2025.26
7	2026.27	(42,522)	(1,788)	(44,310)	2,128	1,626	11,564	2,988	11,000	29,306	(15,004)	(6,293)	13,831	(7,466)	(1,725)	13,831	5,065	2,000	8,251	0	0	275	29,422	17,171	8,251	4,000	29,422	2026.27
8	2027.28	(43,667)	(1,808)	(45,475)	2,185	1,669	11,875	3,068	11,430	30,227	(15,249)	(7,466)	14,137	(8,578)	(1,775)	14,137	5,065	2,000	8,416	0	0	275	29,893	17,477	8,416	4,000	29,893	2027.28
9	2028.29	(44,840)	(1,830)	(46,670)	2,243	1,714	12,192	3,151	11,861	31,161	(15,508)	(8,578)	14,444	(9,642)	(1,824)	14,444	5,065	2,000	8,584	0	0	275	30,369	17,784	8,584	4,000	30,369	2028.29
10	2029.30	(46,043)	(1,851)	(47,894)	2,303	1,760	12,518	3,235	12,295	32,111	(15,783)	(9,642)	14,751	(10,673)	(1,874)	14,751	5,065	2,000	8,756	0	0	275	30,847	18,091	8,756	4,000	30,847	2029.30
11	2030.31	(48,185)	(1,885)	(50,070)	2,365	1,807	12,852	3,321	12,731	33,076	(16,994)	(10,673)	15,058	(12,609)	(1,925)	15,058	5,065	2,000	8,931	0	0	275	31,329	18,398	8,931	4,000	31,329	2030.31
12	2031.32	(48,539)	(1,896)	(50,435)	2,428	1,855	13,194	3,409	13,169	34,056	(16,379)	(12,609)	15,559	(13,430)	(1,985)	15,559	5,065	2,000	9,110	0	0	275	32,009	18,899	9,110	4,000	32,009	2031.32
13	2032.33	(49,835)	(1,919)	(51,753)	2,492	1,904	13,545	3,500	13,610	35,052	(16,701)	(13,430)	15,869	(14,262)	(2,037)	15,869	5,065	2,000	9,292	0	0	275	32,501	19,209	9,292	4,000	32,501	2032.33
14	2033.34	(51,162)	(1,942)	(53,104)	2,558	1,955	13,905	3,593	14,054	36,065	(17,039)	(14,262)	12,179	(19,122)	(1,930)	12,179	5,065	2,000	9,478	0	0	275	28,997	19,519	9,478	0	28,997	2033.34
15	2034.35	(52,523)	(1,966)	(54,489)	2,626	2,007	14,273	3,688	14,458	37,052	(17,436)	(19,122)	14,285	(22,273)	(2,054)	14,285	5,065	0	9,667	0	0	275	29,293	19,625	9,667	0	29,293	2034.35
16	2035.36	(54,955)	(2,003)	(56,958)	2,696	2,060	14,651	3,786	14,783	37,975	(18,983)	(22,273)	14,592	(26,664)	(2,103)	14,592	5,065	0	9,861	0	0	275	29,793	19,932	9,861	0	29,793	2035.36
17	2036.37	(55,348)	(2,015)	(57,363)	2,767	2,114	15,038	3,886	15,113	38,918	(18,444)	(26,664)	14,899	(30,209)	(2,153)	14,899	5,065	0	10,058	0	0	275	30,297	20,239	10,058	0	30,297	2036.37
18	2037.38	(56,813)	(2,040)	(58,853)	2,840	2,170	15,435	3,988	15,450	39,883	(18,970)	(30,209)	15,206	(33,974)	(2,204)	15,206	5,065	0	10,259	0	0	275	30,805	20,546	10,259	0	30,805	2037.38
19	2038.39	(58,315)	(2,066)	(60,381)	2,915	2,227	15,842	4,094	15,792	40,869	(19,512)	(33,974)	15,513	(37,973)	(2,255)	15,513	5,065	0	10,464	0	0	275	31,317	20,853	10,464	0	31,317	2038.39
20	2039.40	(59,854)	(2,092)	(61,946)	2,991	2,286	16,258	4,201	16,141	41,877	(20,069)	(37,973)	15,819	(42,222)	(2,308)	15,819	5,065	0	10,674	0	0	275	31,833	21,159	10,674	0	31,833	2039.40
21	2040.41	(61,431)	(2,119)	(63,550)	3,070	2,346	16,685	4,312	16,496	42,908	(20,642)	(42,222)	16,126	(46,738)	(2,361)	16,126	5,065	0	10,887	0	0	275	32,353	21,466	10,887	0	32,353	2040.41
22	2041.42	(64,260)	(2,161)	(66,421)	3,151	2,407	17,123	4,425	16,857	43,963	(22,459)	(46,738)	16,659	(52,538)	(2,425)	16,659	5,065	0	11,105	0	0	275	33,104	21,999	11,105	0	33,104	2041.42
23	2042.43	(64,704)	(2,174)	(66,879)	3,233	2,470	17,572	4,541	17,225	45,041	(21,838)	(52,538)	16,969	(57,407)	(2,480)	16,969	5,065	0	11,327	0	0	275	33,636	22,309	11,327	0	33,636	2042.43
24	2043.44	(66,402)	(2,203)	(68,605)	3,318	2,535	18,031	4,659	17,600	46,143	(22,462)	(57,407)	17,279	(62,590)	(2,537)	17,279	5,065	0	11,554	0	0	275	34,172	22,619	11,554	0	34,172	2043.44
25	2044.45	(68,142)	(2,232)	(70,374)	3,404	2,601	18,502	4,781	17,982	47,270	(23,103)	(62,590)	17,354	(68,340)	(2,585)	17,354	5,065	0	11,785	0	0	275	34,478	22,694	11,785	0	34,478	2044.45
26	2045.46	(69,924)	(2,261)	(72,186)	3,493	2,669	18,985	4,906	18,371	48,423	(23,763)	(68,340)	17,660	(74,443)	(2,643)	17,660	5,065	0	12,020	0	0	275	35,021	23,000	12,020	0	35,021	2045.46
27	2046.47	(71,751)	(2,292)	(74,043)	3,584	2,738	19,479	5,033	18,767	49,601	(24,441)	(74,443)	17,967	(80,917)	(2,703)	17,967	5,065	0	12,261	0	0	275	35,568	23,307	12,261	0	35,568	2046.47
28	2047.48	(75,039)	(2,145)	(77,184)	3,677	2,810	19,986	5,164	19,170	50,807	(26,377)	(80,917)	18,274	(89,020)	(2,763)	18,274	5,065	0	12,506	0	0	275	36,120	23,614	12,506	0	36,120	2047.48
29	2048.49	(75,541)	(2,160)	(77,701)	3,773	2,883	20,505	5,298	19,580	52,039	(25,662)	(89,020)	18,581	(96,101)	(2,825)	18,581	5,065	0	12,756	0	0	275	36,677	23,921	12,756	0	36,677	2048.49
30	2049.50	(77,506)	(2,192)	(79,698)	3,871	2,957	21,036	5,436	19,999	53,299	(26,399)	(96,101)	18,888	(103,612)	(2,887)	18,888	5,065	0	13,011	0	0	275	37,239	24,228	13,011	0	37,239	2049.50

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HRA Capital Programme 2020/21

HRA Capital Programme	
WHQS	£'m
CATCH UP REPAIRS / MAJOR WORKS	
Urgent Capital Works	0.432
IMPROVEMENTS / COMMUNAL WORKS	
Fire Risk Assessments Work	0.530
General DDA Work	0.053
IMPROVEMENTS / ACCELERATED WORKS	
Asbestos Survey and Removal (Ongoing Programme)	0.636
Off Gas Programme	-
Welfare Reform / Adaptations	0.106
PROGRAMMED WORK STREAMS	
Internal Works	1.140
Envelope Works	9.656
External Works, Paths, Fences	0.504
Environmental Works - General	2.016
Capitalised Salaries	0.985
WHQS Acceptable Fails	1.061
Empty Properties	0.796
Total WHQS	17.914
Non WHQS	
Disabled Facility Grants (DFG) - Mandatory/ Minor Adaps	1.104
Energy Efficiency	0.275
Total Non - WHQS	1.379
SHARP Programme	
Batch 3 Commitments	0.524
Batch 4 Estimates	10.647
Total SHARP Programme	11.171
Total Capital Spend	30.464

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HRA Business Planning - Appendix D

Efficiencies/Use of one off funding

No	Section	Description	Recurring/ Non-recurring	2020/21 £m	Narrative
1	Estate Management/Repairs & Maintenance	Impact of Restructure	Recurring	(0.018)	Based on current proposals.
2	Estate Management	Reduction in bad debt provision	One-off	(0.037)	Reduce BDP % to 2.15% due to the introduction of software.
3	Landlord Services	Garden/Hedge Cutting	Recurring	(0.098)	New contractor, lower prices.
4	Management & Support	SLA Contributions	Recurring	(0.038)	Business Support/Contact Centre. Reduce contribution. £0.038m efficiency based on proposed contribution of £0.100m p.a. for Contact Centre.
5	Management & Support	Reduction of Health & Safety Officer	Recurring	(0.062)	Vacant post.
6	Management & Support	Finance SLA	Recurring	(0.044)	Reduction due to finance restructure.
7	Management & Support	Housemark	Recurring	(0.009)	Cancellation of subscription to Housemark.
		Total revisions to HRA Funding		(0.306)	

Cost Pressures

No	Section	Description	Recurring/ Non-recurring	2020/21 £m	Narrative
1	Other Income	Reduction in water commission	Recurring	0.060	Reduction in commission received for collecting Water rates.
2	Other Income	Stepped Service Charge Increase	One-off	0.072	Full cost recovery increase stepped over 2 years
3	Garage Rent	Garages demolished in 18/19	Recurring	0.028	74 Garages demolished since last year's plan
4	Estate Management	Income team restructure	Recurring	0.035	Additional Income Officer.
5	Estate Management	Tenancy Enforcement	Recurring	0.030	CCTV, target hardening and enforcement action
6	Landlord Services	Servicing Contracts review	Recurring	0.113	Additional costs of contracts.
7	Repairs and Maintenance	Insurance	Recurring	0.050	Repairs and legal costs.
8	Repairs and Maintenance	Apprentice Budgets	Recurring	0.066	6 budgeted for however pressure figure calculated based on 9 trainees on a rolling basis.
9	Salaries	Ongoing impact of pay award	Recurring	0.212	Second year impact of pay award.
		Total revisions to HRA Expenditure		0.666	

		Net Revenue Pressure 2020/21		0.360	
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**FLINTSHIRE
HOUSING REVENUE ACCOUNT:
ANNUAL BUSINESS PLAN AND
30 YEAR FINANCIAL FORECASTS
2020- 2021**

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1 FOREWORD

We are pleased to present our latest Annual Business Plan for 2020/21 and 30 year financial forecasts for the Housing Revenue Account. The plan includes our key priorities for the forthcoming year as well as progress against our action plan to date. We believe we are making good progress to deliver an efficient and effective service to our tenants. We are looking to undertake a Customer Survey this year so we can better understand where we need to focus our resources to deliver the excellent service our tenants expect.

The Council continues to value the principle that a good quality home is at the heart of individual and community well-being and is committed to enabling the provision of appropriate and affordable homes, particularly for those in the greatest need.

Some of our successes to date include the delivery of 114 new Council homes through our Strategic Housing and Regeneration Programme (SHARP). The whole SHARP new build scheme aims to deliver 500 new social and affordable homes by 2020/21 whilst providing new jobs and training opportunities for local people, as well as much needed new homes.

In addition, we have exceeded our delivery targets for the Welsh Housing Quality Standards (WHQS), improving our stock and providing quality homes for our residents, through the installation of new kitchens, bathrooms and roofs, and improving the local environment. We are on schedule to complete the WHQS programme by 2020.

This annual business plan sets out our ambition and priorities for the forthcoming year and provides the basis for the lifetime of the plan including: growing the housing stock by a minimum 1,500 over the lifetime of the plan; maintaining, sustaining and building on the improvements delivered through WHQS investment; and to be in the top quartile for performance and quality of service delivery in Wales.

Cllr Dave Hughes
Cabinet Member for Housing

Neal Cockerton
Chief Officer for Housing and Assets

2 EXECUTIVE SUMMARY

This Annual Business Plan sets out Flintshire County Council's annual review and 30 year financial plan for the Housing Revenue Account (HRA). The narrative provides an overview of the current position, outlining our achievements, as well as setting out an action plan to deliver continuous improvements in our services. The business plan also sets out a financial forecast for the next 30 years.

The Flintshire HRA housing service aims to: *Ensure its residents have access to appropriate and affordable homes, through ensuring the supply of affordable and quality council housing of all types.*

The HRA service currently manages a portfolio of 7,271 properties (end of December 2019).

A priority is to continue to grow our housing stock by a minimum of 1,500 additional homes over the lifetime of the plan. This will be achieved through new build and strategic acquisitions, and is intended to meet the emerging and changing needs of Flintshire's population and the challenges we face through increased numbers of people on the housing register and a shrinking private sector rental market. The scale, type and tenure of housing delivery will be led and informed by the intelligence of demand and the profile of those on the housing register, Single Access Route to Housing (SARTH), as well as importantly through the County's new Housing Strategy and Action Plan (2019-2024), which identifies the current and emerging housing needs. We are continuing with the strategic acquisition programme, where we have purchased five previous right to buy properties to meet a specific need, and our new build programme has delivered a further 114 new build properties through SHARP to date.

A further priority has been to maintain, sustain and build on the improvements delivered through the WHQS programme, particularly to improve the energy efficiency of our homes. We aim to continue to improve our asset base, while developing an understanding of what measures can be implemented to ensure our current assets achieve a high energy rating whilst remaining comfortable for our tenants. We must also ensure the high standard of our asset base is maintained. As part of this process we intend to conduct an up to date housing stock survey to provide a clearer, more comprehensive understanding of our housing stock to enable us to prioritise activity.

The service is committed to the continuous improvement of its overall performance, particularly in relation to service delivery, and while this business plan identifies some significant performance improvements, the longer term objective and priority is to be in the top quartile for performance and quality of service delivery in Wales. To achieve this we recognise the need to ensure that intelligence is being gathered in a way which can be effectively and efficiently interrogated and analysed to inform methods of delivery, robust reporting and benchmarking. Following the implementation of the Mobyssoft software, further analysis of rent arrears will be carried out to identify trends and support tenants in reducing rent arrears. We have made developments in the responsive repairs service and have improved this area with the implementation of technical devices which assist the department to provide an effective and efficient service to tenants to ensure value for money and further efficiencies are achieved.

Our Housing and Neighbourhood Management Teams work on dedicated 'patch' areas, delivering improved customer service across Flintshire; and we have been working in partnership with other teams in the Council to provide support for our tenants who are facing financial issues and who are, as a result, in arrears with their rent. This proactive approach has provided early support, assisting tenants in resolving their financial issues and where possible preventing them from losing their home. Our priority is to develop a better understanding of our tenants needs and we are looking to undertake a customer survey, the results of which, will focus on and inform our priorities for future years.

Other strategic priorities for our services in 2020/21 include further work on understanding our stock and analysis of its best use, this will include:

- an update of the Sheltered Housing Review to include more analysis of sites;
- the development of a new voids policy; and
- adopt a collaborative approach to plan for the increase in demand for adaptations in properties to allow tenants to remain in their home longer.

Summary of achievements



We have built over 114 new Council homes upto December 2019



We are building a further 35 new Council homes this year



We have supported a total of 56 apprenticeships through WHQS and SHARP



We have let 568 Flintshire Council homes



Flintshire Council manages 7,271 properties



We continue to achieve 96% customer satisfaction for the WHQS programme



7,000 WHQS compliant kitchens delivered



7,000 WHQS compliant bathrooms delivered



5,500 WHQS compliant roofs and associated components delivered



All urgent repairs were responded to within 4 days of being reported



We continue to achieve an average of 99.92% gas maintenance

Flintshire County Council's housing service sits within the wider context of the Council Plan and the Well-being and Future Generations Act.

3.1 The Council Plan (2017 – 2023) Strategic Priorities

Flintshire County Council has identified housing as a key strategic priority as set out in the Council Plan for 2017 - 2023, ensuring its residents have access to:

- Appropriate and affordable homes, through ensuring the supply of affordable and quality council housing of all tenures; and
- Modern, efficient and adapted homes, through ensuring the supply of affordable and quality housing of all tenures.

The Council's aim is to:

- Prevent homelessness
- Meet the diverse housing and accommodation needs of the local population
- Develop more opportunities for people to access affordable rent and low cost home ownership
- Build the maximum number of Council houses possible as part of the housing supply solution
- Meet the Welsh Government target for all social housing to be brought up to the Welsh Housing Quality Standard (WHQS).

In order to achieve the aims and priorities:

- We need to be able to access grant funding to support new build affordable and social housing;
- There needs to be sufficient resources to fulfil the duties of the Wales Housing Act;
- Revised capital limits on borrowing for councils to build new houses;
- Maintaining of the funding of Major Repairs Allowance (MRA) so that the Council can meet the WHQS by 2020; and
- Maintaining a rent policy which allows the Council to achieve WHQS by 2020.

3.2 The Well-being of Future Generations (Wales) Act 2015

The seven goals set out in the Well-being for Future Generations Act (Wales) 2015 has informed the development of the Housing strategy, by ensuring that we consider how we work better with people, communities and other organisations, as well as looking at how we prevent problems and take a more joined-up approach in delivery of the strategy.

A prosperous Wales - An innovative, productive and low carbon society which recognizes the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.

A resilient Wales - A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).

A healthier Wales - A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.

A more equal Wales - A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).

A Wales of cohesive communities - Attractive, viable, safe and well-connected communities.

A Wales of vibrant culture and thriving Welsh language - A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.

A globally responsible Wales - A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.

3.3 Welfare Reform

Welfare reform has meant that Universal Credit (UC) has been rolled out in Flintshire, resulting in a cap on income from benefit which families and individuals can receive; ending housing benefit and direct payment to landlords; and limiting the amount of housing benefit for working age tenants.

A significant risk to the Business Plan is the collection of rent income as the tenant's income reduces or when they are expected to take ownership and manage budgets directly. Following the roll out of Universal Credit, the Council's Housing Service has experienced an increase in rent arrears, partly due to delays in the initial UC payments to tenants.

3.4 Housing Strategy

The Flintshire Housing Strategy and Action Plan 2019-2024 has been developed and identifies three priorities:

- Priority 1: Increase supply to provide the right type of homes in the right location:
- Priority 2: Provide support to ensure people live and remain in the right type of home;
- Priority 3: Improve the quality and sustainability of our homes.

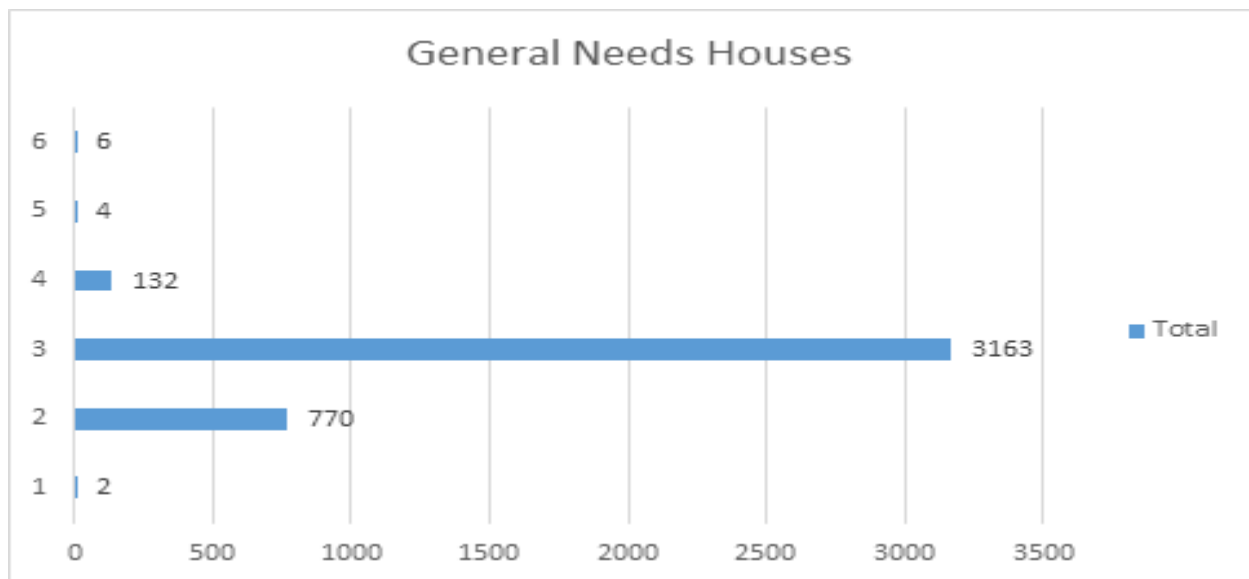
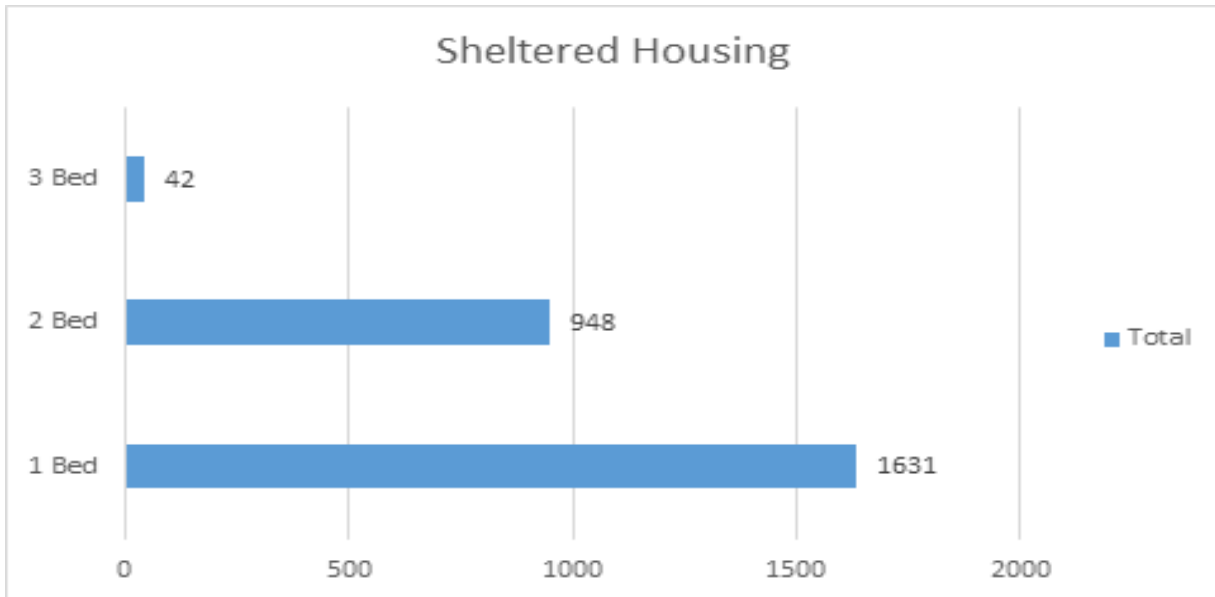
3.5 Housing need and supply

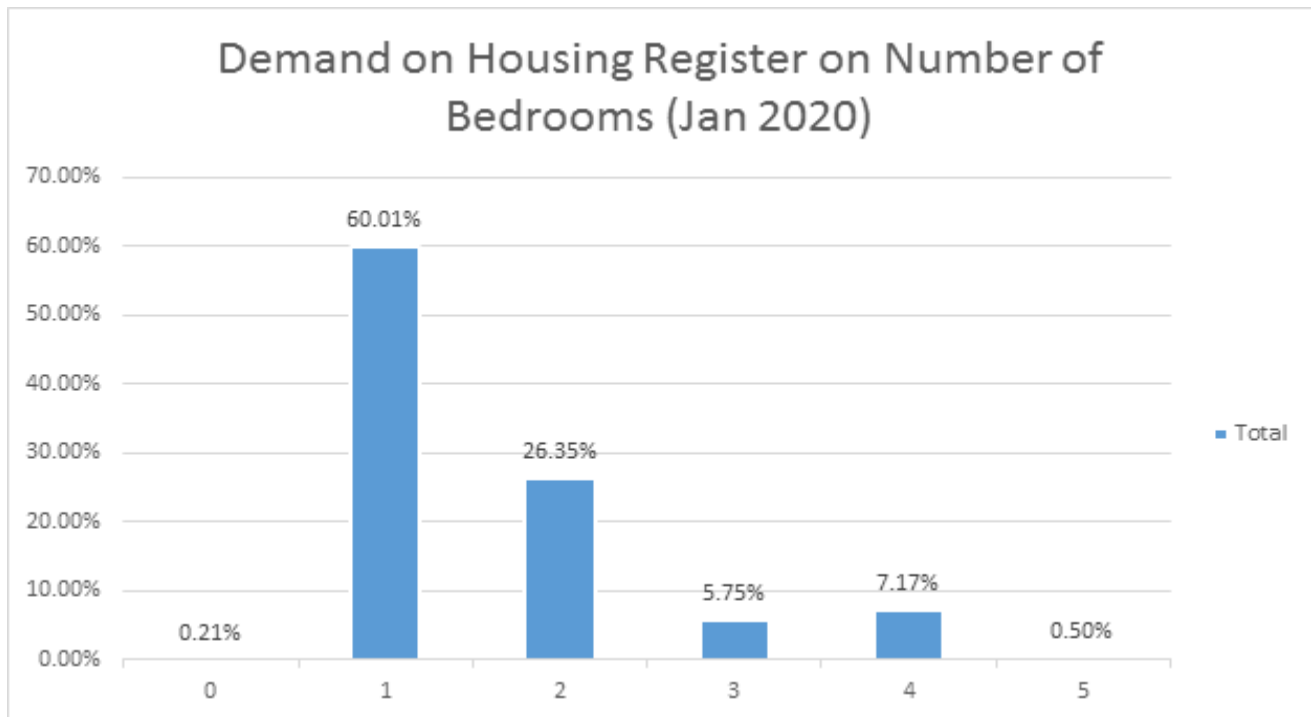
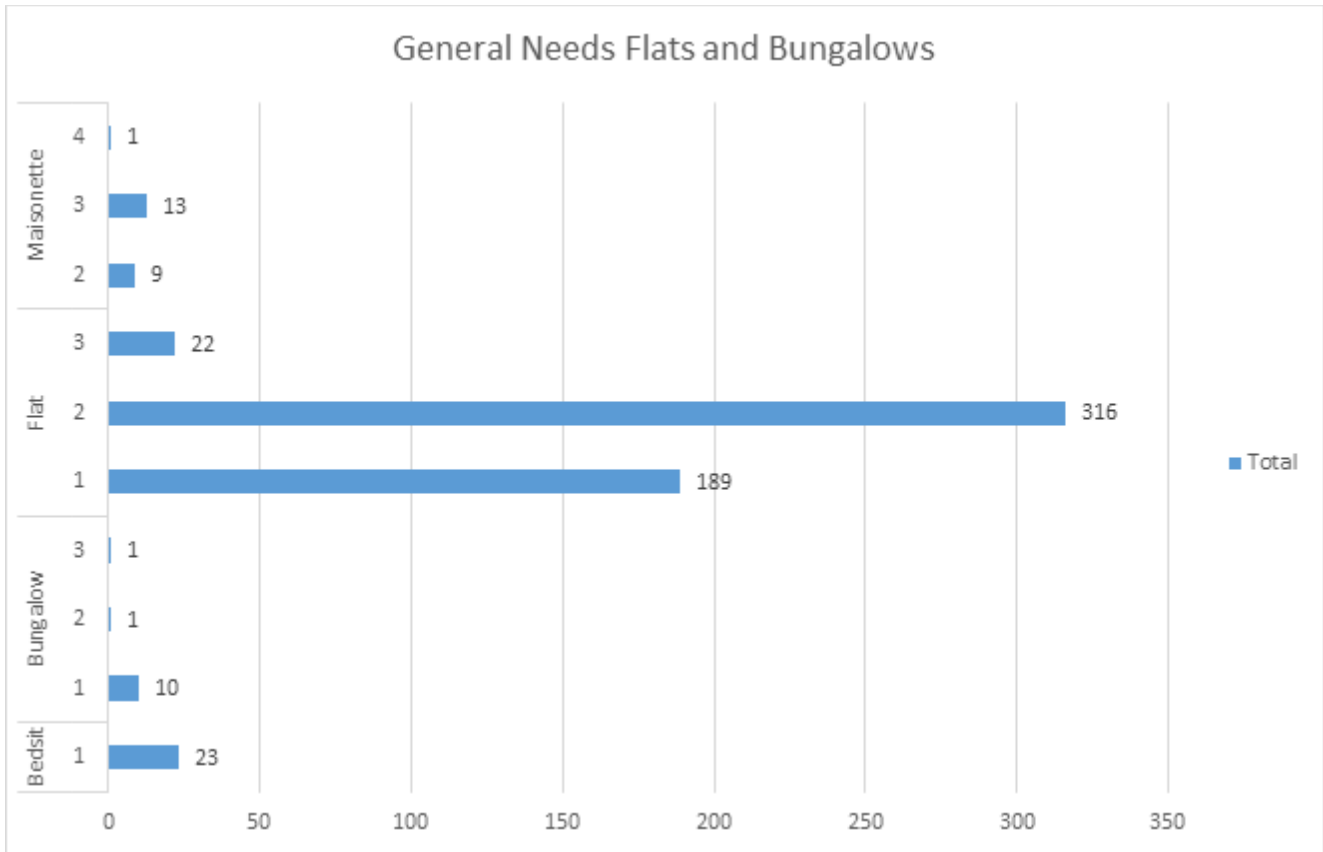
The demand for housing comes from all areas of our society including the under 35s; the 'squeezed middle' who can't afford to buy but are not eligible for social rented properties; and also the over 65's. Changing demographics, economic growth and changes in Government policies, such as Welfare Reform, all have an impact on Flintshire and its housing market.

The design and location of some Council properties has resulted in low demand which, from a financial perspective, incurs costs for the council through rent loss. However, the demand for social housing exceeds the available supply, reducing risk to the HRA of not being able to allocate their properties. However, the issue is availability of the right type of social housing to meet the needs of those on the housing waiting list, in particular single households.

Critically, going forward, up to date and accurate intelligence will help to inform how the supply can meet the demand and reduce the financial risk of rent loss. Initial analysis of the current waiting list shows significant demand for smaller one bed accommodation to meet the housing requirements of single people and couples.

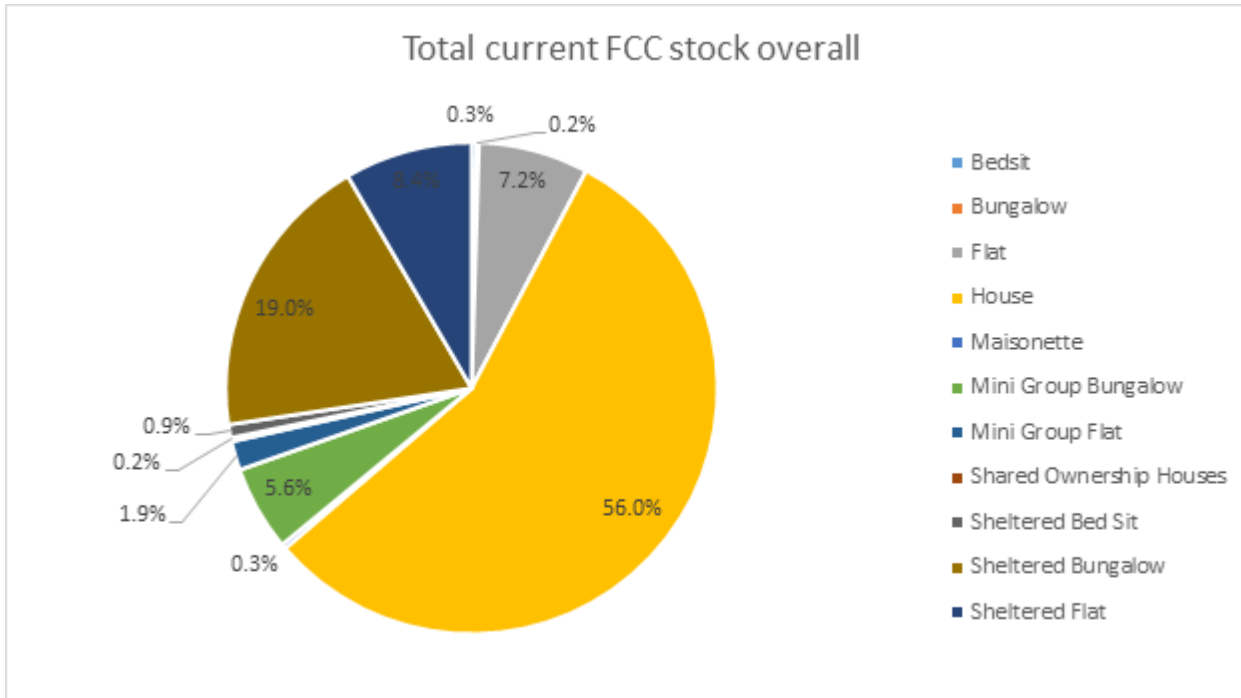
Breakdown of Flintshire County Council HRA Housing Stock (January 2020)





As at January 2020 there are 1,408 households registered on the Single Access Register to Housing (SARTH), which is a reduction in demand compared to 2019/20 of approximately 100.

The Council is aware that the current stock will not meet the demands of smaller one bedroom households, so building our understanding of the short to medium term demand for general needs, the Council is taking a strategic approach to meeting this demand through a combination of new build; strategic acquisitions; and realigning existing stock.



4.1 Strategic priorities

Older persons –sheltered accommodation

Over a year ago a desk based analysis was carried out on the council's sheltered housing stock. This included pulling together information on void loss, demand, property size and location. An in-depth Officer review was undertaken in 2019, the scope of which included:

Stage 1: A scheme by scheme review to ascertain:

- Analysis of property types and current use;
- Void rates - developing detailed understanding of reasons for turnover;
- Developing a series of options for individual schemes with the aim of reducing void rates and ensuring best use of stock;
- Produce recommendations for the Council to adopt on a scheme by scheme basis.

Stage 2: Assess best use of the stock where there are issues identified in stage 1:

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

Underpinning both stages of the review, we will need to ensure we are being efficient in the use of our stock, and that it provides a series of recommendations for Cabinet to consider within the context of best use of the stock and its changing demand profiles.

Condition of stock

We aim to continue to improve our asset base, while developing an understanding of the issues of our existing range of improvement offers and installation or component lifecycles. As part of this process we intend to refresh our housing stock survey to provide a clearer, more comprehensive understanding of our housing stock so as to enable us to prioritise activity in a more targeted way. This will be a priority for 2020/21 as this will assist in informing the delivery of the ongoing cyclical maintenance programmes.

Customer Involvement

Previously the HRA developed a Customer Involvement Strategy and Action Plan to underpin the delivery of the Housing Service to ensure full customer involvement in all that it delivers, as such:

The aim of the strategy and action plan (2018-2021) is to support the involvement of our customers in the development of effective, efficient and quality housing services.

The strategy sets out our commitment to involve our customers in a meaningful and effective way identifying its key aims as:

- Ensure that customers are provided with a range of involvement opportunities.

- Provide customers with training and development opportunities to support their involvement.
- Ensure that customer involvement is considered a mainstream feature in all our service delivery activities.
- Encourage mutual trust, respect and partnership between customers and Flintshire County Council's Housing Service to ensure we have effective customer feedback.
- Work in partnership with other agencies and organisations to improve the communities in which our customers live, work and play.

To underpin these aims we are focusing on engaging and supporting (through training and information) our tenants by;

- Providing more opportunities for tenants to engage, particularly through the development of local arrangements.
- Helping tenants to resolve issues that affect them and help us ensure that we retain high levels of satisfaction in the quality of our services we deliver.
- Improving and extending the range of communication options to ensure our tenants are informed, engaged and have the opportunity to challenge.
- Developing training programmes which encourage participation and involvement in the development of resilient communities.

The action plan will be reviewed on a quarterly basis which will act as a challenge back to ask if we have achieved what we said we would do and to gauge what impact these actions are having on the delivery of services to our tenants.

Customer satisfaction

The overall service performance identifies areas of positive service delivery as well as areas for improvement, including capturing customer feedback, compliments and complaints, particularly in relation to the allocation and move in element of the service. Progress has been made on implementing the following actions but work will continue this year.

- Sourcing an independent company to undertake follow-up satisfaction surveys based on service delivered through regular surveys;
- Joining up the IT and delivering a digital solution using apps to capture feedback – this may require some up front work with tenants to ensure they use the service but it aligns with the Council's digitalisation strategy going forward;
- Reviewing resource management and ensuring ***we get it right first time***;
- Undertake the Survey of Tenants and Residents (STAR survey) to benchmark customer satisfaction; and,
- Use APSE to benchmark our performance and customer satisfaction.

Stores

The service has secured a contract with Travis Perkins to provide stock through bulk supply and has been closely monitored this year. The contract enables the HRA to ensure best value for the top 500 stock items through a transparent process where the HRA can benchmark and challenge prices through reviewing the high spend and high volume products and test the market when needed.

Fleet Monitoring

A corporate contract to supply fleet has been secured through GoPlant. This service is intended to achieve targeted efficiencies, including savings on mileage and fuel. Vehicles are tracked and reports produced for Team Leaders on mileage, fuel consumption and driving behaviours. This provides a

'demand plan' for the usage of the vehicles and enables the team leaders to manage the impact of the costs of the fleet.

4.2 New build programme (SHARP)

The following table provides an overview of the delivery of new Council homes to date in Flintshire.

Site	Property type	Number of units
Custom House, Connah's Quay	2 Bed House	8
	3 Bed House	4
Total units delivered 2016/17		12
The Walks, Flint	1Bed Apartment	4
	2 Bed Apartment	2
	2 Bed House	18
	3 Bed House	6
Redhall, Connah's Quay	2 Bed House	5
Maes y Meillion and Heol Y Goron, Leeswood	2 Bed apartments	4
	2 Bed bungalows	4
	2 Bed House	2
	3 Bed House	3
Ysgol Delyn, Mold	2 Bed House	10
	3 Bed House	6
Total units delivered 2017/18		64
Melrose, Shotton	1 Bed Apartment	2
	2 Bed Apartment	2
	2 Bed House	5
The Dairy, Connah's Quay	2 Bed House	3
	3 Bed House	3
Total units delivered 2018/19		15
Llys Dewi, Penyffordd	2 Bed House	16
	3 Bed House	7
Total units delivered 2019/20		23
Total units delivered under SHARP		114

The schemes below are on course to be completed before the end of the 2019/20 financial year:

Site	Property type	Number of units
St Andrews, Garden City (modular build) (Anticipated to be completed by end of March 2020)	1 Bed Apartment	5
	2 Bed Apartment	7
Dobshill (Anticipated to be completed by end of March 2020)	1 Bed Apartment	4
	2 Bed Apartment	4
	3 Bed House	4
	4 Bed House	1
	2 Bed Bungalow	2
Total units due to complete in 2019/20		27

A further four properties in Sychdyn will be transferred into the HRA stock by the end of March 2020. This will be at nil cost to the Council.

The following schemes at Nant y Gro and Maes Gwern have been approved by Cabinet and work will continue during 2020/21.

Site	Number of units
Nant y Gro, Gronant	37
Maes Gwern, Mold	8
Total	45

The Council is currently in the process of undertaking detailed site feasibility works on a number of additional sites for inclusion in the next tranche for development. These sites will be presented for Council approval during 2020/21.

4.3 Capital Programme - WHQS

The HRA has a six year rolling programme of works, which commenced in 2015/16, and is let to selected contractors. The work is arranged geographically, each district receiving a programme of work every year. The Council resources assigned to delivering WHQS are approximately 30 members of staff within the Capital Works Team, and other team members have been identified to help facilitate delivery, such as System Auditors, Tenant Liaison Officers, Surveyors, Inspectors and Modern Apprentices.

The programme internals includes kitchens, bathrooms and central heating, while the envelope works includes roofing, windows and doors. The following are the compliance guidance on installation:

- Electrical installations brought up to WHQS standards when renewed at the end of their economic life.
- Timber fascia's renewed with uPVC at the end of their economic life, unless forming part of wider project such as whole house approach.

- Timber doors renewed with uPVC at the end of their economic life, unless forming part of wider project such as whole house approach.
- Timber windows renewed with uPVC at the end of their economic life, unless forming part of wider project such as whole house approach.
- Kitchens that are over 15 years old and in poor condition are renewed as part of this approach. When renewed, kitchens will be upgraded to meet all requirements of the WHQS.
- Bathrooms without showers are upgraded when the current bathroom reaches the end of its economic life; or as part of a Capital Works Internal project; or 'Major Void' works.

More broadly, Flintshire County Council has been successful with a bid for energy efficiency funding for delivery in future years and has been awarded £2.7 million from the Affordable Warmth Solutions (National Grid) Warm Homes Fund to install central heating systems and energy efficiency measures in up to 500 properties across Flintshire and to provide broader energy and health assistance across North Wales.

Table A: Performance targets WHQS

	Year	Internal work Target	Envelope Target
1	2015/16	1,457	317
2	2016/17	1,398	209
3	2017/18	1,488	658
4	2018/19	389	860
5	2019/20	500	1,187
6	2020/21	500	969

So that we could successfully deliver Year 5 of the Capital Works Programme, we have completed the process of comparing various framework providers to ascertain which would be best suited for the individual work streams. We reviewed each of the Framework Provider's:

- costs;
- the sub-contractors on their lists; and
- references for past projects.

From this exercise we will now be able to tender and procure the best suited contractors to assist us to deliver this element of the WHQS Capital Programme with the aim of delivering efficiencies against costs and resource requirements.

Customer satisfaction

WHQS are currently achieving an average of 96% customer satisfaction. Each contractor is scored from 10 questions, which maps the tenant's journey through the upgrade works and scores key elements which allows us to identify any weaknesses or risks and to action accordingly. The tenant satisfaction survey is completed by the Council's Tenant Liaison Officers in a face-to-face informal interview, asking for honest feedback that can help the team and service to improve. Some tenants prefer to complete the survey in their own time and can return it via Free Post or can have it collected. This important part of the process enables the team to gather key performance data that is used to correctly measure the contractors' customer focus onsite.

Asset Compliance

(i) Fire Safety

The HRA own and manage three purpose-built high rise blocks, designated as sheltered housing with stay put/ stay safe policy in the event of a fire. The three high rise blocks have been refurbished externally and we are proceeding with the internal works following our Fire Risk Assessment (FRA) plans. The

external envelope was insulated with a Thermoshell Rock System which is a rock mineral wool slab, which is classed as an inert material. This was directly fixed to the substrate and as a result no BRE testing was required. The windows and roof covering were also renewed.

The three high rise blocks have also benefited from a retro-fit Sprinkler System to all flats, plant rooms and common areas with the exception of the single stair case. We have completed a number of Fire Risk Assessments to the high rise blocks and are in the process of continuing to apply the same method to all of our low and mid-rise blocks.

(ii) Asbestos

We maintain compliance under the duty to manage Asbestos Regulations. We have reviewed our approach to information management and have implemented a new system with regards to surveying 100% of properties before any works commence to a Flintshire Standard Scope.

(iii) Legionella

The HRA have completed a number of Legionella Assessments with the process continuing until all risks have been captured across the housing stock. We have developed a monitoring regime in line with current regulations and from this all actions that are identified are programmed and addressed within stipulated time frames.

(iv) Radon

The HRA have recently developed a draft proposal that will identify risk associated to radon and will develop an action plan of remedial work to reduce the risks to an acceptable level.

4.4 Housing and Neighbourhood Management

The service provides a strategic and important link to addressing tenants' vulnerability through a proactive approach with other internal teams such as the Income Team and Supporting People; as well as with key partners including Housing Associations. This ensures a joined up approach with maximum impact, whilst delivering an effective approach efficiently. As part of the approach to addressing vulnerability, the Council has produced a policy to focus the approach with the following objectives:

- To identify tenants who require support in the management of their tenancy.
- To encourage and promote partnerships and multi-agency working with both internal and external agencies in assessing and meeting the support needs of tenants.
- To enable tenants to reduce instances of breached tenancies and subsequent court actions.
- To provide practical assistance and financial advice to tenants who need this service.
- To attempt to prevent tenancy failure and resulting homelessness.

By having an approach that recognises the needs of vulnerable people and provides the necessary levels of support this will enable tenants to be more able to meet their tenancy obligations. As a result, tenancies will be more sustainable and the instances of anti-social behaviour will be reduced. All tenancies are managed and operated within the framework of the Council's Tenancy Management Policy.

Service delivery

The service is delivered through the following teams: Neighbourhood team; New Customer team; Community Safety team; and Customer Engagement team, the roles are set out below. The teams are each broken down into six 'patch areas' and local action plans are in place for every patch.

(i) Neighbourhood Team

There are seven Neighbourhood Housing Officers that cover the six patch areas:

- Buckley
- Connahs Quay and Shotton
- Deeside and Saltney
- Flint
- Holywell
- Mold

Each Officer is designated to one of the six patch areas, with the seventh Neighbourhood Officer being used to provide additional floating support in areas that require intensive management intervention and support. They also provide flexibility and cover to help build the resilience of the team.

The designated neighbourhood areas are an increase from the previous Neighbourhood Officers patch size, however, this is a reflection of the change in the functions and the creation of a new customer team who will be responsible for the allocations and lettings. The role of the Neighbourhood Officer is more focused on providing a visible and accessible tenancy and estate management service. This includes dealing with low level anti-social behaviour cases with the tenancy enforcement team taking responsibility for high level and complex ASB cases.

Neighbourhood Officers are expected to work in an agile and flexible way providing a responsive and mobile service, which is visible and accessible to customers. This will include regular estate walkabouts, identifying resident's needs and wider community issues. Neighbourhood Officers will then use this customer insight and data to tailor services and develop effective neighbourhood plans to target resources and drive forward improvements.

The Caretaker/ Janitor role has been reviewed creating a handyperson service. This role will be used to support some of the Council more vulnerable customers, helping them to maintain their tenancy. The handyperson's service will also help support local community initiatives and projects helping to maintain clean, green and safe neighbourhoods.

(ii) New Customer Team

There are six New Customer Housing Officers within the team who are designated to one of the new patch areas and they will also be responsible for covering each other's areas.

The new customer team are responsible for ensuring the effective and efficient allocation for the letting of void properties and ensuring that pre-tenancy assessments are carried out and support identified to help minimise tenancy failures. They work closely with Housing Solutions and the Voids team to ensure a seamless delivery of the service working to ensure that empty properties are re-let in the most efficient and effective way. This includes adopting innovative and dynamic approaches to marketing and allocating vacant homes. The new customers team also lead on marketing the Council 'available to let' homes on the website.

(iii) Tenancy Enforcement Team

The three Community Housing Officers are each designated to two of the six patch areas and are responsible for dealing with high level and complex anti-social behaviour cases including any legal action. They are responsible for overseeing the management of cases and assisting with performance reporting. As well as being responsible for using a wide range of tools to prevent and tackle tenancy breaches including adopting a multiagency approach. The team are the lead contacts for Community Safety Partnership Meetings.

(iv) Customer Engagement

To lead on developing and delivering a comprehensive engagement programme and activities aimed at tenants and leaseholder, ensuring the events are delivered to a high standard, well attended, on time and within budget.

To maximise opportunities for resident involvement and influence and develop a range of activities, projects and initiatives to enable customers to engage with the Council's Housing service in order to influence policy decisions and service delivery at a local level.

4.5 Repairs and Maintenance

The service delivers all responsive repairs and maintenance, voids and adaptations with a team of 110 operatives, across the HRA stock. The service provided includes:

- Gas servicing;
- Electrical checks in line with legislative requirements;
- Cyclical maintenance including monthly lighting checks and fire alarm testing;
- Emergency 24 hours call out service;

The priorities for the service are:

- to improve the efficiency of the service through improved resource management;
- to support other areas of the service to become more efficient (i.e. void turn arounds); and
- to become more effective through new ways of working.

Service delivery

The service works within a Value for Money (VFM) framework, embedding the principles of economy, effectiveness and efficiency, whilst maintaining a good quality of service. Contractor spend is monitored closely on a monthly basis resulting in reduced costs and contractor spend being used for specialist or major works only.

There have been a number of improvements across a range of areas of the service including:

- Reducing the void time and speeding up the turn around, resulting in reduced rent loss for the service. This is achieved through operatives reporting any issues prior to the property becoming empty and completing any external work once the tenants have moved in.
- Successful delivery of the in-house gas service team, which is subject to audit checks and Gas Safe inspections in line with compliance.
- Implementation of legislative changes such as the new regulations for electrical installations and checks, BS 761 18th Edition and installation of carbon monoxide monitors, with the aim of positively managing any potential impact on the service.

Performance and standards

The headline response times for repairs are being exceeded as set out below.

Repair	Target	Performance achieved
Emergency	24 hours	2 hours
Urgent	7 days	4 days
Routine	28 days	14 days

4.6 Voids delivery

(i) Void inspections

The voids inspection service was reviewed to refocus the resource utilisation and the time it took for the inspection, ensuring a quicker inspection turn around. Subsequently, two skilled / trades employees were

appointed to solely undertake the void inspections, significantly improving the performance of the service. This was a previous paper based system which has been recently replaced with hand held devices.

(ii) Void clearance

The HRA has now sub-contracted clearance to a social enterprise 'Flintshire Refurbs', who employ two of the Council's tenants, providing employability skills and basic skills training whilst assisting them into further employment at the end of the contract.

(iii) Major and minor works

All of the minor works and some of the major is completed by the in-house team, including bathrooms and kitchens, where this is deemed to be efficient. A percentage of major works is currently subcontracted to local contractors.

4.7 Aids and Adaptations

The service has developed an Aids and Adaptations Policy which is a cross service policy and aims to align delivery across the Council. The purpose of the policy is to:

'support council tenants to be supported to obtain the best solutions for themselves and their carers as quickly as possible ensuring a fair and timely system for all. This may involve carrying out adaptations or being supported to look at alternative solutions to meet people's needs'.

The HRA will consider and adapt to the principles of the:

- Housing and Regeneration Act 1996
- Human Rights Act 1998
- Equality Act 2010
- Social Services and Wellbeing Act (Wales) 2014
- Enable adaptations scheme 2016

whilst meeting its financial and overarching duties to all its citizens.

The HRA has a dedicated annual budget for aids and adaptations of £1.030m, which funds minor adaptations up to £1,000 and major adaptations up to £36,000 as per Welsh Government guidelines. The adaptations are delivered by a dedicated team of skilled trades people and an in-house Surveyor. Where the work is specialised, and if major then this work is supported by local contractors.

In addition, the Council works in partnership with its RSL partners and Social Services to capture and address the demand for specialist housing through the Specialist Housing Group, which is deemed as good practice by Welsh Government. The demand is met through both existing stock and the necessary DFG; an acquisition of a property which can be adapted by our partner RSLs; or through including a specifically designed and built property as part of the new build programme. This approach has resulted in people being housed in suitably adapted properties.

5 RESOURCE AND FINANCIAL REQUIREMENT

5.1 Rents

In December 2019, Welsh Government released the Minister for Housing and Regeneration's decision around the Welsh Government Rent Policy for commencement in 2020/21.

This Rent Policy has been set for 5 years and it has been made clear that the rent policy settlement is a maximum amount which can be charged and landlords should consider value for money (as an annual assessment of cost efficiencies) alongside affordability for tenants (taking into account the whole cost of living in a property) as part of their rationale for setting rents.

The Rent Policy for Social Housing Rents from 2020/21 agrees the following:

- An annual rent uplift of up to CPI+1%, for 5 years to 2024/25 using the level of CPI from the previous September each year. September 2019 was 1.7%.
- The level of rents for individual tenants can be reduced, frozen or rise by up to an additional £2 over and above CPI+1%, on condition that total rental income collected by the social landlord increases by no more than CPI+1% (2.7%).

The 2020/21 average rent band proposed by Welsh Government is shown in the table below. A maximum uplift of 2.7% (CPI plus 1%) would take the average rent paid in 2020/21 to £96.57 which is just above the low end of the target rent band.

	2020/21 Target Rent Band		
Average Rent	Low End	Mid-Point	High End
Flintshire	£ 95.82	£ 100.87	£ 105.91

For the purposes of the Business Plan an overall uplift of 1.7% to all tenants has been applied and, in addition, the transitional uplift of £2 has also been applied to tenants who are currently paying significantly under target rent. This ensures that no individual tenant will pay more than the maximum allowed under the policy but moves towards readdressing the disparity between those rents under and those at target rent and seeks to make rent charges to all tenants more equitable.

Anticipated Rental (including voids rent loss) and other income for the three year period 2020/21, 2021/22 and 2023/23 are shown in the table below:

Year	Net Rental Income	Other Income	Total Income
2020 – 2021	£35.094m	£ 1.611m	£ 36.705m
2021 – 2022	£36.330m	£ 1.690m	£ 38.020m
2022 – 2023	£37.700m	£ 1.709m	£ 39.409m

HRA Rents		No.		
Property Type	No. of Properties	Equal to / above Target Rent	Below Target Rent	
G1Bedsit	22	22	0	
G1bungalow	12	4	8	
G1Flat	160	156	4	
GNB1Apartment	6	6	0	
G1House	2	0	2	
G2Bungalow	3	1	2	
GNB2Bungalow	4	4	0	
G2Flat	307	290	17	
GNB2Apartment	8	7	1	
G2House	704	319	385	
GNB2House	68	57	11	
G2Maisonette	9	9	0	
G3Bungalow	4	3	1	
G3Flat	35	24	11	
G3Maisonette	1	1	0	
G3House	3,124	832	2,292	
GNB3House	28	23	5	
G4House	132	32	100	
G5House	4	2	2	
G6House	5	5	0	
M1Mini Group Bungalow	299	179	120	
M1Mini Group Flat	115	115	0	
M2Mini Group Bungalow	94	56	38	
M2Mini Group Flat	24	23	1	
M3Mini Group Bungalow	1	1	0	
S1Sheltered Bedsit	64	64	0	
S1Sheltered Bungalow	849	532	317	
S1Sheltered Flat	322	322	0	
S1Sheltered House	1	1	0	
S2Sheltered Bungalow	511	167	344	
S2Sheltered Flat	305	305	0	
S2Sheltered House	1	1	0	
S2Wardens Bungalow	3	3	0	
S2Wardens Flat	4	4	0	
S2Wardens House	1	0	1	
S3Sheltered Bungalow	2	1	1	
S3Wardens Bungalow	15	11	4	
S3Wardens Flat	1	1	0	
S3Wardens House	20	7	13	
S4Wardens Flat	1	1	0	
Total	7,271	3,591	3,680	49.4%

Note

G = General Need

S = Sheltered

SO = Shared Ownership

GNB = General Needs New Build

M = Mini Group (over 55s with no warden service)

The number equates to the number of bedrooms the property has for example a G3house is a general need 3 bed house.

The above chart shows the average transitional rents paid by Flintshire tenants, by property type, as at December 2019 and how they compare to target rents. Only those who are currently more than £2 below target rent will be subject to the £2 transitional rental increase in 2020/21. This will result in more tenants moving away from target rent, however it will allow Flintshire to work towards making rents equitable for all and addresses the issue raised by Welsh Government around affordability for tenants.

5.2 Empty Properties

Void rent loss is assumed in the business plan at 1.75% of rental income.

5.3 Service Charges

The rent and service charges policy was introduced in 2015 and expected all Local Housing Associations (LHA's) to be achieving full cost recovery for service charges, if this had not yet been achieved a clear transition plan should be identified to achieve this.

At 2019/20 the Council was at 70% service charge recovery for implemented charges, it is recommended that the increase in service charges to take the HRA to full cost recovery should be stepped over the next 2 years (2020/21 and 2021/22). Based on this proposal, the revised charges for 2020/21 would be:

Charge	19/20 Charge	20/21 Charge	Increase	Total income
Aerials	£ 1.20	£ 1.55	£ 0.35	£130,950
Cleaning	£ 3.77	£ 4.60	£ 0.83	£174,018
Laundry	£ 0.72	£ 0.79	£ 0.07	£29,424
Window Cleaning	£ 0.47	£ 0.75	£ 0.28	£17,075
Totals	£ 6.16	£ 7.69	£ 1.53	£351,466

5.4 Garage Rents

The proposed garage rent increase for 2020/21 is £1.22 per week which takes the garage rent per week to £9.83 (based on 52 weeks), the proposed garage plot increase is £0.20 per week taking the garage plot rent to £1.60 per week.

5.5 Proposed financial changes to the 2019/20 business plan

The table below lists the proposed changes to the funding of the 2020/21 business plan. This includes additional funding and any efficiencies identified since last year and revisions to HRA expenditure and any pressures which have arisen since last year.

Efficiencies/Use of one off funding

No	Section	Description	Recurring/ Non-recurring	2020/21 £m	Narrative
1	Estate Management/Repairs & Maintenance	Impact of Restructure	Recurring	(0.018)	Based on current proposals.
2	Estate Management	Reduction in bad debt provision	One-off	(0.037)	Reduce BDP % to 2.15% due to the introduction of software.
3	Landlord Services	Garden/Hedge Cutting	Recurring	(0.098)	New contractor, lower prices.
4	Management & Support	SLA Contributions	Recurring	(0.038)	Business Support/Contact Centre. Reduce contribution. £0.038m efficiency based on proposed contribution of £0.100m p.a. for Contact Centre.
5	Management & Support	Reduction of Health & Safety Officer	Recurring	(0.062)	Vacant post.
6	Management & Support	Finance SLA	Recurring	(0.044)	Reduction due to finance restructure.
7	Management & Support	Housemark	Recurring	(0.009)	Cancellation of subscription to Housemark.
		Total revisions to HRA Funding		(0.306)	

Cost Pressures

No	Section	Description	Recurring/ Non-recurring	2020/21 £m	Narrative
1	Other Income	Reduction in water commission	Recurring	0.060	Reduction in commission received for collecting Water rates.
2	Other Income	Stepped Service Charge Increase	One-off	0.072	Full cost recovery increase stepped over 2 years
3	Garage Rent	Garages demolished in 18/19	Recurring	0.028	74 Garages demolished since last year's plan
4	Estate Management	Income team restructure	Recurring	0.035	Additional Income Officer.
5	Estate Management	Tenancy Enforcement	Recurring	0.030	CCTV, target hardening and enforcement action
6	Landlord Services	Servicing Contracts review	Recurring	0.113	Additional costs of contracts.
7	Repairs and Maintenance	Insurance	Recurring	0.050	Repairs and legal costs.
8	Repairs and Maintenance	Apprentice Budgets	Recurring	0.066	6 budgeted for however pressure figure calculated based on 9 trainees on a rolling basis.
9	Salaries	Ongoing impact of pay award	Recurring	0.212	Second year impact of pay award.
		Total revisions to HRA Expenditure		0.666	

		Net Revenue Pressure 2020/21		0.360	
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5.6 Staff and associated costs

The business plan includes 220.78 established Positions (FTE) within the Housing Revenue Account (including the Capital Works Teams) in 2020/21.

5.7 Housing Asset Management

Housing Asset Management (HAM) includes Responsive repairs, voids, WHQS and cyclical works and Disabled adaptations. Total FTE's for HAM assumed in the plan are 167.5. The revenue budget for 2019/20 is £8.907m (£1,223 per tenancy).

5.8 Estate Management

Estate Management includes Rents, Anti-Social Behaviour, Tenant participation and Tenancy management services. Total FTE's assumed in the plan are 34.91. The planned budget is £1.882m.

5.9 Landlord Services

Landlord Services includes all costs associated with service charges and landlord costs for communal buildings. Total FTE's assumed in the plan for Landlord Services are 7.00. The planned budget is £1.433m.

5.10 Management & Support Services

Management & Support Services include Finance and cash collection, I.T, member services, HR and Training, Legal, Insurance, Buildings, admin and corporate management costs. The FTE's assumed on the plan for Management & Support Services are 11.38. The planned budget is £2.637m.

5.11 Capital Financing

Financial Year	New Build Programme	WHQS	Regeneration	Total Borrowing Costs	Closing HRA Debt
2020.21	£9.455m	£1.300m		£9.027m	£147.823m
2021.22	£1.957m		£1.342m	£9.364m	£148.165m
2022.23	£7.505m		£2.200m	£9.523m	£154.907m

The deed to terminate the voluntary agreement for the HRA borrowing cap was signed on the 2nd December 2019, it is therefore important that going forward, increased borrowing in the HRA is carefully managed and monitored to ensure that it is sustainable and affordable to the business plan. Work will be undertaken to develop a set of treasury KPI's for the HRA to enable transparent monitoring of this going forward.

The capital programme for 2020/21 is £30.464m of which £17.914m is allocated to achieving the Welsh Housing Quality Standard, £1.104m to DFGs, £0.275m to Energy Efficiency and £11.171m to new builds.

6 MONITORING AND EVALUATION

Risk management plans have been developed for the WHQS programme and the SHARP new build programme, which are regularly monitored by the Housing and Regeneration programme board; the Scrutiny committee and the Council's Cabinet.

The risks below for the overall HRA is updated and monitored at the Housing and Regeneration Programme Board.

Ref	Description/Issue	Risk	Mitigation Act (MA) / Response Plan (RP)
1	MRA funding certainty - MRA is included within the HRA 30 year Business Plan at £5.0m per annum	MRA funding is only guaranteed year on year the risk is that MRA funding is not received	Ensure delivery of WHQS programme Fully complete Welsh Government MRA returns on a quarterly basis Lobby Welsh Government on need for MRA to continue to invest in the Housing stock Monitor and review at HRA Programme Board
2	Meeting the WHQS by 2020 - Delivering a significantly increased investment programme	Annual programme is not delivered to target Major supplier issues Contractor performance or contractor viability issues Loss of key staff Recruitment to delivery team Significant stock condition issues Tenant satisfaction falls	Effective contractor management Appoint sufficient resource in delivery team Develop a revised delivery team structure Appoint additional Tenant Liaison Officers Post inspection of completed work Stock Condition Survey in place Monitor and review at HRA Programme Board
3	Delivering the New Build programme by 2020	Limited availability of sites for development Introduction of new SUDS drainage guidelines by WG may impact on scheme viability Supply chain limitations experienced in North Wales for key trades	Integration of the Programme with the development of the Local Development Plan (LDP) and the housing strategy Integrated Communications Plan Design Procurement process to meet commissioning objectives More intensive site visits to be conducted on potential development sites Early feasibility investigations to be undertaken in respect of sites identified Concurrent work stream to liaise with highways; planning and street scene officers Monitor and review at HRA Programme Board
4	Introduction of charging for services	Quality and cost of services delivered Recovery of income Tenant satisfaction	Extensive tenant consultation Effective debt management arrangements Review of standard and cost of services delivered

			Monitor and review at HRA Programme Board
5	Maximising rental income particularly in light of ongoing Welfare Reforms	Poverty issues Increase in rent arrears Tenancy sustainment issues	Effective tenancy management Creative use of DHP Consideration to resource for tenancy sustainment Monitor and review at HRA Programme Board.
6	Meeting Annual Efficiency targets - Delivering the HRA efficiency plan ensuring savings targets are achieved	Efficiency targets not met Detrimental impact on service delivery Tenant satisfaction	Monitor progress through Council Housing Service Senior Management Team Service Plans and 1:1's Financial management and monitoring Monitor and review at HRA Programme Board
7	Proposed Rent review	Impact on HRA Business Plan Ability to deliver WHQS Ability to deliver New Build programme Impact on HRA services and sustainability	Ensure dialogue with Welsh Government Ensure representation on relevant National boards Modelling and risk management Monitor and review at HRA Programme Board
8	Emerging changes in the priorities for the carbon based economy	Potential impact on the investment planning for the longer term	To be determined

7 ACTION PLAN - KEY ACTIONS FOR 2020/21

The following actions will support the delivery of the priorities set out in this business plan:

1. Grow the housing stock by a minimum of 1,000 over the lifetime of the plan;
2. Maintain, sustain and build on the improvements delivered through WHQS investment; and
3. To be in the top quartile for performance and quality of service delivery.

The table below sets out the high level actions for 2020/21 to enable the delivery of the HRA within the framework of the priorities set out above, and also reflect the individual detailed service plans.

Action		Detail	Progress	Timeframe	Responsible / lead team
1	Inform and influence the wider Council's housing strategy development.	Develop a robust and intelligence led strategic framework to inform the delivery of new build, acquisitions and services.	Housing Strategy for 2019-2024 complete	Ongoing – delivery of the action plan	Housing Strategy
		To undertake strategic acquisitions to support local regeneration or other local priorities including meeting short/medium term demand	Five properties have been purchased under the strategic acquisition / right to buy back scheme. These are now tenanted in accordance with the demand from the SARTH register.	Ongoing	Business Performance Team Manager
2	Deliver community benefits as part of the WHQS and SHARP programme	To continue developing existing arrangements to identify and agree the community benefits to be delivered	Continue to monitor community benefits delivered in line with the Council's Community Benefit Strategy	Ongoing	Regeneration Manager
		To establish a process, in line with the Council wide strategy, to measure and capture community benefits.			
3	Develop and inform the energy efficiency strategy	Review and update the HRA response to the energy efficiency and sustainability	Awaiting results of the refreshed stock condition survey	April 2020	Capital Works Team Manager

		agenda in relation to new build and current stock.			
		Develop an investment and VFM approach to energy efficiency post WHQS	Review of all of the Energy Performance Certificates (EPC's) and the procurement of further EPC's to enable the Council to complete an in depth review of all Council properties falling under the SAP 65 threshold. Complete an action plan to address those properties below SAP65 detailing the level of investment needed to bring each property up to WHQS Standard. From this a post 2020 delivery plan can be considered in line with WG requirements (decarbonisation) to acceptable levels.	Ongoing	Capital Works Team Manager / Operations Manager
4	Develop and introduce a value for money framework	Achieve year on year efficiencies through a cost benefit approach	Delivery of the new Management structure	May 2020 onwards	All Managers
5	Improved IT capability for reporting including Open Housing and KPIs	Update the servers to enable the productivity module to be opened in Open Housing so individual work output can be monitored.	Awaiting feedback from software provider	April 2020 onwards	IT services

		Join up the IT and deliver a digital solution using apps to capture customer feedback – this may require some up front work with tenants to ensure they use the service but it aligns with the Council’s digitalisation strategy going forward. This follows the implementation of ‘My Account’	Digital strategy work ongoing	Ongoing work in 2020 to deliver digital solution	Housing Manager / Project Manager
		Analyse trends appearing in rent arrears	Mobysoft software has been implemented	Ongoing	Income Services
6	Improved understanding of asset base	Undertake/ update the stock condition survey	Tender due to be completed and our in house PDA total mobile solution is due to be implemented, once implemented Stock Survey information can be imported directly into the Housing Asset Management System (Open Housing).	Ongoing	Capital Works Team Manager
		Maintain stock data and asset register	As above	Ongoing	Capital Works Team Manager
		Review and assess the potential to realign existing housing stock to meet changing demands on the stock	As above	Ongoing	Capital Works Team Manager

		Develop a register of stock that has existing aids and adaptations which can be identified at re-let for most appropriate letting, to achieve better efficiency of existing stock.	The maintenance inspectors for voids are capturing any historical adaptations that have been undertaken. This is being captured and recorded into back office computer system.	April 2020 and ongoing	Operations Manager
7	To implement the Customer Involvement Strategy and Action Plan	<p>Improved understanding of customer satisfaction and involvement through a range of tenant support including:</p> <ul style="list-style-type: none"> • Providing more opportunities for tenants to engage particularly through the development of local arrangements. • Helping tenants to resolve issues that affect them and help us ensure that tenant retain satisfaction in the quality of our services. • Improving and extending the range of communication options to ensure our tenants are informed, engaged and have the 		April 2020 and ongoing	Housing Manager

		<p>opportunity to challenge.</p> <ul style="list-style-type: none"> Developing training programmes which encourage participation and encourages their involvement in the development of resilient communities. 			
8	Preventative work with vulnerable tenants to address rent arrears in conjunction with the Income Team	<p>Working across internal teams including the Income Team, Benefit Team; Housing Solutions; Housing Options and Housing Management, develop appropriate actions around the following areas:</p> <ol style="list-style-type: none"> 1. Lettings arrangements and tenancy allocation to vulnerable tenants. 2. Early identification of arrears. 3. Initial contact to tenants experiencing financial difficulties. 4. Direct contact with tenants. 5. Arrangements in place to support tenants experiencing financial difficulties. 	<p>12 month pilot completed looking at reducing the number of rent arrears in Council properties. The Housing Intervention Team consists of 4 officers (2 income officers and 2 Accommodation Support Officers) who target low level rent arrears below £600. This early intervention is intended to prevent evictions and higher rent arrears.</p> <p>Next stage is to produce an evaluation for the HRA to establish cost effectiveness.</p>	Evaluate effectiveness of 12 month pilot – reduction in rent arrears	<p>Housing Manager / Income Services / Housing Options</p> <p>Income Manager and Housing Strategy</p>
9	Proactive Neighbourhood Management	Regular meetings with other landlords and key partners, including the Police, as part of the monitoring of the	In progress	Ongoing	Housing Manager

		proactive Neighbourhood action plans.			
10	Customer satisfaction	Review resource management with the aim of ensuring we get it right first time, particularly in relation to the Call Centre.	Electronic trading with Travis Perkins has been implemented. The next stage is to develop electronic van stock replenishment ensuring correct materials to complete the job on first visit.	Ongoing monitoring of implementation of service	Business Performance Team Manager / Customer Services
		Implement customer satisfaction process for voids	There is to be a review of the void policy / procedure and customer satisfaction will form part of the review. The satisfaction survey will need to capture the complete customer journey from allocation of a property to start of tenancy.	March 2021	All Service Managers
		Undertake the STAR survey to benchmark customer satisfaction	Delayed due to management changes	To commence in April 2020	Service Manager / All Managers
		Use APSE to benchmark our performance and levels of customer satisfaction.	Performance is currently being reported on APSE.	Ongoing performance data sharing	Business Performance Team Manager
11	To deliver 50 new homes per annum to meet the demand of the social housing register	Ensure the delivery of new build adds value through addressing the pressures for certain housing types by basing development	Up to December 2019 a total of 114 new council homes were completed. A further 27 new council homes will be completed	Ongoing in line with the delivery plan	Housing Programmes Service Manager

		plans on intelligence.	during the remainder of the financial year ending March 2020. During 2020/21 45 new council homes are planned and plans for additional sites are progressing.		
12	Implement the Asset Plan	Develop a work programme for the boiler repairs; smoke detectors; carbon monoxide and electrical p.i.r to inform budget requirements.	Central Heating Boiler Programme will be completed once the PDA total mobile solution is implemented and the stock survey data uploaded. This will generate the Central Heating Programme automatically. Any boilers that do not reach their desired lifecycle (15 years) will be reviewed with regards to performance and renewed individually through e-repairs and maintenance service.	Ongoing work to feed into and develop housing programme	Operations Manager / Capital Works Team Manager
13	Review of aids/adaptation materials	Consult on framework value for money on specified and specialist materials	Work with managed stores to obtain best prices and suppliers.	To commence in April 2020	Operations Manager/Business Performance Manager.
14	Reduce void periods	Increase reporting of issues prior to property becoming empty.	Specifically garden clearance. Develop a pre-termination	LEAN Review Ongoing	Operations Manager

		<p>Early identification of expected void and collaborative working to match to SARTH register demand</p> <p>Early engagement with tenants and enforcement of notification process</p>	<p>process to review requirements in the void property.</p> <p>Improved communications.</p> <p>Reporting on overall KPI's.</p>		
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CABINET

Date of Meeting	Tuesday, 21 st January 2020
Report Subject	Update on the Progress of the Mold to Broughton Cycleway
Cabinet Member	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
Report Author	Chief Officer (Streetscene and Transportation)
Type of Report	Strategic

EXECUTIVE SUMMARY

The Active Travel (Wales) Act 2013 came into force in September 2014 requiring all Councils to produce an Integrated Network Map (INM), detailing their proposals for new and improved walking and cycling routes and to deliver year on year infrastructure improvements for Active Travel.

During the original statutory consultation for the Council's INM, the demand for a cycling link from Mold to Broughton was identified as a key strategic corridor, receiving high levels of public support whilst also being recognised by Welsh Government (WG) as supporting the principles of the North East Wales Metro. Flintshire County Council's INM has since been approved by WG.

Through the provision of WG Active Travel funding obtained within the 2018/19 financial year, Flintshire County Council commissioned consultants 'Local Transport Projects' to undertake route appraisal and outline design work for a strategic cycling route from Mold to Broughton. The route will link the communities of Mold, Buckley, Penyffordd, Broughton, Saltney and Sandycroft whilst also providing links into existing railway stations at Buckley & Penyffordd and major centres of employment.

The report seeks approval to commence a wide ranging and detailed public consultation process which will commence in February 2020 to help finalise the route which will be the subject of a WG funding bid in 2020/21.

RECOMMENDATIONS

1	To note the update on the progress of the Mold to Broughton Cycleway design.
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2	To seek Cabinet approval to commence the consultation process on the Mold to Broughton Cycleway with Local Members, Town and Community Councils, members of the public and other interested stakeholders.
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REPORT DETAILS

1.00	IMPLEMENTATION OF THE MOLD TO BROUGHTON CYCLEWAY
1.01	During the original statutory consultation for the Council's INM, the demand for a cycling link from Mold to Broughton was identified as a key strategic corridor, receiving high levels of public support whilst also being recognised by Welsh Government (WG) as supporting the principles of the North East Wales Metro. Flintshire County Council's INM has since been approved by WG.
1.02	<p>Through the provision of WG Active Travel funding obtained within the 2018/19 financial year, Flintshire County Council commissioned consultants 'Local Transport Projects' to undertake route appraisal and outline design work for a strategic cycling route from Mold to Broughton.</p> <p>It was proposed that the route would eventually link the communities of Mold, Buckley, Penyffordd, Broughton, Saltney and Sandycroft, whilst also providing links into existing railway stations at Buckley & Penyffordd and major centres of employment.</p>
1.03	<p>As part of the outline design, the route itself has been broken down into sections which will form a phased series of schemes. The schemes have then been arranged into a delivery hierarchy by route prioritisation.</p> <p>This will consist of:</p> <ul style="list-style-type: none"> • Priority 1 = Most deliverable routes • Priority 2 = Routes with some outstanding issues • Priority 3 = Least potential for timely delivery
1.04	<p>The delivery hierarchy has taken numerous factors into consideration. These are:</p> <ul style="list-style-type: none"> • Is design ready to be implemented? • Third party land requirements • Does a route have merit as a standalone scheme? • Reliance on others (e.g North and Mid Wales Trunk Road Agency) • Level of connections (benefits) to residential populations, employment sites and rail stations • Potential for joint delivery/phased approach • Traffic/network management considerations <p>The order of construction will also be open to comment during the consultation process.</p>

1.05	Subject to Cabinet approval a full public consultation process on the detailed design will now commence in February 2020.
1.06	<p>The consultation process will offer an opportunity for stakeholders to view the preferred route and an opportunity to provide comments, which will be incorporated within the overall scheme design where feasible to do so.</p> <p>The consultation will consist of a Members Workshop, Public Drop-In sessions, visits to Town/Community Councils, visits to local businesses, paper based feedback forms, online community consultation portal. A communication strategy is also being developed utilising social media, local press etc.</p>
1.07	Subject to the outcome of the consultation, the Mold to Broughton Cycle Scheme will now be submitted as the Council's Strategic application under the WG Active Travel Fund for the 2020/21 financial year.

2.00	RESOURCE IMPLICATIONS
2.01	Subject to the outcome of the consultation process, Flintshire County Council will be seeking Welsh Government Active Travel Funding to deliver the project in a phased programme of works.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT				
3.01	<p>Ways of Working (Sustainable Development) Principles Impact</p> <table border="1"> <tr> <td>Long-term Prevention</td> <td> <p>POSITIVE - Existing accessibility problem for people accessing employment, which impacts negatively upon the economy. Developing a sustainable integrated transport corridor will provide affordable access to employment and other services and facilities which are currently difficult for some communities to access.</p> <p>The provision of this section of cycle way will assist local business in their recruitment. It will also help potential employees and existing employees who do not have access to a vehicle and where public transport services do not meet shift patterns.</p> </td> </tr> <tr> <td>Integration</td> <td> <p>POSITIVE - Flintshire Public Service Board is a statutory body which was established on 1st April 2016 following the introduction of the Well-being of Future Generations (Wales) Act 2015. The primary purpose of the Board is to protect,</p> </td> </tr> </table>	Long-term Prevention	<p>POSITIVE - Existing accessibility problem for people accessing employment, which impacts negatively upon the economy. Developing a sustainable integrated transport corridor will provide affordable access to employment and other services and facilities which are currently difficult for some communities to access.</p> <p>The provision of this section of cycle way will assist local business in their recruitment. It will also help potential employees and existing employees who do not have access to a vehicle and where public transport services do not meet shift patterns.</p>	Integration	<p>POSITIVE - Flintshire Public Service Board is a statutory body which was established on 1st April 2016 following the introduction of the Well-being of Future Generations (Wales) Act 2015. The primary purpose of the Board is to protect,</p>
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		<p>sustain and improve the economic, social, environmental and cultural well-being of Flintshire through collaborative working as a single public service. One of the priorities identified by the Flintshire PSB for 2016/17 is “Inspiring Community Resilience including Physical Activity and Sedentary Behaviour” which supports some of the goals of the Well-Being of Future Generations (Wales) Act.</p> <p>Implementation of cycling facility to improve safety and encourage more people to walk and cycle for shorter journeys instead of using the car supports this priority identified by Flintshire Public Service Board.</p> <p>Betsi Cadwaladr University Health Board is the largest health organisation in Wales, providing a full range of primary, community, mental health and acute hospital services for a population of around 678,000 people across the six counties of North Wales (Anglesey, Gwynedd, Conwy, Denbighshire, Flintshire, and Wrexham). One of the corporate goals is to improve health and wellbeing for all and reduce health inequalities. The provision of this shared use facility to enable more active travel journeys supports this corporate goal as it is known that walking and cycling improves health and well-being.</p>
	<p>Collaboration</p>	<p>POSITIVE - FCC have worked in close partnership with Sustrans, Community & Town Councils and Airbus cycle group.</p> <p>Consequently, we believe that the schemes fully reflect the views endorsed through consultation and represents a consensus view of the development of the transport network across Flintshire.</p> <p>By identifying the demand and need within communities we have been able to tailor the scheme to these needs</p>
	<p>Involvement</p>	<p>POSITIVE - A proposal for a cycling/walking facility between Mold and Broughton was included on Flintshire’s Integrated Network Map (INM) and Schedule which underwent informal</p>

		<p>engagement and a public consultation in 2017 which included the following:</p> <p>An informal engagement event was held with the Local Access Forum on 5th May at Wepre Visitor Centre. Members were shown the draft INM and the proposals were received positively.</p> <p>Drop in Events were arranged specifically for Local Members and Community and Town Councillors to view and comment on the draft INM prior to formal consultation. These were held at County Hall on the 30th and 31st May 2017.</p> <p>The statutory consultation ran between 3rd July and 24th September 2017 and was made available on the Council's website. The website homepage included a promotion banner across the top of the page advertising the consultation with a link to the consultation page.</p> <p>Drop in Events were held at Mold Town Hall, Holywell Connects Office, Deeside Leisure Centre and Flint Pavilion.</p>
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Well-being Goals Impact

Prosperous Wales	POSITIVE - The scheme will contribute to an innovative, productive and low carbon society which recognises the limits of the global environment & uses resources efficiently and proportionately.
Resilient Wales	POSITIVE - The development of the Mold to Broughton Cycleway is a vital part of a sustainable, integrated transport network.
Healthier Wales	<p>POSITIVE- Improved health and well-being within for the residents and visitors of Mold and Broughton and the settlements in between.</p> <p>The scheme will encourage residents to access local services and facilities by active travel modes.</p> <p>Research shows that interventions that support walking and cycling enable people to become more active and increases in physical activity levels are observed throughout the community.</p>

		<p>The significant health and wellbeing benefits from an increase in walking apply not only to the young but to the wider community as a whole.</p> <p>Increasing how much someone walks or cycles may increase their overall level of physical activity, leading to associated health benefits. These include:</p> <ul style="list-style-type: none"> • Reducing the risk of coronary heart disease, stroke, cancer, obesity and type 2 diabetes; • Keeping the musculoskeletal system healthy; • Regular cycling improves balance and co-ordination; • Promoting mental wellbeing.
	More equal Wales	POSITIVE - Improved access to employment and services (health, education, training, shopping, social and leisure facilities). Implementation of the infrastructure will also benefit tourism, residential and business growth.
	Cohesive Wales	POSITIVE The scheme will make the journey to school a more attractive, viable, safe and well – connected communities.
	Vibrant Wales	NEUTRAL The scheme promotes and protects culture, heritage and the Welsh language. The scheme provides bilingual signage.
	Globally responsible Wales	POSITIVE The scheme promotes and will improve the economic, social, environmental and cultural well-being of wales. The scheme takes into account a positive contribution to global well-being.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	Consultation events will consist of a Members Workshop, Public Drop-In sessions, visits to Town/Community Councils, visits to local businesses, paper based feedback forms, online community consultation portal.

5.00	APPENDICES
5.01	None.
6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Flintshire’s approved Active Travel Integrated Network Map: https://www.flintshire.gov.uk/en/PDFFiles/Roads-and-Travel/Connecting-Settlements-Consultation/Revised-Maps/Amended-Maps/Flintshire-Overview-INM.pdf</p> <p>Flintshire’s approved Active Travel Schedule: https://www.flintshire.gov.uk/en/PDFFiles/Roads-and-Travel/Active-Travel-Docs/INM-Revised-Schedule-2.pdf</p>
7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact Officer: Stephen O Jones Telephone: 01352 704700 E-mail: stephen.o.jones@flintshire.gov.uk</p>
8.00	GLOSSARY OF TERMS
8.01	INM – Active Travel Integrated Network Map.

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CABINET

Date of Meeting	Tuesday, 21st January 2020
Report Subject	Revenue Budget Monitoring 2019/20 (Month 8)
Cabinet Member	Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

This monthly report provides the latest detailed revenue budget monitoring position for 2019/20 for the Council Fund and Housing Revenue Account for the financial year and presents the position, based on actual income and expenditure, as at Month 8. The report projects how the budget would stand at the close of the financial year if all things remained unchanged.

The projected year end position, without new actions to reduce cost pressures and/or improve the financial return on efficiency planning and cost control is:

Council Fund

- An operating deficit of £1.892m which is a favourable movement of £0.301m from the deficit figure of £2.193m reported at Month 7.
- A projected contingency reserve balance as at 31 March 2020 of £2.977m.

Housing Revenue Account

- Net in-year revenue expenditure forecast to be £0.131m higher than budget which is a negative movement of £0.109m from the deficit figure of £0.022m reported at Month 7.
- A projected closing balance as at 31 March 2020 of £1.192m.

As reported in previous reports and to assist with mitigating the overall projected overspend the following measures were introduced from Month 6:-

- 1) All non-essential spend be reviewed and challenged with a view to ceasing/delaying where able and

- 2) Further Portfolio Management Team challenge of recruitment to vacancies i.e. ceasing/delaying.

At Month 6, this resulted in identifying a one-off delay in spend of £0.530m which helped to significantly reduce the overall overspend position. Further reductions in the overspend at both Month 7 and Month 8 has been achieved predominantly from the continuation of these measures. Work will continue into Month 9 and beyond with the same rigour and challenge in an attempt to further improve the overall position.

The Chief Officer Team has set a target of reducing the overspend position to within a range of £1.500m - £1.750m by the end of the financial year, although this would still be in excess of the performance indicator target set within the MTFs of £1.350m, being 0.5% of the Net Revenue Budget.

RECOMMENDATIONS

1	To note the overall report and the projected Council Fund contingency sum as at 31 st March 2020.
2	To note the projected final level of balances on the Housing Revenue Account (HRA).

REPORT DETAILS

1.00	EXPLAINING THE MONTH 8 POSITION
1.01	<p>Council Fund - Projected Position</p> <p>The projected year end position, without mitigation to reduce cost pressures and improve the yield on efficiency planning, is as follows:</p> <ul style="list-style-type: none"> • An operating deficit of £1.892m • A projected contingency reserve balance as at 31 March 2020 of £2.977m <p>To assist with mitigating the overall projected overspend the following measures have previously been introduced:-</p> <ol style="list-style-type: none"> 1) All non-essential spend is subject to ongoing review and challenge with a view to ceasing/delaying where able and 2) Further Portfolio Management Team challenge of recruitment to vacancies i.e. ceasing/delaying <p>At Month 6, this resulted in identifying a one-off delay in spend of £0.530m which helped to significantly reduce the overall overspend position. Further reductions in the overspend at both Month 7 and Month 8 has been achieved predominantly from the continuation of these measures. Work</p>

will continue into Month 9 and beyond with the same rigour and challenge in an attempt to further improve the overall position.

The Chief Officer Team has set a target of reducing the overspend position to within a range of £1.500m - £1.750m by the end of the financial year, although this would still be in excess of the performance indicator target set within the MTFS of £1.350m, being 0.5% of the Net Revenue Budget.

1.02 Table 1. Projected Position by Portfolio

The table below shows the projected position by portfolio:

Portfolio/Service Area	Approved Budget	Projected Outturn	In-Year Over / (Under) spend
	£m	£m	£m
Social Services	65.944	65.936	(0.007)
Out of County Placements	9.033	11.112	2.079
Education & Youth	8.534	8.193	(0.341)
Schools	91.941	91.941	0.000
Streetscene & Transportation	30.353	31.626	1.273
Planning & Environment	5.897	5.887	(0.010)
People & Resources	4.439	4.527	0.088
Governance	9.203	9.016	(0.186)
Strategic Programmes	5.272	5.272	0.000
Housing & Assets	15.171	14.706	(0.465)
Chief Executive	2.760	2.616	(0.144)
Central & Corporate Finance	22.810	22.407	(0.395)
Total	271.350	273.242	1.892

1.03 The reasons for the favourable movement of £0.301m from the previous month are shown in Appendix 1. The reasons for the overall projected variances are summarised within Appendix 2 showing the detail of all variances over £0.050m and a summary of minor variances for each portfolio. This provides the overall position for each portfolio and the overall position for the Council Fund.

1.04 Enhancements to the format of the Revenue Budget monitoring report have been made which aim to highlight the following key information for Members:

- The key major variances to bring to the attention of Cabinet
- The tracking of in year financial risks
- Potential MTFS Impact of the current in year monitoring position

	Major Variances to highlight this Month
1.05	<p data-bbox="320 197 724 232">Out of County Placements</p> <p data-bbox="320 271 1273 342">At this stage in the financial year, there is a projected overspend of £2.080m for the provision of Out of County Placements.</p> <p data-bbox="320 380 1382 526">The Council included an additional amount of £1.655m in the 2019/20 budget to reflect the number of clients and care packages at that particular time. However, throughout 2019/20 to date, there has been an increase in the number of high cost placements.</p> <p data-bbox="320 564 1370 710">This has created a projected overspend of £1.576m in Children’s Social Services and a projected overspend of £0.503m within Education & Youth Inclusion Services. This is based on current clients and their assessed need.</p> <p data-bbox="320 748 1353 819">The projection includes externally provided placement costs for over 150 children, some of which lie within Flintshire’s geographic boundary.</p> <p data-bbox="320 857 1386 1039">A Report on ‘Improving the in-house offer for Out of County Placements for Children’ taken to the Joint Education & Youth and Social & Health Care Overview and Scrutiny Committees in July, 2019 outlined the Council’s strategy and commitment in ensuring safe, high quality, support for Children’s Services.</p> <p data-bbox="320 1077 1350 1189">A separate report was also presented to Corporate Resources Overview and Scrutiny Committee on the key issues and latest position at the meeting on 19 September.</p>
1.06	<p data-bbox="320 1227 804 1263">Streetscene and Transportation</p> <p data-bbox="320 1301 1386 1447">A considerable amount of financial challenge work is ongoing within the Streetscene and Transportation portfolio to address the overspend position and through the mitigation measures identified below, are committed to reducing this overspend further by financial year end.</p> <p data-bbox="320 1485 1043 1520">Transportation and Logistics - £0.986m Overspend</p> <p data-bbox="320 1559 1347 1630">The pressure in school transport costs totalling £0.938m is as a result of several factors:-</p> <ul data-bbox="368 1668 1378 2069" style="list-style-type: none"> - The effect of non-statutory school transport arrangements and ongoing transport policy anomalies; - An increase in mainstream secondary education pupil transport and Special Educational Needs (SEN) pupil transport, both in-County and for Out of County placements, along with increases in the number of school escorts to accompany SEN pupils and in the number of single occupancy routes; - Transporting enrolment cohort to Connah’s Quay High School and placing duplicate vehicles on public bus services as a response to non-eligible pupil displacement; - An increase in number of school days for 2019/20

	<p>Work is continuing to try to contain this figure within a cost pressure range which had an estimated ceiling of £0.800m.</p> <p>A separate report was presented to Corporate Resources Overview and Scrutiny Committee on the key issues and latest position at the meeting on 19 September.</p> <p>Increased transport provision to Social Services service users of £0.048m.</p> <p>Service Delivery – £0.200m Overspend</p> <p>Following the extreme weather event during June 2019, the service has incurred additional revenue pressures from responding and resolving flooding issues across the County. The network damage was widespread and included road foundations being undermined, particularly on roads adjacent to water courses, and road surfaces being lifted by inspection covers, due to the pressure created by the sheer volume of water within the drainage system. The costs include the additional staffing costs towards responding and repairing the highway along with costs of plant and materials and currently total £0.150m. A claim to Welsh Government was submitted for these additional costs but unfortunately was not approved for funding.</p> <p>Following ongoing vandalism to Household Recycling Centres, additional costs of £0.050m have been incurred.</p> <p>Regulatory Services - £0.124m Overspend</p> <p>The Car Park income shortfall of £0.200m is based on the average shortfall in income against monthly projections for each town using the first full ten months of implementation (received in 2018/19) of the increased tariff charges and projected for 2019/20. In recent months, a large section of car parking at Flint Retail Park has been closed for development, which will result in a displacement of vehicles into Council car parks providing a potential increase in car parking income for the remaining months of 2019/20.</p> <p>The waste strategy service are likely to have an improved position of up to £0.100m, based on the commissioning period for the North Wales Residual Waste Treatment Project (NWRWTP) being shorter than anticipated compared to when the original £0.425m pressure was calculated. Maximum WG grant funding is available from the full service period commencement in December 2019. However, this is partly offset by a revision to the project support recharges from the portfolio of £0.024m.</p> <p>Other cumulative variances across the service reflect a £0.037m underspend.</p>
1.07	<p>Social Services</p> <p>The overall position for Social Services is a projected underspend of £0.007m, an adverse movement of £0.161m since Month 7.</p>

	<p>There are some significant variances both adverse and favourable that underpin this position due to overspends within Children’s Services and net underspends within Adults Services.</p> <p>All details of variances are provided in Appendix 2 and consideration has been given to further realignment of budgets within the Portfolio to address changes in service delivery.</p> <p><u>Additional Winter Pressures Grant</u> On 1 October Welsh Government announced additional funding of £30 million to support the delivery of frontline health and social care services this winter.</p> <p>Of the £30 million, £17 million will be allocated to Regional Partnership Boards to promote integrated, regional planning. For Flintshire the allocation from this regional funding is £0.805m and will be awarded between Flintshire County Council and BCUHB.</p> <p>This funding is to be used towards additional services to meet demands on social care resources linked to winter pressures. Some of these additional pressures have already been drawn down from budgets and are reflected in the projected outturn. Therefore, it is estimated that there will be £0.320m in funding to support these additional in-year front line pressures and this has been built into the figures since Month 7.</p>
1.08	<p>Central & Corporate Finance</p> <p>Pension; £0.809m underspend</p> <p>There was a significant underspend on the pension contribution account in 2018/19 with £0.600m contributing towards the 2019/20 budget. Current monitoring analysis suggests that there is a further efficiency in-year.</p> <p>There are various factors affecting the position including the financial impact of the transfer of various services being less than anticipated and the recovery of a higher level of contribution to the deficit due to the increased pay award. The position is under review as part of the current work on the 2020/21 budget.</p> <p>Income Target; £0.150m un-achieved</p> <p>The Council is continuing to review its fees and charges and to investigate new sources of income. A report to Cabinet in July recommended a process for the annual review of fees and charges with the aim of achieving full cost recovery wherever possible. The position will continue to be reviewed in-year and any further improvement reported on in future monitoring reports.</p>
1.09	<p>Tracking of In-Year Risks and Emerging Issues</p> <p>At the time of setting the Budget for 2019/20 a number of significant risks were identified and an update is provided below.</p>

1.10	<p>Out of County Placements</p> <p>A key risk identified at the time of setting the 2019/20 budget was the general rising costs of social care and the upward trend in the number of cases of Out of County placements across Wales. The main influence on this increase is the Social Services and Wellbeing Act which has led to a higher number of court outcomes and placements which has increased the financial pressure on this service area.</p> <p>The impact of the current pressures on Out of County Placements have resulted in an increase in the Councils updated forecast for 2020/21.</p>
1.11	<p>School Transport</p> <p>Managing the increasing demand into future years in mainstream secondary education pupil transport and Special Educational Needs (SEN) pupil transport, both in-County and for Out of County placements, along with further potential increases in the number of school escorts to accompany SEN pupils and the number of single occupancy routes.</p>
1.12	<p>Achievement of Planned In-Year Efficiencies</p> <p>The 2019/20 budget contains £6.939m of specific efficiencies which are tracked and monitored throughout the year. In 2018/19 the level of efficiency achievement was 98% which was an improvement on the 94% achieved during the previous year. The Council aims to achieve a 95% rate in 2019/20 as reflected in the MTFs KPI's.</p> <p>The current assessment of the efficiencies to be achieved in 2019/20 shows that £6.197m or 90% of the efficiencies will be achieved. However when taking into account of the conscious decision of Cabinet to re-phase the efficiency target from the reduction in Aura Subsidy this improves the achievement rate to 91%.</p> <p>The risk remains that any ongoing under-achievement of efficiencies will have a recurring and negative impact on the 2020/21 budget. Further details on the current status on efficiencies can be seen in Appendix 3 with the overall impact in relation to any impact for 2020/21 being reviewed as part of the ongoing work on the MTFs.</p>
1.13	<p>Income</p> <p>The Council introduced its Income Strategy in late 2017. A target of £0.150m remained to be achieved from the identification of new sources of income and the review of fees and charges. The Council now has additional capacity to pursue this strategy with a number of potential opportunities being considered as part of business planning and annual review.</p>
1.14	<p>Recycling Income</p> <p>The market rate for income received from recycling plastic, paper and card are extremely volatile and can fluctuate rapidly. Recycling income has</p>

	reduced over recent years and there is always a risk that the market rates may reduce further.																								
1.15	<p>Schools Pressures</p> <p>In recent years there has been considerable pressure on secondary school budgets. 7 out of 11 secondary schools in Flintshire carried forward deficits into 2019/20 and a summary is provided below Schools are required to submit a licensed deficit application to the Council and this is reviewed by the Chief Officer, Education & Youth and the Section 151 Officer.</p> <table border="1"> <thead> <tr> <th>School</th> <th>Deficit Balance brought forward</th> <th>% of budget</th> </tr> </thead> <tbody> <tr> <td>Connah's Quay High School</td> <td>-34,477</td> <td>-0.8%</td> </tr> <tr> <td>St. Richard Gwyn</td> <td>-508,276</td> <td>-16.2%</td> </tr> <tr> <td>Ysgol Treffynnon</td> <td>-646,173</td> <td>-29.5%</td> </tr> <tr> <td>Castell Alun High School</td> <td>-8,674</td> <td>-0.2%</td> </tr> <tr> <td>Ysgol Maes Garmon</td> <td>-173,177</td> <td>-6.7%</td> </tr> <tr> <td>Argoed High School</td> <td>-56,000</td> <td>-2.2%</td> </tr> <tr> <td>St. David's High School</td> <td>-452,609</td> <td>-23.9%</td> </tr> </tbody> </table> <p>This position is being reviewed by the Council on a school by school basis due to concerns about the deteriorating position. The issue has also been highlighted by Estyn as a specific recommendation in its recent inspection report.</p>	School	Deficit Balance brought forward	% of budget	Connah's Quay High School	-34,477	-0.8%	St. Richard Gwyn	-508,276	-16.2%	Ysgol Treffynnon	-646,173	-29.5%	Castell Alun High School	-8,674	-0.2%	Ysgol Maes Garmon	-173,177	-6.7%	Argoed High School	-56,000	-2.2%	St. David's High School	-452,609	-23.9%
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1.16	<p>Other In-Year Issues</p> <p>Inflation</p> <p>Included within the 2019/20 budget are provision for Non Standard Inflation fuel (£0.034m), Energy (£0.329m) and NDR/Price (£0.204m). As in previous years, these amounts are held centrally until later in the year when actual cost pressures are known. It is currently assumed that all of these allocations will be required in 2019/20 but this will be kept under review throughout the financial year.</p> <p>In previous years, the Council has had to make a payment associated with the Carbon Reduction Scheme. This scheme has now ended and the impact of this is likely to result in higher energy charges for the Council. The funding associated with this has now been added to the central inflation budget and will be allocated according to need.</p>																								
1.17	<p>MTFS Impact</p> <p>The latest projection for the MTFS was considered by Cabinet in October and this was followed by consideration of pressures and efficiencies at specific Scrutiny Committees throughout November and December. County Council endorsed the pressures and solutions identified to date at its meeting on 11th December.</p>																								

	<p>The in-year position will continue to be monitored as we move to finalise the budget process for 2020/21.</p> <p>The Provisional Settlement for Flintshire was received on 16th December and the implications are currently being worked through in detail.</p> <p>The full Cabinet report on the MTFS can be accessed via the link in 6.01.</p> <p>Further Risks for MTFS</p> <p>All Portfolios will continue to consider their financial position, the risks within their service and the impacts on the Medium Term on a monthly basis as part of their Portfolio Management Team meetings.</p>
1.18	<p>Reserves and Balances</p> <p>Un-earmarked Reserves</p> <p>The 2018/19 outturn reported to Cabinet in July showed un-earmarked reserves at 31 March 2019 (above the base level of £5.769m) of £8.252m.</p> <p>As approved in the 2019/20 budget an amount of £2.221m was utilised as part of the strategy to balance the budget. In addition an amount of £0.062m was approved to operate a Sustainable Drainage System (SuDS) Approving Body (SAB), £1.000m for investment in change and an amount of £0.100m for the ongoing resourcing of the Victim Contact Team within Social Services.</p>
1.19	<p>Taking into account the current projected overspend at this stage, and previously agreed allocations, the balance on the Contingency Reserve at 31 March 2020 is projected to be £2.977m as detailed in Appendix 4.</p>
1.20	<p>The projected level of school balances are currently being reviewed as part of the first detailed monitoring of the new academic year. At this stage there is the potential for a significant reduction in overall balances. However, in the past schools have benefitted from the notification in-year of external grant funding opportunities. An update will be provided in future monitoring reports.</p>
1.21	<p>Housing Revenue Account</p> <p>The 2018/19 Outturn Report to Cabinet on 16 July 2019 showed an un-earmarked closing balance at the end of 2018/19 of £1.165m and a closing balance of earmarked reserves of £1.056m.</p>
1.22	<p>The 2019/20 budget for the HRA is £36.239m which includes a movement of £0.158m to reserves.</p>
1.23	<p>The monitoring for the HRA is projecting in year expenditure to be £0.131m greater than budget and a closing un-earmarked balance as at 31 March 2020 of £1.192m, which at 3.29% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.</p>
1.24	<p>The budget contribution towards capital expenditure (CERA) is £13.717m.</p>

2.00	RESOURCE IMPLICATIONS
2.01	The Revenue Budget Monitoring Report reflects the planned use of the financial resources of the Council for the current financial year and details the variations in the first four months and the risks as known.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	The Revenue Budget Monitoring Report reflects the three categories of risks covered in the main section of the report. These are in-year risks and emerging issues, achievement of planned in-year efficiencies and other tracked risks. These risks are included from paragraph 1.09 to 1.17.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	None required

5.00	APPENDICES
5.01	Appendix 1: Council Fund – Movement in Variances from Month 7 Appendix 2: Council Fund – Budget Variances Appendix 3: Council Fund – Programme of Efficiencies Appendix 4: Council Fund – Movement on Un-earmarked Reserves Appendix 5: Housing Revenue Account Variances

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Medium Term Financial Strategy and Budget 2020/21 http://committeemeetings.flintshire.gov.uk/ieListDocuments.aspx?CId=391&MId=4453&Ver=4&LLL=0

7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: Dave Ledsham (Strategic Finance Manager) Telephone: 01352 704503 E-mail: dave.ledsham@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
8.01	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.

Council Fund: the fund to which all the Council's revenue expenditure is charged.

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

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.

Projected Outturn: projection of the expenditure to the end of the financial year, made on the basis of actual expenditure incurred to date.

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

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.

Underspend: when referring to expenditure the actual expenditure incurred is less than budget. When referring to income the actual income achieved exceeds the budget.

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.

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.

Medium Term Financial Strategy: a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period, and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.

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Budget Monitoring Report
Council Fund Variances

MONTH 8 - SUMMARY

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £0.025m
Social Services		
Older People		
Reablement Services	0.065	Variance due to budget transfer to Professional and Admin Support (£0.033m) and Localities (£0.034m) within the Older People Budget.
Resources & Regulated Services	-0.184	Additional budget of £0.137m transferred to Extra Care as approved within the Month 2 Interim Revenue Budget Monitoring Report. Other minor positive movements of £0.037m.
Minor Variances	-0.022	
Adults of Working Age		
Resources & Regulated Services	0.045	Increase in projected costs for the in-house supported living service of £0.027m. The balance of the movement is due to the net increase in service user care packages.
Residential Placements	0.115	This increase is due to the net increase in residential care packages.
Substance Misuse	-0.032	Decrease due to reduced costs of residential care package.
Minor Variances	0.008	
Children's Services		
Minor Variances	0.021	
Safeguarding & Commissioning		
Charging Policy income	0.140	Transfer of budget for £0.137m to Older People, Extra Care budget as agreed within the Month 2 Interim Revenue Budget Monitoring Report.
Minor Variances	0.002	
Total Social Services (excl Out of County)	0.160	
Out of County		
Children's Services	-0.019	
Education & Youth	-0.126	Aggregate impact of a number of ended placements, a change of placement and provider rate changes
Total Out of County	-0.145	
Education & Youth		
Integrated Youth Provision	-0.041	Staffing reallocations totalling -£0.024m plus a number of other minor favourable movements of -£0.017m
Minor Variances	-0.007	
Total Education & Youth	-0.048	
Schools	0.000	
Streetscene & Transportation		
Service Delivery	0.058	Movement of £0.050m in relation to vandalism at Household Recycling Centres, this has increasingly become a challenge at each of the sites and is ongoing. Managers are actively working to support the staff operating the sites and taking action to ensure the safety of the sites.
Transportation	-0.072	Movement due to validation of forecasting methodology for school transport following retendering of high cost routes and overall route review.
Other Minor Variances	0.022	
Total Streetscene & Transportation	0.008	
Planning, Environment & Economy		
Business	-0.026	Additional EHO post now moved into establishment through a vacant post
Development	-0.037	Increase in Planning Fee Income and Highways Development Control Fee income, revised projected outturn
Minor Variances	0.050	Cumulative minor variances, each of less than £0.025m across the portfolio.
Total Planning & Environment	-0.013	

MONTH 8 - SUMMARY

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £0.025m
People & Resources		
HR & OD	-0.004	
Corporate Finance	0.017	
Total People & Resources	0.013	
Governance		
Revenues	-0.192	The variance in period 8 is a direct result of the ongoing review of council tax single person discount entitlements and the removal of discounts, where taxpayers are determined as not entitled to the 25% discount. The review is still ongoing but at the time of reporting, additional efficiency savings of circa £227k have been achieved as a result of the review. Minor variances across the service each of less than £0.025m.
Minor Variances	0.009	
Total Governance	-0.183	
Strategic Programmes		
Minor Variances	-0.000	
Total Strategic Programmes	-0.000	
Housing & Assets		
Housing Solutions	-0.079	Staffing savings due to ongoing management vacancies
Minor Variances	-0.002	
Total Housing & Assets	-0.081	
Chief Executive's	0.013	
Central & Corporate Finance	-0.025	
Grand Total	-0.301	

Budget Monitoring Report
Council Fund Variances

MONTH 8 - SUMMARY

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Last Month Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
Social Services						
Older People						
Localities	18.815	17.777	-1.039	-1.035	Residential and Nursing Care is projecting a £0.540m underspend due to a fluctuation in demand for residential and nursing care placements and increases to capital limits. Staff budgets are underspending within Intake/First Contact and Localities Teams, not all staff are currently top of grade and there are in-year savings due to short term vacancies. One off funding for Additional Winter Pressures Grant from WG totalling £0.320m.	ICF (Intergrated Care Fund) Grant funding is used to fund residential care to reduce the amount of time people spend in hospital. Due to a reduced demand for this funding, within the independent sector residential homes, some of this funding is allocated to Council run residential homes for the same purpose.
Resources & Regulated Services	7.155	7.559	0.404	0.588	Council provided residential care is £0.401m overspent due to relief and agency cover. Relief and agency staff are required to maintain the mandatory level of staff within the residential homes, however the amount of budget to fund this is low and does not contain contingencies for sickness absences. There are also pressures from build expenditure such as repairs and maintenance. The final transfer of budget to Extra Care as agreed within the Month 2 Interim Revenue Budget Monitoring Report has now been made.	
Minor Variances	1.224	1.198	-0.027	-0.074		
Adults of Working Age						
Resources & Regulated Services	24.170	23.781	-0.389	-0.434	The outturn projection represents the current cost of care packages projected to the end of the financial year.	This service area is subject to changes in demand for services. There are always a number of potential service users which may require services in the future. Although these service users are known to us at this time, the most appropriate care package has not yet been determined and full costs associated for their care cannot yet be estimated and included within this months financial projections.
Transition & Disability Services	0.718	0.658	-0.060	-0.058	Not all staff are paid at top of scale and there are also in-year one off vacancy savings.	
Residential Placements	1.241	1.853	0.612	0.497	The overspend is due to the number of residential placements currently funded.	
Professional Support	0.821	0.767	-0.054	-0.061	Not all staff are currently paid at top of grade and there are also one off in-year vacancy savings.	
Minor Variances	2.940	2.821	-0.119	-0.090		
Children's Services						
Family Placement	2.564	2.887	0.323	0.305	The overspend is due to current demands on the service from the number of fostering placements, which in some cases avoid making an Out of County placement which would be more expensive. The main pressure areas are payments for foster carers, foster agencies and special guardianship payments.	
Family Support	0.371	0.519	0.148	0.161	This is due to the number of court directed contact sessions which require support workers to attend. Sessional workers were historically used, however the need to use sessional workers has increased to a level whereby, under employment regulations, sessional workers are required to be issued fixed term contracts.	Sections of this service are being reviewed with a view to making it more cost efficient.
Legal & Third Party	0.178	0.487	0.309	0.314	Legal costs are overspent due to the number of cases going through the courts and the use of external legal professionals. Direct payments have also increased in demand.	
Professional Support	5.237	5.312	0.075	0.054	To support adequate levels of child protection, the established staffing structure needs to be maintained at the required standard as much as possible. Vacancies are therefore minimised and challenges to recruitment leads to the use of agency staff. This leads to an increase in agency costs as agency rate is higher than non agency staff. The use of agency staff is monitored and kept to a minimum as much as possible but it is not possible to avoid altogether.	
Minor Variances	1.132	1.152	0.020	0.021		
Safeguarding & Commissioning						
Business Support Service	1.209	1.117	-0.092	-0.099	The underspend is due to a number of short term vacancy savings and some posts occupied by staff who are not top of grade.	
Safeguarding Unit	0.923	0.868	-0.055	-0.075	The underspend is due to a number of short term vacancy savings and some posts currently occupied by staff who are not top of grade.	
Management & Support	-1.929	-1.722	0.207	0.207	There is a shortfall from the assumed proportion of grant allocations announced by Welsh Government which were included within the 2019/20 budget. The total shortfall across the three grants is £0.283m, although some of this is partly mitigated by one off refunds from the Regional Collaboration Unit.	
Vacancy Management	-0.046	-0.270	-0.224	-0.224	Short term vacancy savings transferred across the portfolio.	
Minor Variances	-0.780	-0.828	-0.047	-0.164	Transfer of budget for £0.137m to Older People, Extra Care budget as agreed within the Month 2 Interim Revenue Budget Monitoring Report.	
Total Social Services (excl Out of County)	65.944	65.936	-0.007	-0.167		

MONTH 8 - SUMMARY

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Last Month Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
Out of County						
Children's Services	5.288	6.864	1.576	1.596	The overspend is influenced by a significant increase in the number of placements and the full year impacts of new placements which emerged during 2018/19.	A threefold approach to mitigation by :- 1) - direct action e.g Commissioning Practice 2) Expenditure controls within the same service or portfolio 3) After exhaustion of 1 and 2, consider how to effect corporate level mitigation
Education & Youth	3.745	4.248	0.503	0.629	The overspend is influenced by a significant increase in the number of placements and the full year impacts of new placements which emerged during 2018/19.	A threefold approach to mitigation by :- 1) - direct action e.g Commissioning Practice 2) Expenditure controls within the same service or portfolio 3) After exhaustion of 1 and 2, consider how to effect corporate level mitigation
Total Out of County	9.033	11.112	2.079	2.225		
Education & Youth						
Inclusion & Progression	4.095	4.013	-0.082	-0.078	Savings identified as part of the revenues spend review carried out at month 6 and beyond.	
Integrated Youth Provision	1.290	1.186	-0.105	-0.063	Underspends across the whole of the service identified through the challenge of non-essential spend.	
School Improvement Systems	1.702	1.578	-0.124	-0.136	In year savings identified through the challenge of non-essential spend across School Improvement and Early Entitlement	
Minor Variances	1.447	1.416	-0.031	-0.015		
Total Education & Youth	8.534	8.193	-0.341	-0.293		
Schools						
	91.941	91.941	0.000	0.000		
Streetscene & Transportation						
Service Delivery	8.558	8.758	0.200	0.142	Following the extreme weather event during June 2019, the service has incurred additional revenue pressures from responding and resolving flooding issues across the County. The network damage was widespread and included road foundations being undermined, particularly on roads adjacent to water courses, and road surfaces being lifted by inspection covers, due to the pressure created by the sheer volume of water within the drainage system. The costs include the additional staffing costs towards responding and repairing the highway along with costs of plant and materials. A claim made to Welsh Government was unsuccessful and the portfolio is now working to mitigate these costs. Potential total costs up to £0.180m. The flooding has also impacted the capital programme creating an additional pressure of £0.350m for highway repairs. It should be noted that this service area is also carrying a pressure of £0.050m in relation to vandalism at Household Recycling Centres. This has increasingly become a challenge at each of the sites and is ongoing. Managers are actively working to support the staff operating the sites and taking action to ensure the safety of the sites.	
Transportation	8.598	9.584	0.986	1.058	The pressures in school transport costs are as a result of several factors across the service. Effect of non-statutory school transport arrangements and delay in implementing policy on removing historic transport anomalies. Increase in mainstream secondary education pupil transport and Special Educational Needs (SEN) pupil transport, both in County and out of County placements, along with an increase in number of school escorts to accompany SEN pupils and growth in number of single occupancy routes. There is a risk that School Transport costs may rise as a result of SEN and operator increases, this is a regional matter and the impact is being felt across all Councils in North Wales. There is also an increase in number of school days in 2019-20. The Transportation service have successfully reviewed high cost routes and retendered contracts where a more favourable rate may be secured. The impact of this to date is a further reduction in the forecast position to £0.938m and work is ongoing to mitigate this further. Increased transport provision to Social Services of £0.048m. The Transportation service are looking to mitigate this pressure through a route optimisation exercise.	
Regulatory Services	4.838	4.962	0.124	0.102	Car Parking Income has been reflected as an ongoing pressure within the MTFs as income is not reaching budgeted levels. Although November takings have improved the position marginally, the shortfall is around £0.200m and this will be closely monitored going forward to assure forecasts. The waste strategy service are now likely to have an improved position of up to £0.100m, based on the commissioning period for the North Wales Residual Waste Treatment Project (NWRWTP) being shorter than anticipated compared to when the £0.425m pressure was calculated. Maximum WG grant funding is available from the full service period commencement which is projected to be in December 2019. In addition, the recharge for Parc Adfer project support has been revised and amended accordingly.	
Other Minor Variances	8.360	8.323	-0.037	-0.037		
Total Streetscene & Transportation	30.353	31.626	1.273	1.264		
Planning, Environment & Economy						

MONTH 8 - SUMMARY

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Last Month Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
Development	0.061	0.001	-0.061	-0.023	Higher than expected levels of Planning Fee Income received in the first half of the financial year. The projection is dependant on the number and value of the applications received, resulting in a changeable outturn to ensure an accurate reflection. Increased Fee income in Highways Development Control also contributes to the overall favourable variance.	
Access	1.337	1.402	0.066	0.065	Historic Income Target not realised due to cessation of Environment Single Revenue Grant in March, 2019 £0.027m. Service Review in Rights of Way resulting in increased staffing costs £0.028m. Minor Variances totalling £0.011m.	
Management & Strategy	1.390	1.330	-0.059	-0.076	Vacant posts across the service: Land Drainage and Planning Policy	
Minor Variances	3.110	3.154	0.044	0.037		
Total Planning & Environment	5.897	5.887	-0.010	0.003		
People & Resources						
HR & OD	2.367	2.429	0.062	0.066	The launch of the salary sacrifice scheme for AVSC was undertaken earlier this year and all existing employees paying AVSC have been written to encouraging them to take up the scheme together with information for all staff via the infonet workforce news. To date only £0.009m has been achieved through this scheme and this has been re-projected as a full year efficiency at £0.018m.	
Corporate Finance	2.073	2.099	0.026	0.009		
Total People & Resources	4.439	4.527	0.088	0.075		
Governance						
Legal Services	0.723	0.884	0.160	0.159	Overspend as a result of employing locums to December, 2019 covering absence to ensure continuing client service delivery in the area of child protection £0.090m. Previous years efficiency target that was dependant on demand reduction in another service that has not occurred, thereby preventing the consequent achievement of the efficiency £0.114m. Mitigated by the fee income and commitment challenge within the service totalling £0.044m.	
Internal Audit	0.834	0.788	-0.046	-0.045	Vacancy Savings	
Revenues	0.197	-0.043	-0.240	-0.049	At Period 8 together with an early indication of a potential surplus on the Council Tax Fund, Revenues is projecting a favourable variance as a direct result of the ongoing review of council tax single person discount entitlements and the removal of discounts where taxpayers are determined as not entitled to the 25% discount. The review is still ongoing but at the time of reporting, additional efficiency savings of circa £0.227m have been achieved from the review.	
Minor Variances	7.449	7.388	-0.061	-0.068	Cumulative minor variances, each of less than £0.025m across the portfolio.	
Total Governance	9.203	9.016	-0.186	-0.004		
Strategic Programmes						
Minor Variances	5.272	5.272	0.000	0.000		
Total Strategic Programmes	5.272	5.272	0.000	0.000		
Housing & Assets						
Caretaking & Security	0.263	0.206	-0.057	-0.057	Savings identified arising from the review and challenge of non-essential spend, of which £0.034m relates to staff cost savings arising from vacancies and reduced overtime payments. A further £0.015m saving on Repairs and Maintenance of Buildings arose from the challenge of non essential spend making a total of £0.049m for this service. The remaining £0.008m of the projected underspend relates to other minor savings.	Continue to review and challenge all non essential spend in future months.
CPM & Design Services	0.673	0.595	-0.077	-0.070	Mainly due to a surplus of income recovered via Service Level Agreements (SLAs) and also £0.012m arising from the review and challenge of non-essential spend.	Continue to review and challenge all non essential spend in future months.
Benefits	11.566	11.290	-0.275	-0.275	Projected underspend on the Council Tax Reduction Scheme (CTRS).	
Housing Solutions	1.062	0.957	-0.105	-0.026	Management savings due to ongoing vacancies	Continue to monitor and review
Minor Variances	1.608	1.658	0.050	0.045	Cumulative minor variances, each of less than £0.025m across the portfolio.	
Total Housing & Assets	15.171	14.706	-0.465	-0.383		
Chief Executive's	2.760	2.616	-0.144	-0.157	Vacant Posts	
Central & Corporate Finance	22.802	22.407	-0.395	-0.371	Over recovery of planned pension contributions recoupment against actuarial projections due to pay award increase mitigated by the under achievement of Income efficiencies and Workforce efficiencies.	
Grand Total	271.350	273.242	1.891	2.193		

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2019/20 Efficiencies Outturn Tracker (Month 8)

Efficiency Description	Accountable Officer	Efficiency Target	Projected Efficiency	(Under)/Over Achievement	Efficiency Open/Closed (O/C)	Confidence in Achievement of Efficiency - Based on (see below) R = High Assumption A = Medium Assumption G = Figures Confirmed	Reason for variation	Mitigating Action if Amber or Red
		2019/20 £m	2019/20 £m	2019/20 £m				
Portfolio								
Corporate								
Minimum Revenue Provision	Change in accounting Policy for MRP	Liz Thomas	1.400	1.400	0.000	C	G	N/A
New Income Targets* (See below for further breakdown)	Additional Income Target 19/20	All	0.100	0.000	(0.100)	O	A	See income analysis below
Management of Workforce and Inflation cost pressures	Corporate Financing Efficiency for Pensions/Auto Enrolment & 17/18 Inflation	Gary Ferguson	1.144	1.144	0.000	C	G	N/A
Workforce Terms and Conditions	Essential Car User Allowance/Travel/AVC	Sara Dulson/Sharon Carney	0.250	0.100	(0.150)	O	A	To be confirmed
ADM Subsidies		Rachael Corbelli	0.400	0.285	(0.115)	C	G	Agreed re-profiling of subsidy reduction
Reduction in Corporate Management Costs		Joanne Pierce	0.250	0.256	0.006	C	G	£0.256m achieved to date though further efficiencies from CO post (Oct-March) may be achieved pending confirmation of resourcing
HRA/Council Fund Recharges		Rachael Corbelli	0.158	0.158	0.000	O	G	N/A
Newsletter & Promotions		Karen Armstrong	0.029	0.029	0.000	O	G	
Workforce Reduction		Karen Armstrong	0.015	0.015	0.000	O	G	
IT Infrastructure		Gareth Owen	0.097	0.097	0.000	O	G	
Democratic Services		Gareth Owen	0.009	0.009	0.000	O	G	
Total Corporate Services			3.852	3.493	(0.359)			
Social Services								
Domiciliary Care Charging Cap		Neil Ayling	0.264	0.264	0.000	O	G	
Business Systems Mobiles and Hardware			0.005	0.005	0.000	O	G	
Older Peoples Day Services			0.020	0.020	0.000	O	G	
Reduction in Voids			0.025	0.025	0.000	O	G	
Regional Efficiency			0.020	0.020	0.000	O	G	
Strategic Use of Grants			0.170	0.170	0.000	O	G	
Telecare			0.010	0.010	0.000	O	G	
Deferral of Recruitment			0.050	0.050	0.000	O	G	
Social Care Additional Funding			1.410	1.303	(0.107)	C	G	Grant allocation of £1.303m advised by WLGA
Children's Services Additional Funding			0.110	0.000	(0.110)	O	A	Grant allocated to National Adoption Service arrangement with WCBC as lead - funding being fully spent on new staff
Regional Allocation Health and Social Care			0.705	0.639	(0.066)	O	G	ICF funding £0.639m for Children's Services Edge of Care and complex needs
Total Social Services			2.789	2.506	(0.283)			
Education & Youth								
Integrated Youth Provision			0.014	0.014	0.000	O	G	
School Planning and Provision			0.005	0.005	0.000	O	G	
School Improvement Systems			0.058	0.058	0.000	O	G	
Gwe Efficiency			0.006	0.006	0.000	O	G	
Total Education & Youth			0.083	0.083	0.000			
Housing & Assets								
Housing Solutions; Reduction to temporary accommodation		Jenny Griffiths	0.030	0.030	0.000	O	G	
Housing Programmes; Reductions in bond applications		Mel Evans	0.005	0.005	0.000	O	G	Delay to reviving processes
Total Housing & Assets			0.035	0.035	0.000			
Streetscene & Transportation								
School Transport		Anthony Stanford	0.100	0.000	(0.100)	C	R	Decision not to review historic transport anomalies in year.
Review Security Arrangements in depot		Katie Wilby	0.005	0.005	0.000	O	G	
Total Streetscene & Transportation			0.105	0.005	(0.100)			Impact of not achieving the efficiency included in the Additional School Transport Costs range in the Month 2 report.
Planning, Environment & Economy								
Service Review - Trading Standards		Sian Jones	0.035	0.035	0.000	O	G	
Supplies and Services review		Lynne Fensome	0.005	0.005	0.000	O	G	
Regeneration review of spending		Niall Waller	0.023	0.023	0.000	O	A	
Greenfield Valley Management Fee (10% £68k)		Tom Woodall	0.007	0.007	0.000	O	G	
Minerals & Waste shared service		Gary Nancarrow	0.005	0.005	0.000	O	A	
Total Planning, Environment & Economy			0.075	0.075	0.000			
Total 2019/20 Budget Efficiencies			6.939	6.197	(0.742)			

Less Previously agreed Decision	Agreed Re-profiling of Subsidy - AURA	(0.115)	0.115
Revised 2019/20 Budget Efficiencies		<u>6.824</u>	<u>6.197</u>
			<u>(0.627)</u>

Total 2019/20 Budget Efficiencies		100	6.939
Total Projected 2019/20 Budget Efficiencies Underachieved		-11	(0.742)
Total Projected 2019/20 Budget Efficiencies Achieved		89	6.197
Total 2019/20 Budget Efficiencies (Less Previously agreed Decisions)		100	6.824
Total Projected 2019/20 Budget Efficiencies Underachieved		-9	(0.627)
Total Projected 2019/20 Budget Efficiencies Achieved		91	6.197

New Income Targets		£m
Income Target Efficiency from Previous Years		(0.207)
Income Efficiency 19/20		(0.100)
Total Income Efficiency		<u>(0.307)</u>

	Efficiency	Amount Achieved	(Under)/Over Achievement
	2019/20	2019/20	2019/20
	£m	£m	£m
19/20 New Income Efficiencies from Business Planning			
Corporate			
Graphics Income	(0.005)	(0.005)	0.000
Management Recharge	(0.016)	(0.016)	0.000
Social Services			
Integrated Services	(0.010)	(0.010)	0.000
Workforce Development Income	(0.005)	(0.005)	0.000
Streetscene			
Income from external works within fleet services	(0.010)	(0.010)	0.000
Garden Waste Charges	(0.050)	(0.050)	0.000
Bereavement Services (01.10.19 to 31.03.20)	(0.003)	(0.003)	0.000
Planning, Environment & Economy			
Planning Fee Income	(0.025)	(0.025)	0.000
Countryside & Conservation	(0.023)	(0.023)	0.000
Business & Community - Food Safety, Taxi Licences, Pest Control & Weights & Measures (01.10.19 to 31.03.20)	(0.010)	(0.010)	0.000
Total 19/20 Income Efficiency	<u>(0.157)</u>	<u>(0.157)</u>	<u>0.000</u>
Total Balance Remaining	<u>(0.150)</u>		

New against target due to increase in fees from 1/10/19
 Remaining amount is from from BP efficiencies in 19/20 budget

Movements on Council Fund Unearmarked Reserves

	£m	£m
Total Reserves as at 1 April 2019	14.021	
Less - Base Level	(5.769)	
Total Reserves above base level available for delegation to Cabinet		8.252
Less - amount committed as part of balancing 2019/20 budget		(2.221)
Less - amount approved to operate a Sustainable Drainage System (SuDS) Approving Body (SAB)		(0.062)
Less - amount approved for investment in change		(1.000)
Less - allocation for ongoing resourcing of the Victim Contact Team		(0.100)
Less - projected outturn overspend		1.892
Total Contingency Reserve available for use		2.977

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Budget Monitoring Report
Housing Revenue Account Variances

MONTH 8 - SUMMARY

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £25k
Housing Revenue Account		
Income	(0.020)	Reduction in lost income in respect of void properties (£0.016m). Other minor variances (£0.004m).
Capital Financing - Loan Charges	0.000	
Estate Management	(0.018)	Additional salary savings of (£0.018m).
Landlord Service Costs	0.002	Minor variances.
Repairs & Maintenance	0.002	Minor variances.
Management & Support Services	0.143	Additional expenditure anticipated in respect of insurance excess costs of £0.153m. Other minor variances of (£0.010m).
Capital Expenditure From Revenue (CERA)	0.000	
HRA Projects	0.000	
Contribution To / (From) Reserves	(0.109)	Reduced contribution to reserves due to the projected outturn position (£0.109m).
Total Housing Revenue Account	0.000	

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CABINET

Date of Meeting	Tuesday, 21 st January 2020
Report Subject	Business Rates – Write Offs
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Officer (Governance)
Type of Report	Operational

EXECUTIVE SUMMARY

Individual bad debts in excess of £25,000 require Cabinet to approve recommendations to write off debts in line with the Financial Procedure Rules of the Council.

Two Business Rate debts are considered to be irrecoverable as the ratepayers have either entered into liquidation or are no longer trading. Consequently, there are no assets and successful recovery of the debts is no longer possible and a write off is necessary, totalling £60,260. The organisations are:

- Richmond Investment Properties Ltd - £25,882
- Mr Ryan Corbett (Trading as 'Jump 2 It') - £34,378

RECOMMENDATIONS

1	Approve the write off for the Business Rate debts as set out in the report.
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REPORT DETAILS

1.00	EXPLAINING THE BUSINESS RATE WRITE OFF REQUESTS
	Background to Richmond Investment Properties Ltd
1.01	Richmond Investment Properties Ltd was a limited liability company liable for Business Rates on the former Bryn Awel Hotel, Denbigh Road, Mold from July 2012 until July 2014.
1.02	The company did not make payment as demanded and the Council successfully obtained Liability Orders at Mold Magistrates Court in April 2014 and in August 2014. The company directors did not attend the hearings.
1.03	Enforcement agents/Bailiffs were subsequently engaged to enforce the Liability Orders and to secure payment, if necessary, by removing goods belonging to the company. The Enforcement agents carried out a number of visits at both the former Bryn Awel Hotel address and the companies registered office address but the visits did not result in securing payment or the identification of assets that could be taken and sold to secure payment.
1.04	Richard Investment Properties Ltd ceased to be liable for Business Rates from 8 th July 2014, following repossession of the property by the owners.
1.05	Companies House issued a notice in January 2015 for compulsory strike-off and in April 2015, the company was dissolved.
1.06	There is no prospect of recovering the unpaid business rate liability of £25,882 since the company is now dissolved.
	Background to Mr Ryan Corbett (Trading as Jump To It Deeside)
1.07	Mr Ryan Corbett was liable for Business Rates on Unit 37, Deeside Industrial Estate from June 2016 until March 2018.
1.08	The ratepayer failed to meet his Business Rate payment obligations and liability orders were granted against him in April and November 2017, subsequently Enforcement agents/Bailiffs were instructed to secure payment of the outstanding balances.
1.09	The Councils in-house enforcement agents secured a payment agreement with the ratepayer and a total of £11,000 was successfully recovered.
1.10	The ratepayer then defaulted with his payment agreement and the Business Rate liability was ended from 31 st March 2018 as the ratepayer subsequently became liable for Business Rates as a separate legal entity of a limited liability company.
1.11	In an effort to secure payment of Business Rates from the ratepayer, the Council referred the matter to an external Solicitors and Insolvency Practitioners, at no cost to the Council, with a view of undertaking bankruptcy proceedings against the ratepayer.

1.12	Following a review of the case, it was concluded there was no prospect of recovering the outstanding Business Rates of £34,378 as the ratepayer had insufficient personal assets to discharge the debt and it is therefore not in the public interest to undertake bankruptcy against the ratepayer.
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2.00	RESOURCE IMPLICATIONS
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2.01	There are no direct revenue implications for the Council or local Council Tax payers, as the cost of writing off these debts are borne by the National Collection Pool. But as the Collection Pool is supported by Welsh Government, non-payment of Business Rates does however have a wider impact of the Welsh taxpayer.
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3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
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3.01	Legal action is always taken quickly to secure payment from those businesses who fail to pay their Business Rates. Measures include securing a Liability Order at the local Magistrates Court and then enforcing payment. Sometimes, the use of enforcement agents/bailiffs to take control of goods, and on occasion, sell those goods, is deemed necessary to secure payment. On occasion, the Council also considers taking liquidation and bankruptcy proceedings.
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3.02	Writing off the debts contained in this report, amounting to a total loss of income to the National Collection Pool for Wales of £60,260, is being recommended as a last resort and only on the basis there is no prospect of successfully recovering these debts.
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3.03	There are no direct revenue implications for the Council or local Council Tax payers, as the cost of writing off these debts are borne by the National Collection Pool. But as the Collection Pool is supported by Welsh Government, non-payment of Business Rates does however have a wider impact of the Welsh taxpayer.
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4.00	CONSULTATIONS REQUIRED/CARRIED OUT
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4.01	All write offs must be approved by the Corporate Finance Manager, but in the case of individual write offs in excess of £25,000, Cabinet must be consulted as part of the decision making process to write off those debts.
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5.00	APPENDICES
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5.01	None.
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6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<ul style="list-style-type: none"> Local Government Finance Act 1988 Financial Procedure Rules (section 5.2) http://infonet.flintshire.gov.uk/en/Document-Repository/People-and-Resources/Finance/Procedures/FPRs-March-2018.pdf

7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact Officer: David Barnes, Revenues Manager</p> <p>Telephone: 01352 703652</p> <p>E-mail: david.barnes@flintshire.gov.uk</p>

8.00	GLOSSARY OF TERMS
	<p>Business Rates: are a property based local tax on businesses calculated on the rateable value of the property. Although the Business Rate system and the rate of tax is set by Welsh Government, rates are administered and collected locally by each local authority and paid into a national collection pool for Wales.</p> <p>National Collection Pool for Wales: all Business Rates are collected and paid into the Welsh Government’s Non-Domestic Rates Collection Pool. Councils in Wales receive a redistributed share based on a formula set by Welsh Government called the Local Government Funding Formula. The formula makes a theoretical comparative judgement on what each Council needs according to its population size, its wealth and poverty, and its rurality.</p> <p>Companies House: is the UK’s registrar of listed companies and is an executive agency of Her Majesty’s Government.</p> <p>Debt Enforcement agents/Bailiffs: are sometimes used as a way of enforcing Liability Orders for non-payment of Business Rates by either collecting payment in full or taking control of goods to secure payment or sale.</p> <p>Company ‘winding-up’: is the legal process submitted by an interested party to liquidate a company. This process may be done by a third party such as a creditor who is owed money by the company.</p> <p>Liquidation: is the legal process that occurs when a company becomes insolvent, meaning it cannot meet its payments obligations as and when they become due. The purpose of liquidation is for an appointed liquidator to look into the financial affairs of a company, realise all the assets and then pay a return to creditors so they receive some or all of their money back. However, not all liquidations result in creditors getting money back in the form of a dividend.</p>

<p>Bankruptcy: is a legal status for people who are unable to repay the money they owe to creditors. People can only be made bankrupt if they have debts over £5,000, and it's generally seen as a last resort for creditors to take. When someone is declared bankrupt, the value of their possessions and assets is usually shared out among those creditors who are owed money.</p>

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EXERCISE OF DELEGATED POWERS – DECISIONS TAKEN REPORTED TO CABINET – 21.01.20

Housing and Assets

- **Council Rent – Application to Write Off Tenancy Arrears**

Financial Procedure Rules (section 5.2) stipulates that individual and irrecoverable debts in excess of £5,000 are considered for write off in conjunction with the relevant Cabinet Member.

The decision to write off is in respect of one tenant who is subject to a Debt Relief Order (DRO). Rent arrears of £5,075.55 are included in the DRO which are now irrecoverable as a result of the award of the DRO.

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

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**FLINTSHIRE COUNTY COUNCIL FORWARD WORK PROGRAMME ITEMS
COUNCIL, CABINET, AUDIT AND GOVERNANCE & SCRUTINY
1 January 2020 TO 30 June 2020**

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
January					
Environment Overview & Scrutiny Committee	14/01/20	Streetscene and Transportation	Provision of MOT's and other Commercial Opportunities To consider the proposals for provision of MOT and other commercial opportunities	Strategic	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	14/01/20	Streetscene and Transportation	Installation of Vehicular Crossings Policy To provide Scrutiny with details of the policy and processes required to lower highway kerbs to allow access to private properties.	Operational	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside

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	14/01/20	Streetscene and Transportation	<p>Impact of Roadworks by Utility Companies</p> <p>To provide an overview of the statutory requirements of the Council to manage and inspect the Highway Network during roadworks undertaken by Public Utilities and other organisations</p>	Operational	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
<div style="display: flex; align-items: center;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg); font-size: small; margin-right: 5px;">Page 130</div> <div>Environment Overview & Scrutiny Committee</div> </div>	14/01/20	Planning, Environment and Economy	<p>The Council's Response to the Challenges of Climate Change</p> <p>To update the Environment Overview and Scrutiny Committee on the Council's response to the challenges of climate change.</p>	Strategic	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	14/01/20	Overview and Scrutiny	<p>Forward Work Programme and Action Tracking (Env)</p> <p>To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.</p>	Operational	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside

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	14/01/20	Streetscene and Transportation	<p>Outcome of the Wales Audit Office Audit on Flintshire Household Recycling Centres</p> <p>That Scrutiny note the outcome of the recent Wales Audit Office report on HRC sites.</p>	Operational	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	14/01/20	Streetscene and Transportation	<p>Grass Cutting Policy Review and Wildflowers on Grass Verges</p> <p>To seek a recommendation to Cabinet to accept the revisions to the existing Grass Cutting Standard</p>	Operational	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
Corporate Resources Overview & Scrutiny Committee	16/01/20	Finance	<p>Revenue Budget Monitoring Reports 2019/20 (Month 8)</p> <p>This regular monthly report provides the latest revenue budget monitoring position for 2019/ 20 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 8 and projects forward to year-end</p>	Operational	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	16/01/20	Overview and Scrutiny	Action Tracking To inform the Committee of progress against actions from previous meetings.	Operational	
Corporate Resources Overview & Scrutiny Committee	16/01/20	Overview and Scrutiny	Forward Work Programme To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee.	Operational	
Cabinet	21/01/20	Chief Executive's	Revenue Budget Monitoring 2019/20 (Month 8) This regular monthly report provides the latest revenue budget monitoring position for 2019/20 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 8, and projects forward to year-end.	Operational	Cabinet Member for Finance
Cabinet	21/01/20	Finance	Budget Update To receive an update on the Budget position for 2020/21.	Strategic	Cabinet Member for Finance, Leader of the Council and 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	21/01/20	Chief Executive's	Aura – Renewal of Service Contract To seek an extension of the service contract with Aura	Operational	Leader of the Council and Cabinet Member for Education
Cabinet	21/01/20	Streetscene and Transportation	Update on the Progress of the Mold to Broughton Cycleway To provide an update on the Council's Active Travel bid for 2020/21 and to advise of the upcoming consultation process in respect of the scheme which will commence in February 2020.	Strategic	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
Cabinet	21/01/20	Governance	Business Rates – Write Offs To approve recommendation to write off individual debts in excess of £25,000 in line with Finance Procedure Rules and seek authorisation to write off irrecoverable Business Rate debts.	Operational	Cabinet Member for Corporate Management and Assets

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	21/01/20	Chief Executive's	<p>Housing Revenue Account (HRA) 30 Year Financial Business Plan</p> <p>The purpose of this report is to present, for recommendation to Council, the Housing Revenue Account (HRA) Budget for 2020/21, the HRA Business Plan and the summary 30 year Financial Business Plan.</p>	Strategic	Cabinet Member for Housing
Cabinet	21/01/20	Social Services	<p>Social Value</p> <p>To update Cabinet on the progress made in delivering the Council's social value aspirations and to discuss the draft policy for social value.</p>	Operational	Cabinet Member for Corporate Management and Assets
Community and Enterprise Overview & Scrutiny Committee	22/01/20	Overview and Scrutiny	<p>Forward Work Programme and Action Tracking (C & E)</p> <p>To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.</p>	Operational	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)
Community and Enterprise Overview & Scrutiny Committee	22/01/20	Housing and Assets	Housing Revenue Account (HRA) 30 Year Financial Business Plan To consider the proposed Housing Revenue Account (HRA) Budget for 2020/21, the HRA Business Plan and the summary 30 year Financial Business Plan.	Strategic	Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	22/01/20	Finance	Welfare Reform Update To provide an update on the impact of Welfare Reform on Flintshire Residents	Operational	Cabinet Member for Corporate Management and Assets
Organisational Change Overview & Scrutiny Committee	27/01/20	Planning, Environment and Economy	Social Value To update members on the progress made in delivering the Council's social value aspirations and to discuss the draft policy for social value	Operational	Cabinet Member for Corporate Management and Assets
Organisational Change Overview & Scrutiny Committee	27/01/20	Chief Executive's	Aura – Renewal of Service Contract To consider the proposed extension of the service contract with Aura	Operational	Leader of the Council and 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	27/01/20	Chief Executive's	<p>Theatr Clwyd Trust Model Transition Staged Update Report</p> <p>To receive a staged report on progress to date of transferring Theatr Clwyd to a new governance model under the Council's Alternative Delivery Model (ADM) by April 2021.</p>	Strategic	Cabinet Member for Economic Development, Leader of the Council and Cabinet Member for Education
Organisational Change Overview & Scrutiny Committee	27/01/20	Overview and Scrutiny	<p>Forward Work Programme and Action Tracking (OC)</p> <p>To consider the Forward Work Programme of the organisational Change Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.</p>	Operational	Cabinet Member for Corporate Management and Assets
Flintshire County Council	28/01/20	Chief Executive's	<p>Housing Revenue Account (HRA) Capital Programme 2020/21</p> <p>The purpose of this report is to present, for approval, the proposed Housing Revenue Account (HRA) Capital programme for 2020/21.</p>		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire County Council	28/01/20	Chief Executive's	<p>Council Fund Revenue Budget 2020/21 Stage Two Post-Settlement</p> <p>To update on the Council Fund Revenue Budget 2020/21 following receipt of the Welsh Local Government Provisional Settlement in December</p>		
Flintshire County Council	28/01/20	Chief Executive's	<p>Housing Revenue Account (HRA) 30 Year Financial Business Plan</p> <p>The purpose of this report is to present, for approval, the Housing Revenue Account (HRA) Budget for 2020/21, the HRA Business Plan and the summary 30 year Financial Business Plan.</p>		
Flintshire County Council	28/01/20	Chief Executive's	<p>Treasury Management Mid-Year Review 2019/20</p> <p>To present to Members the draft Treasury Management Mid-Year Review for 2019/20</p>		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire County Council	28/01/20	Chief Executive's	Local Government & Elections Bill To enable the Council to consider and comment on the Local Government & Elections Bill.		
Flintshire County Council	28/01/20	Governance	Appointment of an Independent Member to the Standards Committee To consider appointing the preferred candidate for the Independent Member vacancy on the Standards Committee		
Flintshire County Council	28/01/20	Chief Executive's	Capital Programme 2020/21 – 2022/23 Present the Capital Programme 2020/21 – 2022/23 for approval.		
Flintshire County Council	28/01/20	Chief Executive's	Capital Strategy 2020/21 – 2022/23 Present the Capital Strategy 2020/21 – 2022/23 for approval.		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	29/01/20	Chief Executive's	<p>Treasury Management Strategy 2020/21, Treasury Management Policy Statement, Practices and Schedules 2019/20-2021/22</p> <p>To recommend to Cabinet and Council the 2020/21 Treasury Management Strategy, 2019/20-2021/22 Treasury Management Policy, Practices and Schedules. Quarterly update on matters relating to the Council's Treasury Management Policy, Strategy and Practices 2019/20.</p>	Operational	
Audit Committee	29/01/20	Chief Executive's	<p>Financial Procedure Rules</p> <p>To provide Audit Committee with updated Financial Procedure Rules for recommendation to County Council.</p>	Operational	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)
Audit Committee	29/01/20	Chief Executive's	Wales Audit Office (WAO) - Annual Audit Letter 2018/19 The letter summarises the key messages arising from the Auditor General for Wales' statutory responsibilities under the Public Audit (Wales) Act 2004, and reporting responsibilities under the Code of Audit Practice for the financial year 2018/19.	Operational	
Audit Committee	29/01/20	Chief Executive's	Risk Management Guide To present a Risk Management Framework for endorsement.	Strategic	Cabinet Member for Corporate Management and Assets
Audit Committee	29/01/20	Chief Executive's	Annual Review of the Code of Corporate Governance To endorse the review of the Code of Corporate Governance.	Operational	
Audit Committee	29/01/20	Governance	Internal Audit Progress Report To present to the Committee an update on the progress of the Internal Audit Department.	All Report Types	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	29/01/20	Governance	Audit Committee Action Tracking To inform the Committee of the actions resulting from points raised at previous Audit Committee meetings.	All Report Types	
Audit Committee	29/01/20	Governance	Forward Work Programme To consider the Forward Work Programme of the Internal Audit Department.	All Report Types	
Social & Health Care Overview & Scrutiny Committee Page 141	30/01/20	Overview and Scrutiny	Forward Work Programme and Action Tracking (S & H) To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	Cabinet Member for Social Services
Education and Youth Overview & Scrutiny Committee	30/01/20	Overview and Scrutiny	Forward Work Programme and Action Tracking (E & Y) To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	Leader of the Council and 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	30/01/20	Education and Youth	School Attendance To provide Members with a report on primary and secondary school attendance for 2018-19	Operational	Leader of the Council and Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	30/01/20	Education and Youth	Additional Learning Needs (ALN) Transformation To provide Members with an update on the Authority's implementation plan and any national/regional updates	Operational	Leader of the Council and Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	30/01/20	Education and Youth	Child Poverty To consider future strategy development to reduce child poverty	Operational	Leader of the Council and Cabinet Member for Education
February					
Environment Overview & Scrutiny Committee	11/02/20	Streetscene and Transportation	Flintshire Integrated Transport Strategy To receive an overview of current developments.	Strategic	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	11/02/20	Streetscene and Transportation	Audit Reports – Alltami/Highways Cost Recovery To consider the Wales Audit Reports referred by the Audit Committee	Operational	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside

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	13/02/20	Finance	<p>Revenue Budget Monitoring Reports 2019/20 (Month 9) and Capital Programme (Month 9)</p> <p>This regular monthly report provides the latest revenue budget monitoring position for 2019/20 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 9, and projects forward to year-end. To provide information on Month 4 of the Capital Programme.</p>	Operational	Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	13/02/20	Chief Executive's	<p>Employment and Workforce Quarterly update</p> <p>This report covers strategic updates in addition to the quarterly workforce statistics and their analysis.</p>	Operational	Cabinet Member for Corporate Management and Assets

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	13/02/20	Overview and Scrutiny	Quarter 3 Council Plan 2019/20 Monitoring Report To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2019/20	Operational	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	13/02/20	Chief Executive's	Capital Programme Monitoring 2019/20 (Month 9) To provide Members with the Month 9 capital programme information for 2019/20.	Operational	Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	13/02/20	Finance	Pensions – Financial relationship of Flintshire County Council as an employer and the Clwyd Pension Fund To explain 1) the relationship, 2) types of contributions and 3) the outcome of the triennial actuarial valuation.	Operational	Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	13/02/20	Overview and Scrutiny	Action Tracking To inform the Committee of progress against actions from previous meetings.	Operational	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	13/02/20	Overview and Scrutiny	Forward Work Programme (Corporate Resources) To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	Cabinet Member for Finance
Cabinet	18/02/20	Planning, Environment and Economy	Town Centre Regeneration Update To update members on the approaches being taken to regenerate town centres	Operational	Cabinet Member for Economic Development
Cabinet	18/02/20	Chief Executive's	Treasury Management Strategy 2020/21 To present to Members the draft Treasury Management Strategy 2020/21 for recommendation to Council.	Strategic	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	18/02/20	Chief Executive's	<p>Revenue Budget Monitoring 2019/20 (Month 9) This regular monthly report provides the latest revenue budget monitoring position for 2019/20 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 9, and projects forward to year-end.</p>	Operational	Cabinet Member for Finance
Cabinet	18/02/20	Chief Executive's	<p>Capital Programme Monitoring 2019/20 (Month 9) To provide Members with the Month 9 (end of December) capital programme information for 2019/20.</p>	Operational	Cabinet Member for Finance
Cabinet	18/02/20	Social Services	<p>Marleyfield House Expansion To update cabinet on design and costing progress. To agree maximum budgetary spend.</p>	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)
Cabinet	18/02/20	Housing and Assets	Welfare Reform Update That Cabinet support the ongoing work to manage the impacts of Welfare Reform.	Operational	Cabinet Member for Corporate Management and Assets
Cabinet	18/02/20	Housing and Assets	Independent Affordable Housing Supply Review To provide an update on the Affordable Housing Supply Review and the potential implications of the recommendations, made by the independent panel, for the Council.	Strategic	Cabinet Member for Housing
Flintshire County Council	18/02/20	Chief Executive's	Treasury Management Strategy 2020/21 To present to Members the draft Treasury Management Strategy 2020/21		
Flintshire County Council	27/02/20	Governance	Council Tax Setting 2020/21 To approve the Council Tax Charges for 2020/21		
March					

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	10/03/20	Overview and Scrutiny	Quarter 3 Council Plan 2019/20 Monitoring Report To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2019/20	Operational	Cabinet Member for Planning and Public Protection, Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	10/03/20	Streetscene and Transportation	Update on the Progress of the Mold to Broughton Cycle Path To receive a progress report.	Operational	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	10/03/20	Streetscene and Transportation	Provision of MOT's and other Commercial Opportunities To consider commercial opportunities within the Streetscene & Transportation portfolio.	Operational	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside

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	10/03/20	Overview and Scrutiny	Forward Work Programme and Action Tracking (Env) To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	10/03/20	Streetscene and Transportation	Fleet Electrification To consider proposals for fleet electrification.	Operational	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
Community and Enterprise Overview & Scrutiny Committee	11/03/20	Overview and Scrutiny	Quarter 3 Council Plan 2019/20 Monitoring Report To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2019/20	Operational	Cabinet Member for Economic Development, Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	11/03/20	Planning, Environment and Economy	Town Centre Regeneration Update To update members on the approaches being taken to regenerate town centres	Operational	Cabinet Member for Economic Development

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	11/03/20	Overview and Scrutiny	<p>Forward Work Programme and Action Tracking (C & E) To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.</p>	Operational	Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	11/03/20	Planning, Environment and Economy	<p>Flintshire in Business Update To update members on the work on the Council's business development team and specifically on the Flintshire in Business events programme.</p>	Operational	Cabinet Member for Economic Development
Corporate Resources Overview & Scrutiny Committee	12/03/20	Finance	<p>Revenue Budget Monitoring Reports 2019/20 (Month 10) This regular monthly report provides the latest revenue budget monitoring position for 2019/ 20 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 10 and projects forward to year-end</p>	Operational	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	12/03/20	Overview and Scrutiny	Action Tracking To inform the Committee of progress against actions from previous meetings.	Operational	Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	12/03/20	Overview and Scrutiny	Forward Work Programme (Corporate Resources) To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	Cabinet Member for Finance
Organisational Change Overview & Scrutiny Committee	16/03/20	Overview and Scrutiny	Quarter 3 Council Plan 2019/20 Monitoring Report To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2019/20	Operational	Cabinet Member for Corporate Management and Assets, Leader of the Council and 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	16/03/20	Overview and Scrutiny	Forward Work Programme and Action Tracking (OC) To consider the Forward Work Programme of the organisational Change Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	Cabinet Member for Corporate Management and Assets
Organisational Change Overview & Scrutiny Committee	16/03/20	Strategic Programmes	Update report on Hwb Cyfle To provide an update on the newly built and opened day centre Hwb Cyfle and to update the Committee in relation to partnership working arrangements with HFT.	Operational	Cabinet Member for Social Services
Cabinet	17/03/20	Chief Executive's	Revenue Budget Monitoring 2019/20 (Month 10) This regular monthly report provides the latest revenue budget monitoring position for 2019/20 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 10, and projects forward to year-end.	Operational	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	17/03/20	Education and Youth	School Admission Arrangements 2021/22 To advise on the outcome of the statutory consultation exercise on the admission arrangements for September 2021 and to recommend approval.	Operational	Leader of the Council and Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee Page 153	19/03/20	Overview and Scrutiny	Quarter 3 Council Plan 2019/20 Monitoring Report To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2019/20	Operational	Leader of the Council and Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	19/03/20	Education and Youth	School Modernisation To provide Members with an update on the School Modernisation Programme	Operational	Leader of the Council and 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	19/03/20	Overview and Scrutiny	Forward Work Programme and Action Tracking (E & Y) To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	Leader of the Council and Cabinet Member for Education
Audit Committee	25/03/20	Chief Executive's	Q4 Treasury Management Update 2019/20. To provide an update on matters relating to the Council's Treasury Management Policy, Strategy and Practices to the end of February 2020.	Operational	Cabinet Member for Finance
Social & Health Care Overview & Scrutiny Committee	26/03/20	Overview and Scrutiny	Quarter 3 Council Plan 2019/20 Monitoring Report To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2019/20	Operational	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	26/03/20	Overview and Scrutiny	Forward Work Programme and Action Tracking (S & H) To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	Cabinet Member for Social Services
April					
Environment Overview & Scrutiny Committee	7/04/20	Overview and Scrutiny	Forward Work Programme and Action Tracking (Env) To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	7/04/20	Streetscene and Transportation	Waste Permitting & Data Flow To receive a report	Strategic	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside

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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	7/04/20	Streetscene and Transportation	Garden Waste update To receive a progress report	Operational	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	7/04/20	Overview and Scrutiny	Forward Work Programme and Action Tracking (Env) To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
Corporate Resources Overview & Scrutiny Committee	9/04/20	Finance	Revenue Budget Monitoring Reports 2019/20 (Month 11) This regular monthly report provides the latest revenue budget monitoring position for 2019/ 20 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	Operational	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	9/04/20	Overview and Scrutiny	Action Tracking	Operational	Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	9/04/20	Overview and Scrutiny	Action Tracking To inform the Committee of progress against actions from previous meetings	Operational	Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	9/04/20	Overview and Scrutiny	Forward Work Programme (Corporate Resources) To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	Cabinet Member for Finance
Cabinet	14/04/20	Chief Executive's	Revenue Budget Monitoring 2019/20 (Month 11) This regular monthly report provides the latest revenue budget monitoring position for 2019/20 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.	Operational	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)
Community and Enterprise Overview & Scrutiny Committee	29/04/20	Housing and Assets	Community Benefit To provide information on the Community Benefit being delivered through the Strategic Housing and Regeneration Programme.	Operational	Cabinet Member for Housing
May					
Environment Overview & Scrutiny Committee	4/05/20	Streetscene and Transportation	Effect of roadworks by utilities and dropped kerbs policy and practices. To receive an update	Operational	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
Corporate Resources Overview & Scrutiny Committee	6/05/20	Overview and Scrutiny	Action Tracking (CROSC) To inform the Committee of progress against actions from previous meetings.	Operational	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	6/05/20	Overview and Scrutiny	Forward Work Programme (Corporate Resources) To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	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)
Social & Health Care Overview & Scrutiny Committee	21/05/20	Overview and Scrutiny	Forward Work Programme and Action Tracking (S & H) To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings	Operational	Cabinet Member for Social Services
June					
Corporate Resources Overview & Scrutiny Committee	11/06/20	Overview and Scrutiny	Year-end Council Plan Monitoring Report 2019/20 To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2019/20	Operational	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	11/06/20	Overview and Scrutiny	Action Tracking(CROSC) To inform the Committee of progress against actions from previous meetings.	Operational	Cabinet Member for Corporate Management and Assets

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	11/06/20	Overview and Scrutiny	Forward Work Programme (Corporate Resources) To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	Cabinet Member for Corporate Management and Assets
Community and Enterprise Overview & Scrutiny Committee	17/06/20	Overview and Scrutiny	Year-end Council Plan Monitoring Report 2019/20 To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2019/20	Operational	Cabinet Member for Economic Development, Cabinet Member for Housing
Education and Youth Overview & Scrutiny Committee	25/06/20	Overview and Scrutiny	Year-end Council Plan Monitoring Report 2019/20 Adroddiad Monitro Cynllun y Cyngor 2019/20 ar ddiwedd y flwyddyn	Operational	Leader of the Council and Cabinet Member for Education
Organisational Change Overview & Scrutiny Committee	29/06/20	Overview and Scrutiny	Year-end Council Plan Monitoring Report 2019/20 Adroddiad Monitro Cynllun y Cyngor 2019/20 ar ddiwedd y flwyddyn	Operational	Cabinet Member for Corporate Management and Assets, Leader of the Council and Cabinet Member for Education

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