

# Public Document Pack



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To: Cllr Clive Carver (Chairman)

Councillors: Sean Bibby, Haydn Bateman, Geoff Collett, Andy Dunbobbin,  
Mared Eastwood, Patrick Heesom, Richard Jones, Kevin Rush, Paul Shotton,  
Andy Williams and Arnold Woolley

17 September 2020

Dear Sir/Madam

**NOTICE OF REMOTE MEETING**  
**CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE**  
**MONDAY, 28 SEPTEMBER, 2020 at 10.00 AM**

Yours faithfully

Robert Robins  
Democratic Services Manager

Please note: Due to the current restrictions on travel and the requirement for physical distancing, this meeting will not be held at its usual location. This will be a remote meeting and 'attendance' will be restricted to Committee Members. The meeting will be recorded.

If you have any queries regarding this, please contact a member of the Democratic Services Team on 01352 702345.

## A G E N D A

### 1 APPOINTMENT OF CHAIR

**Purpose:** At the Annual Meeting, Council determined that the Conservative Group will chair this Committee. The Committee is advised that Councillor Clive Carver is the Chair of the Committee for the municipal year.

### 2 APPOINTMENT OF VICE-CHAIR

**Purpose:** To appoint a Vice-Chair for the Committee.

### 3 APOLOGIES

**Purpose:** To receive any apologies.

### 4 DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)

**Purpose:** To receive any Declarations and advise Members accordingly.

### 5 MINUTES (Pages 5 - 12)

**Purpose:** To confirm as a correct record the minutes of the meeting held on 12 March 2020.

### 6 EMERGENCY SITUATION BRIEFING (VERBAL)

**Purpose:** To update on the latest position and the risks and implications for Flintshire and service and business continuity.

### 7 TERMS OF REFERENCE OF THE COMMITTEE (Pages 13 - 22)

Report of Head of Democratic Services

**Purpose:** To receive the terms of reference of the new Committee as agreed by Council.

### 8 RECOVERY STRATEGY (Pages 23 - 70)

Report of Chief Executive, Chief Officer (Governance), Corporate Finance Manager, Senior Manager, Human Resources & Organisational Development – Leader of the Council and Collective Cabinet

**Purpose:** To provide oversight on the recovery planning for the Committee's respective portfolio(s) and to rebuild the forward work programme for the remainder of the 2020/21 Council year with a specific focus on recovery planning.

9 **REVENUE BUDGET MONITORING 2020/21 (MONTH 4)** (Pages 71 - 86)

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

**Purpose:** To provide Members with the latest budget monitoring position for 2020/21 on the Revenue Budget as at Month 4.

10 **CAPITAL PROGRAMME MONITORING 2020/21 (MONTH 4)** (Pages 87 - 116)

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

**Purpose:** To provide Members with the latest monitoring position of 2020/21 on the Capital Programme as at Month 4.

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## **CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE** **12 MARCH 2020**

Minutes of the meeting of the Corporate Resources Overview & Scrutiny Committee of Flintshire County Council held at County Hall, Mold on Thursday, 12 March 2020

### **PRESENT: Councillor Clive Carver (Chairman)**

Councillors: Geoff Collett, Bob Connah, Paul Cunningham, Mared Eastwood, Patrick Heesom, Paul Johnson, Richard Jones, Michelle Perfect, Vicky Perfect, Andy Williams and Arnold Woolley

**APOLOGY:** Councillor Haydn Bateman

**CONTRIBUTORS:** Councillor Ian Roberts (Leader and Cabinet Member for Education), Councillor Billy Mullin (Cabinet Member for Corporate Management and Assets), Councillor Glyn Banks (Cabinet Member for Finance), Chief Executive and Chief Officer (Governance)

Jay Davies (Strategic Performance Advisor) - for minute number 90

Dave Ledsham (Finance Manager) - for minute number 93

**IN ATTENDANCE:** Democratic Services Manager and Democratic Services Officer

### **85. URGENT ITEM OF BUSINESS**

The Chairman notified Members that an update on the Council's response to Coronavirus situation would be given later in the meeting.

### **RESOLVED:**

That the Committee notes the Chairman's decision to accept an urgent additional item to provide details of the Council's response to the Coronavirus/COVID-19 implications for Flintshire.

### **86. DECLARATIONS OF INTEREST**

None.

### **87. MINUTES**

The minutes of the meeting held on 13 February 2020 were approved, as moved and seconded by Councillors Cunningham and Johnson.

### **RESOLVED:**

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

## **88. ACTION TRACKING**

In presenting the report, the Democratic Services Manager advised that workshops on the Council Plan and North Wales Growth Bid would be held in late April and early May respectively. The suggested seminar on capital financing would be incorporated into the Medium Term Financial Strategy workshop to be scheduled in May.

Councillor Heesom said that the points he had raised on links with the Growth Bid and related matters on the Dee Bridge and Red Route had not been acknowledged. In response to his concerns on the Growth Deal, the Chief Executive reiterated that no regional decisions would be made until final Heads of Terms had been agreed and that agenda papers for the North Wales Economic Ambition Board (NWEAB) were available on Gwynedd Council's website. A link to that information would be circulated to Members and the Growth Bid workshop would provide an opportunity for Members to raise any queries with the new Regional Director of the NWEAB.

The meeting with Welsh Local Government Association representatives was currently on hold whilst discussions were taking place with its new Leader and Chief Executive.

On the Employment and Workforce quarterly update, Councillor Jones noted the response to his question on the total number of days lost during the period and said that he had also asked about the impact on the year's outcome target. A further response would be followed up by officers.

The recommendation was moved by Councillor Johnson and seconded by Councillor Cunningham.

### **RESOLVED:**

That the Committee notes the progress which has been made.

## **89. FORWARD WORK PROGRAMME**

The Democratic Services Manager presented the current Forward Work Programme for consideration.

On the appraisals update in May, the Chief Executive reaffirmed the commitment that Chief Officers would be required to attend if their portfolios had not achieved the minimum 90% completion rate.

Councillor Jones asked whether an update on Coronavirus should feature regularly on the Forward Work Programme. The item would be discussed later in the meeting.

The recommendations were moved by Councillor Johnson and seconded by Councillor Cunningham.

## **RESOLVED:**

- (a) That the Forward Work Programme be noted; and
- (b) That the Democratic Services Manager, in consultation with the Committee Chairman, be authorised to vary the Forward Work Programme between meetings, as the need arises.

## **90. RISK MANAGEMENT FRAMEWORK**

The Chief Executive presented a report on the development of an improved internal risk management framework including the allocation of risks and oversight of financial risks which were areas of interest to the Committee.

The Chief Executive and Strategic Performance Advisor gave a presentation on the following:

- Review of the Risk Framework
- Risk categories
- Risk types
- Active Risk Management
- Financial Risks 2020/21
  - Pay (annual awards)
  - Out of County Placements
  - Post-16 School Transport
  - School Deficit Budgets
  - In-year Budget
  - Medium Term Financial Strategy (MTFS)

The aim was to introduce a more effective, systematic approach to identifying and escalating risk which was viewed as best practice. The process involved positive engagement with the Chief Officer team and portfolio performance lead officers along with the Internal Audit team in an advisory role. As part of the presentation, an overview was given of the four principal 'open' risks that could be reported on at this stage. For example on Pay (annual awards) where the Council had little influence on the national position but could build in sufficient flexibility to the MTFS to reduce the impact. Whilst the impact severity was significant, the likelihood was low due to those mitigation measures. Whilst setting the overall budget was an open risk, the MTFS and managing the budget in-year remained ongoing risks.

In response to Councillor Jones' query on the risk for Additional Learning Needs/Special Educational Needs (ALN/SEN) reforms, the Chief Executive said that work was ongoing to assess demand following a delay in national grant funding.

Following comments by Councillor Johnson on the risk category for health and safety, the Chief Executive said that this applied to Out of County Placements due to the complexities involved.

The Chief Executive spoke about the significant cost pressures arising from school budget deficits which was currently given a 'black' risk score as financial actions had not yet been taken.

As the Leader of the Council and Cabinet Member for Education and also the Welsh Local Government Association (WLGA) Education spokesperson, Councillor Roberts described school budget deficits as a consequence of the period of austerity and of significant concern across Wales. In Flintshire, officers were working closely with schools in a licensed deficit position and welcomed plans by Welsh Government (WG) for a change in Pupil Deprivation Grant funding arrangements.

On the allocation of risks across committees, the Chief Executive said that discussions would take place with Overview & Scrutiny Chairs to agree urgent risks to inform active work programming. He suggested that the status of the principal open risks be reported to this Committee in April, May and June, and that the Revenue Budget Monitoring reports from July include an update section on each.

Councillor Jones suggested that all health and safety risks should be given a red status, particularly on Out of County Placements where this was a primary risk. The Chief Executive said that the overall risk rating reflected the current status on each of those live examples and would be subject to change as mitigating actions were taken in the future, for example on Post-16 School Transport where current negotiations on proportionate cost sharing could significantly reduce the risk in-year. It was for the Committee to consider whether mitigating actions were sufficient.

The Chief Officer said that the risk framework document would show the changing risk status before and after mitigation measures.

On school deficit budgets, Councillor Jones said that the Council should make representations to WG to support schools which were in an unsustainable position despite all steps taken to reduce this. Councillor Roberts spoke about the financial challenges to schools and the outside risks to pupils arising from exclusions. In response to comments on the need to accommodate the regulatory risk, the Chief Executive said that this applied to the MTFs where the future risk of being in a position to set a balanced budget was a reputational and regulatory risk.

Councillor Heesom thanked officers for the report which also provided positive links with the Council Plan discussed at the previous meeting.

Councillor Jones spoke about the need to make the case to WG to provide financial support for Out of County Placements and school budget deficits. It was explained that these were amongst a number of budget pressures where representations had been made.

The recommendations, which were amended to reflect the debate, were moved by Councillor Heesom and seconded by Councillor Cunningham.



**RESOLVED:**

- (a) That the Committee notes and supports the work on the risk management framework and the allocation of risks to Overview & Scrutiny committees following a presentation at the Committee; and
- (b) That monthly progress reports on the principal 'open risks' be made to the April, May and June meetings of the Committee.

**91. FINAL LOCAL GOVERNMENT SETTLEMENT 2020/21**

The Chief Executive gave a verbal update on the Final Settlement announced by Welsh Government (WG) and its implications for local government and for Flintshire.

As set out in the recent email to Committee Members, there was no significant change in the Final Settlement from the provisional stage and so there were no implications for the budget and no risk to specific grants. Despite representations, the request for the additional 'funding floor' had been declined by WG on the basis that councils had received an improved Settlement.

On the latter point, Councillor Roberts gave assurance that a robust case had been made through the Welsh Local Government Association.

**RESOLVED:**

That the update be noted.

**92. CORONAVIRUS (COVID-19)**

The Chief Executive provided a verbal update on the local response to the Coronavirus situation. This was a live issue of significant scale on which a local decision could not be made until further official guidance had been issued. The UK Government was expected to move from 'Containment' of the outbreak to the 'Delay' phase following an emergency COBRA meeting later in the day. Whilst information was available to the public by governments and Public Health agencies, this second phase of the Government's plan would help inform regional and local decision-making on preventative measures to slow down the spread of the virus.

The Chief Executive provided an overview of regional and local arrangements including business continuity planning where work had been taking place over recent weeks to identify and respond to key risk areas. He said that the Council was as prepared as it could be, given the uncertainty of the situation, and that the co-ordination of information from various government agencies was a significant challenge to inform the right decisions at the right time.

As with employees, Members with any health concerns were signposted to contact the Democratic Services Manager if they wished to seek advice from

Occupational Health. A communication would be emailed to all Members as soon as possible once more information had been made available.

In thanking the Chief Executive for the update, Councillor Jones acknowledged the work taking place behind the scenes and said that a case should be made for a contribution of the additional £360m funding allocated to Welsh Government (WG). The Chief Executive said that discussions were taking place following the WG announcement and that other groups such as voluntary organisations needed to be considered.

Councillor Roberts spoke of his confidence in the Chief Executive and Chief Officer Team in responding to the situation. He sought the support of Members in respecting the confidentiality of sensitive communications.

**RESOLVED:**

That the Chief Executive and Chief Officer Team be thanked for the work which they are undertaking in planning for the impact of Coronavirus (COVID-19) in Flintshire.

**93. REVENUE BUDGET MONITORING 2019/20 (MONTH 10)**

The Finance Manager presented a report on the revenue budget monitoring position for the Council Fund and Housing Revenue Account (HRA) as at Month 10 prior to consideration by Cabinet. This reflected the budget position at the close of the financial year if all things remained unchanged.

The operating deficit of £1.625m was a positive movement of £0.041m compared with the previous month. The measures introduced to mitigate the overall projected overspend position had made a significant impact and this work would continue with specific areas under tactical review as detailed in the report. This included additional funding for Parc Adfer which was currently being pursued. In addition, there was potential for late grant awards from Welsh Government (WG) to improve the position. Amongst the major variances were overspends for Out of County Placements and Streetscene & Transportation in respect of resolving flooding issues.

On the tracking of planned in-year efficiencies, the achievement of 91% was expected to remain unchanged at year-end.

On Reserves and Balances, the projected year-end balance on Contingency Reserves was £3.244m. The significant risk on projected levels of school balances was again highlighted.

The allocation of WG funding to support school ICT networks would be allocated against existing spend, with a request to Cabinet for the resulting underspend to be carried forward to the next financial year.

On the HRA, a projected underspend of £0.062m would leave a closing un-earmarked balance of £1.385m, which was above the recommended guidelines on spend.

Councillor Jones referred to the additional cost of maintaining security and safety of Household Recycling Centres (HRCs) following incidents of vandalism. He questioned whether the CCTV facilities at the Buckley site had been working prior to these incidents and that this may have been a contributing factor. The Chief Officer said that CCTV was often the first target for vandalism and would ask the Chief Officer for Streetscene & Transportation to provide a response.

Councillor Heesom asked for information on costs and timescale for addressing damage to cabling/pipeline along the A548. The Finance Manager agreed to pursue a response from the Chief Officer for Streetscene & Transportation.

The recommendations in the report were moved and seconded by Councillors Jones and Johnson.

**RESOLVED:**

That having considered the Revenue Budget Monitoring 2019/20 (Month 10) report, the Committee confirms that there are no specific matters which it wishes to have reported to the Cabinet.

**94. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE**

There were no members of the public or press in attendance.

(The meeting started at 10am and ended at 11.40am)

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**Chairman**

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## CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Monday, 28 <sup>th</sup> September, 2020
<b>Report Subject</b>	Terms of Reference of the Committee
<b>Report Author</b>	Head of Democratic Services
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

The Council carried out a Committee review during 2019/20 which resulted in amendments to the Overview & Scrutiny Committee Structure. At the Annual Meeting of Council, these changes were confirmed and Chairs appointed. There are now five committees, each comprising 12 elected Members. These are:

- Community, Housing & Assets;
- Corporate Resources;
- Education, Youth & Culture;
- Environment & Economy;
- Social & Healthcare.

Until the end of the calendar year, all of our formal meetings will be held as 'remote attendance'. All Committee Chairs will be provided with updated guidance and continued support on conducting an effective remote attendance committee meeting.

### RECOMMENDATIONS

1	That the Committee receives its terms of reference as agreed by Council and as set out in Appendix 1.
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## **REPORT DETAILS**

<b>1.00</b>	<b>THE COMMITTEE'S TERMS OF REFERENCE.</b>
1.01	The new Overview & Scrutiny Committee Structure was approved by Council on 27 <sup>th</sup> February. At the Annual Meeting on 9 <sup>th</sup> September, Chairs were appointed to the five committees within the new structure. This report is being submitted to each of the Overview & Scrutiny Committees during the September cycle of meetings.
1.02	<p>The five Overview &amp; Scrutiny committees are now:</p> <ul style="list-style-type: none"><li>• Community, Housing &amp; Assets;</li><li>• Corporate Resources;</li><li>• Education, Youth &amp; Culture;</li><li>• Environment &amp; Economy;</li><li>• Social &amp; Healthcare.</li></ul> <p>The respective terms of reference of each of the committees and the main contributors to them are identified in Appendix 1.</p>
1.03	Until the end of the calendar year, all of our formal meetings will be held as 'remote attendance'. All Committee Chairs will be provided with updated guidance and continued support on conducting an effective remote attendance committee meeting.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	A reduction in the number of committees may result in the reduction of senior salaries paid.

<b>3.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>
3.01	Not applicable.

<b>4.00</b>	<b>CONSULTATIONS REQUIRED/CARRIED OUT</b>
4.01	None required.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 – Overview & Scrutiny Committee Terms of Reference.

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	Minutes of the Annual Meeting of Council, 7 <sup>th</sup> May 2019

	Report to the Meeting of the Constitution & Democratic Services Committee, 22 <sup>nd</sup> January 2020 and resultant minute. Report to Council 27 <sup>th</sup> February 2020 and resultant minute.
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<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<b>Contact Officer:</b> Robert Robins, Head of Democratic Services. <b>Telephone:</b> 01352 702320 <b>E-mail:</b> <a href="mailto:Robert.robins@flintshire.gov.uk">Robert.robins@flintshire.gov.uk</a>

<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
	No technical terms have been used.

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## Appendix 1: Overview & Scrutiny Committee Terms of Reference 2020/21

Red text indicates a function previously within the remit of the former Organisational Change Overview & Scrutiny Committee.

Green text indicates functions transferred to the new Environment & Economy Overview & Scrutiny Committee from the former Community & Enterprise Overview & Scrutiny Committee. Some functions were previously the joint responsibilities of two committees.

<b>O&amp;S Committee</b>	<b>Scope:</b> To fulfil all of the functions of an Overview & Scrutiny committee, including Performance, Improvement and Policy Development as they relate to the following:	<b>Main Contributors</b>
<p><b>Corporate Resources</b></p> <p>12 Elected Members</p> <p>Designated ‘crime &amp; disorder scrutiny’ committee</p>	<p><b>Corporate Management and Governance</b>            Council strategic and improvement planning (Council Plan)            Council performance and performance systems            Customer Services and contact</p> <p><b>Finance Strategy</b>            Revenue and capital strategic planning            Revenue and capital budget monitoring</p> <p><b>Clwyd Pension Fund</b></p> <p><b>ICT and Digital Strategies</b></p> <p><b>People Strategy</b>            Organisational Design &amp; Change Programme</p> <p><b>Corporate Services</b>            Corporate Communications            Financial services            ICT Services            Information and Business Services            Procurement            HR Business Partnering            Occupational Health and Wellbeing            Employment Services            Legal Services            Democratic Services            Revenues</p> <p><b>Strategic and Partnership Working</b>            Partnership and collaborative working frameworks            Public Service Board            Civil Contingencies            Emergency Planning</p>	<p>Leader of the Council;            Corporate Management &amp; Assets;            Finance.            Chief Executive;            CO (Governance)            Corporate Finance Manager            Senior Manager (HR &amp; OD)</p>

	<p><b>Crime and Disorder</b>  Community Safety Partnership  North Wales Fire &amp; Rescue Authority &amp; Service  North Wales Police &amp; Crime Commissioner  North Wales Police Service  North Wales Probation Service</p>	
<p><b>Education, Youth &amp; Culture</b></p> <p>12 Elected Members and five co-opted members representing parent governors and diocesan authorities.</p>	<p>School organisation and management  School Improvement and modernisation  School Access, planning and provision  Primary and Early years  Secondary and 14-19 education  Schools Performance Monitoring  <b>Continuing Education</b>  Adult and community learning  <b>Special Education</b>  Inclusion service  <b>Support to Families and Young People</b>  Families First  Youth Services  Youth Justice Service  Libraries, Culture and Heritage including archives and museums  Leisure Services, including leisure and sports centres, swimming pools and recreational facilities/activities  <b>Strategic and Partnership Working</b>  Theatr Clwyd  Aura  Holywell Leisure Centre  Cambrian Aquatics  Children and Young People’s Partnership (shared responsibility with the Social &amp; Health Care Overview &amp; Scrutiny Committee)  Coleg Cambria  Glyndwr University  GwE  Welsh Government Department for Education  Estyn</p>	<p>Leader /Education &amp; Youth  Chief Executive  CO (Education &amp; Youth)</p>

<p><b>Social &amp; Health Care</b></p> <p>12 Elected Members</p>	<p><b>Adult Services</b>  First contact and localities  Adult safeguarding  Adult Independence and support services</p> <p><b>Children's Services</b>  Fieldwork  Resources  Safeguarding  Early Years and Family support</p> <p><b>Disability, Progression and Recovery Services</b></p> <p><b>Strategic, Commissioning &amp; Partnership Working</b>  Children and Young People's Partnership (jointly with the Education &amp; Youth Overview &amp; Scrutiny Committee)  Social &amp; Health Care Strategy Development  Health Social Care and Well-being partnership and the Good Health Good Care Strategy  Dementia Commissioning Plan  Mental Health Commissioning Plan  Learning Disability Commissioning Plan</p> <p>Double Click  Home Farm Trust (HFT)  Hwb Cyfle</p> <p>Betsi Cadwaladr University Health Board (BCUHB)  Ambulance Trust  Community Health Council.</p>	<p>Cabinet Member for Social Services.  CO (Social Services)</p>
<p><b>Environment &amp; Economy</b></p> <p>12 Elected Members</p>	<p><b>Planning</b>  Planning and environmental strategy, Development management and control, Conservation,  Minerals and waste planning, Countryside and the environment  Greenfield Valley Heritage Park  Public rights of way  Drainage advisory/Flood Water Management Act  Energy Services</p> <p><b>Public Protection</b>  Community protection  Health protection  Environmental protection</p>	<p>Cabinet Members for Planning &amp; Public Protection and Streetscene &amp; Countryside  Chief Executive  CO (Planning, Environment and Economy)  CO (Streetscene &amp; Transportation)</p>

	<p>Bereavement services</p> <p><b>Streetscene Services</b></p> <p>Environmental and Waste Management</p> <p>Neighbourhood services</p> <p>Maintenance of the public realm</p> <p>Environmental enforcement</p> <p>Vehicle fleet</p> <p><b>Transportation</b></p> <p>Highway Strategy and Development Control</p> <p>Traffic Services</p> <p>Transport Services</p> <p>Road Safety Education, Training and Publicity</p> <p>Performance and Improvement Plan</p> <p>Monitoring and Policy and Performance development within the Streetscene and Transportation and Planning, Environment and Economy portfolios</p> <p><b>Strategic and Partnership Working</b></p> <p>Local Development Plan</p> <p>Flood Management Strategy</p> <p>North Wales Residual Waste Treatment Partnership</p> <p>Natural Resources Wales</p> <p>Planning Inspectorate Wales</p> <p><b>Regeneration</b></p> <p>Communities First,</p> <p>Economic Development and Tourism Enterprise</p> <p>Regeneration Partnership</p> <p>Rural Development Plan</p> <p>Visit Wales</p>	
<p><b>Community, Housing &amp; Assets</b></p> <p>12 Elected Members</p>	<p><b>Community Liaison</b></p> <p>The County Forum and the Joint Community Charter with Town and Community Councils</p> <p>Flintshire Local Voluntary Council</p> <p><b>Community services</b></p> <p>Community support services</p> <p>Welfare reform</p> <p><b>Public Housing</b></p> <p>Housing Strategy</p> <p>Neighbourhood Housing</p> <p>Housing Asset management</p> <p><b>Private Housing</b> renewal</p>	<p>Cabinet Members for Corporate Management &amp; Assets and Housing.</p> <p>Chief executive</p> <p>CO (Housing &amp; Assets)</p>

	<p><b>Benefits</b> Property and Design Consultancy Valuation and Estates Facilities Services Community Assets <b>Strategic and Partnership Working</b> Community Asset Transfer Programme Housing Strategy Housing Asset Management Strategy NEWYDD NEW Homes Limited Housing Revenue Account Business Plan Registered Social Landlords</p>	
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## CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Monday, 28 <sup>th</sup> September 2020
<b>Report Subject</b>	Recovery Strategy
<b>Cabinet Member</b>	Leader of the Council and the Collective Cabinet
<b>Report Author</b>	Chief Executive
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

The Council is developing a corporate Recovery Strategy for the pandemic emergency situation.

This work has been led by the Chief Executive and Leader and overseen by a cross-party Member Recovery Board. The Board, which is an advisory sub-committee of Cabinet, has completed its work and has stood down. Cabinet is due to endorse the Recovery Strategy at a special meeting on 15 September. Cabinet will be inviting each of the Overview and Scrutiny Committees to support recovery in their respective portfolio areas, and specifically to have oversight of:-

1. The portfolio risk register(s) and the risk mitigation actions both live and planned;
2. The objectives for recovery for the portfolio(s);
3. The immediate strategic priorities for recovery for the portfolio(s) extracted from the draft Council Plan for 2020/21; and
4. The set of revised performance indicator targets for the portfolio(s) for 2020/21.

Special dates have been set for all five Overview and Scrutiny Committees to meet in late September. The Committees assuming this important oversight role is in itself part of the recovery strategy for resumption of full democratic governance.

## RECOMMENDATIONS

1	That the Committee gives oversight to the recovery planning for its respective portfolio(s).
2	That the Committee rebuilds a forward work programme for the remainder of the 2020/21 Council year with recovery planning at its core.

## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE EMERGENCY RECOVERY</b>
1.01	<p>The Council is developing a corporate Recovery Strategy for the pandemic emergency situation. The Strategy covers:-</p> <ol style="list-style-type: none"><li>1. The chronology of the emergency response phase and transition to recovery</li><li>2. The handover arrangements or recovery</li><li>3. Organisational recovery of the corporate organisation</li><li>4. Community recovery of the communities we serve</li><li>5. Strategic priorities and performance for the remainder of 2020/21</li><li>6. The roles the Council will play in regional recovery</li><li>7. The democratic governance of recovery</li></ol>
1.02	<p>The development of the Recovery Strategy been led by the Chief Executive and Leader and overseen by a cross-party Member Recovery Board. The Board, which is an advisory sub-committee of Cabinet, has completed its work and has stood down. The Board has met seven times in quick succession and has received multiple reports and presentations. Cabinet is due to endorse the Recovery Strategy at a special meeting on 15 September.</p>
1.03	<p>Cabinet will be inviting each of the Overview and Scrutiny Committees to support recovery in their respective portfolio areas, and specifically to have oversight of:-</p> <ol style="list-style-type: none"><li>1. The portfolio risk register(s) and the risk mitigation actions both live and planned;</li><li>2. The objectives for recovery for the portfolio(s);</li><li>3. The immediate strategic priorities for recovery for the portfolio(s) extracted from the draft Council Plan for 2020/21; and</li><li>4. The set of revised performance indicator targets for the portfolio(s) for 2020/21.</li></ol>
1.04	<p>The full latest version of the risk register and set of risk mitigation actions for the service portfolio(s) within the terms of reference of this Committee is attached. The full set of strategic priorities for recovery recommended for extraction from the draft Council Plan for 2020/21 and inclusion in the Recovery Strategy is attached, as are the full set of revised performance indicator targets for 2020/21.</p>



1.05	<p>High level recovery aims for the organisation:-</p> <ul style="list-style-type: none"> <li>• the stabilisation of the finances of the organisation</li> <li>• assuring the financial resilience of the organisation through medium-term financial planning</li> <li>• a managed transition to new ways of working as an organisation e.g. greater digitisation, and expansive home/remote working</li> <li>• the protection of the health and well-being of the workforce in the resumption of services</li> </ul> <p>The recovery objectives for the service portfolio(s) for this Committee are:-</p> <p><u>Governance</u></p> <ul style="list-style-type: none"> <li>• to restore collection rates of Council Tax, NNDR and housing rents to improve income levels for the Registrars Service</li> <li>• to restore full democratic oversight to continue to support and expand digital means of service delivery</li> <li>• to restore the internal control environment and audit inspections</li> </ul> <p><u>Workforce</u></p> <ul style="list-style-type: none"> <li>• to ensure that the legal and ethical duties of the employer are met in recovery</li> <li>• to return the workforce to safe and productive working environments</li> <li>• to restore and protect the well-being of the workforce over time</li> <li>• to recommend and implement working practices for the immediate future e.g. use of technology and digital practices, remote working, distance learning</li> <li>• to review opportunities for organisational re-design based on learning from the emergency response phase</li> </ul> <p><u>Finance</u></p> <ul style="list-style-type: none"> <li>• to ensure the liquidity of the organisation</li> <li>• to maximise national assistance from emergency and other government funds</li> <li>• to recover and restore income over time</li> <li>• to recover debt over time</li> <li>• to restore reserves and balances over time</li> </ul>
1.06	<p>Special dates have been set for all five Overview and Scrutiny Committees to meet in late September. The Committees assuming this important oversight role is in itself part of the recovery strategy for resumption of full democratic governance.</p>

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	There are no specific resource implications from this report.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	None specific as this report is based on documented response and recovery work.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	This report specifically covers emergency situation risk management.

<b>5.00</b>	<b>APPENDICES</b>
5.01	<p>1a &amp; b) The full latest version of the risk register and set of risk mitigation actions for the service portfolio(s) within the terms of reference of this Committee.</p> <p>2) The full set of strategic priorities for recovery recommended for extraction from the draft Council Plan for 2020/21 and inclusion in the Recovery Strategy.</p> <p>3) The full set of revised performance indicator targets for 2020/21.</p>

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

<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<p><b>Contact Officer:</b> Colin Everett  <b>Telephone:</b> 01352 702101  <b>E-mail:</b> <a href="mailto:chief.executive@flintshire.gov.uk">chief.executive@flintshire.gov.uk</a></p>

## Corporate Recovery Risk Register

Version 06

Republished: 14.09.20

Key	
Underlying Risk Rating	The risk rating before any mitigating actions
Current Risk Rating	This risk rating following the planned mitigation actions
Target Risk Rating	The risk rating which is realistically achievable and by when
Risk Trend	The trend of the risk since the last review date
Risk Status	Open denotes a live risk      Closed denotes a closed risk

## Finance - Income

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CF01	No Government funding to replace income lost during the response phase	Strategic	Gary Ferguson	Sara Dulson	R	A	G Q 2020/21	G ↓	Open
CF02	A continued loss of income in the recovery phase and beyond should public behaviour change	Strategic	Gary Ferguson	Sara Dulson	R	R	A Open	A ↔	Open
CF03	A continued loss of income in trading services in a phased lock-down	Strategic	Gary Ferguson	Sara Dulson	R	R	A Q2 2021/22	A ↔	Open
CF04	A continued loss of income for Aura as Deeside Leisure Centre is retained as an emergency hospital for a prolonged period	Strategic	Colin Everett	Rachael Corbelli	R	A	G Q3 2021/22	A ↔	Open
CF05	An increase in the overall level of debt owed to the Council	Strategic	Gary Ferguson	David Barnes	R	R	A Q2 2021/22	A ↔	Open
CF19	A reduction in Business Rates collection impacts on (1) cash-flow and (2) the stability of the National Collection Pool	Strategic	Gary Ferguson	David Barnes	R	R	A Q2 2020/21	↑ R	Open

## Finance - Reserves

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CF06	Insufficient reserves remain following the response phase	Strategic	Gary Ferguson	Sara Dulson	R	A	G Q1 2021/22	G ↓	Open
CF07	Insufficient reserves impact on the financial resilience of the Council to sustain a lengthy recovery phase	Strategic	Gary Ferguson	Sara Dulson	R	A	G Q1 2021/22	G ↓	Open

## Finance - Council Tax

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CF08	A reduction in Council Tax collection impacts on (1) cash-flow and (2) the annual budget	Strategic	David Barnes	Sara Dulson	A	R	G Q2 2021/22	A ↔	Open
CF09	Budget impacts of additional immediate demand under the Council Tax Reduction Scheme (CTRS) due to a shortfall in Government subsidy	Strategic	David Barnes	Sara Dulson	A	A	G Q4 2020/21	A ↔	Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CF09a	Rise in demand for CTRS has financial impacts on the Council budget because the base subsidy from Welsh Government is not increased to meet the additional cost	Strategic	David Barnes	Gary Ferguson	R	A	A Q1 2021/22	A ↔	Open

## Finance - Inflation and Markets

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CF10	Increase in costs from suppliers for goods and services due to supply/demand and business recovery strategies	Operational	Gary Ferguson	Sara Dulson	A	G	G Open	A ↔	Open

## Finance - Treasury Management

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CF11	Principal investments are (1) lower rates of return due to current market instability and (2) at higher default risk	Strategic	Gary Ferguson	Liz Thomas	A	A	G Open	A ↔	Open
CF12	Affordability of having to borrow at an earlier stage to fund the capital programme due to lower level of reserves being held	Strategic	Gary Ferguson	Liz Thomas	A	G	G Q4 2020/21	G ↓	Open
CF13	Clwyd Pension Fund principal investments are (1) lower rates of return due to current market instability and (2) at higher default risk	Strategic	Gary Ferguson	Phil Latham	R	A	G Open	G ↓	Open

## Finance - Housing Revenue Account

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CF14	Increase in rent arrears impacts on the stability of the Housing Revenue Account (HRA) Business Plan	Strategic	Neal Cockerton	Rachael Corbelli David Barnes	R	R	A Open	↑ R	Open

## Finance - Capital Programme

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CF15	Impact on the Capital Programme of loss of/reduction in planned Government specific grants	Strategic	Neal Cockerton	Liz Thomas	A	G	G Q4 2021/22	G ↓	Open
CF16	Impact on the Capital Programme of any change in the appetite of the Council to borrow due to the changed economic and fiscal circumstances	Strategic	Neal Cockerton	Liz Thomas	A	A	G Q3 2021/22	A ↔	Open

## Finance - Unplanned Expenditure

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CF17	Budget instability due to the continuation of unplanned expenditure e.g. the operation of additional residential care homes and without additional Government grant	Strategic	Gary Ferguson	Sara Dulson	A	A	G Q1 2021/22	A ↔	Open

## Finance - Financial Settlements

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CF18	Impact on the stability of the Medium-Term Financial Plan of negative Welsh Government Local Government Settlements from 2021/22 due to a change to fiscal policy as part of national recovery planning	Strategic	Colin Everett	Gary Ferguson	R	R	A Open	A ↔	Open

## Workforce - Financial

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CW01a	Impact on the ADMs of the introduction of tapered Government financial contributions to the ADMs under the adjusted Furlough Scheme	Strategic	Sharon Carney	Rachael Corbelli	R	G	G Q3 2020/21	G ↓	Open
CW02a	Administration of the Welsh Government decision to make a one-off payment to care workers causes a local administrative burden and has unfunded residual costs for the Council as an employer e.g. superannuation	Strategic	Sharon Carney	Gary Ferguson	R	A	G Q3 2020/21	G ↓	Closed
CW03	Cost associated with carry forward of accrued leave across multiple leave years	Operational	Sharon Carney	Sara Dulson	A	G	G Q4 2020/21	A ↔	Open
Page 29 CW05	Increase in cost from changes to sick pay policy for those whose recovery has been affected by cessation of or interruption to medical treatment	Operational	Sharon Carney	Sara Dulson	A	G	G Q4 2020/21	G ↓	Closed

## Workforce - Capacity

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CW06	Insufficient availability of occupational work groups to restore services	Strategic	Sharon Carney	Business Partners	A	G	G Q3 2020/21	G ↓	Closed
CW07	The operational impacts of managing high levels of accrued annual leave across multiple leave years (see CW03 above)	Operational	Sharon Carney	Business Partners	A	A	G Q3 2020/21	G ↓	Open
CW08a	The availability and responsiveness of the regional antigen testing service to support the health and resilience of the workforce	Operational	Sharon Carney	Julie Luff	A	G	G Q2 2020/21	G ↓	Open
CW09	Excessive and unsustainable demands for deployment to the regional Test, Trace and Protect (TTP) Programme depletes the workforce and compromises the resumption of full council services	Strategic	Colin Everett	Sharon Carney	A	A	G Q3 2020/21	G ↓	Open
CW09a	Inadequate funding availability from Welsh Government to support a regional TTP Programme	Strategic	Colin Everett	Sharon Carney	R	G	G Q2 2020/21	G ↓	Closed

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CW09b	Failure to secure partner agreement across the six local authorities and the Health Board to enter into a single regional TTP programme	Strategic	Colin Everett	Sharon Carney	R	G	G Q2 2020/21	G ↓	Closed
CW09c	The impacts on workforce planning of the unavailability of antibody testing	Strategic	Colin Everett	Sharon Carney	A	G	G Q3 2020/21	G ↓	Open
CW10	Impacts of a second wave in the pandemic on the continuous availability of key workers to operate services in a second response phase	Strategic	Sharon Carney	Chief Officers	A	A	G Open	A ↔	Open
CW11	Increase in demand for Occupational Health and supplementary services	Operational	Sharon Carney	Julie Luff	A	A	G Open	A ↔	Open
CW12	Impact of changes to service performance/continuity from any changes to service models in the recovery phase.	Strategic	Sharon Carney	Chief Officers	A	A	G Q4 2020/21	A ↔	Open
CW13	Increase in workforce turnover due to new competition for public sector occupational groups in the employment market and/or employees making personal life choices	Operational	Sharon Carney	Chief Officers	A	G	G Open	G ↓	Open
CW14	Volatility and change in the employment market which impacts on successful recruitment to vacancies	Operational	Sharon Carney	Business Partners	A	G	G Open	G ↓	Open
CW20a	Impact on our workforce due to schools operating in a different way from September onwards	Operational	Sharon Carney	Business Partners	A	A	G Q3 2020/21	G ↓	Closed
CW21	Impact on the most vulnerable members of our workforce due to ongoing (1) isolation and (2) remote working	Operational	Sharon Carney	Business Partners	A	A	G Q4 2020/21	G ↓	Open
CW22	Impact on our workforce due to the requirement to self-isolate for up to 14 days prior to themselves or a member of their family being admitted to hospital for a medical procedure	Operational	Sharon Carney	Business Partners	A	A	G Q4 2020/21	A ↔	Open
CW23	Impact on our workforce as a result of having to quarantine for 14 days on return to the UK from non-exempt countries or territories	Operational	Sharon Carney	Business Partners	A	A	G Q4 2020/21	A ↔	Open

### Workforce – Health & Wellbeing

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CW15	The resilience of senior and supporting management following a long and demanding response phase	Strategic	Sharon Carney	Julie Luff	A	G	G Q3 2020/21	G ↓	Closed
CW16	Increased sickness absence both COVID and non COVID related	Operational	Sharon Carney	Business Partners	A	G	G Open	G ↓	Open
CW17	Increased numbers of mental health related absences	Operational	Sharon Carney	Julie Luff	A	G	G Open	G ↓	Open

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CW18	Impact of deferred medical events – ability of employees to return to work within previously agreed timescales	Operational	Sharon Carney	Business Partners	A	G	G Q1 2021/22	A ↔	Open
CW19	Impact of delayed bereavement leave – on attendance and mental health	Operational	Sharon Carney	Business Partners	A	G	G Q1 2021/22	G ↓	Closed

## Governance - Information and systems

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CG01	Cyber-attack through bogus Covid-19 email	Strategic	Gareth Owens	Aled Griffith	R	A	G Open	G ↓	Open
CG02	Loss of data or system hack due to malware or the use of unauthorised apps	Strategic	Gareth Owens	Aled Griffith	R	A	G Open	G ↓	Open
CG03	Data loss or inaccuracy due to disrupted ways of working	Operational	Gareth Owens	Alun Kime	R	A	G Q3 2020/21	G ↓	Open
CG04	Diversion of resource to emergency management response and recovery work delays implementation of key digital and infrastructure projects	Strategic	Gareth Owens	Mandy Humphreys	A	A	G Q3 2020/21	A ↔	Open
CG05	Loss of functional capacity due to the inability to use mass 'roll-out' of tools on devices being used at home	Strategic	Gareth Owens	Aled Griffith	A	A	G Q3 2020/21	A ↔	Open

## Governance - Governance and Control Recovery

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CG06	Resumption of democratic processes reduces our capacity to support recovery work	Strategic	Chief Executive	Gareth Owens	R	G	G Q3 2020/21	G ↓	Closed
CG07	Legal challenge to a decision made under temporary remote working legislation on the grounds of insufficient process/a lack of transparency	Strategic	Gareth Owens	Matt Georgiou	R	G	G Q3 2020/21	G ↓	Open
CG08	Emergency legislation is repealed prematurely and before we are ready to resume normal services	Strategic	Gareth Owens	Matt Georgiou	R	A	G Q3 2020/21	G ↓	Open
CG09	Technology and/or the functioning of remote meetings impedes inclusive and effective decision-making	Operational	Gareth Owens	Robert Robins	A	A	G Q2 2020/21	G ↓	Open
CG10	Technology failure during member meeting prevents or undermines inclusive and effective decision-making	Operational	Gareth Owens	Aled Griffith	A	A	G Q2 2020/21	G ↓	Open
CG12	Changes to established managerial and democratic systems results in challengeable decision-making	Strategic	Gareth Owens	Lisa Brownbill	R	G	G Q3 2020/21	G ↓	Closed

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CG13	Changes to established managerial and democratic systems result in failure to properly authorise a decision	Strategic	Gareth Owens	Lisa Brownbill	R	G	G Q2 2020/21	G ↓	Open

Previously Closed Risks

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Underlying Risk Rating	Current Risk Rating	Target Risk Rating	Risk Trend	Risk Status
CW01	Impact on Council Alternative Delivery Models (ADM's) subsidies of our applications for Furlough being declined by HMRC under Government guidelines and interpretation resulting in additional costs to the Council	Strategic	Sharon Carney	Rachael Corbelli	A	G	G Q3 2020/21	G ↓	Closed
CW02	Impacts if pressure brought to apply temporary pay uplift (10%) to staff working in critical frontline teams by other Welsh Local Authorities or other body (WLGA, JCW): (1) workforce division (2) potential grievances and Equal Pay claims from other occupational groups and (3) affordability	Strategic	Sharon Carney	Business Partners	A	G	G Q3 2020/21	G ↓	Closed
CW04	Cost impacts of the retrospective approval of claims for overtime and other payments (i.e. ex-gratia)	Operational	Sharon Carney	Sara Dulson	A	G	G Q4 2020/21	A ↔	Closed
CW08b	Insufficient resilience in regional capacity operational systems to support CW08a	Risk removed due to duplication with CW08a and CW09							
CW20	Impact of school closures (response phase) on working parents whose role does not allow them to work from home, or who have caring responsibilities for children or other dependents	Operational	Sharon Carney	Business Partners	A	G	G Open	G ↓	Closed
CG11	Insufficient information availability to provide an adequate annual statement of assurance	Strategic	Chief Executive	Lisa Brownbill	R	G	G Q2 2020/21	G ↓	Closed
CG14	Inability to confirm insurance cover for claims/liability arising from the Council's role in TTP	Strategic	Gareth Owens	Matt Georgiou	R	G	G Q2 2020/21	G ↓	Closed

Risk Matrix

Impact Severity	Catastrophic	Y	A	R	R	B	B
	Critical	Y	A	A	R	R	R
	Significant	G	G	Y	A	A	R
	Marginal	G	G	G	Y	Y	A



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<b>Unlikely</b>	<b>Very Low</b>	<b>Low</b>	<b>High</b>	<b>Very High</b>	<b>Extremely High</b>
<b>Likelihood of risk happening</b>					

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# Corporate Recovery Risk Register

Version 06

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Finance

Finance – Income

Mitigation Urgency Key	
IM – Immediate	Now
ST – Short Term	Within 1 month
MT – Medium Term	1 month plus
Upward arrow	Risk increasing
Downward arrow	Risk decreasing
Sideways arrow	No change in risk

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CF01 Page 35	No Government funding to replace income lost during the response phase	↓	IM	Welsh Government has made available £78m to compensate Councils for income losses in Q1 of the financial year. Our claims for quarter one have been submitted in two tranches: tranche one - £1.4m and tranche two - £0.616m. The first tranche has been settled (with the exception of net income loss for Theatre Clwyd which is now being considered separately from the new Cultural Fund with an application submitted). The second tranche is still under review. Welsh Government have also announced that a further £264m has been made available to continue to support additional costs incurred and income losses. The risk is reduced as it has been confirmed that quarterly claims for income losses can continue to be submitted for the remainder of the financial year - although eligibility details are still to be advised.
CF02	A continued loss of income in the recovery phase and beyond should public behaviour change	↔	MT	This risk will be taken into account in the current review of the Medium-Term Financial Strategy (MTFS) and reported throughout the year under monthly budget monitoring reports. Income recovery will also be included in the Portfolio Business Recovery Plans that have recently been developed.
CF03	A continued loss of income in trading services in a phased lock-down	↔	IM	As CF01 above.
CF04	A continued loss of income for Aura as Deeside Leisure Centre is retained as an emergency hospital for a prolonged period	↔	MT	All income lost to Aura at Deeside Leisure Centre (DLC) for the period from which leisure centres are allowed to re-open (from 10.08.20) but DLC is out of commission as it remains a temporary hospital, can be recovered from the Health Board under the terms of the license/commercial agreement agreed for their occupation of the facility. This protection should also apply to commercial tenants and operators. The income losses recoverable are subject to negotiation and based on physical distancing restrictions and reduced access. The negotiations are advanced.

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CF05	An increase in the overall level of debt owed to the Council	↔	IM	Income collection continues and we actively engaging with tax-payers, tenants, customers and businesses to offer flexible arrangements. We have run two phases of 'soft enforcement' and have now resumed formal recovery procedures for Council Tax, Business Rates and Corporate Debt initially for those customers that have not paid nor engaged with the Council over several months. This risk will is being taken into account in the review of the Medium-Term Financial Strategy (MTFS).
Page 36 CF19	A reduction in Business Rates collection impacts on (1) cash-flow and (2) the stability of the National Collection Pool	↑	IM	<p>The risk is tracked weekly and interventions made wherever possible through advice and support to businesses by extending payments and ensuring entitlement to grants and rate reliefs. The first and second stages of 'soft' enforcement for businesses who are falling into debt and who have not made any contact with us have been completed. As income is £3.2m less than target to achieve the same results in 2019-20, formal debt processes re-commenced in August, starting with those businesses who have not paid nor engaged with the Council and who owe several months of unpaid Non-Domestic Rates (NDR).</p> <p>Income collection continues following the issuing of statutory 1st reminder notices and by follow-up 'final' reminder notices in early September. We continue to engage with businesses to provide flexible payment agreements. However, businesses who fail to engage or pay, will now continue to be tracked and progressed through the debt recovery systems. Legal action through the Magistrates Courts will recommence in November in cases where businesses ignore repeated request for payment.</p> <p>This risk of losses in collection is also being tracked on a monthly basis by Welsh Government to 'stress-test' the resilience of the National Collection Pool as this forms a critical part of Aggregate External Finance (AEF) and the money distributed by WG through the settlement. This also includes redistributed non-domestic rates.</p>

Finance - Reserves

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CF06	Insufficient reserves remain following the response phase	↓	IM	Our strategy is to protect an over-exposure of our reserves by maximising our claim grants to Welsh Government for refunds of additional emergency expenditure and the recovery of lost income. The latest budget monitoring position to be reported to Cabinet in September shows that there will be sufficient reserves available based on current demand and taking into account anticipated Welsh Government Funding.
CF07	Insufficient reserves impact on the financial resilience of	↓	MT	This risk is being taken into account in the review of the Medium-Term Financial Strategy (MTFS) and is impacted by CF06 above.

	the Council to sustain a lengthy recovery phase			
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Finance - Council Tax

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CF08	A reduction in Council Tax collection impacts on (1) cash-flow and (2) annual budget	↔	IM	<p>The risk is tracked weekly and interventions made wherever possible through advice and support by extending payments or signposting to Council Tax Reduction Scheme (CTRS). The first and second stages of 'soft' enforcement for tax-payers who are falling into debt and who have not made any contact with us have been completed. As income is £1.415mm less than target to achieve the same results in 2019/20 formal debt processes recommenced in August starting with those taxpayers who have not paid nor engaged with the Council and owe several months of unpaid council tax.</p> <p>Income collection continues following the issuing of statutory 1st reminder notices and by follow-up 'final' reminder notices in early September. We continue to engage with taxpayers to provide flexible payment agreements. However, taxpayers who fail to engage or pay, will now continue to be tracked and progressed through the debt recovery systems. Legal action through the Magistrates Courts will recommence in November in cases where taxpayers ignore repeated request for payment.</p> <p>This risk is being taken into account in the review of the Medium-Term Financial Strategy (MTFS).</p>
CF09	Budget impacts of additional demand under the CTRS due to a shortfall in Government subsidy	↔	IM	<p>The impact of the additional demand is tracked weekly through Finance Tactical Group with additional demand and budget impact escalated to Welsh Government (WG). A formal decision from WG that all additional costs incurred in quarter one will be recoverable is overdue. A commitment has been made privately at Ministerial level. Negotiations continue for enhanced support from quarter two onwards.</p>
CF09a	Rise in demand for CTRS has financial impacts on the Council budget because the base subsidy from Welsh Government is not increased to meet the additional cost	↔	MT	<p>The impact of the additional demand is tracked through Finance Tactical Group with additional demand and budget impact escalated to Welsh Government (WG). Formal confirmation has now been received that all additional costs for the first quarter will be met by Welsh Government for the costs incurred in quarter one for new Council Tax Reduction Scheme (CTRS) awards (£58.5k). Negotiations continue for enhanced support from quarter two onwards with a positive response from Welsh Government.</p>



## Finance - Inflation and Markets

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CF10	Increase in costs from suppliers for goods and services due to supply/demand and business recovery strategies	↔	MT	There is still no evidence of inflationary pressures of this type at this stage. Our normal procurement and value for money tendering exercises continue.

## Finance - Treasury Management

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CF11	Principal investments are (1) lower rates of return due to current market instability and (2) at higher default risk	↔	IM	Investments have been made in line with our Treasury Management Strategy and primarily with the Government Debt Management Office to protect security and liquidity. The position has been reviewed and investments will now be extended to Money Market Funds, where appropriate, which will generate a higher rate of return. Current interest rates/investment returns continue to be low.
CF12	Affordability of having to borrow at an earlier stage to fund the capital programme due to lower level of reserves being held	↓	IM	Cash flow is monitored daily with accurate intelligence from across the organisation, and is reported to the Finance Tactical Group weekly. Affordability of borrowing will need to be a consideration when reviewing the profile of capital projects at later date
CF13	Clwyd Pension Fund principal investments are (1) lower rates of return due to current market instability and (2) at higher default risk	↓	IM	The Fund Investment Strategy has a diverse portfolio to spread risk. Investment profiles and options are reviewed daily with the expertise of our external advisors. Current interest rates/investment returns are low. The level of 'funded-ness' of the Fund – that is its total monetary value against total liabilities – is under threat. However, the Fund has recovered its position in recent months. This is under regular review by the Pensions Team and the external advisor team.

## Finance - Housing Revenue Account

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CF14	Increase in rent arrears impacts on the stability of the Housing Revenue Account (HRA) Business Plan	↑	IM	We have not been able to move to evict tenants, who might then be risk of becoming homeless during the emergency response phase under Government guidance, this guidance has now been lifted. We are encouraging tenants to continue to make payments and offering a range of support to those who are struggling to pay so that we can maintain tenancies. The HRA Business Plan has been 'stress tested' for the impacts of increased arrears with optional mitigations on cost reductions. A full report is being made to Cabinet and the Community and Enterprise Overview and Scrutiny Committee. More recently Welsh Government has increased the notification period to end a tenancy from three months to six months under the Coronavirus Act 2020. This is limiting our enforcement activity and in turn puts further pressure on the rent arrears position.

## Finance - Capital Programme

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
Page 40 CF15	Impact on the Capital Programme of loss of/reduction in planned Government specific grants	↓	IM	The Capital Programme and the draw-down/protection of specific grants is reported regularly to the Finance Tactical Group. There is regular liaison with Welsh Government lead contacts to protect grants for delayed/deferred schemes. Contractors for projects from Marleyfield Residential Care Home to highways construction projects are progressing with works in line with grant deadlines, and all other capital programmes have resumed e.g. Disability Facilities Grants. Works are being completed whilst strictly adhering to social distancing regulations. All grant claims have been submitted on time and there is no evidence to date of changes to existing grants. Welsh Government is making additional capital grant awards in policy areas such as economic stimulus and homelessness and we expect our capital programme to be enhanced.
CF16	Impact on the Capital Programme of any change in the appetite of the Council to borrow due to the changed economic and fiscal circumstances	↔	MT	Affordability and risk appetite are to be reviewed as part of the Medium-Term Financial Strategy. Views can then be taken on setting future year Capital Programmes together with assessments of interest rates to enable/track potential borrowing.



## Finance - Unplanned Expenditure

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CF17	Budget instability due to the continuation of unplanned expenditure e.g. the operation of additional residential care homes and without additional Government grant	↔	MT	The first in-year budget update was reported to Cabinet in July. A full budget monitor report is being submitted to Cabinet and Corporate Resources Overview and Scrutiny Committee in September. Alternative funding options will need to be explored for these areas of expenditure if they are to be continued beyond the emergency response phase. Otherwise, they will become in-year budget pressures. No new commitments to unscheduled spend have been made in quarter two unless reported to/consented by Cabinet.

## Finance - Financial Settlements

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
Page 41 CF18	Impact on the stability of the Medium-Term Financial Plan of negative Welsh Government Local Government Settlements from 2021/22 due to a change to fiscal policy as part of national recovery planning	↔	MT	Our strategy is to continue our regular engagement with Welsh Local Government Association (WLGA) and Welsh Government to gain support for sustainable settlements for the future. This is now a topical issue as we enter the period for national budget-setting.

## Workforce

## Workforce - Financial

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CW01a	Impact on the ADMs of the introduction of tapered Government financial contributions to the ADMs under the adjusted Furlough Scheme	↓	IM	Mitigation has been successful and no new actions are needed. The Scheme has been maximised to support the businesses and their employees and claims for reimbursement are being submitted regularly. Alternative Delivery Models are factoring-in the tapering into their business plans.

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CW02a Closed	Administration of the Welsh Government decision to make a one-off payment to care workers causes a local administrative burden and has unfunded residual costs for the Council as an employer e.g. superannuation	↓	IM	Close risk. The risk of claims has diminished as a result of changes to the scheme which now provides for payments to vulnerable groups previous excluded. By not departing from the prescribed scheme we will be able to recover all monies paid out from Welsh Government. Payments will be made to those eligible in October 2020.
Page 42 CW03	Cost associated with carry forward of accrued leave across multiple leave years	↔	MT	The Working Time (Coronavirus) (Amendment) Regulations 2020 amends the Working Time Regulations 1998 to provide, where it is not reasonably practicable for a worker to take some or all of the holiday to which they are entitled, the right to carry the four weeks leave forward into the next two leave years. Many employees are continuing to take annual leave as planned/needed but it is too early to assess the extent of the potential backlog and the impacts of managing it. We may need to consider 'buying-out' some annual leave not provided for by the Regulations and this will need to be taken into account in a mid-year review of the 2020/21 Council Fund Revenue Budget. Updated guidance issued to employees is that, wherever possible, they should take a proportion of their annual leave entitlement every six months within the leave year. The reason for this is twofold, so that employees can benefit from a non-working period of rest and relaxation to keep healthy, both mentally and physically, and to limit the impact of carry forward on service delivery and associated costs.
CW05 Closed	Increase in cost from changes to sick pay policy for those whose recovery has been affected by cessation of or interruption to medical treatment	↓	MT	Close risk. The estimated number of eligible employees after an initial assessment is 25. This risk will be taken into account in our planning for the return of the workforce and in a mid-year review of the 2020/21 Council Fund Revenue Budget. Only two applications for extension to sick pay have been made to date.

Workforce - Capacity

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CW06 Closed	Insufficient availability of occupational work groups to restore services	↓	IM	Close risk (as we have resumed services). 98.6% of the workforce are in work/available for work and there is no immediate risk. Mitigation has been successful during the response phase.

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CW07	The operational impacts of managing high levels of accrued annual leave across multiple leave years	↓	MT	The Working Time (Coronavirus) (Amendment) Regulations 2020 amends the Working Time Regulations 1998 to provide, where it is not reasonably practicable for a worker to take some or all of the holiday to which they are entitled, the right to carry the four weeks leave forward into the next two leave years. This risk will need to be taken in account in our planning for the return of the workforce. Many employees are continuing to take/plan annual leave as planned/needed but it is too early to assess the extent of the potential backlog and the impacts of managing it.
CW08a	The availability and responsiveness of the regional antigen testing service to support the health and resilience of the workforce	↓	IM	The regional plans make provision for sufficient antigen testing and the testing systems are sufficiently reliable for us an employer.
Page 43 CW09	Excessive and unsustainable demands for deployment to the regional Test, Trace and Protect (TTP) Programme depletes the workforce and compromises the resumption of full council services	↓	IM	The business case for the new employment model has been approved by Welsh Government and the new workforce are being appointed from early September to mitigate this risk of an over-reliance on our core workforce to provide a Trace Test Protect (TTP) service (refer to the July Cabinet report).
CW09a Closed	Inadequate funding availability from Welsh Government to support a regional TTP Programme	↓	IM	Risk Closed (as full grant approved by Welsh Government).
CW09b Closed	Failure to secure partner agreement across the six local authorities and the Health Board to enter into a single regional TTP programme	↓	IM	Risk Closed. All five partner authorities are fully supportive and returned an initial letter of commitment. An Inter Authority Agreement (IAA) has since been signed. An IAA binds the partners by agreement. The Health Board is fully supportive as our regional partner.

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CW09c	The impacts on workforce planning of the unavailability of antibody testing	↓	IM	Antibody Testing for key workers will be available in the future. Antibody testing is not critical for workforce planning and has limited benefits for workforce planning as it is not a reliable/proven determinant of immunity to COVID-19.
CW10	Impacts of a second wave in the pandemic on the continuous availability of key workers to operate services in a second response phase	↔	MT	This remains an open risk. Subject to order fulfillment, the flu vaccine will be offered to all key workers. The procurement of sufficient supplies will result in a budget pressure of £25-30k. As a management action this a good investment to protect our workforce.
CW11	Increase in demand for Occupational Health and supplementary services	↔	MT	This risk is being taken in account in our planning for the return of the workforce. Additional capacity may need to be acquired and this will need to be taken into account in a mid-year review of the 2020/21 Council Fund Revenue Budget. A Psychological support and Trauma group is established and additional counselling resource is on offer for self-referrals. The cost estimate is £8k for 12 weeks. This will be a budget pressure.
CW12	Impact of changes to service performance/continuity from any changes to service models in the recovery phase	↔	MT	This risk is being taken in account in our planning for and following the return of the workforce particularly in trading services where future income levels are uncertain e.g. Newydd.
CW13	Increase in workforce turnover due to new competition for public sector occupational groups in the employment market and/or employees making personal life choices	↓	MT	This risk is being taken in account in our planning for and following full service resumptions.
CW14	Volatility and change in the employment market which impacts on successful recruitment to vacancies	↓	MT	This is no trend of any negative impact on recruitment. In addition, as part of controlling expenditure at a time of uncertainty over our financial resources, caused by the impact and disruption of the emergency situation, Service managers wishing to recruit to a vacancy now need to complete a business case which will then be considered by a corporate panel. Where the case is well made, and there is an imperative for the position for business continuity and service resilience, the panel will support a recruitment going ahead. This is a management action to control in-year expenditure due to the financial risks of the recovery period.

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CW20a Closed	Impact on our workforce due to schools operating in a different way from September onwards.	↓	MT	Risk closed for this stage (as schools have resumed successfully). This was an open risk pending a smooth resumption of school openings from September 2020.
CW21	Impact on the most vulnerable members of our workforce due to ongoing (1) isolation and (2) remote working	↓	MT	As per CW11 and CW17 and our strategy for a safe return to work for the workforce. This strategy is progressing well with employee being able to access some Council premises on managed rotas. Effective workforce management is supporting teams and individuals. Home working remains an open offer for vulnerable employees.
CW22	Impact on our workforce due to the requirement to self-isolate for up to 14 days prior to themselves or a member of their family being admitted to hospital for a medical procedure	↔	IM	Employees whose role allows it, and who are fit to work, are expected to work from home. For those who role does not allow them to work from home, they will be on 'approved paid absence'. A limited number of requests have been received to date but as the NHS starts to reschedule its non COVID related activity, this could increase. We will continue to monitor requests.
CW23	Impact on our workforce as a result of having to quarantine for 14 days on return to the UK from none exempt countries or territories	↔	IM	Employees who booked their holiday before the Government announced rule changes for international travel and self-isolation (quarantine), where the holiday cannot be cancelled or deferred without incurring financial cost to (evidence will be required) will be expected to work from home during any period of quarantine, be redeployed to other work that can be undertaken from home, or whether special paid leave will need to be granted to cover the period of quarantine. Anyone who is intending to book a holiday outside of the UK, will need to obtain permission for the full period of absence, including any period of self-isolation and how the additional time off for the quarantine period will be covered if they are unable to work from home i.e. mixture of flexi / unpaid leave, annual leave. So that we can risk assess on a case by case basis the potential impact, all employees will have to complete a declaration form that provides details of their journey, contact details and the address where they will self-isolate, should this be necessary on return to the UK. Current Foreign & Commonwealth Office (FCO) restrictions should limit the impact on our workforce and are subject to change.

Workforce – Health & Wellbeing

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
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Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CW15 Closed	The resilience of senior and supporting management following a long and demanding response phase	↓	IM	Risk closed.
CW16	Increased sickness absence both COVID and non COVID related	↓	ST	Sickness absence is being managed through the Council's Attendance Management policy and procedure. Current levels of sickness absence are running at below seasonal averages for past years. Also see CW17.
CW17	Increased numbers of mental health related absences	↓	IM	A Wellbeing and Trauma Support Task Group is established to support the workforce in Social Services (as the highest risk service area) to manage their mental health during the pandemic. We continue to provide online training / advice and support to managers and their teams and to signpost to support from outside agencies. An Operational Task Group is now established with the role to ensure that all workplaces are safe to return to, and to communicate the measures in place to manage employee anxiety over a return to work. Links to a number of helpful websites / webinars on health and well-being to be provided via Human Resources and the Infonet.
CW18	Impact of deferred medical events – ability of employees to return to work within previously agreed timescales	↔	IM	Deferred medical events are being re-scheduled. Where delays have resulted in extended absence which has impacted on sick pay entitlement, measures are in place to extend pay for up to three months. Only two requests for extension to sick pay have been made to date.
CW19 Closed	Impact of delayed bereavement leave – on attendance and mental health	↓	MT	Risk closed.

## Governance

### Governance - Information and systems

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
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CG01	Cyber-attack through bogus Covid-19 email	↓	IM	Risk is being mitigated through the use of mail scanning tools and staff education. The likelihood of the risk can be mitigated but the impact will remain as significant due to the potential disruption to services.
CG02	Loss of data or system hack due to malware or the use of unauthorised apps	↓	IM	The security measures that we have in place in order to achieve PSN compliance continue to mitigate the risks.
CG03	Data loss or inaccuracy due to disrupted ways of working	↓	IM	Current policy, practice and controls continue.
CG04	Diversion of resource to emergency management response and recovery work delays implementation of key digital and infrastructure projects	↔	MT	The response to the emergency situation has placed peaks in demand on the ICT Service as new ways of working and supporting technologies have been introduced. It has raised the profile of the ICT Service and the benefits that can be achieved through digitisation and effective use of technology which will have long term benefits for the organisation.
CG05	Loss of functional capacity due to the inability to use mass 'roll-out' of tools on devices being used at home	↔	MT	A potential technical has been identified in principle to enable the deployment of software and upgrades without compromising security to Flintshire devices whilst being used at home. The solution is being thoroughly tested to ensure its suitability.

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Governance - Governance and Control Recovery

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CG06 Closed	Resumption of democratic processes reduces our capacity to support recovery work	↓	IM	Risk closed (as full resumption is planned for September0.
CG07	Legal challenge to a decision made under temporary remote working legislation on the grounds of insufficient process/a lack of transparency	↓	IM	This risk continues to be managed by ensuring that we comply fully with Welsh Government regulations for the emergency period, and by following recognised good/required practice in meeting management e.g. publication of agendas, reports and minutes, due notice being given of meetings, only urgent items being taken forward for decision etc
CG08	Emergency legislation is repealed prematurely and	↓	IM	Welsh Government (WG) has agreed to permanently enact some of the current emergency changes to legislation. WG has agreed to monitor the infection rates and impact on local government when current emergency legislation is due to expire with a view to lobbying for an extension in its period of effect

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
	before we are ready to resume normal services			
CG09	Technology and/or the functioning of remote meetings impedes inclusive and effective decision-making	↓	IM	Meetings are able to proceed using video conferencing or telephone connections
CG10	Technology failure during member meeting prevents or undermines inclusive and effective decision-making	↓	IM	This will always remain a risk dependent upon the IT connection of every participant. However, if necessary, meetings can be adjourned and alternative telephone facilities are always available as a back-up
Page 48 CG12 Closed	Changes to established managerial and democratic systems results in challengeable decision-making	↓	IM	Risk closed (as CG07 above).
CG13	Changes to established managerial and democratic systems result in failure to properly authorise a decision	↓	IM	As CG07 above.

## Previously Closed Risks

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CW01	Impact on Council ADM subsidies of our applications for Furlough being declined by HMRC under Government guidelines and interpretation resulting in additional costs to the Council	↓	IM	-



Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
CW02	Impacts if pressure brought to apply temporary pay uplift (10%) to staff working in critical frontline teams by other Welsh LAs or other body (WLGA, JCW): (1) workforce division (2) potential grievances and Equal Pay claims from other occupational groups and (3) Affordability	↓	MT	-
CW04	Cost associated with retrospective approval of claims for overtime and other payments (i.e. ex-gratia)	↔	MT	-
CW08b	Insufficient resilience in regional capacity operational systems to support CW08a	Risk removed due to duplication with CW08a and CW09		
CW20	Impact of school closures on working parents whose role does not allow them to work from home, or who have caring responsibilities for children or other dependents	↓	IM	-
CG11	Insufficient information availability to provide an adequate annual statement of assurance	↓	IM	-
CG14	Inability to confirm insurance cover for claims/liability arising from the Council's role in TTP	↓	IM	-



# Priorities to be included in FCC Recovery Strategy

## Portfolio – Streetscene & Transportation

### Priority - Sustainable Development and Environmental Management

#### Actions:

- Improve Waste Recycling
- Following the consultation process on the current waste service, a number of changes to operating practices to maintain our recycling level and achieve future targets. Areas of improvement include:
  - Develop Standard Recycling Centre
  - Improvements Greenfield Composting Facility and Transfer Station yard
- Parc Adfer
  - a successful first full year of operation meeting waste and cost and income targets
  - the launch of the Interim Community Recovery Fund with local grants for the assigned area available from September

### Priority - Safe and sustainable Travel Services

#### Actions:

- The number of Local Travel Arrangements introduced via a process of continual review.
- Development of Demand Responsive Transport (DRT) linking into the Core Bus Network.

## Portfolio – Social Services

### Priority – Direct Provision and supporting exiting market

#### Actions:

- Adults:
  - Continuation of the new Ty Trefynnon Residential Home for 2021/22 to enhance local provision for independence and rehabilitation
  - Progress of expansion of Marleyfield Residential Care Home
  - Plans for an expansion of Croes Atti Residential Care Home
  - Expansion of direct provision Domiciliary Care to 35/40% of the provider market
- Children:
  - Expand provision at Arosfa to provide two additional registered beds for long term support
  - Introduce the short-term assessment model for children residential care
  - Improved housing and accommodation offer for care leavers
  - Increase fostering capacity by ten new foster carers
- Adults & Children
  - Sustaining providers through joint support work and appropriate fee levels

### Priority - Safeguarding Children, Adults and Families

#### Actions:

- A multiagency review to strengthen our approach to safeguarding children at risk of going missing, being exploited, being trafficked or at risk of exploitation through County Lines
- Implement the national Liberty Protection Safeguards
- Deal with the anticipated increase in activity and reporting following the Covid-19 response phase

### Priority – Mental Health

#### Actions:

- Promotion of the recently established Mind line
- Analyse data from Mind to develop action plans
- Preventative mental health services for people at risk of deterioration

### Portfolio – Housing & Assets

#### Priority – Homelessness Strategy and Local Action Strategy

#### Actions:

- Leading a multi-agency response to homelessness prevention
- Progressing a collaborative response to the street homelessness agenda
- Implementing the Housing First model
- Establishing a Young Persons Positive Pathway and hub

#### Priority – Housing needs of vulnerable groups

#### Actions:

- Provision of a mix of accommodation to reflect young people's aspirations and requirements
- Flexible spaces and equipment to meet people's physical needs – the 'Forever Home' model
- Review the current housing model and develop a strategy for a mixed economy of social and affordable housing at scale and pace

#### Priority – Food Poverty

#### Actions:

- Expansion of the new social enterprise Well-fed to provide healthy, nutritious and affordable local food solutions
- Improve and increase access to Healthy food
- Introduction and growth of local community Good Food Hubs
- A targeted food solutions plan to meet gaps in local provision

#### Priority – Future of County Hall Campus / Civic Estate

#### Actions:

- Develop a visionary plan for the County Hall campus site

### Portfolio – Planning, Environment and Economy

#### Priority – Fuel Poverty

#### Actions:

- Improving the energy efficiency ratings of current housing in Flintshire measured through Energy Performance Certificate Scores

#### Priority – Growth Deal & Infrastructure

#### Actions:

- Develop the local priority projects which have been included in the Growth Deal
- Progression of the Councils Integrated Transport Strategy through the delivery of key interventions

### Priority – Future of Town Centres

#### Actions:

- Implement a revised and enhanced Town Centre Strategy in partnership with local stakeholders and Welsh Government for the long term sustainability of towns

### Priority – Carbon Reduction

#### Actions:

- Set our Carbon Reduction Strategy with priority projects and resources with a view to achieving carbon neutrality by 2030

### Priority – Natural Environment

#### Actions:

- Making the natural environment more accessible to local people as part of community life and well-being

### Priority – Community Safety

#### Actions:

- A collaborative partnership approach to dealing with social tensions from the pandemic including anti-social behaviour, environmental crime and domestic violence

### Priority – Businesses and Community

#### Actions:

- Advice services to businesses and the community for operating and living safety

## Portfolio – Governance

### Priority – Corporate Contact Centre

#### Actions:

- Increase the number of Council services delivered by the Contact Centre
- Introduction of technologies to support the Digital Strategy

### Priority – Complaints Handling

#### Actions:

- Introduction of an updated complaints policy
- Introduction of a policy to effectively manage customer behaviour
- Meeting response targets for complaints handling

### Priority – Digital Strategy

#### Actions:

- Increased accessibility to services through digital

## Portfolio – Human Resources & Organisational Development

### Priority – Health & Wellbeing Strategy

#### Actions:

- Monitor workforce attendance rates
- Monitor the number of referrals to Occupational Health on the grounds of mental health
- Achieve the aims and objectives from action plan agreed in support of the 'Time to Change' pledge

## Portfolio – Education & Youth

Priority – Homelessness Strategy – Links to H&A - Homelessness Strategy and Local Action Strategy

### Actions:

- To address Youth Homelessness by embedding a Young Persons Positive Pathway

## Priority – Child Poverty

### Actions:

- Introduction of a Young Persons Positive Pathway to address youth homelessness
- Reduction of impact of poverty on children:
  - Review of FSM payment levels
  - Co-ordinated uniform exchange schemes
  - Adoption of 'Ask Ceri' resource (Children's Commissioner)

# Flintshire County Council Reporting Measures 2020/21

The purpose of this document is to inform the organisation of the agreed measures that will be reported on during the recovery period 2020/21, other measures of importance and measures that will not be carried forward. This is broken down into Portfolio level below.

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## Corporate Finance

### Recovery Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Percentage of planned efficiencies achieved	95%	95%	No change
Percentage of Income target achieved	100%	Under Review	Under Review
Percentage variance between the revenue budget outturn and the budget set	+/- 0.5%	+/- 0.5%	No change



## Human Resources and Organisational Development

### Recovery Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
The number of working days lost per full time equivalent (FTE) local authority employees lost due to sickness absence	8	8	No change
Number of accredited Mental Health First Aiders across the organisation	No set target	Baseline year	No change. We need to establish a baseline for the first year's actual data
Increase in attendance at 'Coaching Skills for Managers'	No set target	Baseline year	No change. We need to establish a baseline for the first year's actual data
Increase in attendance of managers and employee Stress Management training	50	50	No change
The number of apprentices that complete the programme with a positive outcome	95	95	No change. Target for cohort has been stretched to March and no new apprentices taken on

### Portfolio Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Number of full time equivalent (FTE) lost to sickness (non-COVID)	N/a	Baseline year	Developed to offer clarity to attendance reporting
Number of days full time equivalent lost to (FTE) sickness (COVID)	N/a	Baseline year	Developed to offer clarity to attendance reporting
Number of days full time equivalent (FTE) lost to isolation	N/a	Baseline year	Developed to offer clarity to attendance reporting
Number of days full time equivalent (FTE) lost to shielding	N/a	Baseline year	Developed to offer clarity to attendance reporting

### Measures Not Carried Forward

Measure Title	Rationale for not being carried forward
To ensure completion of appraisals for eligible employees	The full programme of appraisals has not been able to proceed as scheduled due to the emergency situation. Appraisals are being rescheduled, some have been completed. Emphasis is currently on employee well-being, supervision and returning to new forms of working. We are taking this opportunity to introduce the new appraisals model from January 2021

Measure Title	Rationale for not being carried forward
Percentage of permanent employees who have left within first year of employment	Not adding value to the business
Percentage of employee turnover (excluding early retirement and voluntary redundancy)	Not adding value to the business
Percentage of all direct employees achieving Foundation Living Wage	Not adding value to the business as it is always 100%
The number of apprentices (excluding teachers) on formal recognised apprenticeship schemes within the authority during the year per 1,000 employees	We have not recruited a cohort of apprentices for 2020/21. This will remain under review

## Education and Youth

### Recovery Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
All schools adopt 'Ask Ceri' resource	100%	100%	No change

### Portfolio Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Percentage of year 11 leavers not in education, training, or employment.	1%	2%	We anticipate an increase in Yr. 11 NEET as a result of potential negative impacts of COVID
The percentage of young people aged 16 – 18 in the youth justice system offered education, training or employment	65%	65%	No change
The number of pupils who receive fixed term exclusions from school	1150	750	Young people are likely to have been impacted negatively as a result of COVID, which may adversely affect their ability to engage in formal education resulting in potential exclusion. The target has been reduced to reflect the extended school closures
The number of pupils who are permanently excluded from school	22	18	Young people are likely to have been impacted negatively as a result of COVID, which may adversely affect their ability to engage in formal education resulting in potential exclusion. The target has been reduced to reflect the extended school closures
Number of children who access the Childcare Offer	1050	1050	No change
Number of childcare providers	330	330	No change
All schools maintain progress against key milestones in implementation of the new curriculum	100%	100%	No change
All schools maintain progress against key milestones in the ALN reforms	100%	100%	No change
First time entrants into Youth Justice Service	35	35	No change

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Number of Immersion Youth Workers in secondary schools	2	2	No change
Access to sanitary products in schools (percentage)	100	100	Part of the business plan but is no longer a strategic indicator. Will be used as part of SEP
Access to sanitary products in youth clubs (percentage)	100	100	Part of the business plan but is no longer a strategic indicator. Will be used as part of SEP
Access to sanitary products in Foodbanks	100	100	Part of the business plan but is no longer a strategic indicator. Will be used as part of SEP

### Measures Not Carried Forward

Measure Title	Rationale for not being carried forward
Percentage of pupils assessed in Welsh at the end of the Foundation phase (Year 2 pupils)	Suggested to be removed as part of the PAM consultation
Percentage of year 11 pupils studying Welsh (first language)	Suggested to be removed as part of the PAM consultation
Capped 9 Score for pupils entitled to Free School meals	WG have determined that pupil performance data should not be reported below the national level
Percentage of pupil attendance in primary schools	WG have determined that targets for 2020/21 do not need to be set or reported
Percentage of pupil attendance in secondary schools	WG have determined that targets for 2020/21 do not need to be set or reported
Percentage of pupils aged 16 achieving 5A* - A grades at GCSE	WG have determined that pupil performance data should not be reported below the national level
Educational Attainment at Key Stage 4- average capped 9 score for pupils in Year 11	WG have determined that pupil performance data should not be reported below the national level
All schools delivered statutory professional learning day	Schools were closed from March 20th due to the pandemic and were unable therefore to take this during the summer term as previously legislated

## Governance

### Recovery Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Council Tax 'in-year' collection levels	98.90%	98.30%	Cessation of debt recovery for 3 - 4 months
NDR 'in-year' collection levels	99.10%	98.00%	Cessation of debt recovery for 3 - 4 months
Rent Income/Arrears – Arrears as a % of Rent Yield	4.00%	4.50%	Cessation of debt recovery for 3 - 4 months
Call abandonment rate for a combined Housing and Streetscene contact centre	15	15	No change
Call answering rate for a combined Housing and Streetscene contact centre	No target set	80%	No target previously set. The performance from last year was reviewed and an appropriate target has been established
My Account sign up	10943	13131	Based on current subscriptions and what is achievable this year
Increased digital self-service by customers across multiple services	No target set	60,000	60,000 based on previous volumes
Percentage of chargeable services available to pay online	16	16	No change

### Measures Not Carried Forward

Measure Title	Rationale for not being carried forward
Reduced telephone contact where services are available digitally	Data not held

## Planning, Environment and Economy

### Recovery Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Percentage of Food Establishments that meet Food Hygiene standards	97%	97%	We await Welsh Government advice on whether this target will be changed
Total number of energy efficiency measures delivered to reduce fuel poverty	1000	600	The team has been stood down for 4 months so will not hit original target
Total number of individuals supported to access learning and work opportunities	260	260	No change
Percentage of all planning applications determined in time	>80%	>80%	No change
Percentage of "major" applications determined within time periods required	>60%	>60%	No change
Average time taken to determine "major" applications in days	Just a calculation not a target	Wales Average 18/19 232 Days	No change
Average time taken to determine planning applications	67-111 Days	67-111 Days	No change
Enforcement cases investigated within 84 days	70.1% - 79.9%	70.1% - 79.9%	No change
Average time taken to pursue positive enforcement action where a breach had been identified	< 100 days	< 100 days	No change

### Portfolio Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Percentage of all planning appeals dismissed	55.1%-65.9%	55.1%-65.9%	No change
Decisions made contrary to officer recommendation	<5%	<5%	No change
Sustainable Development Indicators	Measured against Welsh Average	Measured against Welsh Average	No change

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Percentage of empty private properties brought back into use	No target set	TBC	SMT and Cabinet Members agreed that this should not be carried forward for the Council Plan but that the work of the team be given higher profile among Members
Number of applications received and determined during the quarter	N/A	Collected to calculate PAM/018	No change
Number of applications received, carried forward, transferred and determined during the quarter	N/A	Collected to calculate PAM/018	No change

### Measures Not Carried Forward

Measure Title	Rationale for not being carried forward
Number of social enterprises receiving support	SMT and Cabinet members agreed that this should become business as usual
Delivery of energy efficiency measures to domestic properties in Flintshire	Included in measure above
Number of vulnerable households supported through the Healthy Homes Healthy People programme	Programme ending this year so delete measure
Number of individuals supported through the mentoring service that enter employment, learning or volunteering	Delete indicator - included within target above
Number of businesses supported through the regional hub	Regional hub still doesn't exist so delete indicator
New jobs created through the support of the regional hub	Regional hub still doesn't exist so delete indicator
Calculated monetary value* of total investment in Flintshire by contractors and suppliers	Delete indicator - need a different measurement system
Calculated monetary value* of investment by social policy priority area	Delete indicator - need a different measurement system
Calculated monetary value* of investment by geographic area across Flintshire	Delete indicator - need a different measurement system

## Streetscene and Transportation

### Recovery Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Percentage of waste reused, recycled or composted	70%	60%	Reduced input of recyclable materials from HRCs while closed during travel restrictions
Average recycling rate across all HRC sites	80%	70%	Reduced due to increased residual waste produced during stay at home guidance. Uncertainty in market leading to inability to dispose of recyclable materials
Developing the number of bus quality partnerships on the core network	2	1	Reduced public transport requirements during travel restrictions and inability to hold stakeholder meetings to progress
Provide Local Travel Arrangements (LTAs) in geographical areas of the County	6	6	Target not revised however, intention is to implement Demand Responsive Transport in place of LTAs
Undertake post completion inspections of utility works	90%	90%	No change
Achieve minimum level of agreed Streetscene standards	85%	85%	No change
Number of targeted environmental educational campaigns	5	3	Reduced to 3 campaigns due to the inability to meet customers. Targeted campaigns will only be undertaken via virtual means (website/social media/press)

### Portfolio Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Percentage of A roads in overall poor condition	2%	2%	No change
Percentage of B roads in overall poor condition	3%	3%	No change
Percentage of C roads in overall poor condition	7%	7%	No change

### Measures Not Carried Forward

Measure Title	Rationale for not being carried forward



Progress non-payment of all Penalty Charge Notice (PCN) / Fixed Penalty Notice (FPN).	Being dropped as it is business as usual
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## Social Services

### Recovery Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
The number of Holywell Extra Care (Plas yr Yrwn) units created	50	50	No change
The number of Extra Care units provided across Flintshire	239	239	No change
Percentage of urgent requests for equipment that meet or exceed the national 1 Day response standards	98	98	No change
Percentage of requests for equipment that meet or exceed the national 7 Day standard	80	80	No change
Number of new foster carer approvals in the year	10	10	No change
Number of referrals to the Family Group Meeting Service	280	280	No change

### Portfolio Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
The number of people who access the social prescribing / 3rd sector service through the Single Point of access.	290	290	No change
The number of admissions to step up / step down beds.	Targets not set by BCuHB	TBC	Target to be reviewed and set by Betsi Cadwaladr University Health Board (BCuHB)

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Percentage of equipment that is re-used	70	70	No change
The percentage of adult safeguarding enquiries that met the 7 day timescale	94	94	Measure replaces previous in line with National Performance Framework
The percentage pre-birth assessments completed within timescales.	90	90	No change
The percentage of children who were reported as having run away or gone missing from home who had a return interview	Baseline Year	Baseline Year	No change
The percentage of reviews of children on the Child Protection Register due in the year that were carried out within the statutory timescales	98	98	No change
The percentage of initial child protection conferences that were due in the year and were held within 15 working days of the strategy discussion	95	95	No change
Number of Special Guardianship Orders made	2	2	No change
People with a learning disability accessing Project Search to improve their employability skills	No target set	No target set	This is an activity measure, no target set
Number of children who accessed the Childcare offer	625	625	No change
Number of childcare providers	No target set	No target set	This is an activity measure, no target set

### Measures Not Carried Forward

Measure Title	Rationale for not being carried forward
The number of in house and independent sector domiciliary providers working towards the silver standard for Progress for Providers	Business as Usual
The percentage of adult safeguarding reports which proceeded to an enquiry	Replaced by alternative measure in line with National Performance Framework

Percentage of the relevant workforce having refreshed their dementia awareness training.	Business as Usual
Number of people transitioning into Hwb Cyfle	Priority completed
The percentage of grant claim achieved for the Flexible Funding Programme	Priority completed
Number of partner services accessed by residents via the new Holway Hub	Unable to collect data
Resident involvement in community activities as a measure of vibrancy	Unable to collect data

## Housing and Assets

### Recovery Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
Average number of calendar days taken to deliver a DFG (medium adaptations)	N/a	88	Adjusted to comply with Welsh Government standards for adaptations
Average number of calendar days taken to deliver a DFG (Large Adaptations)	N/a	330	Adjusted to comply with Welsh Government standards for adaptations
Number of applicants on the Common Housing Register	Baseline year	Baseline year	
Number of referrals to the Housing Support Gateway	Baseline year	Baseline year	
Number of homelessness presentations	Baseline year	Baseline year	
Number of households in homeless accommodation	Baseline year	Baseline year	
Percentage of households successfully prevented from becoming homeless	85	85	No change

## Portfolio Measures

Measure Title	Initial 2020/21 Target	Revised 2020/21 Target	Rationale for change
The number of affordable homes owned and managed by NEW Homes	156	152	New Homes will not be developing four properties, instead purchasing five S106 properties (something to the local community that will enhance and aid the local area)
The number of affordable homes completed or under construction through the Strategic Housing and Regeneration Programme (SHARP)	91	91	No change
The number of Council homes completed or under construction through the Strategic Housing and Regeneration Programme (SHARP)	182	182	No change
Average number of days to process new claims for housing benefit and council tax reduction	20	20	No change
Average number of days to process change in circumstances for housing benefit and council tax reduction	8	8	No change
Increase supply and variety of affordable homes	228	228	No change
The percentage of council houses that meet the Welsh Housing Quality standards within our annual programme	100	Under Review	Welsh Government extending December 2020 deadline, this has not yet been confirmed
Tenant satisfaction level	95	95	No change

## Measures Not Carried Forward

Description	Rationale for change
Number of Private Rented Sector (PRS) properties available via HAWS Lettings contract for Housing Solutions	This has not been carried forward due to it not being a clear or meaningful indicator
Number of additional Private Rented Sector (PRS) properties available via HAWS lettings contract	This has not been carried forward due to it not being a clear or meaningful indicator

<p>Average number of calendar days taken to deliver a DFG (overall)</p>	<p>KPI amendments – KPI has been split into medium and large adaptations as per compliance with Welsh Government standards</p>
<p>Waiting times for adapted council housing (SARTH)</p>	<p>A review of our approach to specialist housing will be undertaken this year to refresh the approach of the Specialist Housing Register. An outcome of this review will likely be to identify more meaningful measures for monitoring specialist housing supply and demand within Flintshire</p>

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## CORPORATE RESOURCES OVERVIEW AND SCRUTINY

<b>Date of Meeting</b>	Monday, 28 <sup>th</sup> September 2020
<b>Report Subject</b>	Revenue Budget Monitoring 2020/21 Month 4
<b>Cabinet Member</b>	Leader of the Council and Cabinet Member for Finance
<b>Report Author</b>	Corporate Finance Manager
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

The purpose of this report is to provide Members with the Revenue Budget Monitoring 2020/21 (Month 4) Report.

### RECOMMENDATIONS

1	That the committee considers and comments on the Revenue Budget Monitoring 2020/21 (Month 4) report. Any specific matters for attention will be noted and reported back to the Cabinet.
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### REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE REVENUE BUDGET MONITORING POSITION 2020/21 (MONTH 4)</b>
1.01	The Revenue Budget Monitoring 2020/21 (Month 4) report will be presented to Cabinet on Tuesday 22 September 2020. A copy of the report is attached as Appendix A to this report.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	As set out in Appendix A; Revenue Budget Monitoring 2020/21 (Month 4).

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	None required.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	As set out in Appendix A; Revenue Budget Monitoring 2020/21 (Month 4).

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix A; Revenue Budget Monitoring 2020/21 (Month 4).

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

<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<b>Contact Officer:</b> Dave Ledsham, Finance Manager <b>Telephone:</b> 01352 704503 <b>E-mail:</b> dave.ledsham@flintshire.gov.uk

<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
8.01	<p><b>Revenue:</b> a term used to describe the day to day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.</p> <p><b>Budget:</b> a statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.</p> <p><b>Capital Programme:</b> The Council's financial plan covering capital schemes and expenditure proposals for the current year and a number of future years. It also includes estimates of the capital resources available to finance the programme.</p>



**CABINET**

<b>Date of Meeting</b>	Tuesday, 22 <sup>nd</sup> September, 2020
<b>Report Subject</b>	Revenue Budget Monitoring Report 2020/21 (Month 4)
<b>Cabinet Member</b>	Cabinet Member for Finance
<b>Report Author</b>	Corporate Finance Manager
<b>Type of Report</b>	Operational

**EXECUTIVE SUMMARY**

An interim budget monitoring report was presented to Cabinet in July which detailed potential risks and cost pressures ranging between £2.8m and £5.4m (excluding the impact of the pay award). This is the first detailed update and takes into account the latest position on Welsh Government Emergency Grant Funding announcements.

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 £0.983m (excluding the impact of the pay award which will be met by reserves)
- A projected contingency reserve balance as at 31<sup>st</sup> March, 2021 of £1.418m

**Housing Revenue Account**

- Net in-year revenue expenditure forecast to be £0.295m lower than budget
- A projected closing balance as at 31<sup>st</sup> March, 2021 of £2.468m

To assist in mitigating the overall projected overspend, a review of non-essential spend and a vacancy management process has been introduced and the impacts will be included in future reports.

## RECOMMENDATIONS

1	To note the overall report and the projected Council Fund contingency sum as at 31 <sup>st</sup> March 2021.
2	To note the projected final level of balances on the Housing Revenue Account (HRA).
3	To approve a budget virement of £0.300m between Older People's Purchasing budget (Localities) and the Older People's Provider budget (Resources and Regulated Services) (paragraph 1.09 refers)
4	To approve an allocation of £0.134m from the Contingency Reserve for the resourcing of the Children's Services 'Front Door Pressures' within Social Services (paragraph 1.38 refers).

## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE MONTH 4 POSITION</b>
1.01	<p><b>Council Fund Projected Position</b></p> <p>An interim budget monitoring report was presented to Cabinet in July which detailed potential risks and cost pressures ranging between £2.8m and £5.4m (excluding the impact of the pay award). This is the first detailed update and takes into account the latest position on Welsh Government Emergency Grant Funding announcements.</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"><li>• An operating deficit of £0.983m (excluding the impact of the pay award which will be met by reserves)</li><li>• A projected contingency reserve available balance as at 31 March 2021 of £1.418m.</li></ul> <p>To assist in mitigating the overall projected overspend a review of non-essential spend and a vacancy management process has been introduced and the impacts will be included in future reports.</p>

1.02	<p><b>Table 1. Projected Position by Portfolio</b></p> <p>The table below shows the projected position by portfolio:</p> <table border="1" data-bbox="316 255 1327 1205"> <thead> <tr> <th data-bbox="316 255 767 450">Portfolio/Service Area</th> <th data-bbox="767 255 963 450">Approved Budget</th> <th data-bbox="963 255 1160 450">Projected Outturn</th> <th data-bbox="1160 255 1327 450">In-Year Over / (Under) spend</th> </tr> <tr> <td></td> <th data-bbox="767 405 963 450">£m</th> <th data-bbox="963 405 1160 450">£m</th> <th data-bbox="1160 405 1327 450">£m</th> </tr> </thead> <tbody> <tr> <td data-bbox="316 450 767 506">Social Services</td> <td data-bbox="767 450 963 506">68.228</td> <td data-bbox="963 450 1160 506">68.463</td> <td data-bbox="1160 450 1327 506">0.235</td> </tr> <tr> <td data-bbox="316 506 767 562">Out of County Placements</td> <td data-bbox="767 506 963 562">11.940</td> <td data-bbox="963 506 1160 562">11.789</td> <td data-bbox="1160 506 1327 562">(0.151)</td> </tr> <tr> <td data-bbox="316 562 767 618">Education &amp; Youth</td> <td data-bbox="767 562 963 618">8.752</td> <td data-bbox="963 562 1160 618">8.299</td> <td data-bbox="1160 562 1327 618">(0.453)</td> </tr> <tr> <td data-bbox="316 618 767 674">Schools</td> <td data-bbox="767 618 963 674">98.508</td> <td data-bbox="963 618 1160 674">98.508</td> <td data-bbox="1160 618 1327 674">0.000</td> </tr> <tr> <td data-bbox="316 674 767 730">Streetscene &amp; Transportation</td> <td data-bbox="767 674 963 730">30.380</td> <td data-bbox="963 674 1160 730">31.841</td> <td data-bbox="1160 674 1327 730">1.461</td> </tr> <tr> <td data-bbox="316 730 767 786">Planning &amp; Environment</td> <td data-bbox="767 730 963 786">5.723</td> <td data-bbox="963 730 1160 786">6.187</td> <td data-bbox="1160 730 1327 786">0.464</td> </tr> <tr> <td data-bbox="316 786 767 842">People &amp; Resources</td> <td data-bbox="767 786 963 842">4.456</td> <td data-bbox="963 786 1160 842">4.456</td> <td data-bbox="1160 786 1327 842">0.000</td> </tr> <tr> <td data-bbox="316 842 767 898">Governance</td> <td data-bbox="767 842 963 898">9.188</td> <td data-bbox="963 842 1160 898">9.807</td> <td data-bbox="1160 842 1327 898">0.619</td> </tr> <tr> <td data-bbox="316 898 767 954">Strategic Programmes</td> <td data-bbox="767 898 963 954">5.018</td> <td data-bbox="963 898 1160 954">4.816</td> <td data-bbox="1160 898 1327 954">(0.202)</td> </tr> <tr> <td data-bbox="316 954 767 1010">Housing &amp; Assets</td> <td data-bbox="767 954 963 1010">16.044</td> <td data-bbox="963 954 1160 1010">15.700</td> <td data-bbox="1160 954 1327 1010">(0.344)</td> </tr> <tr> <td data-bbox="316 1010 767 1066">Chief Executive</td> <td data-bbox="767 1010 963 1066">2.800</td> <td data-bbox="963 1010 1160 1066">2.543</td> <td data-bbox="1160 1010 1327 1066">(0.257)</td> </tr> <tr> <td data-bbox="316 1066 767 1122">Central &amp; Corporate Finance</td> <td data-bbox="767 1066 963 1122">24.950</td> <td data-bbox="963 1066 1160 1122">24.561</td> <td data-bbox="1160 1066 1327 1122">(0.389)</td> </tr> <tr> <td data-bbox="316 1122 767 1205"><b>Total</b></td> <td data-bbox="767 1122 963 1205"><b>285.987</b></td> <td data-bbox="963 1122 1160 1205"><b>286.970</b></td> <td data-bbox="1160 1122 1327 1205"><b>0.983</b></td> </tr> </tbody> </table>	Portfolio/Service Area	Approved Budget	Projected Outturn	In-Year Over / (Under) spend		£m	£m	£m	Social Services	68.228	68.463	0.235	Out of County Placements	11.940	11.789	(0.151)	Education & Youth	8.752	8.299	(0.453)	Schools	98.508	98.508	0.000	Streetscene & Transportation	30.380	31.841	1.461	Planning & Environment	5.723	6.187	0.464	People & Resources	4.456	4.456	0.000	Governance	9.188	9.807	0.619	Strategic Programmes	5.018	4.816	(0.202)	Housing & Assets	16.044	15.700	(0.344)	Chief Executive	2.800	2.543	(0.257)	Central & Corporate Finance	24.950	24.561	(0.389)	<b>Total</b>	<b>285.987</b>	<b>286.970</b>	<b>0.983</b>
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1.03	<p>The reasons for the projected variances are summarised within Appendix 1 and shows the detail of all variances over £0.050m and a summary of minor variances for each portfolio.</p>																																																												
	<p><b>Significant Variances to highlight this month</b></p>																																																												
1.04	<p><b>Social Services</b></p> <p><u>Older People Purchasing</u></p> <p>The net cost of Residential Care is projected to be £0.654m less than the budget. This includes the cost of residential care placements net of the income received for this service, such as property charges and contributions from health. There is currently a decline in the demand for residential care placements due to the pandemic.</p>																																																												
1.05	<p><u>Older People Provider Services</u></p> <p>Residential care is projected to be £0.292m above budget, the majority of which is due to staffing as mandatory levels must remain in place for residential homes to operate safely. There are also projected overspends on repairs and maintenance, catering, general supplies and a shortfall in client contribution income.</p>																																																												

1.06	<p>Extra care is projected to be £0.149m less than budget. The facility in Holywell is yet to open and a full complement of staff has not yet been recruited. Care staff already recruited are currently redeployed to alternative in-house care services which has had cost avoidance benefits. It is anticipated that the facility will open in the Autumn and the projected costs reflect this.</p>
1.07	<p><u>Mental Health services</u></p> <p>The Mental Health Residential Placement budget is projected to be £0.597m above budget which is based on the current social care needs of clients supported within the service. Care needs vary over time, sometimes suddenly, and costs are subject to the same changes.</p> <p>There are compensatory savings elsewhere in other service budgets on staffing, travel and supplies and services which partially offset the above overspend.</p>
1.08	<p><u>Children's Services</u></p> <p>Legal &amp; Third Party costs are projected to be £0.325m above budget due to legal costs and direct payments. Legal costs are due to the number of current court cases and some use of external solicitors, although this has reduced from the previous year. The Council is legally obliged to offer direct payments and this service has seen an increase in demand.</p> <p>Professional Support is projected to be £0.320m above budget. To support adequate levels of child protection, the established staffing structure needs to be at a sufficient level to meet mandatory safeguarding standards. Vacancies are therefore minimised and additional temporary posts are sometimes required to be able to meet the challenges and demands of Children's Services.</p>
1.09	<p><u>Budget Virement</u></p> <p>Within the Social Services there are some significant variances both adverse and favourable that underpin the Portfolio's outturn position. To address changes in service delivery it is recommended that an amount of £0.300m is transferred within Adults Services from the Localities budget (within the Older People Service) to Resources and Regulated Services (also within the Older People Service).</p> <p>Both budget headings encompass care delivery services for older people such as residential care and home care. However one budget is for care commissioned from independent care providers whereas the other budget is for care provision delivered directly by the Council.</p> <p>Over time the in-house provision of care has increased in complexity whereas the commissioned care has decreased. The virement is to reflect the change in costs as a result of this.</p>

1.10	<p><b>Education and Youth</b></p> <p><u>Integrated Youth Provision</u>  The main variance of £0.148m relates to Youth Centres which have remained closed throughout the pandemic with resultant savings on building cleaning charges, energy costs and some relief staffing costs. There are also projected savings of £0.074m within the Youth Justice Service which are mainly due to the delay in recruitment to a new manager post and savings on equipment purchase and training costs.</p>
1.11	<p><u>School Improvement Systems</u></p> <p>The projected underspend of £0.136m is due to lower payments in the summer term due to the school closures as a result of the pandemic. Payments were made based on averages for January and February resulting in considerably lower payments than included in the current budget.</p>
1.12	<p><b>Streetscene &amp; Transportation</b></p> <p><u>Additional Security at Household Recycling Centres;</u></p> <p>The service has incurred additional revenue pressures of £0.070m from responding to and resolving previously reported security measures and remedial actions following vandalism at the Household Recycling Centres. The monthly costs are now running at up to £0.006m per month, mainly due to the introduction of a night time presence on the sites.</p>
1.13	<p><u>Waste Strategy</u></p> <p>This service has experienced a downturn in income generated by sales of electricity and it is currently projected to reach a level of some £0.120m during the year. All efforts are being made to identify potential mitigations which may be available. In addition, a shift in the market appetite for recycling of paper and cardboard are giving concern over income generation levels and this will be closely monitored during the year.</p>
1.14	<p><u>Impact of Pandemic</u></p> <p>The pandemic has also impacted across a number of service budgets including:</p> <ul style="list-style-type: none"> <li>- a need for increased agency and overtime (£0.150m)</li> <li>- net car parking income loss of £0.550m (reduced following receipt of the first tranche of Welsh Government Income Loss funding)</li> <li>- additional vehicles and fuel (£0.080m)</li> <li>- additional private contractors and plant hire (£0.075m)</li> </ul> <p>Opportunities for support from the Welsh Government Hardship and Income Loss Funds will continue to be explored throughout the year to meet some of these costs.</p>

1.15	<p><b>Planning &amp; Environment</b></p> <p>Delays in sourcing core materials means that the construction industry is operating at minimal pace resulting in lower Building Control fee income estimated at £0.200m over a full year. The Council aim to recoup the first quarter loss of £0.050m from the WG Income Loss fund.</p>
1.16	<p>There has been a marked negative impact on the Property Market and a reduced need for Land Charge searches. The estimated reduction of 60% on fees and charges results in a shortfall of £0.095m over a full year. The Council aim to recoup the first quarter loss of £0.020m from the WG Income Loss Fund.</p>
1.17	<p>Planning Fee income is forecast to reduce by £0.210m for a full year in comparison to the previous year. We aim to recoup the first quarter losses of £0.105m from the WG Income Loss Fund. However, the loss is further mitigated by Town and Country Planning (Fees for Application, Deemed Applications and Site Visits – Wales) Regulations 2020 which have confirmed planning and related applications will be subject to a general fee increase of approximately 20% with effect from 24 August which could generate up to £0.100m, subject to market volatility.</p>
1.18	<p>Income reductions in Markets and Minerals &amp; Waste are estimated to be £0.240m for the full year. We aim to recoup £0.060m from the WG Income Loss Fund.</p>
1.19	<p><b>Housing &amp; Assets</b></p> <p><u>Benefits Service</u></p> <p>Additional staffing resources have been required to meet extra demand including an increased inflow of changes in respect of Universal Credit. The increased cost of £0.119m can in part be met from the Hardship Fund for the first quarter.</p>
1.20	<p><u>Centralised Costs - Utilities and NDR</u></p> <p>This projected underspend of £0.743m is mainly due to savings in respect of energy costs and NDR at County Hall following the demolition of Phases 3 and 4 together with a reduction in gas and electricity prices. There is a risk that this projected underspend could reduce if we start to see more buildings become void by businesses occupying council buildings.</p>
1.21	<p><u>Council Fund Housing - Carelink Service</u></p> <p>This projected overspend of £0.165m is due to a reduction in the allocation of Housing Support Grant due to inability to meet eligibility criteria. A further key influence is the anticipated commencement of a new service contract for the Carelink service with a new provider.</p>

1.22	<p><b>Governance</b></p> <p>Current Welsh Government lockdown restrictions have resulted in the cessation of all recovery activities for the in-house bailiff team including enforcement duties. Income generated totalled £0.557m in 2019/20 and we will be claiming lost income of £0.165m from the WG Income Loss fund for the first quarter. Income levels will start to increase again once enforcement restrictions are lifted, but additional resource will be required to clear the backlog of cases at a cost of £0.050m.</p> <p>The level of financial risk will be dependent on how long enforcement restrictions are in place.</p>
1.23	<p>Within the Registrar service there is an estimated loss of income for the year of around £0.140m. The Council aim to recoup £0.070m from the WG Income Loss fund for the first quarter.</p>
1.24	<p>Legal Services have incurred additional costs of employing locums to cover absence to ensure continuing client service delivery in the area of child protection £0.132m. This is offset by savings on telecommunications within ICT totalling £0.065m.</p>
1.25	<p><b>Central &amp; Corporate Finance</b></p> <p>In the previous financial year there was a significant underspend in employer pension fund contributions of £1.010m and the budget for 2020/21 was adjusted by £0.800m. Based on the contributions to date and the previous year trend a positive variance of around £0.380m is projected at this stage of the current year.</p>
1.26	<p><b>Strategic Programmes</b></p> <p>The Climate Change Levy (CCL) was in prior years paid as a separate one-off charge. However, from 2019/20 these charges have been included in service specific utility bills within the centralised budgets in Housing &amp; Assets. Based on current consumption levels there is a projected £0.202m underspend within this centrally held budget.</p>
1.27	<p><b>Key Financial Risks – Council Tax Income and Council Tax Reduction Scheme</b></p> <p>In addition to the variances identified in paragraphs 1.04 – 1.26 there are significant impacts on Council Tax income and the Council Tax Reduction Scheme.</p> <p>The potential financial impact of these two areas is being reported separately and are not included in the overall projections. This is due to 1) the difficulties in predicting the impacts of these risks at this early stage and 2) the potential for these areas to be further supported by additional Welsh Government funding.</p>

	<p>However, if these cost pressures are not met by additional funding they will add to the projected overspend of £0.963m. An update on the latest position on each area is detailed below.</p>
1.28	<p><b>Council Tax Income</b></p> <p>As with all Councils the pandemic has significantly impacted on council tax collection. At this stage council tax income is 1.4% below target which equates to £1.4m. Income is expected to recover now that recovery processes have resumed in full and when agreed payment deferrals are settled.</p>
1.29	<p>However, it is unlikely that the full budgeted income will be achieved by the end of the financial year and it is estimated that there may be a shortfall of up to 0.6% which equates to £0.600m. Welsh Government are monitoring the situation but taking a longer term view as to any potential support when the recovery impacts are more certain.</p>
1.30	<p><b>Council Tax Reduction Scheme (CTRS)</b></p> <p>During the pandemic there has been a significant increase in demand with additional costs of £0.233m identified as at the first quarter. Welsh Government have confirmed funding for the first quarter estimated at £0.058m. However, the risk remains for the remaining three quarters of the year for existing clients together with the costs of any further increases in demand which is likely in the current economic climate and as the furlough scheme ceases. The impact of this increase in demand could potentially increase the cost pressure by up to a further £0.500m - £0.750m if there were to be no further Welsh Government funding.</p>
1.31	<p><b>OPEN RISKS</b></p> <p>Members were made aware when setting the budget that there were a number of open risks that would need to be kept under close review. An update on these is provided below.</p>
1.32	<p><b>Pay Award</b></p> <p>The 2020/21 budget provides for a 2% pay award for NJC staff across the Council. National negotiations for the 2020/21 pay award have now been concluded with an agreement of a 2.75% pay award which will be effective from 1<sup>st</sup> April 2020. The additional cost of this will need to be met from the Contingency Reserve in the current financial year and built into the budget from 2021/22 on a recurring basis. An initial estimate is that this will be in the region of £0.818m.</p> <p>The Teachers Pay Award which is effective from September 2020 has been recommended at 3.1% and is currently out for consultation. The financial impact of this for 2020/21 is estimated to be £0.535m and it is not yet known whether additional funding will be provided by Welsh Government to meet the difference in full or in part.</p>



1.33	<p><b>Charging for Post 16 Transport</b></p> <p>The budget for 2020/21 provides for expected additional income of £0.449m based on the assumption that charging would be introduced from September 2020. This policy decision was reversed by Cabinet in May.</p> <p>The developing financial solution through effective partnership working with Coleg Cambria will assist with mitigating the financial risk for 2020/21 and the outcome will be included in future reports. An agreement has been reached with the college that a level of the anticipated value of the journeys would be reimbursed to the Portfolio. However, the level of this reimbursement is currently £0.047m less than that included in the budget. Therefore this remains a risk to the containment of any costs associated with the journey provision.</p>
1.34	<p><b>Out of County Placements</b></p> <p>Additional funding of £2.7m was included in the budget for 2020/21 to address the historic significant increase in demand. It is currently projected that this increased provision will be sufficient to meet current and forecast demand for the financial year. At this stage, based on current activity there is an overall net projected underspend of £0.151m (underspend of £0.266m within Education offset by an overspend of £0.115m within Children's Service).</p>
1.35	<p><b>Emergency Funding</b></p> <p>In addition to the Hardship Fund Welsh Government has confirmed further funding of £264 million across Wales to continue to support local government for additional costs and income losses. There are no details as yet on eligibility criteria for this funding, although it has been confirmed that income loss claims can continue to be made on a quarterly basis for the remainder of the financial year.</p> <p>Welsh Government have previously confirmed that additional costs for Social Care and Schools will continue to be a priority when considering the use of this funding which is encouraging to ensure that the Council can continue to meet the impact of these additional costs.</p> <p>The recent announcement on funding for the first quarter of increased demand for the Council Tax Reduction Scheme is also a positive outcome and is currently under consideration for the remainder of the financial year as well as any further increases in demand.</p>
1.36	<p><b>Achievement of Planned In-Year Efficiencies</b></p> <p>The 2020/21 budget contains £5.206m of specific efficiencies which are being tracked and monitored. The Council aims to achieve a 95% rate in 2020/21 as reflected in the MTFS KPI's.</p>

	<p>The current assessment of the efficiencies to be achieved in 2020/21 shows that £4.982m or 96% of the efficiencies will be achieved.</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 2 with the overall impact in relation to any impact for 2021/22 being reviewed as part of the ongoing work on the MTFS.</p>
1.37	<p><b>Reserves and Balances</b></p> <p><b>Un-earmarked Reserves</b></p> <p>The level of Council Fund Contingency Reserve brought forward into 2020/21 was £2.370m as detailed in the 2019/20 outturn report. This is the amount available for general purposes following the set-aside of £3.0m for Emergency Funding. There is an estimated additional requirement of £0.818m arising from the outcome of the national pay award negotiations as set out in paragraph 1.32.</p>
1.38	<p>It is recommended that an amount of £0.134m is allocated from the Contingency Reserve for Social Services for known pressures in 2020/21. This funding will bring additional capacity to business support arrangements and compliance with safeguarding requirements within Children's Services.</p> <p>It will enable the work with victims identified through Operation Lenten to be finalised and develop our approach to contextual safeguarding (£0.100m). The funding will also be used to support the review of the joint adoption service with Wrexham Council (£0.022m) and to support the move of the Single Point of Access Team to Ty Dewi Sant (£0.012m).</p>
1.39	<p>Taking into account the above and, the current projected overspend at this stage, and previously agreed allocations, the balance on the Contingency Reserve at 31 March 2021 is projected to be £1.418m as detailed in Appendix 3.</p> <p>This assumes that the projected overspend of £0.983m is met from the amount available in the £3m emergency ring-fenced fund which would leave an amount of £1.903m remaining.</p>
1.40	<p><b>Earmarked Reserves</b></p> <p>A summary of earmarked reserves as at 1 April 2020 and an estimate of projected balances as at the end of the financial year will be included in the month 5 report.</p>

1.41	<b>Housing Revenue Account</b>  The 2019/20 Outturn Report to Cabinet on 16 June 2020 showed an un-earmarked closing balance at the end of 2019/20 of £2.009m and a closing balance of earmarked reserves of £0.437m.
1.42	The 2020/21 budget for the HRA is £36.683m which includes a movement of £0.164m to reserves.
1.43	The monitoring for the HRA is projecting in year expenditure to be £0.295m lower than budget and a closing un-earmarked balance as at 31 March 2021 of £2.304m, which at 6.37% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%. Appendix 4 attached refers.
1.44	The budget contribution towards capital expenditure (CERA) is £12.928m.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	As set out within the report.

<b>3.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>
3.01	The financial impacts of the emergency as set out in the report are a combination of actual costs and losses to date and estimates of costs and losses for the future. There is the possibility that the estimates will change over time. The budget will be monitored closely and mitigation actions taken wherever possible.

<b>4.00</b>	<b>CONSULTATIONS REQUIRED/CARRIED OUT</b>
4.01	None specific.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1: Council Fund – Budget Variances Appendix 2: Council Fund – Programme of Efficiencies Appendix 3: Council Fund – Movement on Un-earmarked Reserves Appendix 4: Housing Revenue Account Variances

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	Various budget records.

<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<p><b>Contact Officer:</b> Dave Ledsham Strategic Finance Manager</p> <p><b>Telephone:</b> 01352 704503</p> <p><b>E-mail:</b> <a href="mailto:dave.ledsham@flintshire.gov.uk">dave.ledsham@flintshire.gov.uk</a></p>

<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
8.01	<p><b>Budget:</b> a statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.</p> <p><b>Council Fund:</b> the fund to which all the Council's revenue expenditure is charged.</p> <p><b>Financial Year:</b> the period of twelve months commencing on 1 April.</p> <p><b>Housing Revenue Account:</b> 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.</p> <p><b>Intermediate Care Fund:</b> Funding provided by Welsh Government to encourage integrated working between local authorities, health and housing.</p> <p><b>Projected Outturn:</b> projection of the expenditure to the end of the financial year, made on the basis of actual expenditure incurred to date.</p> <p><b>Reserves:</b> 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.</p> <p><b>Revenue:</b> a term used to describe the day-to-day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.</p>

**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.

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## CORPORATE RESOURCES OVERVIEW AND SCRUTINY

<b>Date of Meeting</b>	Monday, 28 <sup>th</sup> September 2020
<b>Report Subject</b>	Capital Programme Monitoring 2020/21 Month 4
<b>Cabinet Member</b>	Leader of the Council and Cabinet Member for Finance
<b>Report Author</b>	Corporate Finance Manager
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

The purpose of this report is to provide Members with the Capital Programme 2020/21 (Month 4) Report.

### RECOMMENDATIONS

1	That the committee considers and comments on the Capital Programme 2020/21 (Month 4) report. Any specific matters for attention will be noted and reported back to Cabinet.
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### REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE CAPITAL PROGRAMME MONITORING POSITION 2020/21 (MONTH 4)</b>
1.01	The Capital Programme 2020/21 (Month 4) report will be presented to Cabinet on Tuesday 22 September 2020. A copy of the report is attached as Appendix A to this report.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	As set out in Appendix A; Capital Programme 2020/21 (Month 4).

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	None required.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	As set out in Appendix A; Capital Programme 2020/21 (Month 4).

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix A; Capital Programme 2020/21 (Month 4).

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

<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<p><b>Contact Officer:</b> Chris Taylor, Principal Accountant  <b>Telephone:</b> 01352 703309  <b>E-mail:</b> Christopher.taylor@flintshire.gov.uk</p>

<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
8.01	<p><b>Revenue:</b> a term used to describe the day to day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.</p> <p><b>Budget:</b> a statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.</p> <p><b>Capital Programme:</b> The Council's financial plan covering capital schemes and expenditure proposals for the current year and a number of future years. It also includes estimates of the capital resources available to finance the programme.</p>





## CABINET

<b>Date of Meeting</b>	Tuesday, 22 <sup>nd</sup> September 2020
<b>Report Subject</b>	Capital Programme Monitoring 2020/21 (Month 4)
<b>Cabinet Member</b>	Cabinet Member for Finance
<b>Report Author</b>	Corporate Finance Manager
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

The report summarises changes made to the Capital Programme 2020/21 since it was set in January 2020 to the end of Month 4 (July 2020), along with expenditure to date and projected outturn.

The Capital Programme has seen a net increase in budget of £6.829 during the period which comprises of:-

- Net budget reduction in the programme of £12.287m (See Table 2 - Council Fund (CF) £0.837m, Housing Revenue Account (HRA) (£13.124m));
- Introduction of Carry Forward from 2019/20 of £19.766m (CF £19.766m, HRA £0.000m)
- Identified savings at Month 4 (£0.650m) (CF).

Actual expenditure was £9.512m (See Table 3).

The final outturn funding surplus from the 2019/20 – 2021/22 Capital Programme was £1.145m. The 2020/21 – 2022/23 Capital Programme was approved on the 28<sup>th</sup> January 2020, with a funding deficit of £2.264m. The surplus carried forward led to an opening funding position deficit of £1.119m.

Capital receipts received in the first quarter of 2020/21, along with savings identified, total £0.948m. A request for an additional allocation of £0.217m towards the Queensferry Campus project, puts the current funding deficit, for the 3 year period, at £0.388m. This is in advance of any capital receipts or other funding being realised.

## RECOMMENDATIONS

1	Cabinet are requested to approve the overall report.
2	Cabinet are requested to approve the carry forward adjustments set out at 1.16.
3	Cabinet are requested to approve the additional allocations, as set out in 1.19.

## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE CAPITAL PROGRAMME MONITORING POSITION – MONTH 4 2020/21</b>
1.01	<b>Background</b>  The Council approved a Council Fund (CF) Capital Programme of £42.582m and a Housing Revenue Account (HRA) Capital Programme of £30.464m for 2020/21 at its meeting of 28 <sup>th</sup> January, 2020.
1.02	For presentational purposes the Capital Programme is shown as a whole, with sub-totals for the Council Fund and HRA. In reality the HRA programme is ‘ring fenced’ and can only be used for HRA purposes.
1.03	<b>Changes since Budget approval</b>  Table 1 below sets out how the programme has changed during 2020/21. More detailed cumulative information relating to each Portfolio is provided in Appendix A:-

**Table 1**

REVISED PROGRAMME	Original Budget 2020/21	Carry Forward from 2019/20	2020/21 Savings	Changes - This Period	Revised Budget 2020/21
	£m	£m	£m	£m	£m
People & Resources	0.400	0.170	0.000	(0.170)	0.400
Governance	1.176	0.975	0.000	0.000	2.151
Education & Youth	10.166	8.519	0.000	(1.582)	17.103
Social Services	1.247	4.188	0.000	3.780	9.215
Planning, Environment & Economy	3.078	0.905	0.000	0.204	4.187
Streetscene & Transportation	3.030	1.302	0.000	10.001	14.333
Strategic Programmes	0.985	0.636	0.000	0.160	1.781
Housing & Assets	22.500	3.071	(0.650)	(11.556)	13.365
<b>Council Fund Total</b>	<b>42.582</b>	<b>19.766</b>	<b>(0.650)</b>	<b>0.837</b>	<b>62.535</b>
<b>HRA Total</b>	<b>30.464</b>	<b>0.000</b>	<b>0.000</b>	<b>(13.124)</b>	<b>17.340</b>
<b>Programme Total</b>	<b>73.046</b>	<b>19.766</b>	<b>(0.650)</b>	<b>(12.287)</b>	<b>79.875</b>

1.04

**Carry Forward from 2019/20**

Carry forward sums from 2019/20 to 2020/21, totalling £19.766m (CF £19.766m, HRA £0.000m), were approved as a result of the quarterly monitoring reports presented to Cabinet during 2019/20.

1.05

**Changes during this period**

Funding changes during this period have resulted in a net decrease in the programme total of £12.287m (CF £0.837m, HRA (£13.124m)). A summary of the changes, detailing major items, is shown in Table 2 below:-

**Table 2**

<b>CHANGES DURING THIS PERIOD</b>		
	<b>Para</b>	<b>£m</b>
<b><u>COUNCIL FUND</u></b>		
<b>Increases</b>		
Transportation Grants	1.06	10.884
Intermediate Care Fund / Innovative Housing Programme	1.07	3.778
Gypsy and Traveller Capital Grant	1.08	0.286
Other Aggregate Increases		0.718
		15.666
<b>Decreases</b>		
Affordable Housing	1.09	(11.700)
School Moderisation	1.10	(1.590)
Waste Services	1.11	(1.200)
Other Aggregate Decreases		(0.339)
		(14.829)
<b>Total</b>		<b>0.837</b>
<b><u>HRA</u></b>		
<b>Increases</b>		
Other Aggregate Increases		0.000
<b>Decreases</b>		
Across Programme Areas	1.12	(13.124)
		(13.124)
<b>Total</b>		<b>(13.124)</b>

1.06	It is usual in the early part of the financial year to receive notification of funding allocations that were not available at budget setting time. This is the case with the Local Transport, Active Travel, Road Safety and Safe Routes grants from Welsh Government (WG). These grants will provide a range of transportation schemes across the County.
1.07	In addition to the above, the Council also received monies from WG relating to Intermediate Care Fund (ICF) and Innovative Housing Programme (IHP) for works taking place at Marleyfield House Care Home, Buckley.
1.08	There has also been an introduction of grant funding from WG for refurbishment work at the Riverside Traveller site in Queensferry.
1.09	As part of the Strategic Housing and Regeneration Programme (SHARP), the Council are building new social and affordable houses. An additional £20m loan to NEW Homes was approved in the Capital Programme for

	2020/21. Re-profiling of the prudential borrowing has been carried out to match projected actual expenditure in this financial year.
1.10	Re-profiling of prudential borrowing for school modernisation schemes to next financial year has also been carried out. The service will utilise WG grant funding in the first instance in 2020/21.
1.11	<p>Approval for capital funding for Standard Waste Transfer Station, was subject to receipt of Welsh Government 'Invest to Save' (£1.2m) funding which is no longer available due to COVID-19.</p> <p>Given that replacing Standard is a critical element of the Streetscene Service, it will be necessary for the service to submit a bid for a second element of funding from the Council fund to replace the 'Invest to Save' funds for the 2021/22 programme.</p>
1.12	Re-profiling of budget across all programme areas of the HRA. The current forecast is based on current government advice on the pandemic and subsequent public health guidance for construction work. Due to the social distancing measures in place, this has prevented works from continuing as planned.
1.13	<p><b>Capital Expenditure compared to Budget</b></p> <p>Expenditure as at Month 4, across the whole of the Capital Programme was £9.512m. The breakdown of expenditure is analysed in Table 3, along with the percentage spend against budget.</p> <p>This shows that 11.91% of the budget has been spent (CF 9.10%, HRA 22.02%). Corresponding figures for Month 4 2019/20 were 16.82% (CF 16.13%, HRA 17.91%).</p>
1.14	The table also shows a projected underspend (pending carry forward and other adjustments) of £6.420m on the Council Fund and a break even position on the HRA.

**Table 3**

EXPENDITURE	Revised Budget	Cumulative Expenditure Month 4	Percentage Spend v Budget	Projected Outturn	Variance Budget v Outturn (Under)/Over
	£m	£m	%	£m	£m
People & Resources	0.400	0.000	0.00	0.400	0.000
Governance	2.151	0.029	1.35	1.980	(0.171)
Education & Youth	17.103	0.784	4.58	12.564	(4.539)
Social Services	9.215	1.812	19.66	9.215	0.000
Planning, Environment & Economy	4.187	0.271	6.47	4.000	(0.187)
Streetscene & Transportation	14.333	0.998	6.96	13.790	(0.543)
Strategic Programmes	1.781	0.122	6.85	1.581	(0.200)
Housing & Assets	13.365	1.677	12.55	12.585	(0.780)
<b>Council Fund Total</b>	<b>62.535</b>	<b>5.693</b>	<b>9.10</b>	<b>56.115</b>	<b>(6.420)</b>
Disabled Adaptations	0.737	0.137	18.59	0.737	0.000
Energy Schemes	0.275	0.126	45.82	0.275	0.000
Major Works	1.311	0.403	30.74	1.311	0.000
Accelerated Programmes	0.371	0.045	12.13	0.371	0.000
WHQS Improvements	9.060	2.615	28.86	9.060	0.000
SHARP Programme	5.586	0.493	8.83	5.586	0.000
<b>Housing Revenue Account Total</b>	<b>17.340</b>	<b>3.819</b>	<b>22.02</b>	<b>17.340</b>	<b>0.000</b>
<b>Programme Total</b>	<b>79.875</b>	<b>9.512</b>	<b>11.91</b>	<b>73.455</b>	<b>(6.420)</b>

1.15 Details of the variances for individual programme areas are listed in Appendix B, which includes the reasons, and remedial actions which may be required, where those variances exceed +/- 10% of the revised budget. In addition, where carry forward into 2021/22 has been identified, this is also included in the narrative.

1.16 **Carry Forward into 2021/22**  
During the quarter, carry forward of £6.420m (all CF) has been identified which reflects reviewed spending plans across all programme areas; these amounts can be split into 2 areas, those required to meet the cost of programme works and/or retention payments in 2021/22 and Corporate provision that are allocated as requested and approved.

1.17 The Corporate provision is as follows:-

- Community Asset Transfers - Community groups have a number of years to draw down their funding once approved. These sums are set aside to ensure that funds are available when called upon.

1.18 Information relating to each programme area is contained in Appendix B and summarised in Table 4 below:

**Table 4**

<b>CARRY FORWARD INTO 2021/22</b>	<b>Month 4</b>
	<b>£m</b>
Governance	0.171
Education & Youth	4.539
Planning, Environment & Economy	0.187
Streetscene & Transportation	0.543
Strategic Programmes	0.200
Housing & Assets	0.780
<b>Council Fund</b>	<b>6.420</b>
<b>TOTAL</b>	<b>6.420</b>

1.19

**Additional Allocations**

Additional allocations have been identified in the programme in this quarter as follows:

- Arosfa Extension - £0.090m. Arosfa is a short term care facility supporting children and young people who have a physical or learning disability. The facility is regularly oversubscribed meaning short term care has to be purchased Out of County, at additional cost.

Following an assessment of works, revised extension and refurbishment costs of this existing scheme estimate a £0.090m shortfall against allocated funding. Development will generate revenue savings by reducing the costs of Out of County placements, and provide additional, higher quality short term care within the County.

This can be funded from within the current 'headroom' provision.

- Development of Queensferry Campus - £0.217m. Works at Queensferry Campus include the refurbishment of Queensferry CP, the creation of a new Pupil Referral Unit and the development of a new Community Hub building that will cater for local groups. The proposals form part of the WG 21st Century Schools and Education programme.

Following market testing, the total cost of the project is £0.217m in excess of the current funding envelop. Cabinet is requested to approve additional capital resources of £0.217m towards these works.

1.20	<p><b>Savings</b></p> <p>The following saving have been identified in the programme in this quarter.</p> <ul style="list-style-type: none"> <li>Disabled Facilities Grants (DFG) - £0.650m. A saving has been identified in relation to the DFG budget. The DFG budget is customer driven and subject to change each year, however the service have reviewed the in-year position carefully and the accrued total budget will not be fully utilised. This one-off saving can be released back into the Capital Programme.</li> </ul>																																	
1.21	<p><b>Funding of 2020/21 Approved Schemes</b></p> <p>The position at Month 4 is summarised in Table 5 below for the three year Capital Programme between 2020/21 – 2022/23:-</p> <p><b>Table 5</b></p> <table border="1" data-bbox="432 734 1369 1406"> <thead> <tr> <th colspan="3" style="text-align: center;"><b>FUNDING OF APPROVED SCHEMES 2020/21 - 2022/23</b></th> </tr> <tr> <th></th> <th style="text-align: right;"><b>£m</b></th> <th style="text-align: right;"><b>£m</b></th> </tr> </thead> <tbody> <tr> <td>Balance carried forward from 2019/20</td> <td></td> <td style="text-align: right;">(1.145)</td> </tr> <tr> <td><b>Increases</b></td> <td></td> <td></td> </tr> <tr> <td>Shortfall in 2020/21 to 2022/23 Budget</td> <td style="text-align: right;">2.264</td> <td></td> </tr> <tr> <td>Additional allocation to Queensferry Campus</td> <td style="text-align: right;">0.217</td> <td></td> </tr> <tr> <td></td> <td></td> <td style="text-align: right; border-top: 1px solid black;">2.481</td> </tr> <tr> <td><b>Decreases</b></td> <td></td> <td></td> </tr> <tr> <td>Actual In year receipts</td> <td style="text-align: right;">(0.298)</td> <td></td> </tr> <tr> <td>Savings from Disabled Facilities Grant</td> <td style="text-align: right;">(0.650)</td> <td style="text-align: right; border-top: 1px solid black;">(0.948)</td> </tr> <tr> <td><b>Funding - (Available)/Shortfall</b></td> <td></td> <td style="text-align: right; border-top: 1px solid black;"><b>0.388</b></td> </tr> </tbody> </table>	<b>FUNDING OF APPROVED SCHEMES 2020/21 - 2022/23</b>				<b>£m</b>	<b>£m</b>	Balance carried forward from 2019/20		(1.145)	<b>Increases</b>			Shortfall in 2020/21 to 2022/23 Budget	2.264		Additional allocation to Queensferry Campus	0.217				2.481	<b>Decreases</b>			Actual In year receipts	(0.298)		Savings from Disabled Facilities Grant	(0.650)	(0.948)	<b>Funding - (Available)/Shortfall</b>		<b>0.388</b>
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1.22	<p>The final outturn funding surplus from the 2019/20 – 2021/22 Capital Programme was £1.145m.</p> <p>The 2020/21 – 2022/23 Capital Programme was approved on the 28<sup>th</sup> January 2020, with a funding deficit of £2.264m. The surplus carried forward will lead to an opening funding position deficit of £1.119m.</p> <p>Capital receipts received in the first quarter of 2020/21, along with savings identified total £0.948m.</p> <p>A request for an additional allocation of £0.217m towards the Queensferry Campus project, puts the current funding deficit, for the 3 year period, at £0.388m. This is in advance of any capital receipts or other funding being realised.</p>																																	
1.23	<p><b>Investment in County Towns</b></p> <p>At its meeting on 12<sup>th</sup> December 2017, the Council approved a Notice of Motion relating to the reporting of investment in county towns. The extent</p>																																	



and format of the reporting was agreed at the Corporate Resources Overview and Scrutiny Committee on 14<sup>th</sup> June 2018.

1.24 Table 6 below shows a summary of the 2019/20 actual expenditure, the 2020/21 revised budget and budgets for future years as approved by Council at its meeting of 28<sup>th</sup> January, 2020. Further detail can be found in Appendix C, including details of the 2020/21 spend to Month 4.

**Table 6**

<b>INVESTMENT IN COUNTY TOWNS</b>			
	<b>2019/20 Actual £m</b>	<b>2020/21 Revised Budget £m</b>	<b>2021 - 2023 Budget £m</b>
Buckley / Penyffordd	7.729	12.073	0.656
Connah's Quay / Shotton	3.844	6.031	0.000
Flint / Bagillt	3.048	3.587	0.000
Holywell / Caerwys / Mostyn	3.291	1.326	2.956
Mold / Treuddyn / Cilcain	3.406	5.816	3.038
Queensferry / Hawarden / Sealand	5.925	10.160	2.856
Saltney / Broughton / Hope	0.748	2.932	4.222
Unallocated / To Be Confirmed	0.728	7.996	33.920
<b>Total</b>	<b>28.719</b>	<b>49.921</b>	<b>47.648</b>

1.25 The inclusion of actuals for 2019/20 and approved schemes for future years allows a slightly fuller picture of investment plans. However, expenditure which has occurred in years' prior to 2019/20 has not be included, and the expenditure and budgets reported should be considered in that context.

1.26 There are two significant factors which increase allocations to particular areas, which are homes developed under SHARP, and new or remodelled schools. The impact of these can be seen in the detail shown in Appendix C.

1.27 Some expenditure cannot yet be allocated to specific towns as schemes are not yet fully developed or are generic in nature and not easily identifiable to one of the seven areas. As such schemes are identified the expenditure will be allocated to the relevant area.

1.28 Information on the split between internal and external funding can be found in Appendix C.

1.29 In addition to the information contained in Appendix C, there is also considerable capital expenditure on the HRA Welsh Housing Quality Standard (WHQS), which was originally outside the scope of this analysis. A summary is provided in Table 7 below, albeit using a slightly different catchment area basis.

**Table 7**

<b>WHQS Programme</b>		
	<b>2019/20 Actual £m</b>	<b>2020/21 Budget £m</b>
Holywell	2.950	0.300
Flint	2.110	0.300
Deeside & Saltney	0.420	2.611
Buckley	0.600	4.579
Mold	7.130	1.432
Connah's Quay & Shotton	0.480	1.400
<b>Total</b>	<b>13.690</b>	<b>10.622</b>

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	Financial implications - As set out in the body of the report.
2.02	Personnel implications - None directly as a result of this report.

<b>3.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>
3.01	<p>This is still an early position in the financial year and some service areas have stated they are likely to have a better position of where schemes stand within the next quarter of the year. COVID-19 recovery plans may also impact on the Programme, causing delays to core funded schemes which may result in them being re-profiled into the next financial year.</p> <p>These delays could impact the delivery of the programme in 2021/22, which could result in future schemes being stalled in order to deliver the schemes carried forward from 2020/21. There is a risk around having resources available to manage and deliver schemes.</p> <p>Grants received in year will be monitored closely to ensure that expenditure is incurred within the terms and conditions of the grant. The capital team will work with project leads to report potential risks of achieving spend within timescales and assist in liaising with the grant provider.</p> <p>The Council has a prudent policy of allocating its own capital receipts to fund capital projects only when receipts are actually received rather than when it is anticipated the receipt will be received, and this position continues to be the case. Due to the pandemic there may be a delay in obtaining capital receipts as the timing of these receipts are also subject to market forces outside of the Council's control. In line with current policy no allowance has</p>

	been made for these receipts in reporting the Council's capital funding position.
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<b>4.00</b>	<b>CONSULTATIONS REQUIRED/CARRIED OUT</b>
4.01	No consultation is required as a direct result of this report.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix A: Capital Programme - Changes during 2020/21
5.02	Appendix B: Variances
5.03	Appendix C: Investment in Towns

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	Capital Programme monitoring papers 2020/21.

<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<b>Contact Officer:</b> Chris Taylor, Principal Accountant <b>Telephone:</b> 01352 703309 <b>E-mail:</b> <a href="mailto:christopher.taylor@flintshire.gov.uk">christopher.taylor@flintshire.gov.uk</a>

<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
8.01	<p><b>Budget Re-profiling:</b> Capital schemes are very dynamic and a number of factors can influence their timing and funding. Budget re-profiling assures that the correct resources are available in the correct accounting period to finance the actual level of expenditure.</p> <p><b>Capital Expenditure:</b> Expenditure on the acquisition of <b>non-current assets</b> or expenditure which extends the useful life of an existing asset</p> <p><b>Capital Programme:</b> The Council's financial plan covering capital schemes and expenditure proposals for the current year and a number of future years. It also includes estimates of the capital resources available to finance the programme.</p> <p><b>Capital Receipts:</b> Receipts (in excess of £10,000) realised from the disposal of assets.</p> <p><b>Carry Forward:</b> Carry forward occurs when schemes due to be completed in a given financial year are delayed until a subsequent year. In this case</p>

the relevant funding is carried forward to meet the delayed, contractually committed expenditure.

**CERA: Capital Expenditure charged to Revenue Account.** The Council is allowed to use its revenue resources to fund capital expenditure. However the opposite is not permissible.

**Council Fund (CF):** The fund to which all the Council's revenue and capital expenditure is charged.

**Housing Revenue Account (HRA):** The fund to which all the Council's revenue and capital expenditure relating to its housing stock is charged.

**MRA: Major Repairs Allowance.** A general capital grant from WG for HRA purposes.

**Non-current Asset:** A resource controlled (but not necessarily owned) by the Council, from which economic benefits or service potential are expected to flow to the Council for more than 12 months.

**Section 106:** Monies are received from developers/contractors pursuant to Section 106 of the Town & Country Planning Act 1990. These sums are available for use once the relevant terms of the individual agreement have been met. The monies are most commonly used for educational enhancement, play areas, highways and affordable housing.

**Target Hardening:** Measures taken to prevent unauthorised access to Council sites.

**Unhypothecated Supported Borrowing (USB), commonly referred to as Supported Borrowing -** Each year Welsh Government provide Councils with a Supported Borrowing allocation. Councils borrow to fund capital expenditure equivalent to that annual allocation, Welsh Government then include funding to cover the revenue costs associated with the borrowing for future years within the Revenue Support Grant. The Council decides how this funding is spent.

**Unsupported (Prudential) Borrowing:** Borrowing administered under the Prudential Code, whereby Authorities can set their own policies on acceptable levels and types of borrowing. The Prudential Framework allows Authorities to take out loans in response to overall cash flow forecasts and other factors provided they can show that the borrowing is to meet planned capital expenditure in the current year or the next three years.

## CAPITAL PROGRAMME - CHANGES DURING 2020/21

	Original Budget 2020/21	Carry Forward from 2019/20	2020/21 Savings	Changes (Current)	Revised Budget 2020/21
	£m	£m	£m	£m	£m
<b>Council Fund :</b>					
<b>People &amp; Resources</b>					
'Headroom'	0.350	0.170	0.000	(0.170)	0.350
Corporate Finance - H & S	0.050	0.000	0.000	0.000	0.050
	<b>0.400</b>	<b>0.170</b>	<b>0.000</b>	<b>(0.170)</b>	<b>0.400</b>
<b>Governance</b>					
Information Technology	1.176	0.975	0.000	0.000	2.151
	<b>1.176</b>	<b>0.975</b>	<b>0.000</b>	<b>0.000</b>	<b>2.151</b>
<b>Education &amp; Youth</b>					
Education - General	1.500	2.668	0.000	(1.200)	2.968
Primary Schools	2.399	0.065	0.000	0.118	2.582
Schools Modernisation	5.365	0.072	0.000	(0.550)	4.887
Secondary Schools	0.652	5.784	0.000	0.008	6.444
Special Education	0.250	(0.070)	0.000	0.042	0.222
	<b>10.166</b>	<b>8.519</b>	<b>0.000</b>	<b>(1.582)</b>	<b>17.103</b>
<b>Social Services</b>					
Services to Older People	0.725	4.048	0.000	3.778	8.551
Children's Services	0.522	0.140	0.000	0.002	0.664
	<b>1.247</b>	<b>4.188</b>	<b>0.000</b>	<b>3.780</b>	<b>9.215</b>
<b>Planning, Environment &amp; Economy</b>					
Closed Landfill Sites	0.000	0.250	0.000	0.000	0.250
Engineering	0.038	0.350	0.000	0.038	0.426
Energy Services	2.950	0.300	0.000	(0.339)	2.911
Ranger Services	0.040	0.005	0.000	0.000	0.045
Townscape Heritage Initiatives	0.050	0.000	0.000	0.342	0.392
Private Sector Renewal/Improv't	0.000	0.000	0.000	0.163	0.163
	<b>3.078</b>	<b>0.905</b>	<b>0.000</b>	<b>0.204</b>	<b>4.187</b>
<b>Streetscene &amp; Transportation</b>					
Waste	2.430	0.497	0.000	(0.953)	1.974
Cemeteries	0.000	0.000	0.000	0.070	0.070
Highways	0.600	0.704	0.000	0.000	1.304
Local Transport Grant	0.000	0.055	0.000	10.884	10.939
Solar Farms	0.000	0.046	0.000	0.000	0.046
	<b>3.030</b>	<b>1.302</b>	<b>0.000</b>	<b>10.001</b>	<b>14.333</b>

APPENDIX A (Cont.)

	Original Budget 2020/21	Carry Forward from 2019/20	2020/21 Savings	Changes (Current)	Revised Budget 2020/21
	£m	£m	£m	£m	£m
<b>Strategic Programmes</b>					
Leisure Centres	0.285	0.047	0.000	(0.022)	0.310
Play Areas	0.200	0.218	0.000	0.000	0.418
Libraries	0.000	0.012	0.000	0.022	0.034
Theatr Clwyd	0.500	0.359	0.000	0.160	1.019
	<b>0.985</b>	<b>0.636</b>	<b>0.000</b>	<b>0.160</b>	<b>1.781</b>
<b>Housing &amp; Assets</b>					
Administrative Buildings	0.650	1.205	0.000	0.286	2.141
Community Asset Transfers	0.100	0.836	0.000	0.000	0.936
Food Poverty	0.050	0.042	0.000	0.000	0.092
Affordable Housing	20.000	0.000	0.000	(11.700)	8.300
Disabled Facilities Grants	1.700	0.988	(0.650)	(0.142)	1.896
	<b>22.500</b>	<b>3.071</b>	<b>(0.650)</b>	<b>(11.556)</b>	<b>13.365</b>
<b>Housing Revenue Account :</b>					
Disabled Adaptations	1.104	0.000	0.000	(0.367)	0.737
Energy Schemes	0.275	0.000	0.000	0.000	0.275
Major Works	1.811	0.000	0.000	(0.500)	1.311
Accelerated Programmes	0.742	0.000	0.000	(0.371)	0.371
WHQS Improvements	15.361	0.000	0.000	(6.301)	9.060
SHARP Programme	11.171	0.000	0.000	(5.585)	5.586
	<b>30.464</b>	<b>0.000</b>	<b>0.000</b>	<b>(13.124)</b>	<b>17.340</b>
<b>Totals :</b>					
<b>Council Fund</b>	42.582	19.766	(0.650)	0.837	62.535
<b>Housing Revenue Account</b>	30.464	0.000	0.000	(13.124)	17.340
<b>Grand Total</b>	<b>73.046</b>	<b>19.766</b>	<b>(0.650)</b>	<b>(12.287)</b>	<b>79.875</b>

## PEOPLE &amp; RESOURCES

## Capital Budget Monitoring 2020/21 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
'Headroom'	0.350	0.000	0.350	0.000	0	0.000		Corporate provision - to be allocated as requested and approved.	Any unspent allocation will be the subject of a carry forward request at outturn.
Corporate Finance - Health & Safety	0.050	0.000	0.050	0.000	0	0.000		Corporate provision - to be allocated as requested and approved.	Any unspent allocation will be the subject of a carry forward request at outturn.
<b>Total</b>	<b>0.400</b>	<b>0.000</b>	<b>0.400</b>	<b>0.000</b>	<b>0</b>	<b>0.000</b>			

## GOVERNANCE

## Capital Budget Monitoring 2020/21 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Information Technology	2.151	0.029	1.980	(0.171)	-8	0.000	Cyber Security - This project requires the replacement of a number of security appliances used within the Council. Carry forward of £0.055m is requested due to being able to extend the life an appliances by a further year. Equipment at Datacentres - Due to COVID-19 and the response required from the IT Service, work has not commenced on this project. A request for rollover of the budget £0.180m.	<b>Carry Forward</b> - Request approval to move funding of <b>£0.171m</b> to 2021/22.	£0.64m of budget for the equipment at datacentres is to be used towards the air conditioning replacement at datacentres in year. The service will submit a capital bid for next years programme to replenish this budget.
<b>Total</b>	<b>2.151</b>	<b>0.029</b>	<b>1.980</b>	<b>(0.171)</b>	<b>-8</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn

## EDUCATION &amp; YOUTH

## Capital Budget Monitoring 2020/21 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Education - General	2.968	0.137	2.844	(0.124)	-4	0.000	2021/22 retention monies for the Glanrafon School Kitchen Project (£0.005m) / R&M Schools Backlog (£0.110m) / Fire Risk Assessments (£0.009m).	<b>Carry Forward</b> - Request approval to move funding of <b>£0.124m</b> to 2021/22.	
Primary Schools	2.582	0.171	2.562	(0.020)	-1	0.000	2021/22 retention monies for the R&M schemes.		
Schools Modernisation	4.887	0.318	4.887	0.000	0	0.000			
Secondary Schools	6.444	0.173	2.049	(4.395)	-68	0.000	Castell Alun High School scheme has not yet entered into contract. Therefore it is likely <b>£4.015m</b> budget will be required to be rolled into 2021/22. Traffic Management scheme at Buckley Elfed <b>£0.380m</b> is on hold until next summer.	<b>Carry Forward</b> - Request approval to move funding of <b>£4.395m</b> to 2021/22.	
Special Education	0.222	(0.015)	0.222	0.000	0	0.000	Potential shortfall on DDA Projects due to proposed adaptation schemes in 2020/21.	Ongoing monitoring within the service.	
<b>Total</b>	<b>17.103</b>	<b>0.784</b>	<b>12.564</b>	<b>(4.539)</b>	<b>-27</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn



## SOCIAL SERVICES

## Capital Budget Monitoring 2020/21 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Services to Older People	8.551	1.639	8.551	0.000	0	0.000			
Children's Services	0.664	0.173	0.664	0.000	0	0.000			
<b>Total</b>	<b>9.215</b>	<b>1.812</b>	<b>9.215</b>	<b>0.000</b>	<b>0</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn

## PLANNING, ENVIRONMENT &amp; ECONOMY

## Capital Budget Monitoring 2020/21 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Closed Landfill Sites	0.250	0.000	0.250	0.000	0	0.000			
Engineering	0.426	0.000	0.239	(0.187)	-44	0.000	Land Drainage - £0.085m funding required in 2021/22 to levy grant funding from WG for future and unforeseen flood and drainage capital works. Awaiting DCWW position on whether and when works at Gadlys Lane will proceed, £0.102m.	<b>Carry Forward</b> - Request approval to move funding of <b>£0.187m</b> to 2021/22.	
Energy Services	2.911	(0.013)	2.911	0.000	0	0.000			
Ranger Services	0.045	0.005	0.045	0.000	0	0.000			
Timescape Heritage Initiatives	0.392	0.068	0.392	0.000	0	0.000			Bailey Hill - Awaiting full archaeological investigation / Covid delays and unexpected archaeology.
Private Sector Renewal/Improvement	0.163	0.210	0.163	0.000	0	0.000			
<b>Total</b>	<b>4.187</b>	<b>0.271</b>	<b>4.000</b>	<b>(0.187)</b>	<b>-4</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn

## STREETSCENE &amp; TRANSPORTATION

## Capital Budget Monitoring 2020/21 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Waste Services	1.974	0.206	1.477	(0.497)	-25	0.000	Expenditure on transfer station development now taking place in the 2021/22 financial year.	<b>Carry Forward</b> - Request approval to move funding of <b>£0.497m</b> to 2021/22.	Dependent on intended projects progressing by both Denbighshire and Conwy Councils
Cemeteries	0.070	0.005	0.070	0.000	0	0.000		Continued Monitoring.	Project has been delayed as a result of COVID-19. Possible roll forward request in future monitoring periods.
Highways	1.304	0.046	1.304	0.000	0	0.000			
Local Transport Grant	10.939	0.740	10.939	0.000	0	0.000			
Solar Farms	0.046	0.000	0.000	(0.046)	-100	0.000	Works to take place in 2021/22 for the installation of Solar PV at Standard Waste Transfer Station, to ensure site is energy neutral. This is a requirement as part wider improvement scheme at the site.	<b>Carry Forward</b> - Request approval to move funding of <b>£0.046m</b> to 2021/22.	
	<b>14.333</b>	<b>0.998</b>	<b>13.790</b>	<b>(0.543)</b>	<b>-4</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn

## STRATEGIC PROGRAMMES

## Capital Budget Monitoring 2020/21 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Leisure Centres	0.310	0.039	0.310	0.000	0	0.000			
Play Areas	0.418	0.037	0.218	(0.200)	-48	0.000	Aura has produced a 3 year Play Area Strategy. Central to the Play Area Strategy is the External Condition Survey of all Flintshire's Play Areas which is due to be completed in Autumn. Both the Play Area Strategy and External Condition Survey will inform the £0.200m Corporate Maintenance Budget which is now likely to be spent in 2021/22.	<b>Carry Forward</b> - Request approval to move funding of <b>£0.200m</b> to 2021/22.	
Libraries	0.034	0.007	0.034	0.000	0	0.000			
Theatr Clwyd	1.019	0.039	1.019	0.000	0	0.000			Grant funding is being explored.
<b>Total</b>	<b>1.781</b>	<b>0.122</b>	<b>1.581</b>	<b>(0.200)</b>	<b>-11</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn

## HOUSING &amp; ASSETS

## Capital Budget Monitoring 2020/21 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Administrative Buildings	2.141	0.825	2.141	0.000	0	0.000			
Community Asset Transfers	0.936	0.062	0.156	(0.780)	-83	0.000	Expenditure is incurred as and when schemes are signed off.	<b>Carry Forward</b> - Request approval to move funding of <b>£0.780m</b> to 2021/22.	
Food Poverty	0.092	0.092	0.092	0.000	0	0.000			
Affordable Housing	8.300	0.392	8.300	0.000	0	0.000			
Disabled Facilities Grants	1.896	0.306	1.896	0.000	0	0.000			DFG spend is customer driven and volatile.
<b>Total</b>	<b>13.365</b>	<b>1.677</b>	<b>12.585</b>	<b>(0.780)</b>	<b>-6</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn

## HOUSING REVENUE ACCOUNT

## Capital Budget Monitoring 2020/21 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Disabled Adaptations	0.737	0.137	0.737	0.000	0	0.000			
Energy Services	0.275	0.126	0.275	0.000	0	0.000			
Major Works	1.311	0.403	1.311	0.000	0	0.000			
Accelerated Programmes	0.371	0.045	0.371	0.000	0	0.000			
WHS Improvements	9.060	2.615	9.060	0.000	0	0.000			
SNRP	5.586	0.493	5.586	0.000	0	0.000			
<b>Total</b>	<b>17.340</b>	<b>3.819</b>	<b>17.340</b>	<b>0.000</b>	<b>0</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn

## SUMMARY

## Capital Budget Monitoring 2020/21 - Month 4

Programme Area	Total Budget	Actual Exp.	Projected Outturn	Variance (Under)/ Over	Variance %age	Variance Prev Qtr	Cause of Variance	Action Required	Comments
	£m	£m	£m	£m	%	£m			
People & Resources	0.400	0.000	0.400	0.000	0	0.000			
Governance	2.151	0.029	1.980	(0.171)	-8	0.000			
Education & Youth	17.103	0.784	12.564	(4.539)	-27	0.000			
Social Services	9.215	1.812	9.215	0.000	0	0.000			
Planning, Environment & Economy	4.187	0.271	4.000	(0.187)	-4	0.000			
Streetscene & Transportation	14.333	0.998	13.790	(0.543)	-4	0.000			
Strategic Programmes	1.781	0.122	1.581	(0.200)	-11	0.000			
Housing & Assets	13.365	1.677	12.585	(0.780)	-6	0.000			
<b>Sub Total - Council Fund</b>	<b>62.535</b>	<b>5.693</b>	<b>56.115</b>	<b>(6.420)</b>	<b>-10</b>	<b>0.000</b>			
Housing Revenue Account	17.340	3.819	17.340	0.000	0	0.000			
<b>Total</b>	<b>79.875</b>	<b>9.511</b>	<b>73.455</b>	<b>(6.420)</b>	<b>-8</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn

INVESTMENT IN COUNTY TOWNS - 2019/20 ACTUAL SPEND

APPENDIX C

TOWN FUNDING	19/20 ACTUAL £000	BUCKLEY		CONNAH'S QUAY		FLINT		HOLYWELL		MOLD		QUEENSFERRY		SALTNEY		UNALLOCATED		TOTALS				
		Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Total £000		
<b>EXPENDITURE</b>																						
<b>HOUSING - HRA</b>																						
SHARP	5,576	1,706	236	7		10		1,385	1	466			1,765							3,574	2,002	5,576
<b>EDUCATION &amp; YOUTH</b>																						
Connah's Quay High School	3,435				1,435	2,000														1,435	2,000	3,435
Queensferry Campus	368											368								368	0	368
Penyffordd Amalgamation	2,138	1,945	193																	1,945	193	2,138
<b>School Extension &amp; Remodelling:-</b>																						
Mynydd Isa Argoed High School	270	270																		270	0	270
St John the Baptist	232	188	44																	188	44	232
Bagillt Ysgol Glan Aber	2,184						1,017	1,167												1,017	1,167	2,184
Castell Alun High School	477													477						477	0	477
Shotton St Ethelwolds	217			2	215															2	215	217
Flint Saint Richard Gwyn	531							531												0	531	531
<b>PLANNING, ENVIRONMENT &amp; ECONOMY</b>																						
Bailey Hill	271											271								0	271	271
Targeted Regeneration Investment	474								474											0	474	474
<b>SOCIAL CARE</b>																						
Llanidloes Day Care Facility	1,016												1,016							0	1,016	1,016
Maneyfield EPH	595		595																	0	595	595
<b>STREETSCENE &amp; TRANSPORTION</b>																						
Bridges	59			50	9															50	9	59
Highways Maintenance	2,349	112	269	26	100	46	174	119	447	86	324	24	89	52	197	60	224		525	1,824	2,349	
Transport Grant	3,769						103	62	274		201		2,663		22		444		62	3,707	3,769	
<b>STRATEGIC PROGRAMMES</b>																						
Theatr Clwyd - Redevelopment	1,135									284	851									284	851	1,135
<b>HOUSING &amp; ASSETS</b>																						
Affordable Housing	3,623	1,662	509					294	235	923										2,879	744	3,623
	28,719	5,883	1,846	1,520	2,324	1,073	1,975	1,860	1,431	1,759	1,647	392	5,533	529	219	60	668		13,076	15,643	28,719	

AREA TOTAL

7,729

3,844

3,048

3,291

3,406

5,925

748

728





TOWN FUNDING	ACTUAL TO DATE £000	BUCKLEY		CONNAH'S QUAY		FLINT		HOLYWELL		MOLD		QUEENSFERRY		SALTNEY		UNALLOCATED		TOTALS				
		Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Total £000		
<b>EXPENDITURE</b>																						
<b>HOUSING - HRA</b>																						
SHARP	493	108								86		299								493	0	493
<b>EDUCATION &amp; YOUTH</b>																						
Connah's Quay High School	42				42															0	42	42
Queensferry Campus	148												148							0	148	148
Castell Alun High School	148													148						148	0	148
																				0	0	0
<b>SOCIAL CARE</b>																						
Marleyfield EPH	1,629		1,629																	0	1,629	1,629
<b>STREETSCENE &amp; TRANSPORTION</b>																						
Highways Maintenance	46								39	7										46	0	46
Transport Grant	740				47		164	18	77				153		28		253			18	722	740
<b>STRATEGIC PROGRAMMES</b>																						
Theatr Clwyd - Redevelopment	23										6	17								6	17	23
<b>HOUSING &amp; ASSETS</b>																						
County Hall Demolition	526									526										526	0	526
Affordable Housing	362									362										362	0	362
	4,157	108	1,629	0	89	0	164	57	77	987	17	299	301	148	28	0	253			1,599	2,558	4,157
<b>ARE TOTAL</b>			1,737		89		164		134		1,004		600		176		253					

INVESTMENT IN COUNTY TOWNS - 2021- 2023 BUDGET

APPENDIX C (Cont)

TOWN FUNDING	FUTURE BUDGET £000	BUCKLEY		CONNAH'S QUAY		FLINT		HOLYWELL		MOLD		QUEENSFERRY		SALTNEY		UNALLOCATED		TOTALS			
		Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Total £000			
<b>EXPENDITURE</b>																					
<b>HOUSING - HRA</b>																					
SHARP	15,048							1,916		10		31					13,091		15,048	0	15,048
<b>EDUCATION &amp; YOUTH</b>																					
Queensferry Campus	2,825											1,020	1,805						1,020	1,805	2,825
Brynford CP	1,040							1,040											1,040	0	1,040
Castell Alun High School	4,222													4,222					4,222	0	4,222
Joint Archive Facility, FCC and DCC	3,028									3,028									3,028	0	3,028
<b>SOCIAL CARE</b>																					
Marleyfield EPH	656	656																	656	0	656
Foster Care Homes Adaptations	120																120		120	0	120
Mockingbird	688																	688	0	688	688
<b>STREETSCENE &amp; TRANSPORTION</b>																					
Highways Asset Management Plan:-	1,200																1,200		1,200	0	1,200
<b>HOUSING &amp; ASSETS</b>																					
Affordable Housing	18,821																18,821		18,821	0	18,821
	47,648	656	0	0	0	0	0	2,956	0	3,038	0	1,051	1,805	4,222	0		33,232	688	45,155	2,493	47,648
<b>AREA TOTAL</b>			656	0	0	0	0	2,956	0	3,038	0	2,856	4,222				33,920				

AREA TOTAL

656 0 0 0 2,956 0 3,038 2,856 4,222 33,920

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