

# Public Document Pack

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To: Cllr Ian Dunbar (Chairman)

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

6 January 2022

Dear Sir/Madam

**NOTICE OF REMOTE MEETING**  
**COMMUNITY, HOUSING & ASSETS OVERVIEW & SCRUTINY COMMITTEE**  
**WEDNESDAY, 12 JANUARY, 2022 at 10.00 AM**

Yours faithfully

Gareth Owens  
Chief Officer (Governance)

Please note: This will be a remote meeting and 'attendance' will be restricted to Committee Members and those Members of Council who have asked the Head of Democratic Services for an invitation. Such attendees may only speak at the Chair's discretion.

The meeting will be live streamed onto the Council's website. A recording of the meeting will also be available, shortly after the meeting at <https://flintshire-public-i.tv/core/portal/home>

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 **APOLOGIES**

**Purpose:** To receive any apologies.

### 2 **DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)**

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

### 3 **MINUTES** (Pages 5 - 10)

**Purpose:** To confirm as a correct record the minutes of the meeting held on 8 December, 2021.

### 4 **FORWARD WORK PROGRAMME AND ACTION TRACKING** (Pages 11 - 20)

Report of Overview & Scrutiny Facilitator

**Purpose:** To consider the Forward Work Programme of the Community Housing & Assets Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.

### 5 **HOUSING REVENUE ACCOUNT (HRA) 30 YEAR FINANCIAL BUSINESS PLAN** (Pages 21 - 38)

Report of Chief Executive, Corporate Finance Manager - Cabinet Member for Housing, Cabinet Member for Finance, Social Value and Procurement

**Purpose:** To consider the proposed Housing Revenue Account (HRA) Budget for 2022/23 and the HRA Business Plan.

### 6 **COUNCIL PLAN 2022/23** (Pages 39 - 56)

Report of Chief Executive - Deputy Leader of the Council (Governance) and Cabinet Member for Corporate Management and Assets

**Purpose:** To consult on Part 1 of the Council Plan 2022/23.

***Please note that there may be a 10 minute adjournment of this meeting if it lasts longer than two hours***

## **Procedural Note on the conduct of meetings**

The Chair will open the meeting and introduce themselves.

The meeting will be attended by a number of Councillors. Officers will also be in attendance to present reports, with Democratic Services officers acting as hosts of the meeting.

All attendees are asked to ensure their mobile phones are switched off and that any background noise is kept to a minimum.

All microphones are to be kept muted during the meeting and should only be unmuted when invited to speak by the Chair. When invitees have finished speaking they should go back on mute.

To indicate to speak, Councillors will use the chat facility or use the electronic raise hand function. The chat function may also be used for questions, relevant comments and officer advice and updates.

The Chair will call the speakers, with elected Members addressed as 'Councillor' and officers addressed by their job title e.g. Chief Executive' or name. From time to time, the officer advising the Chair will explain procedural points or suggest alternative wording for proposals, to assist the Committee.

If and when a vote is taken, the Chair will explain that only those who oppose the proposal(s), or who wish to abstain will need to indicate, using the chat function. The officer advising the Chair will indicate whether the proposals are carried.

If a more formal vote is needed, this will be by roll call – where each Councillor will be asked in turn (alphabetically) how s/he wishes to vote

At County Council and Planning Committee meetings speaker's times are limited. A bell will be sounded to alert that the speaker has one minute remaining

The meeting will be live streamed onto the Council's website. A recording of the meeting will also be available, shortly after the meeting at <https://flintshire.public-i.tv/core/portal/home>

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## **COMMUNITY, HOUSING & ASSETS OVERVIEW & SCRUTINY COMMITTEE** **8 DECEMBER 2021**

Minutes of the meeting of the Community, Housing & Assets Overview & Scrutiny Committee of Flintshire County Council held remotely on Wednesday, 8 December 2021.

### **PRESENT:**

Councillors: Helen Brown, Geoff Collett, Ron Davies, Adele Davies-Cooke, Mared Eastwood, Veronica Gay, Patrick Heesom, Dennis Hutchinson Brian Lloyd and Kevin Rush

### **APOLOGIES:**

Councillors Ian Dunbar and Ray Hughes

### **SUBSTITUTES:**

Councillors: David Wisinger (for Councillor David Cox)

### **CONTRIBUTORS:**

Councillor Billy Mullin (Deputy Leader - Governance - and Cabinet Member for Corporate Management and Assets), Councillor Dave Hughes (Cabinet Member for Housing), Chief Executive, Benefits Manager (for agenda item 5), Revenues Manager (for agenda Item 6), Business Performance Team Manager, Housing and Assets Senior Manager and Housing Programmes Service Manager

### **IN ATTENDANCE:**

Community & Enterprise Overview & Scrutiny Facilitator and Democratic Services Officer

## **27. APPOINTMENT OF CHAIR FOR THE MEETING**

The Facilitator explained that both the Chairman and Vice-Chairman had given their apologies for the meeting. She sought nominations for a Chair for the meeting.

### **RESOLVED:**

That Councillor Helen Brown be appointed as Chair for the meeting

## **28. DECLARATIONS OF INTEREST**

None.

## **29. MINUTES**

The minutes of the meeting held on 10 November 2021 were approved, as moved and seconded by Councillor David Wisinger and Councillor Kevin Rush.

**RESOLVED:**

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

**30. FORWARD WORK PROGRAMME AND ACTION TRACKING**

The Overview & Scrutiny Facilitator presented the current Forward Work Programme for consideration. She referred to the January meeting and reported that the Developing Flintshire's Housing Support Programme Strategy 2022-26 would be added to the list of items to be considered at the meeting. On the action tracking report she confirmed that both actions had been completed.

The recommendations outlined within the report were moved and seconded by Councillor Ron Davies and Councillor David Wisinger.

**RESOLVED:**

- (a) That the Forward Work Programme be noted;
- (b) That the Facilitator, in consultation with the Chair of the Committee, be authorised to vary the Forward Work Programme between meetings, as the need arises; and
- (c) That the progress made in completing the outstanding actions be noted.

**31. WELFARE REFORM UPDATE**

The Benefits Manager introduced an update on the impacts that welfare reforms continued to have on Flintshire residents and the work that was ongoing to mitigate this and support these households. Vulnerable households had also been significantly impacted by the pandemic, and the report also provided information around the range of measures that had been developed to help those affected by the current pandemic and the support provided to residents to help mitigate the negative impacts.

The Benefits Manager provided a detailed update on the following areas, as highlighted within the report:

- The removal of the £20 Universal Credit uplift. A case study had been provided which highlighted concerns and choices residents would have to make. There had not been a huge demand for support at present but it was available should it be required;
- There had been an increase in demand for budgeting support as residents had to stretch their budgets;
- Council Tax Reduction Scheme. Despite the huge demand during the pandemic, there had been a slow uptake at present. Work had been

undertaken to understand when support would be required to support people in difficulty;

- Ending of the furlough scheme. At present there had not been a huge demand for requests for support. It could be that people were juggling their finances, and this would continue to be monitored and all of the processes were in place to provide assistance;
- Isolation payments were still on going with a high volume of applications being submitted; and
- Discretionary Housing Payments (DHP) were continuing to increase steadily. There had been a reduction in funding from the Department of Work & Pensions (DWP) but Welsh Government (WG) had committed £126,000 in addition to the DWP payments to enable that support.

The Benefits Manager also provided a verbal update on the Winter Fuel Support Allowance. The Scheme was subject to WG final approval and would be opened on Monday 13<sup>th</sup> December, 2021. All Local Authorities in Wales were adopting the same approach and it was anticipated that there would be 9,000 claimants in Flintshire. There were benefit entitlement conditions attached and conditions with regard to energy providers. Eligible residents were able to claim £100 off their fuel bills. She confirmed that this would be published once approved via social media, websites etc. In January following data analysis those eligible households who had not claimed would be approached to encourage them to claim.

The Chair thanked the Benefits Manager for a detailed update. The recommendation, as outlined within the report, was moved and seconded by Councillor David Wisinger and Councillor Ron Davies.

**RESOLVED:**

That the Committee support the ongoing work to manage the impacts that welfare reform has and will continue to have upon some of the most vulnerable residents in Flintshire.

**32. HOUSING RENT INCOME**

The Chief Officer (Housing & Assets) introduced the operational update for 2021/22 housing rent collection.

The Revenues Manager advised total rent arrears for current tenants, as at week 28 (up to mid-October 2021) was £2.40m, compared to £2.35m at the same point in 2020/21 and £2.40m at the same point in 2019/20 pre-pandemic. The Rent Income Service continued to support tenants and ensure interventions were provided to tenants to prevent further legal action and to ensure tenants met their payments.

The Revenues Manager provided a detailed presentation which covered the following areas:-

- Rent Collections – Latest position (to week 35)
- National Benchmarking forecasts for 2021-22
- Trends with service demands/contacts
- Latest Position – Banded Arrears
- Latest Position – Tenants in Arrears
- A granular review at £5k + arrears

In response to comments made by Councillor David Wisinger around whether both National and Welsh Governments should be doing more and the further negative impacts the pandemic could have, the Chief Executive assured Members that the Housing Portfolio was prepared to assist tenants and had been working and modifying their processes for a number of years. Some things were unable to be controlled but the Council had resourced teams to assist tenants providing support to keep them in their homes and not to be evicted. He agreed that the pandemic could have further negative impacts but wanted to reassure the Committee that the Housing Service would be doing all it could to assist tenants in this very difficult time.

The Revenue Manager agreed with the comments made by the Chief Executive and added that several months ago a business case was made to increase the level of resources in the business plan for the Housing Revenue Account. This was to provide additional support as the service could see that there were more challenges ahead and resources would need to be put in place to provide that support.

Councillor Brian Lloyd asked if the significant arrears, as outlined within the report, could be re-claimed or whether this would have to be written off. The Revenues Manager explained that large arrears were not automatically written off. If tenants were required to be evicted and there were opportunities to pursue those rent arrears then this would be done. It was challenging and if all the processes had been carried out without success and then the debt had to be written off.

The Cabinet Member for Housing reassured members that everything was being done to avoid evictions. If the Council had not invested in the Mobysoft 'Rent Sense' software he felt that the situation would have been worse. He felt the changes being made within the Housing portfolio would provide that support to tenants.

Councillor Dennis Hutchinson congratulated the Revenues Manager and the team for doing all they could in difficult circumstances. He added that when tenants were £5k arrears it was very difficult to get back on track but wanted to thank the team for all their work.

The Chair congratulated the team. She said the 6 month lead in time to evictions was very difficult but appreciated why WG put these measures in place. There were also peaks when children returned to school, due to costs of school uniforms and at Christmas time and the general cost of living.



Councillor Ron Davies commented that the update had been very well presented and felt that universal credit should be scrapped in order to support tenants.

The recommendation, as outlined within the report, was moved and seconded by Councillor Brian Lloyd and Councillor Mared Eastwood.

**RESOLVED:**

That the latest financial position for rent collection in 2021/22, as set out in the report and presentation, be noted.

**33. MID-YEAR PERFORMANCE INDICATORS FOR RECOVERY, PORTFOLIO AND PUBLIC ACCOUNTABILITY MEASURES**

The Chief Executive presented the mid-year monitoring report to review progress against their respective priorities set out in the Council's Reporting Measures 2020/21 under the remit of the Committee. It was reported that 73% of performance indicators had met or exceeded their targets.

The report was an exception-based report and concentrated on under-performance against target. There was one area within the remit of the Committee as outlined in section 1.07 of the report. The Chief Executive advised that there was a list of properties in the system which were yet to be delivered. These had been delayed because of economic situations and planning conditions which had slowed the programme down. There were schemes behind these which would be brought to Committee to highlight what was happening with regard to the new build programme.

Councillor Veronica Gay asked if it was possible for the coloured asterisks to be removed and replaced with the words Red Amber and Green in the appendix for future report as it was difficult to distinguish between the different colours in the Agenda packs. The Facilitator agreed to feed this back to the Performance Team.

The recommendation, as outlined within the report, was moved and seconded by Councillor Geoff Collett and Councillor Ron Davies.

**RESOLVED:**

That the report be noted.

Prior to the close of the meeting the Chief Executive reported that the Housing and Assets Senior Manager was leaving the service. He thanked him for the huge amount of work he had undertaken and the contribution he had made to

the Housing Service. The Committee added their good wishes to the Housing and Assets Senior Manager for the future.

The Housing and Assets Senior Manager thanked the Chief Executive and Committee for the comments. He said he valued the discussions and relationship with Members and colleagues which had been excellent and felt that Flintshire was in a fantastic place to move forward and to continue to improve.

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

There were no members of the press in attendance.

(The meeting started at 10.00 am and ended at 11.02 am)

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**Chairman**



## COMMUNITY HOUSING & ASSETS OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Wednesday, 12 <sup>th</sup> January 2022
<b>Report Subject</b>	Forward Work Programme and Action Tracking
<b>Report Author</b>	Overview & Scrutiny Facilitator
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

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

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

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

### RECOMMENDATION

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

## **REPORT DETAILS**

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

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

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

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

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

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

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

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COMMUNITY, HOUSING & ASSETS OVERVIEW & SCRUTINY FORWARD WORK PROGRAMME

**CURRENT FWP**

Date of meeting	Subject	Purpose of Report	Scrutiny Focus	Report Author	Submission Deadline
<p><b>Wednesday 9<sup>th</sup> February, 2022</b></p>	<p><b>NEW Homes Business Plan</b></p> <p><b>Developing Flintshire's Housing Support Programme Strategy 2022-26</b></p>	<p>To consider the NEW Homes Business Plan.</p> <p>To consult Members on the approach being taken to ensure delivery and implementation of the Housing Support Programme Strategy for Flintshire ahead of the implementation date of 1st April 2022.</p>	<p>Consultation</p> <p>Consultation</p>	<p>Chief Executive</p> <p>Chief Executive</p>	
<p><b>Wednesday 9 March 2022</b></p>	<p><b>Meeting Cancelled</b></p>				
<p><b>Tuesday 7 June 2022 at 2pm</b></p>	<p><b>Housing Rent Income - Year end outturn and latest position for 2022/23</b></p> <p><b>Welfare Reform Update</b></p>	<p>To provide the Year end outturn for 2021/22 and an operational update on rent collection and current arrear levels for 2022/23.</p> <p>To provide an update on the impact of Welfare Reform on Flintshire Residents.</p>	<p>Monitoring Assurance</p> <p>Monitoring Assurance</p>	<p>Revenues Manager</p> <p>Benefits Manager</p>	

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

	<b>Communal Heating Charges 2022/23</b>	To consider the proposed heating charges in council properties with communal heating systems for 2022/23 prior to Cabinet approval.	Consultation	Corporate Finance - Accountant	
<b>Wednesday 6 July 2022</b>	<b>Year-end Performance Indicators for Recovery, Portfolio and Public Accountability Measures</b>	To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan.	Assurance Monitoring	Chief Officer (Housing & Assets)	

### Items to be scheduled

- 6 **Sheltered Housing Review** – Reports to be submitted to Committee meetings as appropriate as agreed at the Committee meeting held on 4<sup>th</sup> November, 2020.
- **Dynamic Resource Scheduler (DRS) System Update** – Update reports to be submitted annually to the Committee starting September 2022 following implementation on the new system, as agreed at the Committee meeting held on 23<sup>rd</sup> February, 2021
- **De-carbonisation Strategy** – Briefing session to be arranged for Members to enable a better understanding of the De-Carbonisation Strategy, when appropriate.



COMMUNITY, HOUSING & ASSETS OVERVIEW & SCRUTINY FORWARD WORK PROGRAMME  
**REGULAR ITEMS**

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

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

There were no actions arising from the Committee meeting held on 8<sup>th</sup> December, 2021.

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## COMMUNITY, HOUSING & ASSETS OVERVIEW AND SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Wednesday 12 <sup>th</sup> January 2022
<b>Report Subject</b>	Housing Revenue Account (HRA) 30 Year Financial Business Plan
<b>Cabinet Member</b>	Cabinet Member for Finance, Social Value & Procurement; and Cabinet Member for Housing
<b>Report Author</b>	Chief Executive; and Corporate Finance Manager
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

This report deals with the Housing Revenue Account (HRA) draft 30 year Financial Business Plan and the proposed HRA Budget for 2022/23.

The rent increase proposed in the business plan, applies an overall uplift of 1.18% to all tenants and, in addition, applies the transitional uplift of £2 to tenants who currently pay at least £3 under target rent. This equates to an overall rent increase of 2% in the Business plan. An overall inflationary increase of 2% forecasts rental income at £38.019m for 2022/23

The proposed garage rent and garage plot increase is 2% for 2022/23, which equates to £0.20 per week for garage rent and takes the rent per week to £10.23 (based on 52 weeks). The proposed garage plot increase is £0.03 per week taking the garage plot rent to £1.66 per week.

The business plan anticipates income levels of £0.395m for garages and garage plots.

Service charges will be frozen again for financial year 2022/23.

The total proposed capital programme for 2022/23 is £25.074m, summarised in Appendix C of this report.

## RECOMMENDATIONS

1	That Scrutiny note the report and appendices and provide their comments on the HRA 30 year Financial Business Plan and budget for 2022/23.
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## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE HRA BUSINESS PLAN 2022/23 UPDATE</b>
1.01	<p><b>Considerations</b></p> <p>The HRA is required to produce a 30 year business plan.</p> <p>The strategic context for this year's HRA budget setting includes the following:</p> <ul style="list-style-type: none"><li>• To ensure affordability for tenants is at the core of our considerations</li><li>• Continued drive to ensure all service costs are efficient and that value for money can be achieved</li><li>• To ensure the treasury management strategy continues to meet the Housing Revenue Account's new and ongoing borrowing requirements</li><li>• Setting a balanced budget with a minimum of 4% surplus revenue over expenditure</li><li>• Maximisation of revenue efficiencies to minimise the borrowing required to meet Welsh Housing Quality Standards (WHQS)</li><li>• Delivery of new build Council housing</li><li>• Continued drive to ensure homes are Energy Efficient and explore Decarbonisation</li><li>• Provision of adequate ongoing capital to maintain WHQS levels</li></ul>
1.02	<p><b>Borrowing</b></p> <p>The deed to terminate the voluntary agreement for the HRA borrowing cap was signed on the 2nd December 2019, it is therefore important that going forward, increased borrowing in the HRA is carefully managed and monitored to ensure that it is sustainable and affordable to the business plan. Work is ongoing with Welsh Government to develop a set of prudential borrowing indicators to enable transparent monitoring of this going forward.</p> <p>Historically, prudential borrowing has been repaid at 2% per year, in line with the HRA's approved Minimum Revenue Provision (MRP). From 2021/22, any new borrowing undertaken by the HRA must be repaid under the Annuity method or the Straight Line method which is calculated in line with the useful life of the asset. However, we also have a choice as to how to repay our old borrowing – we could continue using the old reducing balance method or move to the Annuity method or Straight Line method.</p>

	<p>There are merits to both the Straight Line method and the Annuity method. Both methods have been assessed and both are affordable options to the HRA, however it is recommended that we move to the Annuity method for all HRA debt as this is CIPFA's recommended practice for accounting for MRP, it more accurately reflects the time value of money and annual rent increases and is in line with the Council's prudent provision for MRP.</p> <p>The HRA is part of the single debt pool for the Council, all borrowing for the Council is managed within one pool and the average borrowing rate for the Council is applied to all new borrowing in the HRA. The rate assumed in the Business plan is 3.80%.</p>
1.03	<p><b>Rents</b></p> <p>In December 2019, Welsh Government released the revised rent policy for a 5 year period beginning in April 2020/21.</p> <p>The policy is designed to ensure that affordability for tenants is at the core of our considerations and when setting the rent uplift, landlords should consider value for money and the whole cost of living in a property as part of their rationale for setting rents.</p> <p>The Rent Policy for Social Housing Rents from 2020/21 sets out the following:</p> <ul style="list-style-type: none"> <li>• An annual rent uplift of up to CPI+1%, for 5 years to 2024/25 using the level of CPI from the previous September each year.</li> <li>• The level of rents for individual tenants can be frozen or rise by up to an additional £2 over and above CPI+1%, on condition that total rental income collected by the social landlord increases by no more than CPI+1%.</li> </ul> <p>The policy states, however, that should CPI fall outside the range of 0% to 3%, the Minister with responsibility for housing will determine the appropriate change to rent levels to be applied for that year only. CPI as at September 2021 was 3.1%. On 29<sup>th</sup> December 2021 the Minister for Housing announced that the maximum uplift for 2022/23 rents will be up to CPI only (3.1%).</p> <p>The previous Rent policy also set target rents for each type of property to ensure consistency in rent setting, this has been introduced over a number of years on a transitional basis so that tenants paying under target rent would see no more than an inflation plus £2 increase per annum. Flintshire currently have a number of tenancies still paying under the target rent bands.</p> <p>The rent increase proposed in the business plan, applies an overall uplift of 1.18% to all tenants and, in addition, applies the transitional uplift of £2 to tenants who currently pay at least £3 under target rent. This equates to an overall rent increase of 2% in the Business plan.</p>

	<p>This ensures that no individual tenant will pay more than the maximum allowed under the policy but moves towards readdressing the disparity between those rents under and those at target rent and seeks to make rent charges to all tenants more equitable. This also ensures rents remain affordable for tenants in the recovery from COVID-19.</p> <p>An overall inflationary increase of 2% forecasts rental income at £38.019m for 2022/23.</p> <p>It is proposed that all void properties are moved to target rent upon turnover to assist in the transition towards target rent levels. Setting rent inflation at 2% across all of our stock allows us to make this adjustment and remain within the maximum allowable rent increase of 3.1%.</p>
1.04	<p><b>Garage Rents</b></p> <p>The proposed garage rent and garage plot increase is 2% for 2022/23, which equates to £0.20 per week for garage rent and takes the rent per week to £10.23 (based on 52 weeks). The proposed garage plot increase is £0.03 per week taking the garage plot rent to £1.66 per week.</p> <p>The business plan anticipates income levels of £0.395m for garages and garage plots.</p>
1.05	<p><b>Service Charges</b></p> <p>The rent and service charges policy was introduced in 2015 and expected all Local Housing Associations (LHA's) to be achieving full cost recovery for service charges, if this had not yet been achieved a clear transition plan should be identified to achieve this.</p> <p>In 2020/21 the weekly service charges were increased based on a stepped approach over two years with the final phased increase to be implemented in 2021/22. It was agreed to delay this final increase and to freeze service charges in 2021/22, with a view to protecting tenants who may be experiencing financial difficulty as a result of Covid-19.</p> <p>It is proposed that these increases are frozen again in 2022/23 due to the ongoing impact of the pandemic and during 2022/23 further work will be undertaken to ensure services provided are of a high standard, represent value for money and that the true costs are reflected in the service charges calculations.</p>
1.06	<p><b>Capital Programme</b></p> <p>The total proposed capital programme for 2022/23 is £25.074m, summarised in Appendix C.</p> <p><b>Revised WHQS</b></p> <p>Welsh Government are currently developing the revised standard for WHQS 2.0 from 2022/23. Areas highlighted:</p>



SAP rating and methods of calculation  
Wellbeing  
Safe and Attractive Environments

Low/Zero carbon Homes is still a developing area and Welsh Government recommend that options are considered in our sensitivity analysis.

### Regeneration

A £1m Regeneration budget has been allocated into the Capital Programme for 2022/23. The aim is to utilise this allocation to remodel HRA stock where the current stock is no longer fit for purpose. There are a number of pipeline schemes for consideration :

Sheltered Housing Review  
Estate Remodeling  
Homeless Accommodation

### SHARP

£7.808m has been built into 2022/23 for new build Council housing. The programme currently has four schemes due to start on site imminently which will provide an additional 77 properties to the housing stock. Two of the schemes are working in partnership with the Homelessness team to provide much needed Homeless accommodation.

The business plan also assumes a further 50 units per annum.

Capitalisation of the costs of the development team has now been included in the programme at 4% of the development budget.

From 2021/22 Welsh Government offered Social Housing Grant (SHG) to stock owned authorities calculated using a new Standard Viability Model. The new Model uses standard assumptions to discount income and costs over a set period to calculate the funding gap i.e. the grant allowable for each scheme. Three of the four schemes for 22/23 have secured SHG funding.

<b>Asset Investment Budget Breakdown</b>	<b>£m</b>
Schemes agreed in 2021/22 report	7.808
<b>Total</b>	<b>7.808</b>

1.07

### Capital Funding

The £25.074m capital programme will be funded by:-

<b>WHQS &amp; Asset Investment Funding</b>	<b>£m</b>
Revenue Contribution (CERA)	10.898
Major Repairs Allowance	4.968
Energy Efficiency income (FIT)	0.400
Prudential Borrowing (Regeneration)	1.000
<b>Total</b>	<b>17.266</b>

	<b>New Build Funding</b>	<b>£m</b>
	Prudential Borrowing	7.808
	<b>Total</b>	<b>7.808</b>
1.08	<p><b>Reserves</b></p> <p>There is a requirement to hold a minimum level of reserves of 3% of expenditure, however, it was agreed as part of the 2021/22 Business Plan, for Flintshire's HRA to move to 4% as a minimum reserve level due to the level of financial risk in the HRA rising as a result of increased borrowing levels for new build.</p> <p>It was also agreed that this should be reviewed annually in line with the HRA's proposed borrowing commitments and prudential debt indicators and it is recommended that the level of reserves is maintained at 4% for 2022/23.</p>	

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>	
2.01	<p>The HRA is a ring fenced budget. This HRA budget and Business Plan demonstrates that the council can achieve the ongoing WHQS, can meet service improvement plans and commitments and with prudential borrowing can continue its Council house building programme in 2022/23.</p>	

<b>3.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>	
3.01	<p>All households will benefit from the Councils WHQS 2.0 programme. The impact of the investment planning and efficiencies is being modelled for various customer groups to ensure that there is no disproportionate impact on any groups with protected characteristics.</p>	
3.02	<p>The Business Plan assumes a confirmation of Major Repairs Allowance (MRA) for 2022/23 and beyond, however, Welsh Government have indicated that the purpose of the funding will be reviewed in the future.</p>	
3.03	<p>The potential impact of BREXIT on interest rates and inflation has been mitigated by increasing the estimated assumptions included in the business plan.</p>	

3.04	<b>Ways of Working (Sustainable Development) Principles Impact</b>	
	Long-term	Positive – There is a commitment to increase supply to provide the right types of homes in the right location.
	Prevention	Positive – It is our aim to provide support to ensure people live and remain in the right type of home.
	Integration	Positive - Achieving WHQS for all existing council houses and delivering new social housing will contribute to the integration within communities.
	Collaboration	Positive - To deliver in partnership with stakeholders to support positive impacts for all our tenants.
	Involvement	Positive - Communication with tenants, Members and other stakeholders.
	<b>Well-being Goals Impact</b>	
	Prosperous Wales	Positive – Existing social homes are WHQS compliant and meet the changing housing needs. Also Providing good quality new social homes aiming for low/zero carbon. Maximising local employment and training opportunities for local people.
	Resilient Wales	Positive – Developing low / zero carbon homes through modern methods of construction and technologies. Ensuring that all statutory compliance requirements are adhered to.
	Healthier Wales	Positive – Ensuring all existing homes and new homes are fit for purpose and meet the needs of all people.
	More equal Wales	Positive - Provide good quality homes for the most vulnerable people in society.
Cohesive Wales	Positive – Contributing to attractive, viable and safe communities	
Vibrant Wales	Positive – Ensuring all communities housing needs are supported	
Globally responsible Wales	Positive – The HRA Business Plan will contribute to the improvement of the economic, social, environmental and cultural wellbeing of Wales.	

<b>4.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
4.01	Detailed consultation will be undertaken with tenants and elected members to inform the preparation of the WHQS investment programme.

4.02	Full local consultation is carried out for each new build scheme.
4.03	The proposed rent inflation uplift for 2022/23 is due to be consulted on at the Tenants Federation meeting in January 2022.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix A – Summary HRA Rent Charges 2022/23.
5.02	Appendix B – Draft 30 Year HRA Financial Business Plan Summary.
5.03	Appendix C – Draft Capital Programme 2022/23.
5.04	Appendix D – Draft Pressures and Efficiencies 2022/23.

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

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

<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
8.01	<p><b>Financial Year:</b> the period of 12 months commencing on 1 April 2022.</p> <p><b>Revenue:</b> a term used to describe the day to day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.</p> <p><b>Capital expenditure:</b> money spent by the organisation on acquiring or maintaining fixed assets, such as land, buildings, and equipment.</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>Treasury Management:</b> the Council has adopted the Chartered Institute of Public Finance Accountants (CIPFA) Treasury Management in the Public Services: Code of Practice. Treasury Management is conducted in accordance with the Council’s Treasury Management Policy and Strategy Statement and Treasury Management Practices which are both reviewed</p>

annually. All borrowing and long term financing is made in accordance with CIPFA's Prudential Code.

**Major Repairs Allowance:** Welsh Government grant paid to local authorities in Wales who still manage and maintain their council housing.

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## Appendix A

HRA Proposed Average Rent Charges		2022/23		
		Target Rent 22/23 <i>(assumes CPI at 1% + 1%)</i>	Proposed 22/23 Transitional Rent	Variance to Target Rent
Property Type	No. of Properties			
G1Bedsit	22	£ 74.65	£ 72.85	£ (1.80)
G1bungalow	12	£ 92.82	£ 90.74	£ (2.09)
G1Flat	158	£ 83.98	£ 81.46	£ (2.52)
GNB1Apartment	20	£ 88.18	£ 87.54	£ (0.64)
G1House	3	£ 92.82	£ 81.04	£ (11.78)
G2Bungalow	3	£ 103.14	£ 100.98	£ (2.15)
GNB2Bungalow	8	£ 108.29	£ 106.99	£ (1.31)
G2Flat	310	£ 93.31	£ 91.05	£ (2.26)
GNB2Apartment	20	£ 97.98	£ 97.01	£ (0.97)
G2House	703	£ 103.14	£ 99.89	£ (3.25)
GNB2House	68	£ 108.29	£ 105.64	£ (2.65)
G2Maisonette	9	£ 93.31	£ 91.14	£ (2.17)
G3Bungalow	4	£ 113.45	£ 110.96	£ (2.49)
G3Flat	34	£ 102.65	£ 100.30	£ (2.35)
G3Maisonette	1	£ 102.65	£ 100.17	£ (2.48)
G3House	3,111	£ 113.45	£ 108.55	£ (4.91)
GNB3House	32	£ 119.12	£ 116.78	£ (2.34)
G4House	136	£ 123.76	£ 116.50	£ (7.27)
GNB4House	1	£ 129.95	£ 129.95	£ (0.00)
G5House	5	£ 134.08	£ 124.44	£ (9.64)
G6House	6	£ 140.78	£ 130.84	£ (9.95)
M1Mini Group Bungalow	299	£ 92.82	£ 90.50	£ (2.32)
M1Mini Group Flat	115	£ 83.98	£ 81.96	£ (2.03)
M2Mini Group Bungalow	94	£ 103.14	£ 99.94	£ (3.19)
M2Mini Group Flat	24	£ 93.31	£ 90.93	£ (2.38)
M3Mini Group Bungalow	1	£ 113.45	£ 110.73	£ (2.72)
S1Sheltered Bedsit	64	£ 74.65	£ 72.93	£ (1.72)
S1Sheltered Bungalow	848	£ 92.82	£ 90.08	£ (2.74)
S1Sheltered Flat	322	£ 83.98	£ 81.95	£ (2.03)
S1Sheltered House	1	£ 92.82	£ 90.59	£ (2.23)
S2Sheltered Bungalow	512	£ 103.14	£ 99.71	£ (3.43)
SNB2Sheltered Bungalow	4	£ 108.29	£ 108.29	£ (0.00)
S2Sheltered Flat	305	£ 93.31	£ 91.06	£ (2.25)
S2Sheltered House	1	£ 103.14	£ 99.80	£ (3.34)
S2Wardens Bungalow	3	£ 103.14	£ 100.65	£ (2.49)
S2Wardens Flat	4	£ 93.31	£ 91.06	£ (2.25)
S2Wardens House	1	£ 103.14	£ 100.80	£ (2.34)
S3Sheltered Bungalow	2	£ 113.45	£ 111.19	£ (2.26)
S3Wardens Bungalow	15	£ 113.45	£ 110.81	£ (2.64)
S3Wardens Flat	1	£ 102.65	£ 100.17	£ (2.48)
S3Wardens House	20	£ 113.45	£ 109.59	£ (3.86)
S4Wardens Flat	1	£ 111.98	£ 109.28	£ (2.70)
SO3Shared Ownership Houses	12	£ 113.45	£ 108.55	£ (4.91)
<b>Total</b>	<b>7,315</b>	<b>£ 103.70</b>	<b>£ 99.96</b>	<b>£ (3.74)</b>

**Note**

G = General Need

GNB = General Needs New Build

S = Sheltered

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

SO = Shared Ownership - pro rata to % of ownership

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

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Year		Income			Expenditure							Net Cost	Other Charges			Balances	Capital Funding					CapEx		
Yr	Financial Year	Net Rental Income	Total Other Income	Total Net Income	Estate Man	Landlord Svcs	R&M	Man & Support	Debt Man Expense	Bad Debts	Total Net Spend	Net Cost Of Services	Interest Charges	Payment of Loans	CERA	Surplus / (Deficit) for Year	CERA	MRA	Regen Works	New Build PB	Energy Feed in Tariff	Total Capital Funding	Total Capital Prog	
		£'000			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		£'000	£'000	£'000	£'000	£'000
1	2022.23	37,205	1,478	38,683	2,311	1,567	10,815	2,826	45	570	18,135	20,548	5,088	1,590	10,898	2,973	10,898	4,968	1,000	7,808	400	25,074	25,074	
2	2023.24	38,261	1,464	39,725	2,349	1,529	10,979	2,832	45	585	18,318	21,407	5,397	1,726	11,385	2,898	11,385	4,968	2,200	8,565	400	27,519	27,519	
3	2024.25	40,333	1,395	41,728	2,384	1,539	11,181	2,898	45	614	18,661	23,067	5,734	1,888	11,731	3,715	11,731	4,968	4,000	6,581	400	27,680	27,680	
4	2025.26	40,906	1,373	42,279	2,432	1,569	11,476	3,006	46	620	19,149	23,130	6,103	2,051	12,072	2,904	12,072	4,968	4,000	8,793	400	30,234	30,234	
5	2026.27	42,140	1,386	43,526	2,480	1,601	11,760	3,103	47	637	19,628	23,898	6,462	2,243	12,319	2,874	12,319	4,968	4,000	6,415	400	28,102	28,102	
6	2027.28	43,284	1,399	44,683	2,530	1,633	11,992	3,192	48	653	20,048	24,635	6,767	2,411	12,722	2,736	12,722	4,968	4,000	6,255	400	28,345	28,345	
7	2028.29	44,457	1,412	45,869	2,580	1,666	12,254	3,284	49	669	20,503	25,366	7,064	2,580	13,136	2,586	13,136	4,968	4,000	6,380	400	28,885	28,885	
8	2029.30	45,659	1,426	47,085	2,632	1,699	12,522	3,379	50	686	20,968	26,117	7,359	2,755	13,544	2,460	13,544	4,968	4,000	6,508	400	29,419	29,419	
9	2030.31	47,770	1,445	49,215	2,685	1,733	12,796	3,475	51	716	21,457	27,758	7,653	2,934	13,922	3,249	13,922	4,968	4,000	6,638	400	29,928	29,928	
10	2031.32	48,156	1,454	49,610	2,738	1,767	13,105	3,575	52	721	21,959	27,651	7,945	3,119	14,313	2,275	14,313	4,968	4,000	6,771	400	30,452	30,452	
11	2032.33	49,285	1,468	50,753	2,793	1,803	13,350	3,662	53	737	22,397	28,356	8,103	3,308	14,750	2,194	14,750	4,968	4,000	0	400	24,118	24,118	
12	2033.34	50,271	1,483	51,754	2,849	1,839	13,617	3,735	54	752	22,845	28,909	8,051	3,422	15,350	2,085	15,350	4,968	0	0	400	20,718	20,718	
13	2034.35	51,276	1,498	52,774	2,906	1,876	13,889	3,810	55	767	23,302	29,472	7,920	3,490	15,836	2,226	15,836	4,968	0	0	400	21,204	21,204	
14	2035.36	53,282	1,519	54,800	2,964	1,913	14,167	3,886	56	797	23,783	31,017	7,786	3,560	16,332	3,339	16,332	4,968	0	0	400	21,700	21,700	
15	2036.37	53,348	1,529	54,877	3,023	1,951	14,484	3,963	57	798	24,277	30,599	7,650	3,631	16,630	2,688	16,630	4,968	0	0	400	21,998	21,998	
16	2037.38	54,415	1,545	55,960	3,084	1,990	14,739	4,043	58	814	24,728	31,231	7,510	3,704	17,146	2,871	17,146	4,968	0	0	400	22,514	22,514	
17	2038.39	55,503	1,561	57,064	3,146	2,030	15,034	4,124	60	830	25,223	31,841	7,368	3,778	17,673	3,022	17,673	4,968	0	0	400	23,041	23,041	
18	2039.40	56,613	1,578	58,191	3,208	2,071	15,335	4,206	61	846	25,727	32,463	7,223	3,853	18,212	3,175	18,212	4,968	0	0	400	23,580	23,580	
19	2040.41	57,745	1,594	59,340	3,273	2,112	15,641	4,290	62	863	26,242	33,098	7,075	3,930	18,764	3,328	18,764	4,968	0	0	400	24,132	24,132	
20	2041.42	60,004	1,618	61,622	3,338	2,155	15,994	4,376	63	897	26,823	34,799	6,924	4,009	19,328	4,538	19,328	4,968	0	0	400	24,696	24,696	
21	2042.43	60,078	1,629	61,708	3,405	2,198	16,273	4,463	65	898	27,302	34,405	6,771	4,089	19,822	3,724	19,822	4,968	0	0	400	25,190	25,190	
22	2043.44	61,280	1,647	62,927	3,473	2,242	16,599	4,553	66	916	27,848	35,079	6,614	4,171	20,567	3,728	20,567	4,968	0	0	400	25,935	25,935	
23	2044.45	62,505	1,665	64,171	3,542	2,286	16,931	4,644	67	935	28,405	35,766	6,453	4,254	21,085	3,972	21,085	4,968	0	0	400	26,453	26,453	
24	2045.46	63,756	1,684	65,440	3,613	2,332	17,269	4,737	69	953	28,973	36,466	6,290	4,340	21,614	4,222	21,614	4,968	0	0	400	26,982	26,982	
25	2046.47	65,031	1,703	66,734	3,686	2,379	17,660	4,831	70	972	29,598	37,136	6,124	4,426	21,898	4,687	21,898	4,968	0	0	400	27,266	27,266	
26	2047.48	67,574	1,482	69,056	3,759	2,426	17,967	4,928	71	1,010	30,163	38,894	5,954	4,515	22,444	5,981	22,444	4,968	0	0	400	27,812	27,812	
27	2048.49	67,658	1,495	69,153	3,834	2,475	18,326	5,027	73	1,012	30,747	38,406	5,781	4,605	23,000	5,021	23,000	4,968	0	0	400	28,368	28,368	
28	2049.50	69,011	1,515	70,526	3,911	2,524	18,693	5,127	74	1,032	31,362	39,165	5,604	4,697	23,567	5,296	23,567	4,968	0	0	400	28,935	28,935	
29	2050.51	70,391	1,536	71,927	3,989	2,575	19,067	5,230	76	1,052	31,989	39,938	5,424	4,791	24,146	5,578	24,146	4,968	0	0	400	29,514	29,514	
30	2051.52	71,799	1,557	73,356	4,069	2,626	19,501	5,334	77	1,074	32,681	40,675	5,240	4,887	24,735	5,813	24,735	4,968	0	0	401	30,104	30,104	

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HRA Capital Programme	£'m
<b>Investment Works</b>	
Renewables / Alternative Technology	0.510
	<b>0.510</b>
<b>WHQS</b>	
Internal Works	5.852
Envelope Works	5.756
Externals	0.888
<b>Total WHQS</b>	<b>12.497</b>
<b>Non WHQS</b>	
Disabled Facility Grants (DFG) - Mandatory/ Minor Adaps	1.114
Asbestos	0.561
Fire Risk Assessments Work	0.541
General DDA Work	0.185
	<b>2.401</b>
<b>Fees</b>	
Capitalised salaries @ 6%	0.858
Cap sals currently £1.161m - 7.08%	
	<b>0.858</b>
<b>Regeneration of stock</b>	
Estate remodelling	1.000
	<b>1.000</b>
	<b>17.266</b>
<b>SHARP Programme</b>	
Anticipated spend in 22/23	7.808
Capitalised salaries @ 4% included in programme spend	0.315
<b>Total SHARP Programme</b>	<b>7.808</b>
<b>Total Capital Spend</b>	<b>25.074</b>

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## HRA Business Planning 22/23

### Efficiencies/Use of one off funding

No	Section	Description	Recurring/ Non-recurring	2022/23 £m	Narrative
1	All - Salaries	Reduction in 21.22 pay award	Recurring	-0.017	Budget adjustment
2	Management and Support	Apprentice Tax Levy	Recurring	-0.008	Budget adjustment
3	Rents	Write-Off/Bad Debt Budget	Recurring	-0.192	Budget adjustment
4	Rents	Review of Rents Team	Recurring	-0.035	Restructure
5	Rents	Increase in Leaseholder recharges	Recurring	-0.010	Income previously unbudgeted
6	Service Charge Income	Laundry service cancellation delayed	Non-Recurring	-0.033	Service withdrawal 2022/23 delayed
7	Estate Management	Review of Neighbourhood Housing Team	Recurring	-0.077	Restructure
8	Estate Management	Decoration Vouchers	Recurring	-0.010	Budget adjustment
		<b>Total revisions to HRA Funding</b>		<b>-0.382</b>	

### Cost Pressures

No	Section	Description	Recurring/ Non-recurring	2022/23 £m	Narrative
1	All - Salaries	Increase in NI %	Recurring	0.090	1.25% NI increase
2	Repairs and Maintenance	Sheltered Housing Review	Non-Recurring	0.040	Project Manager
3	Repairs and Maintenance	Material Costs Increase	Recurring	0.058	5% increase on certain materials
4	Repairs and Maintenance	Additional Senior Planner	Recurring	0.036	Dynamic Resource Scheduling
5	Repairs and Maintenance	Stores Re-Tender	Non-Recurring	0.020	Project support
6	Repairs and Maintenance	Additional Admin Support	Recurring	0.028	Restructure
7	Management and Support	Housemark Subscription	Recurring	0.010	Housemark
8	Management and Support	Chief Officer allocation	Recurring	0.028	Percentage allocation charged to HRA
9	Management and Support	Review of IT Team	Recurring	0.009	Restructure
10	Management and Support	Common Housing Register	Recurring	0.040	Increased contribution
11	Estate Management	Review of ASB and Neighbourhood Housing	Recurring	0.329	Restructure
12	Estate Management	Increased cleaning costs	Recurring	0.011	Additional cleaning costs
13	Estate Management	Increased cleaning hours	Recurring	0.015	Additional cleaning required
14	Landlord Services	Review of Estate Caretaker Service	Recurring	0.061	Restructure
15	Landlord Services	Laundry Service	Non-Recurring	0.037	Service withdrawal 2022/23 delayed
16	Rents	Service charge increases	Non-Recurring	0.068	Impact of delaying increase to service charges
17	Rents	Review of Rents Team	Recurring	0.087	Restructure
18	Rents	Garage voids	Recurring	0.078	Increase void percentage to 50% to reflect current rates
		<b>Total revisions to HRA Expenditure</b>		<b>1.045</b>	

		<b>Net Revenue Pressure 2022/23</b>		<b>0.663</b>	
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## COMMUNITY, HOUSING & ASSETS OVERVIEW AND SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday 13 <sup>th</sup> January 2022
<b>Report Subject</b>	Council Plan 2022-23
<b>Cabinet Member</b>	Deputy Leader of the Council (Governance) and Cabinet Member for Corporate Management and Assets;  Cabinet Member for Housing
<b>Report Author</b>	Chief Executive
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

The Council Plan for 2017-23 was adopted by County Council to show the key priorities of the Council for the five year term of the new administration. The Plan is subject to annual review.

The 2022/23 Draft Plan has been reviewed and refreshed for content following on from our response to the pandemic and our Recovery Strategy. The themes and priorities remain the same to 2021/22, however there are some developments with sub-priorities.

The 'super-structure' of the Plan continues to be aligned to a set of six Well-being Objectives. The six themes continue to take a long term view of recovery, ambition and work over the next two years.

The outline of the Council Plan for 2022/23 including the six themes, their priorities and actions is appended (as Part 1).

The six themes will be mapped out against the respective lead portfolios for reporting to the Overview and Scrutiny Committees.

Following Cabinet agreement the next stage of development for the Plan's outline content is for Scrutiny Committees to review and consider its contents. All comments and suggestions will then be collated and shared with Cabinet in advance of approval for adoption in June 2022.

## RECOMMENDATIONS

1	To review and provide feedback on the refreshed content of the themes for Council Plan 2022-23 prior to sharing with Cabinet in June 2022.
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## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE COUNCIL PLAN 2021/22</b>
1.01	It is a requirement of the Local Government and Elections (wales) Act 2021 for organisations to 'set out any actions to increase the extent to which the Council is meeting the performance requirements.' Plans for organisations should be robust; be clear on where it wants to go; and how it will get there.
1.02	<p>The Council Plan for 2022/23 continues to move towards a more rounded corporate plan, whilst still meeting the requirements of the Act.</p> <p>Changes include:</p> <ul style="list-style-type: none"><li>• Poverty<ul style="list-style-type: none"><li>○ Digital Poverty – definition expanded</li></ul></li><li>• Green Society and Environment<ul style="list-style-type: none"><li>○ New sub-priority added - Climate Change Adaptation</li><li>○ New sub-priority added – Green Access</li><li>○ Green Environment – new definition</li></ul></li><li>• Economy<ul style="list-style-type: none"><li>○ Digital and Transport Infrastructure divided into two separate sub-priorities:<ul style="list-style-type: none"><li>▪ Transport Connectivity</li><li>▪ Digital Infrastructure</li></ul></li></ul></li><li>• Education and Skills<ul style="list-style-type: none"><li>○ New-sub-priority added – Well-being</li></ul></li></ul>
1.03	<p>The Council Plan for 2022-23 has a super structure of six themes and supporting priorities as follows:</p> <p><b>Theme: Poverty</b> Priorities:</p> <ul style="list-style-type: none"><li>- Income Poverty</li><li>- Child Poverty</li><li>- Food Poverty</li><li>- Fuel Poverty</li><li>- Digital Poverty</li></ul> <p><b>Theme: Affordable and Accessible housing</b> Priorities:</p> <ul style="list-style-type: none"><li>- Housing support and homeless prevention</li><li>- Housing Needs and Housing Options</li><li>- Social Housing</li><li>- Private Rented Sector</li><li>- Empty Properties</li></ul>



	<p><b>Theme: Green Society and Environment</b>  <b>Priorities:</b></p> <ul style="list-style-type: none"> <li>- Carbon Neutrality</li> <li>- Climate Change Adaptation</li> <li>- Fleet Strategy</li> <li>- Green Environment</li> <li>- Green Access</li> <li>- Renewable Energy</li> <li>- Active and Sustainable Travel Options</li> <li>- Circular Economy</li> </ul> <p><b>Theme: Economy</b>  <b>Priorities:</b></p> <ul style="list-style-type: none"> <li>- Town Centre Regeneration</li> <li>- Business</li> <li>- Transport Connectivity</li> <li>- Digital infrastructure</li> <li>- LDP Targets</li> <li>- Spending money for the benefit of Flintshire</li> <li>- Reducing Worklessness</li> </ul> <p><b>Theme: Personal and Community Well-being</b>  <b>Priorities:</b></p> <ul style="list-style-type: none"> <li>- Independent Living</li> <li>- Safeguarding</li> <li>- Direct Provision to support people closer to home</li> <li>- Local Dementia Strategy</li> <li>- A well-connected, safe and clean local environment.</li> </ul> <p><b>Theme: Education and Skills</b>  <b>Priorities:</b></p> <ul style="list-style-type: none"> <li>- Educational Engagement and Achievement</li> <li>- Digital Learning Opportunities</li> <li>- Learning Environments</li> <li>- Learning Community Networks</li> <li>- Specialist Educational Provision</li> <li>- Welsh Education Strategic Plan (WESP)</li> <li>- Well-being</li> </ul>
1.04	The work on the detail behind the priorities has progressed well and is attached at Appendix 1. Cabinet have agreed to the content. The next step is for all Scrutiny Committees to be consulted with over the next cycle.
1.05	Following this cycle of consultation, the Plan will be presented to Cabinet in its second stage prior to adoption by the County Council in July. The final Council Plan (both parts 1 and 2) will be available as a web-based document published on the website.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	Council planning and service portfolio business recovery planning is dovetailed with the periodic review of the Medium Term Financial Strategy and Capital Programme.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	<p>Consultation has been carried out with Chief Officers, Cabinet members and the wider internal senior management network on the framework of the Plan.</p> <p>All Scrutiny committees will have the opportunity to be engaged in the development of the Plan.</p>

<b>4.00</b>	<b>IMPACT ASSESSMENT AND RISK MANAGEMENT</b>
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4.01	<p><b>Impact Assessment</b></p> <p>An Integrated Impact Assessment (IIA) is currently underway for Council Plan Part 1. This will be completed by March and outcomes shared with Chief Officer Team for consideration. Findings from the IIA could be included in Part 1 and inform Part 2 Council Plan as a better fit. Last year's IIA Summary is available as a background document.</p> <p><b>Ways of Working (Sustainable Development) Principles Impact</b></p> <table border="1"> <tr> <td>Long-term</td> <td rowspan="5">Throughout the 2022/23 Council Plan development we will ensure the five ways of working are embedded within our ambitions and easily reported on.</td> </tr> <tr> <td>Prevention</td> </tr> <tr> <td>Integration</td> </tr> <tr> <td>Collaboration</td> </tr> <tr> <td>Involvement</td> </tr> </table> <p><b>Well-being Goals Impact</b></p> <table border="1"> <tr> <td>Prosperous Wales</td> <td rowspan="7">Throughout the 2022/23 Council Plan development we will be ensuring we capture our contributions to the seven well-being goals within our ambitions.</td> </tr> <tr> <td>Resilient Wales</td> </tr> <tr> <td>Healthier Wales</td> </tr> <tr> <td>More equal Wales</td> </tr> <tr> <td>Cohesive Wales</td> </tr> <tr> <td>Vibrant Wales</td> </tr> <tr> <td>Globally responsible Wales</td> </tr> </table> <p><b>Council's Well-being Objectives</b></p> <p>The Council undertook a review of its Well-being Objectives during the development of the 2021/22 Council Plan. The updated set of Well-being Objectives are a more focused set of six. The Well-being Objectives identified have associated themes for which they resonate. See the full list below.</p> <table border="1"> <thead> <tr> <th>Theme</th> <th>Well-being Objective</th> </tr> </thead> <tbody> <tr> <td>Poverty</td> <td>Protecting people from poverty by supporting them to meet their basic needs</td> </tr> <tr> <td>Affordable and Accessible Housing</td> <td>Housing in Flintshire meeting the needs of our residents and supporting safer communities</td> </tr> </tbody> </table>	Long-term	Throughout the 2022/23 Council Plan development we will ensure the five ways of working are embedded within our ambitions and easily reported on.	Prevention	Integration	Collaboration	Involvement	Prosperous Wales	Throughout the 2022/23 Council Plan development we will be ensuring we capture our contributions to the seven well-being goals within our ambitions.	Resilient Wales	Healthier Wales	More equal Wales	Cohesive Wales	Vibrant Wales	Globally responsible Wales	Theme	Well-being Objective	Poverty	Protecting people from poverty by supporting them to meet their basic needs	Affordable and Accessible Housing	Housing in Flintshire meeting the needs of our residents and supporting safer communities
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	Green Society and Environment	Limiting the impact of the Council's services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint
	Economy	Enabling a sustainable economic recovery
	Personal and Community Well-being	Supporting people in need to live as well as they can
	Education and Skills	Enabling and Supporting Learning Communities
<p><b>Risk Management</b></p> <p>The risks to the statutory requirements of the Plan include: not publishing the plan within statutory timescales and, not adhering to the prerequisite content.</p> <p>Both these risks are managed through adherence to well established procedures for publishing the Plan and ensuring that the content of the Plan reflects the statutory requirements.</p> <p>An additional risk is that the Plan is not endorsed by Members; consultation with Members both individually and as part of the Scrutiny invites engagement.</p>		

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1: Draft Council Plan (Part 1) 2022-23.

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	Summary Integrated Impact Assessment – Council Plan 2021/22.

<b>7.00</b>	<b>CONTACT OFFICER DETAILS</b>
7.01	<p><b>Contact Officer:</b> Jay Davies, Strategic Performance Advisor  <b>Telephone:</b> 01352 702744  <b>E-mail:</b> <a href="mailto:jay.davies@flintshire.gov.uk">jay.davies@flintshire.gov.uk</a></p>

<b>8.00</b>	<b>GLOSSARY OF TERMS</b>
8.01	<p><b>Council Plan:</b> the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set objectives and publish a Plan.</p> <p><b>Medium Term Financial Strategy:</b> a written strategy which gives a forecast of the financial resources which will be available to a Council for a</p>

	given period, and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.
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## Council Plan 2022/23 – Part 1

Priority Name	Poverty
Description/ Well-being Objective	Protecting people from poverty by supporting them to meet their basic needs
<p><b>Income Poverty</b></p> <p>Definition: People on low income who are unable to meet day to day living costs</p>	<ul style="list-style-type: none"> <li>• Families are supported to be financially resilient by:               <ol style="list-style-type: none"> <li>a) Maximising the number of people signposted for support to facilitate longer term change - by March 2023</li> <li>b) Ensuring that take-up to benefit entitlement is maximised in a timely way by processing claims efficiently - by March 2023</li> <li>c) Maximising take-up of the Discretionary Housing Payments scheme and other financial support - by March 2023</li> <li>d) Continuing to offer our community hub (Contact Centres) approach giving access to a range of programmes, services and agencies together in one place - by March 2023</li> </ol> </li> </ul>
<p><b>Child Poverty</b></p> <p>Definition: Children who do not have access to adequate food, clothing, shelter and education to lead a healthy and active life</p>	<ul style="list-style-type: none"> <li>• The cost of sending children to school is reduced by:               <ol style="list-style-type: none"> <li>a) Making the processes for claiming free school meals as simple and straightforward as possible to increase the percentage of take-up against entitlement - by March 2023</li> <li>b) Encouraging take-up of free school breakfast for year seven pupils eligible for free school meals - by March 2023</li> <li>c) Maximising take-up of the school uniform grant – by March 2023</li> <li>d) Developing a network of school uniform exchanges across the county supported by enhanced web and social media promotion – by March 2023</li> </ol> </li> <li>• Free access to books, ICT networks, devices and library services are maintained by:               <ol style="list-style-type: none"> <li>a) Maintaining the network of seven libraries in partnership with Aura - by March 2023</li> <li>b) Increasing usage of online resources for children and young people - by March 2023</li> </ol> </li> <li>• Children have access to play opportunities by:               <ol style="list-style-type: none"> <li>a) Ensuring children have access to staffed open-access playwork projects in local communities - by March 2023</li> <li>b) Ensuring children have access to well-maintained outdoor play areas which offer a varied and rich play environment - by March 2023</li> </ol> </li> <li>• Working with partners to ensure children in areas of social deprivation have access to food, exercise and enrichment schemes during school holidays – by March 2023</li> </ul>

	<ul style="list-style-type: none"> <li>• Ensuring children have the opportunity to access meaningful community sports programmes (which impact on a range of issues including anti-social behaviour, child sexual exploitation, drug and alcohol prevention and County Lines) – by March 2023</li> <li>• Providing children with access to well-maintained outdoor play areas which offer a varied and rich play environment – by March 2023</li> <li>• Maintaining access to Free Swimming to help tackle health inequalities – by March 2023</li> </ul>
<p><b>Food Poverty</b></p> <p>Definition: People who are not able to access food that meets their daily nutritional needs and requirements</p>	<ul style="list-style-type: none"> <li>• Everyone in Flintshire has access to affordable, good fresh food by: <ul style="list-style-type: none"> <li>a) Developing a “Well Fed at Home service” - by December 2022</li> <li>b) Continuing to develop delivery of a “Hospital to Home” meals service - by March 2023</li> <li>c) Introducing a transported and delivered food service “Mobile Meals” to those who are vulnerable - by March 2023</li> </ul> </li> </ul>
<p><b>Fuel Poverty</b></p> <p>Definition: Households that have higher than average fuel costs and meeting those costs will cause them to experience poverty</p> <p><b>Affordable and accessible housing</b></p> <p><b>Personal and Community Well-being</b></p>	<ul style="list-style-type: none"> <li>• Reducing the risk of fuel poverty for residents by increasing the energy efficiency of homes - by March 2023 <b>Linked to Affordable and accessible housing</b></li> <li>• Engaging, supporting and referring vulnerable households to reduce fuel poverty and improve health and wellbeing - by March 2023 <b>Linked to Personal and Community Well-being</b></li> </ul>
<p><b>Digital Poverty</b></p> <p>Definition: Inability to interact fully in a digital world when, where and how an individual needs to.</p>	<ul style="list-style-type: none"> <li>• Support people to use digital technology through promotion of suitable training to develop digital skills and confidence in the communities we serve – by March 2023</li> <li>• Provide free of charge public access to the internet and devices where necessary at Flintshire Connects Centres and Aura library services – by March 2023</li> <li>• Increasing loans of devices through the Aura Digital Access Scheme - by March 2023</li> <li>• Increasing take-up of digital learning opportunities supported by Aura - by March 2023</li> </ul>

Priority Name	Affordable and Accessible Housing
<b>Description/ Well-being Objective</b>	Housing in Flintshire meeting the needs of our residents and supporting safer communities
<b>Housing support and homeless prevention</b>  Definition: Offering support to people to retain their housing and live well and avoiding homelessness	<ul style="list-style-type: none"> <li>• Commissioning a wide range of housing related support that meets the needs of the people of Flintshire - by March 2023</li> <li>• Promoting housing support and homeless prevention services with our residents and partners - by March 2023</li> <li>• Ensuring a multi-agency partnership approach to homeless prevention and develop a culture where homelessness is “everyone’s business” - by March 2023</li> <li>• Ensuring when homelessness does occur it is rare, brief and non-recurring - by March 2023</li> <li>• Developing and extending our Housing First and Rapid Rehousing approaches for those who do experience homelessness - by March 2023</li> <li>• Remodelling the “emergency beds” Homeless Hub accommodation offer and service delivery - by March 2023</li> <li>• Exploring opportunities to develop a young person’s homeless hub offering accommodation and support services - by March 2023</li> </ul>
<b>Housing Needs and Housing Options</b>  Definition: Helping people to explore their housing options so they can access the right homes to meet their needs  <b>Poverty</b>	<ul style="list-style-type: none"> <li>• Promoting the Single Access Route to Housing (SARTH), Common Housing Register, Affordable Housing Register and Housing Support Gateway within the community and with professionals - by March 2023</li> <li>• Developing self-service approaches that enable people to identify their own housing options through online support - by March 2023</li> <li>• Piloting a risk assessment process to identify pre tenancy support needs to reduce risk of tenancy failure - by March 2023 <b>Linked to Poverty</b></li> <li>• Reviewing our sheltered housing stock to ensure that it continues to meet the needs and aspirations of current and prospective tenants - by March 2023</li> </ul>
<b>Social Housing</b>  Definition: Working with housing partners to develop and invest in affordable housing - with modern methods of construction, and a commitment towards carbon neutral  <b>Poverty</b>	<ul style="list-style-type: none"> <li>• Working with housing association partners to build new social housing properties and additional affordable properties - by March 2023</li> <li>• Increasing the Council’s housing portfolio by building social housing properties and affordable properties for North East Wales (NEW) Homes - by March 2023</li> <li>• Ensuring that the Council’s housing stock meets the Welsh Housing Quality Standard and achieves a minimum SAP energy efficiency rating of 65 - by December 2022 <b>Linked to Green and Environment</b></li> <li>• Developing plans for the de-carbonisation of Council homes in line with Welsh Government guidance to ensure their thermal efficiency is optimised and the cost of heating homes are minimised - by March 2023 <b>Linked to Green and Environment, Linked to Poverty</b></li> </ul>

<p><b>Green and Environment</b></p>	<ul style="list-style-type: none"> <li>Working with residents to ensure our communities are well managed, safe, and sustainable places to live - by March 2023 <a href="#">Linked to Green and Environment</a></li> <li>Supporting our tenants to access technology and create sustainable digital communities - by March 2023 <a href="#">Linked to Poverty</a></li> <li>Listening to our tenants and working with them to improve our services, homes and communities - by March 2023</li> </ul>
<p><b>Private Rented Sector</b></p> <p>Definition: Supporting the private sector to raise standards in the management and condition of housing and promote tenancy sustainment in our communities</p>	<ul style="list-style-type: none"> <li>Engaging with private sector tenants, giving them a voice and responding to their needs - by March 2023</li> <li>Working in partnership with landlords and private sector agents to better understand their needs - by March 2023</li> <li>Developing a “landlord offer” that encourages landlords to work with the Council to raise standards of property management and condition of homes where needed - by March 2023</li> <li>Improving access to private sector properties for those who are homeless, at risk of homeless and in housing need - by March 2023</li> <li>Mapping Houses of Multiple Occupation (HMO’s) across Flintshire to ensure legal minimum housing standards are met and to improve residents’ quality of life - by March 2023</li> </ul>
<p><b>Empty Properties</b></p> <p>Definition: Bringing empty homes back into use to enhance the local housing market and improve our local communities</p> <p><a href="#">Economy</a></p>	<ul style="list-style-type: none"> <li>Bringing empty homes back into use through the Empty Homes Loan - by March 2023</li> <li>Exploring opportunities to develop a project management service for non-commercial landlords to encourage take up of the Empty Home Loan Scheme - by March 2023</li> <li>Targeting ‘problem’ empty homes in our communities and using enforcement powers where appropriate to improve our communities and increase housing supply - by March 2023</li> <li>Exploring opportunities to maximise housing and revitalise our towns through the redevelopment of the High Street - by March 2023 <a href="#">Linked to Economy</a></li> </ul>
<p><b>Priority Name</b></p>	<p><b>Green Society and Environment</b></p>
<p><b>Description/ Well-being Objective</b></p>	<p>Limiting the impact of the Council’s services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint.</p>
<p><b>Carbon Neutrality</b></p> <p>Definition: A net carbon zero Council by 2030 and supporting wider decarbonisation actions across the County, making this central to Covid-19 recovery</p>	<ul style="list-style-type: none"> <li>Gathering information on annual Council greenhouse gas emissions to submit to Welsh Government and the Carbon Programme Board - by June 2022</li> <li>Reviewing the procurement policy to reduce greenhouse gas emissions from suppliers - by March 2023</li> <li>Developing plans towards net zero carbon for our assets in line with Welsh government guidance’ – by March 2023</li> <li>Working with Flintshire’s leisure and culture trust partners to reduce carbon emissions – by March 2023</li> </ul>



<p><b>Climate Change Adaptation</b></p> <p>Definition: Be more resilient to the changes that have happened due to climate change and prepare for predicted future change</p>	<ul style="list-style-type: none"> <li>• Carrying out flood investigation and alleviation – March 2023</li> <li>• Assessing the feasibility of schemes within land assets for resisting flood and drought while enhancing biodiversity and increasing carbon storage – March 2023</li> </ul>
<p><b>Fleet Strategy</b></p> <p>Definition: Reducing the environmental impact of our fleet</p>	<ul style="list-style-type: none"> <li>• Converting the authority’s fleet to electric and alternative fuels (hydrogen etc) - by March 2023</li> </ul>
<p><b>Green Environment</b></p> <p><b>Definition:</b> Enhance and increase biodiversity and trees to deliver multiple benefits for people, wildlife and the environment.</p>	<ul style="list-style-type: none"> <li>• Delivering an increase in canopy cover as part of the Urban Tree and Woodland Plan - by March 2023</li> <li>• Enhancing the natural environment through the delivery of the Section 6 Environment Act Wales biodiversity duty - by March 2023</li> </ul>
<p><b>Green Access</b></p> <p><b>Definition:</b> The promotion, good management and protection of our green spaces to deliver multiple benefits to the environment and our residents and visitors</p>	<ul style="list-style-type: none"> <li>• Exploring opportunities to develop the Flintshire Coast Park – by March 2023</li> <li>• Undertaking scoping work to look at the formal establishment of a Regional Park – by March 2023</li> </ul>
<p><b>Renewable Energy</b></p> <p>Definition: The promotion and support of renewable energy opportunities across the Council Estate and wider communities.</p> <p><b>Economy</b></p>	<ul style="list-style-type: none"> <li>• Assessing the feasibility of renewable energy and land assets and link to wider carbon ambitions - by September 2022</li> <li>• Agreeing appropriate investment strategy for future renewable energy developments - by September 2022 <b>Linked to Economy</b></li> </ul>

<p><b>Active and Sustainable Travel Options</b></p> <p>Definition: Provide opportunities for increasing levels of walking and cycling (active travel) and enable access to other alternative and sustainable methods of travel</p> <p><b>Economy</b></p> <p><b>Personal and Community Well-being</b></p>	<ul style="list-style-type: none"> <li>• Promoting the use of public transport through the further development of the Council’s core bus network - by March 2023 <b>Linked to Economy</b></li> <li>• Promoting active travel and further develop the Council’s cycleway network - by March 2023 <b>Linked to Personal and Community Well-being</b></li> <li>• Promoting multi modal transport journeys and the development of strategic transport hubs - by March 2023 <b>Linked to Economy</b></li> <li>• Developing the County’s electric car charging network - by March 2023</li> <li>• Promoting active travel and further developing the County’s walking and cycling network - by March 2023 <b>Linked to Personal and Community Well-being</b></li> </ul>
<p><b>Circular Economy</b></p> <p>Definition: Support and promote the Welsh Government’s strategy to create a sustainable, circular economy in Flintshire</p> <p><b>Poverty</b></p> <p><b>Personal and Community Well-being</b></p> <p><b>Education and Skills</b></p> <p><b>Economy</b></p>	<ul style="list-style-type: none"> <li>• Achieving Welsh Government recycling targets - by March 2023</li> <li>• Developing and extending the Standard Yard Waste &amp; Recycling Transfer Station - by March 2023</li> <li>• Support and promote Re-Use and Repair initiatives in partnership with Refurbs Flintshire - by March 2023 <b>Linked to Poverty, Linked to Personal and Community Well-being, Linked to Education and Skills</b></li> <li>• Promoting the option to reuse and repair unwanted items at Household Recycling Centres by partnering with local Charities or social enterprises- by March 2023 <b>Linked to Poverty, Linked to Personal and Community Well-being, Linked to Education and Skills</b></li> <li>• Working in partnership, actively support and engage with community led groups by developing environmental and recycling initiatives - by March 2023 <b>Linked to Poverty, Linked to Personal and Community Well-being, Linked to Education and Skills</b></li> <li>• Support local businesses in their efforts to reduce their carbon footprint and become more resource efficient - by March 2023 <b>Linked to Economy</b></li> </ul>
<p><b>Priority Name</b></p>	<p><b>Economy</b></p>
<p><b>Description/ Well-being Objective</b></p>	<p><b>Enabling a sustainable economic recovery and growth</b></p>
<p><b>Town Centre Regeneration</b></p> <p>Definition: Regenerate and re-invent our town centres</p>	<ul style="list-style-type: none"> <li>• Monitoring the health and vitality of town centres to support effective management and business investment decisions - by March 2023</li> <li>• Encouraging and supporting investment in town centre properties to facilitate more sustainable uses - by March 2023 <b>Linked to Affordable and accessible housing</b></li> <li>• Improving the environment in town centres - by March 2023</li> </ul>

<p><b>Personal and Community Well-being</b></p> <p><b>Affordable and accessible housing</b></p>	<ul style="list-style-type: none"> <li>Supporting the growth of community enterprises in town centre locations - by March 2023</li> </ul>
<p><b>Business</b></p> <p>Definition: Enable business continuity and encourage appropriate investment</p> <p><b>Green Society and Environment</b></p>	<ul style="list-style-type: none"> <li>Engaging town centre small businesses and improve support packages available to them - by March 2023</li> <li>Supporting small and/or local businesses to engage with public sector procurement opportunities - by March 2023</li> <li>Engaging small businesses and improve support packages available to them - by March 2023</li> <li>Supporting recovery of the County's street and indoor markets - by March 2023</li> <li>Supporting growth of the local and regional food and drink business sector through marketing and collaborative projects - by March 2023</li> <li>Supporting recovery of the tourism and hospitality sectors and rebuild confidence in the industry - by March 2023</li> <li>Increasing the scale and impact of the social business sector - by March 2023</li> <li>Supporting local businesses in their efforts to reduce their carbon footprint and become more resource efficient - by March 2023</li> </ul> <p><b>Linked to Green Society and Environment</b></p>
<p><b>Transport Connectivity</b></p> <p>Definition: Develop and promote effective transport connectivity while supporting recovery and economic growth</p> <p><b>Poverty</b></p> <p><b>Green Society and Environment</b></p>	<ul style="list-style-type: none"> <li>Developing and delivering transport infrastructure improvements as part of North Wales Metro programme and the Council's Integrated Transport Strategy - by March 2023 <b>Linked to Green Society and Environment</b></li> <li>Ensuring Flintshire strategic transport priorities are well-represented in the Regional Transport Plan from the forthcoming Corporate Joint Committee development - by March 2023 <b>Linked to Green Society and Environment</b></li> </ul>
<p><b>Digital Infrastructure</b></p> <p><b>Definition:</b> Ensure the digital networks facilitate and support recovery and growth</p>	<ul style="list-style-type: none"> <li>Starting delivery of the local plans within North Wales Growth Deal for digital infrastructure – by March 2023</li> <li>Connecting further rural communities to improved digital infrastructure - by March 2023</li> </ul>
<p><b>Local Development Plan (LDP) Targets</b></p>	<ul style="list-style-type: none"> <li>Ensuring timely adoption of the LDP once Inspector's Report received - by December 2022</li> </ul>

<p><b>Definition:</b> Achieve LDP policy objectives for growth, protection and enhancement</p>	<ul style="list-style-type: none"> <li>• Monitoring overall Plan performance via the Annual Monitoring Report (AMR) and submit to Welsh Government - by March 2023</li> <li>• Maintaining and updating the LDP housing trajectory in line with planning decisions made - by March 2023</li> <li>• Making decisions at Planning Committee in line with the adopted LDP - by March 2023</li> <li>• Referencing the LDP growth strategy in early work on a North Wales Strategic Development Plan (SDP) - by March 2023</li> </ul>
<p><b>Spending money for the benefit of Flintshire</b></p> <p><b>Definition:</b> Grow our local economic vitality through social value commitments and procurement strategy</p>	<ul style="list-style-type: none"> <li>• Continuing to generate social value outcomes through the Council's procurement activities – By March 2023</li> <li>• Supporting supply chain partners to convert their social value offerings through procurement commitments, into real and tangible benefits – By March 2023</li> <li>• Reviewing the Social Value Strategy to ensure broader social value commitments can be achieved – By March 2023</li> <li>• Generating local spend to support economic growth through the inclusion of social value measures in procurement activity – By March 2023</li> </ul>
<p><b>Reducing worklessness</b></p> <p><b>Definition:</b> Work with our partners to support individuals to gain employment</p> <p><b>Poverty</b></p>	<ul style="list-style-type: none"> <li>• Co-ordinating a multi-agency approach to support businesses to recruit people from disadvantaged groups - by March 2023 <b>Linked to Poverty</b></li> <li>• Delivering mentoring and wider support programmes to assist disadvantaged people to re-engage with the labour market - by March 2023 <b>Linked to Poverty</b></li> </ul>
<p><b>Priority Name</b></p>	<p><b>Personal and Community Well-being</b></p>
<p><b>Description/ Well-being Objective</b></p>	<p>Supporting people in need to live as well as they can</p>
<p><b>Independent Living</b></p> <p><b>Definition:</b> People will be supported to live as independently as possible through the right type of support, when they need it.</p>	<ul style="list-style-type: none"> <li>• Developing a plan to provide additional placements for step down care within our in house provision – by March 2023</li> <li>• Continuing to grow the Microcare market, utilising one Development Officer post – by March 2023</li> <li>• Developing an Early Years Strategy to ensure that all our children ages 0-7 have the best possible start in life and are able to reach their full potential –by March 2023</li> <li>• Plan for the relocation of Tri Ffordd supported employment project to a central site in Mold by March 2023</li> </ul>
<p><b>Safeguarding</b></p> <p><b>Definition:</b> Implement and promote the new safeguarding procedures so our</p>	<ul style="list-style-type: none"> <li>• Continuing to promote the corporate e-learning package – by March 2023</li> <li>• Preparing for the implantation of the new Liberty Protect Safeguard procedures – by March 2023</li> </ul>

<p>employees understand how they can help safeguard people in the community</p>	
<p><b>Direct Provision to support people closer to home</b></p> <p>Definition: The services we provide so people can access the support they need in their local community</p>	<ul style="list-style-type: none"> <li>• Setting up a registered Children’s Home to help avoid the need for residential placements outside Flintshire - by March 2023</li> <li>• Continuing to growing our in-house homecare service to support more people to live at home - by March 2023</li> <li>• Continuing to growing our in-house fostering service to support more looked after children - by March 2023</li> <li>• Developing an action plan for the progression of the advocacy priority – by March 2023</li> </ul>
<p><b>Local Dementia Strategy</b></p> <p>Definition: Continuing to improve the lives of people living with dementia in Flintshire</p>	<ul style="list-style-type: none"> <li>• Establishing a Dementia Strategy Implementation Group, to include representation from people with lived experience – by March 2023</li> </ul>
<p><b>A well-connected, safe and clean local environment.</b></p> <p>Definition: Resilient communities where people feel connected and safe</p> <p><b>Green Society and Environment</b></p>	<ul style="list-style-type: none"> <li>• Protecting residents and our environment from pollution and other public health and safety hazards by achieving the Streetscene Standard - by March 2023</li> <li>• Working in partnership, actively support and engage with community led groups by developing Local Environmental Quality initiatives - by March 2023 <b>Linked to Green Society and Environment</b></li> <li>• Working with two local communities to inform a long term vision and delivery plan for using the Flexible Funding Grant programme to achieve positive outcomes for people – by March 2023</li> <li>• Contributing to Public Health Wales’ priorities through partnership working with Aura by: <ul style="list-style-type: none"> <li>○ Improving mental well-being and resilience – by March 2023</li> <li>○ Promoting healthy behaviours – by March 2023</li> <li>○ Securing a healthy future for the next generation – by March 2023</li> </ul> </li> </ul>
<p><b>Priority Name</b></p>	<p><b>Education and Skills</b></p>
<p><b>Description/ Well-being Objective</b></p>	<p>Enabling and Supporting Learning Communities</p>
<p><b>Educational Engagement and Achievement</b></p> <p>Definition:</p>	<ul style="list-style-type: none"> <li>• Maintaining support for settings and schools with rollout of the revised curriculum for pupils from 3-16 which better prepares them for their future lives and employment – by March 2023</li> <li>• School employees continuing to access the GwE professional learning offer and engage in cluster working – by March 2023</li> </ul>

<p>Providing diverse learning opportunities to support educational achievement in schools and communities</p>	<ul style="list-style-type: none"> <li>• Embedding the revised processes and procedures in relation to attendance and exclusion, using data to better inform and target interventions at both a pupil and school level – by March 2023</li> <li>• Working with schools to support development and implementation of flexible and bespoke educational packages to improve attendance and engagement – by March 2023</li> </ul>
<p><b>Digital Learning Opportunities</b></p> <p>Definition: Supporting education engagement and achievement through proactive use of accessible digital media</p> <p>Poverty</p> <p>Personal and Community Well-being</p>	<ul style="list-style-type: none"> <li>• Supporting schools and wider education services to increase their digital offer for children and young people - by March 2023</li> <li>• Upskilling employees within the Education &amp; Youth Portfolio through access to the GwE professional learning offer and other appropriate training opportunities – by March 2023</li> <li>• Embedding the delivery plan for Integrated Youth Services by maintaining focus on increased digital engagement- by March 2023</li> <li>• Continuing to increase the range of digital material hosted on the North East Wales Archive website and other digital services to encourage greater participation - by March 2023</li> <li>• Continuing to monitor schools' provision for learners who are 'digitally disadvantaged' – by March 2023</li> <li>• Supporting schools to maximise their available hardware via the national Hwb programme and to ensure sustainable funding plans in place – by March 2023</li> <li>• Increasing take-up of digital learning opportunities supported by Aura - by March 2023 <a href="#">Linked to Poverty</a></li> <li>• Providing community training for online learning platforms in a partnership with Aura and Adult Community Learning - by March 2023</li> </ul>
<p><b>Learning Environments</b></p> <p>Definition: Creating aspirational and flexible learning environments</p>	<ul style="list-style-type: none"> <li>• Starting construction of the proposed 3-16 campus at Mynydd Isa - by March 2023</li> <li>• Consult on increasing capacity of Drury CP and Penyffordd CP schools through the School Organisation Code – by March 2023</li> <li>• Commissioning a contractor and start design and development process for Drury CP and Penyffordd CP – by March 2023</li> <li>• Seeking Council approval to progress Band B Wales Government 21st Century Schools Investment Programme - by March 2023</li> <li>• Progressing the development of a new premises plan for the North East Wales Archive – by March 2023</li> </ul>
<p><b>Learning Community Networks</b></p> <p>Definition: Supporting our learning communities to engage and achieve through extensive partnership working unpinned by</p>	<ul style="list-style-type: none"> <li>• Continuing to consolidate the joint working between Flintshire County Council and Denbighshire County Council through the North East Wales Archive to provide a sustainable and resilient service – by March 2023</li> <li>• Developing the Delivery Plan for Adult Community Learning to increase engagement and improve skills within local communities – by March 2023</li> </ul>



<p>common safeguarding practices</p> <p><b>Personal and Community Well-being</b></p>	<ul style="list-style-type: none"> <li>• Developing a Supporting Learners strategy to increase levels of engagement and provide appropriate progression routes to further engagement, study or employment – by March 2023</li> <li>• Expanding the adult learning offer to reflect national, regional and local priorities in order to provide the skills required through partnership planning – by March 2023</li> <li>• Working with Adult Community Learning and Flintshire Learning Recovery &amp; Wellbeing Network Partners to share best practice and maximise opportunities for learning within the community with opportunities to be available in all Aura libraries - by March 2023</li> <li>• Working in partnership with Open University Wales to support and signpost library users to Open Learn courses and subsequent learning pathways with Open Learn Champions in each library - by March 2023</li> <li>• Working in partnership with Aura to provide Alternative Provision to young people excluded from school to help gain meaningful qualifications – by March 2023</li> </ul>
<p><b>Specialist Educational Provision</b></p> <p>Definition: Extending local capacity to support learners with additional learning needs (ALN)</p>	<ul style="list-style-type: none"> <li>• Implementing Year two of the Transformation plan for children and young people with additional learning needs, in line with Welsh Government legislation and associated guidance – by March 2023</li> <li>• Further defining and embedding the menu of outreach support and training to be offered to schools via Plas Derwen Pupil Referral Unit – by March 2023</li> <li>• Developing a strategic proposal for the next phase of the Additional Learning Needs provision which increases the level of in-house provision and seeks to reduce the reliance on out of county provision – by March 2023</li> </ul>
<p><b>Welsh Education Strategic Plan (WESP)</b></p> <p>Definition: Working with schools and partners to support the Welsh Government’s strategy to enable one million Welsh speakers by 2050</p>	<ul style="list-style-type: none"> <li>• Continuing to increase capacity and take up of Welsh medium education to achieve Welsh Government targets – by March 2023</li> <li>• Continuing to improve Welsh language skills of employees in schools to more effectively support learners and the delivery of the curriculum – by March 2023</li> <li>• Providing targeted support and intervention to schools to raise standards and promote bilingualism – by March 2023</li> <li>• Extending the range of youth services delivered bilingually to encourage young people to retain and use their Welsh language skills into early adulthood – by March 2023</li> <li>• Embedding the role of the Integrated Youth Provision Welsh language coordinator – by March 2023 <ul style="list-style-type: none"> <li>○ Ensuring all digital and face to face youth and play provision has an increasing bilingual offer which supports the expansion of the Council’s Welsh Language immersion programme – by March 2023</li> </ul> </li> </ul>
<p><b>Well-Being</b></p> <p>Definition: Working with schools and partners to provide</p>	<ul style="list-style-type: none"> <li>• Rolling out the National Framework for Embedding a Whole School Approach to Emotional Health and Wellbeing in all Flintshire schools – by March 2023</li> <li>• Supporting all secondary schools to complete the School Health Research Network survey in 2022</li> </ul>

<p>opportunities for children, young people and the education workforce to engage in activities which support their emotional health and well-being</p>	<ul style="list-style-type: none"><li>○ Developing action plans based on the findings, particularly in relation to Emotional Health and Wellbeing – by March 2023</li><li>● Meeting the requirements under Wellbeing Whole School Approach Development Fund for employee training and pupil engagement – by March 2023</li><li>● Consolidating the Inspire Youth Work Hospital Project which provides support to young people at risk of self-harming behaviour – by March 2023</li><li>● Improving awareness of trauma informed practice with schools and Education and Youth employees – by March 2023</li></ul>
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