

Public Document Pack

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To: Cllr Ian Roberts (Leader)

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

8 December 2021

Dear Sir/Madam

NOTICE OF REMOTE MEETING
CABINET
TUESDAY, 14TH DECEMBER, 2021 at 10.00 AM

Yours faithfully

A handwritten signature in black ink, appearing to read 'Robert Robins'.

Robert Robins
Democratic Services Manager

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.

AGENDA

1 APOLOGIES

Purpose: To receive any apologies.

2 DECLARATIONS OF INTEREST

Purpose: To receive any declarations and advise Members accordingly.

3 MINUTES (Pages 7 - 20)

Purpose: To approve as a correct record the minutes of the meeting held on 16th November 2021.

TO CONSIDER THE FOLLOWING REPORTS

STRATEGIC REPORTS

4 MEDIUM TERM FINANCIAL STRATEGY AND ANNUAL BUDGET 2022/23 (Pages 21 - 34)

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

Purpose: To provide an update on the latest position for the Council Fund Revenue Budget 2022/23 in advance of receipt of the Welsh Local Government Provisional Settlement and formal budget setting process.

5 COUNCIL PLAN 2021/22 MID-YEAR PERFORMANCE REPORTING (Pages 35 - 182)

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

Purpose: To review the Council Plan 2021/22 mid-year outturn performance monitoring report.

6 DRAFT COUNCIL PLAN 2022/23 (Pages 183 - 200)

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

Purpose: To approve the updated Part 1 for the Council Plan 2022/23 in advance of consultation with Overview and Scrutiny Committees.

7 HOUSING STRATEGY AND ACTION PLAN (Pages 201 - 240)

Report of Chief Executive - Cabinet Member for Housing

Purpose: To note the Progress Action Plan October 2021.

8 ESTABLISHING THE CORPORATE JOINT COMMITTEE FOR NORTH WALES (Pages 241 - 254)

Report of Chief Executive, Chief Officer (Governance), Chief Officer (Planning, Environment and Economy) - Deputy Leader of the Council (Governance) and Cabinet Member for Corporate Management and Assets

Purpose: To approve outline Governance arrangements for the Corporate Joint Committee.

OPERATIONAL REPORTS

9 REVENUE BUDGET MONITORING 2021/22 (MONTH 7) (Pages 255 - 278)

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

Purpose: This regular monthly report provides the latest revenue budget monitoring position for 2021/22 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 7, and projects forward to year-end.

10 FLINTSHIRE MICRO-CARE PROJECT (Pages 279 - 320)

Report of Chief Officer (Social Services) - Deputy Leader of the Council (Partnerships) and Cabinet Member for Social Services

Purpose: To provide an update on the progress to date.

11 CASHLESS PAYMENT SOLUTION FOR CAR PARKING (Pages 321 - 326)

Report of Chief Officer (Streetscene and Transportation) - Cabinet Member for Streetscene

Purpose: To seek approval for the introduction of a cashless payment solution for car parking.

12 EXERCISE OF DELEGATED POWERS (Pages 327 - 328)

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

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

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

The following item is considered to be exempt by virtue of Paragraph(s) 14 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

The report contains details of proposed contracts and the public interest in withholding the information outweighs the public interest in disclosure until the contracts have been awarded.

13 NORTH WALES SUPPORTED LIVING FRAMEWORK – FLINTSHIRE SUPPORTED LIVING COMMISSIONING (Pages 363 - 382)

Report of Chief Officer (Social Services) - Deputy Leader of the Council (Partnerships) and Cabinet Member for Social Services

Purpose: In accordance with the local authorities Contract Procedure Rules due to the projected value of the contracts, approval is required to progress with the tender exercises and award of these contracts.

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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CABINET
16TH NOVEMBER 2021

Minutes of the meeting of the Cabinet of Flintshire County Council held virtually via Zoom on Tuesday 16th November 2021.

PRESENT: Councillor Ian Roberts (Chair)

Councillors: Glyn Banks, Chris Bithell, Dave Hughes, Paul Johnson, Christine Jones, and Billy Mullin.

IN ATTENDANCE:

Chief Officer (Governance), Chief Officer (Planning, Environment and Economy), Chief Officer (Education and Youth), Corporate Finance Manager, Revenues and Procurement Manager, Strategic Executive Officer, Revenues and Procurement Manager, Benefits Manager, Housing Strategy Manager, Highways Network Manager, Policy Development Officer – Equalities, Principal Accountant, and Team Leader – Democratic Services.

APOLOGIES

Councillor Derek Butler, Chief Executive and Chief Officer (Social Services).

OTHER MEMBERS IN ATTENDANCE:

Councillor Mike Peers.

60. DECLARATIONS OF INTEREST

Councillor Bithell declared a personal interest in agenda item number 18 – Core Funding Review.

61. MINUTES

The minutes of the meeting held on 19th October 2021 were submitted and confirmed as a correct.

RESOLVED:

That the minutes of the meeting be approved as a correct record.

62. CAPITAL STRATEGY 2022/23 – 2024/25

Councillor Johnson introduced the report which provided an update on the Council's Capital Strategy and sought Cabinet recommendation to Council.

The report explained the need for the Strategy, its key aims, and the content of each of its sections.

Under the Prudential Code for Capital Finance in Local Authorities (the Prudential Code), authorities were required to set a range of Prudential Indicators (PI's). The Capital Strategy included details of the Council's Prudential Indicators for 2022/23 – 2024/25.

The Corporate Finance Manager provided details of the tables in the appendix which related to Prudential Indicator: Estimates of Capital Expenditure in £ millions, Capital Financing in £ millions, Minimum Revenue Provision in £ millions, Prudential Indicator: Estimates of Capital Financing Requirement in £ millions, Prudential indicator: Gross Debt & the Capital Financing Requirement in £ millions, Prudential Indicators: Authorised Limit & Operational Boundary for External Debt, and Prudential Indicator: Proportion of Financing Costs to Net Revenue Stream.

RESOLVED:

- (a) That the Capital Strategy be approved and recommended to County Council; and
- (b) That the following be approved and recommended to County Council:
 - The Prudential Indicators for 2022/23 – 2024/25 as detailed within Tables 1, and 4-7 for the Capital Strategy
 - Delegated authority for the Corporate Finance Manager to effect movements between the separately agreed limits within the authorised limit for external debt and the operational boundary for external debt (Table 6 of the Capital Strategy)

63. CAPITAL PROGRAMME 2022/23 – 2024/25

Councillor Johnson introduced the report which presented the proposed Capital Programme for the period 2022/23 – 2024/25 for recommendation to Council.

The Council's Capital Programme covered investment in assets for the long term to enable the delivery of high quality and value for money public services. Assets included buildings (such as schools, care homes and day centres), infrastructure (such as highways, IT networks, and waste transfer stations) and assets not owned by the Council (such as works to improve and adapt private sector homes). The proposed capital investments outlined within the report were closely aligned to portfolio service business plans and the Council Plan.

The report divided the Council Fund Capital Programme into three sections:

1. Statutory / Regulatory – allocations to cover regulatory and statutory works
2. Retained Assets – allocations to fund infrastructure works necessary to ensure service and business continuity
3. Investment – allocations to fund works necessary to remodel services to deliver efficiencies outlines in the portfolio business plans and invest in services as outlined in the Council Plan

Historically much of the Council's programme had been funded from capital receipts and grants. The Council's ability to generate significant capital receipts was challenging as the assets the Council had available for disposal diminished. Wherever possible every opportunity to identify assets for sale and other sources of funding such as specific grants and revenue contributions would be explored. However, the Council would need to use prudential borrowing to finance more of the

programme going forward, in particular, the 21st Century Schools Band B programme, and other schemes included within the investment programme would need to be funded through prudential borrowing.

Given the current position in setting the Capital Programme for the next three years 2022/23 – 2024/25, careful consideration had been given to new schemes proposed for inclusion as, should other sources of funding not materialise, the Council would need to use prudential borrowing to finance the remainder of the programme going forward.

He added that Welsh Government (WG) had set out its legal commitment to achieve net zero emissions by 2050 and work towards a net zero public sector in Wales by 2030. One of the Council's key priorities within the Council Plan was to become a net zero council by 2030 and to support wider decarbonisation actions across the County. The capital works programme played a vital role in accelerating the shift towards achieving the target. Inclusion of that priority within the programme reinforces the commitment to tackling climate change.

The Corporate Finance Manager provided full details of the tables in the report, particularly table 4 which provided details of the proposed allocation 2022/23 – 2024/25. He explained that the annual allocation for the Highways Asset Management Plan (HAMP) had been increased from £600k to £1m. Table 5 provided a summary of the capital programme, detailing how schemes would be funded.

Councillor Roberts welcomed the report, citing schemes such as the provision for leisure and libraries, CCTV replacement, adaptations to foster homes, the joint archive facility, Standard Yard Waste Treatment Station, decarbonisation of the vehicle fleet, Croes Att Residential Care Home and the Council's first carbon neutral school. He also welcomed the investment in other schools detailed in the report. The Council was committed to helping the most vulnerable within the county, and was committed to homelessness and town centres.

Members welcomed the report which provided details of exciting varied future programmes for the residents of Flintshire. CJ – exciting future programme for people of Flintshire. Varied schemes and projects.

RESOLVED:

- (a) That the allocations and schemes in Table 3 for the Statutory/Regulatory and Retained Assets sections of the Council Fund Capital Programme 2022/23 – 2024/25 be approved;
- (b) That the schemes included in Table 4 for the Investment section of the Council Fund Capital programme 2022/23 – 2024/25 be approved;
- (c) That it be noted that the shortfall in funding of schemes in 2022/23, 2023/24 and 2024/25 in Table 5 at this point in the approval process allows flexibility. Options including a combination of future capital receipts, alternative grants (if available), prudential borrowing or the re-phasing of schemes will be

considered during 2022/23 and included in future Capital Programme reports;
and

- (d) That the schemes included in Table 6 for the specifically funded section of the Council Fund Capital Programme which will be funded in part through borrowing be considered and approved.

64. STRATEGIC EQUALITY PLAN ANNUAL REPORT

Councillor Mullin introduced the report and explained that the Council published its equality objectives and four year Strategic Equality Plan (SEP) in April 2020, to meet the requirements of the Public Sector Equality Duties (PSED) as set out in the Equality Act 2010. The aim of the equality objectives was to address the most significant issues and areas of inequality that faced people with protected characteristic (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation).

The Equality Act 2010 specific duties for Wales required an annual report be published by 31st March each year outlining progress on meeting the PSED and achieving the equality objectives. The report highlighted the Council's progress in implementing the SEP and meeting equality objectives during 2020/2021.

The Chief Officer (Governance) explained that this was the first annual report which specifically outlined progress towards fulfilling each of the Council's equality objectives and included specified employment information, including information on training and pay. The Policy Development Officer – Equalities explained that the progress made to meet each of the seven equality objectives was outlined in the appendix to the report. In addition, areas of achievement in meeting the equality duties during 2020/21 were outlined in the covering report.

In response to a question from Councillor Bithell, the Chief Officer (Governance) explained that the Council worked by aiming to encourage employees to provide information such as gender, but it had to be recognised that people had different levels of comfort in relation to providing such information.

Councillor Johnson welcomed the report, in particular the section in relation to procurement detailed in the appendix.

RESOLVED:

- (a) That the progress made during the year to meet statutory duties in relation to equalities be noted; and
- (b) That the progress made against the Strategic Equality Plan 2020/2021, prior to publication of the annual report on the Council's website, be endorsed.

65. FLINTSHIRE HOUSING NEEDS PROSPECTUS

Councillor Hughes introduced the report which provided an overview of the Welsh Government (WG) requirement for Local Authorities to produce a Housing Needs Prospectus that would inform the Social Housing Grant Programme.

The prospectus would inform affordable housing delivery, shape the Social Housing Grant (SHG) programme by setting out what the Local Authority priorities were and provide a guide about what type of housing was needed and in what locations.

It was intended that housing providers would refer to the prospectus when they were progressing new affordable housing development sites so they could plan to deliver schemes that better met the Local Authority priorities and the housing need for the area.

The draft Flintshire Housing Needs Prospectus had been written in collaboration with Social Services, the Homelessness team and Planning and reflected the Council's current demands on services and the ambitions set out in the Flintshire Housing Strategy 2019/24.

The Housing Strategy Managed explained that this provided a more cohesive way for Housing Associations, Welsh Government and Local Government to work together to ensure the right tpe of homes were delivered for local people. The prospectus provided details of the situation at the moment, including the current housing pressures.

Councillor Bithell welcomed the report which dealt with all aspects of housing need in the county, particularly for vulnerable residents. He was also pleased to see the recognition for the need for larger properties.

RESOLVED:

That the content of the Flintshire Housing Need Prospectus be noted.

66. DISABLED FACILITIES GRANT POLICY

Councillor Hughes introduced the report and explained that the Housing Grants, Construction and Regeneration Act 1996 placed a mandatory duty on Local Authorities to provide Disabled Dacilities Grants. The grant was available for adapting or providing facilities for a disabled person in a dwelling.

As part of the Internal Audit review of the Disabled Facilities Grant service in June 2018, it was identified that the current policy required a review in order to make the process and detail clearer and easier to understand.

Work had been ongoing since then to identify and implement process improvements to further expedite delivery and recommendations for a policy exemption were put forward and approved in September 2020 and the approved changes had been incorporated into the revised policy.

A significant amount of work had also been carried out to ensure that customers, and the professionals who supported them, had all of the relevant information at the earliest opportunity. That work was now reflected in the revised policy and appended to the report.

The Benefits Manager explained that a significant amount of work had also been carried out to ensure that customers, and the professionals who supported them, had all of the relevant information at the earliest opportunity. That work was reflected in the revised policy. She explained that the maximum amount of grant available in Wales was £36,000 per application within a five year period. However, applications could be made within that period if the customer's condition had changed. Where the application was for an adaptation under £10,000, those medium sized cases would no longer require a means test. For other applications, the amount of the grant would vary from zero to the maximum grant depending on the cost of the approved works and the financial circumstances of the applicant.

Councillor Bithell welcomed the revised timescales for delivery of adaptations as outlined in the appendix to the report.

RESOLVED:

That the report and the revised Disabled Facilities Grant Policy be supported.

67. A PLAN FOR SHOTTON

The Senior Executive Officer introduced the report and explained that in February 2021, Cabinet endorsed the development of 'A Plan for Shotton', the production and delivery of which was to be overseen by a multi-agency Steering Group.

The programme of activity in Shotton had already seen some early successes, which were outlined in the report, along with proposals for next steps that would see broader engagement of partner organisations and the community to develop more detailed delivery plans. Risks were also highlighted for consideration and agreement of mitigating actions. The risks related predominantly to resource and capacity; roles and responsibilities; partner organisation and stakeholder engagement to date; and developing a realistic plan whilst managing expectations.

Engagement of wider partner organisations and stakeholders, to include broader representation on the Steering Group, would maximise the opportunity under the Plan to broker partnership relationships for working together to achieve shared aims and pool resources to maximise capacity to deliver local priority outcomes.

RESOLVED:

- (a) That the high level strategic plan 'A Plan for Shotton', to set the strategic direction for work in Shotton from now until 2030, be approved;

- (b) That further work to engage wider partners and stakeholders to develop more detailed underpinning delivery plans focused around action aligned to achievement of the four strategic objectives, as detailed in 'A Plan for Shotton', be endorsed;
- (c) That the risks and mitigating actions be noted; and
- (d) That the proactive communication/publicity to coincide with the report and accompanying plans be supported.

68. REVENUE BUDGET MONITORING 2021/22 (MONTH 6)

Councillor Johnson introduced the report which provided the monthly update for the Council Fund Budget and Housing Revenue Account Budget. The report also forecast the out-turn position for the 2021/22 financial year.

The report projected how the budget would stand at the close of the financial year, without new actions to reduce cost pressures and/or improve the financial return on efficiency planning and cost control was:

Council Fund

- An operating surplus of (£0.227m) (excluding the impact of the pay award which would be met by reserves) which was a favourable movement of (£0.045m) from the surplus figure of (£0.182) reported at Month 5
- A projected contingency reserve balance as at 31st March 2022 of £6.322m

Housing Revenue Account

- Net in-year revenue expenditure forecast to be £0.755m higher than budget
- A projected closing balance as at 31st March 2022 of £3.717m

There continued to be significant pressure of Out of County Placements, arising from the full year impacts of new placements made during 2020/21, including several new high cost placements which were agreed in March after the budget for 2021/22 had been set. A contribution of £0.500m had been made from the Social Care Recovery Fund which left a projected overspend of £0.851m for the remainder of the year. However, that was likely to increase with another 6 months of the year remaining.

Further details were awaited from Welsh Government (WG) following an additional funding announcement for Social Care and Health totalling £42.72m across Wales. The grant would support Children's Services, Integrated Health and Social Care, unpaid carer direct payments, early intervention and prevention, along with improved advertising and recruitment for social care. The funding could be assigned to existing cost pressures within the Portfolio which would have a positive impact on the outturn.

The Corporate Finance Manager explained that the report also detailed the position by portfolio; significant variances that month; achievement of planned in-year efficiencies; emergency funding, unearmarked reserves and earmarked reserves.

He explained the reasons for the favourable movement in the projected overspend, all of which were detailed in the report.

RESOLVED:

That the report and the estimated financial impact on the 2021/22 budget be noted.

69. CAPITAL PROGRAMME MONITORING 2021/22 (MONTH 6)

Councillor Johnson introduced the report which summarised changes made to the Capital Programme 2021/22 since it was set in December 2020 to the end of Month 6 (September 2021), along with expenditure to date and projected outturn.

The Capital Programme had seen a net decrease in budget of £2.174m during the period which comprised of:

- Net budget increase in the programme of £2.435m (Council Fund (CF) £6.200m, Housing Revenue Account (HRA) (£3.765m))
- Carry Forward to 2022/23, approved at Month 4 of (£4.099m) (all CF)
- Identified savings at Month 6 of (£0.510m) (CF).

Actual expenditure was £37.698m.

Capital receipts received in the second quarter of 2021/22, along with savings identified, totalled £1.352m. That gave a revised projected surplus in the Capital Programme at Month 6 of £4.147m (from a Month 4 funding position surplus of £2.795m) for the 2021/22 – 2023/24 Capital Programme, prior to the realisation of additional capital receipts and/or other funding sources.

The Corporate Finance Manager provided details of each of the tables outlined in the report.

RESOLVED:

- (a) The the report be approved;
- (b) That the carry forward adjustments be approved; and
- (c) That the additional allocations be approved.

70. COUNCIL TAX BASE FOR 2022/23

Councillor Mullin introduced the report and explained tht setting of the Council Tax Base was integral to the revenue budget and Council Tax setting process for 2022/23 and allowed the Council, Police & Crime Commissioners Office for North Wales and Town and Community Councils to calculate next year's Council Tax precept.

The Revenues and Procurement Manager said the Base had been calculated at 65,194 Band 'D' equivalent properties, after taking into account the total number of

properties that would be subject to Council Tax, less those which were exempt from Council Tax or where statutory household discounts applied.

Setting in the Tax Base at 65,194 Band 'D' equivalents also represented marginal growth in the Tax Base of 0.26% compared to the previous year, equivalent to an increase of 168 Band 'D' equivalent properties after taking into account the natural movement in discount and exemption levels.

RESOLVED:

- (a) That the Tax Base of 65,194 Band 'D' equivalent properties for tax setting purposes for the financial year 2022/23 be approved;
- (b) That a 'nil' discount continue to be set for properties falling within any of the Prescribed Classes (A, B or C) and for this to apply to the whole of the County area; and
- (c) That a 50% Premium continue to be set for 2022/23 on long term empty properties and second homes falling into the Council Tax Premium scheme.

71. WELSH GOVERNMENT CONSULTATION ON LOCAL TAXES FOR SECOND HOMES AND SELF-CATERING ACCOMMODATION

Councillor Mullin introduced the report and explained that Welsh Government (WG) was consulting on potential changes to the local tax system, with the aim of supporting local authorities to manage the impact of second homes and self-catering accommodation on the communities in which they were located.

The Revenues and Procurement Manager added that WG were also seeking views on:

- How effective had the use of the premium scheme been in addressing housing issues
- How could local authorities best use the premium to help bring empty or underused properties back into use
- How funds raised from the premium should be used and whether local authorities should be more transparent about how funds raised from the premium had been spent
- Was the current maximum premium of 100% appropriate? If not, what would be considered to be appropriate and fair
- What were the positive and negative impacts on self-catering accommodation
- The current criteria and thresholds for defining property as self-catering accommodation and liable for Business Rates instead of Council Tax
- The eligibility of self-catering accommodation for 100% Small Business Rates Relief once owners were subject to Business Rates.

In response to the consultation, officers had reviewed the consultation paper and the responses to each of the above were detailed in the report for Cabinet approval.

RESOLVED:

That the responses to the consultation be supported.

72. AUDIT WALES REVIEW OF TOWN CENTRE REGENERATION

The Chief Officer (Planning, Environment and Economy) introduced the report and explained that in September 2021 Audit Wales published a review of town centre regeneration. The report set out recommendations for all levels of government to respond to and in accordance with the Council protocol, the formal responses were to proceed through the Committee system before being submitted to Audit Wales.

The report set out six recommendations, three of which it asked local government to respond to. The response to each recommendation was set out in the report.

The report was considered at Environment and Economy Overview and Scrutiny Committee on 9th November 2021, Cabinet on 16th November 2021 then it would be considered at Governance and Audit Committee on 17th November.

RESOLVED:

That the Audit Wales recommendations be noted and the proposed response to Audit Wales be approved.

73. REVIEW OF LOCAL TOILETS STRATEGY

Councillor Banks introduced the report and explained that the Public Health (Wales) Act 2017 provided specific timescales that must be followed in relation to the preparation and review of local toilets strategies. The statutory timetable must be followed, even if a local authority decided, for operational reasons, to voluntarily publish a review or update the strategy document between key reporting points in the statutory timetable.

Flintshire's local toilet strategy was approved and published in May 2019. National guidelines state that the policy should be reviewed every two years from when the local authority last published or last reviewed its strategy, and within one year of every ordinary local government election.

The report provided an update on progress against the local toilets strategy action plan in line with the statutory requirements, and to set out the approach for further review in 2022/2023.

The Highways Strategy Manager explained that participating locations, detailed in the appendix to the report, would display a toilet logo sticker at entrances to identify toilets were available at that location for use by the public.

RESOLVED:

That the review be supported and progress to date against the local toilets strategy action plan be noted.

74. SCHOOL MODERNISATION – CONSULTATION ON ENLARGEMENT OF PREMISES AT DRURY C.P. SCHOOL AND PENYFFORDD C.P. SCHOOL

Councillor Roberts introduced the report which sought approval to consult through 'The School Standards and Organisation (Wales) Act 2013, School Organisation Code' for an enlargement of the premises at two schools – Drury C.P. School and Penyffordd C.P. School.

The Code set out Regulated Alterations to Community, Foundation and Voluntary Schools requirements in relation to the enlargement of school premises.

The proposed investment projects at Drury C.P School and Penyffordd C.P School met the triggers that required consultation on increased capacity for each school through the Welsh Government's legal framework.

At Drury C.P. School, capacity would be increased to 180 pupils. At Penyffordd C.P. School, capacity would be increased to 375 pupils.

RESOLVED:

The consultation through 'The School Standards and Organisation (Wales) Act 2013, School Organisation Code' be approved for an enlargement of the premises at Drury C.P School and Penyffordd C.P. School.

75. EXERCISE OF DELEGATED POWERS

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

Streetscene and Transportation

- **The Flintshire County Council – Ffordd Owen, Ffordd Gwynedd, Ffordd Glyndwr, Ffordd Edwin High Street, St Peters Park and Connah's Quay Road, Northop – Proposed Prohibition of Waiting at any Time**
To advise Members of the objections received following the advertisement of the proposed Prohibition of Waiting on the roads listed above.
- **Amendment to Flintshire County Councils Cemetery Regulations**
Flintshire County Council's Cemetery Regulations govern the operations undertaken within all its cemeteries and provides guidance on the requirements expected from visitors to the cemeteries and those people who own graves within the cemeteries. Periodically these Regulations are required to be reviewed to ensure that they are up to date and in line with industry standards and still fit for purpose. The amendments outlined will ensure that this is the case for the period 2021 to 2025.

Revenues

- **Council Rent – Application to Write Off Housing Tenancy Arrears**
Individual bad debts in excess of £5,000 needing to be written off are considered by the Corporate Finance Manager and the Cabinet Member for Housing and Assets.

A decision to write off a housing rents case has been taken in respect of one tenant who is subject to a Bankruptcy Order. Rent Arrears of £7,268.89 are included in the Bankruptcy Order and as a result of the judgement the arrears are no longer recoverable.

- **Council Rent – Write Off of Former Tenancy Arrears Following Eviction**
Financial Procedure Rules (Section 5.2) stipulates that individual bad and irrecoverable debts in excess of £5,000 are written off through delegated powers in conjunction with the relevant Cabinet Member.

The decision to write off is in respect of 1 case of unpaid housing rent in circumstances where the tenant abandoned the property prior to an eviction taking place to bring the tenancy to an end. Following the legal steps taken to end this tenancy the rent arrears of £10,100 are deemed to be irrecoverable and there is no prospect of securing payment.

Planning, Environment and Economy

- **Planning Performance Agreement**
Delegated powers sought to enter into a planning performance agreement to cover costs incurred by the Council for the provision of pre-application advice for a Development Consent Order and Planning Application for a Nationally Significant Infrastructure Project.

Housing and Assets

- **Proposed Dedication of Council-Owned Land as a Public Footpath on a Section of the Disused Railway Line Between Public Footpath No 5 & 6 in the Community of Buckley Retrospectively**
To dedicate land as a Public Footpath which is currently within the ownership of Flintshire County Council, as shown as a black dashed line between point A and B on the plan.
- **Community Asset Transfer, Penyffordd Youth Centre and Scout Hut**
The Community Asset Transfer of Penyffordd Youth Centre and Scout Hut, Hawarden Road, Penyffordd, Flintshire.

Education and Youth and Housing and Assets

- **Disposal of Surplus Building**
Joint declaring Surplus to Requirements – Flintshire County Council buildings known as Penyffordd Youth Centre (E&Y) and Scout Hut, Hawarden Road,

Penyffordd (H&A) Flintshire prior to transfer as a Community Asset Transfer to Penyffordd and Penymynydd Community Group (CIC) on a 27 year lease.

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

RESOLVED:

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

76. CORE FUNDING REVIEW

Councillor Mullin introduced the report and explained that the Council had, historically, provided funding to some third sector organisations via Core Funding Agreements.

The majority of organisations receiving core funding had done so for many years and as such a review of the funding arrangements and their suitability in aiding the Council to achieve its priorities and objectives was timely. The Core Funding Review commenced in 2019 and had now been completed. The outcomes of the review were presented in the report.

RESOLVED:

- (a) That renaming the fund “Strategic Funding” be endorsed to reflect the changing use of the fund to commission services;
- (b) That the allocation of funding as set out in Appendix 3 and the withdrawal of funding to one organisation be agreed;
- (c) That the current and future underspend of the fund be retained to provide flexibility to support the third sector, including making one-off payments as and when appropriate; and
- (d) That a further in-depth review of this fund and the Community Chest be supported, to be undertaken within a three year timeframe to ensure both funding streams continue to be viable in meeting the Council’s needs.

77. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

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

(The meeting commenced at 10.00 a.m. and ended at 11.12 a.m.)

.....
Chair

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CABINET

Date of Meeting	Tuesday, 14 th December 2021
Report Subject	Medium Term Financial Strategy and Budget 2022/23
Cabinet Member	Cabinet Member for Finance, Social Value and Procurement
Report Author	Corporate Finance Manager and Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

This report updates the additional budget requirement for 2022/23 in advance of receipt of the Welsh Local Government Provisional Settlement and the formal budget setting process.

An additional budget requirement of £16.750m was reported to Cabinet and Corporate Resources Overview and Scrutiny Committee in July (Stage 1). All cost pressures were considered by relevant scrutiny committees in September and October and all were supported with no recommended changes – Cabinet received this feedback at the October meeting to conclude Stage 2 of the budget process. At this meeting Cabinet were also advised of an updated additional budget requirement of £18m due to various changes, the most significant of which being the increase in Employer National Insurance contributions from 1 April 2022. Since then further work has been undertaken on pay and inflation assumptions and we have also received notification of the draft budget increase from North Wales Fire and Rescue Service. The impact of these and other adjustments to existing cost pressures has increased the additional budget requirement to £20.696m as detailed in Table 1 of the report. Changes to the additional budget requirement from Stage 1 in July are detailed in Table 2 for completeness.

The report also reminds Members of the budget solutions strategy which is highly dependent on sufficient national funding for local government.

The report advises that the revised minimum additional budget requirement for 2022/23 of £20.696m equates to an uplift in Welsh Government Grant of a minimum of 7%.

This is also in line with other Councils across North Wales and a letter to Welsh Government has been sent by the six North Wales Council Leaders and Chief Executives in advance of the Provisional Settlement which is appended to this report.

The Settlement is due to be received on 21 December 2021.

RECOMMENDATIONS

1	To receive and note the revised additional budget requirement and changes to cost pressures.
2	To note the solutions strategy and the required increase in Aggregate External Finance funding prior to the receipt of the Provisional Settlement.

REPORT DETAILS

1.00	EXPLAINING THE MEDIUM TERM FINANCIAL STRATEGY AND BUDGET 2022/23
1.01	The Council reviews the Medium-Term Financial Strategy (MTFS) on an annual basis in advance of setting each annual budget. This report updates the additional budget requirement for 2022/23 in advance of receipt of the Welsh Local Government Provisional Settlement and the formal budget setting process.
1.02	An additional budget requirement of £16.750m was reported to Cabinet and Corporate Resources Overview and Scrutiny Committee in July (Stage 1). All cost pressures were considered by relevant scrutiny committees in September and October and all were supported with no recommended changes – Cabinet received this feedback at the October meeting to conclude Stage 2 of the budget process. At this meeting Cabinet were also advised of an updated additional budget requirement of £18m due to various changes, the most significant of which being the increase in Employer National Insurance contributions from 1 April 2022.
1.03	Since then further work has been undertaken on pay and inflation assumptions and we have also received notification of the draft budget increase from North Wales Fire and Rescue Service. The impact of these and other adjustments to existing cost pressures has increased the additional budget requirement to £20.696m as detailed in Table 1. Changes to the additional budget requirement from Stage 1 in July are detailed in Table 2 for completeness.

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	Carbon Reduction Officer	(0.058)	14
	Digital Connectivity Officer	(0.042)	14
	Basware	(0.041)	14
	Total		3.947
	Revised Minimum Budget Requirement		20.696
1.07	<u>Pay Inflation 2021/22 (Note 1)</u>		
	Pay negotiations for NJC staff have not yet been concluded, and the Trade Unions have balloted their Members on the latest offer from the Employers which is at 1.75%. This is an increase from the offer 1.5% which was previously included in the forecast and equates to an increase in cost of £0.291m.		
1.08	<u>Pay Inflation 2022/23 (Note 2)</u>		
	Following a review of assumptions on pay, based on the current pay offer for 2021/22 and previous announcements on public sector pay at a UK level the 2022/23 NJC Pay inflation has been increased to 2.5% which is an increase of £0.776m for Non Schools and an increase of £0.441m for Schools.		
1.09	<u>Increase in Employers National Insurance Contributions (Note 3)</u>		
	An increase in National Insurance contributions of 1.25% for both Employees and Employers was announced as part of the Autumn Budget and Spending Review which was presented by the Chancellor of the Exchequer on 27 October 2021. This increase is effective from April 2022 and will result in additional costs of £1.415m.		
1.10	<u>Removal of Education Pressures (Note 4 & 5)</u>		
	Further grant funding has meant that a cost pressure for a School based Counsellor has been able to be removed from the forecast.		
	A cost pressure for the revenue costs of a capital project undergoing a feasibility study has been removed due to the outcome of the study being concluded with no recommendation for progression at this time.		
1.11	<u>Independent Remuneration Panel for Wales (Note 6)</u>		
	The above panels draft Annual Report Consultation recommends an increase for all Councillors as well as for increases for Senior salaries. The overall increase is 17% and this has increased the budget pressure from £0.029m to £0.213m.		

1.12	<p><u>Accelerated Capacity Report (Note 7)</u></p> <p>A report on capacity within the Organisation was considered by Cabinet in October 2021 and a number of critical posts were approved for early recruitment due to specific service pressures. Some of these were included in the original forecast but additional posts for enforcement and flooding prevention were also recommended. The pressure reflects the impact of these and other minor changes to existing pressures.</p>
1.13	<p><u>Schools Utility Inflation (Note 8)</u></p> <p>Recent above inflationary increases of Electricity and Gas together with information from our energy suppliers have led to a review of Council utility budgets. Due to the lower utilisation of Council Offices the pressure for Council Buildings can be met from within the existing budgets but the contracts affecting schools will increase from 2022/23 which has led to an additional pressure of £0.250m.</p>
1.14	<p><u>North Wales Fire & Rescue Authority (NWFRA) (Note 9)</u></p> <p>The Council has now received details of the proposed increase in the NWFRA Levy for 2022/23 being an increase of 5.9% which equates to a total increase of £0.490m. This is an increase of £0.159m to the pressure previously included in the forecast.</p>
1.15	<p><u>Social Care Commissioning (Note 10)</u></p> <p>The impact of the increase in the national living wage from April 2022 and an increase in CPI has resulted in an increase of £0.746m to the cost pressure for Social Care Commissioning which brings the overall amount to £2.698m.</p>
1.16	<p><u>Increase in Education Pressures (Note 11 & 12)</u></p> <p>An increase of £0.022m in the cost pressure for the Pupil Referral Unit (PRU) has been included to reflect additional costs for caretaking and cleaning.</p> <p>An increase in the Additional Learning Needs (ALN) cost pressure for schools of £0.143m has been made to reflect increasing demand from the latest information available.</p>
1.17	<p><u>New Pressure for Pension Data Service Software (Note 13)</u></p> <p>This is a new cost pressure for the revenue costs of the Pension Data Service Software which is required to enable the Council to fulfil the regulatory requirements for Pensions services.</p>
1.18	<p><u>Deferral of Pressures to 23/24 (Note 14)</u></p> <p>A review of additional posts has identified some that can be deferred until 2023/24.</p>

	The requirement for the funding for Basware Software will not be required in 2022/23 though it is likely to be required from 23/24.
1.19	Remaining Risks
1.20	<p><u>Out of County Placements</u></p> <p>The position on Out of County Placements remains a risk with increasing numbers of placements in the current financial year which is expected to continue into 2022/23. This will be kept under review.</p>
1.21	<p><u>Social Care Commissioning</u></p> <p>The Social Care Sector is experiencing significant pressures due to the continuing impact of the pandemic together with higher inflationary costs for a number of areas including insurance and additional cleaning. The additional pressure included in this forecast takes into account the recent announcement regarding the National Living Wage but it is recognised that this pressure could increase further.</p>
1.22	<p><u>National Living Wage</u></p> <p>The Government has announced that the National Living Wage will rise to £9.50 per hour from April 2022. This is an increase of 6.6% on the current rate of £8.91 per hour. The impacts of this over and above the inflationary increases already included within the forecast are currently being worked through.</p>
1.23	<p><u>Hardship Fund</u></p> <p>The Council has received considerable financial support from the Welsh Government hardship fund over the last couple of years. This is due to cease in 2022 and the impact of this is currently being assessed.</p>
1.24	Strategic Funding Solutions
1.25	<p>As set out in previous updates, the solutions for balancing the budget are threefold:-</p> <ul style="list-style-type: none"> - Government Funding (Aggregate External Finance) - Local Taxation and Income - Service Efficiencies
1.26	<p><u>Update on Service Efficiencies</u></p> <p>In July we reported that a realistic minimum target of £2m was estimated as a contribution to the budget for 2022/23. Work has continued over the Summer with all services working to identify areas that can contribute to this target.</p> <p>To date a figure of £1.250m has been identified as a realistic and achievable efficiency figure and work is ongoing on a number of areas.</p>

1.27	<p><u>Council Tax</u></p> <p>The impact of different increases in Council Tax percentages for 2022/23 are set out below.</p> <p><u>Table 3 – Council Tax Increases</u></p> <table border="1" data-bbox="320 389 1401 622"> <thead> <tr> <th>Percentage Increase</th> <th>0%</th> <th>1%</th> <th>2%</th> <th>3%</th> <th>4%</th> <th>5%</th> </tr> <tr> <td></td> <td>£m</td> <td>£m</td> <td>£m</td> <td>£m</td> <td>£m</td> <td>£m</td> </tr> </thead> <tbody> <tr> <td>Council Tax</td> <td>0.234</td> <td>1.143</td> <td>2.053</td> <td>2.962</td> <td>3.871</td> <td>4.780</td> </tr> </tbody> </table> <p>The above figures include the agreed Council Tax base for 2022/23 and a collection rate of 98.5% but excludes the impact on the Council Tax Reduction Scheme (CTRS) which is included within the budget pressures.</p>	Percentage Increase	0%	1%	2%	3%	4%	5%		£m	£m	£m	£m	£m	£m	Council Tax	0.234	1.143	2.053	2.962	3.871	4.780
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1.28	<p><u>Government Funding - Aggregate External Finance (AEF)</u></p> <p>The Welsh Local Government Association (WLGA) have prepared a report to the Finance Sub Group detailing the impact across Wales of current cost pressures and these total £324m which equates to an average increase in AEF across Wales of around 7%.</p> <p>This is consistent with our local position when taking into account the level of efficiencies identified and an annual uplift in council tax similar to recent years. This is also in line with other Councils across North Wales and a letter to Welsh Government has been sent by the six North Wales Council Leaders and Chief Executives in advance of the Provisional Settlement which is appended to this report.</p>																					
1.29	<p><u>Table 4 – Budget Timeline</u></p> <table border="1" data-bbox="320 1397 1388 1664"> <thead> <tr> <th>Date</th> <th>Event</th> </tr> </thead> <tbody> <tr> <td>13 December 2021</td> <td>Cabinet – Updated Additional Budget Requirement</td> </tr> <tr> <td>20 December 2021</td> <td>Welsh Government Draft Budget</td> </tr> <tr> <td>21 December 2021</td> <td>Provisional Local Government Settlement</td> </tr> <tr> <td>18 January 2022</td> <td>Cabinet – Budget Review</td> </tr> <tr> <td>15 February 2022</td> <td>Cabinet and Council – Budget Setting</td> </tr> </tbody> </table>	Date	Event	13 December 2021	Cabinet – Updated Additional Budget Requirement	20 December 2021	Welsh Government Draft Budget	21 December 2021	Provisional Local Government Settlement	18 January 2022	Cabinet – Budget Review	15 February 2022	Cabinet and Council – Budget Setting									
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2.00	RESOURCE IMPLICATIONS
2.01	<p>Revenue: the revenue implications for the 2022/23 budget are set out in the report.</p> <p>Capital: the borrowing needs for the capital programme are built into the revenue estimates for 2022/23.</p>

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT	
3.01	Ways of Working (Sustainable Development) Principles Impact	
	Long-term	Negative – the absence of longer-term funding settlements from Welsh Government means that sustainable support for service delivery is challenging for the longer term. Sustainable funding from Welsh Government that provides additional funding for Indexation, Service demands and new legislation will provide a positive and sustainable position for the Council in the longer term.
	Prevention	As above
	Integration	Neutral Impact
	Collaboration	Services continue to explore opportunities for collaboration with other services and external partners to support positive impacts.
	Involvement	Communication with Members, residents and other stakeholders throughout the budget process.
	Well-Being Goals Impact	
	Prosperous Wales	Longer term funding settlements from Welsh Government that provide additional funding for indexation, service demands and new legislation will aid sustainability and support a strong economy that encourage business investment in the region. The opposite will be true if settlements are inadequate.
	Resilient Wales	Continuation of services to support communities and social cohesion will have a positive impact. The opposite will be true if settlements are inadequate.

	Healthier Wales	An appropriate level of funding will ensure that communities are supported and will have a positive impact. The opposite will be true if settlements are inadequate.
	More equal Wales	A positive impact with greater parity of funding from Welsh Government for all Welsh Local Authorities. The opposite will be true if settlements are inadequate.
	Cohesive Wales	Appropriate level of funding will support services working alongside partners. The opposite will be true if settlements are inadequate.
	Vibrant Wales	As Healthier and Cohesive Wales above
	Globally responsible Wales	Neutral impact.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	Consultation has taken place with Portfolio Management Teams and the Chief Officer Team, the Finance Team, Cabinet Members, Group Leaders and Members and Scrutiny Committees.

5.00	APPENDICES
5.01	Appendix 1 – Letter to the Minister.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Cabinet Report 13 July 2021. Scrutiny Reports September/October 2021.

7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: Gary Ferguson Corporate Finance Manager Telephone: 01352 702271 E-mail: gary.ferguson@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
8.01	<p>Medium Term Financial Strategy (MTFS): a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period, and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.</p> <p>Revenue: a term used to describe the day to day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.</p> <p>Capital: Expenditure on the acquisition of non-current assets or expenditure which extends the useful life of an existing asset.</p> <p>Budget: a statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.</p> <p>Revenue Support Grant: the annual amount of money the Council receives from Welsh Government to fund what it does alongside the Council Tax and other income the Council raises locally. Councils can decide how to use this grant across services although their freedom to allocate according to local choice can be limited by guidelines set by Government.</p> <p>Specific Grants: An award of funding from a grant provider (e.g. Welsh Government) which must be used for a pre-defined purpose.</p> <p>Welsh Local Government Association: the representative body for unitary councils, fire and rescue authorities and national parks authorities in Wales.</p> <p>Financial Year: the period of 12 months commencing on 1 April.</p> <p>Local Government Funding Formula: The system through which the annual funding needs of each council is assessed at a national level and under which each council's Aggregate External Finance (AEF) is set. The revenue support grant is distributed according to that formula.</p> <p>Aggregate External Finance (AEF): The support for local revenue spending from the Welsh Government and is made up of formula grant including the revenue support grant and the distributable part of non-domestic rates.</p> <p>Provisional Local Government Settlement: The Provisional Settlement is the draft budget for local government published by the Welsh Government for consultation. The Final Local Government Settlement is set following the consultation.</p> <p>Funding Floor: a guaranteed level of funding for councils who come under the all-Wales average change in the annual Settlement. A floor has been a feature of the Settlement for many years.</p>



Gan Gadeirydd Bwrdd Arweinyddiaeth
Rhanbarthol Gogledd Cymru,
Swyddfa'r Arweinydd Cadeirydd
Cyngor Bwrdeistref Siriol Wrecsam,
Neuadd y Dref,
Wrecsam,
LL11 1AY

From the Chair of the North Wales
Regional Leadership Board,
Office of the Leader
Wrexham County Borough Council
Guildhall,
Wrexham,
LL11 1AY

Ffôn/Telephone: 07775 885053
Email/Ebost: stephen.jones@wlga.gov.uk

Date: 17th November 2021

Rebecca Evans MS,
Minister for Finance and Local Government/
Email/Ebost: Correspondence.Rebecca.Evans@gov.wales
Welsh Government, 5th Floor, Ty Hywel, Cardiff Bay, Cardiff, CF10 3NQ

Dear Minister,

Local Government Settlement 2022/23

As a region, the six councils in North Wales have continued to work collectively to enhance the evidential case for the level of funding required to deliver balanced budgets that maintain service levels next financial year. Each council continues to develop and refine its medium-term financial plans in line with its own budget processes. As part of these processes, details have been shared to produce an updated collective position, with the aim of informing and supporting the Welsh Government in its considerations before finalising budgets for 2022/23.

When we wrote to you in September, we outlined that our regional analysis showed an annual uplift in AEF (Aggregate External Finance) of 6% was required across the six councils. However, we also reported that 6% was calculated before the impact of increases to employer National Insurance Contributions were accounted for and that we expected that to increase the AEF settlement required to 7%.

We have recently updated our position and can confirm that to avoid damaging cuts to local services, the minimum requirement is now an un-hypothecated increase of 7% but with further risks to be factored into the final position. These include:

- Continuing pressures in adult and child social care provision – including higher than planned fee increases to care providers
- Significant pay and energy price inflation
- Fire & Rescue levy likely to increase substantially above forecast levels



CYNGOR SIR
YNYSS Môn
ISLE OF ANGLESEY
COUNTY COUNCIL



CYNGOR
Sir Ddinbych
Denbighshire
COUNTY COUNCIL





All six councils have relied upon the Welsh Government's Hardship Fund to support critical services and communities in the current financial year, including significant provision within social care and homelessness services. We believe the withdrawal of the Hardship Funding for those services currently supported will have a devastating 'cliff-edge' impact on communities as the need for the services supported through the Hardship Fund will not end on 31st March 2022. We would therefore request that the Hardship Fund continues next year or is added, transparently, as an additional pressure, to the AEF settlement to local government.

The Barnett Consequentials from the recent UK Budget & Spending Review provide a significant increase to the funds available to the Welsh Government over the next three years and so present a real opportunity to address the substantial pressures across social care and wider local government services. We hope that this opportunity is not lost.

Finally, we have, for several years, collectively sought a more stable platform upon which to build our financial strategies. We are hopeful that the multi-year nature of the recent UK Government Spending Review provides the opportunity to issue councils with a meaningful indication of future years' funding from Welsh Government.

Yours faithfully,

Councillor Mark Pritchard,
Chair, North Wales Regional Leadership
Board and Leader Wrexham County
Borough Council

Cynghorydd Linos Medi Huws,
Vice Chair, North Wales Regional
Leadership Board a Arweinydd, Cyngor
Sir Ynys Mon

Councillor Huw Evan OBE,
Leader, Denbighshire County Council

Cynghorydd Dyfrig Siencyn,
Arweinydd, Cyngor Gwynedd





Ian B. Roberts

Councillor Ian B. Roberts,
Leader, Flintshire County Council

Councillor Charlie McCoubrey,
Leader, Conwy County Borough
Council



CYNGOR SIR
YNYSS MÔN
ISLE OF ANGLESEY
COUNTY COUNCIL



CYNGOR
Sir Ddinbych
Denbighshire
COUNTY COUNCIL



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CABINET

Date of Meeting	Tuesday, 14 th December 2021
Report Subject	Council Plan 2021-22 Mid-Year Performance Reporting
Cabinet Member	Deputy Leader of the Council (Governance) and Cabinet Member for Corporate Management and Assets
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

The Council Plan 2021/22 was adopted by the Council in June 2021. This report presents a summary of performance at the mid-year point.

This mid-year performance monitoring report for the 2021/22 Council Plan shows that 70% of activities are making good progress with 73% likely to achieve their planned outcomes. 53% of the performance indicators have met or exceeded their targets, 2% are being closely monitored and 20% are currently not meeting target. The remaining 25% account for measures which are new and are being monitored as a baseline year.

This report is an exception-based report and concentrates on under-performance against target.

RECOMMENDATIONS

1	<p>To endorse and support</p> <ul style="list-style-type: none"> • The overall levels of progress and confidence in the achievement of activities within 2021/22 Council Plan • The overall performance against 2021/22 Council Plan performance indicators.
2	<p>To be assured by plans and actions to manage the delivery of the 2021/22 Council Plan and by the explanations given for those areas identified where underperformance has been identified.</p>

REPORT DETAILS

1.00	EXPLAINING THE COUNCIL PLAN 2021/22 PERFORMANCE AT MID-YEAR
1.01	The Council Plan performance report provides an explanation of the progress being made towards the delivery of the priorities set out in the 2021/22 Council Plan. The narrative is supported by information on performance indicators and/or milestones.
1.02	This report is an exception-based report and concentrates on areas under-performance.
1.03	<p>Monitoring Activities</p> <p>Each of the sub-priorities under each theme within the Plan have high level activities which are monitored over time. ‘Progress’ shows action against scheduled activity and is categorised as:</p> <ul style="list-style-type: none"> • RED: Limited Progress – delay in scheduled activity and, not on track • AMBER: Satisfactory Progress – some delay in scheduled activity, but broadly on track • GREEN: Good Progress – activities completed on schedule and on track <p>A RAG status is also given for the assessment of our current level of confidence in achieving the ‘outcome(s)’ in-year for each sub-priority. Outcome is categorised as:</p> <ul style="list-style-type: none"> • RED: Low – lower level of confidence in the achievement of the outcome(s) in-year • AMBER: Medium – uncertain level of confidence in the achievement of the outcome(s) in-year • GREEN: High – full confidence in the achievement of the outcome(s) in-year
1.04	<p>In summary our overall progress against activities is:</p> <p>Progress RAG</p> <ul style="list-style-type: none"> • We are making good (green) progress in 99 (70%) • We are making satisfactory (amber) progress in 38 (27%) • We are making limited (red) progress in 5 (3%) <p>Outcome RAG</p> <ul style="list-style-type: none"> • We have a high (green) level of confidence in the achievement of 104 (73%) outcomes. • We have a medium (amber) level of confidence in the achievement of 31 (22%) outcomes.

	<ul style="list-style-type: none"> We have a low (red) level of confidence in the achievement of 7 (5%) outcomes.
1.05	<p>Monitoring our Performance</p> <p>Analysis of performance against the Council Plan is undertaken using the RAG status. This is defined as:</p> <ul style="list-style-type: none"> RED - under-performance against target. AMBER - where improvement may have been made but performance has missed the target. GREEN - positive performance against target.
1.06	<p>Analysis of current levels of performance against target shows the following:</p> <ul style="list-style-type: none"> 27 (53%) have achieved a green RAG status 1 (2%) have an amber RAG status 10 (20%) have a red RAG status 13 (25%) have no target set
1.07	<p>The ten performance indicators (PIs) which show a red RAG status for current performance against target are:</p> <p>Number of libraries open Deeside Library will be reopening in October 2021 to give us all seven libraries open.</p> <p>Percentage of secondary school offering the free breakfast to those eligible year 7 pupils The free fruit for high school initiative commenced in September 2021 for a three-month period to help alleviate breakfast hunger. The initiative is for all high school pupils there is no eligibility criteria. The fruit has been received positively by all schools, both pupils and staff are enjoying the fruit.</p> <p>People can access information digitally to retain their digital skills Online services are designed to be simple and easy to use. There is a wide range of online services for people to access on the Council's website to save them time contacting us in person, or by telephone. A variety of online services mean people can report, apply and pay for Council services at a time and place that is convenient to them, as well as providing opportunities to use their digital skills. There is a general upwards trend in the number of transactions. Last year however during the pandemic there was an unusually high spike in the number as people applied for assistance/relief on line. During the first half of 2021 there were 28,842 online transactions compared to 32,561 throughout the whole of the previous year. This year we have processed the same volume of NDR grant applications (2,530 in 2020) and Free School Meal Payments (2,762 in 2020) as we did in the same period last year during the peak of the pandemic.</p>

Number of inspections of HMOs

The programme of inspections has been delayed as officers were diverted to support the pandemic response and continue to support recovery from the 14 month backlog of cases that have accrued. 409 properties have been identified as possible Houses in Multiple Occupation (HMO) within the County. The team have identified those that would fall within the definition of a licensable HMO and have initially contacted a sample group of 30 requesting further information about each property and its use. Priority visits have been set around the analysis of the information received and these started in October 2021. The 12 properties inspected to date have been reactive work following up on complaints received.

Number of Council Homes under construction

Programme indicated a hiatus for the early quarters of 2021/22 and all Council developments have faced challenges and delays with obtaining regulatory approvals and also adapting to changes within the Welsh Government Grant funding and design criteria. This future catalogue of schemes has progressed and is becoming more robust and will in provide a significantly more stable future pipeline of delivery.

An agreed schedule of start dates has been agreed for a total of 77 units as follows:

- 6 homeless units in Flint and Holywell.
- 30 units at Mostyn (Ffordd Hiraethog and Ffordd Panduras
- 41 units at Nant y Gro Gronant.

Percentage of waste reused, recycled or composted

Total waste arising has increased, which includes both residual and recycling. Recycling collected amounts have increased; however, as the amount of residual (non-recyclable) waste has also increased, this means that any recycling performance percentage has been offset by the total waste arising. The reintroduction of side waste enforcement from September 2021 and further efforts to promote reuse and recycling are intended to assist with a reduction in residual waste, and increase in recycling.

Number of individuals entering employment, learning or volunteering

In quarter one, 40 individuals entered employment. Quarter two saw 35 individuals enter employment having been successfully mentored with the Communities For Work programme in Flintshire. Employment sectors entered included construction, retail, logistics and production.

Number of individuals receiving support

During quarter one 102 participants were supported through the Communities for Work programme receiving assistance in accessing training and employability skills in order to move them closer to the labour market. During quarter two 118 participants accessed this support. Training included Construction Skills, HGV, Administration, Health & Safety and Customer Service.

Number of bus quality partnerships on the core network

The ongoing development of the Quality Bus Partnership has been put on hold. Transport For Wales are undertaking a Network review across North Wales with a report due in Quarter 4 2021/2022.

	<p>Number of schemes delivered through the Welsh Government Active Travel Fund</p> <p>To date, no active travel infrastructure scheme has been completed for 2021/22.</p>
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2.00	RESOURCE IMPLICATIONS
2.01	There are no specific resource implications for this report.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT																						
3.01	<p>Ways of Working (Sustainable Development) Principles Impact</p> <table border="1"> <tr> <td>Long-term</td> <td rowspan="5">Throughout all of the Mid-Year Monitoring Report there are demonstrable actions and activities which relate to all of the Sustainable Development Principles. Specific case studies will be included in the Annual Performance Report for 2021/22.</td> </tr> <tr> <td>Prevention</td> </tr> <tr> <td>Integration</td> </tr> <tr> <td>Collaboration</td> </tr> <tr> <td>Involvement</td> </tr> </table> <p>Well-being Goals Impact</p> <table border="1"> <tr> <td>Prosperous Wales</td> <td rowspan="7">Throughout the Mid-Year Monitoring Report there is evidence of alignment with the Well-being Goals. Specific strategic and policy reports include impact and risk assessments.</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>Council's Well-being Objectives</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> <tr> <td>Green Society and Environment</td> <td>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</td> </tr> </tbody> </table>	Long-term	Throughout all of the Mid-Year Monitoring Report there are demonstrable actions and activities which relate to all of the Sustainable Development Principles. Specific case studies will be included in the Annual Performance Report for 2021/22.	Prevention	Integration	Collaboration	Involvement	Prosperous Wales	Throughout the Mid-Year Monitoring Report there is evidence of alignment with the Well-being Goals. Specific strategic and policy reports include impact and risk assessments.	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	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
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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

4.00	CONSULTATIONS REQUIRED / CARRIED OUT
4.01	The Council Plan Priorities are monitored by the respective Overview and Scrutiny Committees according to the priority area of interest.
4.02	Chief Officers have contributed towards reporting of relevant information.

5.00	APPENDICES
5.01	Appendix 1: Council Plan 2021/22 Performance Report – Mid-Year

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Council Plan 2021/22

7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: Jay Davies Telephone: 01352 702744 E-mail: jay.davies@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
8.01	<p>Council Plan: 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 a Council Plan.</p> <p>Action – Each sub-priority have high level activities attached to them to help achieve the outcomes of the sub-priority.</p> <p>Progress RAG – Shows if the action at this point in time is making limited progress (Red), satisfactory progress (Amber) or good progress (Green).</p> <p>Outcome RAG – Shows the level of confidence in achieving the outcomes for each action.</p> <p>YTD Actual – The data for the year so far including previous quarters.</p> <p>YTD Target – The target for the year so far including the targets of previous</p>

	quarters.
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Council Plan Mid-Year Report 2021/22



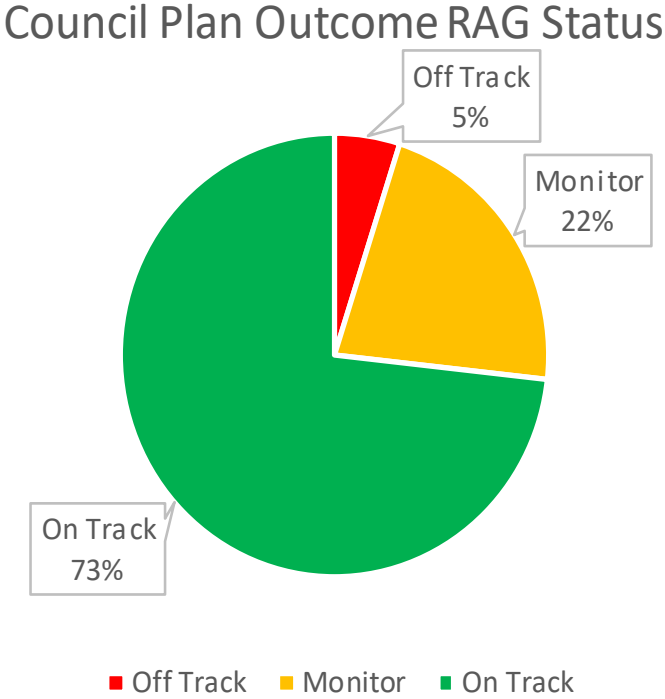
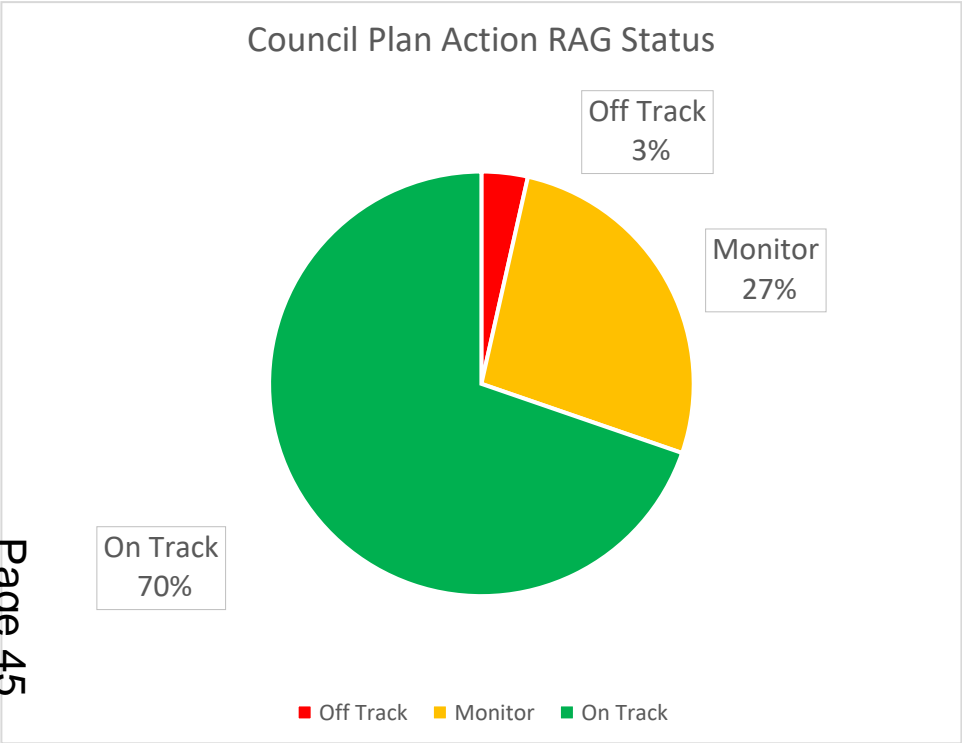
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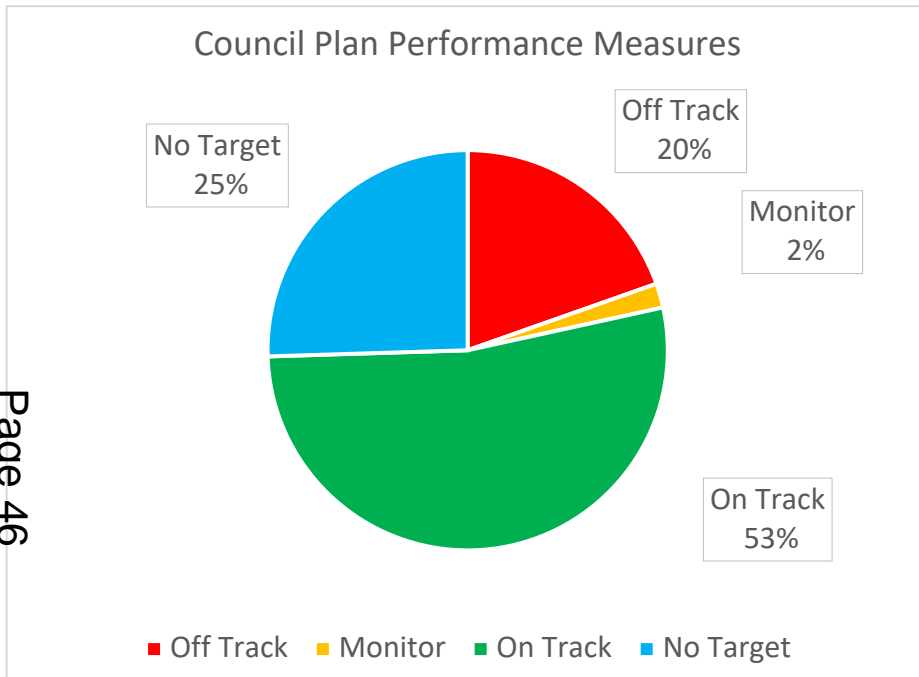
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Analysis

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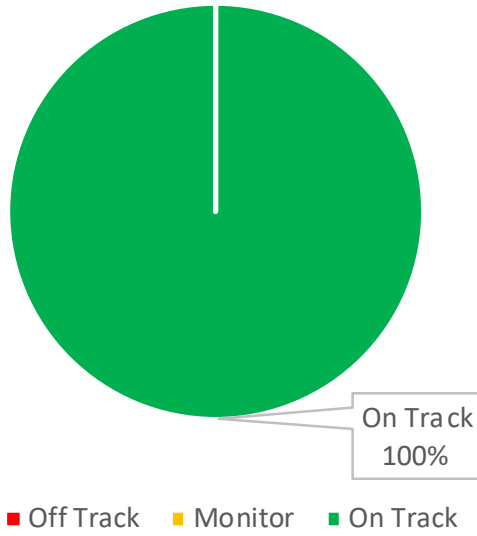
Measures Off Track

Area	Title	
Child Poverty	Number of libraries open	▲
Child Poverty	Percentage of secondary school offering the free breakfast to those eligible year 7 pupils	▲
Digital Poverty	People can access information digitally to retain their digital skills	▲
Private Rented Sector	Number of inspections of HMOs	▲
Social Housing	Number of Council Homes under construction	▲
Circular Economy	Percentage of waste reused, recycled or composted	▲
Reducing Worklessness	Number of individuals entering employment, learning or volunteering	▲
Reducing Worklessness	Number of individuals receiving support	▲
Transport and Digital Infrastructure	Number of bus quality partnerships on the core network	▲
Transport and Digital Infrastructure	Number of schemes delivered through the Welsh Government Active Travel Fund	▲

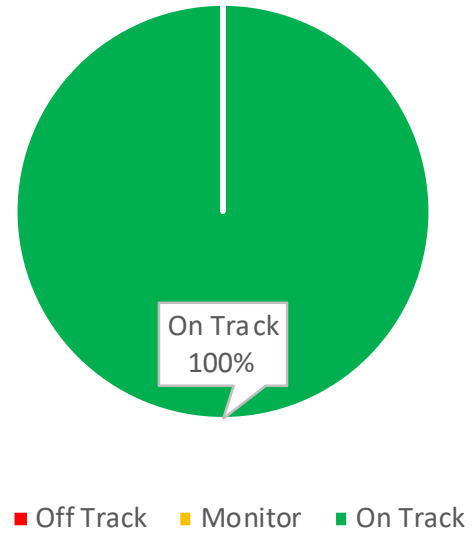
Poverty

Poverty Overall Performance

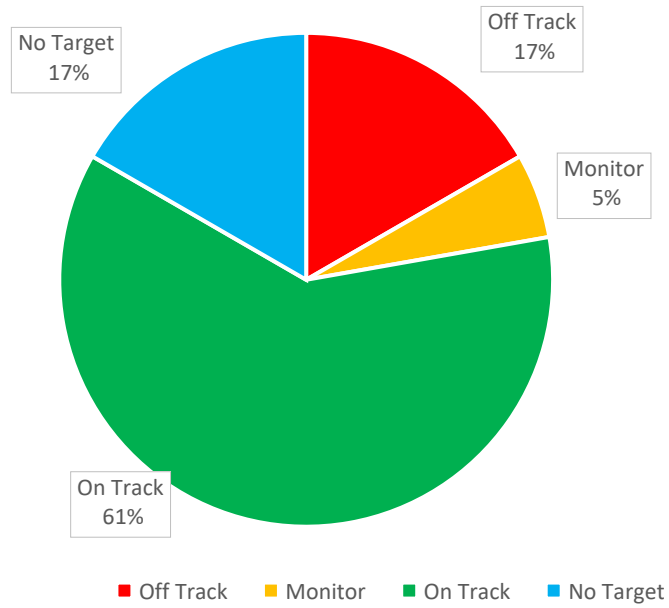
Poverty Action RAG Status



Poverty Outcome RAG Status



Poverty Performance Measures



Measures Off Track

Area	Title	
Child Poverty	Number of libraries open	▲
Child Poverty	Percentage of secondary school offering the free breakfast to those eligible year 7 pupils	▲
Digital Poverty	People can access information digitally to retain their digital skills	▲

Income Poverty Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Continuing to offer our community hub (Contact Centres) approach giving access to a range of programmes, services and agencies together in one place	50%	★	★	Flintshire County Council, along with partners opened the Covid Support Hub in July 2021 in the Rivertown Church, Shotton. The hub has been created for a six-month pilot initially using funding from Welsh Government. The objective is to bring agencies and organisations together in one place to help support communities as we move forward into recovery from the pandemic. The Hub is open to all residents of Flintshire every Monday, Wednesday, and Friday. Residents are able to call in to pick up free lateral flow tests as well as receive support from a number of agencies and organisations, on hand to offer advice and support on areas such as mental health, finance, household fuel, food, digital, and employment. We are hoping for the hub to continue past December 2021 but this is funding dependent. We want the hub to grow so we can continually enhance the support offered as well as holding events such as cookery classes and wellness sessions.
Ensuring that take-up to benefit entitlements is maximised in a timely way by processing claims efficiently	50%	★	★	We are currently meeting performance targets for processing times.
Maximising take up of the Discretionary Housing Payments scheme and other financial support	60%	★	★	Discretionary Housing Payments (DHP) applications continue to increase due to raising the awareness of DHP and working with other support organisations internally and externally to assist households. Welsh Government has encouraged Local Authorities to promote the use of DHP to help with rent arrears in this financial year.
Maximising the number of people signposted for support to facilitate longer term behavioural change	50%	★	★	Referrals to agencies to help households with ongoing advice and support forms part of the Discretionary Housing Payments (DHP) application process and this is provided even if a DHP is unsuccessful. With the increase in energy bills likely and the removal of Universal Credit (UC) uplift, it is anticipated that these figures will increase.

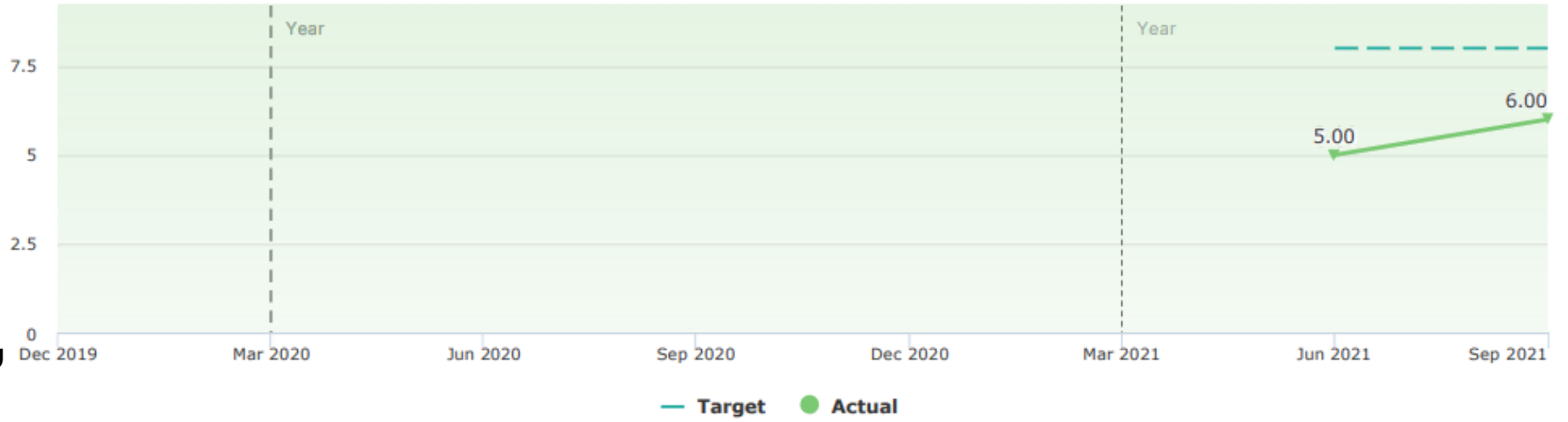
Income Poverty Measures

Measures Off Track

There are no measures off track for this section

Income Poverty

Average calendar days to process change in circumstances for benefits



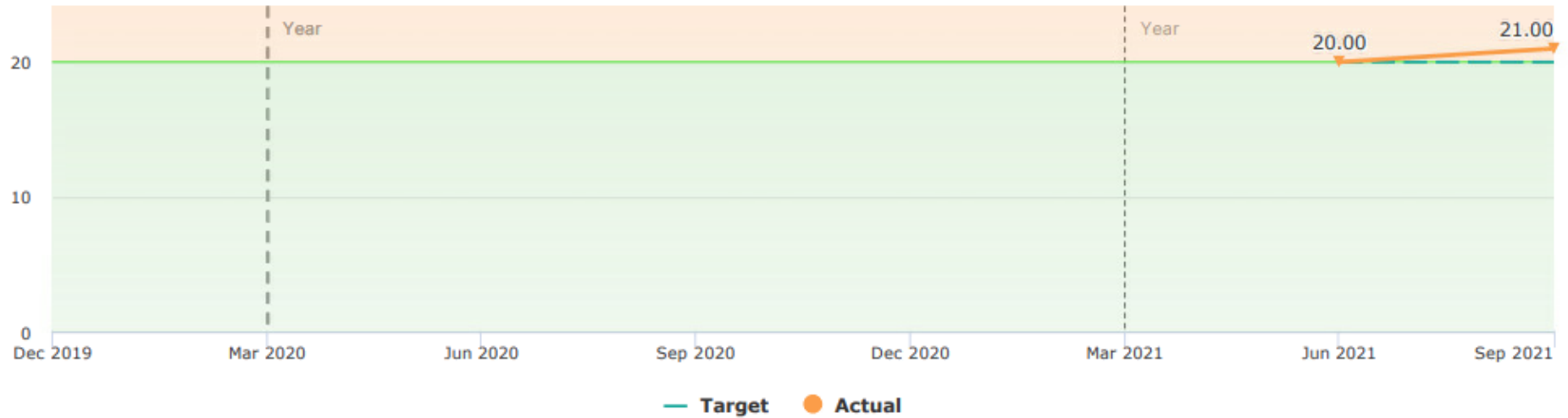
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Actual (YTD)	Target (YTD)	Last Year	Current RAG Rating (YTD)
11.00	16.00		●

Comment
Performance met at 6 days

Income Poverty

Average number of calendar days to process new claims for housing benefit



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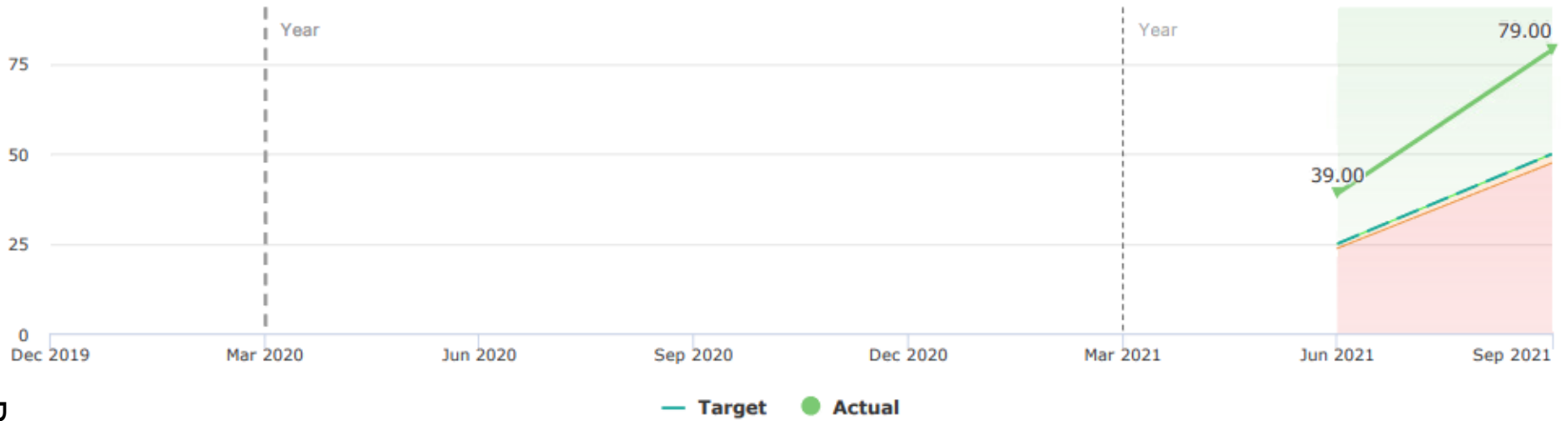
Actual (YTD)	Target (YTD)	Last Year	Current RAG Rating (YTD)
41.00	40.00		●

Comment

Narrowly missed meeting performance target of 20 days as achieved 21 days. This was due to unprecedented volumes of Uniform Grants putting unexpected pressure on the team which required resources to be diverted to meet the demands of Uniform Grants due to the timeframe in which they were required.

Income Poverty

Total spend of Discretionary Housing Payments



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Actual (YTD)	Target (YTD)	Last Year	Current RAG Rating (YTD)
118.00	75.00		★

Comment

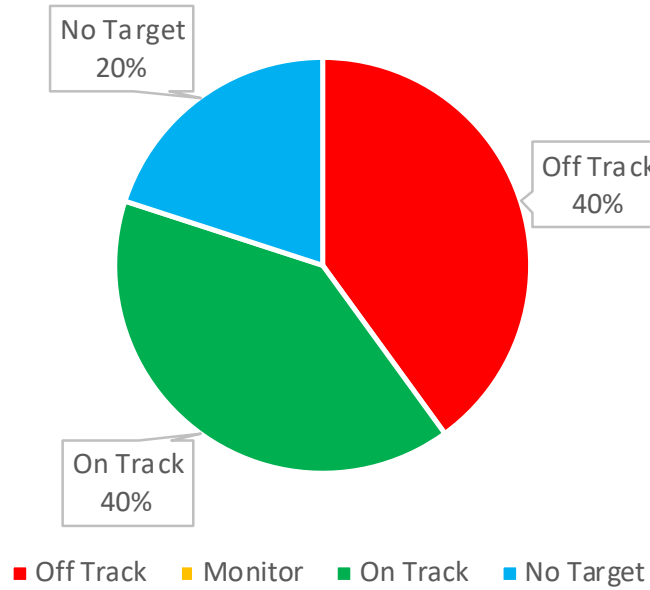
Discretionary Housing Payments (DHP) expenditure is exceeding target values due to the increase in DHP applications and support required due to the financial impacts in households in the current pandemic.

Child Poverty Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Encouraging take-up of the free school breakfast for year 7 pupils eligible for free school meals	90%	★	★	Nine out of eleven high schools are taking part in this initiative. The fruit is available for all pupils, there is no eligibility criteria. The fruit is available around the school, form rooms, and after PE lessons as a mid-morning snack to help alleviate breakfast hunger.
Ensuring children have access to staffed open-access playwork projects in local communities	50%	★	★	Following the delivery of Easter play projects and summer play-schemes. We have met our target for community play settings.
Ensuring children have access to well-maintained outdoor play areas which offer a varied and rich play environment	80%	★	★	All actions that were identified in the annual Play Sufficiency Plan 2021/2022 have been met. We are still undertaking an evaluation of the capital spend.
Increasing usage of online resources for children and young people	30%	★	★	Spaces are now being utilised by community partners as restrictions are lifted/relaxed.
Maintaining the network of seven libraries in partnership with Aura	50%	★	★	Deeside Library reopening in October 2021 to achieve target.
Making the processes for claiming free school meals as simple and straightforward as possible to increase the percentage of take-up against entitlement	100%	★	★	The process is online and straightforward, meaning the customer can easily apply for Free School Meals.
Maximising the take-up of the school uniform grant	73%	★	★	Uniform Grant Funding from Welsh Government is £403,275 for July 2021 - June 2022. Expenditure at September 2021 is £294,075. This equates to 73% of the allocated funding spent so far.

Child Poverty Measures

Child Poverty Performance Measures



Measures Off Track

Area	Title	
Child Poverty	Number of libraries open	▲
Child Poverty	Percentage of secondary school offering the free breakfast to those eligible year 7 pupils	▲

Child Poverty

Number of libraries open



Actual (YTD)	Target (YTD)	Last Year	Current RAG Rating
6.00	7.00		▲

Comment

Deeside Library will be reopening in October 2021 to give us all seven libraries open.

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Child Poverty

Percentage of secondary school offering the free breakfast to those eligible year 7 pupils



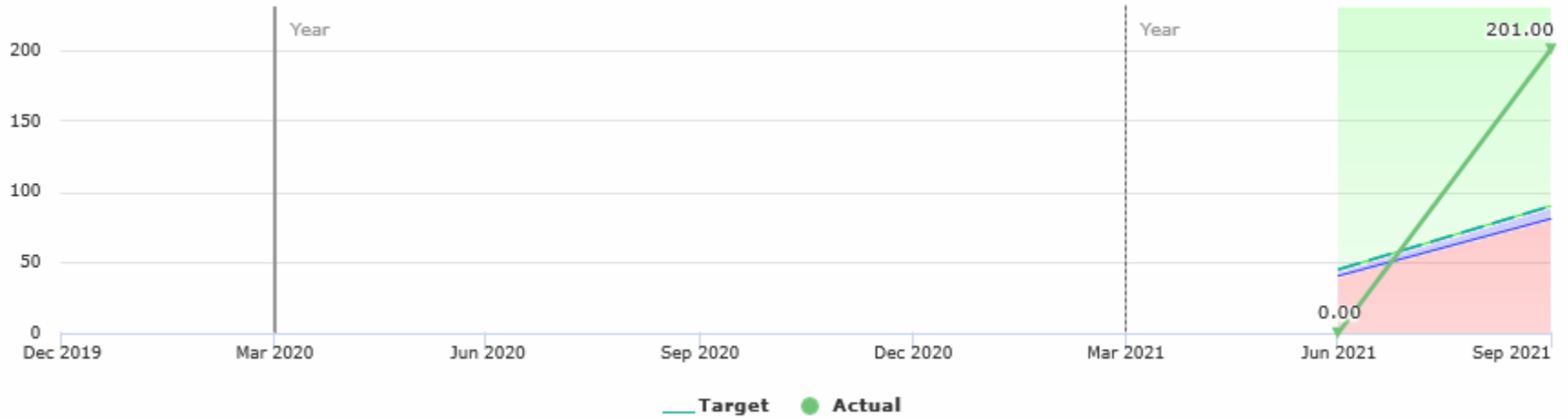
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Actual (YTD)	Target (YTD)	Last Year	Current RAG Rating
90.00%	100%		▲

Comment
The free fruit for high school initiative commenced in September 2021 for a three-month period to help alleviate breakfast hunger. The initiative is for all high school pupils there is no eligibility criteria. The fruit has been received positively by all schools, both pupils and staff are enjoying the fruit.

Child Poverty

Total number of children pre-registered for community and school play sessions/support



Actual (YTD)	Target (YTD)	Last Year	Current RAG Rating
201.00	90.00		★

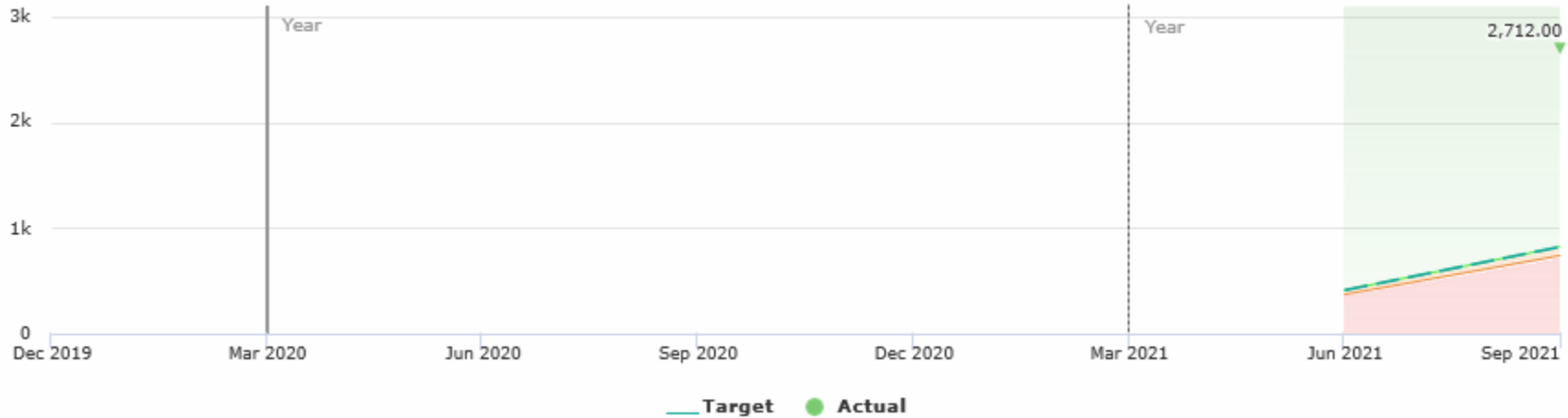
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Comment

201 children were preregistered for our community play projects at Connah's Quay Central, the Holway and Riverside Gypsy Traveller Projects. The impact of this funding is evidenced in our reports to Welsh Government in tackling child poverty via play opportunities in key areas. This has allowed us to progress towards happier healthier children and recovery for families following lockdowns.

Child Poverty

Total number of children pre-registered for Summer Play Scheme



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Actual (YTD)	Target (YTD)	Last Year	Current RAG Rating
2,712.00	1,238.00		★

Comment

For 2021, families preregistered for summer playscheme via the online system. The popularity of the playscheme programme delivered locally at 55 sites was evident. There was a great need for the service with measurable outcomes for families. This was evident in families recording that their children were happier and healthier. Families also recorded that the playscheme provision had helped with their mental health and wellbeing. The system was developed in 2020 for both Safeguarding and Covid Control on site. A digital divide still is evident with 400+ of these registrations presented pre scheme in hard copy format. Covid-19 Control on site. A digital divide still is evident with 400+ of these registrations presented pre scheme in hard copy format.

Child Poverty

Usage statistics of online resources for children and young people



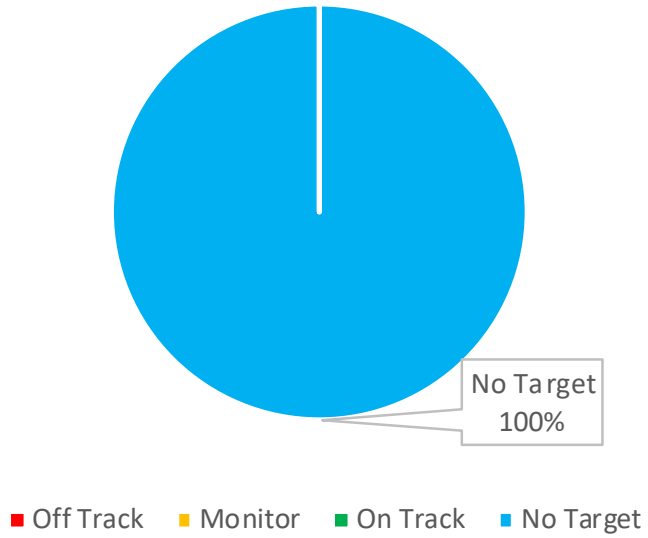
Page 61	Actual (YTD)	Target (YTD)	Last Year	Current RAG Rating
Comment				
Statistics currently unavailable from supplier, issue due to be resolved November 2021.				

Food Poverty

Action	Percentage Complete	RAG	Outcome RAG	Comment
The development and delivery of a "Hospital to Home" meals service	10%	★	★	"Hospital to Home" is a food delivery service which will provide a food parcel containing enough ready meals for four days along with fresh provisions. This is for patients that have been discharged from hospital returning home where they are possibly unable to purchase food themselves. This parcel provides fresh healthy meals to enable patients health and wellbeing and independence to aid recovery at home which is a chargeable service. The importance to this working well is working in collaboration with local hospitals, to date Mold and Deeside Community hospitals are on board.
The development of a "Well Fed at Home service"	65%	★	★	Following the shielding food delivery programme during lockdown 2020, implementation of a Well-fed at home which involves the delivery of a parcel of fresh ingredients to promote eat well, cook easy for families to cook from scratch at home. Working in partnership with Well-fed to promote and increase the uptake of this service available to all. Intelligence of the requirement of this service promoted from the shielding food delivery programme which assists with food insecurities and enabling health and wellbeing.
The introduction of a transported and delivered food service "Mobile Meals" to those who are vulnerable	65%	★	★	Following the shielding food delivery programme Well-fed at home "meals on wheels" was launched November 2020. This provides fresh food to our residents to improve health and wellbeing. Deliveries have taken place over the six months on a weekly basis, we are continuing to promote this service across Flintshire with increasing uptake. This is expected to increase largely towards the next six months.

Food Poverty Measures

Food Poverty Performance Measures



Measures Off Track

Area	Title
Food Poverty	There are no measures off track for this section

Food Poverty

Number of residents supported by the "Hospital to Home" meals service

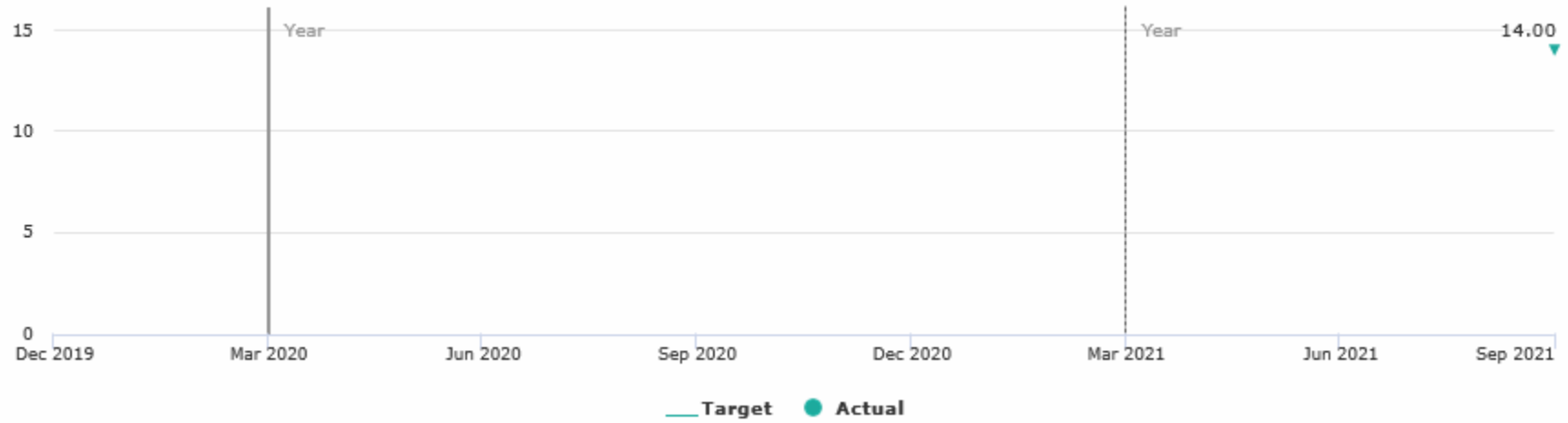


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Actual (YTD)	Target (YTD)	Last Year	Current RAG Rating
14.00			n/a
Comment			
We are currently in discussions with two local hospitals in Flintshire and will be starting this service November 2021.			

Food Poverty

Numbers of residents enrolled in the "Mobile Meals" service



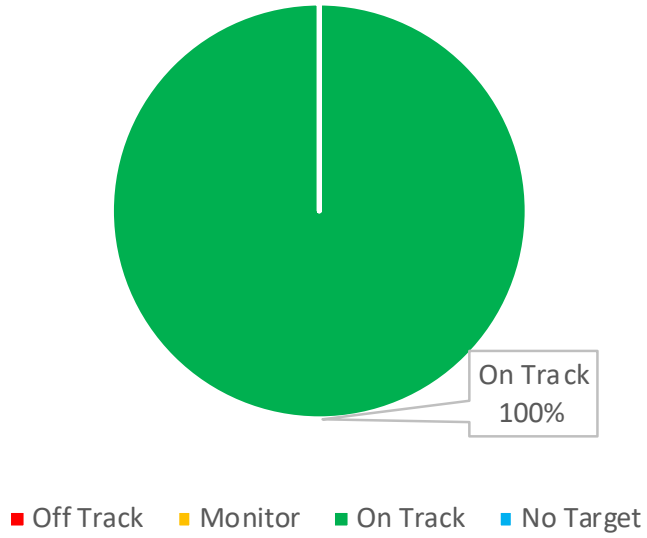
Actual (YTD)	Target (YTD)	Last Year	Current RAG Rating
14.00			n/a
Comment			
We have created the meals on wheels service, referral process and payment system, carrying out a deliveries every Tuesday.			

Fuel Poverty

Action	Percentage Complete	RAG	Outcome RAG	Comment
Reducing the risk of fuel poverty for residents by increasing the energy efficiency of homes	70%	★	★	Delivered 835 measures against a target of 600. The measure is made up of various component parts delivered by the Domestic Energy Efficiency Project team. Included within the statistic are work carried out on private and public housing stock for renewable heating, gas central heating, loft and cavity insulation and solar photo voltaic installations.
Supporting and referring vulnerable households to reduce fuel poverty and improve health and wellbeing	53%	★	★	Current performance 105 households supported of a target of 200. This is a new measure and consists of work carried out on private and public housing stock for pre and post installation work carried out on various property types and potential measures.

Fuel Poverty Measures

Fuel Poverty Performance Measures



Measures Off Track

Area	Title
Fuel Poverty	There are no measures off track for this section

Fuel Poverty

Total number of households receiving energy efficiency support



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Actual (YTD)	Target (YTD)	Last Year	Current RAG Rating
835.00	600.00		★
Comment			
Delivered 835 measures against a target of 600. The measure is made up of various component parts delivered by the Domestic Energy Efficiency Project team. Included within the statistic are work carried out on private and public housing stock for renewable heating, gas central heating, loft and cavity insulation and solar photo voltaic installations.			

Digital Poverty

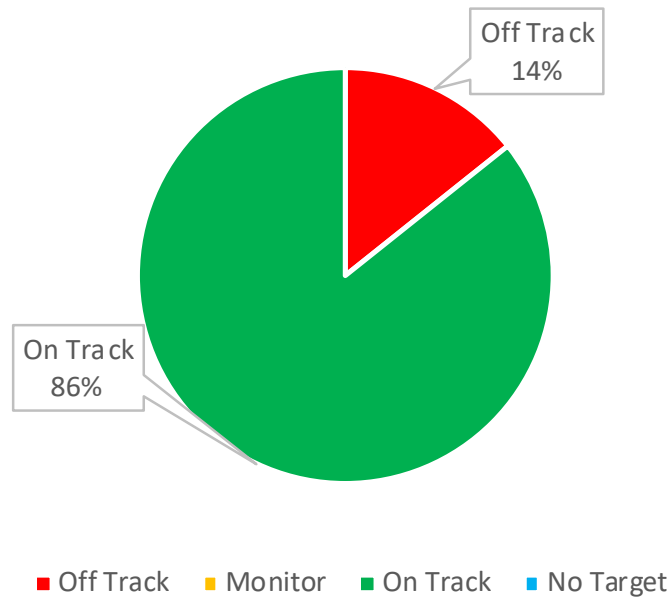
Action	Percentage Complete	RAG	Outcome RAG	Comment
Increasing access to information online to support people to retain their digital skills	50%	★	★	Online services are designed to be simple and easy to use. There is a wide range of online services for people to access on the Council's website to save them time contacting us in person, or by telephone. A variety of online services mean people can report, apply and pay for Council services at a time and place that is convenient to them, as well as providing opportunities to use their digital skills. During the first half of 2021 there were 30,247 transactions
Increasing loans of devices through the Aura Digital Access Scheme	50%	★	★	77 devices are available for loan as of September 2021. Of these, we currently have five devices currently on loan.
Increasing take-up of digital learning opportunities supported by Aura	50%	★	★	Learn my Way courses are currently being offered in three libraries. A rolling programme to reintroduce sessions at all libraries is being rolled out as eased restrictions allow for face to face sessions to take place.
Promote the range of digital training and skill development provided by Coleg Cambria	50%	★	★	The Digital Flintshire Hub launched in August 2021. The Hub can be accessed on Flintshire County Council's website and promotes a range of free digital training and skill development opportunities in partnership with local organisations, including Coleg Cambria.
Promoting initiatives to help people to use digital technology	50%	★	★	The Digital Flintshire Hub promotes a range of initiatives to help people to use digital technology now and in the future. Initiatives include resources to keep people safe online, training, health and wellbeing resources, digital events and activities. The Hub also provides information about the Council's ambitious plans contained in the Digital Strategy. Since its launch in August 2021, over 1,800 page views have been accessed.
Providing access to council services on the internet in a responsive way (information can be accessed using different devices)	50%	★	★	Online services provided by Flintshire County Council are designed to be responsive. This means digital services can be accessed on any device chosen by the customer. Online services are also designed to be compliant with the Web Content Accessibility Guidelines which means access to services to all people, regardless of disability type or severity of impairment. The Council has 124 online services that people can use to report issues and apply for services.
Providing free of charge public access to the internet at Connects Centres and Aura library services	50%	★	★	Flintshire Connects Centres and Aura library services provide free of charge public access to the internet through the use of PCs and tablets during normal office opening hours. There was a temporary restriction on access at the start of 2021 in response to the global pandemic. Employees at all sites are now available to support and advise customers who need support to navigate the internet and access digital services.

Action	Percentage Complete	RAG	Outcome RAG	Comment
Supporting people to use appropriate digital technology through the Digital Champions Scheme	50%	★	★	The Digital Flintshire Hub provides free digital learning to get people online and develop their digital skills. A range of learning materials is available on the Hub including signposting to partner organisations providing a Digital Champion Scheme. Learning & Development in partnership with Welsh Government Digital Communities Wales are developing the workforce through planned training that will provide employees with tools and techniques to help our customers get online. The first event is planned for November 2021.

Digital Poverty Measures

Digital Poverty Performance Measures

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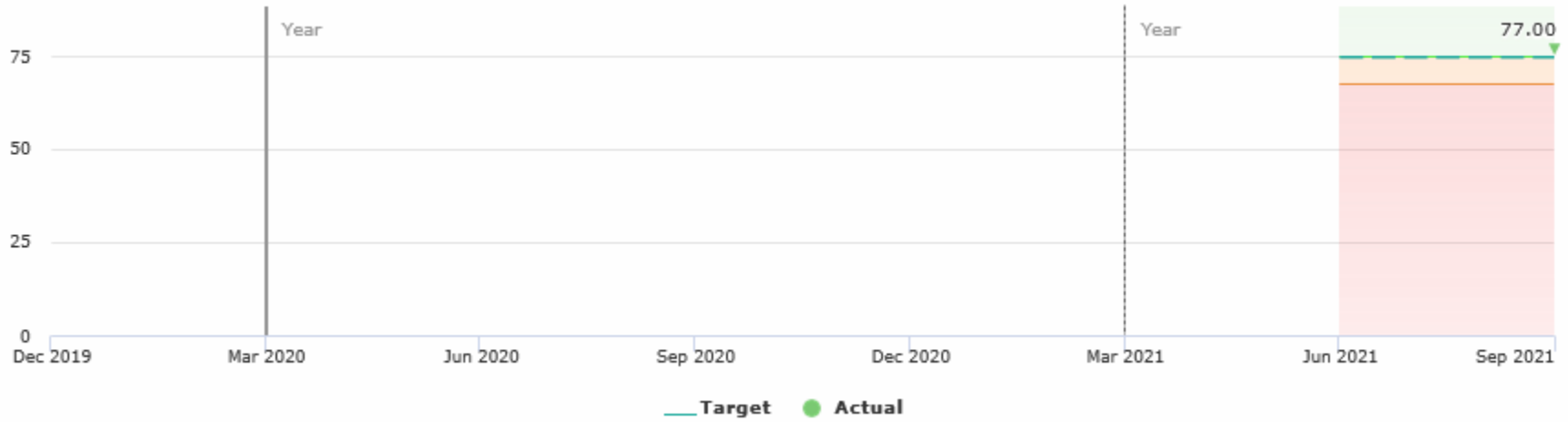


Measures Off Track

Area	Title
Child Poverty	People can access their information digitally to retain their digital skills ▲

Digital Poverty

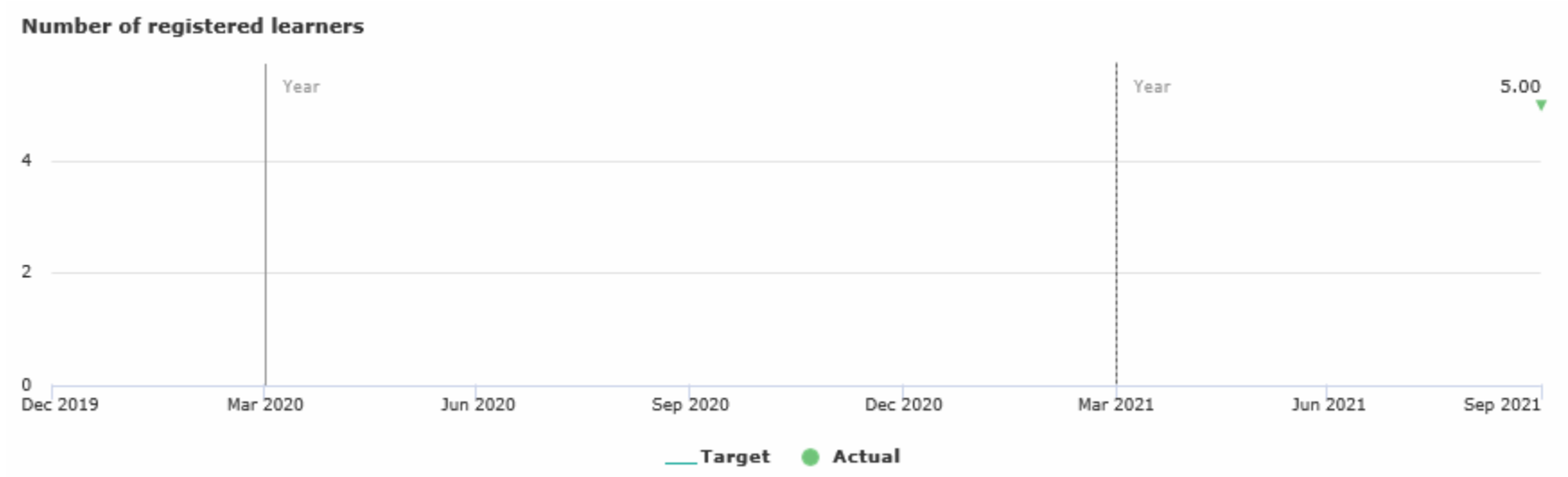
Number of devices available for loan



Actual (YTD)	Target (YTD)	Last Year	Current RAG Rating
77.00	77.00		★
Comment			
52 new devices purchased to date in 2021, taking the total number of devices available to 77.			

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Digital Poverty

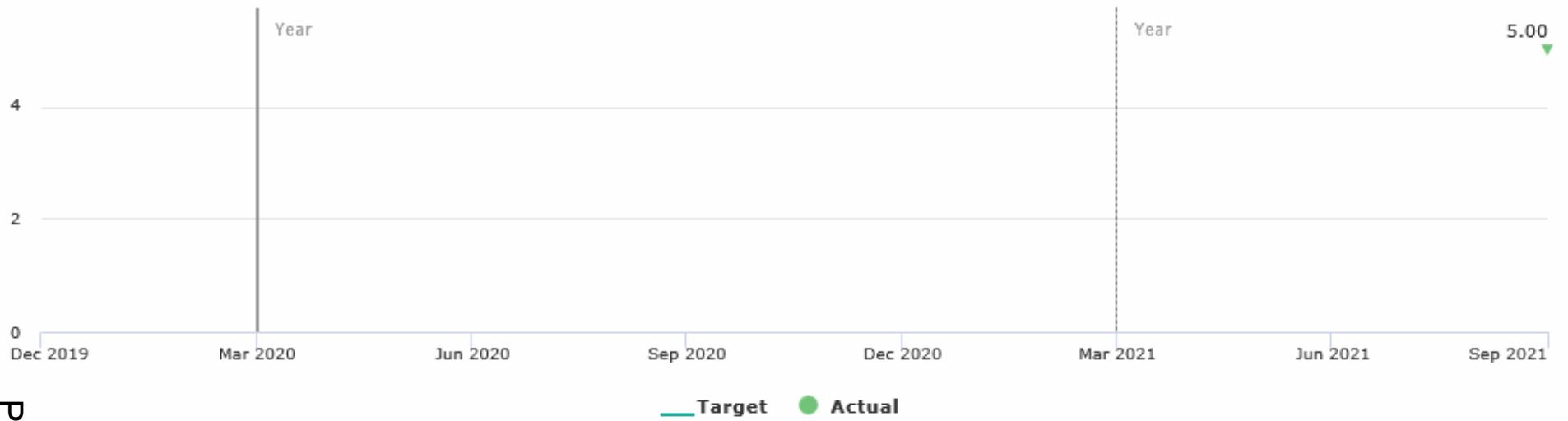


Actual (YTD)	Target (YTD)	Last Year	Current RAG Rating
5.00	5.00		★
Comment			
Digital Loan Scheme rolled out in September and we are on track to increase registrations with a new county-wide promotional campaign.			

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Digital Poverty

Number of sessions provided



Page 13

Actual (YTD)	Target (YTD)	Last Year	Current RAG Rating (YTD)
5.00	5.00		★

Comment

First sign up event carried out in September, additional events scheduled in October. Promotional campaign being launched November 2021.

Digital Poverty

People can access information digitally to retain their digital skills



Actual (YTD)	Target (YTD)	Last Year	Current RAG Rating
30,247.00	56,250.00		▲

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Comment
<p>Online services are designed to be simple and easy to use. There is a wide range of online services for people to access on the Council's website to save them time contacting us in person, or by telephone. A variety of online services mean people can report, apply and pay for Council services at a time and place that is convenient to them, as well as providing opportunities to use their digital skills. There is a general upwards trend in the number of transactions. Last year however during the pandemic there was an unusually high spike in the number as people applied for assistance/relief on line. During the first half of 2021 there were 28,842 online transactions compared to 32,561 throughout the whole of the previous year. This year we have processed the same volume of NDR grant applications (2,530 in 2020) and Free School Meal Payments (2,762 in 2020) as we did in the same period last year during the peak of the pandemic.</p>

Digital Poverty

Percentage of libraries providing free of charge internet access



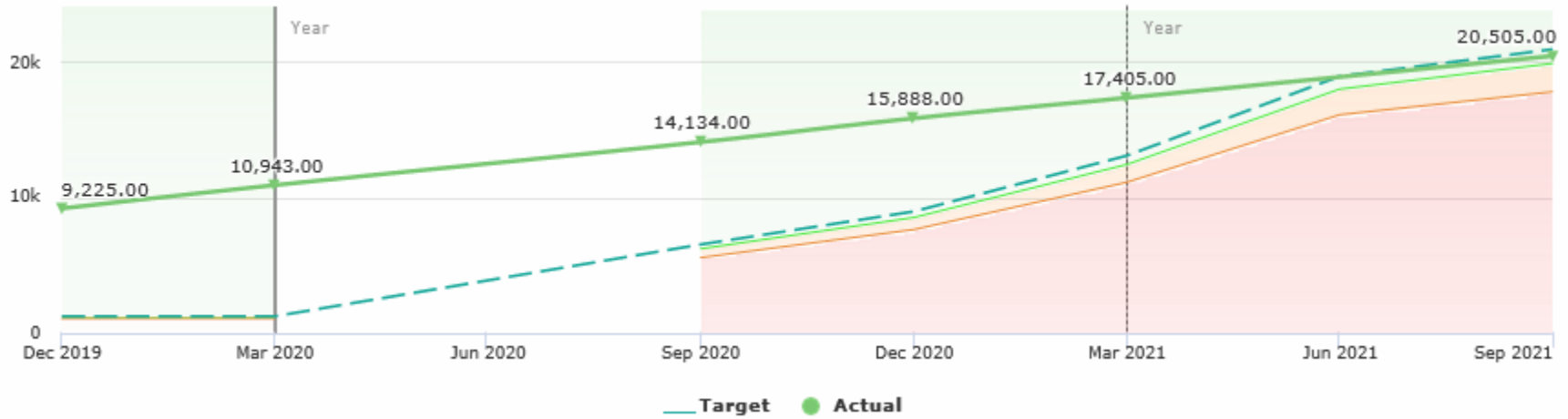
Actual (YTD)	Target (YTD)	Last Year	Current RAG Rating
100.00%	100.00%		★

Comment
All Aura libraries provide free internet access.

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Digital Poverty

The number of people subscribed to My Account



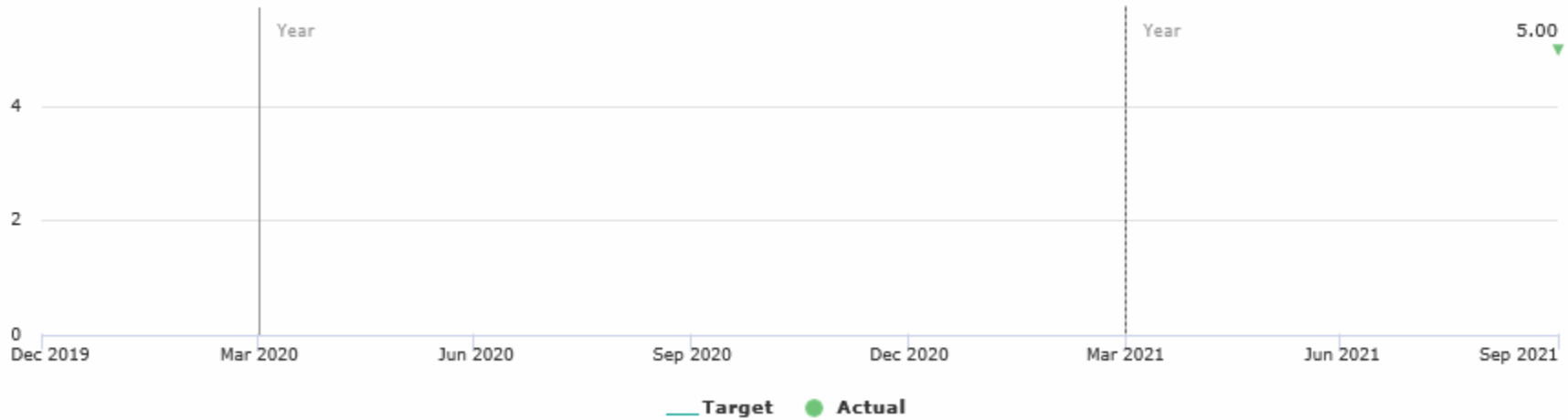
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Actual (YTD)	Target (YTD)	Last Year	Current RAG Rating
20,505.00	21,000.00	14,134.00	★

Comment
20,500 people have subscribed to My Account on the Council's website. Work has been progressing to further enhance My Account by integrating Revenues & Benefits accounts to extend the range of services available through My Account. The anticipated launch of this additional service is November 2021.

Digital Poverty

Total loans of devices



Actual (YTD)	Target (YTD)	Last Year	Current RAG Rating
5.00	5.00		★

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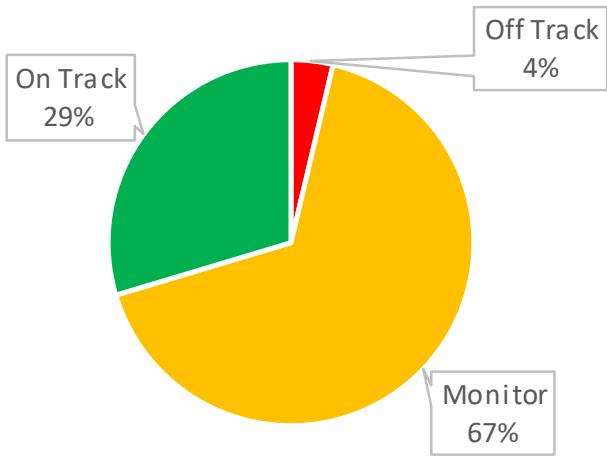
Comment
The promotional campaign is due to be launched during November 2021. More community events and activities are now taking place due to restrictions being lifted. Aura is in a better position to promote the scheme and sign up participants.

Affordable and Accessible Housing

Affordable and Accessible Housing Overall Performance

Affordable and Accessible Housing Action RAG

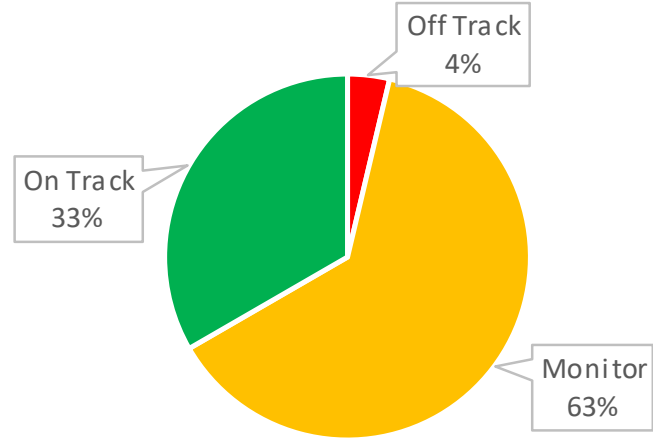
Status



■ Off Track ■ Monitor ■ On Track

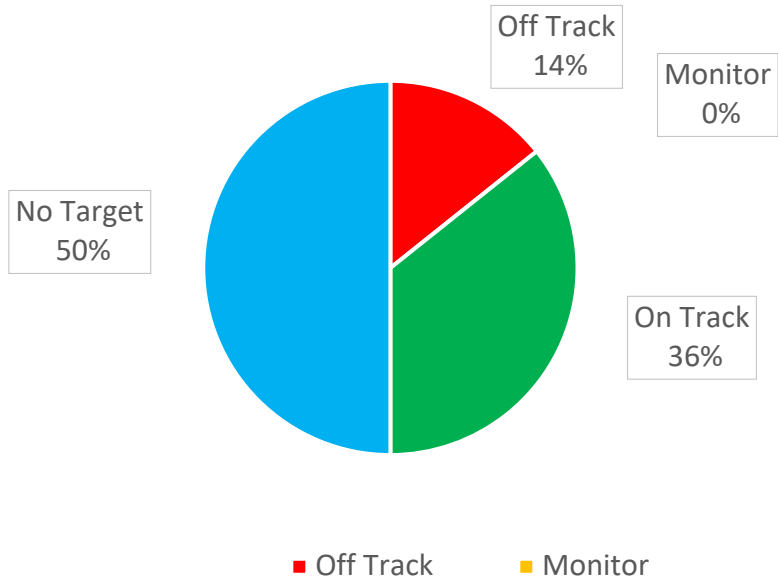
Affordable and Accessible Housing Outcome RAG

Status



■ Off Track ■ Monitor ■ On Track

Affordable and Accessible Housing Performance Measures



Measures Off Track

Area	Title	
Private Rented Sector	Number of inspections of HMOs	▲
Social Housing	Number of Council Homes under construction	▲

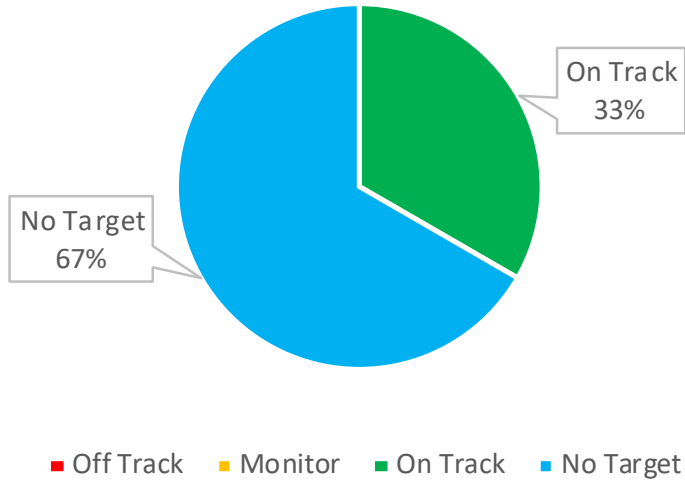
Homeless Support and Homeless Prevention Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Commissioning a wide range of housing related support that meets the needs of the people of Flintshire	50%	●	●	Work has progressed with sustaining Phase two activities from previous years Covid Grant relating to housing support and homeless prevention services. Additional services commissioned utilising the additional Housing Support Grant. Challenges relating to capacity to commission services this year. This is compounded by labour market shortages and workforce development issues meaning limited take up on some new roles for new services. Housing Support Programme Strategy is underway and currently mapping our need for additional services to maximise grant funding for 2022-2023 onwards.
Developing and extending our Housing First and Rapid Rehousing approaches for those who do experience homelessness	30%	●	★	Housing First Officers (x2) now in post and project funded through Housing Support Grant in collaboration with Conwy and Denbighshire Pathfinder. Rapid Rehousing approaches are underway and 50% nominations for social housing for the homeless cohort approved as a temporary variation to Common Allocations Policy. We are awaiting further guidance from Welsh Government in relation to the development of Rapid Rehousing Transition Plans. The deadline for Transitions Plan is June 2022.
Ensuring a multi-agency partnership approach to homeless prevention and develop a culture where homelessness is "everyone's business"	30%	★	★	Homelessness is not exclusively an issue for homeless departments. A multi-agency response and early intervention to avoid escalation of housing needs and risks of homelessness is critical to helping people sustain their housing, live healthy and positive lives and avoid homelessness. Excellent joint working across services has developed following the response to the pandemic. This will be further built upon through the development of the Housing Support Programme Strategy which is due to go live 1st April 2022. Engagement with stakeholders is underway to inform this Strategy along with a needs mapping exercise. Partner's involvement and feedback on service delivery will be captured through consultation and commitments will be secured through the adoption of the Strategy and a local action plan.
Ensuring when homelessness does occur it is rare, brief and non- recurring	50%	●	●	Successful delivery of the Phase Two Plan linked to the immediate homeless Covid response. A range of prevention activities are in place and built upon through additional Housing Support Grant. Due to the pandemic, we have high numbers of people in emergency and temporary accommodation and limited numbers move on due to housing market being expensive and limited turnover of social housing. This is not unique to Flintshire and we are working regionally and nationally in line with Welsh Governments expectations for transformation of homelessness service.
Exploring opportunities to develop a young person's homeless hub offering accommodation and support services	10%	●	●	Site visits undertaken at Denbigh's Hwb which is a young persons supported housing site with community facilities. This model is seen as good practice and will be considered in regards to its application and delivery within Flintshire. Discussions progressing between Social Care and Housing, through the Accommodation and Support Group.

Action	Percentage Complete	RAG	Outcome RAG	Comment
Promoting housing support and homeless prevention services with our residents and partners	30%	●	●	Housing Support pages on website have been revised and updated. New literature to promote housing support services is also available and shared with partners, and communities through social media. Training sessions to develop awareness of services and pathway for support and housing have been scheduled. Work to progress web content and customer charter for homeless prevention will begin in quarter three.
Remodelling the "emergency beds" Homeless Hub accommodation offer and service delivery	25%	●	●	The Homeless Hub in Queensferry now operates 24 hours a day throughout the year, offering 23 emergency bed spaces for single people who are homeless. Each bed space offers self-contained accommodation. A range of multi-agency services are delivered from the Homeless Hub to support people to address any personal issues they may have to support them with exiting homelessness. Exploration of alternative sites for the Homeless Hub is underway and the development of a purpose built Homeless Hub is referenced in the Flintshire Housing Prospectus.

Homeless Support and Homeless Prevention Measures

Homeless Support and Homeless Prevention Performance Measures

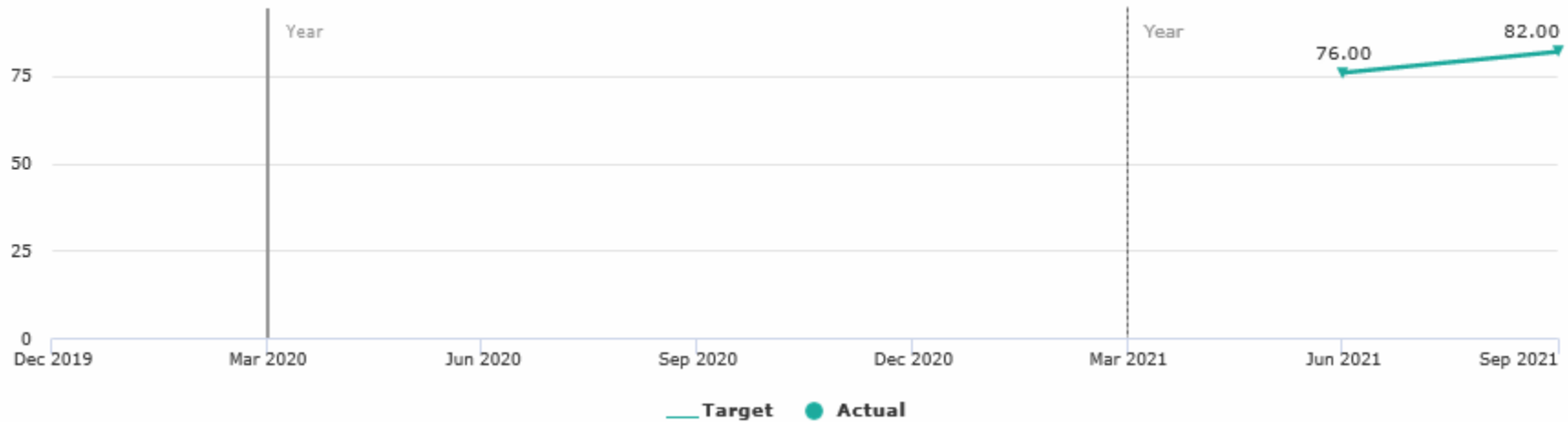


Measures Off Track

Area	Title
Homeless Support and Homeless Prevention	There are no measures off track for this section

Homeless Support and Homeless Prevention

Average length of stay for those households in interim homeless accommodation



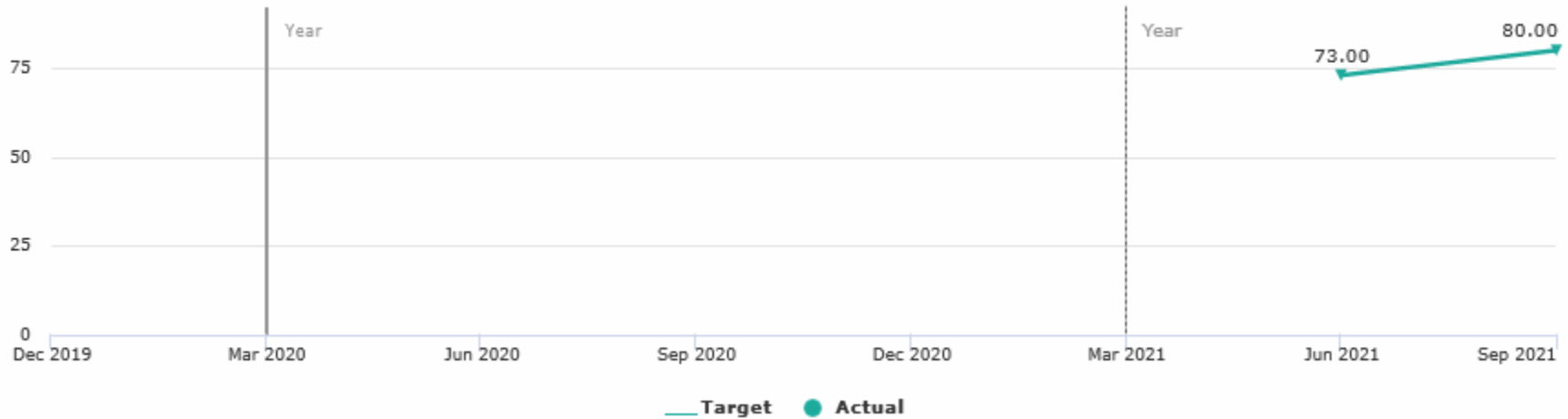
Actual (YTD)	Target (YTD)	Last Year	Current RAG Rating
82.00			n/a

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Comment
The length of stay within 'interim housing' is likely to increase due to the high numbers of people and households in emergency and temporary housing. These high numbers are due to homelessness and limited supply of social housing and an increasingly unaffordable private rented sector. Some people and households will be in "interim housing" for a very short period of time. Some will be for prolonged period due to the limited options for them to move into safe settled accommodation that allows people to exit homelessness.

Homeless Support and Homeless Prevention

Number of households accommodated by the Council under Housing Wales act 2014 homeless duties



Actual (YTD)	Target (YTD)	Last Year	Current RAG Rating
80.00			n/a

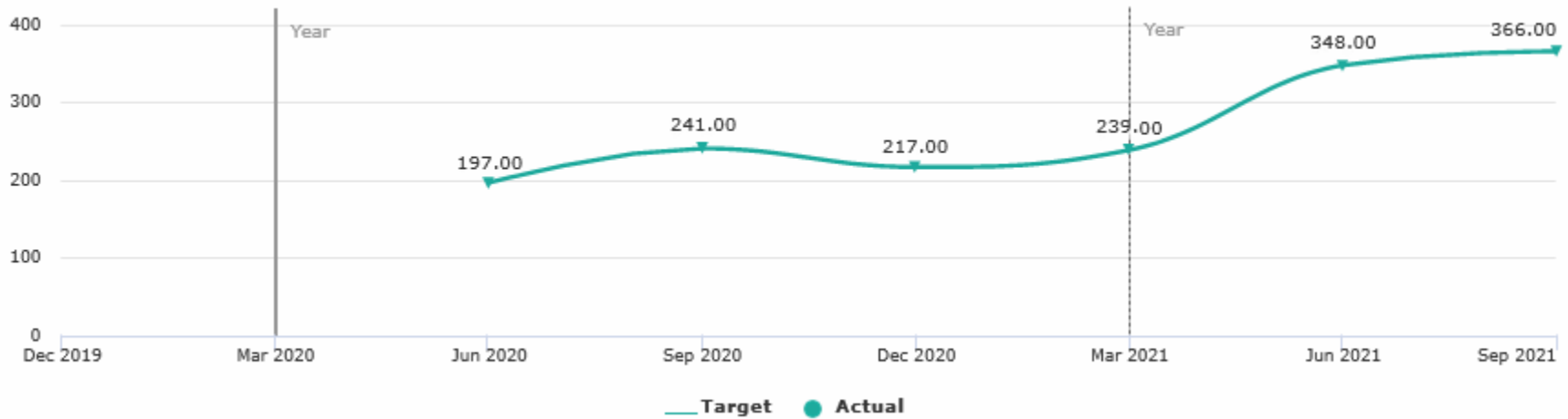
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Comment

The numbers of households accommodated under homelessness duties have increased throughout the pandemic. This is a direct result of the continued "everyone in" directive from Welsh Government that sees anyone facing homelessness offered accommodation by the Council. The prolonged nature of the pandemic and significant barriers to people moving on to alternative settled housing will see this number continue to grow. Limited supply of social housing and an expensive private rented sector presents significant barriers to people successfully exiting homelessness.

Homeless Support and Homeless Prevention

Number of presentations to the homeless service



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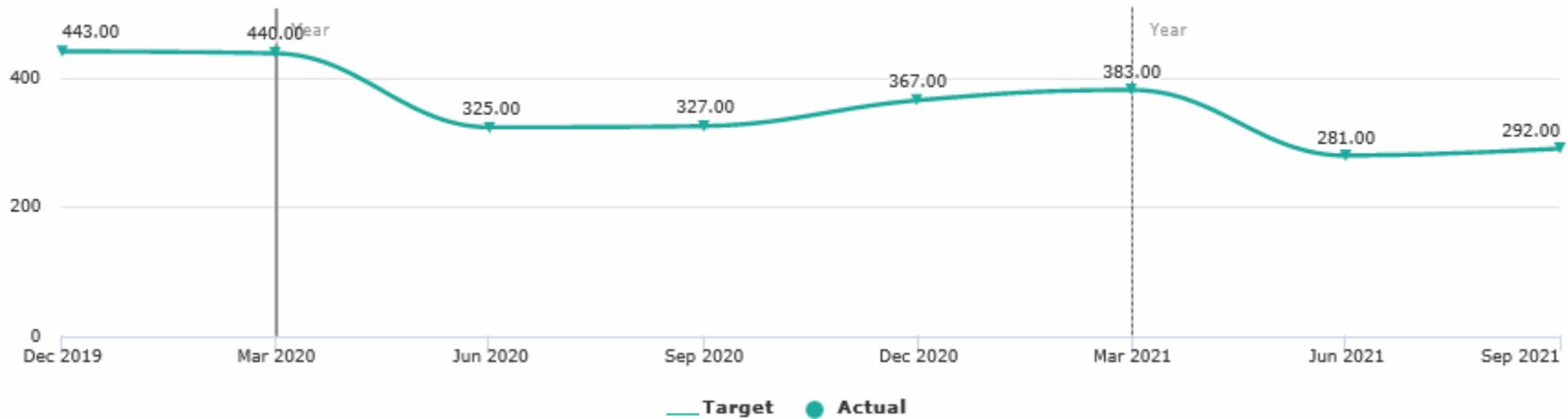
Actual (YTD)	Target (YTD)	Last Year	Current RAG Rating
714.00		438.00	n/a

Comment

Presentations for homeless services at the half year point total 714. Presentations rates are up significantly which is not unexpected. Significant protections offered at national level had stabilised the housing sector (court closures, six month evictions notices, and furlough scheme). The impact has led to further hardship and a significant impact on the number of presentations to the homeless service.

Homeless Support and Homeless Prevention

Number of referrals received through the Housing Support Gateway



Actual (YTD)	Target (YTD)	Last Year	Current RAG Rating
573.00		652.00	n/a

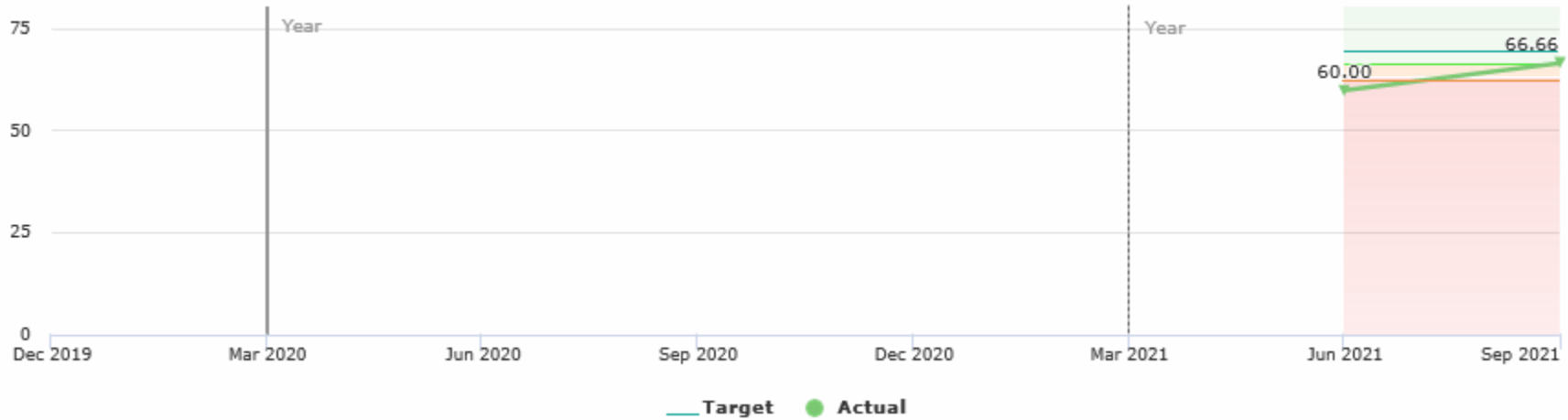
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Comment

At the half year point there have been 573 referrals for housing support via the Housing Support Gateway. Referrals at the half year point last year were 652 and therefore referrals are down 12% this year. Active promotion of the gateway and housing support services is underway. Increased funding has been provided to Local Authorities through Housing Support Grant to provide more capacity and more intensive work with people in housing need in order to reduce risks of homelessness.

Homeless Support and Homeless Prevention

Percentage of successful prevention outcomes for homelessness under Housing Wales Act 2014



Actual (YTD)	Target (YTD)	Last Year	Current RAG Rating
63.33	70.00		●

Comment

The landscape for the prevention of homelessness is challenging due to the limited options for moving on to before people become homeless and significant barriers to saving tenancies and sustaining strained housing placements. Prevention outcomes have been achieved through a range of interventions such as helping to secure private rented housing, moving into social housing, accessing supported housing, and mediation to remain at home or living with other family members.

Homeless Support and Homeless Prevention

Percentage of successful relief outcomes for homelessness under Housing Wales Act 2014



Actual (YTD)	Target (YTD)	Last Year	Current RAG Rating
58.33	45.00		★

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Comment

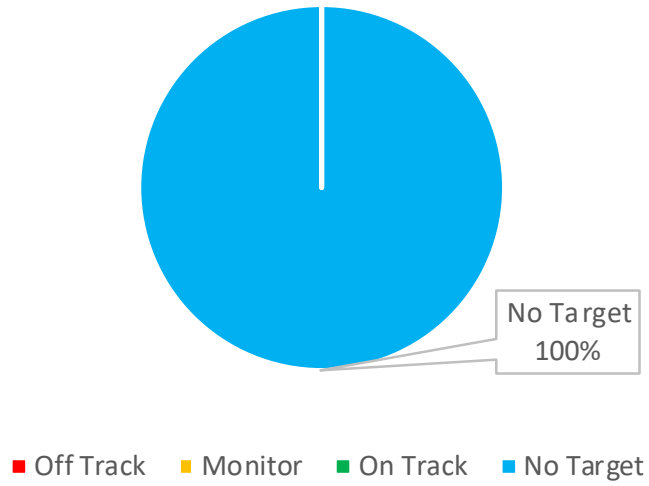
Relief figures relate to those people and households who have become homeless and subsequently assisted to exit homelessness. The target of 40% relates to national average figure before the pandemic and performance is above target. This is in part due to the benefit of the temporary nominations agreement which enables 50% of all social housing to be allocated to those people and households who are presently homeless in the county. This is in keeping with Welsh Governments expectations for "rapid rehousing".

Housing Needs and Housing Options Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Developing self-service approaches that enable people to identify their own housing options through online support	20%	●	●	Work is now underway and progressing with IT services. The SARTH partnership across Conwy, Denbighshire and Flintshire will oversee the digital transformation of services and initial work being developed in Flintshire. 1) Waiting list calculator for housing register applicants; and 2) Housing needs self-assessment. Further exploration of self-service options to be progressed quarter three, and engagement planned with sample group of people who use our housing register services.
Piloting a risk assessment process to identify pre tenancy support needs to reduce risk of tenancy failure	0%	●	●	This piece of work will progress in the second half of the year. Through restructure of Housing & Prevention Services linked to the housing register, more housing support officers will be aligned to the team. They will offer early intervention on housing related support avoiding the need for rehousing where appropriate. The team will also assist those applicants who have genuine housing needs and require support whilst waiting for rehousing.
Promoting the Single Access Route to Housing (SARTH), Common Housing Register, Affordable Housing Register and Housing Support Gateway within the community and with professionals	30%	●	●	Housing Support pages on website are now up to date and new literature to promote housing support services are available and shared with partners and the community through social media. Training and awareness raising sessions scheduled to ensure all key partners are aware of services and pathways into support and housing advice.
Reviewing our sheltered housing stock to ensure that it continues to meet the needs of current and prospective tenants	50%	★	★	We are currently finalising our methodology for scoring our sheltered schemes to ensure they meet the needs of our tenants and will meet future standards in terms of the Welsh Housing Quality Standards, building safety compliance and energy efficiency. It is proposed that the various scoring matrixes and findings will be submitted to our Housing Board and Cabinet Meetings in the next few weeks.

Housing Needs and Housing Options Measures

Housing Needs and Housing Options Performance Measures

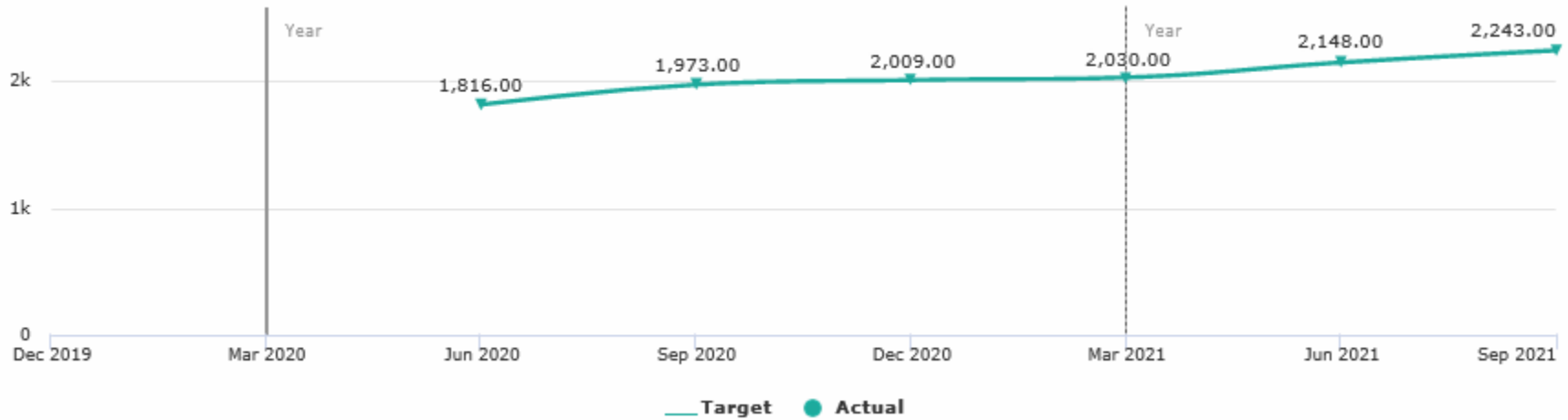


Measures Off Track

Area	Title
Housing Needs and Housing Options	There are no measures off track for this section

Housing Needs and Housing Options

Number of applicants on the Common Housing Register



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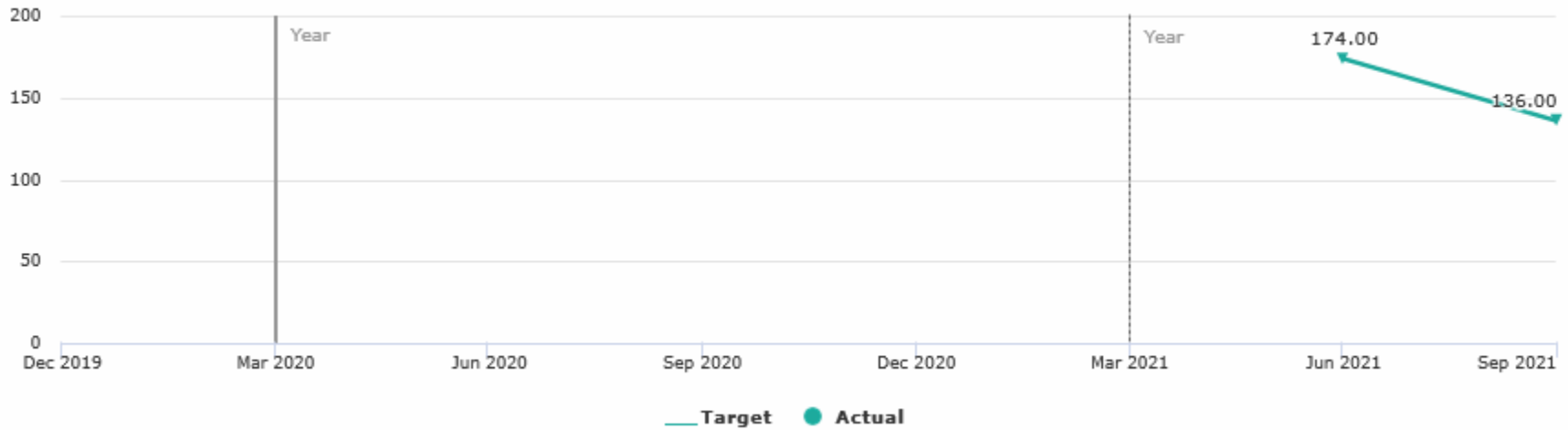
Actual (YTD)	Target (YTD)	Last Year	Current RAG Rating
2,243.00		1,973.00	n/a

Comment

Demand for social housing remains high. There has been a significant increase from start of the previous year. Demand continues to grow on the back of increasing housing needs and community hardship. This is a risk area identified through the Service Risk Register as supply of social housing is not increasing in sync with the increasing demand. This will lead to much longer waiting times for the scarce resource that is social housing in Flintshire.

Housing Needs and Housing Options

Number of applicants rehoused via SARTH by All Housing Partners

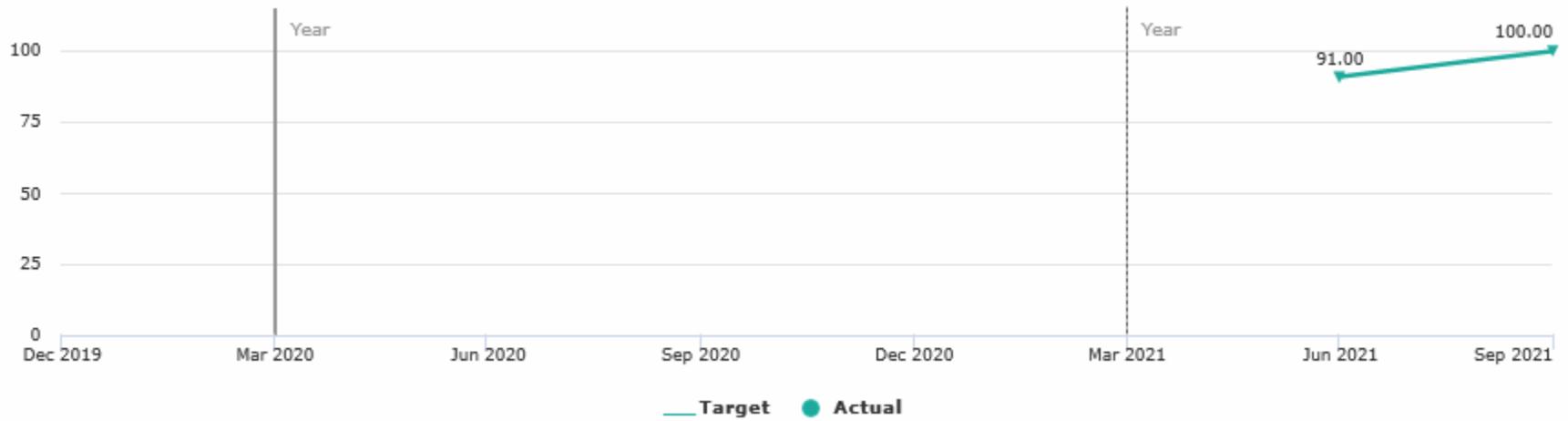


Actual (YTD)	Target (YTD)	Last Year	Current RAG Rating
310.00			n/a
Comment			
When reviewing the data there is a notable reduction in new tenancies between quarter one and quarter two. This can be accounted for through the completion of a Housing Association new housing schemes in quarter one, which significantly increased the number of homes available for re-let in that period (Clwyd Alyn - Boars Head Site - Ewloe).			

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Housing Needs and Housing Options

Number of applicants rehoused via SARTH by Flintshire County Council



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Actual (YTD)	Target (YTD)	Last Year	Current RAG Rating
191.00			n/a

Comment

There have been 191 new tenancies started by Flintshire Council at the half year point. In the same reporting period in the previous year 2020/2021 there were 200 new tenancies created.

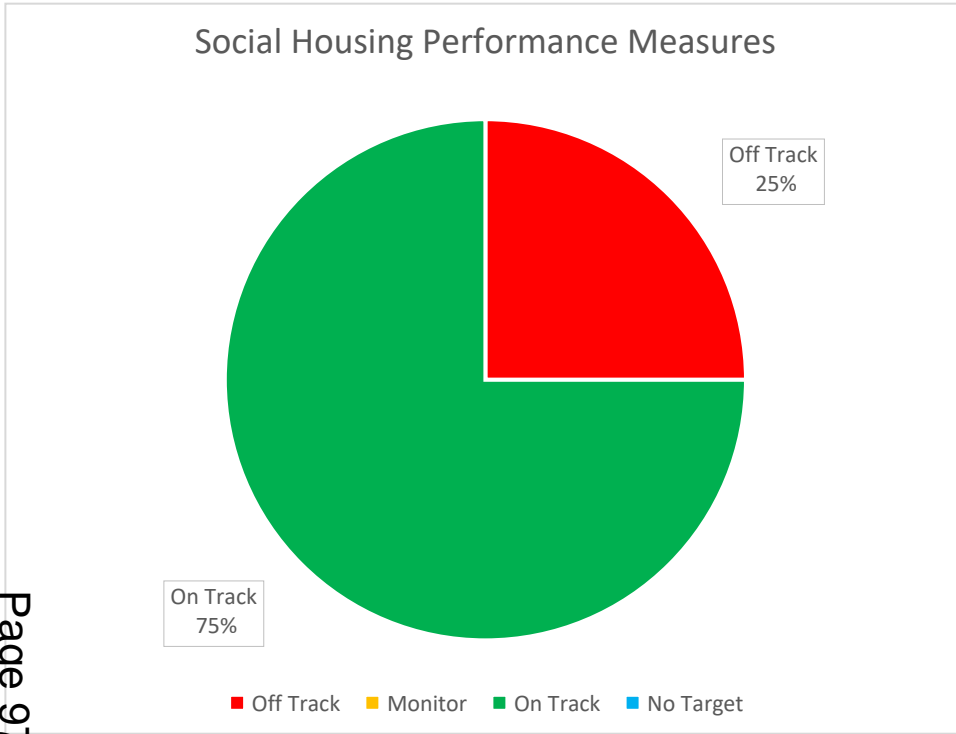
Social Housing Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
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	50%	★	★	We have finalised our briefing paper and are in the process of procuring a consultancy company who will assist the Council in assuring our plans for de-carbonisation are robust and correct for the tenants of Flintshire. We are continuing the review of all energy performance certification and are in the process of procuring more energy surveys which will assist the Council in developing its strategy.
Ensuring that the Council's housing stock meets the Welsh Housing Quality Standard and achieves a minimum SAP energy efficiency rating of 65	50%	★	★	The Council continue to target properties that do not meet the SAP 65 rating through various improvement works. Installation of efficient central heating systems, renewable technology (Solar Panels & Air Source Heating) and extensive external refurbishment contracts comprising of new windows, doors, loft insulation and roof coverings, the energy performance and thermal efficiency of our properties is addressed and improved.
Increasing the Council's housing portfolio by building social housing properties and affordable properties for North East Wales (NEW) Homes	0%	▲	▲	Currently we are pursuing multiple workstreams to increase and develop opportunities with external partners and developers. However, with the current pandemic and uncertainty in the construction sector due to increase material and manpower costs and decrease labour availability it is a very challenging environment. Many opportunities are being placed on hold until some there is more certainty and prices have decreased to a more sustainable level in the market.
Listening to our tenants and working with them to improve our services, homes and communities	25%	●	●	Our current Tenant Engagement Strategy is out of date this year. We will be producing a basic interim strategy & action plan to have in place for the next 12 months. Our aim is to diversify and increase our engagement with tenants using a wide range of methods that are suitable for different needs. The results of the Survey of Tenants and Residents (STAR) survey will then be used to develop a more robust longer term strategy and plan which we will develop with our tenants
Supporting our tenants to access technology and create sustainable digital communities	25%	●	●	New working arrangements have recently been implemented which ensures that Housing Officers have smaller working patches in order to provide a more customer focused approach. Recent restrictions have significantly changed the way in which we communicate with tenants and traditional methods to engage and participate are now limited and have resulted in a greater demand for online support and guidance to ensure we continue to meet the needs of our communities. Over the next 12 months we will be developing a Tenant Engagement Strategy which will support tenants and communities to develop a range of cutting edge solutions and services, utilising digital resources.

Action	Percentage Complete	RAG	Outcome RAG	Comment
Working with housing association partners to build new social housing properties and additional affordable properties	50%	●	●	During 2020 and into 2021, there have been challenges for the construction sector. The combined impact of Brexit and the pandemic has resulted in delays due to lock down restrictions, shortage of materials which caused a substantial uplift in costs. It is expected that completion of new homes for 2021/22 will be lower. However, the number of completions should increase in over the next two financial years and will include the delayed Council schemes; Mostyn which will deliver a further 71 social rent units; and Holywell which will create 6 units. Our development team and partners continue to work on pipeline schemes that are at varying stages to bring forward for social rent/ intermediate rent units.
Working with residents to ensure our communities are well managed, safe, and sustainable places to live	25%	●	●	In September 2021, the role of the Housing Officer has changed from the split of New Customer and Neighbourhoods to that of a generic officer. The patches have also been made smaller which enables officers to be out on the patches more and build better relationships with tenants. This will ensure issues are dealt with at an earlier stage and prevent issues escalating.

Social Housing Measures

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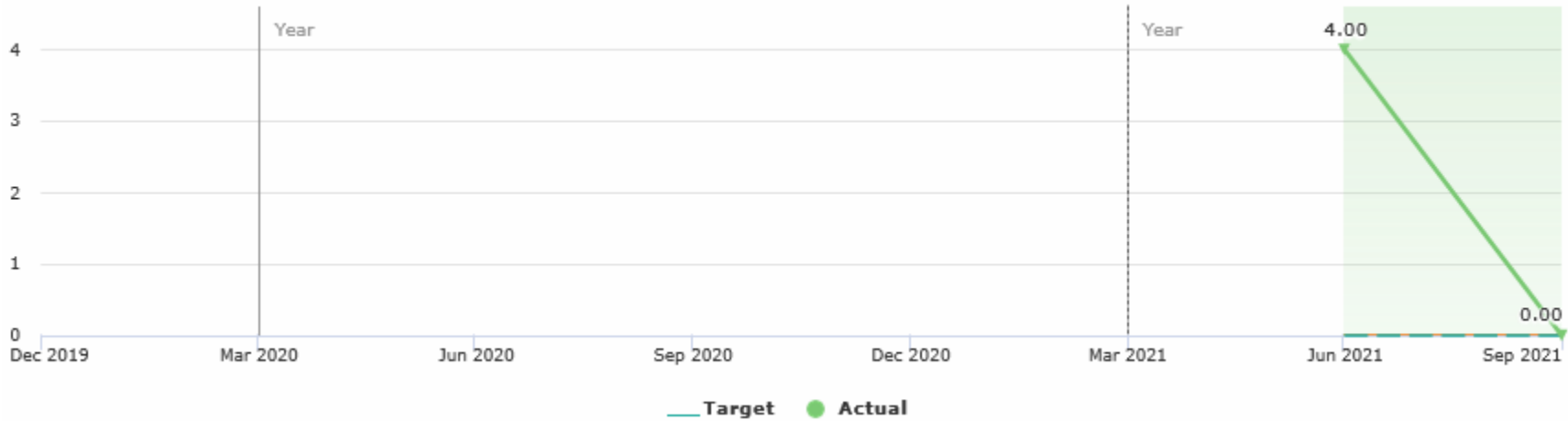


Measures Off Track

Area	Title
Social Housing	Number of Council Homes under construction ▲

Social Housing

Number of Affordable Homes completed via NEW Homes



Page 98

Actual (YTD)	Target (YTD)	Last Year	Current RAG Rating
4.00	0.00		★

Comment

The programme had highlighted a hiatus apart from these four units which were delivered with the potential for units starting to be completed for quarter four. This programme has slipped due to a number of external factors and all efforts are being undertaken to engage and help progress these external developments with partners where possible.

Other procurement alternatives are being considered with potential options being worked through for presentation, if suitable, to the NEW Homes board.

Social Housing

Number of Affordable Homes under construction via NEW Homes



Actual (YTD)	Target (YTD)	Last Year	Current RAG Rating
0.00	0.00		★

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Comment
<p>The programme had indicated a programme of 21 units from the Airfields development being under construction. This scheme has faced a variety of setbacks and difficulties and we are working diligently with our external Development partner to obtain the necessary Statutory Approvals. The indicative start date for the scheme is now early January 2022.</p> <p>The financial viability of the revised scheme is currently being re-examined and will be presented to the NEW Homes board at the next development meeting.</p>

Social Housing

Number of Council Homes completed



Page 100

Actual (YTD)	Target (YTD)	Last Year	Current RAG Rating
0.00	0.00		★

Comment
<p>The programme had highlighted a hiatus for 2021-2022 with the potential for units being delivered towards the end of the year. It was hoped that some schemes could be accelerated to pick up this shortfall however with the ongoing pandemic and other challenges such as obtaining regulatory approvals it has not been the case.</p> <p>Also, difficulties with the supply chain, increased material costs and a significant labour shortage has affected the completion and also, the under construction programme.</p> <p>These challenges are hopefully short term and are being monitored closely and are being fed back where possible, to Welsh Government to inform and improve the grant process.</p>

Social Housing

Number of Council Homes under construction



Actual (YTD)	Target (YTD)	Last Year	Current RAG Rating
1.00	71.00		▲

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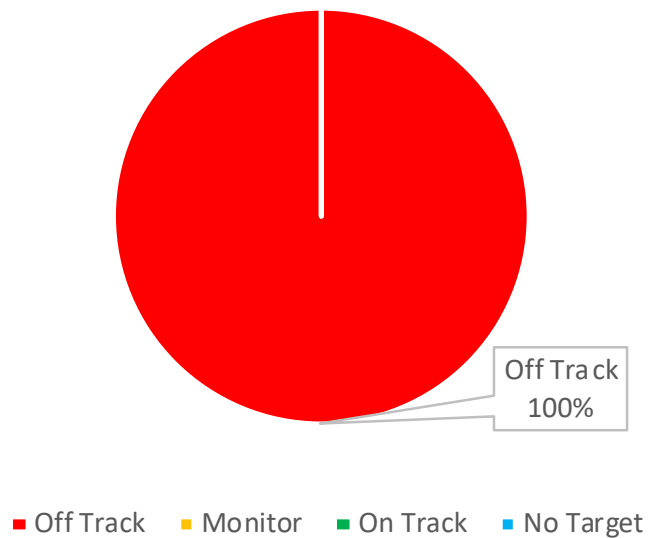
Comment
<p>Programme indicated a hiatus for the early quarters of 2021/22 and all Council developments have faced challenges and delays with obtaining regulatory approvals and also adapting to changes within the Welsh Government Grant funding and design criteria. This future catalogue of schemes has progressed and is becoming more robust and will in provide a significantly more stable future pipeline of delivery.</p> <p>An agreed schedule of start dates has been agreed for a total of 77 units as follows :-</p> <ul style="list-style-type: none"> January - 21 at Mostyn January - 6 in Holywell and Flint March - 50 in Nant-y-Gros (weather dependant)

Private Rented Sector Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Developing a "landlord offer" that encourages landlords to work with the Council to raise standards of property management and condition of homes where needed	25%	●	●	We offer a Bond Scheme, rent in advance (one month standard but more if required), deposits (enhanced if required), home starter packs and a range of practical support for both landlords and tenants to help people secure and sustain housing in the private Sector. Opportunity to join the Welsh Government Private Sector Leasing Scheme as part of its national roll out to be explored in the second half of the year. Initial commitment to engage provided to Welsh Government and awaiting further discussions for roll out.
Engaging with private sector tenants, giving them a voice and responding to their needs	50%	●	●	Engagement work across North Wales has been undertaken with tenants of the Private Sector through the Tenant Pulse Project. Analysis and response at both local and across the regional level will be developed and delivered in the second half of the year.
Improving access to private sector properties for those who are homeless, at risk of homelessness and in housing need	25%	●	●	A range of support packages are in place to assist people with securing private sector housing. We offer a Bond Scheme, rent in advance (one month standard but more if required), deposits (enhanced if required), home starter packs and a range of practical support for both landlords and tenants to help people secure and sustain housing in the private sector. Affordability is a significant challenge as the market is increasingly expensive and local housing allowance rates are out of sync with the market. Renting privately is increasingly not an option for many people exclusively in receipt of benefits.
Mapping Houses of Multiple Occupation (HMO's) across Flintshire to ensure legal minimum housing standards are met and to improve residents' quality of life	40%	●	●	Progress has been delayed on the mapping programme due to officer diversion to the pandemic response but the methodology behind the mapping programme has been agreed and is now in place. This includes the initial identification of 409 properties that may require inspection, categorised by licensable or non-licensable Houses of Multiple Occupation (HMOs). Of those deemed to be licensable a sample group of 30 has been contacted to provide further information for the use of the property. From this a programme of inspections is due to start in October. Alongside this the mapping programme will also be informed by reactive work that is generated by complaints or service requests. This model will continue to be used moving forward.
Working in partnership with landlords and private sector agents to better understand their needs	25%	●	●	Consultation with landlords has been launched in quarter one but with minimal take up. Targeted engagement with known landlords and local lettings agents has been undertaken and some useful insight into local challenges and opportunities. Landlord Forum to be relaunched in partnership with National Residential Landlords Association (NRLA) in December 2021.

Private Rented Sector Measures

Private Rented Sector Performance Measures



Measures Off Track

Area	Title
Private Rented Sector	Number of inspections of HMOs ▲

Private Rented

Number of inspections of HMOs



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Actual (YTD)	Target (YTD)	Last Year	Current RAG Rating
8.00	10.00		▲

Comment
The programme of inspections has been delayed as officers were diverted to support the pandemic response and continue to support recovery from the 14 month backlog of cases that have accrued. 409 properties have been identified as possible Houses in Multiple Occupation (HMO) within the County. The team have identified those that would fall within the definition of a licensable HMO and have initially contacted a sample group of 30 requesting further information about each property and its use. Priority visits have been set around the analysis of the information received and these started in October 2021. The 12 properties inspected to date have been reactive work following up on complaints received.

Empty Properties Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Bringing empty homes back into use through the Empty Homes Loan Scheme (EHLS)	50%	★	★	To date the service has approved 'House to Home loans' amounting to a total of £229,901.
Exploring opportunities to develop a project management service for non-commercial landlords to encourage take up of the Empty Home Loan Scheme	50%	★	★	The service is currently being developed and proposals have been passed to Legal Services to draft a contract, service conditions and agree fees.
Exploring opportunities to maximise housing and revitalise our towns through the redevelopment of the High Street	50%	★	★	The teams are working with other service areas, particularly Town Centre regeneration, to offer Town Centre loans along with Houses into Home loan to encourage Town Centre redevelopment with living accommodation above shops.
Targeting 'problem' empty homes in our communities and using enforcement powers where appropriate to improve our communities and increase housing supply	50%	★	★	Enforcement powers have been successfully used to take two properties through the enforced sale procedure and work is now progressing on a third property. The Empty Homes Officer also works with the Enforcement Panel that has recently been established in the Authority.

Empty Properties Measures

Measures Off Track

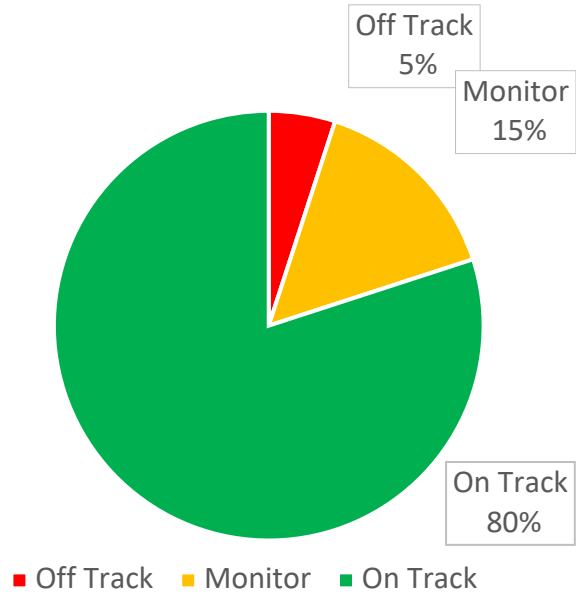
Area	Title
Empty Properties	There are no measures off track for this section

There are no reportable measures for this period

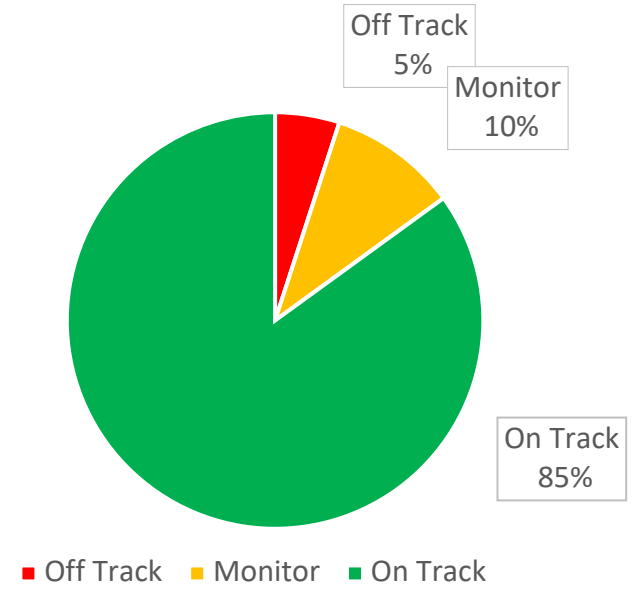
Green Society and Environment

Green Society and Environment Overall Performance

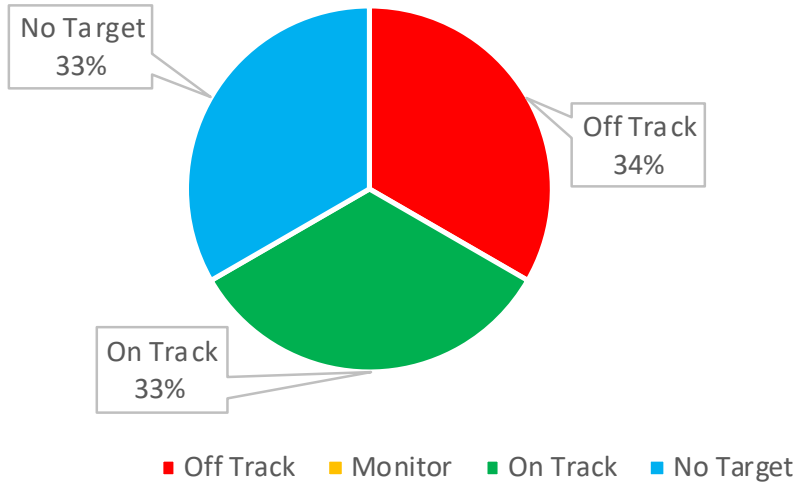
Green Society and Environment Action RAG Status



Green Society and Environment Outcome RAG Status



Green Society and Environment Performance Measures



Measures Off Track

Area	Title
Circular Economy	Percentage of waste reused, recycled or composted ▲

Carbon Neutrality Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Developing a net carbon zero action plan and be approved	20%	★	★	Initial engagement activities with Members and Academi completed. Public engagement session is opening during October 2021.
Developing a policy for sustainable and long term energy usage in capital projects where this can be achieved	100%	★	★	The requirement for a policy has been negated by the energy team and the Capital Assets team working together to include the energy team in the early design stages of Capital Projects to advise on sustainable energy usage and understand the longer term effects of energy usage
Gathering information on annual Council greenhouse gas emissions to submit to Welsh Government and the Carbon Programme Board	80%	★	★	Data collation for 2020/21 carbon emissions is in progress and currently at 80% completion. Submission deadline to Welsh Government is October 2021 and we are on course for this deadline.
Putting a Governance structure (Carbon Programme Board) in place	100%	✓	★	Member Programme Board in place June 2021. Meetings occur every two months with July and September completed. Officer Group to support Programme Board in place September 2021 with first meeting taking place in October. The governance structure includes Environment and Economy Scrutiny.
Reviewing the procurement policy to reduce greenhouse gas emissions from suppliers	10%	●	★	To work towards implementing a green procurement policy, and one which guides suppliers to reduce air pollution, mitigate climate change and conserve energy, there is a need undertake a review in quarter four of the existing procurement policy. Preliminary work will be undertaken by Flintshire Council to move this review forward. However, recruitment of a replacement Procurement Team Manager at Denbighshire Council is also critical to move this review along at pace.

Carbon Neutrality Measures

Measures Off Track

Area	Title
Carbon Neutrality	There are no measures off track for this section

There are no reportable measures for this period

Fleet Strategy Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Converting the authority's fleet to electric and alternative fuels (hydrogen etc)	10%	★	★	Two Battery Electric Recycling vehicles have been ordered and delivery is expected in Early 2022. Work is on-going to develop the electric charging infrastructure needed to support the transition to Ultra Low Emission Vehicles (ULEVs). The overall ambition to convert the county's fleet of vehicles is a longer term ambition, delivered over the course of several years.
Ensuring all business journeys are subject to proper planning and optimisation	30%	★	★	As travel accounts for a significant share of the Council's carbon footprint, to reduce the impact of business travel, only business travel deemed essential will be approved. The recent updated Travel and Expenses Policy requires employees, wherever possible to: <ul style="list-style-type: none"> • join meetings remotely (e.g. by video conference), or • take public transport instead of going by car or taxi. Where business travel is deemed essential, strict criteria apply.
Reducing employee owned vehicle business mileage through continued use of virtual meeting attendance and reduction in unnecessary journeys	50%	★	★	Welsh Government advice remains that employees who can work from home, continue to do so. This means a significant number of employees are continuing to work from home. Work has begun preparing the model for the future working when pandemic restrictions are further eased. In order to reduce time and money spent on travel and to reduce the carbon emissions caused by it the expectation for all officers will be that: <ul style="list-style-type: none"> • officers do not work on council premises for a full week where their duties permit them to work from home. • meetings, visits, conferences, etc take place virtually except in agreed circumstances.

Fleet Strategy Measures

Fleet Strategy Performance Measures



■ Off Track ■ Monitor ■ On Track ■ No Target

Measures Off Track

Area	Title
Fleet Strategy	There are no measures off track for this section

Fleet Strategy

Reduced business travel mileage across all portfolio



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Actual (YTD)	Target (YTD)	Last Year	Current RAG Rating
700,300.00			n/a

Comment
<p>Welsh Government advice remains that employees who can work from home, continue to do so. This means a significant number of employees are continuing to work from home. Work has begun preparing the model for the future working when pandemic restrictions are further eased. In order to reduce time and money spent on travel and to reduce the carbon emissions caused by it the expectation for all officers will be that:</p> <ul style="list-style-type: none"> officers do not work on council premises for a full week where their duties permit them to work from home. meetings, visits, conferences, etc take place virtually except in agreed circumstances.

Green Environment Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Delivering an increase in canopy cover as part of the Urban Tree and Woodland Plan	20%	★	★	The townscape trees project has started with site scoping carried out to support delivery of the urban tree and woodland plan. This scoping work will inform the pattern of planting that will commence when we enter the tree planting season in the winter months.
Developing a strategy to improve biodiversity and carbon sequestration on the agricultural estate	10%	★	★	Biodiversity and carbon sequestration on our agricultural estate will be included in the climate change strategy.
Enhancing the natural environment through the delivery of the Section 6 Environment Act Wales biodiversity duty	50%	★	★	Ongoing biodiversity impact assessment on plans on projects. Monthly Local Nature Partnership coordinator meetings to manage communications and collaborative projects. Secured funding for pilot Flintshire Eco Champions school programme. Nature Recovery Action Plan outlined on the Bionet website launched April 2021. Creation of 12 high impact wildflower sites around the road network. Ongoing work with Streetscene for verge and greenspace management. Over 80 wildflower sites mapped.

Green Environment Measures

Measures Off Track

Area	Title
Green Environment	There are no measures off track for this section

There are no reportable measures for this period

Renewable Energy Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Agreeing appropriate investment strategy for future renewable energy developments	20%	★	★	Initial scoping has been carried out by Energy Service that has identified a possible four to five sites for renewable energy developments. These sites require further feasibility to determine where investment should be given.
Assessing the feasibility of renewable energy and land assets and link to wider carbon ambitions	10%	★	★	Initial work has been carried out to identify suitable sites and a wider feasibility assessment is to be completed.

Renewable Energy Measures

Measures Off Track

Area	Title
Renewable Energy	There are no measures off track for this section

There are no reportable measures for this period

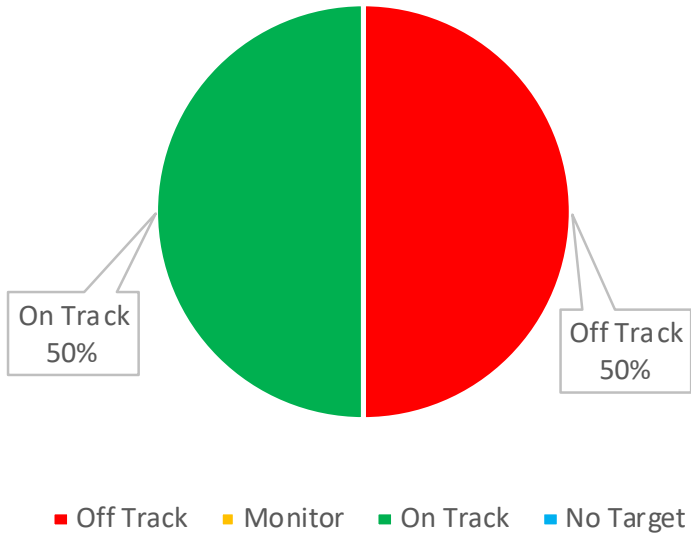
Circular Economy Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Achieving Welsh Government recycling targets	50%	●	●	Total waste arising have increased, which includes both residual and recycling. Recycling collected amounts have increased, however as the amount of residual non-recyclable waste also has also increased, this means that any recycling performance percentage has been offset by the total waste arising. However reintroduction of side waste and promoting recycling will help with a reduction in residual waste, and increase in recycling. Therefore the combined recycling/composting/reuse percentage will increase.
Developing and extending the Greenfield Composting Facility and Waste Transfer Station	80%	★	★	The project is progressing well with civils work on track to be completed before December 2021. There have been some short delays to completion due to supply chain disruption.
Developing and extending the Standard Yard Waste & Recycling Transfer Station	21.8%	★	★	Standard Yard Project works are progressing on target. The tender for the bailing equipment has been returned and is due to be awarded within the coming weeks. The access road is currently being priced, and the building design is being finalised. A planning application is to be submitted in October 2021
Promoting the option to reuse and repair unwanted items at Household Recycling Centres by partnering with local Charities	50%	●	★	Refurbs Flintshire currently take any large, bulky household items from the Household Recycling Centres for resale in their shops. Further engagement is required with more charities to develop this initiative to maximise the types of waste reused. This has been delayed due to the closure of most charity shops over the past 18 months.
Support local businesses in their efforts to reduce their carbon footprint and become more resource efficient	0%	▲	▲	The work stream has not yet been started. Capacity in the Business Development team has been prioritised for the delivery of the Welsh Government Covid grants.
Supporting and promoting the development of a Re-Use and Repair Café within the County	100%	✔	★	The Repair and Reuse Centre, with café, was successfully opened in June 2021. Since that time the café has become well established with customer throughput increasing. A small number of repair/reuse workshops have taken place so far but progress with a formal programme has been delayed due recruitment and social distancing restriction.

Action	Percentage Complete	RAG	Outcome RAG	Comment
Working in partnership, actively support and engage with community led groups by developing environmental and recycling initiatives	40%	★	●	Approval has been given by Cabinet to introduce a new, designated role, to drive forward environmental and waste reduction initiatives. This role will be responsible for working with community groups to develop and introduce schemes. Support has been given to local litter picking groups buy issuing equipment for picking events and removing the waste items collected. Presentations have been given to community groups regarding waste and littering problems and ways in which these can be minimised.

Circular Economy Measures

Circular Economy Performance Measures



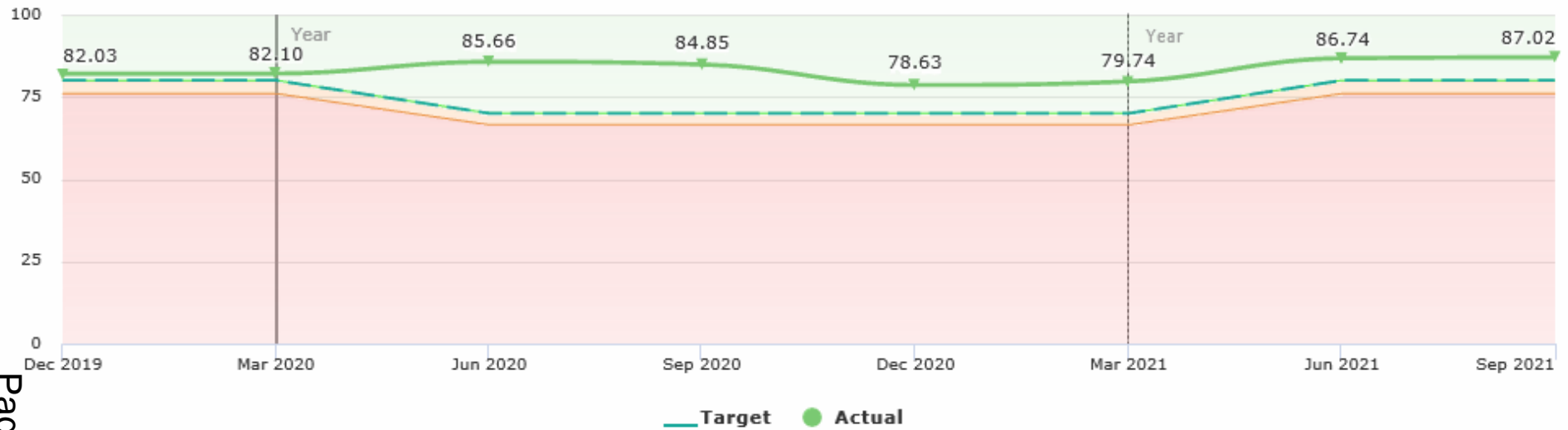
Measures Off Track

Area	Title
Circular Economy	Percentage of waste reused, recycled or composted



Circular Economy

Average Recycling rate across Household Recycling Centres (HRCs)



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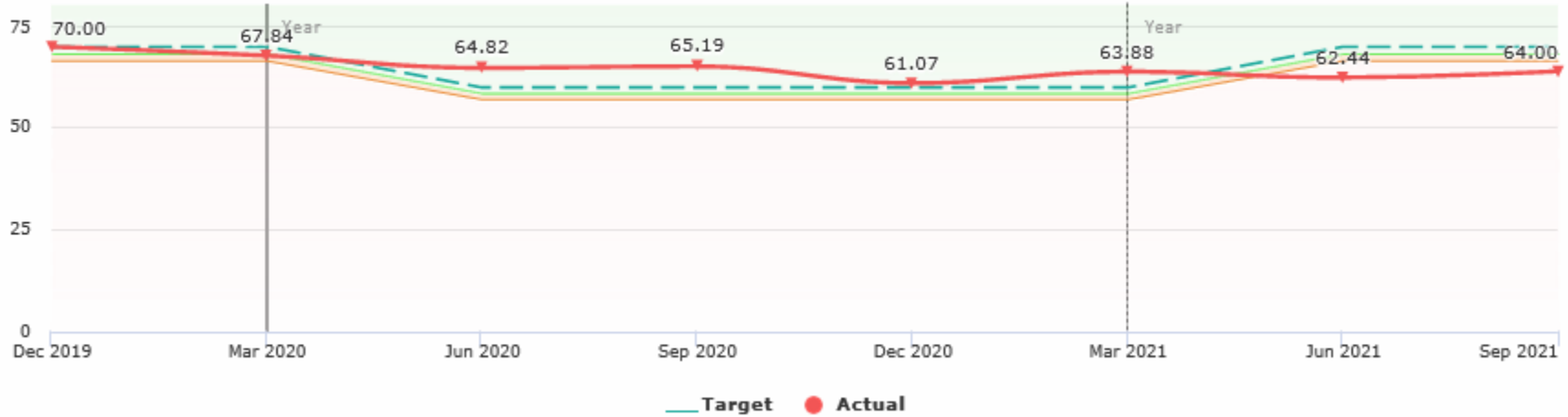
Actual (YTD)	Target (YTD)	Last Year	Current RAG Rating (YTD)
87.02	80.00	84.85	★

Comment

Household Recycling Centres remained open with appropriate control measures in place. Footfall has steadily increased, as alert levels decrease during Spring and Summer, resulting in an increase of materials brought to site and separated for recycling.

Circular Economy

Percentage of waste reused, recycled or composted

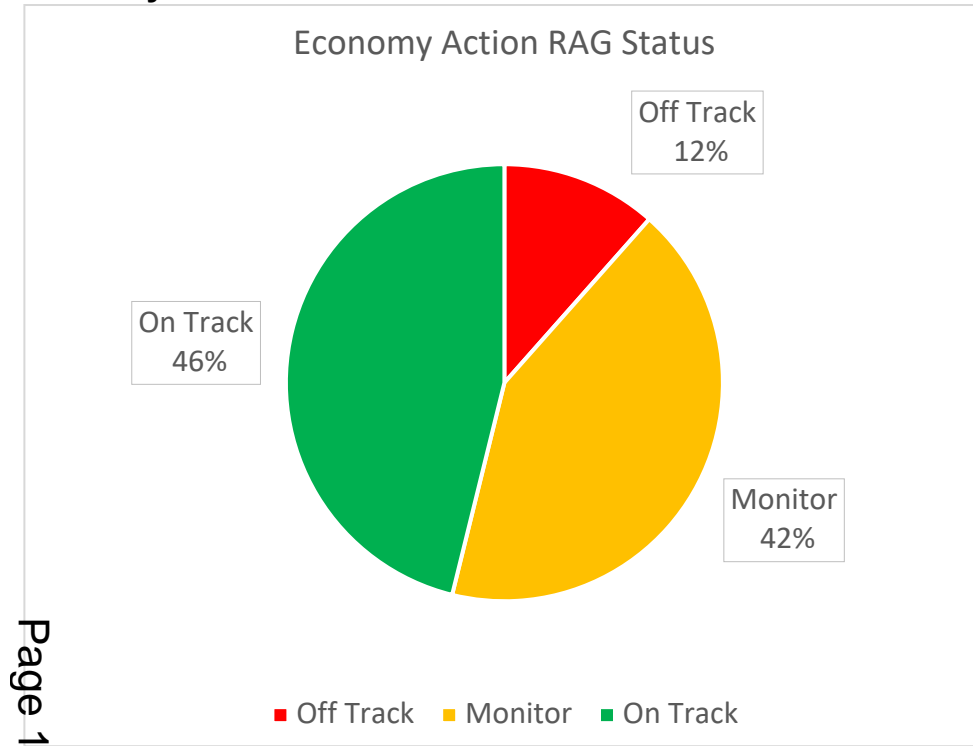


Actual (YTD)	Target (YTD)	Last Year	Current RAG Rating
64.00	70.00	65.19	▲
Comment			
<p>Total waste arising has increased, which includes both residual and recycling. Recycling collected amounts have increased; however, as the amount of residual (non-recyclable) waste has also increased, this means that any recycling performance percentage has been offset by the total waste arising. The reintroduction of side waste enforcement from September 2021 and further efforts to promote reuse and recycling are intended to assist with a reduction in residual waste, and increase in recycling.</p>			

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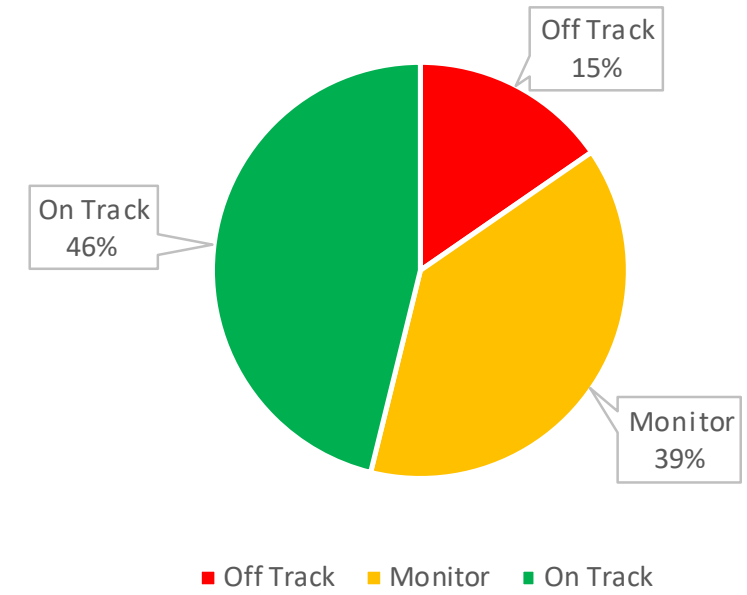
Economy

Economy Overall Performance

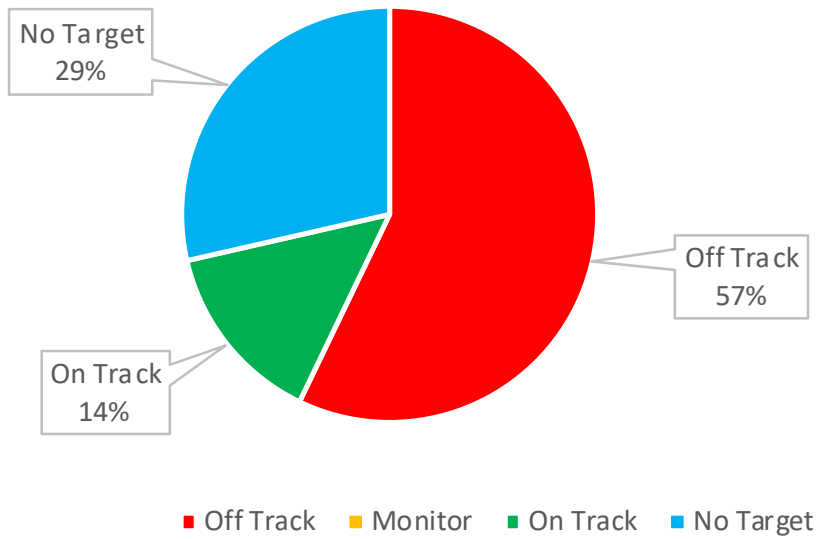


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Economy Outcome RAG Status



Economy Performance Measures



Measures Off Track

Area	Title	
Reducing Worklessness	Number of individuals entering employment, learning or volunteering	▲
Reducing Worklessness	Number of individuals entering employment, learning or volunteering	▲
Transport and Digital Infrastructure	Number of bus quality partnerships on the core network	▲
Transport and Digital Infrastructure	Number of schemes delivered through the Welsh Government Active Travel Fund	▲

Town Centre Regeneration Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Encouraging and support investment in town centre properties especially to facilitate more sustainable uses	40%	●	●	The Council has been supporting a number of potential investors to develop their town centre projects. Flintshire launched an interest-free loan scheme for investors in town centres. The scheme is funded by Welsh Government with £840k available, the first two applications have been received. In addition, the Council has secured £112k from Welsh Government to renovate 31 Chester Road West in Shotton as part of the Shotton Action Plan. The property, which has been vacant for several years, will be used for the County food poverty project as well as for residential accommodation.
Improving the environment in town centres	25%	●	●	Funding for environmental projects remains limited. However, the Council intends to implement a green infrastructure project in Shotton as part of the Shotton Action Plan programme. Funding is already in place from Welsh Government (WG). A further small tree planting project in Flint is also planned this year to implement an element of the Flint Green Infrastructure plan. This is also funded by WG. In addition, the Council is also commissioning a review of the street environment in Buckley.
Monitoring the health and vitality of town centres to support effective management and business investment decisions	40%	★	★	The Council has been successful in securing Welsh Government funding for digital footfall monitoring equipment across all of the town centres in Flintshire. These will enable the Council, partners and businesses to receive real time intelligence on the numbers of people using the town centres. The project will also allowing the piloting of other types of sensor in town centres in order to assess their effectiveness including, for example, air quality, soil moisture (for tree planting) and light sensors (on defibrillator boxes). The infrastructure created will be on an open access basis so that other users including the private sector will be able to take advantage of its capabilities for their own sensors.
Promoting town centre, hospitality and tourism businesses to help with their post-Covid recovery	50%	★	★	The Council has delivered a promotional campaign to generate a positive image of Flintshire's towns and visitor economy. A number of promotional assets were produced during this campaign including podcasts, films, e-book, news release and social media platforms. These assets can be used in future promotional campaigns.
Supporting the growth of community enterprises in town centre locations	50%	●	●	Business support, advice and guidance continues to be delivered via social media platforms and over the telephone, however an increasing number of enquiries are seeking face to face support. The development of community facilities is an area of start-up growth across Flintshire Town centres.

Town Centre Regeneration Measures

Measures Off Track

Area	Title
Town Centre Regeneration	There are no measures off track for this section

There are no reportable measures for this period

Business Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Engaging small businesses and improve support packages available to them	20%	★	★	The Council has now recruited an officer to engage town centre businesses through both face to face contacts and social media.
Increasing the scale and impact of the social business sector	50%	●	●	Ongoing business support being delivered via telephone / social media platforms. Though the number of start-ups is lower than anticipated, new clients/potential start-ups are being generated by word of mouth referrals by existing social enterprises and partner organisations.
Supporting growth of the local and regional food and drink business sector through marketing and collaborative projects	50%	★	★	Delivered a promotional campaign and activity to showcase the unique range of locally produced food and drink. Provided match funding to support local food and drink groups develop a sub-regional project to help with recovery from the pandemic through research, identifying examples of good practice, introducing new ways of selling and new collaborative product development.
Supporting local businesses in their efforts to reduce their carbon footprint and become more resource efficient	0%	▲	●	Work has not started on this programme of work due to capacity being diverted to delivering the Welsh Government Covid recovery grants.
Supporting post-Covid recovery of the County's street and indoor markets	50%	★	●	The street and indoor markets in Flintshire were severely affected by the pandemic with many businesses unable to trade for many months. In addition, the Christmas markets run by the Council and partners in Mold and Holywell have not been able to go ahead for two years. Following the removal of restrictions the Council has worked with traders to successfully encourage new stalls onto the markets. The Council has run a series of shop local campaigns featuring local businesses, including the market traders, which received a good level of coverage.

Action	Percentage Complete	RAG	Outcome RAG	Comment
Supporting recovery of the tourism and hospitality sectors and rebuild confidence in the industry	50%	★	★	<p>The team has supported visitor sector businesses to access funding packages for recovery post- pandemic.</p> <p>Regular communication and information sharing with the sector and partners.</p> <p>Flintshire is part of a regional social media campaign to promote priority products over the autumn and winter season. The campaign started in October and will run until the end of March 2022. The objective of this autumn and winter campaign is to encourage and drive traffic/ visits to the North East Wales website and social media platforms.</p> <p>We have supported and raised awareness of the national recruitment and skills campaign with the sector in Flintshire. We continue to encourage businesses to utilise a new tool kit which is now available to help with recruiting staff and raising awareness of the great career opportunities in tourism and hospitality. This is being undertaken with the destination management partnership and local tourism associations.</p> <p>Research and development work for the Flintshire Ambassador programme is underway. This is a scheme that provides online learning and opportunities to enhance knowledge of the visitor offer of Flintshire and the wider North Wales region.</p>

Business Measures

Measures Off Track

Area	Title
Business	There are no measures off track for this section

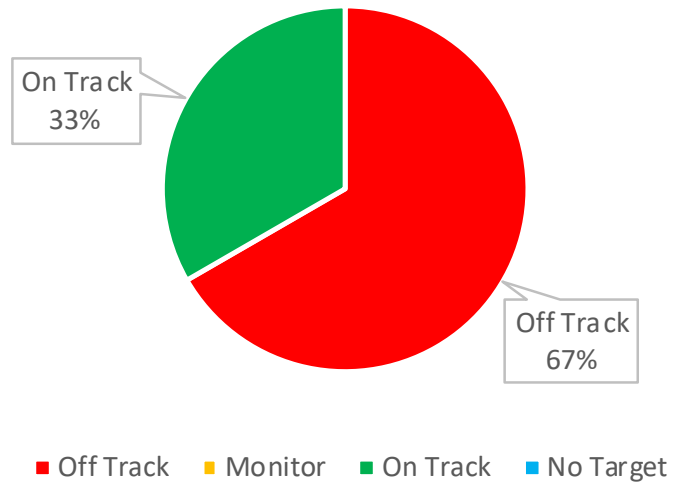
There are no reportable measures for this period

Transport and Digital Infrastructure Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Completing the connection of all eligible public buildings through the Local Full Fibre Network Project	90%	★	★	The Local Full Fibre Programme, funded by UK Government, will connect almost 400 public sector buildings in North Wales to the fibre network. In Flintshire, the majority of buildings put forward to the project have been completed. The Council awaits the completion of the final few by BT Openreach/BT although this has been delayed.
Connecting further rural communities to improved digital infrastructure	50%	★	★	The Council employs a Rural Broadband Officer to support rural households to improve their digital connectivity. In addition to providing one to one support to households, especially where children have been struggling with online education during lockdown, the officer has been supporting communities to bid to the Community Fibre Partnership programme to part-fund connection to the fibre network. Five projects have been developed so far and await BT Openreach approval.
Developing and delivering transport infrastructure improvements as part of North Wales Metro Programme and the Council's Integrated Transport Strategy	45%	●	★	Progression of the North Wales Metro and in year transport schemes have been restricted due to ongoing land negotiations and supplier availability.
Ensuring Flintshire strategic transport priorities are well-represented in the Regional Transport Plan from the forthcoming Corporate Joint Committee development	50%	★	★	Following the publishing of Welsh Government's (WG) New Wales Transport Plan, we are in the process of reviewing our own Integrated Transport Strategy. Once complete, this will form the basis of Flintshire's forthcoming Regional Transport plan submission.
Starting delivery of the local plans within the North Wales Growth Deal for digital infrastructure	50%	★	★	The Council are engaged with each of the work streams developing the Growth Deal capital investment projects.

Transport and Digital Infrastructure Measures

Transport and Digital Infrastructure Performance Measures

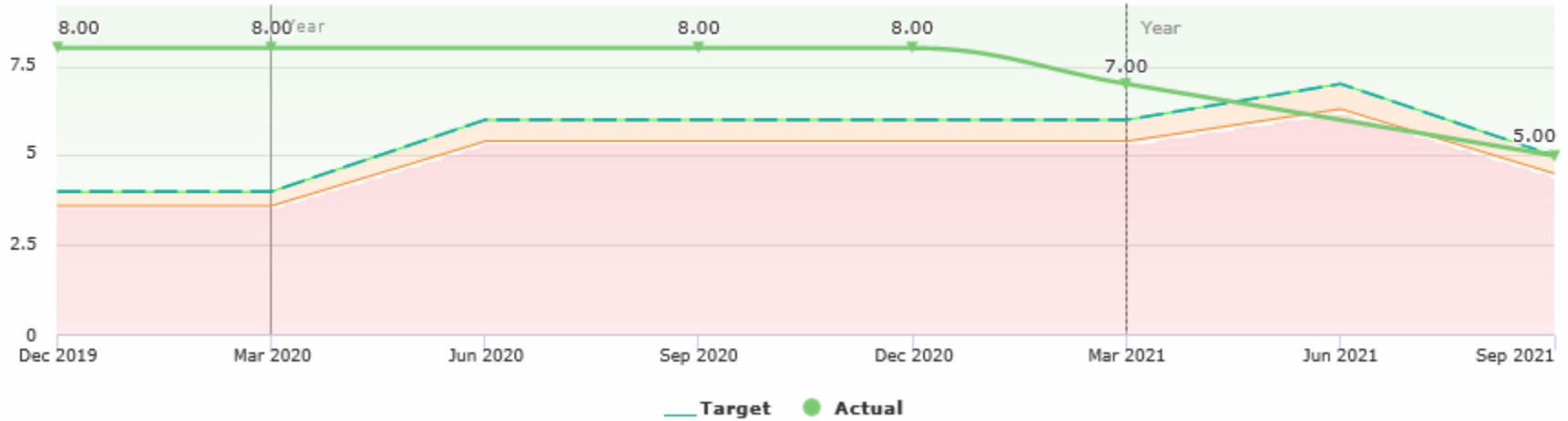


Measures Off Track

Area	Title
Transport and digital infrastructure	Number of schemes delivered through the Welsh Government Active Travel Fund ▲
Transport and digital infrastructure	Number of bus quality partnerships on the core network ▲

Transport and Digital Infrastructure

Number of Local Travel Arrangements (LTAs) in geographical areas of the County



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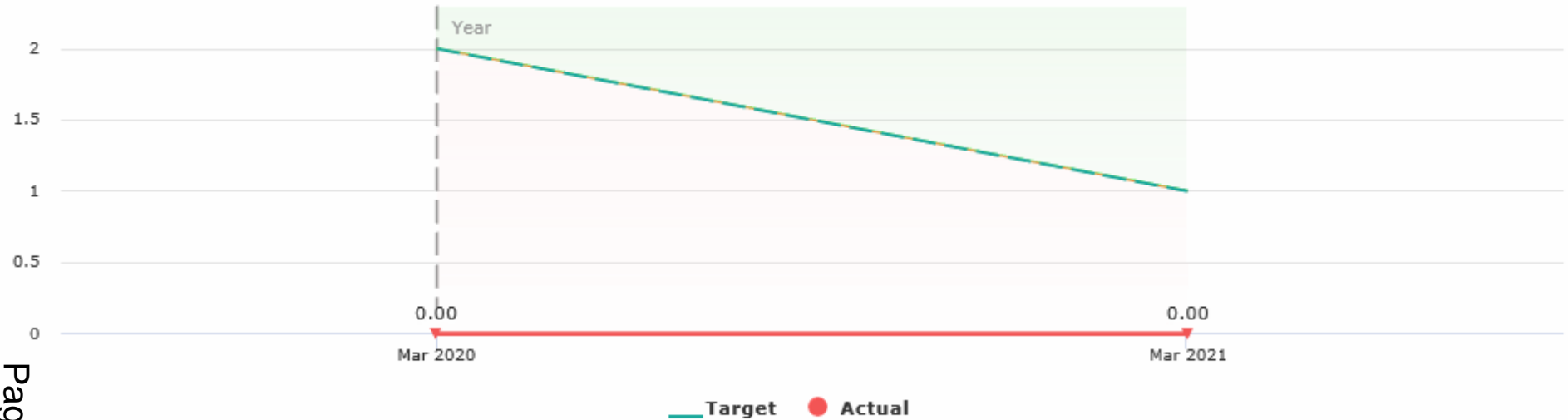
Actual (YTD)	Target (YTD)	Last Year	Current RAG Rating
5.00	5.00	8.00	★

Comment

Whilst there were 8 Local Travel arrangements in place, the LT1, 2 & 3 have been replaced with the Holywell Fflecsi Service. The Holywell Fflecsi service has proven extremely successful with increased passenger numbers. More importantly, 45% of the passengers are new to the service and from areas where there were no previous bus services available, working towards the service delivery aim of reducing Flintshire resident's isolation in our more rural communities.

Transport and digital infrastructure

Number of bus quality partnerships on the core network



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Actual (YTD)	Target (YTD)	Last Year	Current RAG Rating (YTD)
0.00	1.00	0.00	▲

Comment

The ongoing development of the Quality Bus Partnership has been put on hold. Transport For Wales are undertaking a Network review across North Wales with a report due in quarter four 2021/2022.

Transport and Digital Infrastructure

Number of schemes delivered through the Welsh Government Active Travel Fund



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Actual (YTD)	Target (YTD)	Last Year	Current RAG Rating
0.00	1.00	8.00	▲

Comment

To date, no active travel infrastructure scheme has been completed for 2021/22.

Local Development Plan (LDP) Targets Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Ensuring timely adoption of the Local Development Plan once Inspector's Report received	75%	●	●	Local Development Plan (LDP) submitted for Examination to Welsh Government/Planning Inspectorate (PINS) in November 2020 in line with Delivery Agreement. Commencement of Examination of the LDP delayed several times by the Planning Inspector and progress further delayed by the need for Council to address the 'Phosphates' issue raised by Natural Resources Wales. Officers progressing well with preparation of Matters Arising Changes to be consulted upon. The production of the binding Inspectors Report and subsequent adoption of LDP likely to be delayed by some three to four months compared to the Delivery Agreement. The timetable for progressing the LDP from Submission to Examination is the remit and responsibility of the Inspector rather than Flintshire.
Maintaining and update the Local Development Plan housing trajectory in line with planning decisions made	75%	●	●	The Council cannot formally update the housing trajectory until the Local Development Plan (LDP) has been adopted. However, the Council has produced a housing trajectory for April 2020 to inform the Inspector's Examination of the Plan. Officers are continuing to undertake annual housing land monitoring each April in order to inform future updates of the housing trajectory as part of the Plans monitoring arrangements, once adopted.
Making decisions at Planning Committee in line with the adopted Local Development Plan	0%	▲	▲	The Local Development Plan (LDP) cannot form the statutory development plan for making either decisions at Planning Committee or delegated decisions until it is adopted by the Council. Action one explained that there is likely to be a delay in adopting the LDP of three to four months.
Monitoring overall Plan performance via the Annual Monitoring Report (AMR) and submit to Welsh Government	50%	●	●	The Local Development Plan (LDP) cannot be monitored on an annual basis until it has been adopted. The monitoring chapter within the LDP has been the subject of discussion at an Examination Hearing Session and minor amendments agreed with the Inspector. These amendments will be consulted upon as part of Matters Arising Changes, ahead of the Inspector issuing their Report on the Examination. The Council will therefore have the monitoring arrangements in place as part of the adopted LDP to ensure effective annual monitoring.
Referencing the Local Development Plan growth strategy in early work on a North Wales Strategic Development Plan (SDP)	0%	▲	▲	Work has not yet commenced on a North Wales Strategic Development Plan (SDP). It is anticipated that Corporate Joint Committees (CJC) will not be set up until Spring 2022 at the earliest.

Local Development Plan (LDP) Targets Measures

Measures Off Track

Area	Title
Local Development Plan (LDP) Targets	There are no measures off track for this section

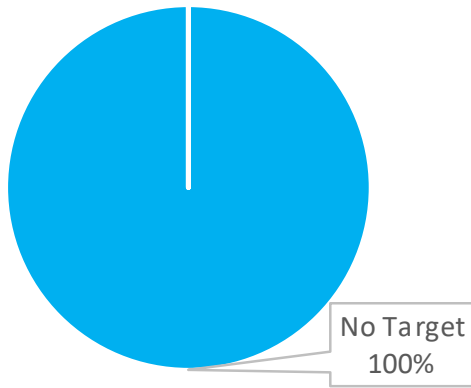
There are no reportable measures for this period

Spending Money for the Benefit of Flintshire Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Encouraging and supporting commissioners and suppliers to generate additional well-being outcomes	50%	★	★	Procurement activity remains the largest contributor to increased social value and is a key area of focus for the workstream. Significant progress has been achieved during this reporting period, with a significant number of contracts supported for this reporting period.
Increasing the ability and confidence of local businesses to supply the public sector	15%	●	●	The Council continues to support, on a reactive basis, opportunities for local small businesses to become part of the supply chain, usually as sub-contractors within a larger construction project. Further work to open up public sector procurement opportunities to small businesses has been delayed by pandemic response work and will start in quarter three.
Reporting of the strategic well-being outcomes across the Council in place	100%	✔	★	The Council now has a robust software system to monitor the achievement of the strategic well-being outcomes through goods and services delivered on the Council's behalf by suppliers (social value).

Spending Money for the Benefit of Flintshire Measures

Spending Money for the Benefit of Flintshire Performance Measures



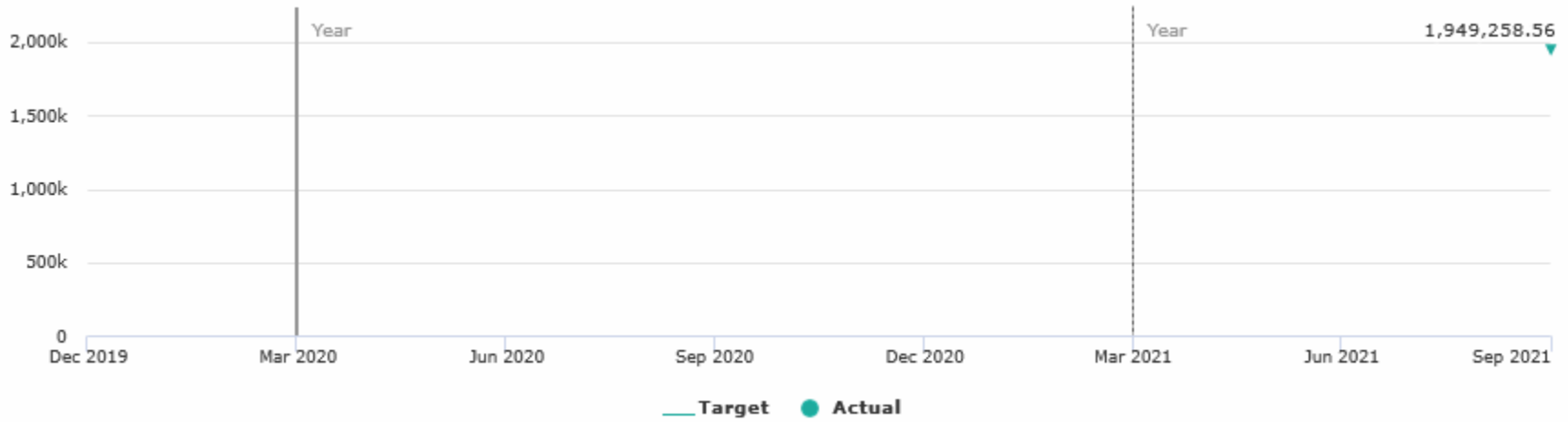
■ Off Track ■ Monitor ■ On Track ■ No Target

Measures Off Track

Area	Title
Spending Money for the Benefit of Flintshire	There are no measures off track for this section

Spending Money for the Benefit of Flintshire

Monetary value of community benefits as measured against the Flintshire Themes Outcomes and Measure



Actual (YTD)	Target (YTD)	Last Year	Current RAG Rating
1,949,258.56			n/a

Comment

£1,949,258.56 of social value has been reported on Impact as delivered so far for year to date.

Spending Money for the Benefit of Flintshire

Number of contracts delivering community benefits



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Actual (YTD)	Target (YTD)	Last Year	Current RAG Rating
1,949,258.56			n/a

Comment
<p>For the purpose of reporting, we shall use the number of contracts which have been awarded and completed within this period, which total 13.</p> <p>In the period between April 2021-September 2021, we have supported 70 contracts in total. These are at varying stages within the commissioning cycle, however of the 70:</p> <ul style="list-style-type: none"> • 11 are now in contract, • 57 are at planning/procurement stage, • two of which have completed.

Reducing Worklessness Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Co-ordinating a multi-agency approach to support businesses to recruit people from disadvantaged groups	30%	●	▲	The Communities for Work programme in Flintshire is currently below target, however the number of employment and client engagements are now on the rise following a difficult period due to the pandemic. Face to face meetings between clients and mentors are now resuming and pathways have recently resumed in a classroom environment. These pathways have included hospitality, retail and construction, all sectors which have struggled with recruitment during the coronavirus pandemic. The strong partnership between Communities for Work, Working Wales and Jobcentre plus has seen many positive outcomes as a result of a joined up approach to training, recruitment and support for individuals wanting to enter or re-enter employment.
Delivering mentoring and wider support programmes to assist disadvantaged people to re-engage with the labour market	30%	●	▲	Communities for Work had a total of 181 completed engagements at the mid-year point, assisting disadvantaged people in gaining work and voluntary opportunities. The engagements varied from pre-employment training, online learning, sector specific pathways and virtual information events.

Reducing Worklessness Measures

Reducing Worklessness Performance Measures



■ Off Track
 ■ Monitor
 ■ On Track
 ■ No Target

Measures Off Track

Area	Title
Reducing worklessness	Number of individuals entering employment, learning or volunteering ▲
Reducing worklessness	Number of individuals receiving support

Reducing Worklessness

Number of individuals entering employment, learning or volunteering



Actual (YTD)	Target (YTD)	Last Year	Current RAG Rating
75.00	110.00		▲

Comment

In quarter one, 40 individuals entered employment. Quarter two saw 35 individuals enter employment having been successfully mentored with the Communities For Work programme in Flintshire. Employment sectors entered included construction, retail, logistics and production.

Reducing Worklessness

Number of individuals receiving support



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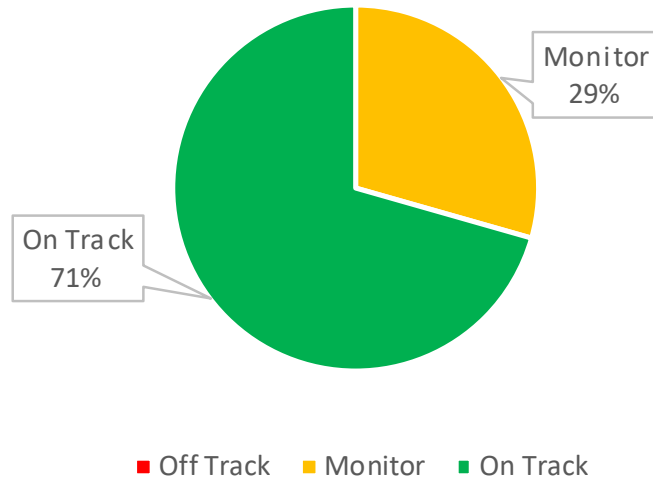
Actual (YTD)	Target (YTD)	Last Year	Current RAG Rating
220.00	280.00		▲

Comment
During quarter one 102 participants were supported through the Communities for Work programme receiving assistance in accessing training and employability skills in order to move them closer to the labour market. During quarter two 118 participants accessed this support. Training included Construction Skills, HGV, Administration, Health & Safety and Customer Service.

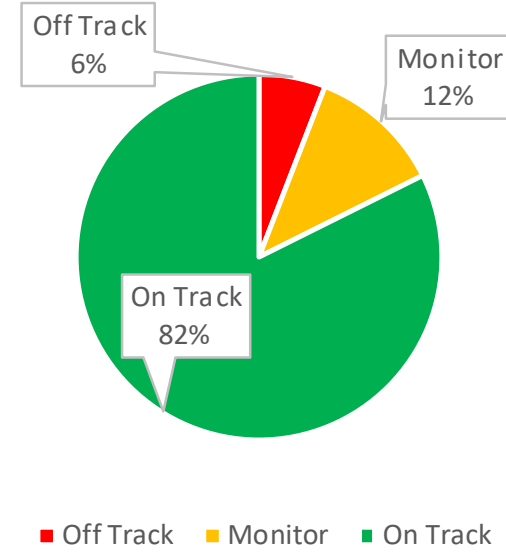
Personal and Community Wellbeing

Personal and Community Wellbeing Overall Performance

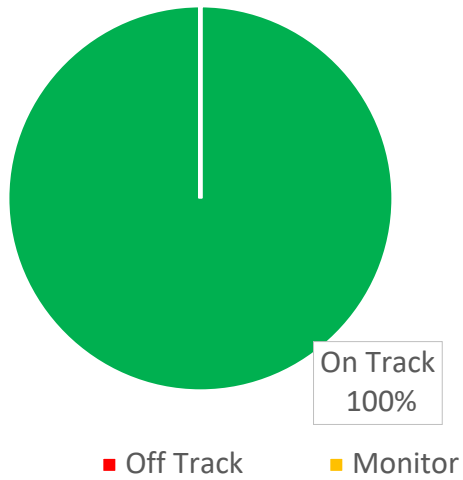
Personal and Community Wellbeing Action RAG Status



Personal and Community Wellbeing Outcome RAG Status



Personal and Community Wellbeing Performance Measures



Measures Off Track

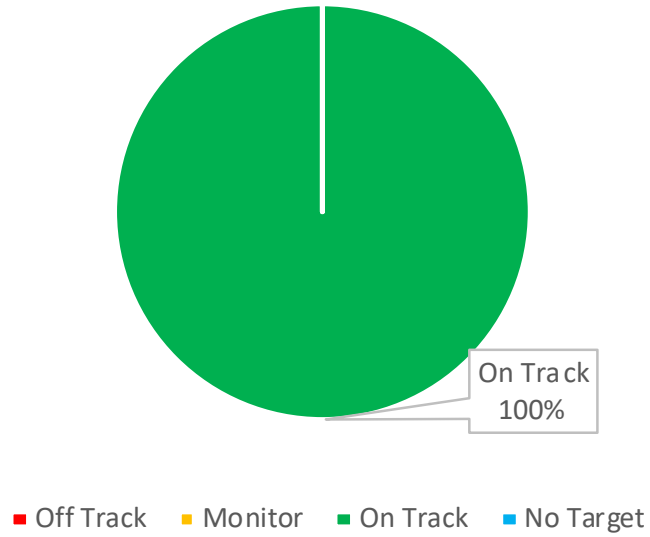
Area	Title
Personal Community and Wellbeing	There are no measures off track for this section

Independent Living Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Developing and extend our approach to Micro Care supporting more people in their own homes	50%	★	★	Additional funding sources from the Foundational Economy to support the project until March 2022. An off framework contract has been developed to support direct commissioning of Microcarers. Work has started to integrate the opportunities into both Direct Payments Team and Brokerage.
Ensuring services for families with children aged 0-7 are better integrated through the 'Early Years Pathfinder' project	50%	●	●	The self-assessment of local arrangements to support families conducted by the Early Years Partnership last winter found that Flintshire was well placed to make swift progress by implementing the local actions identified in the self-assessment and the recommendations in the Early Intervention Foundation's report (June 2021). The work with Vanguard started last year to look at the family's journey through the early years pathway is now progressing through thinking and discussion around integration and transformation. A work programme is continuing for 2021-22. Work has been impacted by Covid-19 due to availability of key stakeholders, however progress is now being made. The plan for the remainder of the year is the development of the local Early Years strategy, to focus on the family experience as part of local work on multi-agency support pathways to ensure each child has a strong foundation for their future.
Increasing the number of people who are able to make their own care arrangements through a Direct Payment	50%	●	★	We are continuing to grow this service. We now have the Personal Assistant portal to assist, but we are facing the shortage of carer issue, as in all other services and areas.
Providing additional placements at Marleyfield House Care Home to support older people	100%	✔	★	The extension at Marleyfield House has now been completed and we have opened an additional 32 beds to take the total capacity to 64. This includes 48 permanent residents and 16 short term reablement residents who are supported to transition from hospital home as quickly as possible.

Independent Living Measures

Independent Living Performance Measures

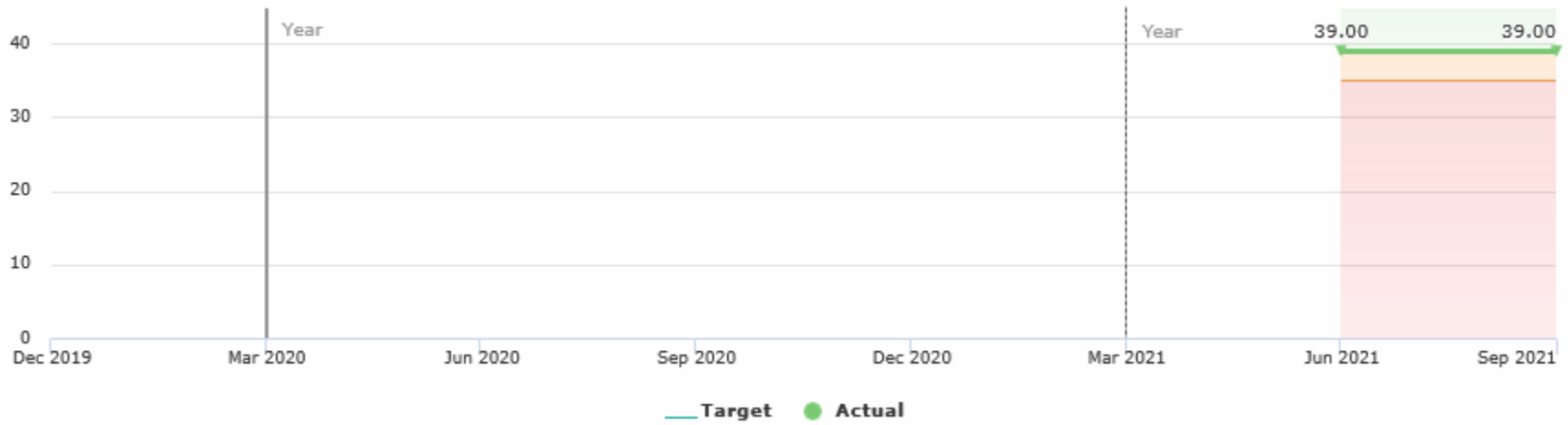


Measures Off Track

Area	Title
Independent Living	There are no measures off track for this section

Independent Living

Direct Payments as a % of ~~home-based services~~



Page 152

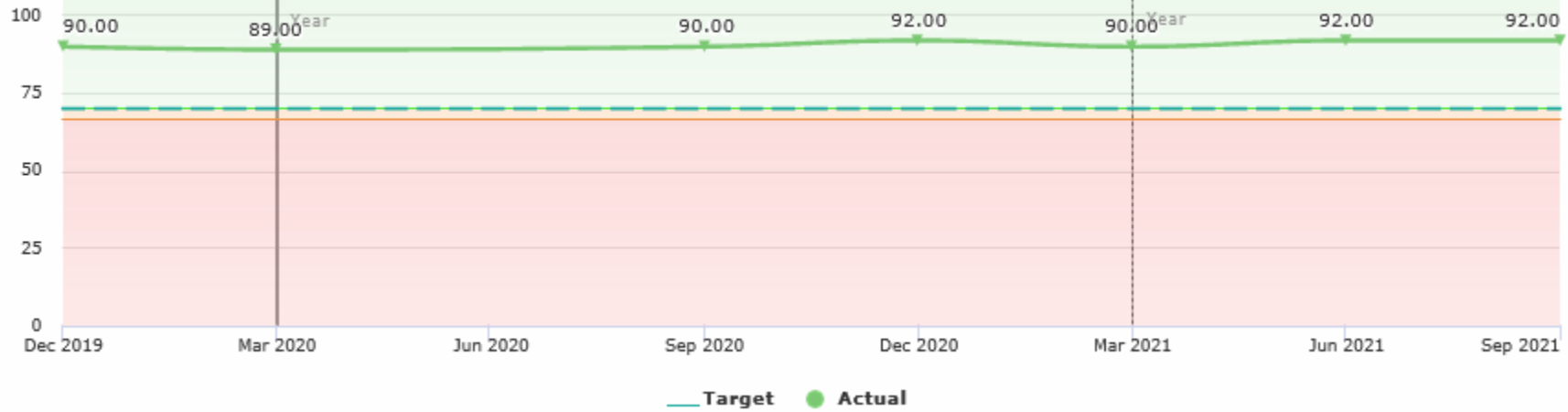
Actual (YTD)	Target (YTD)	Last Year	Current RAG Rating
39.00	39.00		★

Comment

Our mid-year outturn is consistent with previous quarters. Our intention to increase the use of direct payments has been impacted by shortage of direct care staff. We are experiencing this across the whole direct care service, both in house and in the independent sector.

Independent Living

Percentage of equipment that is re-used

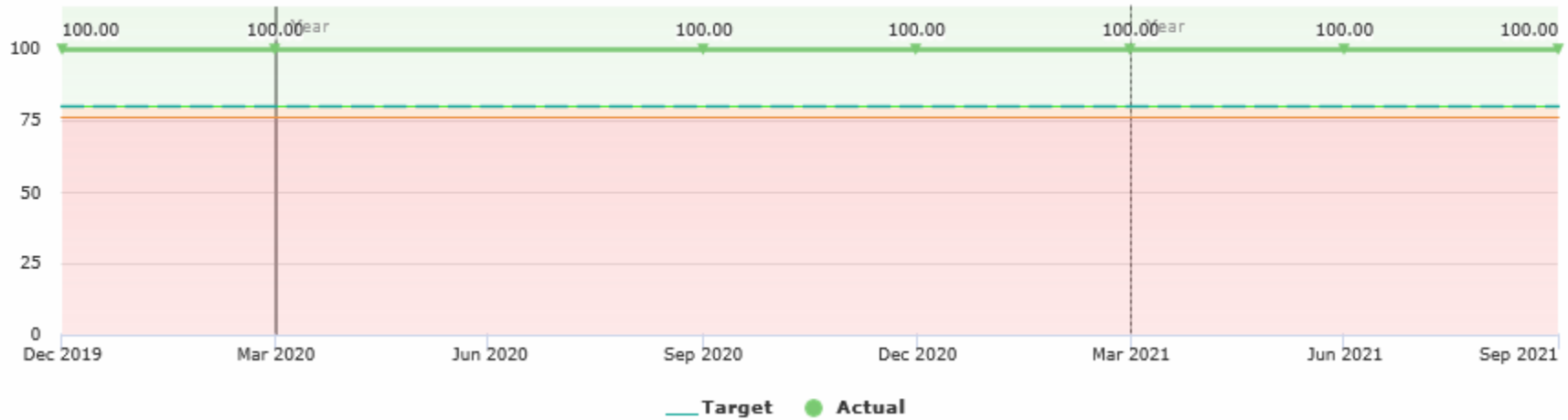


Actual (YTD)	Target (YTD)	Last Year	Current RAG Rating
92.00	70.00	90.00	★
Comment			
<p>The standard of 70% is set nationally by the "National Minimum Standards for Community Equipment Services in Wales". However, the North East Wales Community Equipment Service (NEWCES) consistently achieve better than what is requested, with an average of approximately 90% re-use of equipment rather than throwing it away. By doing this there is a yearly cost avoidance of over £2m.</p>			

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Independent Living

Percentage of requests for equipment that meet or exceed the national 7 Day standard



Page 154

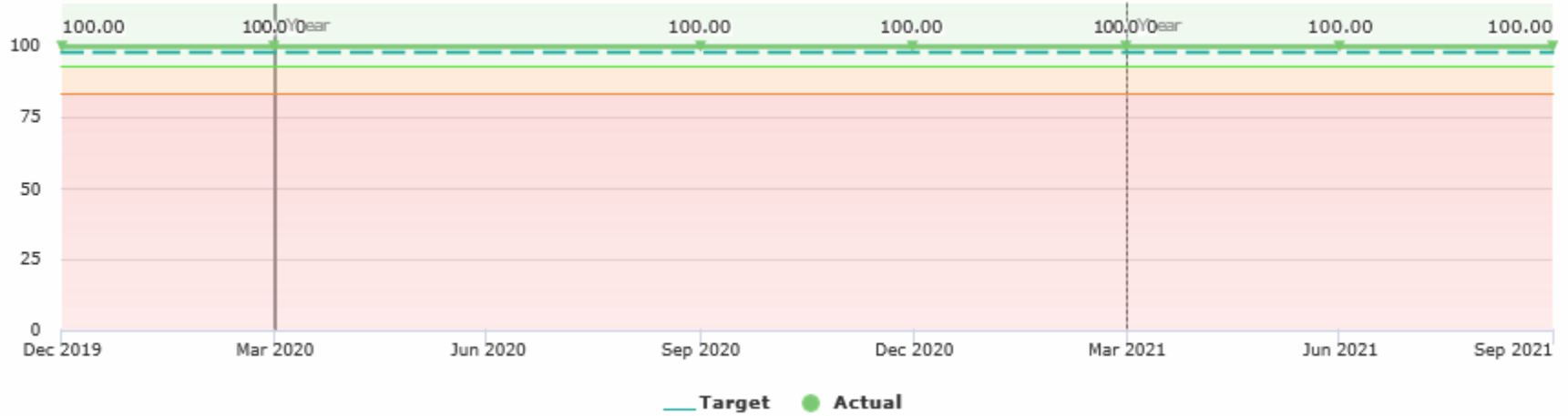
Actual (YTD)	Target (YTD)	Last Year	Current RAG Rating
100.00	80.00	100.00	★

Comment

The North East Wales Community Equipment Service continue to provide 100% of equipment requests within the 7 day national standard.

Independent Living

Percentage of urgent requests for equipment that meet or exceed the national 1 Day response standard



Actual (YTD)	Target (YTD)	Last Year	Current RAG Rating
100.00	98.00	100.00	★

Comment

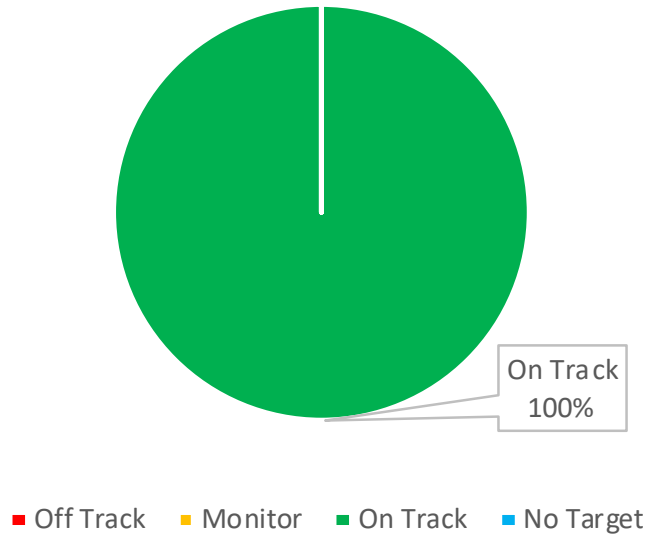
The North East Wales Community Equipment Service continue to be above target for urgent requests (1 day response time).

Safeguarding Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Developing and relaunching our corporate e-learning package to reflect the new safeguarding procedures. This will include extending access to the safeguarding e-learning module to key partners	0%	★	★	We are awaiting updated safeguarding procedures from Welsh Government.
Implementing an 'active offer' of advocacy support for people involved in the safeguarding process	50%	●	★	Tros Gynnal Plant have been attending team meetings in Children's Services to promote the use of advocates for families going through the safeguarding process. In Adult Safeguarding, staff have been made aware of the need to offer advocacy; data will be collected in the second half of this year to evidence how this is progressing.
Promoting the 'duty to report' so our employees understand their responsibility to report safeguarding concerns	50%	★	★	Information on the Duty to Report has been included in Member safeguarding training, the Council's Safeguarding Awareness training, and the mandatory e-learning for all Council employees.

Safeguarding Measures

Safeguarding Performance Measures

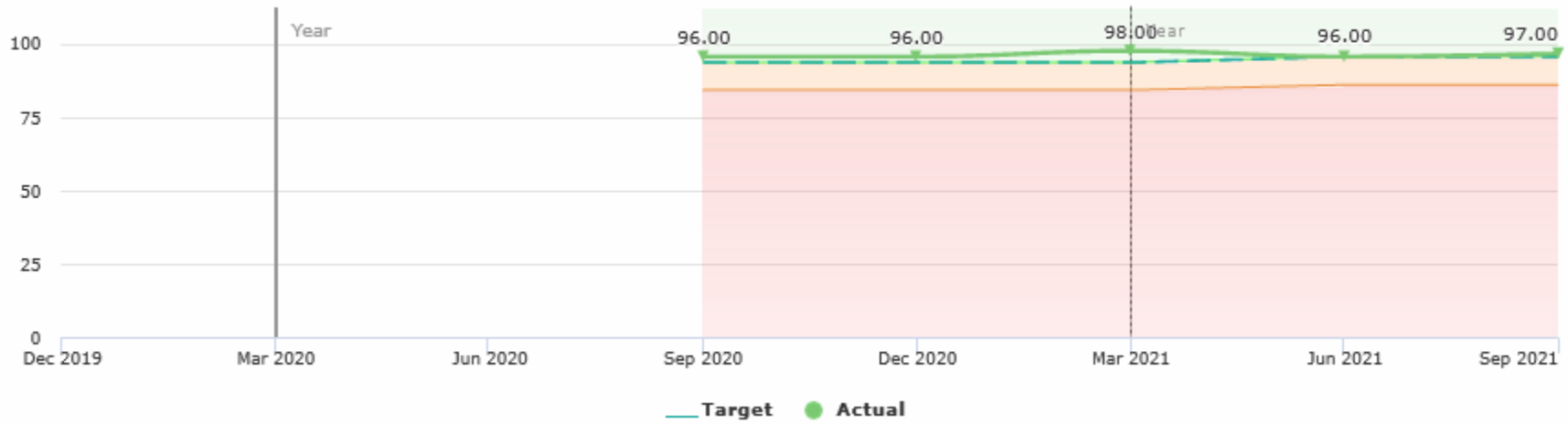


Measures Off Track

Area	Title
Safeguarding	There are no measures off track for this section

Safeguarding

The percentage of adult safeguarding enquiries that met the 7 day timescale



Page 158

Actual (YTD)	Target (YTD)	Last Year	Current RAG Rating
96.50	96.00	96.00	★

Comment

The safeguarding unit continue to meet target for processing safeguarding enquiries.

Safeguarding

The percentage of children who were reported as having run away who were offered a return interview



Actual (YTD)	Target (YTD)	Last Year	Current RAG Rating
100.00	100.00	80.00	★

Comment

All children reported missing should be offered a return interview. In 2020/21 we measured the percentage of children who agreed to an interview; the chart shows that a number of young people chose not to engage with the process. From April 2021, we changed the measure to reflect our performance in offering an interview.

Direct Provision to Support People Closer to Home Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Developing the services we offer to provide respite for families with disabled children	100%	✔	★	Services are in place. However, delivery is currently impacted by the national shortage of carers.
Extending Croes Atti Care Home for older people, with a focus on dementia care; complete the planning phase	50%	★	★	A Health and Social Care programme board has been set up with terms of reference agreed to oversee the rebuild of Croes Atti, progress is being made with regards to land transfer from BCUHB to Local Authority. Concept design is in progress.
Growing our in-house fostering service to support more looked after children	50%	★	★	Flintshire is now part of Foster Wales, a National Network of 22 local authorities dedicated to increasing the number of Local Authority Foster Carers. Foster Wales launched in July 2021 and benefited from a National Tv campaign in September 2021, a recruitment strategy is being developed to establish what needs to be done locally. The target for 2021/22 is to approve ten carers. Seven have been approved and four are currently in progress. Since the recruitment campaign was launched, we have received 50 new enquiries from prospective foster carers.
Growing our in-house homecare service to support more people to live at home	50%	●	●	We are facing challenges in recruitment across the care sector. As part of the rebalancing agenda we are seeking to increase market share by growing our in house home care service. The homecare service has increased its market share to 16% of the overall market. This relates to an additional 16 staff who have been recruited to increase capacity.
Setting up a registered Children's Home to help avoid the need for residential placements outside Flintshire	50%	★	★	Progress to date includes: <ul style="list-style-type: none"> • Appointment of a construction partner • Plans have been developed and submitted for planning approval Local ward member and the community have been appraised of the plans and our vision • Subject to planning consent, and the provision of a bat license, work will commence on the site in October 2021 • The target date to complete the refurbishment is June 2022. At this point, we will be in a position to submit our application for registration with Care Inspectorate Wales (CIW)

Direct Provision to Support People Closer to Home Measures

Measures Off Track

Area	Title
Direct Provision to Support People Closer to Home	There are no measures off track for this section

There are no reportable measures for this period

Local Dementia Strategy Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Developing a Flintshire Dementia strategy that sets a shared vision, and action, for the next phase of developing good dementia support for individuals, families, carers and communities	50%	★	★	Consultation with stakeholders and the community has been completed. Final actions are now being drafted before publication.
Working with registered Care homes providers and health partners to develop more long term nursing care placements for people who have dementia	50%	●	▲	The pressures in the care home sector are widely recognised nationally and the challenges in recruiting workforce is having a significant impact on Flintshire care homes. This is particularly the case in regards to nursing care. A new post has commenced in September looking at market sustainability in Flintshire.

Local Dementia Strategy Measures

Measures Off Track

Area	Title
Local Dementia Strategy	There are no measures off track for this section

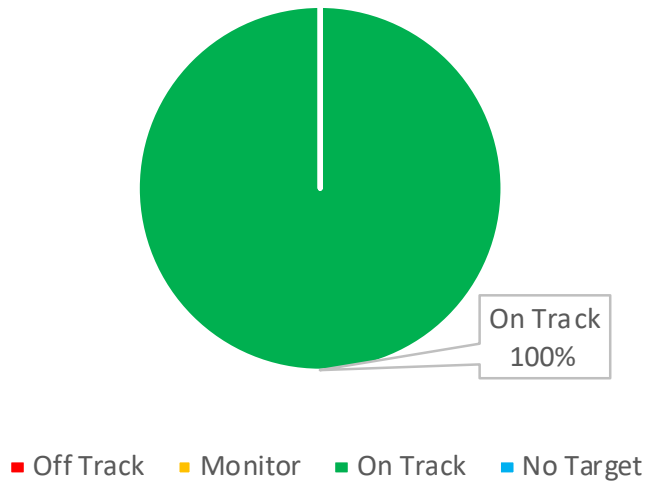
There are no reportable measures for this period

A Well-connected, Safe and Clean Local Environment Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Keeping our local communities clean and safe through engagement, education and environmental enforcement	50%	★	★	Quarters one and two of 2021/22 have been successful with four education and engagement campaigns delivered. More will be programmed for delivery as inelegance of areas of poor Local Environmental Quality (LEQ) are identified.
Protecting residents and our environment from pollution and other public health and safety hazards by achieving the Streetscene Standard	50%	★	★	The service continues to deliver against the approved Streetscene Standards.
Working with local communities to inform a long term vision and delivery plan for using the Flexible Funding Grant programme to achieve positive outcomes for people	70%	★	★	<p>Planning for community consultation as part of the Shotton Action Plan has commenced. This is ongoing.</p> <p>Community Consultation within the Holway area has commenced and actions raised by the residents are being implemented. To date there has been consultation regarding the services and groups that would support various ages living in the area that could be delivered from the newly refurbished Community Centre and playing fields.</p> <p>An Open Day at the Community Centre is planned for October half term to further engage the residents in planning services together.</p> <p>We work collaboratively with our partners in other Portfolios and in other agencies to undertake our consultation exercises so as to reduce duplication when planning service delivery.</p>

A Well-connected, Safe and Clean Local Environment Measures

A Well-connected, Safe and Clean Environment Performance Measures

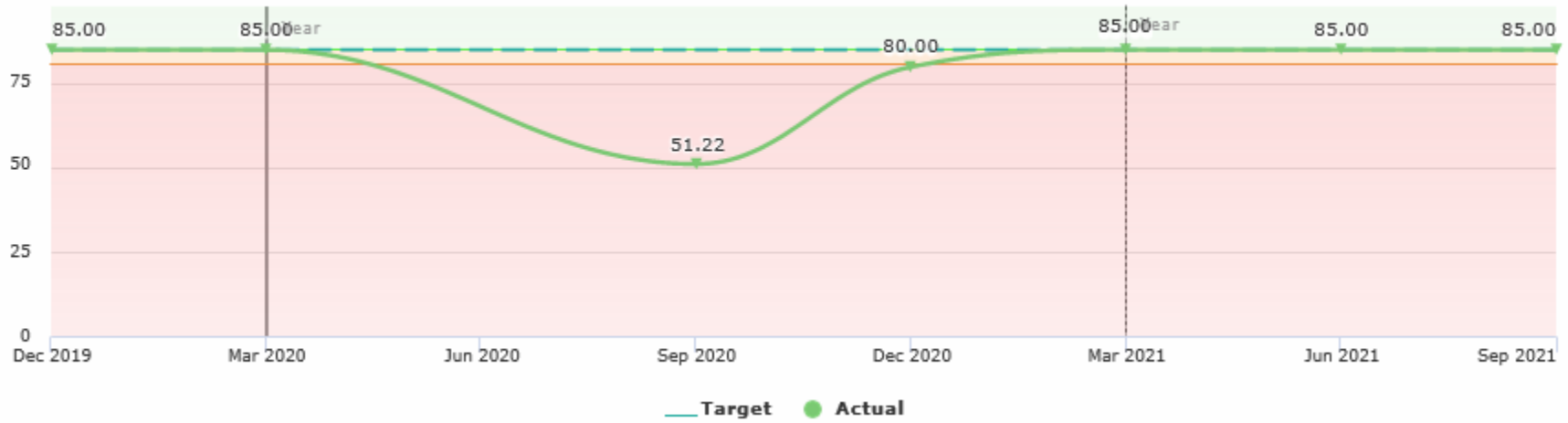


Measures Off Track

Area	Title
Local Dementia Strategy	There are no measures off track for this section

A Well-connected, Safe and Clean Local Environment

Achieve minimum level of agreed Streetscene standards



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Actual (YTD)	Target (YTD)	Last Year	Current RAG Rating
85.00	85.00	51.22	★

Comment

The service continues to deliver against the approved Streetscene Standards.

A Well-connected, Safe and Clean Local Environment

Number of targeted environmental educational campaigns



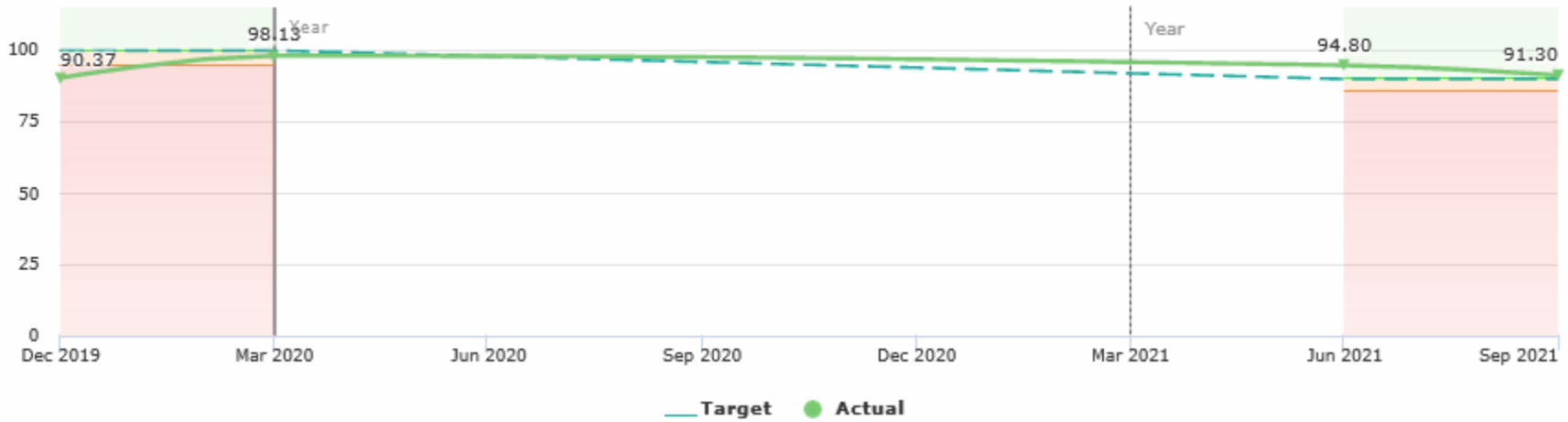
Actual (YTD)	Target (YTD)	Last Year	Current RAG Rating
6.00	5.00	4.00	★

Page 167 **Comment**

Four education and engagement campaigns took place between the dates July 2021 to September 2021 in response to escalating fly-tipping and littering events in residential areas, predominantly back alleyways and green open spaces. Information letters and waste education packs have been delivered to properties, along with advice on how to recycle and dispose of waste correctly.

A Well-connected, Safe and Clean Local Environment

Progress actions to avoid non-payment of all FPN / PCN



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Actual (YTD)	Target (YTD)	Last Year	Current RAG Rating
91.30	90.00		★

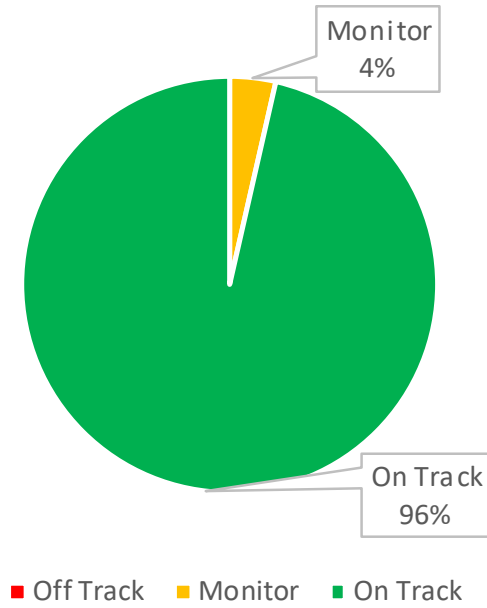
Comment

91.3% of expected income has been received to date. For the Period of July to September, there was a total of 705 Penalty Charge Notices (PCNs) issued, out of these there are still outstanding payments for 61 PCNs. Any outstanding payments will be progressed via the formal recovery process.

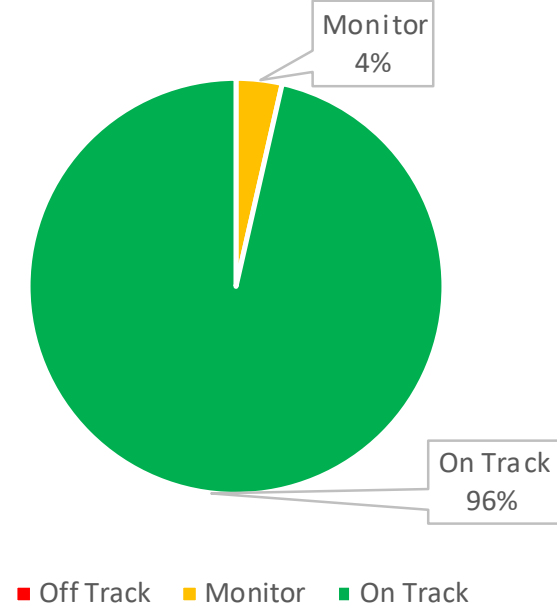
Education and Skills

Education and Skills Overall Performance

Education and Skills Action RAG Status



Education and Skills Outcome RAG Status



Educational Engagement and Achievement Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Continuing to broaden the offer of alternative education opportunities to support learner engagement	50%	★	★	The offer to Key Stage 4 (KS4) pupils has been increased and broadened to include a range of options alongside the more traditional vocational opportunities. Work is underway to explore Covid safe practice relating to work experience options. A Key Stage 2 (KS2) Alternative Education coordinator has been appointed to offer provision for vulnerable learners and to support schools in the development of their own programmes.
Continuing to improve attendance and reduce exclusions to maximise educational achievement	60%	★	★	The roles of officers in relation to matters of attendance and exclusion have been redefined. The Education Welfare Service now has regular representation on the Early Help Hub to facilitate early intervention and engagement. Data requirements have been identified in relation to these two areas and this is being used to inform practice. Schools/pupils are being identified and targeted for intervention and support.
Maintaining support for the rollout of the revised curriculum for pupils from 3-16 which better prepares them for their future lives and employment	33%	★	★	<p>All schools have access to a national professional learning offer as part of the support to schools for the new Curriculum for Wales. This cross regional offer is aimed at supporting all school practitioners, and focuses initially on Senior Leaders with the following themes:</p> <ul style="list-style-type: none"> • Leading Change • Leadership for the new curriculum • Developing a Shared Vision • Planning for Curriculum Change – to include curriculum design, progression and assessment • Leading Pedagogy • Time and Space for Professional Learning <p>All school leaders have been offered workshops on vision and curriculum planning for Curriculum for Wales, which has encompassed early thinking on planning for progress and the place of the 12 pedagogical principles in the curriculum. By the end of July 2021, 67.5% of Flintshire schools had attended one or more of these workshops. A high number of Flintshire teachers have also expressed an interest in contributing to the ongoing support programme for schools through the new Areas of Learning Experience (AOLE) teams being established across the region.</p> <p>Regional presentations for school leaders on the key elements of the new assessment guidelines have been introduced to clusters, with exemplars of how this could look like within a school context from September 2022.</p>

Educational Engagement and Achievement Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Continuing to support the raising of standards at all key stages to enable onward learner progression	33%	★	★	<p>Extensive high level Reform Journey training for schools leaders has been delivered across the region and will continue through the autumn term.</p> <p>All schools are actively involved in Curriculum for Wales Cluster collaboration. All school leaders have been offered workshops on vision and curriculum planning for Curriculum for Wales.</p> <p>Support is now being targeted to ensure that all schools will have a clear plan identifying actions for 2021-22 so that they are in a position to meet the new statutory requirements for September 2022. Each plan will identify how schools address specific aspects including professional learning to support all staff; effective deployment of grants; trialing and evaluating approaches within curriculum design across all 6 Areas of Learning Experiences (AOLEs) and wider engagement with stakeholders. All Flintshire schools have an allocated Supporting Improvement Adviser (SIA) through the regional school improvement service (GwE). Contact during the first half term of autumn 2021 is focusing on ensuring that each school has a robust school development plan in place.</p> <p>Almost all schools have engaged effectively with local 'alliances' or 'clusters' where they have collaborated with peers to identify, develop and share blended learning resources. The number of school-to-school resources available via the GwE Support Centre now totals over 200 and the number of 'visits' since launch is almost 40,000 with the number of resources downloaded since launch reaching nearly 8,000.</p> <p>In secondary schools, teaching and learning leaders in schools have been involved in discussions through forums on what they see as their strengths and development needs for improving pedagogy in their schools. This has fed into the professional development offer for 2021 -2022. On request, some schools have received input on what makes good teaching and learning for progress, with training developed based on the 12 principles. Planning for the Teaching and Learning offer is ongoing.</p> <p>Support has continued for the very small number of schools in Flintshire who are in an Estyn category. This has resulted in improved planning for teaching and learning. Repeated, regular visits/meetings with schools have involved training staff, collaboratively support them in planning and assessing learner progress, how to track and use this to move learners forward and inform their provision, monitoring the impact of activities to date and identifying and sharing resources pertinent to school/learner needs within the setting.</p>

Digital Learning Opportunities Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Continuing to support learners who are 'digitally disadvantaged' to access IT devices to promote equity and engagement	33%	★	★	<p>Bespoke support is provided by the Primary Learning Adviser and the Council's IT services. A shared officer between Flintshire and Wrexham is engaged to support with connectivity as needed on a case by case basis. Schools in Flintshire are reminded on a termly basis to ensure this is kept as a priority and asked if any digitally disadvantaged learners have been identified that need support with either devices or connectivity that the school cannot support with. The home school will support in the majority of cases, all schools have met their ratio for desktop devices and have contingency devices available for disadvantaged learners as needed.</p> <p>If the school does not have sufficient devices for any reason the Council will signpost other bodies and charitable funding that can be accessed, schools can also use their Pupil Development Grant funding or saved funding for IT sustainability.</p> <p>Flintshire Education and Youth Portfolio are working on an <i>Edtech</i> strategy model document for schools. This is being consulted on currently and includes a section on addressing digital disadvantage.</p>
Developing a new delivery plan for Integrated Youth Services with a greater focus on digital engagement to increase participation	75%	★	★	The consultation exercise with young people and wider stakeholders has been completed. This has informed the new delivery plan for Integrated Youth Services which is now going through final editing before moving through the Cabinet and Scrutiny cycle for approval.
Increasing take-up of digital learning opportunities supported by Aura	50%	★	★	Adult Community Learning and Learn my Way schemes now open and available. Libraries able to offer these learning opportunities in person and online now restrictions have been listed/relaxed.
Increasing the range of digital material hosted on the North East Wales Archive website and other digital services to encourage greater participation with the service	50%	★	★	<p>Acquired a large-format scanner with Welsh Government funding. We now have two operational scanners which increases capacity for digitisation.</p> <p>We have taken the opportunity of one of our archivists being seconded to the Ruthin branch of North East Wales Archives to replace him with two archive assistants who both have digitisation in their work programmes and thus increase capacity.</p> <p>We are active in a North Wales initiative to establish priority documents for digitisation.</p>
Providing community training for online learning platforms in a partnership with Aura and Adult Community Learning	50%	★	★	Adult Community Learning scheme on track to meet target for April 2022.

Digital Learning Opportunities Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Providing digital art workshops based on collections at Gladstone Library, in an Arts Council Funded partnership with Gladstone Library and visual artist	50%	★	★	Workshops being delivered in October/November 2021.
Supporting schools and wider education services to increase their digital offer for children and young people	33%	★	★	The Education and Youth Portfolio continues to support and monitor access to digital learning including for those learners who may require support with either devices or connectivity. This is undertaken through regular discussion with and updates from schools. Bespoke support is provided by the Primary Learning Adviser and the Council's IT services. All schools have met their ratio for desktop devices and have contingency devices available for disadvantaged learners as needed. Work is under way on developing a Flintshire <i>Edtech</i> strategy model document for schools. This is being consulted on currently. Schools have unlimited access to the resources on Hwb, the Wales Government education platform. All schools in the region have distance learning modules that they can access via the regional school improvement service (GwE).

Learning Environments Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Increasing usage of community spaces in re-developed Flint Library and Wellbeing Hub	50%	★	★	Spaces now being utilised by community partners as Covid restrictions are lifted/relaxed.
Progressing the North East Wales Archive funding bid through the Stage 1 Heritage Horizons Award of the National Heritage Lottery Fund	100%	★	★	The stage-one funding bid to National Lottery Heritage Fund was submitted. Unfortunately it was not successful.
Providing high quality learning environments through the Council's capital investment programme and Welsh Government grant funding streams	85%	★	★	The building at Ysgol Castell Alun, Hope was handed over in September, external works continue with an anticipated completed of December 2021. The project at Ysgol Brynfford is making good progress and will be complete prior to Christmas, a number of months earlier than planned. The community hub at Queensferry campus (Ty Calon) was completed during September, with work anticipated to be complete at Queensferry CP during October, external works on the site will continue until February 2022.

Learning Community Networks Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Continuing to support learners who are 'digitally disadvantaged' to access IT devices to promote equity and engagement	33%	★	★	<p>Bespoke support is provided by the Primary Learning Adviser and the Council's IT services. A shared officer between Flintshire and Wrexham is engaged to support with connectivity as needed on a case by case basis. Schools in Flintshire are reminded on a termly basis to ensure this is kept as a priority and asked if any digitally disadvantaged learners have been identified that need support with either devices or connectivity that the school cannot support with. The home school will support in the majority of cases, all schools have met their ratio for desktop devices and have contingency devices available for disadvantaged learners as needed.</p> <p>If the school does not have sufficient devices for any reason the Council will signpost other bodies and charitable funding that can be accessed, schools can also use their Pupil Development Grant funding or saved funding for IT sustainability.</p> <p>Flintshire Education and Youth Portfolio are working on an <i>Edtech</i> strategy model document for schools. This is being consulted on currently and includes a section on addressing digital disadvantage.</p>
Developing a new delivery plan for Integrated Youth Services with a greater focus on digital engagement to increase participation	75%	★	★	<p>The Adult Community Learning Delivery Plan for Flintshire 2021-2022 was finalised and submitted to Welsh Government in June 2021. This included planned 25,218 hours of provision for learners. The partnership is continuing to develop its strategy to effectively plan and publicise Adult Community Learning (ACL) funded courses and to raise its profile. Terms of reference for the new partnership have been agreed. A lead providers' sub-group has been established, and meetings calendared. Work to implement the provision plan is underway. The partnership held a focus week at the start of September 2021 as a formal launch and with a view to increasing the profile of adult community learning on social media for learners in Flintshire and Wrexham.</p>
Increasing take-up of digital learning opportunities supported by Aura	33%	★	★	<p>Following Cabinet approval, the North East Wales Adult Community Learning (ACL) Partnership is now established between Flintshire and Wrexham. The Partnership meets regularly throughout the year and has agreed terms of reference. In accordance with Welsh Government guidance on roles and remits for ACL partnerships, the core membership is represented by local authorities, further education institutes, higher education institutes and third sector organisations. The forward plan is focusing on ensuring that there is a comprehensive range of provision across both counties, which meets the priorities outlined within the Adult Learning in Wales policy statement. This includes focus on:</p> <ul style="list-style-type: none"> • Essential Skills, English for Speakers of Other Languages (ESOL) and Digital Literacy. Support opportunities for learner progression into further or higher provision, or into employment (paid or voluntary), as appropriate – linked to the priorities identified by the regional Skills Partnerships; • Support opportunities for informal learning; and • Support and develop the use of technology in the delivery of blended learning

				programmes.
Increasing the range of digital material hosted on the North East Wales Archive website and other digital services to encourage greater participation with the service	50%	★	★	All Aura libraries have Open Learn champions in place to assist with signposting.
Providing community training for online learning platforms in a partnership with Aura and Adult Community Learning	50%	★	★	Learning opportunities remain available at all Aura libraries.

Specialist Educational Provision Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
<p>Completing the build project for Plas Derwen (Pupil Referral Unit) to transform the delivery of this specialist service</p>	90%	★	★	<p>The Flintshire Welsh Advisory Team have delivered on-line training for Welsh co-ordinators in Flintshire primary schools. English medium primary schools have received a copy of 'Language patterns to Develop Welsh in English medium Primary Schools.' This resource, developed in-house, has been well received by schools. It focuses on suitable everyday Welsh language and planning Welsh across the curriculum.</p> <p>Cluster work for Welsh is continuing to develop with the first meeting of the new academic year for Welsh Language Cluster Coordinators held in September. Two successful Welsh Language Development Days were also held at Ysgol Maes Garmon, for Year 6 pupils from across Flintshire schools.</p> <p>The Siarter Iaith (Language Charter) Co-ordinator has completed progress reports for the region which will feed into a composite report for Welsh Government. Funding has been allocated to the Welsh medium cluster to support Siarter Iaith and Cymraeg Campus activities for 2021-2022. During the summer term, a Flintshire primary school was the first school in North Wales to achieve the Silver Award for Cymraeg Campus. Network meetings of Heads of Welsh Departments in secondary schools have been held. A number of these meetings were arranged collaboratively as a region as well as in smaller local authority networks. Skills working groups have been established across the region with three working groups meeting to discuss strategies and collate resources for oracy, reading and writing interventions in Key Stage 3. Teachers were offered a series of workshops to offer specific training on several Google for Education apps. GwE are currently offering a programme of specific training for Welsh departments on their Reform Journey towards the delivery of the Curriculum for Wales.</p>
<p>Continuing to embed the implementation plan to deliver a new statutory approach for supporting children and young people with additional learning needs from 0-25 years</p>	50%	●	★	<p>A Welsh Language Officer has been permanently appointed into the Youth Service Team to extend the range of bilingual service and provide training and support to youth services staff to be more confident in the use of Welsh in their clubs and activities. Two Immersion Youth Workers working directly in secondary schools are fully bilingual. All social media content for the Youth Service is fully bilingual. An audit was undertaken of the Welsh language skills of the play workers who delivered the summer play schemes which identified more staff with Welsh language skills than was previously thought. Welsh medium play schemes were provided in the summer holidays and staff in English medium play schemes were actively encouraged to use everyday Welsh with the children. Informal observations of the children at play identified that many were spontaneously using their Welsh language skills by personal choice.</p>

Action	Percentage Complete	RAG	Outcome RAG	Comment
Developing a long term strategy to ensure sufficient and appropriate capacity to support learners with a range of additional educational needs that maximises local expertise and financial resources	40%	★	★	A feasibility survey has been commissioned following agreement at Programme Board. Meetings have taken place between officers, headteachers and the architects to clarify the provision requirements and an options document is nearing completion. This will be presented for discussion with senior Council leaders before Christmas.
Increasing the capacity of Plas Derwen staff to delivery more outreach work to share their expertise across the schools workforce	40%	★	★	Additional temporary staff have been appointed to support the delivery of services such as Nurture Outreach and the revised model for this area of service has been shared via Headteacher Federation meetings. A temporary Fresh Start Coordinator has also been appointed to coordinate the bespoke packages for individuals who require a more tailored package of education. The staff teams and pupils are settling themselves in the new Plas Derwen building and once the school community is more established, further consideration will be given to the implementation of the broader outreach model to be offered.

Welsh Education Strategic Plan (WESP) Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Continuing to improve pupils' standards of Welsh in all schools to encourage greater bilingualism	33%	★	★	<p>The Flintshire Welsh Advisory Team have delivered on-line training for Welsh co-ordinators in Flintshire primary schools. English medium primary schools have received a copy of 'Language patterns to Develop Welsh in English medium Primary Schools.' This resource, developed in-house, has been well received by schools. It focuses on suitable everyday Welsh language and planning Welsh across the curriculum.</p> <p>Cluster work for Welsh is continuing to develop with the first meeting of the new academic year for Welsh Language Cluster Coordinators held in September. Two successful Welsh Language Development Days were also held at Ysgol Maes Garmon, for Year 6 pupils from across Flintshire schools.</p> <p>The Siarter Iaith (Language Charter) Co-ordinator has completed progress reports for the region which will feed into a composite report for Welsh Government. Funding has been allocated to the Welsh medium cluster to support Siarter Iaith and Cymraeg Campus activities for 2021-2022. During the summer term, a Flintshire primary school was the first school in North Wales to achieve the Silver Award for Cymraeg Campus. Network meetings of Heads of Welsh Departments in secondary schools have been held. A number of these meetings were arranged collaboratively as a region as well as in smaller local authority networks. Skills working groups have been established across the region with three working groups meeting to discuss strategies and collate resources for oracy, reading and writing interventions in Key Stage 3. Teachers were offered a series of workshops to offer specific training on several Google for Education apps. GwE are currently offering a programme of specific training for Welsh departments on their Reform Journey towards the delivery of the Curriculum for Wales.</p>
Extending the range of youth services which can be delivered bilingually to encourage young people to retain and use their Welsh language skills into early adulthood	50%	★	★	<p>A Welsh Language Officer has been permanently appointed into the Youth Service Team to extend the range of bilingual service and provide training and support to youth services staff to be more confident in the use of Welsh in their clubs and activities. Two Immersion Youth Workers working directly in secondary schools are fully bilingual. All social media content for the Youth Service is fully bilingual. An audit was undertaken of the Welsh language skills of the play workers who delivered the summer play schemes which identified more staff with Welsh language skills than was previously thought. Welsh medium play schemes were provided in the summer holidays and staff in English medium play schemes were actively encouraged to use everyday Welsh with the children. Informal observations of the children at play identified that many were spontaneously using their Welsh language skills by personal choice.</p>

Welsh Education Strategic Plan (WESP) Actions

Action	Percentage Complete	RAG	Outcome RAG	Comment
Improving the Welsh language skills of staff in schools to more effectively support learners and the delivery of the curriculum	33%	★	★	<p>The Flintshire Welsh Advisory Team delivered on-line training for Welsh Co-ordinators during September. English medium primary schools have received a copy of the resource developed by the team, 'Language patterns to Develop Welsh in English medium Primary Schools.' Training is underway this term for Newly Qualified Teachers or teachers who are new to the Welsh language Foundation Phase and Key Stage 2. An additional session has been put on to Met increased demand as a result of the Welsh Government funded scheme for newly qualified teachers during this autumn term.</p> <p>Two Flintshire teachers completed in summer 2021, the Sabbatical Scheme, Welsh in a Year Course 2020-21. There are 21 Flintshire practitioners currently completing the 'Croeso' on line training: Practitioners in Education.</p>
Increasing the capacity and take up of Welsh medium education to achieve Welsh Government targets	33%	★	★	<p>A draft 10 year Welsh Education Strategic Plan is currently being finalised for consultation at the end of October 2021. The consultation period will run for eight weeks before submission to Welsh Government for approval in January 2022. In response to local demand for Welsh medium education in the Shotton area, the local authority was able to utilise a school building freed up by an amalgamation/new build in the English medium primary sector to create additional Welsh medium provision. This site is known as Glannau Dyfdrwy, under the leadership and governance of Ysgol Croes Atti. As at September 2021, Glannau Dyfdrwy has 77 learners alongside 197 learners on the Flint site. Embedding and extending this provision in Shotton to increase the numbers of pupils in the Welsh medium sector remains a key priority within the WESP. Developing more Welsh medium provision in other areas of the County remains part of our school modernisation strategy. Capacity at Ysgol Glanrafon will increase from 309-356 when construction is completed in September 2022. Capacity at Ysgol Croes Atti will increase From 207 – 240 on construction of new school with the new site having potential to have a capacity of 420.</p> <p>The number of Welsh second language primary pupils transferring via the Trochi immersion programme into Welsh medium secondary education has increased in 2021 to 14.</p> <p>Numbers for previous years were: 2020 - 9; 2019 - 8 ; 2018 – 12</p>
Maintaining Welsh Government Quality Indicator for Welsh Language resources in Aura libraries	50%	★	★	4% of resource budget on target to be spent on Welsh language resources by March 2022.

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CABINET

Date of Meeting	Tuesday, 14 th December 2021
Report Subject	Draft Council Plan 2022-23
Cabinet Member	Leader of the Council and Cabinet Member for Education
Report Author	Chief Executive
Type of Report	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).

RECOMMENDATIONS

1	To agree the developed themes and priorities of Council Plan 2022-23 Part 1 draft.
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REPORT DETAILS

1.00	EXPLAINING THE COUNCIL PLAN 2022/23
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>Council Plan 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"> • Poverty <ul style="list-style-type: none"> ○ Digital Poverty – definition expanded • Green Society and Environment <ul style="list-style-type: none"> ○ New sub-priority added - Climate Change Adaptation ○ New sub-priority added – Green Access ○ Green Environment – new definition • Economy <ul style="list-style-type: none"> ○ Digital and Transport Infrastructure divided into two separate sub-priorities: <ul style="list-style-type: none"> ▪ Transport Connectivity ▪ Digital Infrastructure • Education and Skills <ul style="list-style-type: none"> ○ New-sub-priority added – Well-being
1.03	<p>The Council Plan for 2022-23 has a super structure of six themes and supporting priorities as follows:</p> <p>Theme: Poverty Priorities:</p> <ul style="list-style-type: none"> - Income Poverty - Child Poverty - Food Poverty - Fuel Poverty - Digital Poverty <p>Theme: Affordable and Accessible housing Priorities:</p> <ul style="list-style-type: none"> - Housing support and homeless prevention - Housing Needs and Housing Options - Social Housing - Private Rented Sector - Empty Properties <p>Theme: Green Society and Environment Priorities:</p> <ul style="list-style-type: none"> - Carbon Neutrality - Climate Change Adaptation - Fleet Strategy - Green Environment - Green Access

	<ul style="list-style-type: none"> - Renewable Energy - Active and Sustainable Travel Options - Circular Economy <p>Theme: Economy Priorities:</p> <ul style="list-style-type: none"> - Town Centre Regeneration - Business - Transport Connectivity - Digital infrastructure - LDP Targets - Spending money for the benefit of Flintshire - Reducing Worklessness <p>Theme: Personal and Community Well-being Priorities:</p> <ul style="list-style-type: none"> - Independent Living - Safeguarding - Direct Provision to support people closer to home - Local Dementia Strategy - A well-connected, safe and clean local environment. <p>Theme: Education and Skills Priorities:</p> <ul style="list-style-type: none"> - Educational Engagement and Achievement - Digital Learning Opportunities - Learning Environments - Learning Community Networks - Specialist Educational Provision - Welsh Education Strategic Plan (WESP) - Well-being
1.04	<p>For 2022/23 a review of the Council Plan 2021/22, themes and priorities has been undertaken to set: -</p> <ul style="list-style-type: none"> • priority actions that continue into 2022/23 for sustained attention e.g. “preventing poverty” • priority actions which could be removed as they have been completed or become operational (business as usual); and • emerging priority actions for 2022/23 e.g. Climate Change Adaptation
1.05	<p>The work on the detail behind the priorities has progressed well. The Council Plan 2022/23 Part 1 is now presented prior to consultation with the Overview and Scrutiny Committees in January.</p>
1.06	<p>The final Council Plan (both parts 1 and 2) will be available as a web-based document published on the website following adoption by County Council in June.</p>

2.00	RESOURCE IMPLICATIONS
2.01	Resource implications have been considered during preparation of the Medium Term Financial Strategy and Capital Programme and will continue

	to be monitored during the regular budget monitoring and financial review arrangements.
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3.00	CONSULTATIONS REQUIRED / CARRIED OUT
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3.01	<p>All Members will have had the opportunity to consider and review the content of the draft Plan themes and priorities including the opportunity to scrutinise targets set for 2022/23.</p> <p>Overview and Scrutiny Committees will be invited to a discussion about the overall content of the Plan.</p>
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4.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
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4.01	<p>Ways of Working (Sustainable Development) Principles Impact</p> <table border="1"> <tr> <td>Long-term</td> <td rowspan="5">The Council Plan 2022/23 continues to be aligned to the Sustainable Development Principles across all of their working. Assessment against these will be made at the end of year Annual Performance Report.</td> </tr> <tr> <td>Prevention</td> </tr> <tr> <td>Integration</td> </tr> <tr> <td>Collaboration</td> </tr> <tr> <td>Involvement</td> </tr> </table> <p>Well-being Goals Impact</p> <table border="1"> <tr> <td>Prosperous Wales</td> <td rowspan="7">Council Plan 2022/23 continues to provide evidence of alignment with the Well-being Goals. Specific strategic and policy reports include impact and risk assessments.</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>Council's Well-being Objectives 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> <tr> <td>Green Society and Environment</td> <td>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</td> </tr> </tbody> </table>	Long-term	The Council Plan 2022/23 continues to be aligned to the Sustainable Development Principles across all of their working. Assessment against these will be made at the end of year Annual Performance Report.	Prevention	Integration	Collaboration	Involvement	Prosperous Wales	Council Plan 2022/23 continues to provide evidence of alignment with the Well-being Goals. Specific strategic and policy reports include impact and risk assessments.	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	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
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	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

5.00	APPENDICES
5.01	Appendix 1: Council Plan (Part 1) 2022-23.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None.

7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: Jay Davies, Strategic Performance Advisor Telephone: 01352 702744 E-mail: jay.davies@flintshire.gov.uk

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

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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>Income Poverty</p> <p>Definition: People on low income who are unable to meet day to day living costs</p>	<ul style="list-style-type: none"> • Families are supported to be financially resilient by: <ul style="list-style-type: none"> a) Maximising the number of people signposted for support to facilitate longer term change - by March 2023 b) Ensuring that take-up to benefit entitlement is maximised in a timely way by processing claims efficiently - by March 2023 c) Maximising take-up of the Discretionary Housing Payments scheme and other financial support - by March 2023 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
<p>Child Poverty</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"> • The cost of sending children to school is reduced by: <ul style="list-style-type: none"> 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 b) Encouraging take-up of free school breakfast for year seven pupils eligible for free school meals - by March 2023 c) Maximising take-up of the school uniform grant – by March 2023 d) Developing a network of school uniform exchanges across the county supported by enhanced web and social media promotion – by March 2023 • Free access to books, ICT networks, devices and library services are maintained by: <ul style="list-style-type: none"> a) Maintaining the network of seven libraries in partnership with Aura - by March 2023 b) Increasing usage of online resources for children and young people - by March 2023 • Children have access to play opportunities by: <ul style="list-style-type: none"> a) Ensuring children have access to staffed open-access playwork projects in local communities - by March 2023 b) Ensuring children have access to well-maintained outdoor play areas which offer a varied and rich play environment - by March 2023 • 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 • Ensuring children have the opportunity to access meaningful community sports programmes (which impact on a range of issues

	<p>including anti-social behaviour, child sexual exploitation, drug and alcohol prevention and County Lines) – by March 2023</p> <ul style="list-style-type: none"> • Providing children with access to well-maintained outdoor play areas which offer a varied and rich play environment – by March 2023 • Maintaining access to Free Swimming to help tackle health inequalities – by March 2023
<p>Food Poverty</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"> • Everyone in Flintshire has access to affordable, good fresh food by: <ul style="list-style-type: none"> a) Developing a “Well Fed at Home service” - by December 2022 b) Continuing to develop delivery of a “Hospital to Home” meals service - by March 2023 c) Introducing a transported and delivered food service “Mobile Meals” to those who are vulnerable - by March 2023
<p>Fuel Poverty</p> <p>Definition: Households that have higher than average fuel costs and meeting those costs will cause them to experience poverty</p> <p>Affordable and accessible housing</p> <p>Personal and Community Well-being</p>	<ul style="list-style-type: none"> • Reducing the risk of fuel poverty for residents by increasing the energy efficiency of homes - by March 2023 Linked to Affordable and accessible housing • Engaging, supporting and referring vulnerable households to reduce fuel poverty and improve health and wellbeing - by March 2023 Linked to Personal and Community Well-being
<p>Digital Poverty</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"> • 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 • Provide free of charge public access to the internet and devices where necessary at Flintshire Connects Centres and Aura library services – by March 2023 • Increasing loans of devices through the Aura Digital Access Scheme - by March 2023 • Increasing take-up of digital learning opportunities supported by Aura - by March 2023
Priority Name	Affordable and Accessible Housing
Description/ Well-being Objective	Housing in Flintshire meeting the needs of our residents and supporting safer communities
Housing support and homeless prevention	<ul style="list-style-type: none"> • Commissioning a wide range of housing related support that meets the needs of the people of Flintshire - by March 2023

<p>Definition: Offering support to people to retain their housing and live well and avoiding homelessness</p>	<ul style="list-style-type: none"> • Promoting housing support and homeless prevention services with our residents and partners - by March 2023 • Ensuring a multi-agency partnership approach to homeless prevention and develop a culture where homelessness is “everyone’s business” - by March 2023 • Ensuring when homelessness does occur it is rare, brief and non-recurring - by March 2023 • Developing and extending our Housing First and Rapid Rehousing approaches for those who do experience homelessness - by March 2023 • Remodelling the “emergency beds” Homeless Hub accommodation offer and service delivery - by March 2023 • Exploring opportunities to develop a young person’s homeless hub offering accommodation and support services - by March 2023
<p>Housing Needs and Housing Options</p> <p>Definition: Helping people to explore their housing options so they can access the right homes to meet their needs</p> <p>Poverty</p>	<ul style="list-style-type: none"> • 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 • Developing self-service approaches that enable people to identify their own housing options through online support - by March 2023 • Piloting a risk assessment process to identify pre tenancy support needs to reduce risk of tenancy failure - by March 2023 Linked to Poverty • Reviewing our sheltered housing stock to ensure that it continues to meet the needs and aspirations of current and prospective tenants - by March 2023
<p>Social Housing</p> <p>Definition: Working with housing partners to develop and invest in affordable housing - with modern methods of construction, and a commitment towards carbon neutral</p> <p>Poverty</p> <p>Green and Environment</p>	<ul style="list-style-type: none"> • Working with housing association partners to build new social housing properties and additional affordable properties - by March 2023 • Increasing the Council’s housing portfolio by building social housing properties and affordable properties for North East Wales (NEW) Homes - by March 2023 • 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 Linked to Green and Environment • 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 Linked to Green and Environment, Linked to Poverty • Working with residents to ensure our communities are well managed, safe, and sustainable places to live - by March 2023 Linked to Green and Environment • Supporting our tenants to access technology and create sustainable digital communities - by March 2023 Linked to Poverty • Listening to our tenants and working with them to improve our services, homes and communities - by March 2023

<p>Private Rented Sector</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"> • Engaging with private sector tenants, giving them a voice and responding to their needs - by March 2023 • Working in partnership with landlords and private sector agents to better understand their needs - by March 2023 • 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 • Improving access to private sector properties for those who are homeless, at risk of homeless and in housing need - by March 2023 • 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
<p>Empty Properties</p> <p>Definition: Bringing empty homes back into use to enhance the local housing market and improve our local communities</p> <p>Economy</p>	<ul style="list-style-type: none"> • Bringing empty homes back into use thorough the Empty Homes Loan - by March 2023 • 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 • Targeting ‘problem’ empty homes in our communities and using enforcement powers where appropriate to improve our communities and increase housing supply - by March 2023 • Exploring opportunities to maximise housing and revitalise our towns through the redevelopment of the High Street - by March 2023 Linked to Economy
<p>Priority Name</p>	<p>Green Society and Environment</p>
<p>Description/ Well-being Objective</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>Carbon Neutrality</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"> • Gathering information on annual Council greenhouse gas emissions to submit to Welsh Government and the Carbon Programme Board - by June 2022 • Reviewing the procurement policy to reduce greenhouse gas emissions from suppliers - by March 2023 • Developing plans towards net zero carbon for our assets in line with Welsh government guidance’ – by March 2023 • Working with Flintshire’s leisure and culture trust partners to reduce carbon emissions – by March 2023
<p>Climate Change Adaptation</p> <p>Definition: Be more resilient to the changes that have happened due to climate</p>	<ul style="list-style-type: none"> • Carrying out flood investigation and alleviation – March 2023 • Assessing the feasibility of schemes within land assets for resisting flood and drought while enhancing biodiversity and increasing carbon storage – March 2023

<p>change and prepare for predicted future change</p>	
<p>Fleet Strategy</p> <p>Definition: Reducing the environmental impact of our fleet</p>	<ul style="list-style-type: none"> • Converting the authority’s fleet to electric and alternative fuels (hydrogen etc) - by March 2023
<p>Green Environment</p> <p>Definition: Enhance and increase biodiversity and trees to deliver multiple benefits for people, wildlife and the environment.</p>	<ul style="list-style-type: none"> • Delivering an increase in canopy cover as part of the Urban Tree and Woodland Plan - by March 2023 • Enhancing the natural environment through the delivery of the Section 6 Environment Act Wales biodiversity duty - by March 2023
<p>Green Access</p> <p>Definition: 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"> • Exploring opportunities to develop the Flintshire Coast Park – by March 2023 • Undertaking scoping work to look at the formal establishment of a Regional Park – by March 2023
<p>Renewable Energy</p> <p>Definition: The promotion and support of renewable energy opportunities across the Council Estate and wider communities.</p> <p>Economy</p>	<ul style="list-style-type: none"> • Assessing the feasibility of renewable energy and land assets and link to wider carbon ambitions - by September 2022 • Agreeing appropriate investment strategy for future renewable energy developments - by September 2022 Linked to Economy
<p>Active and Sustainable Travel Options</p> <p>Definition: Provide opportunities for increasing levels of walking and cycling (active travel) and enable</p>	<ul style="list-style-type: none"> • Promoting the use of public transport through the further development of the Council’s core bus network - by March 2023 Linked to Economy • Promoting active travel and further develop the Council’s cycleway network - by March 2023 Linked to Personal and Community Well-being • Promoting multi modal transport journeys and the development of strategic transport hubs - by March 2023 Linked to Economy

<p>access to other alternative and sustainable methods of travel</p> <p>Economy</p> <p>Personal and Community Well-being</p>	<ul style="list-style-type: none"> Developing the County's electric car charging network - by March 2023 Promoting active travel and further developing the County's walking and cycling network - by March 2023 Linked to Personal and Community Well-being
<p>Circular Economy</p> <p>Definition: Support and promote the Welsh Government's strategy to create a sustainable, circular economy in Flintshire</p> <p>Poverty</p> <p>Personal and Community Well-being</p> <p>Education and Skills</p> <p>Economy</p>	<ul style="list-style-type: none"> Achieving Welsh Government recycling targets - by March 2023 Developing and extending the Standard Yard Waste & Recycling Transfer Station - by March 2023 Support and promote Re-Use and Repair initiatives in partnership with Refurbs Flintshire - by March 2023 Linked to Poverty, Linked to Personal and Community Well-being, Linked to Education and Skills Promoting the option to reuse and repair unwanted items at Household Recycling Centres by partnering with local Charities or social enterprises- by March 2023 Linked to Poverty, Linked to Personal and Community Well-being, Linked to Education and Skills Working in partnership, actively support and engage with community led groups by developing environmental and recycling initiatives - by March 2023 Linked to Poverty, Linked to Personal and Community Well-being, Linked to Education and Skills Support local businesses in their efforts to reduce their carbon footprint and become more resource efficient - by March 2023 Linked to Economy
<p>Priority Name</p>	<p>Economy</p>
<p>Description/ Well-being Objective</p>	<p>Enabling a sustainable economic recovery and growth</p>
<p>Town Centre Regeneration</p> <p>Definition: Regenerate and re-invent our town centres</p> <p>Personal and Community Well-being</p> <p>Affordable and accessible housing</p>	<ul style="list-style-type: none"> Monitoring the health and vitality of town centres to support effective management and business investment decisions - by March 2023 Encouraging and supporting investment in town centre properties to facilitate more sustainable uses - by March 2023 Linked to Affordable and accessible housing Improving the environment in town centres - by March 2023 Supporting the growth of community enterprises in town centre locations - by March 2023
<p>Business</p>	<ul style="list-style-type: none"> Engaging town centre small businesses and improve support packages available to them - by March 2023

<p>Definition: Enable business continuity and encourage appropriate investment</p> <p>Green Society and Environment</p>	<ul style="list-style-type: none"> • Supporting small and/or local businesses to engage with public sector procurement opportunities - by March 2023 • Engaging small businesses and improve support packages available to them - by March 2023 • Supporting recovery of the County's street and indoor markets - by March 2023 • Supporting growth of the local and regional food and drink business sector through marketing and collaborative projects - by March 2023 • Supporting recovery of the tourism and hospitality sectors and rebuild confidence in the industry - by March 2023 • Increasing the scale and impact of the social business sector - by March 2023 • Supporting local businesses in their efforts to reduce their carbon footprint and become more resource efficient - by March 2023 <p>Linked to Green Society and Environment</p>
<p>Transport Connectivity</p> <p>Definition: Develop and promote effective transport connectivity while supporting recovery and economic growth</p> <p>Poverty</p> <p>Green Society and Environment</p>	<ul style="list-style-type: none"> • Developing and delivering transport infrastructure improvements as part of North Wales Metro programme and the Council's Integrated Transport Strategy - by March 2023 Linked to Green Society and Environment • Ensuring Flintshire strategic transport priorities are well-represented in the Regional Transport Plan from the forthcoming Corporate Joint Committee development - by March 2023 Linked to Green Society and Environment
<p>Digital Infrastructure</p> <p>Definition: Ensure the digital networks facilitate and support recovery and growth</p>	<ul style="list-style-type: none"> • Starting delivery of the local plans within North Wales Growth Deal for digital infrastructure – by March 2023 • Connecting further rural communities to improved digital infrastructure - by March 2023
<p>Local Development Plan (LDP) Targets</p> <p>Definition: Achieve LDP policy objectives for growth, protection and enhancement</p>	<ul style="list-style-type: none"> • Ensuring timely adoption of the LDP once Inspector's Report received - by December 2022 • Monitoring overall Plan performance via the Annual Monitoring Report (AMR) and submit to Welsh Government - by March 2023 • Maintaining and updating the LDP housing trajectory in line with planning decisions made - by March 2023 • Making decisions at Planning Committee in line with the adopted LDP - by March 2023 • Referencing the LDP growth strategy in early work on a North Wales Strategic Development Plan (SDP) - by March 2023

<p>Spending money for the benefit of Flintshire</p> <p>Definition: Grow our local economic vitality through social value commitments and procurement strategy</p>	<ul style="list-style-type: none"> Continuing to generate social value outcomes through the Council's procurement activities – By March 2023 Supporting supply chain partners to convert their social value offerings through procurement commitments, into real and tangible benefits – By March 2023 Reviewing the Social Value Strategy to ensure broader social value commitments can be achieved – By March 2023 Generating local spend to support economic growth through the inclusion of social value measures in procurement activity – By March 2023
<p>Reducing worklessness</p> <p>Definition: Work with our partners to support individuals to gain employment</p> <p>Poverty</p>	<ul style="list-style-type: none"> Co-ordinating a multi-agency approach to support businesses to recruit people from disadvantaged groups - by March 2023 Linked to Poverty Delivering mentoring and wider support programmes to assist disadvantaged people to re-engage with the labour market - by March 2023 Linked to Poverty
<p>Priority Name</p>	<p>Personal and Community Well-being</p>
<p>Description/ Well-being Objective</p>	<p>Supporting people in need to live as well as they can</p>
<p>Independent Living</p> <p>Definition: 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"> Developing a plan to provide additional placements for step down care within our in house provision – by March 2023 Continuing to grow the Microcare market, utilising one Development Officer post – by March 2023 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
<p>Safeguarding</p> <p>Definition: Implement and promote the new safeguarding procedures so our employees understand how they can help safeguard people in the community</p>	<ul style="list-style-type: none"> Continuing to promote the corporate e-learning package – by March 2023 Preparing for the implantation of the new Liberty Protect Safeguard procedures – by March 2023
<p>Direct Provision to support people closer to home</p>	<ul style="list-style-type: none"> Setting up a registered Children's Home to help avoid the need for residential placements outside Flintshire - by March 2023 Continuing to growing our in-house homecare service to support more people to live at home - by March 2023

<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"> Continuing to growing our in-house fostering service to support more looked after children - by March 2023 Developing an action plan for the progression of the advocacy priority – by March 2023
<p>Local Dementia Strategy</p> <p>Definition: Continuing to improve the lives of people living with dementia in Flintshire</p>	<ul style="list-style-type: none"> Establishing a Dementia Strategy Implementation Group, to include representation from people with lived experience – by March 2023
<p>A well-connected, safe and clean local environment.</p> <p>Definition: Resilient communities where people feel connected and safe</p> <p>Green Society and Environment</p>	<ul style="list-style-type: none"> Protecting residents and our environment from pollution and other public health and safety hazards by achieving the Streetscene Standard - by March 2023 Working in partnership, actively support and engage with community led groups by developing Local Environmental Quality initiatives - by March 2023 Linked to Green Society and Environment 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 Contributing to Public Health Wales’ priorities through partnership working with Aura by: <ul style="list-style-type: none"> Improving mental well-being and resilience – by March 2023 Promoting healthy behaviours – by March 2023 Securing a healthy future for the next generation – by March 2023
<p>Priority Name</p>	<p>Education and Skills</p>
<p>Description/ Well-being Objective</p>	<p>Enabling and Supporting Learning Communities</p>
<p>Educational Engagement and Achievement</p> <p>Definition: Providing diverse learning opportunities to support educational achievement in schools and communities</p>	<ul style="list-style-type: none"> 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 School employees continuing to access the GwE professional learning offer and engage in cluster working – by March 2023 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 Working with schools to support development and implementation of flexible and bespoke educational packages to improve attendance and engagement – by March 2023
<p>Digital Learning Opportunities</p>	<ul style="list-style-type: none"> Supporting schools and wider education services to increase their digital offer for children and young people - by March 2023

<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"> • Upskilling employees within the Education & Youth Portfolio through access to the GwE professional learning offer and other appropriate training opportunities – by March 2023 • Embedding the delivery plan for Integrated Youth Services by maintaining focus on increased digital engagement- by March 2023 • 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 • Continuing to monitor schools' provision for learners who are 'digitally disadvantaged' – by March 2023 • Supporting schools to maximise their available hardware via the national Hwb programme and to ensure sustainable funding plans in place – by March 2023 • Increasing take-up of digital learning opportunities supported by Aura - by March 2023 Linked to Poverty • Providing community training for online learning platforms in a partnership with Aura and Adult Community Learning - by March 2023
<p>Learning Environments</p> <p>Definition: Creating aspirational and flexible learning environments</p>	<ul style="list-style-type: none"> • Starting construction of the proposed 3-16 campus at Mynydd Isa - by March 2023 • Consult on increasing capacity of Drury CP and Penyffordd CP schools through the School Organisation Code – by March 2023 • Commissioning a contractor and start design and development process for Drury CP and Penyffordd CP – by March 2023 • Seeking Council approval to progress Band B Wales Government 21st Century Schools Investment Programme - by March 2023 • Progressing the development of a new premises plan for the North East Wales Archive – by March 2023
<p>Learning Community Networks</p> <p>Definition: Supporting our learning communities to engage and achieve through extensive partnership working unpinned by common safeguarding practices</p> <p>Personal and Community Well-being</p>	<ul style="list-style-type: none"> • 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 • Developing the Delivery Plan for Adult Community Learning to increase engagement and improve skills within local communities – by March 2023 • Developing a Supporting Learners strategy to increase levels of engagement and provide appropriate progression routes to further engagement, study or employment – by March 2023 • 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 • Working with Adult Community Learning and Flintshire Learning Recovery & 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 • Working in partnership with Open University Wales to support and signpost library users to Open Learn courses and subsequent

	<p>learning pathways with Open Learn Champions in each library - by March 2023</p> <ul style="list-style-type: none"> Working in partnership with Aura to provide Alternative Provision to young people excluded from school to help gain meaningful qualifications – by March 2023
<p>Specialist Educational Provision</p> <p>Definition: Extending local capacity to support learners with additional learning needs (ALN)</p>	<ul style="list-style-type: none"> 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 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 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
<p>Welsh Education Strategic Plan (WESP)</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"> Continuing to increase capacity and take up of Welsh medium education to achieve Welsh Government targets – by March 2023 Continuing to improve Welsh language skills of employees in schools to more effectively support learners and the delivery of the curriculum – by March 2023 Providing targeted support and intervention to schools to raise standards and promote bilingualism – by March 2023 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 Embedding the role of the Integrated Youth Provision Welsh language coordinator – by March 2023 <ul style="list-style-type: none"> 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
<p>Well-Being</p> <p>Definition: Working with schools and partners to provide 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"> Rolling out the National Framework for Embedding a Whole School Approach to Emotional Health and Wellbeing in all Flintshire schools – by March 2023 Supporting all secondary schools to complete the School Health Research Network survey in 2022 <ul style="list-style-type: none"> Developing action plans based on the findings, particularly in relation to Emotional Health and Wellbeing – by March 2023 Meeting the requirements under Wellbeing Whole School Approach Development Fund for employee training and pupil engagement – by March 2023 Consolidating the Inspire Youth Work Hospital Project which provides support to young people at risk of self-harming behaviour – by March 2023 Improving awareness of trauma informed practice with schools and Education and Youth employees – by March 2023

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CABINET

Date of Meeting	Tuesday, 14 th December 2021
Report Subject	Housing Strategy and Action Plan
Cabinet Member	Cabinet Member for Housing
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

To provide Cabinet with the annual update on progress towards meeting the priorities set out in the Local Housing Strategy 2019-24.

The Housing Strategy has an action plan that sets out 3 priorities with key areas for action within in each priority:

Priority 1: Increase supply to provide the right type of homes in the right location

Priority 2: Provide support to ensure people live and remain in the right type of home

Priority 3: Improve the quality and sustainability of homes

RECOMMENDATIONS

1	That Cabinet note the Progress Action Plan October 2021 and provide feedback and comments.
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REPORT DETAILS

1.00	EXPLAINING THE HOUSING STRATEGY AND ACTION PLAN
1.01	Flintshire's Housing Strategy and Action Plan sets out the vision for how the Council with its partners, will deliver affordable housing, provide the relevant support to its residents and ensure it creates sustainable homes.
1.02	The Housing Strategy and Action Plan
1.03	The Housing Strategy identifies 3 priorities with key areas for action within in each priority: <ul style="list-style-type: none"> • Priority 1: Increase supply to provide the right type of homes in the right location • Priority 2: Provide support to ensure people live and remain in the right type of home • Priority 3: Improve the quality and sustainability of our homes
1.04	Priority 1
1.05	Priority 1 aims to address the lack of supply of affordable housing to meet demand, which is evident on the Single Access Route to Housing (SARTH) for social housing and on the Affordable Housing Register - Tai Teg.
1.06	The action plan sets out how we ensure that the right type of homes to meet people's needs are provided in the right locations.
1.07	Priority 2
1.08	Priority 2 aims to ensure we have the right type of housing related support in place to prevent issues that can cause vulnerable people to become homeless.
1.09	The principle of housing related support is to support a person to access, maintain and manage their accommodation by assessing and developing or maintaining the necessary skills and confidence to live as independent a life as possible. The priority will focus on prevention and intervention, and complements the priorities set out in the Regional Homelessness Strategy and local action plan.
1.10	It is, however, wider than homelessness and the action plan identifies interventions for different vulnerable groups including people with specialist needs and older people.
1.11	Priority 3
1.12	Priority 3 aims to improve the quality of existing housing stock and develop innovative, energy efficient new stock to contribute towards target of reducing the emissions of greenhouse gases by 3% per year as set out in

	the Climate Change Strategy for Wales Delivery Plan for Emission Reduction. Decarbonisation is an evolving agenda and Welsh Government has recently revised the Welsh Development Quality Requirements (WDQR 2021) that relates to all new affordable housing and that sets out space standards and aims to progress towards homes being carbon zero.
1.13	Progress Action plan October 2021
1.14	A progress report was last completed October 2020 and presented to COT and Informal Cabinet.
1.15	The Action Plan (appendix 1) has been updated and responsible Officers have provided commentary to explain how the actions are being developed and work is evolving.
1.16	During 2020/21 and into 2021, the COVID-19 pandemic remains to cause significant challenges in delivering Council services. There has been an impact on resources and for some services a shift in priorities as immediate challenges had to be dealt with e.g. providing temporary accommodation to homeless people, providing support and assistance to those shielding. The pandemic has been ongoing for an extensive amount of time, causing uncertainty and the Council has had to react to a rapidly changing environment. This unsettled period has resulted in delays and significant adjustment in all areas of housing and further delays may occur with levels of uncertainty continuing throughout the rest of 2021.
1.17	Despite this, the Action Plan demonstrates there has been progress and the Council has successfully adapted to new ways of working and achieved continuation of services for Flintshire residents during an unprecedented time of change.
1.18	The Action Plan will be presented annually to COT and Cabinet and Housing Association partners via the RSL Strategic Housing Group.

2.00	RESOURCE IMPLICATIONS
2.01	<p>Revenue: the Housing Strategy Action Plan is a strategic document, there are no implications for the approved revenue budget for either the current financial year or for future financial years.</p> <p>Capital: the Housing Strategy Action Plan is a strategic document, there are no implications for the approved capital programme relating to the Strategy or Action Plan.</p> <p>Human Resources: there are some actions within the Action Plan that refer to the potential for new posts to be recruited that will help to deliver additional services. The feasibility for this is being explored as part of the Housing Services Review and restructure and will be reported on via a separate report to COT.</p>

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT	
3.01	Impact Assessment	
3.02	The Housing Strategy Action Plan is a progress report rather than a new policy, therefore an impact assessment is not deemed as necessary.	
3.03	Risk Management	
3.04	The impact of Covid-19 continues to pose a risk to delivering the Local Housing Strategy actions and this is likely to continue for the remainder of 2021/22. It is difficult to mitigate this risk due to the level of uncertainty.	
3.05	Many of the actions will require funding to progress and therefore should funding be unavailable this will impact deliverability.	
3.06	The Housing Strategy action plan will be monitored annually by the Housing Programmes Team and shared with internal and external stakeholders for feedback and review.	
3.07	Ways of Working (Sustainable Development) Principles Impact	
	Long-term	Positive - more affordable homes will be provided in the right location
	Prevention	Preventing - preventing people becoming homeless through ensuring there is relevant services and accommodation
	Integration	Positive – the delivery of a range of affordable homes will contribute to integration within communities
	Collaboration	Positive – the strategy’s premise is on delivering in partnership with relevant stakeholders.
	Involvement	Positive - individual decision making will involve all partners with strategic oversight by the Strategic Housing Partnership.
	Well-being Goals Impact	
	Prosperous Wales	Positive - Providing good quality affordable homes, aiming for low / zero carbon. Also ensuring the homes are in the place that people need them and will meet their housing needs. Maximising local

		employment and training opportunities for local people.
	Resilient Wales	Positive - Developing low / zero carbon homes though adopting modern methods of construction and other relevant technologies.
	Healthier Wales	Positive - Ensuring our homes are fit for purpose and will enable people to stay in their home for longer, and ensuring we have homes that meet the needs of all people in our society including those who are most vulnerable supporting their well-being.
	More equal Wales	Positive - Providing good quality and decent homes for the most vulnerable people in society including temporary, single household, adapted etc.
	Cohesive Wales	Positive - Contributing to attractive, viable, safe and well-connected communities through promoting good design and collaborative delivery.
	Vibrant Wales	Positive - Ensuring our communities are diverse through good communication of housing opportunities and support.
	Globally responsible Wales	Positive - The outcomes of the strategy will contribute to improving the economic, social, environmental and cultural well-being of Wales.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	Responsible officers who deliver services within the Action Plan have been consulted and asked to provide their feedback against the actions which have formed the basis of the responses in appendix 1.
4.02	The report was presented to the Community, Housing and Assets Overview and Scrutiny Committee, who were supportive.

5.00	APPENDICES
5.01	Appendix 1 - Housing Strategy Action Plan Progress Report October 2021.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Flintshire Housing Strategy and Action Plan 2019-2024.

7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact Officer: Sarah Faire, Housing Strategy Manager Telephone: 07788389661 E-mail: : sarah.faire@flintshire.gov.uk</p>

8.00	GLOSSARY OF TERMS
8.01	<p>Single Access Route to Housing (SARTH) Policy – the regional common policy for all major social landlords allocating social housing properties across Flintshire.</p> <p>Social Housing Grant – Welsh Government funding that may be available to housing associations and developing Local Authorities. It is to help fund new affordable housing e.g. for social rent. To qualify for grant homes must comply with Welsh Government Development Quality Requirements (WDQR).</p>

Local Housing Strategy Action Plan Progress Report October 2021

Priority 1: Increase supply to provide the right type of homes in the right location

Output	Timescale	Lead organisation/s	Progress
<p>To meet the annual shortfall of 228 affordable housing as identified in the Local Housing Market Assessment (LHMA) 2019 by delivering the following tenures:</p> <p>(i) To increase the number of new social rent properties (RSL or Council) by 86 per annum</p> <p>(ii) To increase the number of intermediate rent properties (NEW Homes or RSLs) by 57 per annum</p> <p>(iii) To increase the number of intermediate ownership properties (through s106 provision or RSLs) by 95 per annum</p>	Annual	Flintshire County Council and RSL Partners	<p><u>Completed 2020/21</u></p> <p>Number of newbuild social rented homes FCC – 37 RSL – 124</p> <p>Number of newbuild intermediate rent homes FCC – 47 RSL – 20</p> <p>Number of newbuild intermediate ownership homes marketed by Tai Teg Shared Equity Sales – 17 Rent to Own - 8</p> <p>During 2020 and into 2021, there have been challenges for the construction sector. The combined impact of Brexit and the Covid 19 pandemic has resulted in delays due to lock down restrictions, shortage of materials</p>

			<p>and caused a substantial uplift in costs. It is expected that completion of new homes for 2021/22 will be lower. However, the number of completions should increase in 2022/23 and 23/24 and will include the delayed FCC schemes at Nant y Gro, Gronant and Ffordd Hiraethog and Ffordd Pandarus, Mostyn which will deliver a further 71 social rent units and 6 units at Park Lane/ Duke Street Holywell.</p> <p>Development teams at FCC and RSL partners continue to work on pipeline schemes that are at varying stages to bring forward for social rent/ intermediate rent units.</p>
Deliver 5% (10) new build properties per annum to meet demand specialist provision	Annual	Flintshire County Council and RSL Partners	<p>Number of new build units to meet specialist provision 20/21</p> <p>FCC – 3</p> <p>RSL – 6</p>
Deliver 20 major adaptations on existing properties per annum (all tenures)	Annual	Flintshire County Council and RSL Partners	<p>10 large adaptations were completed in 20/21 by FCC some of these adaptations were</p>

			<p>outstanding prior to 20/21. Long delays were incurred due to the Covid lockdown and restrictions in 2020 and again in 2021, with customers self-isolating this meant only priority works were completed for the majority of the year.</p> <p>Since the latest Covid restrictions were lifted works have restarted where possible and 2 large adaptations have been completed to date during 2021/22.</p> <p>There have been challenges with some supply shortages since Covid.</p> <p>RSLs have completed 2 large adaptations (Clwyd Alyn).</p>
Increase the percentage of one bedroom social rented properties by 20% (16) per year of all new build social rented properties	Annual	Flintshire County Council and RSL Partners	Number of one bedroom social rent properties complete 20/21 FCC – 9 RSL – 60 (43 units were extra care)
Reduce the number of empty properties by 10% (50) over the lifetime of the strategy	March 2025	Flintshire County Council	With the help of Houses into Home loans, working with existing owners and using enforcement

			measure 38 empty properties have been brought back into use. This is broken down as: 2019/20 – 19 properties 2020/21 – 10 properties 2021/22 – 9 properties to date
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Priority 1.1 To increase the supply of all types and tenures of affordable housing through new build developments		
Action	Task	Progress
The RSL Welsh Government Social Housing Grant programme	<ul style="list-style-type: none"> • Increasing development capacity in Flintshire through zoning additional Housing Associations. • Ensuring maximum number of properties delivered using the available funding. • Ensuring a robust reserve list of schemes. • Ensuring the type and tenure meets local housing needs, primarily social rent properties, informed by the Council's Housing Strategy Team. 	<p>The FCC social housing grant allocation for 2020/ 21 was £5.2 million. The amount allocated for 2021/22 is £10.2 million, this has been fully allocated to schemes in the Programme Delivery Plan (PDP) which has been approved by WG.</p> <p>The PDP should deliver approx. 191 units during the PDP 3 year period (subject to financial appraisals/ planning approvals). FCC and partner RSLs are seeking to maximise opportunities for WG funding and delivering a range of property types and tenures including social rent and intermediate rent.</p> <p>The WG have requested all Local Authorities produce a Prospectus that sets out housing need and priorities for the area. This will help to inform future social housing grant allocation. The draft Flintshire Prospectus has been produced subject to formal Council approval.</p> <p>For 2021, WG have opened up zoning so all RSLs that operate across the North Wales region can work in every Local Authority area and request</p>

		support for social housing grant. Therefore, there are now 6 RSL's who can access grant in Flintshire.
<p>The Council's new build programme: SHARP/ HRA</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 212</p>	<ul style="list-style-type: none"> • Meeting the HRA Business Plan's ambition to deliver 50 new social rent homes per annum up to 2030 in order to meet the demand of the social housing register. • Ensuring the delivery of new builds adds value through addressing the pressures for certain housing types by basing development plans on intelligence. • Utilising Welsh Government's Affordable Housing Grant to support delivery. • Securing a lift in the borrowing cap to enable additional financial resources to meet the Council's delivery ambitions. • Developing a forward delivery plan for the SHARP once 500 new homes target achieved. 	<p>From 2020/21, the WG have an ambitious target to deliver 20,000 new social homes and have opened up the social housing grant programme to developing Local Authorities. FCC is reviewing its Housing Programmes Team to secure additional Officers who will work to deliver newbuild housing schemes. It is anticipated the new team will be established by March 22.</p> <p>FCC and NEW Homes continue to work proactively to increase the number of social and affordable rent properties available to meet identified housing demand across Flintshire. In accordance with WG strategic housing policy, the Council will work with an increased focus upon working collaboratively with partner housing associations to jointly deliver new housing schemes.</p> <p>New development schemes will be procured via the North Wales Construction Framework.</p>
NEW Homes investment	<ul style="list-style-type: none"> • Supporting the delivery of affordable rented properties through SHARP for NEW Homes. 	NEW Homes currently owns and manages 173 units.

	<ul style="list-style-type: none"> • Ensuring NEW Homes maximises its ability to invest in the delivery of affordable rented properties through using their existing assets. 	<p>NEW Homes are in discussion with WG to see if they are eligible for social housing grant support.</p>
<p>Maximising the provision of affordable housing on market led sites through S106 requirements</p>	<ul style="list-style-type: none"> • Ensuring the new LDP affordable housing planning policy requirements maximises appropriate on-site provision. • Supporting and encourage our delivery partners to utilise private finance and Rent to Own grant to acquire units from developers for affordable rent and rent to own / shared ownership, in addition to the planning requirement. • Working with developers to ensure delivery of affordable ownership models, such as shared equity, where there is demand. 	<p>Housing Strategy is a consultee for new planning applications and negotiations occur with developers and RSL partners based on housing need and Local Authority priorities. This will be reinforced via the Housing Need prospectus.</p> <p>Welsh Government Rent to Own grant funding is not available for 2021/22.</p>
<p>Exploring innovation and social value across the sector</p>	<ul style="list-style-type: none"> • Working with partners to use off site manufacturing / Modern Methods of Manufacturing. • Explore opportunities through the regional growth deal partnership • Considering investing in designs for multi-generational / flexible homes • Increasing the use of social value in service planning and procurement in order to maximise opportunities and support vulnerable residents. 	<p>All new FCC schemes will incorporate MMC to achieve enhanced sustainability and in line with the Welsh Development Quality Requirements 2021 (WDQR 2021) “Creating Beautiful Homes and Places”, this sets out the minimum functional quality standards for new and rehabilitated general needs affordable homes.</p> <p>FCC is taking part in an all Wales pilot project which aims to develop a good practice framework by sharing knowledge about zero carbon housing</p>

		<p>among Local Authorities and RSLs.</p> <p>The launch of the North Wales Construction Framework in April 2020 provides a delivery route for procurement of schemes and ensures that social value is embedded within procurement.</p>
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Priority 1.2 To increase the supply through better use of existing social housing stock		
Action	Task	Progress
<p>The Council's housing stock</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 214</p>	<ul style="list-style-type: none"> • Undertaking a review of the stock and tenancies to determine where there is under occupation or where there is capacity to realign the use of the stock • Reviewing the existing use of stock to assess best use • Developing an incentive scheme to encourage movement in the stock where it can be proven to meet a need from the housing register and address under occupation / overcrowding. 	<p>There is an established working group to review all sheltered housing schemes to assess suitability as older persons housing in the future. Flintshire has a sizeable amount of older persons stock and therefore this review has taken longer than anticipated. The review has widened in scope to consider what the Flintshire 'offer' of sheltered housing should be. A matrix is being developed and will be used to assess sheltered schemes that require substantial investment or that have housing management challenges. A pilot project is being explored that will focus on a specific scheme.</p> <p>FCC is working with the North Wales housing providers in a 'rightsizing' project looking at whether people are in a property that is suitably sized for their needs. This will include under</p>

		occupancy/ overcrowding and incentives and aim to achieve a consistent approach across the North Wales region.
Partner Housing Association stock	<ul style="list-style-type: none"> Review existing use of stock to assess best use in line with strategic priorities. 	<p>FCC continues to work with partner housing associations through the strategic and operational SARTH groups to identify challenges and develop ways of maximising allocations within existing stock.</p> <p>All of the RSLs are involved in the rightsizing project as outlined above.</p>
Accessible Housing	<ul style="list-style-type: none"> Develop an Accessible Housing Register for all social housing stock to enable better use of adapted stock Assess the register to identify where there are homes with adaptations that could be utilised. Engage with Housing Occupational Health and Social Services as early as possible on all developments to ensure all accessible needs are met. 	<p>The specialist housing register is considered when looking at housing need for new build affordable housing schemes and planning applications. NEW Homes and FCC new build housing schemes include consultation at inception stage (with Housing occupational health and social services) to ensure housing requirements for people with accessible needs can be met. FCC and NEW Homes developments with ground floor flats/ bungalows will be developed using wheelchair space standards where the site is deemed as suitable. The housing need prospectus emphasises specialist and supported housing provision being included within grant funded</p>

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		developments. There is an ongoing review of specialist housing.
Priority 1.3 To increase the supply by bringing empty homes back into use		
Action	Task	Progress
Developing relevant policies to maximise legal powers	<ul style="list-style-type: none"> Develop a policy for Flintshire to maximise legal powers including the potential to compulsory purchase or take ownership on a temporary basis. Explore potential resources with Welsh Government for compulsory purchase orders Developing an initiative, in partnership with our Housing Associations, to bring back empty properties into use to meet specific needs such as for larger families. 	<p>CC aims to recruit two additional Occupational Therapists within the Adaptations team who will work to improve opportunities for applicants on the Specialist Housing register and build links with internal departments</p> <p>September 2020, second in July 2021.</p> <p>The WG initiative aimed at assisting Local Authorities with empty properties and remediating them back into homes was undertaken in June 2021 via a training session. It is anticipated that an enforcement panel will be established to focus on using enforcement powers to bring homes back into use.</p>
Reducing empty properties	<ul style="list-style-type: none"> Working closely with partner Housing Associations and the Council Tax Team to identify those properties which are long term empty and are causing issues to the local community. 	Working closely with Council tax and utilising land registry information the empty homes team are targeting long term empty properties by locating owners and offering support and financial assistance. To raise awareness the houses into home loan scheme will publicised via a leaflet sent with the council tax bills 2022/ 23, this will be sent to every property in the authority.

		<p>There have been two enforced sales carried out. One in September 2020 and the second in July 2021.</p>
<p>The provision of financial support to bring empty properties back into use</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 217</p>	<ul style="list-style-type: none"> Promoting 'Houses to Homes' loans, which aims to bring empty properties back into use through providing affordable loans up to £25k in the private sector. <p><i>Amounts have been increased from £25,000 to £35,000 for each property and up to £250,000 per application.</i></p>	<p><u>Financial Support</u></p> <p>The Houses to Homes loan scheme has facilitated the following:</p> <p>19/20 – 8 properties creating 18 units of accommodation</p> <p>20/21 – 7 properties creating 9 units of accommodation</p> <p>21/22 – 3 properties creating 3 units of accommodation.</p> <p>Two applications have been approved which will create a further 3 units of accommodation.</p> <p>In total, 18 properties have been brought back into use creating 30 units of accommodation from the Houses into Home scheme</p>

Priority 1.4 To increase the supply through the private rented sector (PRS)		
Action	Task	Progress
<p>A dedicated PRS team / Officer in the Council</p>	<ul style="list-style-type: none"> Realign existing staffing resources and expertise to develop an improved PRS offer across Flintshire. 	<p>FCC are exploring the option of joining the WG Private Sector Leasing Pathfinder scheme (by March 22) which leases private sector properties and makes them available for homeless households.</p>

		<p>FCC aims to use Housing Support Grant funding to recruit a Landlord Liaison Officer and Private Sector Access Officer. These new posts would develop the private rented sector offer and build relationships with private landlords.</p> <p>HAWS letting agency continue to manage private sector landlord properties for Flintshire.</p>
Develop a PRS action plan ensuring an effective service	<ul style="list-style-type: none"> • Undertaking a review of the affordability of the sector and explore ways to address them through incentives or interventions if required. • Working with Environmental Health team to improve standards within the sector. 	When officers are in post, part of their role will be consult and engage with landlords and develop an action plan.
The delivery of a bespoke landlord offer	<ul style="list-style-type: none"> • Consulting with private sector landlords through the Landlord Forum to establish a better understanding of the barriers and what the critical success factors would be to provide a successful offer. • Providing a range of offers for Landlords to incentivise their engagement and commitment to the Council including the BOND. • Ensuring the offer is flexible as well as robust and cost effective. 	<p>The BOND scheme continues to be funded.</p> <p>A Landlord Forum will be established when private sector officers are recruited. And incentives explored after landlord engagement.</p>

Priority 1.5 To provide the right type of homes to meet the increased demand for single person accommodation and larger properties for families		
Action	Task	Progress
The RSL's and Council's new	<ul style="list-style-type: none"> • Requiring higher numbers of single person accommodation and larger properties as part of all new build developments. 	The Housing Need Prospectus prioritises the need for single person

<p>build programmes</p>	<ul style="list-style-type: none"> • Continuous assessment of priorities and regular updates 	<p>accommodation and the highlights the growing need for larger properties.</p> <p>Evidence of housing need, demonstrated by the housing registers, is sought for all new development opportunities and informs the property mix that is to be built. Quarterly meetings are held with RSL development partners to keep them advised about strategic priorities.</p>
<p>Developing innovative approaches</p> <p>Page 219</p>	<ul style="list-style-type: none"> • Reviewing best practice elsewhere and identifying a range of options that could meet our emerging demands for single person and larger units in a cost effective way. • Identifying innovative delivery models which can provide smaller units which are flexible and can be altered to meet changes in demand in the future. • Considering the appropriateness of different delivery methods such as self build/custom build and co-operative approaches to meet the need. 	<p>New approaches to house building are considered where the site is suitable and to comply with WDQR 2021 which promotes enhanced environmental sustainability.</p> <p>FCC is working with the Active Building Centre to develop a scheme that strives towards carbon zero. Quick build developments using MMC and flexible modular construction is being explored on sites that are suitable and viable.</p>
<p>Strategic acquisitions</p>	<ul style="list-style-type: none"> • Providing a strategic acquisition fund for properties which would meet a very specific need and for small numbers of properties. • Requesting partner Housing Associations to utilise social housing grant to acquire individual properties where there is a specific need which is either urgent or cannot be met through current stock. 	<p>2021/22 social housing grant funding has been allocated to fund two property acquisitions in partnership with First Choice Housing Association. The properties will help people who need specialist adapted accommodation and who cannot be easily housed within the existing housing stock.</p>

Priority 1.6 To provide the right type of homes to improve the offer and scope of specialist housing provision		
Action	Task	Progress
An overarching / strategic framework for determining the most cost effective delivery	<ul style="list-style-type: none"> • Reviewing the options for delivery i.e. adaptations; acquisition or new build and develop a universal assessment mechanism to determine the most cost effective delivery option within an equality framework. • Reviewing and mapping resources available to meet the increasing demand for adaptations. • Exploring a partnership approach to funding and delivery including Council Housing / DFG teams, HAs Housing teams, Supporting People, Social Services, Occupational Health, Health and ICF partnership. • Lobbying Welsh Government to simplify funding for adaptations across all delivery partners. 	The recruitment of two additional Occupational Therapists within the Adaptations team will build capacity and free up resources. A review of the options for delivery can then take place to aim to provide a better coordinated approach across the different service area's in Flintshire that provide adaptations and support for people with disabilities.
Meeting the housing needs of people with disabilities Page 220	<ul style="list-style-type: none"> • Continuing to deliver as a partnership to meet the needs of people on the specialist housing register. • Maximising the use of adaptations to help sustain tenancies and reduce increased pressure on the housing register. • Considering potential strategic acquisitions to meet the needs of particular complex cases. • Ensuring adapted properties are included on all Housing Association new build developments to meet the needs of the specialist register. • Exploring the delivery of adapted properties on market led schemes. 	<p>The homeless team review has identified the need for a Specialist Housing Support Officer to work with people whose needs cannot be easily met within the existing social housing supply.</p> <p>The housing need prospectus prioritises the need for specialist housing provision on social housing grant funded schemes.</p> <p><u>Specialist Housing Register</u> 14 applicants were rehoused from the SHR during 2020/21.</p>
Meeting the needs of people	<ul style="list-style-type: none"> • Developing a proactive relationship with the Health sector to improve communication with Housing Strategy around housing 	Glan Y Morfa scheme is completed.

with complex health needs	<p>needs of those in their care.</p> <ul style="list-style-type: none"> • Delivering affordable transitional accommodation to reduce delayed transfer of care – Glan y Morfa – through securing funding and undertaking the necessary works. • Working with the Homeless Prevention team to inform provision and identify best practice 	The Accommodation and Support Group meets regularly to identify opportunities to address priority groups. The Housing need prospectus prioritises the need for accommodation for specific client groups.
Providing the right type of housing to meet the needs older people	<ul style="list-style-type: none"> • Understanding the housing needs of the older people. • Exploring alternative and innovative housing models for older people such as intergenerational properties or co-operative models, which help to keep older people active and healthier for longer. • Providing specialist provision such as extra care and supported housing for those older people with care needs including dementia. • Reviewing existing specific older persons social housing stock to ensure they can sustain tenancies. • Exploring potential to include age-friendly properties as part of new build market developments. 	<p>This will be considered as part of the Sheltered Housing Review (priority 1.2).</p> <p>There are four extra care schemes in Flintshire providing 239 homes. A potential further scheme is being explored in Buckley.</p>

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Priority 1.7 To provide the right type of accommodation for the Gypsy and Traveller community		
Action	Task	Progress
Meet the need for residential pitches	<ul style="list-style-type: none"> • Increasing the number of pitches in line with Flintshire's Gypsy and Traveller Accommodation Assessment (GTAA) through market led schemes and the refurbishment of the Council owned site. 	Market led schemes have increased capacity by two pitches and two planning applications have been submitted that could provide an additional seven pitches (pending Local Development Plan Planning Inspector review).
Provision of a	<ul style="list-style-type: none"> • Identifying and assessing potential sites to deliver a transit site in 	Preferred location for a transit site has

transit site within the County	<p>Flintshire.</p> <ul style="list-style-type: none"> • Applying for planning permission for transit site and secure Welsh Government grant to deliver provision. 	<p>been submitted via Local Development Plan. Planning Inspector decision expected by end December 21.</p>
Management of the Council owned site	<ul style="list-style-type: none"> • Review different management models for the Council owned site. • Redesigning and delivering the refurbishment of the site to provide modern pitches. • Developing an allocation policy for the site. 	<p>Preferred services provider at Council owned site has been ratified and working through detail around what will be provided including general maintenance, litter collection and liaison with FCC and North Wales Police.</p> <p>Redesign of existing site has been concluded using WG site capital grant funding and allocation policy is in place.</p>

Output	Timescale	Lead organisation/s	Progress
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Deliver the actions identified in the Flintshire Homelessness Local Action Plan	March 2024	Flintshire County Council	<p>Whilst progress has been made on the delivery of the Local Homelessness Plan the landscape for homelessness has shifted significantly due to Covid and 100% of the services attention has been on managing the emergency public health response to the Covid pandemic.</p> <p>A new Housing Support Programme Strategy is required and will merge the Housing Support Grant Delivery Plan and local Homelessness Strategy (homeless strategy brought forward a year by Welsh Government) to create an overarching 4 year strategy for housing support and homelessness agendas for April 2022 onward.</p>
Develop a Youth Homeless 'hub'	March 2024	Flintshire County Council	<p>Youth homeless hub is featured as a priority within the housing need prospectus. Identifying a potential location and partner agencies for delivery of this activity will be key to having a shared vision and appropriate setting for this accommodation and service delivery model.</p> <p>Project Manager to be brought in to pull agencies together and help kick start the project which will feed into internal social care and housing accommodation needs mapping exercises. Potential for</p>

			social housing grant to be utilized for delivery of the accommodation.
Reduce the number of people in temporary accommodation by 50% (33) over the period of the plan	March 2024	Flintshire County Council and RSL Partners	<p>This has not been possible due to the Covid crisis whereby as part of the public health response, all people who are at risk of rough sleeping and or experience homelessness during the pandemic must be accommodated.</p> <p>As a result numbers in temporary accommodation have increased by approx. 600% across Wales. Covid Hardship Funding has enabled this rapid response to safeguard people who would otherwise be at increased risk of harm as a result of homelessness and the coronavirus.</p>
Deliver a transit site for the Gypsy and Traveller Community	March 2022	Flintshire County Council	Preferred location for a transit site has been submitted via Local Development Plan. Planning Inspector decision expected by end December 21.
Deliver one Extra Care during the period of the Strategy	March 2024	Flintshire County Council and RSL Partners	Plas yr Ywen, Holywell care scheme was completed in 2021.

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Priority 2.1 To reduce homelessness through prevention		
Action	Task	Progress

<p>Work across the region with partners to prevent homelessness</p>	<ul style="list-style-type: none"> • Working across the region to develop a cross Local Authority Regional Homelessness Strategy, pulling together resources to deliver shared interventions where appropriate and cost effective. • Developing a better understanding of the causes of homelessness to inform the development of the right interventions through collective, regional intelligence gathering. 	<p>The Covid pandemic has seen a significant shift in homelessness policy across Wales. Whilst regional work has continued the approach has often been very operational and responsive due to the crisis management phase of managing homelessness during the pandemic still being very much the norm.</p> <p>Discussions with regional partners continue regarding Housing Support Grant, Homelessness Priorities and Covid response, and a needs analysis for housing and homelessness is currently underway to inform the development of Flintshire’s Housing Support Programme Strategy.</p> <p>There will be opportunities for regional collaboration within North Wales but the decision has been taken to develop localised strategies for the next 4 year period.</p>
<p>Work with partners in Flintshire to prevent homelessness</p>	<ul style="list-style-type: none"> • Develop a Local Action Plan for homelessness to ensure local issues are addressed. • Develop preventative measures by providing tenancy support and crisis management to enable the people to sustain their tenancies. 	<p>Local action plan will be developed on the back of the robust needs assessment as part of the Housing Support Programme Strategy development.</p> <p>The housing market and peoples support needs are changing significantly</p>

		<p>due to the pandemic and resources will be targeted at the most urgent and necessary intervention at the local level</p> <p>Homeless services have been working through their “Phase 2” Plans as required during the pandemic and additional funding has been made available through Phase 2 Grant and additional Housing Support Grant to develop more prevention activities, whilst also managing the high caseloads and numbers of people who have been at risk of homelessness, and in homeless accommodation throughout the course of the pandemic.</p>
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Priority 2.2 To reduce the demand for temporary accommodation		
Action	Task	Progress
<p>Provide suitable accommodation to meet the needs of homeless</p>	<ul style="list-style-type: none"> • Develop different models of delivery such as Housing First. • Develop a ‘hub’ to provide a range of services for the homeless including emergency beds and support services. • Working closely with Housing Strategy and development partners to inform the delivery of flexible and suitable accommodation. 	<p>As outlined elsewhere, demand for temporary accommodation has risen significantly due to the public health response to the Covid pandemic and temporary accommodation numbers have increased by 600% across Wales.</p> <p>Utilising alternative models of temporary accommodation has been helpful through the remodelling of the Glanrafon Night Shelter into a 24-7 Homeless Hub and taking on other properties for</p>

Priority 2.3 To provide the right type of support for the most vulnerable people

Action	Task	Progress
Strategic commissioning of support services	<ul style="list-style-type: none"> • Develop the Local Commissioning Plan incorporating the Regional Homelessness Strategy priorities to ensure a joined up approach. • Support the work of the Regional Collaborative Committee. • Commission support for priority groups: Youth homeless; Prison Leavers; Rough Sleepers; and Complex Needs. 	<p>additional temporary housing. Reliance on B&B and hotels is also necessary and funding has been provided by Welsh Government to assist with this. As referenced above, a new Housing Support Programme Strategy is required and will merge the Housing Support Grant Delivery Plan and local Homelessness Strategy (homeless</p>
Increase availability of	<ul style="list-style-type: none"> • Undertake a review of the existing stock and explore options for increasing supply of move on accommodation. 	<p>Welsh Government have developed a high level action plan designed to end homelessness. A key pillar within the plan is for Wales to move to a rapid rehousing approach. This internationally recognised model also delivered in Scotland will require significant shift and change within homelessness and housing services.</p>
move on accommodation	<ul style="list-style-type: none"> • Ensure commissioning priorities incorporate the necessary support required to sustain tenancies. 	<p>strategy brought forward a year by Welsh Government) to create an</p> <p>Local Authorities have been tasked with developing Rapid Rehousing Transition Plans by the end of 2022 and the issue of move on accommodation and commissioning priorities will be addressed through this plan and the Housing Support Programme Strategy</p>

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		<p>overarching 4 year strategy for housing support and homelessness agendas for April 2022 onward.</p> <p>Opportunities for regional working and collaboration will be identified and referenced within localised plans with delivery of shared activities for North Wales delivered through the Housing Support Regional Delivery Group (the new RCC).</p>
<p>Working with partners and other teams in the Council to ensure available support.</p> <p>229</p>	<ul style="list-style-type: none"> • Working with key stakeholders e.g. health to provide support packages at an early stage through joint protocols. • Working with Social Services and health colleagues to ensure supported living. • Working with strategic delivery partners to ensure capacity and scale of support is available to avoid unacceptable delays in provision for the individual. 	<p>As referenced above, the responsive nature of the Covid pandemic homeless response has been significant.</p> <p>Excellent joint working with partners internally, through commissioned services and across public services has developed in pockets and the opportunity to co-ordinate and capture this and build on such momentum will be channelled through the Housing Support Programme Strategy.</p>

Priority 2.4 To provide a range of financial and social support		
Action	Task	Progress
Ensuring a range of financial products to support people to	<ul style="list-style-type: none"> • Promote and develop affordable ownership products including Shared Equity; Homebuy and Rent to Own. • Promote private rent support through the BOND. • Develop access to affordable starter furnishing packages. 	Affordable ownership products are provided via s.106 planning contributions and in partnership with RSLs on suitable developments. Rent to

<p>access and remain in their home</p>	<ul style="list-style-type: none"> • Provide financial management advice and access to financial products with the aim of reducing the risk of rent arrears / eviction. 	<p>Own funding is not currently available 2021/22. Affordable ownership properties are marketed via Tai Teg when available for application.</p> <p>As referenced above a range of prevention activities have been developed and will continue to be explored to help people to avoid homelessness and when homelessness does occur support is available to help secure new homes within the private sector in particular.</p> <p>Funding is available and enhanced pots identified for Bonds, Rent In Advance, Deposits through the Homeless Service, in addition to services such as Discretionary Housing Payments.</p> <p>The new Wales Tenant Hardship Grant has also been launched as a Covid specific intervention for debt in the private rented sector. This grant targets finances for rent arrears to those people who have fallen into arrears due to the pandemic, but would not have an entitlement to “qualifying benefits” e.g. people who are not on benefits but suffered significant financial hardship and in arrears due to Covid.</p> <p>Welsh Government Covid Hardship</p>
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		Funding has enabled the Homeless Service to issue Homestarter packs and monies through core budgets and grant have been identified to sustain such interventions.
Develop a range of innovative support to address key barriers	<ul style="list-style-type: none"> Explore a range of initiatives, based on best practice, which will provide cost benefits in the medium term to the public finances. For example a furniture rental social enterprise. 	<p>Further work required through the development of the local action plan for the Housing Support Programme Strategy.</p> <p>During the pandemic excellent joint working has been achieved with Flintshire Furniture Recycle Project to enable the provision of fully furnished temporary accommodation units when capacity within homeless accommodation has grown significantly. Opportunity to build on this work.</p>

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Priority 2.5 To provide support for older people to either remain in their own home or move to more suitable accommodation		
Action	Task	Progress
Review the SARTH to understand the housing needs of older people in	<ul style="list-style-type: none"> Develop a plan with our Housing Association partners to address the needs of older people on SARTH. Develop an understanding of demand for adaptations to enable future planning of resources. 	Further work required with partners to develop localised plans and strategies to meet the needs of older people within social housing across Flintshire.

<p>social housing</p>	<ul style="list-style-type: none"> • Links with Social Services; Residential Care homes; Extra Care and supported housing to scope out move on options. 	<p>FCC's sheltered housing review will be a significant piece of work in regards to this. The Housing Need Prospectus identifies the need for one additional Extra Care scheme which is likely to be supported with social housing grant funding.</p>
<p>Develop an understanding of the wider housing requirements for older people</p>	<ul style="list-style-type: none"> • Consult with interest groups to identify key issues, barriers and potential opportunities for an action plan. • Review tenancy support and the potential of incentives to encourage downsizing where appropriate. 	<p>Further work required with partners. Unable to progress significantly due to the pandemic.</p> <p>FCC is working with the North Wales housing providers in a 'rightsizing' project looking at whether people are in a property that is suitably sized for their needs. This will include under occupancy and downsizing incentives and aim to achieve a consistent approach across the North Wales region.</p>

Priority 3: Improve the quality and sustainability of homes

Output	Timescale	Lead organisation/s	Progress
Reduce the number of households in the private sector in Flintshire who are in fuel poverty from 10.1% to 8% during the period of the strategy	March 2024	Flintshire County Council	Improvements are being made to fuel poor homes, including tariff switching advice, the installation of fuel efficient heating systems, extension of the existing gas grid and improvements to Household EPC ratings. Alternative renewable energy, such as the use of hydrogen boilers, are being explored with the aim of offering a greater range of solutions to traditional fossil fuel based heating. A stock condition survey will need to be done to determine the County's fuel poverty ratio.
Complete the Welsh Housing Quality Standard programme by 100%	March 2021	Flintshire County Council and RSL Partners	The Capital Works Team are on target to meet the extended WHQS deadline by December 2021

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Priority 3.1 Maximising energy efficiency standards and delivery methods		
Action	Task	Progress
Private sector renewal energy loans	<ul style="list-style-type: none"> Maximise the use of the loan products aimed at owner occupiers to bring properties up to a good standard by making them energy efficient and removing hazards. 	A process has been established whereby owner occupiers can access support to fund new central heating and property improvements. This process is supported by using a

		combination of the available funds such as Warm Homes funding, Crisis funding, the renewable heat incentive as well as a Welsh Government loan fund which is available at a zero percent interest rate. This product has only recently been available and to date 16 new heating systems have been installed using an energy loan.
Gas infill programme for social housing properties that are off-gas	<ul style="list-style-type: none"> Working with Wales and West Utilities to extend the gas network to bring more convenient and cost effective heating to residents across all tenures. 	The Domestic Energy Efficiency Project Team have worked alongside Wales and West Utilities and developed a programme of gas mains connections to be delivered in the coming year. The extensions to the gas mains will target previously surveyed properties identified as having inefficient heating systems. Between April 2016 and June 2021 the gas mains has been extended to 734 properties and the Domestic Energy team have ensured that gas meters and new central heating systems have been installed to all of the 734 addresses.
Retro fit of energy efficiency measures for vulnerable residents in all tenures	<ul style="list-style-type: none"> Identify the strategic sites within communities that need redevelopment. 	Delivery under the Warm Homes Fund, utilisation of a Flintshire Council crisis fund, work carried out alongside local social housing providers and partnership work with utility companies has allowed households to benefit from the installation of new, efficient heating

		systems, insulation and the use of renewable energy. This has contributed towards a reduction in fuel poverty and the carbon footprint across the county.
Deliver the Warm Homes Fund	<ul style="list-style-type: none"> The Council has secured £3m to tackle fuel poverty in Flintshire by improving efficiency through for example: fitting new heating systems or accessing the gas network. 	A programme of renewable energy schemes is in the process of being delivered in conjunction with the Warm Homes Fund. This programme is expected to be extended as cost savings have resulted in the potential to target more properties than originally considered. Additional sites have been identified and are part of an application made to Warm Homes Fund for further approval. To date there have been 214 new gas central heating installations, replacing older less efficient heating such as coal fires and oil fired boilers. Also 160 Air source heating systems have been fitted, installed in rural areas where it is not possible to extend the gas mains to the individual properties
Arbed for wales programme	<ul style="list-style-type: none"> A spatially targeted WG programme focusing on windows and doors and external wall insulation, to address fuel poverty in the private sector. 	This programme is coming to a completion with Buckley being the last new area to be targeted. A final completion/ mop-up exercise is being carried out at Ffynnongroew. The Domestic Energy Efficiency Project Team will continue with post installation assessments to determine

		the effectiveness of the new measures after the Arbed programme is complete, providing advice and support where required. Between April 2016 and June 2021 the Arbed programme has supported 558 properties for new gas mains installations, new gas meters and new central heating installations. A further 40 are expected to be completed before the programme comes to an end.
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Priority 3.2 Improving the quality and standard of accommodation in the private sector

Action	Task	Progress
<p>Healthy Homes and Healthy People – 2025 project bringing together a voluntary group of concerned people and organisations working with a shared purpose of ending avoidable health inequality in North Wales</p>	<ul style="list-style-type: none"> Encourage different teams to think more broadly when undertaking their daily roles to improve the homes of people in the private sector. 	<p>Consultations have been carried out by the Domestic Energy Efficiency Project team, to ensure continuous delivery of Healthy Homes Healthy People. Providing support with access to services such as food parcels, food delivery, prescription collection, etc. in addition to support for savings on tariff advice and switching, debt support, energy efficiency measures, smoke detectors, carbon dioxide detectors and adaptations. This process has highlighted differing areas of vulnerability and allows for the appropriate amount of support needed to ensure that a specific individuals needs can provided for. 3771</p>

		households have had some form of support since January 2018 and 593 households have been given assistance on reducing their energy bills.
Rent Smart Wales	<ul style="list-style-type: none"> Work with Landlords to promote Rent Smart Wales and improve the standards of the private rented stock. 	When a private rented sector team is established as outlined in 1.4, further work will be done to promote Rent Smart Wales.

Priority 3.3 Completing the WHQS programme by 2020 across all social housing stock

Action	Task	Progress
The Council stock	<ul style="list-style-type: none"> Complete environmental improvements by 2020 and identify funding to undertake the external works. 	External Stock Condition Surveys are ongoing and all surveys to external areas will be completed by December 2021. The Capital Works Team are prioritising any immediate works following the surveys accordingly. Future funding requirements are also being identified and these will be captured through our Business Planning arrangements.
Housing Association partners' stock	<ul style="list-style-type: none"> Complete environmental improvements by 2020. 	Clwyd Alyn achieved WHQS compliance in March 2017. However, following the addition of the Polish Housing Society stock which was not WHQS compliant Clwyd Alyn advised Welsh Government that those properties would be logged as

acceptable fails. Clwyd Alyn has taken with the decision alongside Welsh Government and Gwynedd Council to re develop the Polish Housing Society scheme so the homes will comply with WDQR.

Wales and West Housing (WWH) has maintained compliance with the Welsh Housing Quality Standards (WHQS), with a very low level of acceptable fails. Since 2019, there has been £17.5m invested in properties. WWH has delivered almost 586 new kitchens, 287 bathrooms, over 74 roofing projects, nearly 761 windows, doors and roofline projects and around 384 groundwork and external projects. WWH has completed more than 746 adaptations, allowing residents to stay in their existing homes as their circumstances change.

Grwp Cynefin (GC) state 100% of homes have passed the WHQS, subject to acceptable fails (latest annual report 2019/20). GC have an investment programme which aims to reduce its number of acceptable fails to ensure tenants live in good quality affordable homes (Corporate Plan 2019/24).

Priority 3.4 Adopt a collaborative approach to preparing for the increase in demand for adaptations in properties to allow residents to remain in their home.

Action	Task	Progress
Set appropriate strategic objectives for adaptations that focus on wellbeing and independence	<ul style="list-style-type: none"> • Establish a partnership which incorporates all partners with funding for adaptations including: <ul style="list-style-type: none"> (i) The Council’s HRA budget (ii) Private sector Disabilities Funding Grant; (iii) Care and Repair, ENABLE for minor and major adaptations for those in the private sector; (iv) Housing Associations can access Physical Adaptation Grants for existing tenants. 	This work will be progressed as part of the adaptations and specialist housing review work, outlined in 1.6.
Improve the intelligence on the demand for adaptations	<ul style="list-style-type: none"> • Pull together a range of data from all partners to establish a better understanding of future demand. 	
Link the systems for managing and delivering adaptations	<ul style="list-style-type: none"> • Collaboratively develop adapted housing policies for all partners as part of the Specialist Housing Group. • Review service standards for adaptations in line with Welsh Government. • Consider how the EHRC toolkit can be utilised in Flintshire. 	

Priority 3.5 Improve the standard of new build properties built by the Council and Housing Associations

Action	Task	Progress
Utilising the Flintshire House Standards	<ul style="list-style-type: none"> • Continually review and evaluate the standards to ensure they are relevant and contribute to the wider energy efficiency agenda. • Consider introducing further requirements such as solar panels / PVs, electric car charging points. 	Flintshire Housing Standards have been superseded by the Welsh Development Quality Requirements 2021 (WDQR). All future affordable housing schemes have to meet this standard. The standards have set

		space requirements and include higher energy efficiency measures moving towards carbon zero.
Welsh Government's Design Quality Requirements (DQR)	<ul style="list-style-type: none"> • Ensure a consistent standard of quality of internal layout is achieved across a range of standard house types that are as flexible as possible to cater for most residents needs. 	See above
Deliver different construction methods	<ul style="list-style-type: none"> • Deliver new builds using sustainable materials including timber frame / SIPs, and improve SAP ratings as part of SHARP. • Develop procurement opportunities through collaboration with Housing Association partners to deliver new construction methods. • Develop using off site manufacturing to reduce waste and quicker construction methods. 	<p>Modern methods of construction is a priority and featured within WDQR 2021. Therefore all new affordable housing schemes will be built using MMC and utilising construction methods that minimise environmental impact.</p> <p>Homelessness Phase 2 capital funding will deliver units for homeless households, these will be built using MMC (Park Lane x 4 units and Duke Street x 2 units). Anticipated completion Spring 2022.</p>



CABINET

Date of Meeting	Tuesday, 14 th December 2021
Report Subject	Establishing the Corporate Joint Committee for North Wales
Cabinet Member	Deputy Leader of the Council (Governance) and Cabinet Member for Corporate Management and Assets
Report Author	Chief Executive Chief Officer Governance Chief Officer Planning, Environment and Economy
Type of Report	Strategic

EXECUTIVE SUMMARY

The Local Government and Elections (Wales) Act 2021 gave Ministers the power to create a new type of regional body called a Corporate Joint Committee (CJC). Ministers have mandated the creation of four CJCs across Wales. They will each have the same four functions: economic well-being; preparing a Strategic Development Plan, transport and improving education. The precise governance arrangements for each CJC are to be settled by the body itself.

The CJC for North Wales was created on 1 April 2021 and its functions come into force on 30 June 2022. It must set its outline budget for its first year of operation by the end of January 2022. It is therefore necessary for the CJC to outline its governance arrangements now. The economic well-being function encompasses the purpose for which the North Wales Economic Ambition Board (NWEAB) was created. The strategic planning and transport functions will influence the NWEAB's role as well and so it is important that the new body takes account of and dovetails with the existing regional governance structures. Proposals for the governance structure are contained within the attached report (Appendix A).

The report is being considered by all six Councils and so is in a common format to ensure consistent presentation of the issues to each Council.

RECOMMENDATIONS

1	<p>Agree in principle that the functions of the North Wales Economic Ambition Board be transferred by way of a delegation agreement to the North Wales Corporate Joint Committee on condition:</p> <ol style="list-style-type: none"> a) that the statutory framework that the Welsh Government are developing allows for the delegation of the relevant executive functions to a Corporate Joint Committee; b) that the North Wales Corporate Joint Committee agrees to the establishment of a Sub-Committee, with membership to be agreed with the Councils, to undertake the functions of the Economic Ambition Board.
2	<p>This transition is proposed in order to achieve a streamlined governance model, avoiding duplication. A further detailed report on the framework for implementation will be presented to a subsequent meeting of the Cabinet.</p>

REPORT DETAILS

1.00	EXPLAINING THE CORPORATE JOINT COMMITTEE
1.01	<p>Cabinet will recall that the Local Government and Elections (Wales) Act 2021 gave Welsh Government power to establish a new type of regional body called Corporate Joint Committees (CJCs). These bodies have four immediate statutory functions as set out below, though more can be added at the request of the constituent councils:</p> <ol style="list-style-type: none"> 1) economic well-being; 2) approving a regional development plan; 3) transport; 4) improving education.
1.02	<p>The North Wales CJC was created by statutory instrument and came into being on 1 April 2021. Its immediate functions take effect from 30 June 2022. It must set an indicative budget for its first year of operation by the end of January 2022 and so it needs to start outlining its governance structure.</p>
1.03	<p>The economic well-being function encompasses the purpose for which the North Wales Economic Ambition Board (NWEAB) was created. The strategic planning and transport functions will influence the NWEAB's role as well. It is important that the governance arrangements take account of and dovetail with that body without adding bureaucracy or cost. The attached report contains proposals for the governance structure of the CJC that will accommodate the NWEAB.</p>
1.04	<p>The report (Appendix A) is being considered by all six Councils and so is drafted in a common format for each in order to ensure consistent presentation of the issues.</p>

2.00	RESOURCE IMPLICATIONS
2.01	These are addressed within the attached report. Welsh Government has contributed to the costs of establishing the CJC and the costs of the NWEAB are already included within the Council's budget.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT																								
3.01	<p>The risks associated with the governance structure are very low level, because the CJC consists of Leaders of the six Councils in North Wales who can control its constitution and actions. The existence of a body with seemingly overlapping function to existing governance structures does create a risk of duplication and complexity which is addressed directly within the design of the structure. The risk is discussed within the report in detail</p> <table border="1"> <tr> <td>Long-term</td> <td>Positive the CJC is designed to work on issues of long term strategic importance</td> </tr> <tr> <td>Prevention</td> <td>Neutral</td> </tr> <tr> <td>Integration</td> <td>Positive. The CJC has the scope to co-opt private and other public sector members with voting rights.</td> </tr> <tr> <td>Collaboration</td> <td>Positive the CJC promotes regional working</td> </tr> <tr> <td>Involvement</td> <td>Neutral</td> </tr> </table> <p>Well-being Goals Impact</p> <table border="1"> <tr> <td>Prosperous Wales</td> <td>Positive the CJC is designed to enhance economic well being</td> </tr> <tr> <td>Resilient Wales</td> <td>Neutral</td> </tr> <tr> <td>Healthier Wales</td> <td>Positive poor health is often associated with deprivation</td> </tr> <tr> <td>More equal Wales</td> <td>Positive a more vibrant economy can help to reduce socio economic disadvantage</td> </tr> <tr> <td>Cohesive Wales</td> <td>Neutral</td> </tr> <tr> <td>Vibrant Wales</td> <td>Neutral</td> </tr> <tr> <td>Globally responsible Wales</td> <td>Positive the CJC is designed to address transport issues in a sustainable manner</td> </tr> </table>	Long-term	Positive the CJC is designed to work on issues of long term strategic importance	Prevention	Neutral	Integration	Positive. The CJC has the scope to co-opt private and other public sector members with voting rights.	Collaboration	Positive the CJC promotes regional working	Involvement	Neutral	Prosperous Wales	Positive the CJC is designed to enhance economic well being	Resilient Wales	Neutral	Healthier Wales	Positive poor health is often associated with deprivation	More equal Wales	Positive a more vibrant economy can help to reduce socio economic disadvantage	Cohesive Wales	Neutral	Vibrant Wales	Neutral	Globally responsible Wales	Positive the CJC is designed to address transport issues in a sustainable manner
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4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	The NWEAB and Leaders have considered the issues presented within this report, which reflects their views. The report needs to be considered at Environment and Economy Overview and Scrutiny Committee and Corporate Resources Overview and Scrutiny Committee as well.

5.00	APPENDICES
5.01	Appendix A – Report “Establishing the North Wales Region’s Corporate Joint Committee (CJC).

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Integrated Impact Assessment.

7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: Gareth Owens, Chief Officer Governance Telephone: 01352 702344 E-mail: gareth.legal@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
8.01	None.

Meeting: Local Authority Cabinet (or Executive equivalent)

Date: ** December 2021

Title: Establishing the North Wales Region's Corporate Joint Committee (CJC)

Purpose: Further to Welsh Government legislation establishing the North Wales region's CJC, the 6 local authorities must make appropriate arrangements before holding the CJC's first meeting, and agree the CJC's 2022/23 budget by 31 January 2022, before initial CJC functions 'go live' on 30 June 2022.

Cabinet Member: Council Leader

Contact Officers: The Chief Executive and the Monitoring Officer

Decision Sought –

Agree in principle that the functions of the North Wales Economic Ambition Board be transferred by way of a delegation agreement to the North Wales Corporate Joint Committee on condition;

- a) that the statutory framework that the Welsh Government are developing allows for the delegation of the relevant executive functions to a Corporate Joint Committee,
- b) that **the North Wales Corporate Joint Committee agrees to establishment of a Sub-Committee**, with membership to be agreed with the Councils, **to undertake the functions of the Economic Ambition Board.**

This transition is proposed in order to achieve a streamlined governance model, avoiding duplication. A further detailed report on the framework for implementation will be presented to a subsequent meeting of the Cabinet / Executive.

Background

1. Regulations were made by the Welsh Government on 17 March 2021 creating four Corporate Joint Committees in Wales, and the North Wales Corporate Joint Committee (CJC) was established on 1 April 2021.
2. The four CJs will exercise functions relating to strategic development planning and regional transport planning. They will also be able to do things to promote the economic well-being. In contrast to other joint committee arrangements, the CJC is a separate corporate body which can employ staff and hold assets.
3. Our region's the CJC is already in existence as an independent corporate body, and its initial functions will come into force on 30 June 2022 ('go live' date for the North Wales CJC). In the past, reservations were expressed because CJs might lead to "another layer of bureaucracy", but now we have no choice other than to make it work.

4. Further regulations will follow. The Welsh Government are consulting on draft statutory guidance. Pinsent Masons LLP, who are advising several Welsh regions, are liaising with Welsh Government in the development of this detail. This report's focus is on regional implementation and transition - the establishment of the North Wales CJC.
5. Welsh Government grant funding of £250,000 has been approved, to enhance project management capacity and commission professional assistance (including legal advice) to support implementation of, and transition to the region's CJC during 2021/22.
6. Establishing the CJC is a legal requirement, but the timetable remains challenging, including the 'immediate duties' prescribed in the legislation (viz. regional Strategic Development Plan, Regional Transport Plan, and the economic well-being function), the need to balance legacy issues with new statutory requirements, the scheduling of initial meetings, and budget-setting in January 2022.
7. This report is submitted simultaneously to Cabinet (or similar Executive Committee) meetings at the 6 Councils: Anglesey, Conwy, Denbighshire, Flintshire, Gwynedd and Wrexham.

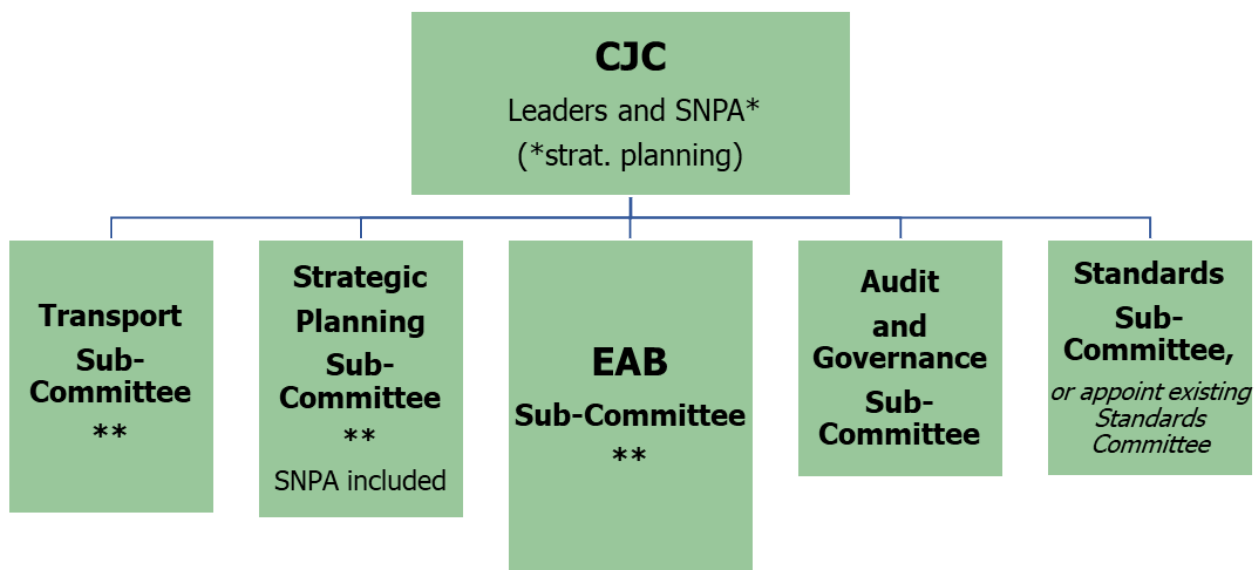
Principles

8. There is a consensus that the CJC should continue in the direction established by the North Wales Economic Ambition Board (EAB), albeit possibly better supported in due course by the structures, powers and levers provided by the CJC legislation. Further, the 6 Council Leaders and Chief Executives are agreed that our CJC should be 'built' on the following aims and principles:
 - i. Clarity / simplicity
 - ii. Avoiding new bureaucracy and excessive cost
 - iii. Adding value to, not disrupting, existing regional governance
 - iv. Major Growth Deal decisions being protected by the 'reserved matters' rule
 - v. Subsidiarity (individual LAs make decisions on issues that affect them)
 - vi. Allowing new powers and opportunities to be devolved to the region
 - vii. Being 'future proof'
9. Faced with the challenging timescale, there is cross-border agreement that we should initially aim to establish a streamlined governance model, avoiding duplication while having due regard to subsidiarity. The first priority is to move the EAB to an empowered sub-committee of the CJC, noting that our local authority Leaders will be in control of this corporate body. Given approval to establish this governance model, we would ensure that we keep our options open with a high degree of flexibility to subsequently consider transition details (e.g. staff issues) on a 'case by case' basis.

Structure for the EAB in the CJC

10. Pinsent Masons have considered operational structures available to the EAB going forward, in light of the establishment of the CJC, Welsh Government policy direction and the regionally agreed principles noted under paragraph 5 above.

11. Doing nothing, or 'co-existence' is insufficient, contrary to Welsh Government policy, and doesn't address how the Economic Ambition Board's functions are to be discharged by the CJC.
12. At first glance, a partial transfer to a 'hybrid' model retaining a host authority as accountable body, co-existing with the CJC, may appear to be attractive in terms of avoiding change from the current Economic Ambition Board model (despite the benefits of a CJC). However, this would require convoluted back-to-back agreements in respect of transactions entered into by project sponsors on behalf of the EAB. It lacks clarity, and provides no real advantage. Further, our region would still require a functioning CJC to undertake the Transport and Planning roles, which are vested directly in the CJC.
13. The most efficient and viable operational structure, which satisfies the requirement to transition to a CJC, is to transfer the Economic Ambition Board functions to an empowered sub-committee of the CJC. Consequently, transferring the functions to a sub-committee will retain core elements of the EAB, but provide a more robust and efficient delivery model directly via the CJC corporate vehicle. Crucially, the framework should allow a sub-committee governance model agreed with the CJC to confirm / continue the role of the Councils and Partners in relation to the "Reserved Matters".
14. Pinsent Masons have advised officers in detail on the advantages and some key issues, before we concluded that the transferring the EAB functions to a sub-committee provides the optimal structure for the CJC. As a separate corporate body, the CJC may naturally evolve over time and deliver wider initiatives, while building upon recent years of regional public investment under the EAB and continuing the trajectory established by Growth Deal.
15. The proposed CJC committee structure is shown in the following chart, including establishment of a subsidiary EAB delivery vehicle (sub-committee). This limits the extent of change and satisfies the 'immediate duties' in a consensual way –



** Delegation to statutory sub-committees, which are also subject to the transparency requirements which apply to executive function bodies.

Decision-Making

16. Pinsent Masons advise that decision-making, after transferring functions under the CJC, could operate to a large degree how decision-making currently occurs within the Economic Ambition Board, with local authorities retaining overall control over Growth Deal decision-making through robust delegation or novation arrangements. This will require amending legislation to allow for executive or Cabinet functions to be delegated to the CJC, as they are currently delegated to the EAB. It is understood from Pinsent Masons, further to their discussions with the Welsh Government, that this will be addressed in the forthcoming set of regulations.
17. The scheme of delegation from the local authorities to the CJC will clarify which matters remain decisions that are reserved for the local authorities as is currently set out in 'GA2'.
18. Snowdonia National Park Authority is an additional voting member of the CJC, but only on matters relating to the strategic planning function and its budget.
19. The 'Advisors' (college principals) are not original CJC members, but can be co-opted to the subcommittee and may be given voting rights if CJC so determines (and, if so, the current EAB model would continue).

Merits of transferring the Economic Ambition Board functions into the CJC forming a single corporate entity

20. Having considered the approach to and implications of transferring the north Wales region's EAB and current Growth Deal arrangements (and where applicable, Growth Vision delivery) into the CJC, legal advice received from Pinsent Masons shows that simplicity and avoiding bureaucracy (two key principles identified under paragraph 5 above) may be achieved by fully utilising the potential of the CJC via direct contractual arrangements.
21. This view is strongly supported by the Cardiff Capital Region's experience, analysis and decision to 'lift and shift' their city deal (growth deal) operations to their CJC, forming a single corporate entity. Cardiff's 'go live' date for commencement of functions is 28 February 2022, four months before our CJC's 'go live' date, allowing us to be informed by precedents there.
22. Transferring the Economic Ambition Board functions to a single corporate entity will mean not using a host authority as the accountable body. However, individual local authorities could continue to provide officers and support services to the CJC / EAB by agreement, or individual local authorities could agree to 'lead' on one of the specific 'immediate duties'. Also, individual partners could continue to lead on individual projects, of course.
23. The north Wales region's CJC must appoint statutory officers, i.e. a Chief Executive, a Monitoring Officer, and a Chief Finance Officer (CJCs have the same financial reporting and disclosure requirements as local authorities). However, the CJC could choose either to employ these directly, or enter into arrangements with constituent authorities for their officers to be placed at the disposal of the CJC.

24. Staff directly employed by the CJC may be minimised. Before the 30 June 2022 'go live' date, we will need to carefully consider transfer of Economic Ambition Board staff to be employed by the CJC, rather than the host authority. At the outset, any other employment shift could be limited by use of service level agreements with local authorities for services, or secondment of staff from local authorities. Subsequently, the CJC may make 'delivery' decisions with each individual function.

Added value for the EAB within the CJC as a single corporate entity

25. Using a host authority as the accountable body has been successful in establishing the EAB. However, continuing with this contractual agency / services agreement approach ("co-existing" with the CJC henceforth) would eventually mean both the EAB and the host authority being mired in "back to back agreements" which will be required on individual projects.
26. Over circa 6 years, this has put increasing strain on Cardiff Council as the accountable body for their region's city deal. As we have grant funding to support such transition now, Gwynedd and north Wales should take cognizance of our opportunity to take the benefit of Cardiff's experiences now, in order to avoid the time and cost of changing later. We have a timely opportunity now to learn from the Capital Region's experience. Many more loan and contract agreements would need to be novated or retained by the accountable body (depending on the nature and complexity of the individual projects) if north Wales switched our EAB model to a corporate entity further on down the road.

Sub-committees for Strategic Planning and Strategic Transport

27. There is clear consensus (from recent discussions between the 6 Council Leaders and Chief Executives) that we need a governance structure with sub-committees for Strategic Planning and Strategic Transport, both being sub-committees of the CJC alongside, and not underneath, the EAB as a sub-committee in its own right.
28. These sub-committees could be inclusive of relevant cabinet members from the constituent authorities, alongside their leaders on the CJC. The CJC could appoint other members with voting rights from partner organisations, as required. This delegated governance model could enable us to have a lighter CJC meeting agenda, with sub-committees doing the heavy lifting. There are certain matters which cannot be delegated by the CJC in this context, particularly around governance structure, budget decisions, and certain key decisions in relation to the adoption of the statutory plans.
29. It has been suggested that there should be 'host authority' for strategic planning and a 'host authority' for strategic transport. There could be seconding-in of some existing capacity to do the strategic work on the 'immediate duties' which must be delivered for the CJC. While individual local authorities could be prepared to lead on planning or transport functions, they would not be an 'accountable body' as Gwynedd are for the EAB. The CJC, as a corporate entity, would make agreements with third parties as required. However, in principle, it may be practical for individual authorities to lead and deliver the planning and transport functions, with the CJC funding these authorities' increased capacity / regional responsibility.

Transition from Growth Deal Arrangements

30. Several regulatory issues remain to be resolved with regards transition from current arrangements to the CJC – some of these need to be addressed through expected CJC regulations, etc. Clarification required includes possible novation of the Growth Deal funding agreement to the CJC (alternatively, subject to legislative changes to reflect Welsh Government’s direction of travel, local authorities could delegate or novate to the CJC). Clarification is also required regarding the scope of the CJC’s ability to borrow, invest and act commercially, tax and VAT status. The Welsh Government have stated that their policy intention is that CJsCs should be subject to the same powers and duties as principal LAs in the way that they operate (including essentially the ability to borrow and reclaim VAT like unitary local authorities). Solutions to some issues are still a ‘work in progress’.
31. Legal advice is being received from Pinsent Masons on the approach to and implications of transferring the north Wales region’s EAB and current Growth Deal arrangements into the CJC. Initial legal advice and the challenging timescales means that the Welsh Government’s aim to transfer these arrangements into the CJC is more challenging and complex than anticipated. We will also need to consider the governance of our region’s CJC and potential sub-committees, which will require specialist input from the local authorities’ lawyers.
32. The Welsh Government’s stated policy direction is that the CJC should be afforded the requisite powers to be able to deliver the Growth Deal for the local authorities. Accordingly, following review of the current legislation and discussion with the Welsh Government, Pinsent Masons’ specialist lawyers conclude that there is not intended to be a material disparity in the manner in which the NWEAB currently operates and how the CJC could operate in respect of the Growth Deal / Growth Vision. It is anticipated that complexities regarding delegation to the CJC may be solved by further Regulations, allowing us to tailor operations to reflect the needs of the region, in line with the Economic Ambition Board and ‘GA2’.

Governance and Finance

33. Transition of the Economic Ambition Board (with no material change to how it currently operates) to the CJC would require a formal decision by each of the local authorities, and in practice the consent of the other partners to GA2. The Welsh Government’s Corporate Joint Committees General Regulations have not yet addressed the issue of the role of scrutiny committees. The current scrutiny arrangements for the Economic Ambition Board are within the statutory framework for scrutinising executive decision making. GA2 includes a protocol for managing the relationship. Thus far, there is no statutory arrangement for scrutiny of the Corporate Joint Committees. However, the draft statutory guidance on CJsCs emphasises the role of local authorities’ overview and scrutiny arrangements, as part of the governance and democratic accountability framework which needs to be established. There are further regulations to follow and we will need to develop a scrutiny framework and understand the basis for the arrangements.

34. In respect of the 'initial functions' (see below), the CJC will need to agree the budget and allocate contributions across the local authorities. Each local authority's representative on the CJC will be mindful of the guiding principles under the NWEAB's GA2 but, as the budget setting relates to the 'initial functions', the budget contributions will be determined and levied by the CJC itself.
35. There will be significant ongoing resource requirements on local authorities' capacity in administering and delivering CJC functions. These administrative burdens and professional resource requirements for the establishment of and servicing of the CJC are yet to be fully identified.
36. As part of the scheme of delegation to the CJC, the local authorities will be passporting the Growth Deal funding, which will be allocated and invested in strict accordance with the terms of the 'Outline Business Plan' (which was adopted when 'GA2' was signed). Any change impacting on the financial position of a local authority may be reserved for the local authorities to determine (rather than the CJC), thus ensuring this aspect operates as per the EAB.
37. Some additional statutory obligations are broadly in keeping with how the EAB functions, including:
 - the CJC to prepare a 12-month business plan setting out activities to be undertaken and the CJC's budget requirements;
 - the CJC to agree the CJC's budget requirements for its first financial year at a meeting of the CJC by 31 January 2022, and how this will be met (levied);
 - the CJC to appoint the chairperson and vice-chairperson at its first meeting; and
 - the CJC to establish a Governance and Audit Sub-Committee.

The 'Initial Functions'

38. There are three initial functions prescribed to be discharged by the CJC, two are which are not currently carried out by the NWEAB:
 - preparing, monitoring, reviewing and revising of a Strategic Development Plan;
 - developing a Regional Transport Plan – policies for transport; and
 - economic well-being function – anything likely to promote economic wellbeing.
39. Planning policy managers in north Wales have looked at delivery options and cost implications for producing the north Wales region's Strategic Development Plan (SDP) (in addition to Local Development Plans).
40. Transport professionals are currently considering how a compliant and suitably robust Regional Transport Plan (RTP) could be developed.

41. Both the Councils and the CJC have concurrent powers in relation to promoting economic wellbeing - this one of the powers, amongst many, that the parties currently rely upon to deliver the Growth Deal. In due course additionality in the co delivery of this function may be considered based on the currently envisaged Growth Vision role of the Economic Ambition Board.
42. The regionally agreed principles noted under paragraph 5 above are consistent with a shared view that the proposals here are made on a 'no threat' basis to the local authorities. Thus, the CJC will set the direction and priorities, and is likely to need some concurrent functions, while its SDP and RTP will set a policy framework which the local authorities must have regard to. However, the individual local authorities will remain best placed to undertake local activity around economic development, planning, transport and other functions, with the CJC empowering and supporting local, regional and national delivery.

Recommendation

43. The Cabinet / Executive are asked, subject to the Welsh Government putting the appropriate statutory framework in place, to adopt a streamlined governance model, avoiding duplication, by approving in principle the transition of the North Wales Economic Ambition Board to be established as a sub-committee of the north Wales region's Corporate Joint Committee (CJC).

Next Steps

44. The following key tasks (this is not an exhaustive list) will require attention during late 2021, or during first quarter of 2022:
 - i. Regarding CJC membership, Snowdonia National Park Authority to nominate their representative.
 - ii. Set the date of the first CJC meeting.
 - iii. Agree the CJC's budget requirements for its first financial year at a meeting of the CJC by 31 January 2022
 - iv. Agree how the CJC's budget requirements will be met, i.e. authorities' contributions to be levied.
 - v. The CJC to adopt a sub-committee structure, and form a view on co-option, who, where, scope of participation, and whether voting or non-voting.
 - vi. Establish meeting governance and support arrangements for the CJC.
 - vii. Develop and establish a Scrutiny framework, when the Welsh Government's regulations on CJs provides the relevant basis for the arrangements.
 - viii. Establish the Governance and Audit Committee and Standards Committee, and appoint members.

- ix. Formal decision by the local authorities, together with the consent of the other partners in GA2, to transition the NWEAB to the CJC.
- x. Establish the Governance Agreement with the CJC in relation to the Economic Ambition Board functions, and any other "host authority" agreements, with the CJC required to implement the proposed arrangement.
- xi. Appoint statutory officers.
- xii. Prepare a 12-month business plan.
- xiii. Agree how the CJC's business transactions are established / hosted.
- xiv. Prepare and adopt CJC Standing Orders and basic governance documentation.

Financial Implications

45. Approving the decision sought here regarding the governance model would not add any financial implication for the Council. However, there will be an unavoidable ongoing cost (administrative burdens servicing the CJC and professional resource requirements) for local authorities to be able to administer and deliver the CJC's statutory functions. These costs are yet to be fully identified, but the direction set by this report is to make the CJC work effectively while minimising the financial burden on the Council.

Wider Duties

46. In developing the proposals regard should be had, amongst other matters, to:
 - the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards,
 - Public sector duties under the Equalities Act 2010 (including specific Welsh public sector duties). Pursuant to these legal duties Councils must in making decisions have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics.
 - The Well-Being of Future Generations (Wales) Act 2015 ('the Act') is about improving the social, economic, environmental and cultural well-being of Wales. The Act places a 'well-being duty' on public bodies aimed at achieving 7 national well-being goals for Wales - a Wales that is prosperous, resilient, healthier, more equal, has cohesive communities, a vibrant culture and thriving Welsh language and is globally responsible.
47. Under the Welsh Government's Regulations, the CJC is subject to the Equalities Act, Future Generations Act, and other legislation, in the same way as local authorities.

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CABINET

Date of Meeting	Tuesday, 14 th December 2021
Report Subject	Revenue Budget Monitoring 2021/22 (Month 7)
Cabinet Member	Cabinet Member for Finance, Social Value and Procurement
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

This monthly report provides the latest detailed revenue budget monitoring position in 2021/22 for the Council Fund and Housing Revenue Account for the financial year and presents the position, based on actual income and expenditure, as at Month 7.

This report projects how the budget would stand at the close of the financial year without new actions to reduce cost pressures and/or improve the financial return on efficiency planning, and is as follows:

Council Fund

- An operating surplus of (£0.655m) (excluding the impact of the NJC pay award which will be met by reserves), which is a favourable movement of (£0.428m) from the surplus figure of (£0.227m) reported at Month 6.
- A projected contingency reserve balance as at 31st March, 2022 of £6.543m

Housing Revenue Account

- Net in-year revenue expenditure forecast to be £0.539m higher than budget
- A projected closing balance as at 31st March, 2022 of £3.933m

To assist with managing risks and maximising available resources, the review of non-essential spend and a vacancy management process continues.

RECOMMENDATIONS

1	To consider the report and the estimated financial impact on the 2021/22 budget.
2	To approve a budget virement of £2.731m for Centralised Utility Costs from the Housing & Assets Portfolio to Central and Corporate Finance (paragraph 1.06 refers).

REPORT DETAILS

1.00	EXPLAINING THE REVENUE BUDGET MONITORING 2021/22																										
1.01	<p>Council Fund Projected Position</p> <p>The projected year end position, without mitigation to reduce cost pressures and improve the yield on efficiency planning, is as follows:</p> <ul style="list-style-type: none"> An operating surplus of (£0.655m) (excluding the impact of the NJC pay award which will be met by reserves) A projected contingency reserve available balance as at 31 March 2022 of £6.543m. <p>To assist with managing risks and maximising available resources, the review of non-essential spend and a vacancy management process continues.</p> <p>Our ability to mitigate financial risks arising from the pandemic largely depends on the continuation of funds for hardship and income loss by Welsh Government which has previously been confirmed to March 2022, although does include some changes to eligibility criteria.</p>																										
1.02	<p>Table 1. Projected Position by Portfolio</p> <p>The table below shows the projected position by portfolio:</p> <table border="1"> <thead> <tr> <th>Portfolio/Service Area</th> <th>Approved Budget £m</th> <th>Projected Outturn £m</th> <th>In-Year Over / (Under) spend £m</th> </tr> </thead> <tbody> <tr> <td>Social Services</td> <td>70.627</td> <td>70.816</td> <td>0.189</td> </tr> <tr> <td>Out of County Placements</td> <td>12.921</td> <td>13.708</td> <td>0.787</td> </tr> <tr> <td>Education & Youth</td> <td>9.030</td> <td>8.610</td> <td>(0.420)</td> </tr> <tr> <td>Schools</td> <td>101.937</td> <td>101.937</td> <td>0.000</td> </tr> <tr> <td>Streetscene & Transportation</td> <td>31.517</td> <td>32.137</td> <td>0.620</td> </tr> </tbody> </table>			Portfolio/Service Area	Approved Budget £m	Projected Outturn £m	In-Year Over / (Under) spend £m	Social Services	70.627	70.816	0.189	Out of County Placements	12.921	13.708	0.787	Education & Youth	9.030	8.610	(0.420)	Schools	101.937	101.937	0.000	Streetscene & Transportation	31.517	32.137	0.620
Portfolio/Service Area	Approved Budget £m	Projected Outturn £m	In-Year Over / (Under) spend £m																								
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	Planning Env & Economy	6.160	6.068	(0.092)
	People & Resources	4.631	4.397	(0.234)
	Governance	10.233	9.594	(0.639)
	Strategic Programmes	4.648	4.617	(0.031)
	Housing & Assets	17.162	16.688	(0.475)
	Chief Executive	2.350	2.193	(0.157)
	Central & Corporate Finance	26.241	26.038	(0.203)
	Total	297.457	296.802	(0.655)

1.03	The reasons for the favourable net movement of (£0.428m) from the previous month are shown in Appendix 1. The reasons for the overall projected variances are summarised within Appendix 2 showing the detail of all variances over £0.050m and a summary of minor variances for each portfolio.
	Significant Movements from Month 6
1.04	<p>Social Services (£0.106m)</p> <p>The net favourable movement in the projected overspend is as a result of :</p> <p>Adults of Working Age</p> <ul style="list-style-type: none"> Increased care package costs £0.068m <p><u>Children's Services</u></p> <ul style="list-style-type: none"> Increased funding through the Children's Community Grant (CCG) has enabled a Team Manager post previously funded from base budget allocation, to be grant funded (£0.053m) The Safe Accommodation Grant £0.065m has been reallocated from Family Support to the Leaving Care Budget Welsh Government Family Intervention Grant is included within the projected outturn (£0.056m) Increased CCG funding has been included for the Flintshire Family Project (£0.067m) <p>Minor movements across the Portfolio account for the remainder (£0.063m).</p>
1.05	<p>Out of County Placements (£0.064m)</p> <p>The favourable movement in the projected overspend relates to:</p> <p>Children's Services (£0.030m) – net impact of recent placement changes</p> <p>Education & Youth (£0.034m) – impact of placement ending</p>

1.06	<p>Housing & Assets (£0.093m)</p> <p>The net favourable movement relates to centralised costs (£0.089m) following further reduced consumption in gas, water and electricity. This will be closely monitored over the winter period.</p> <p>Minor movements across the Portfolio account for the remainder (£0.004m)</p> <p><u>Budget Virement</u> In 2018/19, a number of property related budgets for energy costs, NDR, and water charges were centralised and transferred to the Housing & Assets portfolio. As the portfolio has no direct control on this expenditure it is recommended that these budgets are more appropriately reported within the Central and Corporate Finance budget.</p>
1.07	<p>Chief Executives (£0.064m)</p> <p>The favourable movement is a result of an adjustment to staff recharges to Housing Revenue Account (£0.064m)</p>
1.08	<p>Tracking of In-Year Risks and Emerging Issues</p> <p>Members were made aware when setting the budget that there were a number of open risks that would need to be kept under close review. An update on these is provided below.</p>
1.09	<p>Council Tax Income</p> <p>66.46% of Council Tax has been collected up to month 7 and the outturn 'in-year' collection rate is anticipated to be 97.6% by 31st March 2022.</p> <p>Collection levels, along with write off levels, continue to be tracked on a monthly basis.</p>
1.10	<p>Pay Award (Teacher and Non Teacher)</p> <p>Based on the UK Government position on public sector pay no general provision was included in the 2021/22 budget other than funding to reflect the intention to provide for those staff earning less than £0.024m.</p> <p><u>NJC (Green Book)</u> National negotiations are ongoing and the initial offer by Employers of a 1.5% uplift would add a minimum further £0.160m to the pay bill for schools and £0.799m for non-schools. In the absence of any further funding being made available this will need to be met from the Contingency Reserve and built into the base budget from 2022/23. This offer has been increased to 1.75% which will further increase the impact on reserves.</p> <p><u>Teachers</u> The September 2021 national pay award for Teachers has now been confirmed at 1.75% which adds a further £0.737m to the pay bill for schools in 2021/22, with the full year impact in 2022/23 being</p>

	<p>£1.282m. The Minister for Education in announcing the pay award, also confirmed additional funding of £6.4m across Wales to support the cost of the pay award in schools. The Council's share of the allocation is £0.304m for schools and £0.019m for Post 16. This additional funding will fund the pay award in part and as in previous years the Council will share the shortfall in costs in 2021/22 of £0.414m equally with schools and this is now reflected in Appendix 4.</p>
1.11	<p>Council Tax Reduction Scheme</p> <p>Based on current demand, costs are currently projected to be within budget although the position continues to be monitored closely following recent changes to Universal Credit and the UK Government furlough scheme ending.</p>
1.12	<p>Social Care Grant Funding</p> <p>Welsh Government have made an additional funding announcement for Social Care and Health totalling £42.72m across Wales. The grant will support Children's Services, Integrated Health and Social Care, unpaid carer direct payments, early intervention and prevention, along with improved advertising and recruitment for social care. This has increased the Social Care Recovery Fund 2021-22 allocation for the Council from £1.733m to £2.772m.</p>
1.13	<p>Other Tracked Risks</p> <p>In addition, there are a number of risks being tracked that may be subject to change and these are summarised below:</p>
1.14	<p>Medium Term Financial Strategy (MTFS) Impact</p> <p>Stage 1 of the Budget Process 2022/23 was concluded in July and an additional budget requirement of £16.750m was reported to Cabinet and Corporate Resources Overview and Scrutiny Committee.</p> <p>Stage 2 of the budget process was undertaken through September and October with feedback from all Overview and Scrutiny Committees reported to Cabinet and this Committee in October. The additional budget requirement had risen to £18m at this time partly due to the recent announcement of increases to National Insurance employer contributions.</p> <p>Stage 3 will be undertaken following receipt of the Welsh Government Provisional Settlement which is due to be received on 21st December.</p> <p>All Portfolios will continue to consider their financial position, the risks within their service and the impacts over the Medium Term on a monthly basis as part of their Portfolio Management Team meetings.</p>

1.15	<p>Out of County Placements</p> <p>There continues to be significant pressure on this volatile budget arising from the full year impacts of new placements made during 2020/21, including several new high cost placements which were agreed in March after the budget for 2021/22 had been set.</p> <p>A contribution of £0.500m has been made from the Social Care Recovery Fund which leaves a projected overspend of £0.787m for the remainder of the year. However, this is likely to increase with another 5 months of the year remaining.</p> <p>In addition, there is a further £0.150m from the Social Care Recovery Fund which has been earmarked for Out of County Placements as a contingency amount which can be allocated later in the financial year.</p>
1.16	<p>Homelessness</p> <p>There is a risk that demands on the service will continue to increase with the impacts of removal of restrictions on landlords to seek repossessions.</p> <p>In addition, the economic impacts on residents in the rented sector and owner occupiers following the end of the furlough scheme continue to cause concern.</p> <p>There is additional support in place with strategic use of the increased Housing Support Grant funding, but this may still not be sufficient.</p>
1.17	<p>Achievement of Planned In-Year Efficiencies</p> <p>The 2021/22 budget contains £2.363m of specific efficiencies which are tracked and monitored throughout the year. In 2020/21 the level of efficiency achievement was 100% which was an improvement on the 90% achieved during the previous year. The Council aims to achieve a 95% rate in 2021/22 as reflected in the MTFs KPI's.</p> <p>The current assessment of the efficiencies to be achieved in 2021/22 shows that 100% of the efficiencies will be achieved. The risk remains that any under-achievement of efficiencies will have a negative impact on the 2021/22 budget. Further details on the current status on efficiencies can be seen in Appendix 3.</p>
1.18	<p>Emergency Funding</p> <p>The Local Government Hardship fund was initially allocated £206.6m to support local government for the first six months of 2021-22 in the Welsh Government Final Budget 2021-22. In addition £23.3m was allocated to support free school meals during the school holidays.</p> <p>A further £97.5m has subsequently been allocated until the end of the financial year based on spend patterns to date, any changes to policy approaches (for example tapering of social care uplifts and void payments) and the current alert level.</p>

	<p>The Principles and Guidance for the Hardship Fund have been revised by WG from 1st October with changes impacting on eligibility for various service areas including schools costs, additional waste tonnages (reduced to 50%) and vehicle costs due to social distancing being removed from eligibility altogether. Costs for additional cover where staff are off sick due to COVID or self-isolating are eligible until December, pending further review. The potential significant impacts of this will be reflected in future reports, although where able mitigating actions will be put in place.</p> <p>During 2021/22 to date, additional cost claims for April to October have totalled £6.192m and Quarter 1 and 2 Income Loss claims were £1.096m (which include claims for Aura, Newydd and Cambrian Aquatics).</p>
1.19	<p>Unearmarked Reserves</p> <p>The final level of Council Fund Contingency Reserve brought forward into 2021/22 was £5.973m as detailed in the 2020/21 outturn report. However, this increased to £6.444m when taking account of the budgeted contribution to Reserves in the 2021/22 budget. This is the amount available for general purposes following the set-aside of £3.0m for a COVID-19 Emergency Funding.</p> <p>However, there will be a requirement to meet the unfunded impacts of the pay awards from the Contingency Reserve as detailed in para 1.10 following the outcome of the national pay award negotiations.</p> <p>Taking into account the projected in-year position and previously agreed allocations the amount remaining within the Contingency Reserve is £6.543m (prior to the impact of NJC pay award) (Appendix 4).</p> <p>The £3m emergency ring-fenced fund would have an amount of £2.009m remaining after allowing for currently known ineligible items. However, there are still a number of holding items and income loss claims still being considered by the Grants Panel. In addition, the impacts of the grant eligibility criteria changing from the 1st October will also need to be factored in.</p>
1.20	<p>Housing Revenue Account</p> <p>The 2020/21 Outturn Report to Cabinet on 13 July 2021 showed an un-earmarked closing balance at the end of 2020/21 of £5.039m and a closing balance of earmarked reserves of £1.869m.</p>
1.21	<p>The 2021/22 budget for the HRA is £37.825m which includes a movement of £0.566m to reserves.</p>
1.22	<p>The favourable movement this month of (£0.216m) is as a result of :</p> <ul style="list-style-type: none"> • Reduction in the top up of Bad Debt Provision (£0.153m) • Additional Affordable Housing Grant (AHG) Allocation (£0.053m) <p>Minor movements account for the remainder (£0.010m)</p>

1.23	The monitoring for the HRA is projecting in year expenditure to be £0.539m higher than budget and a closing un-earmarked balance as at 31 March 2022 of £3.933m, which at 10.31% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%. Appendix 5 provides further detail.
1.24	The budget contribution towards capital expenditure (CERA) is £13.442m.

2.00	RESOURCE IMPLICATIONS
2.01	As set out within the report.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	The Revenue Budget Monitoring Report reflects the three categories of risks covered in the main section of the report. These are in-year risks and emerging issues, achievement of planned in-year efficiencies and other tracked risks. These risks are included from paragraph 1.04 to 1.17.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	None specific.

5.00	APPENDICES
5.01	Appendix 1: Council Fund – Movement in Variances from Month 6 Appendix 2: Council Fund – Budget Variances Appendix 3: Council Fund – Programme of Efficiencies Appendix 4: Council Fund – Movement on Un-earmarked Reserves Appendix 5: Housing Revenue Account Variances

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Various budget records.

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

Budget: a statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.

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

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

Housing Revenue Account: the Housing Revenue Account (HRA) is a local authority account showing current income and expenditure on housing services related to its own housing stock. The account is separate from the Council Fund and trading accounts and is funded primarily from rents and government subsidy.

Intermediate Care Fund: Funding provided by Welsh Government to encourage integrated working between local authorities, health and housing.

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

Reserves: these are balances in hand that have accumulated over previous years and are held for defined (earmarked reserves) and general (general reserves) purposes. Councils are required to regularly review the level and purpose of their reserves and to take account of the advice of the Chief Finance Officer.

Revenue: a term used to describe the day-to-day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.

Variance: difference between latest budget and actual income or expenditure. Can be to date if reflecting the current or most up to date position or projected, for example projected to the end of the month or financial year.

Virement: the transfer of budget provision from one budget head to another. Virement decisions apply to both revenue and capital expenditure heads, and between expenditure and income, and may include transfers from contingency provisions. Virements may not however be approved between capital and revenue budget heads.

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Budget Monitoring Report
Council Fund Variances

MONTH 7 - SUMMARY

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £0.025m
Social Services		
Older People		
Minor Variances	0.003	
Adults of Working Age		
Resources & Regulated Services	0.036	Increased care package costs
Residential Placements	0.032	Increased care package costs
Minor Variances	-0.042	
Children's Services		
Children's Development	-0.001	
Family Group Meetings	-0.053	Increased funding through the Childrens Community Grant (CCG) has enabled a team manager post, which had previously been paid from base budget, to be grant funded instead.
Family Support	0.065	The Safe Accommodation grant (£0.050m) was reallocated from this service area to the leaving care budget.
Legal & Third Party	-0.056	£0.050m Welsh Government Family Intervention grant is included within the projected outturn.
Residential Placements	-0.067	Increased CCG grant has been included for the Flintshire Family Project.
Minor Variances	-0.016	
Safeguarding & Commissioning		
Impact of Covid-19	0.009	
Minor Variances	-0.018	
Total Social Services (excl Out of County)	-0.106	
Out of County		
Children's Services	-0.030	Net impact of recent placement changes and rate changes and 2 recent new placements, one of which is a short term time limited placement
Education & Youth	-0.034	Mainly due to an ended placement with some other offsetting minor adverse impacts
Total Out of County	-0.064	
Education & Youth		
School Improvement Systems	-0.031	Movement in month 7 due to an increase in Post 16 funding applied to Post 16 Education officer and Senior Manager post.
Minor Variances	-0.008	
Total Education & Youth	-0.039	
Schools	0.000	
Streetscene & Transportation		
Service Delivery	0.027	Movement in Month 7 due to increased security costs in recycling centres.
Transportation	-0.041	Reduced routes for Out of County placements and savings from recruitment delays.
Impact of Covid-19	-0.005	
Other Minor Variances	0.026	Cumulative movements across the portfolio.
Total Streetscene & Transportation	0.008	
Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £0.025m

Planning, Environment & Economy		
Business	-0.054	Favourable movement due to one-off windfall interest payments received £0.035m. Commitment Challenge across the Service has assisted with the remainder.
Minor Variances	0.023	
Total Planning & Environment	-0.031	
People & Resources		
HR & OD	-0.001	
Corporate Finance	0.003	
Total People & Resources	0.001	
Governance		
Minor Variances	-0.002	
Total Governance	-0.002	
Strategic Programmes		
Minor Variances	-0.024	
Total Strategic Programmes	-0.024	
Housing & Assets		
Facilities	-0.089	
Minor Variances	-0.003	
Total Housing & Assets	-0.092	
Chief Executive's	-0.064	Favourable movement due to increased 50% recharge of Chief Officer salary to Housing Revenue Account confirmed for the full year.
Central & Corporate Finance	-0.015	Higher than anticipated one-off income from Matrix Rebates
Impact of Covid-19		
Grand Total	-0.428	

Budget Monitoring Report
Council Fund Variances

MONTH 7 - SUMMARY

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Impact of Covid-19 (£m)	Last Month Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
Social Services							
Older People							
Localities	19.316	19.187	-0.129		-0.142	The net cost of residential care is reporting an overspend of £0.127m. This includes the cost of residential care placements net of the income received for this service, such as property charges and contributions from health. Day care is £0.025m under budget and will not resume until safe to do so. Domiciliary and Direct Payments are reporting an underspend of £0.133m. The Localities staff budget is underspent by £0.065m due to temporary vacancies and not all staff being paid to of grade. The Minor Adaptations budget is £0.029m underspent based on current demand.	
Resources & Regulated Services	8.627	8.347	-0.280		-0.272	The Councils in-house care provision is projected to underspend by £0.280m. Day care is underspent by £0.010m, day centres are closed and will only reopen once safe to do so. Homecare is £0.069m overspent and there continues to be a growing demand for this service. Residential care is expected to underspend by £0.262m. Extra care is underspent by £0.077m due to service demand.	
Impact of Covid-19	0.000	0.000	0.000	0.000	0.000		
Minor Variances	1.235	1.204	-0.030		-0.029		
Adults of Working Age							
Resources & Regulated Services	26.875	27.094	0.219		0.183	The overspend is the cost of social care for people with learning disabilities or physical disabilities. These costs include nursing and residential care, domiciliary care and Direct Payments which are required to meet their care needs.	
Professional and Administrative Support	0.339	0.263	-0.076		-0.072	Not all staff are currently paid at top of grade and there are also some staff seconded from this service	
Residential Placements	1.791	2.171	0.380		0.349	The overspend is the cost of social care for people within the Mental Health service. These costs include nursing and residential care, domiciliary and Direct Payments.	
Minor Variances	4.038	3.915	-0.123		-0.085		
Children's Services							
Family Placement	2.700	2.827	0.127		0.126	The overspend is due to service demand from the number of foster placements. In some instances these avoid having to make expensive residential placements. The main pressures are payments to foster carers, foster agencies and special guardianship payments.	
Grants	0.268	0.205	-0.063		-0.059	Grant awards have allowed for some costs usually funded from revenue budget to be funded from grants.	

Budget Monitoring Report
Council Fund Variances

MONTH 7 - SUMMARY

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Impact of Covid-19 (£m)	Last Month Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
Legal & Third Party	0.210	0.507	0.296		0.353	Legal costs are overspent due to the number of cases going through the courts and use of some external legal professionals. Direct Payments have also increased in demand.	
Residential Placements	0.549	0.376	-0.173		-0.106	This is an in-year underspend associated with the opening of a registered Childrens Home within Flintshire, in-year grant funding from the Young People and Childrens Services Transformation Fund is being used to offset start up costs.	
Professional Support	5.387	5.713	0.326		0.335	To support adequate levels of child protection, the established staffing structure needs to be at a sufficient level to meet mandatory safeguarding standards. Vacancies are therefore minimised and additional temporary posts are sometimes required.	
Minor Variances	0.843	0.874	0.031		0.021		
Safeguarding & Commissioning							
Impact of Covid-19	0.000	-0.300	-0.300	-0.300	-0.309	Welsh Government is providing financial assistance, through the hardship funding for the Councils in-house care services. Most additional costs incurred due to Covid are staff costs which are reported within their respective service areas.	
Minor Variances	-1.552	-1.566	-0.014		0.003		
Total Social Services (excl Out of County)	70.627	70.816	0.189	-0.300	0.295		
Out of County							
Children's Services	8.417	9.255	0.838		0.868	The projected overspend reflects the costs of the current cohort of placements with the budget pressure being influenced by the full year impacts in 2021/22 of a number of new placements made in the second half of 2020/21. This has continued in 2021/22 with a further influx of new placements. The true pressure level has also been partly mitigated by an allocation of £0.500m of one-off grant income from the Welsh Government Social Care recovery fund.	
Education & Youth	4.504	4.453	-0.051		-0.016	The current projected underspend reflects costs of the current cohort of placements but there remains a high need and demand for Out of County Education provision	
Total Out of County	12.921	13.708	0.787	0.000	0.851		
Education & Youth							

Budget Monitoring Report
Council Fund Variances

MONTH 7 - SUMMARY

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Impact of Covid-19 (£m)	Last Month Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
Inclusion & Progression	4.462	4.394	-0.067		-0.076	Reduction in underspend due to the current pressures within the EHE service. There has been a significant increase in the demand for the service resulting in an overspend. The majority of the underspend has been offset by maximising grants such as 14-19 and ALP, with the shortfall being met by reported underspends within the service. This needs to be highlighted as a risk as demand could increase further, which would then reduce the £0.060m in-year efficiencies.	
Integrated Youth Provision	1.018	0.917	-0.101		-0.091	Due to savings on building cleaning charges at Youth Centres which have been closed due to the COVID-19 pandemic	
School Improvement Systems	1.823	1.640	-0.183		-0.152	Increase in Post-16 funding of £0.020m applied to School Improvement Senior Manager post 0.2 fte. The underspend in Early Entitlement includes the maximisation of the EYPDG by allocating existing staff against the grant - £18,500. An efficiency of £0.100m has been identified in relation to WG top-up funding for non-maintained settings, releasing core budget of £0.095m and setting resources mitigated by using EYPDG/RRRS £0.005m. A £0.050m contingency remains within the budget to cover any increased Spring Term 2022 costs.	
Total Education & Youth	9.030	8.610	-0.420	0.000	-0.381		
Schools	101.937	101.937	0.000		-0.000		
Streetscene & Transportation							
Service Delivery	8.696	8.819	0.123		0.096	The service has a recurring revenue pressure of £0.050m for security costs following vandalism at the Household Recycling Centres. Plant hire and repairs incurring additional costs of £0.050m, which is attributable to aging plant and equipment. Street lighting is also incurring a £0.120m revenue pressure on the Community Council Income Budget. However, this has largely been offset by workforce agency costs, which have been recovered through Covid hardship funding claims.	
Highways Network	7.899	7.993	0.094		0.091	Highways service area incurred overspend in excess of £0.050m in staff costs relating to flooding and drainage costs. There are also cumulative minor variances totalling £0.037m across the service, including some additional staff recharges.	

Budget Monitoring Report
Council Fund Variances

MONTH 7 - SUMMARY

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Impact of Covid-19 (£m)	Last Month Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
Transportation	9.750	9.813	0.063		0.104	Local bus services incurred a revenue pressure of: £0.100m as a result of the Service 5 reprocurement and £0.100m implementation of the Deeside Shuttle Bus Service at the new DIP Park and Ride. Also, additional costs incurred of £0.046m due to the increased number of school days, 7 days as opposed to budgeted 5 additional school days. The Service has benefited this month in Childrens Transport due to reduced routes for Out of County placements, which is offsetting by the pressure in response to the Arriva strike commitment. The total additional costs have been partially offset by projected underspend of (£0.149) in Social Services Transport as not all services have returned to full operation following the pandemic. However, this underspend could significantly reduce once services start to resume.	
Regulatory Services	5.173	5.197	0.024		0.001	Car parking income currently reflects a loss of £0.239m, through maximising eligible funding from the WG Income Loss fund. The service has also incurred savings in recruitment and maintenance costs of cash machines. The overall overspend has been largely offset by favourable market rates for the sale of recyclable materials.	
Impact of Covid-19	0.000	0.315	0.315	0.315	0.320	Service Delivery has a recurring revenue pressure of £0.050m for additional cleaning and maintenance costs in Alltami depot as a result of the pandemic. Waste operations are showing additional costs of £0.090m in receptacles due to higher demand in waste collections as an effect of people working from home. This service area is also experiencing additional an revenue pressure of £0.090m in plant hire, maintenance and repairs. Additional costs of £0.090m incurred in contractors spend and Traffic Management, as the service was unable to provide the required training and has also faced recruitment delays during the Covid-19 Pandemic.	
Other Minor Variances	31.517	32.137	0.620		0.612		
Total Streetscene & Transportation	31.517	32.137	0.620	0.315	0.612		
Planning, Environment & Economy							
Community	0.883	0.996	0.113		0.110	Adverse variance due to the shortfall in Fee Income in Licensing and Pest Control Services	
Development	0.019	-0.026	-0.045		-0.056	Favourable variance following higher than anticipated Fee Income for Development Management and Land Charges	
Management & Strategy	1.311	1.181	-0.130		-0.123	Staff savings from vacant posts	

Budget Monitoring Report
Council Fund Variances

MONTH 7 - SUMMARY

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Impact of Covid-19 (£m)	Last Month Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
Impact of Covid-19	0.000	-0.000	-0.000	-0.000	-0.000		
Minor Variances	3.947	3.917	-0.030		0.008		
Total Planning & Environment	6.160	6.068	-0.092	-0.000	-0.061		
People & Resources							
HR & OD	2.465	2.314	-0.151		-0.149	Favourable variance is due to the projected income from the agreed recharge for overheads claimed for the Test, Trace & Protect (TTP) Project for hosting the service on behalf of the region to March, 2022	
Corporate Finance	2.166	2.083	-0.083		-0.086	Staff savings from vacant posts	
Impact of Covid-19	0.000	0.000	0.000	0.000	0.000		
Total People & Resources	4.631	4.397	-0.234	0.000	-0.235		
Governance							
Democratic Services	2.125	2.041	-0.084		-0.092	The majority of the favourable variance follows the reduced take up of Members Allowances and savings from travel expenses due to remote meetings, together with commitment challenge across the service	
Customer Services	1.030	0.942	-0.088		-0.087	Favourable variance is due to higher than anticipated fee income levels resulting from the resumption of Ceremonies following the relaxation of COVID restrictions	
Revenues	0.475	0.105	-0.371		-0.348	Favourable variance is in the main due to the projected potential surplus on the Council Tax Collection Fund (£0.250m), Welsh Government Lockdown Admin Grant and minor variances across the service	
Impact of Covid-19	0.000	0.000	0.000	0.000	0.000		
Minor Variances	6.603	6.507	-0.096		-0.110		
Total Governance	10.233	9.594	-0.639	0.000	-0.637		
Strategic Programmes							
ADM's & CAT's	4.648	4.617	-0.031		-0.007		
Total Strategic Programmes	4.648	4.617	-0.031	0.000	-0.007		
Housing & Assets							

Budget Monitoring Report
Council Fund Variances

MONTH 7 - SUMMARY

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Impact of Covid-19 (£m)	Last Month Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
Caretaking & Security	0.262	0.201	-0.062		-0.062	Savings on staffing due to vacancies	
Industrial Units	-1.237	-1.467	-0.230		-0.230	Due to unbudgeted income from new lease at power generation site	
Centralised Costs	2.783	2.496	-0.286		-0.197	Positive variance of (£0.286)m. Electric rate less than anticipated and an overall reduction in consumption.	
Minor Variances	15.354	15.458	0.104		0.107		
Total Housing & Assets	17.162	16.688	-0.474	0.000	-0.382		
Chief Executive's	2.350	2.193	-0.157		-0.093	Favourable variance is due in the main to staff savings from vacant posts. At Month 7, the 50% recharge of Chief Officer salary to Housing Revenue Account is confirmed.	
Impact of Covid-19	0.000	-0.000	-0.000	-0.000	-0.000		
Central & Corporate Finance	26.241	26.038	-0.203		-0.189	Over recovery of planned pension contributions recouperment against actuarial projections based on the level of contributions received during the year. Projected outturn on Matrix rebates and inflation pressures anticipated but not required to date.	
Impact of Covid-19	0.000	0.000	0.000	0.000	0.000		
Grand Total	297.457	296.802	-0.655	0.015	-0.227		

2021/22 Efficiencies Outturn Tracker - M7

Efficiency Description	Accountable Officer	Efficiency Target	Projected Efficiency	(Under)/Over Achievement	Efficiency Open/Closed (O/C)	Confidence in Achievement of Efficiency Based on (see below) R = High Assumption A = Medium Assumption G = Figures Confirmed
		2021/22 £m	2021/22 £m	2021/22 £m		
Portfolio						
Corporate						
Employer Pension Contributions	Reduced requirement due to recovery	Rachel Parry Jones	0.300	0.300	0.000	C G
Workforce - Vacant Post	Reduction of Post	Rachel Parry Jones	0.030	0.030	0.000	C G
Remote Working Impacts	Reduced Operating Costs	Rachel Parry Jones	0.070	0.070	0.000	C G
Remote Working Impacts	Reduced Travel	All	0.200	0.200	0.000	C G
Price Inflation	Removal of Price Inflation	Rachel Parry Jones	0.113	0.113	0.000	C G
Total Corporate Services			0.713	0.713	0.000	
Housing & Assets						
Property Savings (inc Demolition of Phases 3&4; utility savings)		Neal Cockerton	0.450	0.450	0.000	C G
NDR Inflationary Savings		Neal Cockerton	0.120	0.120	0.000	C G
Climate Change Levy		Neal Cockerton	0.295	0.295	0.000	C G
Total Housing & Assets			0.865	0.865	0.000	
Social Services						
Vacancy Management Saving	Appropriate Vacancy Management	Neil Ayling	0.030	0.030	0.000	O G
Strategic Use of Grant Funding	Core Funding Replacement Solution	Neil Ayling	0.060	0.060	0.000	O G
Social Care Workforce Grant		Neil Ayling	0.430	0.430	0.000	O G
Total Social Services			0.520	0.520	0.000	
Education & Youth						
Integrated Youth Provision	Youth Centres - Premises	Claire Homard	0.020	0.020	0.000	O G
Total Education & Youth			0.020	0.020	0.000	
Streetscene & Transportation						
Discretionary Transport Review - Post 16 Transport	Joint with Education	Steve O Jones	0.200	0.200	0.000	O R
Total Streetscene & Transportation			0.200	0.200	0.000	
Planning, Environment & Economy						
Planning Policy	Reduction of Post	Andy Roberts	0.045	0.045	0.000	C G
Total Planning, Environment & Economy			0.045	0.045	0.000	
Total 2021/22 Budget Efficiencies			2.363	2.363	0.000	

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	%	£
Total 2021/22 Budget Efficiencies	100	2.363
Total Projected 2021/22 Budget Efficiencies Underachieved	0	0.000
Total Projected 2021/22 Budget Efficiencies Achieved	100	2.363
Total 2021/22 Budget Efficiencies (Less Previously agreed Decisions)		
Total Projected 2021/22 Budget Efficiencies Underachieved	0	0.000
Total Projected 2021/22 Budget Efficiencies Achieved	0	0.000

Corporate Efficiencies Remaining from Previous Years

Income Target Remaining	£m	
Income Target Efficiency remaining from Previous Years	All Portfolios	0.051
Increased income from Registrars service		(0.010)
Total Income Efficiency Remaining		0.041
		(0.041)

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Movements on Council Fund Unearmarked Reserves

	£m	£m
Total Reserves as at 1 April 2021	14.061	
Less - Base Level	(5.769)	
Total Reserves above base level available for delegation to Cabinet		8.292
Add - Transfer to Reserve Budget 2021/22		0.471
Add - Transfer from Earmarked Reserves (approved Month 5)		0.585
Less - COVID-19 Emergency Funding Allocation*		(2.317)
Less - Investment in Change (approved Month 2)		0.400
Less - Severe Weather (approved Month 2)		0.250
Less - Organisational Capacity Estimate (approved month 5)		0.103
Less - Childrens Services Social Work Costs (approved Month 5)		0.183
Less - Teachers Pay Award (after additional funding)		0.207
Add - Month 7 projected outturn		(0.655)
Less - projected national pay award increase		
Total Contingency Reserve available for use		6.543

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Budget Monitoring Report
Housing Revenue Account Variances

MONTH 7 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Housing Revenue Account						
Income	(37.259)	(36.904)	0.355	0.530	Currently projecting a pressure of £0.355m due to loss of income in relation to vacant properties. Of this, £0.329m relates to void properties, £0.049m relates to the utilities charges on void properties and £0.074m relates to void garages. There is also a pressure of £0.084m relating to an assumed reduction in rental income on new build properties which were included in the Business Plan. There is a forecasted reduction in the requirement to top up the Bad Debt Provision of (£0.153m). Additional Affordable Housing Grant allocation of £0.053m. There are other minor variances of £0.025m.	
Capital Financing - Loan Charges	8.047	8.047				
Estate Management	1.931	1.918	(0.013)	0.006	Minor variances	
Landlord Service Costs	1.469	1.511	0.042	0.036	Minor variances	
Repairs & Maintenance	10.431	10.404	(0.027)	(0.017)	Minor variances	Early indications from our supplier suggest an increase in the costs of some sourced materials. This will be monitored closely over the next couple of months.
Management & Support Services	2.658	2.840	0.182	0.199	Efficiency in respect of salary costs of (£0.058m). Additional cost of the IT project work £0.050m. Pressure in relation to insurance costs of £0.208m. Minor Variances (£0.018)	
Capital Expenditure From Revenue (CERA)	13.442	13.442				
HRA Projects	(0.153)	(0.152)	0.001	0.001	Minor variances	
Contribution To / (From) Reserves	(0.566)	(0.566)				
Total Housing Revenue Account	(0.000)	0.539	0.539	0.755		

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CABINET

Date of Meeting	Tuesday, 14 th December 2021
Report Subject	Flintshire Micro-care Project
Cabinet Member	Deputy Leader of the Council (Partnerships) and Cabinet Member for Social Services
Report Author	Chief Officer (Social Services)
Type of Report	Operational

EXECUTIVE SUMMARY

We, like many local authorities, face pressures in meeting the increasing demand for social care, with a growing older population and care agencies finding it difficult to recruit and retain employees. Delivering care into more rural parts can be particularly problematic.

Following a feasibility study we have established a pilot Micro-care enterprises project to innovatively tackle the problem of the supply of care and have been successful in bidding for funding from both Cadwyn Clwyd and the Welsh Government to support the implementation of the project.

Micro-care enterprises are defined as small companies with 5 employees, many of which are sole traders, providing care or care-related services to the citizens of Flintshire. The pilot scheme to date has successfully supported 22 individuals to set up and operate as an independent care business. In September 2021, these businesses were delivering to 79 clients and delivered an average of 497 hours of care, support or wellbeing (based on September's figures). Of the 497 hours, 420 were for personal care and 77 hours were for well-being type services (e.g. cleaning, shopping, and companionship).

The scheme has met all its key performance indicator targets for both funders and due to its success has been funded for a further 12 months by Welsh Government Foundational Economy Fund for 2021/22. This will be used to continue the Micro-care scheme and grow the number of micro businesses established and delivering care across the county.

Following an early evaluation of the scheme it has been identified that Micro-Care in Flintshire is already making a significant contribution to the care market. It is creating sustainable jobs and more localised care solutions for people. Feedback from clients, families and council officers has been extremely positive to date.

RECOMMENDATIONS

1	That Cabinet continue to support the progress made in rolling out the innovative Micro-care pilot and the positive contribution the scheme is making in meeting the demand for care in Flintshire.
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REPORT DETAILS

1.00	EXPLAINING THE FLINTSHIRE MICRO-CARE PROJECT
1.01	Pressures on the social care sector are well documented. The North Wales Population Assessment (2017) projects that in Flintshire, we are likely to see an unprecedented increase in the number of older people (those aged 65+) from 30,000 in 2014 to 46,000 by 2039. The impact this can have on the current social care sector is vast, given that there are currently issues with a lack of capacity in the sector.
1.02	A Feasibility study carried out by Social Firms Wales on behalf of the Council examined the potential for developing Micro-care enterprises in Flintshire. Following the report in January 2019, approval was given to set up a Pilot Micro-care project in Flintshire and a multi-agency micro-care Implementation Board was established. The project is part of the wider Council Alternative Delivery Model (ADM) Programme.
1.03	Micro-enterprises are defined as small enterprises with up to 5 staff, although many will be sole traders. They are operated by people who are entrepreneurial with a flair for overcoming challenging situations and developing new approaches.
1.04	By growing Micro-Care businesses the council are creating additional options for meeting the growing demands for care as well as expanding choice. It was hoped that the scheme would help to divert crisis in the care sector as a preventative measure, whilst delivering care which is efficient, effective and person centred. The pilot also aimed to provide opportunities to build resilience in communities through developing local, bespoke solutions to peoples care needs and help create sustainable careers in care.
1.05	<p>The project commenced in September 2019 with two full-time Micro-Care Development Officers who would both promote the scheme and support each new micro-carer through to start up and beyond to ensure they build good quality and sustainable micro businesses. In addition start-up funding was made available to each new business via the Foundational Economy Fund grant.</p> <p>The project has been really successful extending the quantity and quality of community based support for vulnerable people an estimate of the financial impact is as follows:</p> <p>Personal Care cost avoidance from April 20- October 21 - £14,189.17</p> <p>Support cost avoidance (LD etc.) from April 20- October 21 ranges from - £35,143.73 - £45,507.23 depending on the Supported living rate used for calculations.</p> <p>In total this would be £49,332.90 - £59,759.40</p>

1.06	<p>Key developments to date:</p> <ul style="list-style-type: none"> • Developed the infrastructure including processes and procedures to support the growth of Micro-Care, from first enquiry through to business set up and delivery. • Devised a Quality Framework to ensure the quality of provision for Micro-Carers particularly those who wish to be directly commissioned by the council to deliver care and support. • Actively support all micro-carers through this quality process to start-up and beyond. • Successfully attracted ex-carers and people with no previous care background into becoming micro-carers. • Supported two micro businesses to become registered as Care Agencies with Care Inspectorate Wales and to support them to sign contracts with the council, recruit staff and take on rounds of care in areas of greatest need. • Promoted Micro-Care as a career via articles, reports, social media and a dedicated webpage within www.careatflintshire.co.uk. This contains both a directory of micro-carers for the public to access and key information and tools for new potential and existing micro-carers. • Networked with social care teams and officers to embed Micro-Care as a supply solution within the existing care structure. • Set up a Micro-Care Network. This meets regularly and is open to all micro-carers to provide information and peer support. • Established a Seed Funding Pathway that offers start-up funding to new micro businesses. To date the project has paid out £16,738.10 to 19 Micro-care Providers • Worked with our project partners at Social Firms Wales to devise and carry out a formal evaluation of the pilot. • Secured additional funding from the Welsh Government's Foundational Economy Fund for the financial year 2021/22. This has enabled the two Micro-Care Officers to continue in post until March 2022.
1.07	<p>Current Micro-Care Delivery</p> <p>At the end of September 2021, Micro-Care operational delivery is as follows:</p> <p>22 Micro-care Providers have been supported to set up, of which 18 of them were actively delivering services for the micro-care programme. Four providers have left the programme. One has had surgery, one has decided to go back into education and two have successfully established as Domiciliary Care Agencies and are registered with CIW. They now have off-framework contracts with the Council to deliver care as an agency with formal registration and regulation.</p> <p>Delivering to a total of 79 customers in Flintshire.</p> <p>Delivering an average total of 497 hours of care, support or wellbeing <u>each</u> week in July. Of the 497 hours, 420 were for personal care and 77 hours were for well-being type services (e.g. cleaning, shopping, and companionship).</p>

	<p>7 Micro-care providers have completed their quality framework evidence and are in a position to provide care directly commissioned from the council.</p> <p>Current breakdown of client need (Based on August 2021 figures): At the moment 43.3 % of micro-carer's clients are older people, and another 33.3% as unknown but believed to be older people as well, giving a total of 76.6%. They are delivering approximately 44% of their hours to this client group. 13% of the micro-care's clients have learning disabilities (or are within supported living programmes).</p>
1.08	To date, Micro-Care businesses are covering all areas in Flintshire. A number of care packages picked up by micro-carers were in rural areas where larger care agencies have limited workforce capacity. In addition micro-carers have responded to emergency situations to provide short term cover during the pandemic or support direct payments clients when a PA has left.
1.09	At the present time a further 10 micro-carers are in the process of setting up their business and going through our quality process. In addition, several existing micro businesses are recruiting staff to expand the supply of care they can offer.
1.10	<p>Evaluation Report</p> <p>As part of the pilot project Social Firms Wales have carried out an evaluation of the scheme to provide recommendations for further development. This evaluation report covers the Micro-care pilot initiative from October 2019 - 31st May 2021 – see Appendix 1.</p>
1.11	The evaluation concludes that Micro-care has enabled a flexible response within rural locations, particularly in filling the gaps where traditional care agencies would not have been able to accommodate. Micro-care agencies have been established in these areas to address a capacity issue. There are positive examples of micro-carer's becoming established in their locality which enables flexibility and strengthening community activity through networking within rural locations.
1.12	The Flintshire model of micro-care has shown to be cost-effective, expanding supply, and offering additional choice to people needing care and support, while creating localised employment opportunities. Having said this, there are specific areas to address and obstacles to work through for example procurement, non-regulation, and the ability to sustain a business model are all challenges going forward and could impact significantly on the initiative's future viability. The pilot is mindful of these challenges and have developed processes, frameworks and support for agencies to mitigate these risks.
1.13	<p>Conclusions & Recommendations</p> <p>The micro-care project is working well and achieving intended outcomes. Recommendations include:</p> <ul style="list-style-type: none"> ✓ The support from a Micro-care Development Officer is highly valued and needs to be maintained.

	<ul style="list-style-type: none"> ✓ Commitment of financial investment to sustain, protect, and further develop the project is essential. ✓ Seed funding needs consideration/refining with regard to award criteria, and level of funding or support provided. ✓ The Quality Framework should be recognised as a valuable resource that could be used in other areas across Wales. As it is in its early stages of development further work including its application, recognition as a safeguarding mechanism and developing the process for ongoing monitoring of micro-care agencies should be prioritised. ✓ Implementation of the direct commissioning model and monitoring to support continued improvement. ✓ To challenge the RISCA regulations with Welsh Government. It has to be recognised that the RISCA rules are high level policy legislation and will take time for any possible changes to be achieved. The rule of 4 however can be seen as arbitrary and as such should be reviewed. ✓ Build on the support available for micro-carers with appropriate training needs (care and business administration.) ✓ Re-evaluate the project in March 2022
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2.00	RESOURCE IMPLICATIONS
2.01	Funding for this financial year is available through the Foundational Economy Fund and some remaining match funding budget in the original Invest to Save allocation. A budget pressure for 2022/23 is in place to continue with one development post and support the network of current providers.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	The Micro-care project was risk-assessed as part of the decision-making process that led to the project being initiated. The Risk Assessment is being continually updated as the project progresses.
3.02	Under the five delivery principles of the Well-Being of Future Generations Act, a successful project that leads to the creation of a number of Micro-care enterprises can have a range of impacts which are currently being evaluated as part of an Integrated Impact Assessment for the project.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	We have been working in partnership with Social firms Wales to complete an independent evaluation of the pilot programme. This has involved extensive consultations with a range of stakeholders including providers, service users, families and officers. (see Appendix 1 for the full evaluation report)

5.00	APPENDICES
5.01	Appendix 1 - Micro-care Evaluation Report.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	N/A

7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact Officer: Dawn Holt, Commissioning Manager Telephone: 01352702128 E-mail: dawn.holt@flintshire.gov.uk</p>

8.00	GLOSSARY OF TERMS
8.01	<p>Alternative Delivery Model (ADM) - An operating model that is different from the current method of delivery of the service. In the context of the work being undertaken by the Council at present the main models are Collaboration, Shared Services, Independent Trading Company, TECKAL, Mutual, Cooperative, Social Enterprise, and Community Asset Transfer. These models range from those that are closest to public service delivery to those that are the most removed from public sector delivery. This scale also helps indicate (as a rule of thumb) the amount of control that is retained by the Council, and as a result the amount of transfer that is required from the Council to other agencies.</p> <p>Care Inspectorate Wales (CIW) - The inspectorate for Care and Social Services formally known as Care and Social Services Inspectorate Wales (CSSIW).</p> <p>Commissioning - The process of specifying, securing and monitoring services to meet people's needs at a strategic level.</p> <p>Direct Payments (DP) - Are as payment made by a local authority social services department to an individual who has been assessed as having care and support needs who wish to arrange their own care and support services.</p> <p>Grant Funding - Are a type of funding provided by the government, local councils and some private organisations. Organisations have to apply for the grant and demonstrate how they will meet the outcomes and conditions of the grant. Grants don't normally have to be repaid but will be subject to clawback in certain circumstances.</p> <p>Invest to Save Budget - An amount of money which the Council has agreed to invest in a service or a project, with a requirement to</p>

demonstrate efficiencies equivalent to the spend through the changes which are being made.

Micro-care enterprise- a sole trader or small company with up to 5 employees that delivers personal care or care-related type services.

North Wales Population Needs Assessment - This report is an assessment of the care and support needs of the population in North Wales, including the support needs of carers. It has been produced by the six North Wales Councils and Betsi Cadwaladr University Health Board (BCUHB) supported by Public Health Wales, to meet the requirements of the Social Services and Wellbeing Act (Wales) 2014.

Social Enterprise- a business with conscience that is driven by a cause. It focusses on the impact it has on people or the environment and generates profits which it ploughs back into the community.

Seed-funding-Start-up funding that is made available to an enterprise in order to get it off the ground or to support it through start-up.

Quality Framework-Describes the accreditation process which Micro-care enterprises will need to be passed through before delivering services. The framework will consist of a number of quality checks designed to ensure Micro-carers will offer quality services to our citizens.

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Evaluation Report May 2021

“Overall, micro-care has proven itself. There are fantastic examples, choices, and solutions to stay home for longer, and it is cost-effective, with £10-15k saved in one place”.

“It’s choice, the gaps in areas that micro-care can fill...there is a place in the market for this.”

“We’ve been very proud to lead on the micro-care initiative, it has shown fantastic impact and will continue to do so.”

“If we can crack the commissioning and fine-tune the edges, micro-care could be replicated and attractive to other authorities.”

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Executive Summary

Background

In response to the findings of the North Wales Population Assessment (2017), followed by a feasibility study commissioned by the council of Flintshire County Council Flintshire (2018) undertaken by Social Firms Wales (SFW), the Micro-care pilot project was launched. The project is a partnership between the council of Flintshire County Council and SFW and was intended to provide one potential solution to social care challenges. This evaluation report cover the Micro-care pilot initiative from October 2019 - 31st May 2021.

The project would not have been possible without the full support of the Leader, and Chief Executive of Flintshire County Council who championed the initiative, bravely taking a chance; trail blazing a new way to develop an additional option of community care and support services. This belief and commitment attracted support from the Welsh Government Foundational Economy Challenge Fund, and funding from Cadwyn Clwyd. Overall the pilot project was championed locally by senior members of the cabinet, senior officers, County Councilors, and professional partners. To manage, and develop the project, 2 Micro-care Development Officers were recruited.

Analysis

At the time of drafting this report 21 Micro-care providers had been supported to set up new micro-care businesses, 19 of which were active to support community members with care and support needs. Overall care and support is being provided to 51 customers/clients, 49 of which are permanent calls, with 2 ad-hoc customers/clients. An approximate total of 390 hours of care, support, or well-being are being delivered each week through the pilot. Of the 390 hours, 350 hours are for care, 34 hours for well-being, and 7 hours per week of ad-hoc support. Ad-hoc care is providing 2 hours of care, and 5 hours of well-being service. Of those receiving care, support, and well-being services 77% are older people, with a large percentage of these having some form of dementia, 4% of people with physical disabilities, 17% people with learning disabilities living in supported living, and 2% is family related support.

A Quality Framework to ensure good quality micro-care organisations has been developed and serves 3 prime purposes:

1. Safeguarding clients.
2. Guidance to assist micro-carers to achieve high standards and professionalism as care and support providers.
3. Guidance to assist micro-carers in business development, growth, sustainability, and administration.

Seed funding to a maximum of £1k has supported micro-carers to purchase items such as laptops, office equipment, business insurance, PPE, uniforms, and DBS checks. 14 of the 15 micro-carers interviewed for this evaluation have been awarded seed funding. Support provided by development officers and SFW has been described

as invaluable. There has been positive economic impact in Flintshire by giving entrepreneurial people the right support to start new businesses and bringing new people into the care sector, all arriving from varying work backgrounds.

Micro-care has provided an additional supply option of care and support services for Flintshire County Council to call upon. It does not appear to have destabilised the care market, conversely, taking into account challenges faced by social care, it has enhanced supply particularly through the challenges of the pandemic.

Evaluation Findings

Micro-care has enabled a flexible response within rural locations, particularly in filling the gaps where traditional care agencies would not have been able to accommodate. Micro-care agencies have been established in these areas to address this problem. There are positive examples of micro-carer's becoming established in their locality which enables flexibility and strengthening community activity through networking within rural locations.

The impact of the pilot project in relation to those in receipt of micro-care provision is predominately positive. Micro-care has supported people to maximise independence and choice, is helping to alleviate isolation and providing families with reassurance that loved one are being cared for in a way that works for them.

By 31st May 2021 solutions to challenges in relation to the council directly commissioning with micro-care agencies were well developed. It is anticipated that direct commissioning will be in operation by the end of 2021.

The Flintshire model of micro-care has shown to be cost-effective, expanding supply, and offering additional choice to people needing care and support, while creating localised employment opportunities. Having said this, there are specific areas to address and obstacles to work through. Procurement, non-regulation, and the ability to sustain a business model are all challenges going forward and could impact significantly on the initiative's future viability.

Micro-care still faces challenges in relation to a sustainable business model in its own right, due to the restrictions within the RISCA legislation. To deliver personal care to more than 4 individuals requires a micro-carer to become registered with Care Inspectorate Wales. The rule of 4 is Welsh Government statutory policy which provides a level of safeguarding in terms of the number of people in the community receiving an unregulated care provision. However, it could be argued that the rule of 4 is not enabling, and could be viewed as stifling innovation. It is also not directly linked to risk as you could have four individuals requiring little care and support (2 hours a week) and another four needing support 24/7. The risks to these two cases are very different and have not been taken into account when developing the legislation. It could be considered that a fairer approach would be an hour based measure rather than the number of clients as a measure.

Conclusions & Recommendations

The micro-care project is working well and achieving intended outcomes. The majority of people taking part in the evaluation felt that the project should be continued, and that further development work was needed to create a robust and more sustainable business model.

Recommendation from the Evaluation are:

1. The support from a Micro-care Development Officer is highly valued and needs to be maintained.
2. Commitment of financial investment to sustain, protect, and further develop the project is essential.
3. Seed funding needs consideration/refining with regard to award criteria, and level of funding or support provided.
4. The Quality Framework should be recognised as a valuable resource that could be used in other areas across Wales. As it is in its early stages of development further work including its application, recognition as a safeguarding mechanism and developing the process for ongoing monitoring of micro-care agencies should be prioritised.
5. Implementation of the direct commissioning model and monitoring to support continued improvement.
6. To challenge the RISCA regulations with Welsh Government. It has to be recognised that the RISCA rules are high level policy legislation and will take time for any possible changes to be achieved. The rule of 4 however can be seen as arbitrary and as such should be reviewed.
7. Build on the support available for micro-carers with appropriate training needs (care and business administration.)
8. Re-evaluate the project in March 2022

Introduction

This micro-care initiative is a pilot project developed by Flintshire County Council and Social Firms Wales as one potential solution to social care challenges.

Pressures on the social care sector are well documented. The North Wales Population Assessment (2017) projects that in Flintshire, we are likely to see an unprecedented increase in the number of older people (those aged 65+) from 30,000 in 2014 to 46,000 by 2039. The impact this can have on the current social care sector is vast, given that there are currently issues with a lack of capacity in the sector.

A Strategic Review of the Care Sector in Flintshire in November 2017 found that:

- Providers of care reported that recruitment and retention into the sector is a particular challenge.
- There were a number of community based approaches outside of the delivery of traditional residential, nursing, and domiciliary care services that may play a role in providing support to individuals where needed and add additional resource to a sector that is struggling with a lack of capacity to meet need

A Feasibility study carried out by Social Firms Wales on behalf of the Council was subsequently carried out to examine the potential for developing Micro-care enterprises in Flintshire. Following the report in January 2019, approval was given to set up a Pilot Micro-care project in Flintshire and a multi-agency Micro-care Implementation Board was established. The project is part of the wider Council Alternative Delivery Model (ADM) Programme. The pilot was established to develop and support the growth of micro-care enterprises in Flintshire with the aim of delivering direct care, support, and well-being services. The growth of Micro-care is seen as an additional option of care and it is hoped will provide help to divert crisis in the care sector as a preventative measure, whilst delivering care which is efficient, effective and person centred. The project will provide opportunities to build resilience in communities through developing local, bespoke solutions to peoples care needs.

This evaluation report is based on micro-care activity to 31st May 2021.

Number of people invited to contribute to the evaluation	61
Methods of contribution - Online Questionnaires and face to face online interviews	
Total number of people contributing	43
Total number of interviews conducted	19
Case Studies	3

The evaluation was carried out, and authored by:

1. San Leonard, Social Firms Wales
2. Dr. Kim Dearing, Social Firms Wales

Acronyms

CIW	Care Inspectorate Wales
DBS	Data Barring Service
HMRC	Her Majesty's Revenue and Customs
LA	Local Authority
PPE	Personal Protection Equipment
RISCA	Regulation and Inspection of Social Care (Wales) Act 2016
SCW	Social Care Wales
SFW	Social Firms Wales

Christine - My Story Cartrefle Care

Three years ago, I was living in a woman's refuge. I was pregnant and two boys under 3 years old. We had no money and just mounting debts. Over time, we finally managed to get our home in Flintshire. We only moved in with a suitcase full of our clothes and a pram. Over the coming weeks of settling in we were getting furniture slowly for free and donations.

After about a year, I went back to work as a dental nurse. But, again, I found that the company I worked for saw me as someone who can be replaced and not an employee. They were not sympathetic to my situation at home. I have found managers throughout my career to be like this and I had finally had enough. Over the past 15/16 years I have worked in different areas of health care, from care homes to psychiatric hospitals to palliative care. Everywhere I have been, I have never felt valued. As a result, I decided to start investigating how I could become self-employed and start my own care company.

This took me around 6 months until Marianne and Rob were put into their roles in the council. The process was interesting and a lot of work, but I really enjoyed it. At this point I still had no money and just crippling debt. But I was able to keep going without any contracts as I was determined to become self-employed.

Once I contracted my first service user, I started to see the benefits of becoming self-employed. After a couple of more months, I began getting busy and was able to put my youngest into nursery full time. I was starting to pay off debts and on time with bills.

For the past 7 or 8 Years I have not been able to buy presents for Christmas, birthdays, or any special occasions, even buying a card was a stretch. This year I was able to buy my children Christmas presents. I was more excited about this Christmas than they were.

Not only has becoming a micro-carer helped me financially but there is also other benefits for me - I want to be able to build my company and this has given me the best foundation to begin the process. I have a lot of support from the council and now I have started talking with social workers, they have been great with some advice too. I have also wanted to own my own company and become a manager that I have always wanted and needed.

My business gives me such a great purpose to get me out of bed on my bad days and reminds me every day of the future I am building for myself and my children.

Purpose of the evaluation

The purpose of the evaluation report is to learn from the progress to date of the micro-care pilot project. It assesses the effectiveness of the project, highlights progress, identifies challenges and barriers, and to consider potential solutions.

The report has been drafted to help Flintshire County Council to:

- Learn from experience and share it with stakeholders
- Assess its impact across key areas- the existing care market, delivery in rural areas and Direct Payments
- Assess outcomes of people using the services of Micro-care providers
- Identify project strengths and weaknesses
- Identify what key elements need to be in place for success to happen
- Create a basis for future planning and identify ways forward
- Assess the sustainability of the model for micro-care providers
- Consider the potential for replicating the model in other areas of Wales

Aims and Objectives

Overall aims and objectives of the Flintshire project are to:

- Improve the supply of sustainable care and support services across Flintshire by encouraging the development of micro-care businesses, particularly in rural areas.
- Maintain the existing care market and supply of Personal Assistants.
- Expand choice and improve outcomes; and,
- Encourage growth of well-being micro-care businesses that enhance the life of vulnerable people helping them to live fulfilled lives and to remain independent for as long as possible.

National Drivers, fit with policy

- [Social Services and Well-being \(Wales\) Act 2014](#)
- [Well-being of Future Generations Act 2015](#)
- [Measuring the health and well-being of a nation](#), Public Health Outcomes for Wales March 2016
- [Social Services - The national outcomes framework](#) for people who need care and support and carers who need support 2019
- [Older People's Commissioners Report](#) ADSS Response to the Welsh Government White Paper "Rebalancing Care and Support"
<https://www.adss.cymru/en/blog/post/response-to-white-paper-on-rebalancing-care>
- [Rebalancing Care and Support](#), Welsh Government White Paper
- [Our Strategy for the Future](#) (Care Closer to Home), Betsi Cadwaladr University Health Board, BCUHB

A definition of Micro-care

Micro-enterprises are small enterprises that employ 5 or fewer people, this includes individuals trading independently and people who themselves are disabled or need support. They are independent operations operated by people who are entrepreneurial with a flair for overcoming challenging situations and developing new approaches to care, support, and well-being needs.

The Flintshire model of Micro-care

The purpose of the Micro-care project is to develop a micro-care offering by engaging Micro-carers directly through commissioning, direct payments, and private payment arrangements, which will also give Micro-carers opportunity to build sustainable business models. This is achieved by:

- engaging Micro-carers in the methodology of the Quality Framework to ensure delivery of high quality care, and the safeguarding of community members using care and support services.
- the creation of an attractive offer of support to develop micro-care provider services via Micro-care Development Officers and partner support organisations.
- supporting micro-care providers to apply for seed funding to develop micro-care business models.
- creation of supportive peer to peer networks.
- promotion of the concept of Micro-care provision effectively across Flintshire communities, and stakeholder groups.
- building sustainability into the project model by developing a range of support tools, guidance sheets and website; and to,
- manage the project through officers who report to a multi-agency Implementation Board.

Methodology

Methodology adopted included both qualitative and quantitative data. Data has been collected using data from key performance indicators and other data collection by the Micro-care Development Officers. Due to Covid-19 restrictions face to face interviews have taken place using on-line platforms only, telephone interviews, and on-line questionnaires.

Interview groups included customers/clients, micro-care providers, commissioners, direct payment team, senior service managers, business support providers, and social workers.

A small collection of case studies have been drafted which give insight into micro-carers and the impact on customers/clients and families. Once again due to Covid-19, short video stories have not been made.

Key aspect: Knowledge of micro-care

Aim *Promote the concept of a micro-carer career and the provision of micro-care services effectively across Flintshire and stakeholder groups.*

Evaluation

The majority of work related to the promotion of micro-care has been achieved despite being hindered by restrictive guidance related to the Covid-19 pandemic. The micro-care development officers have achieved this by using on-line platforms for meetings and events.

Three sets of promotional material were devised to recruit micro-carers (including 'be your own boss' and 'make a difference'). The literature was not targeted towards current care workers.

Social media campaigns and press articles have been utilised effectively.

Promoting the concept of a micro-care career of choice has been somewhat limited with Covid-19 restrictions whereby face-to-face contact at career fairs, for example, has not occurred.

Routes used by micro-cares to find out about micro-care include, the Indeed jobsite, referrals from friends, Flintshire County Council website, Carers events, Pop-up events, Flintshire County Council communications such as press releases on Flintshire County Council website and newsletters, word-of-mouth, Twitter feeds, Network events, Facebook. An example is a micro-care team was contacted by someone wanting a micro-carer for her father and then decided she would like to join the programme as well.

The Micro-care Team have received 75 enquiries regarding the programme, with 25 of them resulting in positive outcomes (either joining the programme or accessing other care roles (e.g. Volunteering or NHS jobs)).

The micro-care pilot initiative would not have been possible without the full support of the Leader and Chief Executive of Flintshire County Council who championed the initiative, bravely taking a chance; trail blazing a new way to develop an additional option of community care and support services. This belief and commitment attracted support from the Welsh Government Foundational Economy Challenge Fund and funding from Cadwyn Clwyd. Overall the pilot project was championed locally by senior members of the cabinet, officers, County Councilors, and professional partners.

Evaluation feedback demonstrates that micro-care has been successful due to the quality of the people involved in the initiative. The senior managers, cabinet members, political leadership, the commissioning and contracts team, the development officers, all working hard together to improve outcomes. General consensus is that despite pandemic restrictions the micro-care pilot project is well known across Flintshire.

Key aspect: Impact on the Direct Payment market

Aim *To offer a micro-care option within the DP market, expanding choice and improving outcomes for citizens.*

Evaluation

- Clients currently have the choice to engage with the DP market or by using private means to engage a micro-carer.

Micro-care is an additional option of care and support, offering wider choice of service provision. Choosing the preferred option, e.g. service provided direct by the LA, a care agency, or micro-care, is considered early on when social workers are discussing a package of care and support with the person needing additional care to aid independence at home.

Aim *To avoid destabilising the existing care market and supply of Personal Assistants.*

Evaluation

- The pilot avoided targeting people currently employed as carers or PA's.
- While there was initial concern that existing personal assistants could transfer to micro-care and destabilise the existing care market, this has not happened. There has been only one occasion where a client (and their family) asked their PA's to become micro-carers and in this instance, the choice was between either contracting with a traditional agency or contracting with micro-care. Micro-care was the preferred route to ensure continuity of care and flexibility.
- Of the 15 Micro-carers taking part in the evaluation 13 had a good understanding of existing models of care and how Micro-care fits into the choice of care and support options
- To date no complaints have been received from other care agencies that provide care packages in the area
- Choosing to engage a micro-care gives the client a more personal service without having to employ a PA directly.
- Micro-care does not replace the need for PAs. The introduction of micro-care means people needing care and support services have an additional option to choose from. Some people may require both to fulfill more complex care needs/packages. Micro-care offers flexibility to client care and support needs which can be achieved through discussion and agreement between the micro-carer and the client/customer, e.g., hours from one week could be banked and used the following week to fulfil the client/customer needs and desires.

Key aspect: Impact on Commissioning

Aim *For the council of Flintshire County Council to directly commission with micro-cares .*

Evaluation

- The contract to enable micro-care to be directly commissioned is expected to be ready late summer 2021. By the end of the year, the aim is that there will be some micro-carers who have signed a contract with the local authority who are routinely being offered work through the brokerage service. However, there are tensions here. Due to procurement regulations, Flintshire County Council Brokers must first approach care providers that are on the framework and there is an expectation that these providers are prioritised. As such, brokers would only turn to micro-carers (and/or providers not on the framework) where there is no framework solution. The ability to directly commission is expected to make a significant impact. Older people in particular, often do not want the responsibilities of a direct payment, including micro-carers in brokerage will help to strengthen the system, offer combined packages and blended options. Directly commissioned services are expected to increase choice through brokerage. The nature of micro-care will change going forward as volumes increase. Those involved in the pilot have devised guidelines to ensure that no subcontracting occurs.
- Client/customer choice and preferences are taken into account when a new care provision is needed. Initially there will be choice related to DP or service managed by Flintshire County Council. Choice of type of provision will be discussed at an early stage with a social worker. A new client/customer choosing a DP option gives them 3 further options. 1. To use the DP to directly employ a personal assistant; 2. To use the DP to purchase the services of a micro-carer or use DP to purchase the services of a care agency. 3. Alternatively, a new client/customer may choose a care provision commissioned by Flintshire County Council. This service will be provided by Flintshire County Council in-house team or by agencies under contract to Flintshire County Council. As direct commissioning expands to include micro-care, this will provide another source of care provision for Flintshire County Council giving Flintshire County Council a wider pool of domiciliary carers to call upon. For the clients/customer choosing a commissioned service provision, their care package will be provided via in-house, agency, or micro-care depending on availability at the time.

Future development opportunities

- A wider discussion beyond Flintshire County Council is required to develop new ways to commission services. This is particularly evident when it comes to client choice and developing potential procurement exemptions. However, this must be balanced with the investment that has been made by providers who have

been through the framework and the potential response from agencies who may feel undermined. Legally, from a procurement perspective, agencies on the framework would be offered a new care package first. This predicament is underexplored and requires attention going forward to balance the framework legalities with the choice and autonomy of a client wishing to use a micro-carer through a commissioned service.

- The capacity in terms of hours and client/customer numbers of micro-cares is limited by RISCA legislation. A micro-carer is not required to register with CIW if they care for 4 or fewer individuals. To care for more than 4 individuals requires for a micro-care to become a registered and inspected service. The rule of 4 is Welsh Government statutory policy which provides a level of safeguarding in terms of the number of people in the community receiving an unregulated care provision. However, it could be argued that the rule of 4 is not enabling, and could be viewed as stifling innovation.
Scenario 1 – A micro-carer provides care to 4 very easy clients/customers for 2-hours each per week, a total of 8 care hours. Realistically the micro-carer has capacity to provide more care hours in their working week. However the RISCA rule of 4 does not permit the micro-carer to provide care services to additional clients/customers. Without a micro-carer developing a secondary income stream this scenario is not financially sustainable, and a risk of Flintshire County Council losing valuable experienced care providers.
Scenario 2 – A micro-carer provides care for 4 clients/customers with complex needs, each requiring significant care hours per week, often each person requiring multiple visits each day. This scenario has potential to be sustained and provides Flintshire County Council with additional experienced care provision to call upon.
- Going forward, micro-care needs to be an established integral and integrated part of council processes. How this will be developed within brokerage needs further refining, particularly around the capacity of a micro-carer to take on more packages and how this is communicated with brokerage effectively.

Aim *To strengthen the care market, increasing supply and numbers entering a career in care*

Evaluation

- There is a recognised shortage of good quality domiciliary care across Wales and further. In Flintshire, there is a range of good providers and established partnerships, and the county also offers in-house care. Yet nevertheless, the workforce constraints of the care market mean that often, there are not enough carers, and the sector faces considerable pressure. Micro-care has offered invaluable support to the sector by supporting the development of micro-carers who are well connected, local, and come armed with their community knowledge which increases resilience and adds social value.
- The pilot programme has been acutely aware of the precarious position that new micro-carers may be exposed to, which could potentially limit the engagement of new micro-carers due to the high risks associated with the role.

Micro-carers are self-employed, and the nature of their business can be dynamic. Dealing with challenges and immediate threats to the ebb and flow of cash flow will need to continue responsively, particularly as the micro-care business volumes increase after directly commissioned services commences within Flintshire County Council.

- At the time of drafting this report 21 Micro-care Providers had been supported to set up new micro-care businesses, 19 of which were active to support community members with care and support needs.
- Overall care and support is being provided to 51 customers/clients, 49 of which are permanent calls, with 2 ad-hoc customers/clients. An approximate total of 390 per permanent and ad-hoc hours of care, support, or well-being each week. Of the 390 hours, 350 hours are for care, 34 hours for well-being, and 7 hours per week of ad-hoc support. Ad-hoc care is providing 2 hours of care, and 5 hours of well-being service.
- Of those receiving care, support, and well-being services 77% are older people, with a large percentage of these having some form of dementia related issues, 4% of people with physical disabilities, 17% people with learning disabilities living in supported living, and 2% is family related support.
- Micro-care has offered a new, innovative way to promote caring as a professional career which has supported the profile of care more broadly. Covid-19 has offered an opportunity for individuals to think about the prospects of entering the social care sector, which may not have been a possibility before by supporting people into the sector who can generate an income from directly assisting people from within their own communities has added strength to securing micro-carers, enhancing choice and flexibility, and promote the sector. People with a genuine interest to seek a sustainable role have had the opportunity to work in a different way.
- Of the 15 micro-cares, 5 (33%) were new to the care sector, 10 (67%) had some care experience but had left the care sector to pursue other career choices but then returned to the sector to become micro-cares.
- The backgrounds of those new to the care sector ranged from office based employment, call centre, artistic, and unemployment.
- Motivation to become a Micro-carer ranged from aspiring to ‘be my own boss/run my own business’ witnessing poor support for relative, dissatisfied with working in a care home setting, wanting new challenge, desire to help people, flexibility and opportunity to work closer to home.
- All micro-carers stated that they felt valued and appreciated by both the people they care for and Flintshire County Council. 12 Micro-carers interviewed saw Micro-care as a long-term career/business while 3 considered it from a short-term perspective due to uncertainties around establishing a sustainable business.
- 12 people found it easy to make the transition to become Micro-carers while 3 found it difficult. The support from the micro-care development officers is reported as being valued and appreciated by all micro-carers taking part in the evaluation particularly highlighting the training provided, one-to-one support and working at a pace and time suitable to the micro-carer.

- Difficulties related to setting up a Micro-care business are in the main around the time it takes to secure early care packages, communication between Flintshire County Council departments, slow speed of DBS Check returns, lack of time choices for network meetings, the majority of difficulties related to heavy load of paperwork, especially initially.
- 12 micro-carers are registered as Sole Traders (Self-employed) with 3 have registered their businesses at Companies House. 14 Micro-carers do not employ any other staff with only 1 micro-carer employing 3 other people.
- 1 micro-carer felt that the support of the micro-care development officers contributed a great deal to starting their businesses. 3 felt the micro-care development officers contributed a lot and 1 person a limited amount. All 15 felt stated that they could not have become micro-carers without dedicated specialist support.
- Micro-carers felt improvements could be made by mandatory hands on training, mentoring support from experienced micro-carers and better collaboration opportunities, all of which could not happen due to covid restrictions. Workshops related to partnership working, financial management, tax returns, marketing, and registering with CIW Would also be appreciated.
- 2 micro-carers have registered with CIW and are now off-framework care agencies and as such the rule of 4 care clients does not apply. Developing a micro-carers business first provided a foundation on which to establish an off framework care agency . This progression not only created employment for 2 micro-carers initially, but has potential to create employment for others, and bring new people into the care sector.

Linda's story - TLC and Enabling (Trelawnyd Living Care and Enabling)

I had been working in a job that I was not enjoying anymore, and this had been a similar situation for the last few years. There was no personal reward and was looking for a career that was going to give me some fulfilment in my day-to-day life. On reflection I knew that helping others and working to support the local community would give me self-worth and to say I was doing a job I was proud of. By chance when looking on the Flintshire website, we saw a notice about Micro-Carers and on reading the details I sent an email to the project team for further information.

I had an immediate response to my request and had a phone call with the project team a couple of days later. On speaking initially to Marianne, I was told about the micro-carer project and what it was trying to achieve and how it was going help people live safely in the own homes with dignity and respect for as long as possible, and would also be supporting the local community. In addition to this, Marianne also explained about the help you receive from Flintshire County Council in achieving this new role.

Given this is a new career for me in caring and working for myself, it has been a completely new learning experience. There was a lot of mandatory training that needed to be completed and I have been supported every step of the way in getting this arranged, along with all the documentation that I need to complete to support the business being set up and started. Initially, I was working at my old job alongside trying to complete the training, but given how unhappy I was, and I did not think I could give this new role a hundred percent dedication, I decided to leave and concentrate fully on this new Micro -carer role.

I am now coming to the end of my training, and I am excited and looking forward to the future. The Micro-Carer Project Team have given me a fantastic opportunity and I am really looking forward to working with the other Micro-carers and alongside Flintshire County Council.

- Being a micro-carer goes beyond being a good carer. To succeed, a micro-carer needs to be business orientated, managing contracts, payments, and tax returns, for example. SFW has been commended on the support offered to date with this.

Future development opportunities

- There is scope to further consider how the development team targets prospective micro-carers with a business/entrepreneurial disposition. Micro-carers need to operate as a business and appeal to small-scale business-orientated people.

Aim *The cost of Micro-care provision and any impact on care budgets*

Evaluation

- There is one example of £10-15k cost savings occurring (supported living).
- This has been achieved with significant investment from the Welsh Government's, Foundational Economy Challenge Fund, funding from Cadwyn Clwyd, and Flintshire County Council. Flintshire County Council funded one development post, while WG funds paid for the second.

Further development opportunities

- Savings offered via the micro-care option need to offset the cost of development officers who facilitate and support the project.

Key aspect: Impact on rural areas

Evaluation

- People working within social care are acutely aware of the capacity struggles in rural areas. It was hoped that micro-care would ease some of the capacity issues with social workers (for direct payments) and brokers (for commissioned services, once established) which could direct micro-carers to particular geographic areas. It has increased options available to social workers and brokers in specific areas and supported community cohesion, networks, and local links.
- Micro-care has enabled a flexible response within rural locations, particularly in filling the gaps where traditional care agencies would have not been able to accommodate. Some areas of the county are hard to access which is not appealing to agencies, especially for shorter care calls. However, there are positive examples of micro-carer's becoming established in their locality which enables flexibility, strengthening community activity through networking within rural locations.
- Micro-care has helped in rural localities particularly where there are not enough packages for an agency to pick up a 'run' of calls to warrant an agency carer (travel time). Drawing on micro-carers in these situations has freed up agency staff to do 'runs' in the town, while micro-carers concentrate on the villages near their community.

Future development opportunities

- There is potential to further develop and strengthen networking and buddying opportunities between micro-carers to benefit the client by enhancing flexibility, build community links and resilience, locally.
- Increase the connections with small rural areas through different methods (word of mouth).

- In regard to Flintshire County Council directly commissioning with micro-carers going forward, development is required to map out how the commissioning framework system recognises the benefits of choice and holistic relationships being developed locally between micro-carers and clients when it comes to the framework. This would need to be developed while recognising potential issues around transparency, perceived favoritisms, the accountability of public funds, and the procurement framework.

Key aspect: Growth of sustainable, good quality micro-care providers

Aim *Develop a Quality Framework to ensure good quality micro-carers and appropriate safeguarding of vulnerable people.*

Evaluation

- The quality framework is established as a live document.
- The majority of micro-carers will not be regulated by CIW which posed additional issues for assurance for direct commissioning. CIW Wales were broadly welcoming and supportive of the overall project, particularly with its aim to help professionalise the sector, however, the ‘rule of four’¹ is ambiguous (further explored in a later section). CIW inspected Flintshire County Council in April 2021 and micro-care was seen as a good and progressive form of care that is reflected within the inspection report.
- SCW has not been able to register individual micro-carers. Concerns such as potentially having care workers set up as a micro-carer who had previously been struck off the Social Care Wales registration were shared. Concerns were shared on the lack of ability to register a micro-carer as fit for practice. While there have been no issues here to date, concerns were shared on the processes if they were to be an issue and clarity around sanctions and stopping commissioned services. Further worries about how this could impact direct payments were also shared.
- The model of micro-care has been devised to address some of the tensions evident within the personal assistant model, such as ensuring a DBS check is completed and training is accessed. This has addressed some governance concerns. There were issues around micro-carers not being able to complete DBS checks for themselves. To work around this, the LA applied for DBS checks on behalf of the micro-carers and charged a fee to do so, as part of the assurance process.
- Training is offered to micro-carers through workforce development. However, concerns have been raised over the ‘hands-on’ training that can be a challenge. For example, a micro-carer may have completed moving and

¹ Under CIW legislation, an unregistered carer can work with a maximum of four ‘care’ clients at any one time (this excludes wellbeing/support clients).

positioning training, yet be unfamiliar with a particular hoist and/or sling for a specific client, and without established mechanisms for shadow shifts, this can leave both the client and micro-carers vulnerable. Training offered does not always meet the need of a micro-carer, particularly with timeframes. When a new agency member of staff is recruited, it could take some time to arrange their training which is organised in-house by the LA. However, a care agency is more likely to be able to accommodate significant delays with this (for example, training is booked up 3 months in advance). Yet, for a micro-carer, this could significantly affect and restrict their business development.

- Flintshire County Council has thought hard about safeguarding and with the micro-care development officers and commissioning team, there is assurance that the care delivered is of a good enough quality. However, concerns were shared on how well micro-carers understand the safeguarding processes. While supported to a degree, as sole traders, they are making decisions out there on their own. However, a Safeguarding officer has attended a Network meeting and understanding around Safeguarding is checked out at both Network meetings and as individuals go through the Quality Framework. micro-carers have details of the out-of-hours safeguarding team within social services.
- – 2 micro-care providers have completed the Quality Framework criteria with an additional 5 working through it.
- 2 operational micro-carers are planning to employ additional staff members mid-summer this will increase the supply of care hours available.

Future development opportunities

- Discussion is needed to clarify if, and how the Quality Framework will be monitored/accessed
 - for micro-carers who have undergone the process possibly annually/bi-annually
 - For micro-carers who are on the framework for commissioned services
- Going forward, there could be scope to challenge both the CIW (WG) ‘rule of four’ and the possibility of micro-carers registering with SCW.
- Potential consideration on DBS checks – will the LA continue with this role long term?
- Further developing a buddy system may bridge some of the issues around ‘hands-on’ training experience and requirements.
- Development with the training department needs to consider the unique challenges that a significant time delay to training can have on micro-carers, while not creating tension with larger organisations when training is prioritised.
- Buddying with larger care agencies may help to offer support to micro-carers as lone workers.

Key aspect: Impact of Covid-19

Aim *Assess the impact of Covid-19 on project development and broader social services.*

Evaluation

- Beyond the limitations of the unknown (how many potential micro-carers did not engage with the pilot due to covid related concerns), the pandemic has not featured as a significant issue, other than in respects for ensuring micro-carers had access to appropriate PPE and were up to date on government advice and guidance. On the contrary, the pandemic may have attracted micro-carers who may have been displaced from their previous employment to the pilot, who was responsive to the opportunity.
- The impact of Covid-19 has meant that general meetings, network meetings and training has been conducted using on-line video platforms and telephone call. 8 micro-carers felt this had been highly successful, with 7 feeling it had been reasonably successful.
- 4 micro-carers felt Covid-19 had impacted a great deal on their decision to start a Micro-care business, 5 a little, and 6 not at all. Micro-carers felt with the exception of regular Covid-19 testing and the correct personal protection equipment Covid-19 had not significantly impacted on business activities.

Key aspect: The impact of care on the private care market

Aim *To develop robust micro-care supply that can work in partnership with existing care agencies and does not undermine the sector.*

Evaluation

- As the pilot began, established providers were kept informed of developments during provider meetings. Micro-carers are not perceived as a threat to established providers, mainly due to RISCA limitation restricting a micro-carers client capacity to care for 4 or fewer individual. It does however open up opportunity for micro-carers to work with care agencies to ensure provision continuity e.g., overall an agency may work with a micro-carer, the agency delivering the majority of the care package, with a micro-carer providing the remainder. Flintshire County Council has made it clear to care agencies that there is more than enough care work for all care providers, therefore agencies see micro-carers to be of value. Partnership working is described as creating solutions, rather than a threat to business. There has been no direct impact on the business volumes of agencies, nor has there been a flurry of agency staff leaving their role to set up as a micro-carer.

- Flintshire has a unique marketplace for care packages. Currently, there are only two agencies that cover the whole of the county, the remaining provision is geographically based, due to the rurality of the area.
- Micro-care was not established when existing frameworks were developed and micro-carers would not meet the expectations (insurance, background experience, for example) to meet the framework if it were to be revised.
- Micro-carers are not the same people as agency carers. The pilot has tested the market and micro-carers are more interested in running their own business. The areas are distinct.

Aim *Support micro-carers to apply for seed funding to develop micro-care business models.*

Aim *Support micro-carers to develop sustainable businesses.*

Evaluation

- Seed Funding applications were assessed by a small funding panel consisting of the 2 micro-care development officers and a business advisor from SFW. It was important to ensure the funding panel reflected both care and support, and commercial expertise. The Seed Fund was administered by SFW.
- Seed Funding - 14 of the 15 Micro-carers have been awarded Seed Funding, 1 did not apply for funding support. 2 stated that they could have set up their business without Seed Funding, 3 would not have been able to set up without it, and 10 would still have set up their Micro-care business without Seed Funding but it would have been difficult to do so.
- 4 micro-carers received a great deal of support from the micro-care development officers, 8 a reasonable amount lot, 2 a little, and 1 person needed no support at all to complete the application.
- Of the 14 applying, 8 people found the timescale from application to receiving funding support very acceptable, and 6 acceptable.
- Seed Funding supported 2 care services to be established, 2 support services, and 10 a mix of care and support services.
- Funding support enabled new micro-carers to purchase laptops, printers, uniforms, personal protection equipment, insurance, Micro-soft Office software, training, and lockable filing cabinets for safe-keeping of client/customer paperwork.
- There is reasonable confidence with micro-carers that they will find sufficient customers/clients to develop sustainable Micro-care businesses. 7 micro-carers felt greatly confident, 6 confident, with 2 feeling not confident. At least 2 Micro-carers have additional paid employment as well as running their own Micro-care business to sustain themselves.
- Aligned to developing a sustainable business, micro-carers felt they had achieved flexibility/work-life balance. 6 stated a great deal of flexibility/work-life balance, 6 a lot, 2 a little and 1 person felt they had some way to go to achieve this. The latter is related to managing time to complete daily business tasks around being in and out all day.

- 12 micro-carers felt they had received a lot of guidance to create sustainable businesses, with 3 stating a little.
- micro-carers are keen to develop their businesses. Future planning to grow their micro-care businesses include attaining CIW registration, raising hourly rates, grow hours per week/month, more promotion, support the growth of the network of micro-carers, employ other people and look for more contracts and private work, keeping up-to-date with societal needs and training, more interaction with Flintshire County Council, and continue developing a good service.
- The support offered to Flintshire County Council and micro-carers from SFW has been described as invaluable. This is evidenced through the development of sustainable businesses that have social value and rolled out in their local communities.
- Micro-care development officers have supported the growth of micro-carers to date.
- Encouraging new social-based enterprises has been described as a ‘win-win’ situation that is embedded in practice within the programme for Welsh Government priorities over the next five years. Community-based enterprises, as demonstrated throughout the pilot, offers the opportunity to develop the quality of care the county can offer to clients.
- There is a risk that if an established micro-carer were to lose just one or two clients (not unusual within the care sector) that they would no longer be financially viable.

Future development opportunities

- Brokerage (and commissioning) need to explore how micro-carers can sustain during frequent changes to their business and to have the ability to fill gaps appropriately. This needs to be done with a transparent approach and with due regard to the procurement framework.
- There were concerns over the future of micro-care related to funding – how many micro-carers would it take to make the service viable in the long term? At present there are 21 micro-carers. A target figure is hard to guess, however, a figure of 50 – 60 micro-carers has been suggested.
- If the project were to fold, it may be possible to integrate some micro-carers into existing care services, or for them to secure employment in the open labour market.
- To encourage peer to peer support e.g., jointly commission Microsoft office training, marketing, and general business management/administration training, and accessing training provided via Flintshire County Council.
- Format of training limited due to the pandemic. No interaction and chats and natural peer to peer support. This will change and provide wider peer support as pandemic restriction ease.

Aim *Develop cooperation between micro-carers and with agencies to ensure good contingency planning template design.*

Evaluation

- Contingency planning featured significantly within the pilot project evaluation. With the traditional agency approach comes scale which cannot be replicated with micro-care, bringing inherent risks with both emergency and planned contingency situations. Potentially, micro-carers are at risk of feeling isolated and vulnerable, particularly when faced with an emergency. To offset this, the pilot developed a network consortium to bring micro-carers together and facilitate a space for workers to access peer support and advice from the development team on how to manage contingency planning. As part of the quality process, contingency templates were devised and explored openly and transparently with each client to proactively explore contingency preparation. Each preparation template was devised in collaboration with the client, their social worker, family/informal carers, and the micro-carer. A contingency process being trialed considers 4 options; 1. can the client/customer manage for a short period of time, e.g. 1-day; 2. can a family member/friend/neighbour support for short period of time; 3. network with other micro-carers re: their capacity to support the client/customer; 4. cover via an agency in an emergency. To date, there have been no significant ramifications from a lack of contingency planning that has impacted service provided to a client/customer.
- Micro-carers are also coming together themselves to develop relationships based on geography, friendships, and involvement in collaborative care packages.
- A barrier to micro-carers being able to plan for absences between themselves is the CIW legislation regarding the ‘rule of four’ whereby for any individual to provide care without being registered as a provider, a maximum of four clients can be for care requirements. This has posed challenges around planning for when someone accessing a ‘support’ and/or ‘wellbeing’ package then begins to also require care, particularly in instances where it would be detrimental to the client to have to seek new care provision. Further issues are posed when planning ad-hoc emergency cover and planning absences for holidays. The CIW arbitrary ‘rule of four’ has not been challenged and contributors to the evaluation have struggled somewhat to align the differences between delivering personal care to eight clients for half an hour each per day, compared to one client having four hours of support per day.
- Cooperation between micro-carers and care agencies has been ad hoc and responsive to particular situations. However, it is commendable how during these times, providers and micro-carers have come together to explore responsive solutions to complex situations. This was evident through a package for a client living in a rural area whose service from a provider was disrupted by staffing issues due to the pandemic. The client’s social worker contacted the micro-care team, and a micro-carer was able to step in who

lived in the same village. Without the micro-carer, the outcome would have been a reliance on informal care, drawing on the resources of the in-house enablement domiciliary care team, or potentially, temporary residential care provision. This arrangement was developed into a longer-term solution with ongoing collaboration between the care agency and micro-carer.

Future development opportunities

- Strengthening relationships between micro-carers by facilitating space for natural relationships between micro-carers to flourish. Shared work (adhering to CIW regulations) will foster good practice and support with contingency planning going forward.
- Developing further networks with care agencies where appropriate. This would include further scoping out opportunities for contingency planning, sharing training and resources, a buddying system, and negotiating with providers who may have short and long-term capacity to work in partnership, depending on the care package requirements.
- In the future, it may be appropriate to challenge the ‘rule of four’ CIW legislation. The micro-care pilot project has demonstrated that the ‘four’ is not clear cut and can be a significant barrier to maintaining established relationships between client and micro-carer. As momentum grows, there may be an opportunity to use Flintshire County Council micro-carer as precedence.

Aim *Encourage well motivated individuals from diverse backgrounds into micro-care.*

Evaluation

- Micro-care has offered a new, innovative way to promote caring as a professional career which has supported the profile of care more broadly. Covid-19 offered an opportunity for individuals to think about the prospects of entering the social care sector, which may not have been a possibility before by supporting people into the sector who can generate an income from directly assisting people from within their communities has added strength to securing micro-carers, enhancing choice and flexibility, and promote the sector. People with a genuine interest to seek a sustainable role have had the opportunity to work differently.
- To date, new micro-carers have come into the social care sector from a range of diverse backgrounds, including previous business workers, informal carers, previous personal assistants and carers, community activists, a nurse, and economically inactive people. A general consensus from the micro-carers is that they want to engage in something rewarding that makes a difference. For example, one micro-carer is aiming to set up a community garden for dementia clients while another would like to explore specialising in palliative care.
- Micro-carers tend to be flexible, responsive, and valuing while demonstrating creative solutions to problem-solving. Most micro-carers do

not take a 'time and task' approach to their business, rather, micro-carers fill the gap that is part of social exchange, particularly with clients who use provision to support their wellbeing.

- Feedback from family members of a client includes micro-carers as being dedicated, flexible, valuing, and outstanding.
- Micro-care is helping to challenge the role of a carer. Historically, the role has been perceived to be a low skill and has been a low-paid position. With micro-care, individuals are not only running their own business, but they also have the opportunity to become employers which shifts the perception of a carer.
- Micro-care is explored in a context of entrepreneurial thinking; whereby proactive people cultivate their own sustainable business. This has, to some extent, began to shift the perspective of what a carer can be capable of.
- From a workforce perspective, micro-care has offered a different route for people who may have previously found it difficult to work within the sector (young parents for example, who cannot meet the demands of a care agency contract, yet are community-minded, with links and networks), or for potential workers who have not considered the social care sector an attractive career option. These are the people for whom micro-care is an attractive option.

Further development opportunities

- Once direct commissioning is agreed and in place, micro-carers will be perceived as being on par with larger care providers, further enhancing the views of a carer as also being able to manage their own sustainable business.
- Feedback from multiple individuals indicated that the key to a successful micro-care initiative is staying fairly small and lodged as part of the local community. There is a finite number for micro-carers to ensure that the initiative does not begin to undermine established agency or personal assistant provision. However, it has been suggested that capacity could be at least doubled before this becomes a concern.

Aim *To offer good quality support to all potential and practicing micro-carers*

Evaluation

- Micro-care development officers have worked hard to offer support to both potential and practicing micro-carers. While there have been teething problems, expected with innovation, development officers have worked closely with micro-carers to devise a wide range of templates, contracts, and agreements.
- Similarly, SFW has been commended on the support offered to micro-carers while establishing their businesses. Support provided via this source has been general, and one to one especially around registering with HMRC as a sole trader and taking on staff.

- Support has also been accessed by new micro-carers requiring general business development support. This has been provided by Business Wales and Flintshire County Council in-house business support team.
- Business support required included pre-start, registering a company/self-employed, registering as an employer & employing staff, business planning, financial management, marketing, and sales, growing your business and one-to-one mentoring.
- All business advisors interviewed felt well informed about micro-care due to good communication from the micro-care development officers.
- Taking into account micro-care is in its infancy, as it gathers pace in its development further gaps in business support may be identified.
- In addition, all business advisors felt that despite a backdrop of the pandemic and lockdowns, micro-care has managed to ‘churn’ economic activity locally by creating work and jobs, and providing new spending power and sustainability.
- It was also observed that start-up and growth funding is always an issue but due to the make-up of a micro-care enterprise this was not a major barrier.
- It was considered that new businesses had been created to fill a gap in the social care market.
- Likewise, it gave an opportunity for people to formalize activities related to care and support.
- Concerns were raised on whether the training package on offer is enough. All micro-carers can access training offered to any carer in the county, as well as specific training on how to run their business, but contributors to the evaluation question whether there are gaps still to be identified as the micro-care project develops in the future. This was raised by both micro-carers and business support agencies/departments. As the micro-care project is still new, hence additional business support needs as it continues to grow and micro-carers develop and grow their business offering and learn about compliance with legislation.

Future development opportunities

- Multiple contributors noted that the role of the micro-care development officers is critical to the success of the pilot and future development. While this could reduce the potential cost savings, the initiative would likely crumble without the post and overall facilitation.

Aim *Develop peer to peer network meeting*

Evaluation

- Regular peer meetings were established during the pilot.
- Micro-carers have also developed their networks of support.
- Network Meetings are held monthly, facilitated by the micro-care development officers . 8 micro-carers found meetings extremely useful, 5 useful to some degree, and 2 do not attend network meetings. 5 felt network meeting to be extremely well run, whereas 8 well run. 12 felt the frequency

- of meeting was good. 2 micro-carers communicate with other micro-carers outside of network meetings, 10 communicate a little, and 3 not at all.
- Micro-carers would like to see options for network meetings at other times and days, maybe split between morning, afternoon, and evenings. For those that do not, or unable to attend network meetings they would like to receive up-dates through a Flintshire log-in webpage and for all information to be in one place.
 - As Covid-19 restrictions are eased 6 micro-carers stated a preference to continue using on-line video platforms for meetings, 2 preferred face-to-face, and 7 would prefer a mix of on-line and face to face meetings.

Future development opportunities

- Several micro-carers commented the idea of varying times of network meetings, reflecting the irregular operating hours of micro-carers

Key aspect: Future sustainability

Aim *Build sustainability into the project model by developing a range of tools, guidance sheets and website.*

Evaluation

- The micro-care website is live.
- Templates such as contingency planning and contracts are available.
- Other counties in Wales are exploring micro-care based on the pilot in Flintshire. To date, Wrexham, Denbighshire, and Powys are known to be considering the model.
- All micro-carers stated the importance of supported and guidance provided by the micro-care development officers.

Future development opportunities

- Flintshire County Council to continue providing appropriate support to micro-carers.

Key aspect: Impact on service users

Aim *To create an additional offering of care provision for Flintshire residents.*

Evaluation

- Social Workers have micro-care as a choice when exploring services and provision with clients. Micro-care would be included in the same way as direct payments and commissioned agency provision as part of an enablement package.

Aim *To provide a more person-centred and consistent provision*

Evaluation

- Throughout the evaluation, contributors were clear that one of the key benefits of the micro-care option has been to offer consistent, flexible, and person-centred care and support.
- Clients want reliability, respect, voice, control, and personal centeredness. To offer this locally is responsive, particularly when micro-care can also offer social values and these key attributes offer space to comprehensively develop the choice of care offered to people.

Aim *To improve choice and service user well-being*

Evaluation

- While there are financial benefits to micro-care, the overall benefits are not simply in terms of fiscal savings. Bespoke, personalised care, support and well-being is being offered through a desire to explore a new flexible and responsive approach.
- Micro-care has proven itself with some fantastic examples of increased choice and solutions which enable clients to stay at home for longer.
- The micro-care team was contacted by a social worker from the supported living team to explore whether micro-carers could offer a flexible and responsive solution for a group of six people living together in a new setting. Template collaboration agreements were developed to enable this bespoke arrangement to flourish.

Key Aspect - Customer/client perspective on Micro-care provision

- 5 people took part in this area of evaluation and were either family members or the service users themselves. 4 were existing care service users, 3 people are using a micro-carer in addition to an existing care service, 1 person had moved from an existing care provider to using a micro-carer only.
- Of those people responding to the evaluation 2 people were paying for their micro-care service through private means, 2 using a direct payments option.
- 3 people found the micro-care provision to be very consistent and flexible, with one person finding the service moderately flexible and consistent. All respondents reported to being very satisfied with the service the micro-carer provided.
- In relation to changes and differences to daily life, and well-being of people in receipt of care and support are heartening, they include,
- *“Our micro-carer has empathy with our Grandmother, her manner is appreciated by all family members”*
- *Having a micro-carer has enabled my husband “to go out independently, it has given him someone different to talk to, and to go to different places” It also provides this person with respite and time to do things of her own choice. She also stated, “We don’t know what we would do without our micro-carer. My husband is now less depressed when at home which is good for us both.”*

- *Having a micro-carer has “provided support for my Mother-in-law not just for essentials but for the small jobs too.”*
- *“Following a spell in hospital due to a stroke I had 6-weeks reablement care support at home. When I was able to manage most things on my own, I had help to find a micro-carer to help with things that I find difficult such as going shopping, jobs in the home and to visit the garden centre to buy plants. Help to buy plants is particularly important to me, once they are home, I then plant them out in my own time as I am able.”*
- *All people felt that engaging a micro-carer is helping them, or a family member to live a more fulfilled life and improved mental well-being. This is what people or family members are reporting:*
- *“My grandmother is always happy when she knows her micro-carer is visiting that day.”*
- *“My husband is so much better now he has a little independence and can get out and about without me and meet new people. It also means I can take my Mother shopping.”*
- *“My Micro-carer is a real life-line. Without him I would not see anyone.”*
- *All are satisfied with the care and support they are receiving from their micro-carers.*
- *3 respondents would recommend using a micro-carer to other people and families, 1 would not, however, this was quantified by, “Don't tell people about how good my Micro-carer is, if they find out they will want him, and he may not be able to fit me in if he gets too busy!” Other comments include:*
- *“The only experience we have of the micro care service is our own micro-carer, and we consider ourselves as fortunate to have been able to find her, initially because she is local to my grandmother, but then as we had amazing feedback from my grandmother, we realised that our micro-carer provides the care that everyone should be entitled to.”*
- *“We don't know what we would do without the support of our Micro-carer”*
- *“Our micro-carer has been excellent; he has been really good at communicating with us all the time. We are grateful for this as we live some way from my Mother-in-law. He has gone beyond all our expectations.”*

Story from a family member

When I started on the journey of needing someone to care for my mother it was overwhelming. Convincing my mum that she needed someone to help her and for the family accepting we could not be there enough for her left us guilt ridden. Allowing a stranger to look after her leaves you in turmoil. For my Mum and the family, it has been very the best decision we have made on her behalf.

Sally started and mum just thought she was coming in to have a cup of tea and some biscuits with her she could not remember her name and called her "*Miss Pinafore*" In only a few months Sally has formed a relationship with my Mum, and she helps with bathing and getting dressed. Knowing how private and independent my mum has always been I never thought this would be possible.

Sally's upbeat way guides my Mum to eat and look after herself, but Sally still always gives my mum choices about everything from where she wishes to eat her dinner to what she wants to wear, nothing is ever forced and the respect she shows to my mum is amazing.

Having a micro carer has changed my mums daily life completely, she is seeing the same person so she now looks out of the window waiting for her to arrive and although her health condition will never improve, I can see a significant change in her and can only describe it as her being more content.

I know the day will come that my mum will need residential care, but ,for now that day is being extended week by week due to Sally.

- Micro-care has a place in the market as a hub model, whereby packages come into a central point and are then distributed. These established structures have served the project well. There will always be a demand for care and the more strands for care to fit a range of different needs, the better. One solution is not appropriate.

Overall comments

- The Flintshire example has shown to be cost-effective, expanding the supply and offering more choice to people needing care and support, while creating localised employment opportunities. Having said this, there are specific areas to address and obstacles to work through. Procurement, non-regulation, and the ability to sustain a business model are all challenges going forward and could impact significantly on the initiative's future viability.

Future potential

- One response commented that longer-term (3 years) investment would now be welcome. The initiative has been successful, and the innovative approach fits squarely into the focus on health and social care, community cohesion, workforce development, and pandemic recovery. It is viable, vibrant, and can become a key part of the sector going forward. Similarly, as well as investment from WG and Flintshire County Council, there is an opportunity for NHS investment whereby far-sighted health colleagues can see the long-term outcomes for investing in community resilience.
- Supported living could be a key area for micro-care development as there can be struggles with provision offered in the marketplace. Using micro-care can offer a better potential mix for an individual, particularly for well-being time. Similarly, for people living with their families, where a care package would not have previously been offered, someone who may have attended a traditional day centre service may wish to explore micro-care as an option, including shared support.
- Contributors to the evaluation are keen to explore how models of micro-care could be rolled out into other areas, such as into child services (see below) and to non-social care areas where the local authority may be struggling, and a small business could help. One example of upcycling was also offered as an opportunity for investment from other sectors that could help the micro-care approach to grow and develop as a model.

Scoping out the potential within child and family services:

There are two specific areas of interest to further scope and explore within this area:

1. 'Edge of care'

In these situations, parents may be struggling, often with an adolescent. Flintshire County Council aims to put in a range of preventative measures to avoid the situation escalating. There has been growth here and the authority aims to respond early with intervention and support to keep children and families together, where it is safe to do so. When working with families, a personal assistant can be the outcome and intervention to help, however, there is difficulty with sourcing PA's and attracting the right carers to the market – could micro-care help here? What principles and approaches could be transferred and adapted to a different client group? Could this offer a solution to the challenge? Managing intervention is based on an individual assessment and clarity and clear planning would be required. For intensive support interventions, a case coordinator facilitates a range of support, including from the third sector and volunteer mentors for example, and this coordinated partnership approach could be strengthened with a micro-care model, as a range or box of solutions. For example, could a micro-carer offer support to a parent? Evenings can be a difficult time and there is not a 24/7 services unless it is an emergency. Could a micro-carer offer advice/support over the phone?

2. Foster/respice services

Within foster care services in Flintshire County Council, Mockingbird has been launched based on constellations. This is a group of foster carers coming together to support children with a hub carer in the middle. They become a virtual family and within the constellation, rather than requiring approval from social services repeatedly, people within the constellation can arrange support amongst themselves. Sometimes glue is needed to keep the naturalistic, community-based constellation together, to avoid the child needing to go into care (for example, children with disabilities). Could a micro-carer be the glue?

Overall, referrals and demand for service are extremely stretched not only in volume but in acuity. Families are struggling, having coped with reduced respice during the pandemic by generally running on adrenaline. Resilience is reducing as a sense of normality returns and families are exhausted. Services offered pre-covid will not meet the increasing levels of demand. Is there an opportunity here for co-producing support packages with families where micro-carers can support and plug some of these gaps of unmet need?

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CABINET

Date of Meeting	Tuesday, 14 th December 2021
Report Subject	Cashless Payment Solution for Car Parking
Cabinet Member	Cabinet Member for Streetscene and Transportation
Report Author	Chief Officer (Streetscene and Transportation)
Type of Report	Operational

EXECUTIVE SUMMARY

Since the county wide introduction of car parking charges in 2015, the only method of payment for parking in Flintshire is at a pay and display machine located within the car park. These machines only offer a coin payment solution which requires the customer to have the correct amount of money on them to purchase their pay and display tickets as the machines cannot dispense change.

To improve the customer experience, an option is presented within this report to introduce a cashless payment solution as an alternative to pay and display machines and to complement the existing cash payment method.

RECOMMENDATIONS

1	That Cabinet supports the implementation of a cashless payment solution for car parking charges.
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REPORT DETAILS

1.00	EXPLAINING THE BACKGROUND FOR INTRODUCING A PAY BY PHONE PAYMENT SOLUTION FOR PAY AND DISPLAY CAR PARKS
1.01	<p>Civil Parking Enforcement was introduced in Flintshire in October 2013 and, through effective enforcement, many vehicles have been displaced to off-street car parks. In order to maintain the vibrancy and vitality of a community/town it is essential to manage off-street parking usage effectively.</p> <p>Parking measures and enforcement are key tools in managing an effective highway network, in support of the effective movement of traffic. There are numerous conflicts between town centre visitor and residential parking where previously ineffective management of these areas has led to congestion.</p>

	<p>Pay and display parking is a good parking tool, which through the use of appropriate charging, encourages commuters to the car parks on the periphery of town centres, whilst promoting proximity spaces for short stay.</p> <p>The introduction of civil parking enforcement has resulted in more effective management of on-street parking, which has had a positive impact on the movement of traffic in town centres.</p>
1.02	<p>Since their countywide introduction of car parking charges in 2015, the only method of payment for parking is at a pay and display machine located within the car park. These machines only offer a coin payment solution which requires the customer to have the correct amount of money on them to purchase their pay and display tickets as the machines cannot dispense change.</p> <p>Over one million tickets are purchased each year (pre-COVID figures) for a range of tariffs, which are set for each car park.</p> <p>With the Council's commitment towards digital solutions, consideration should be given as to whether a cashless payment solution could be offered at all Council owned pay and display car parks to provide a more convenient and flexible payment option to the customer.</p>
1.03	<p>One cashless payment solution, which is being widely adopted throughout the parking industry is a pay by phone option. This solution has already been introduced in all other North Wales local authorities' car parks and it offers a quick and secure way of paying for parking via the internet, SMS, telephone or by an app on a smartphone.</p> <p>There is a requirement for the customer to register initially with the service provider as a first time user. Registration may take a couple of minutes and then on future uses are easy and quick each time they park. This solution provides a convenient method of payment on the day, but can also extend to longer stay parking options (a week/month) and season tickets.</p> <p>Cash payments through pay and display machines will still be possible, but by using the new pay by phone system, customers will no longer need save up their change or visit a machine nor feed coins into a slot or tap cards in the rain and cold, and they simply use a mobile phone to pay, and the parking fee is charged to a credit or debit card.</p>
1.04	<p>The system can also replace the current annual parking permit option where a customer has to make an application to park once a year. This system will allow for the customer to purchase a permit direct from the system reducing the back office administration demand. This will only be possible for annual, resident and trader permits where the vehicle registration number is required on application.</p>
1.05	<p>Customers won't have to display a parking ticket and can pay to extend their stay without having to return to their car (maximum stay restrictions will still apply) by paying a small fee (10p) to have an SMS reminder sent to their phone to remind them of the expiry of their parking time. They can do this from any location and do not need to be in the car park in which they are parked. This will assist with maintaining compliance with parking rules and reduce the possibility of being issued with Penalty Charge Notices (PCNs).</p>

1.06	This solution would reduce the reliance on the physical pay and display machine, ensuring that there is always an accessible payment option available should the machine be out of order or under maintenance.
1.07	Clear and informative signage will be placed in each car park detailing the relevant information for using the system and will display details on how to register and how to make a payment. The installation, location and positioning of the signage will be important in order to maximise uptake and will make use of the current information and infrastructure. Additionally, detailed information will be made available on the Flintshire website explaining the pay by phone option and how to use the service.
1.08	As a result of the introduction of the new cashless payment solution, there is likely to be a reduction in the requirement for the cash collection company to service the machines as often and a likely reduction in the amount of time taken by the enforcement team to attend the machines for maintenance and replacement of tickets, along with a reduction in the purchase of sundry items to keep the machines operational.
1.09	When using the smartphone app option, service users can be presented with an image of a local landmark or event as a promotional tool. This image can be of the Council's choosing and can be changed at any time. This feature is a way for the authority to 'localise' the app, so when visitors open the app for the first time they will be greeted by an image of their current location within Flintshire. This function can also be used to promote local campaigns that are run by the Council.
1.10	The technology allows the cashless payment system to be linked to the enforcement team's current handheld devices for the monitoring of compliant vehicles. This will work by the handheld system having the registered vehicle registrations numbers downloaded for quick reference and review. This will be required as there will be no ticket visible within the windscreen of the vehicle.
1.11	It is our intention to engage with the provider PayByPhone, which is the existing provider used by Denbighshire, Conwy, Gwynedd and Anglesey Councils. Providing one system across all authorities will offer a consistent service and convenience for those travelling cross boundary and outside of county, again enhancing the customer offer. This solution is also offered in five counties in South Wales as well as by a number of English authorities. PayByPhone is available via direct award on the ESPO framework.
1.12	<p>There is no initial set up fee for the cashless payment solution. The signage and back office system are provided without cost; the charge comes at the point when the customer pays for parking. There is a processing fee per transaction, which can either be paid for by the Council or transferred to the service user and added to the parking tariff.</p> <p>The proposal is to place the transaction fee onto the customer, resulting in no onward cost the authority. The current transaction fee is six pence per payment. The option to have an SMS reminder will be charged at ten pence per message. The revenue from this charge will be split between PayByPhone and the Council, allowing for a small income to be received, which can be invested back into the service.</p>

1.13	<p>To implement this system, there will be a requirement for the off-street Parking Orders to be amended to allow for a 'virtual payment' option to be introduced. At present, the order stipulates that a valid ticket must be physically displayed inside the vehicle.</p> <p>Due to the introduction of electric vehicle (EV) charging points at some of the Council owned car parks, the Orders were already due to be amended and, if approved, it is intended that this will be done at the same time. There is a cost to changing the orders which will equate to £6,000 as there are five Orders to update and amend. This will be funded through existing revenue budgets.</p> <p>All signage will be funded by the provider at no cost to the authority. Existing signage and infrastructure can be utilised to present relevant information.</p>
1.14	<p>It is proposed that, as part of the wider introduction of EV charging points and to encourage take-up, the spaces for parking in EV charging points will be free of charge, as it is accepted that the customer will be paying to charge the vehicle with a small income from the EV charging being returned to the Council.</p>

2.00	RESOURCE IMPLICATIONS
2.01	<p>Locational information signage will be provided without cost by the service provider and the new cashless payment system will be implemented in 35 car parks altogether.</p>
2.02	<p>There will be a reduction in cash collection frequency and cost following the introduction of the new system. There will also be a reduction in sundry items purchased to operate the pay and display machines and a reduction in officer time spent attending machines. This will only be able to be quantified once the system uptake is known.</p>
2.03	<p>Amendments to the off-street car Parking Orders will be required with associated notice advertisement, estimated at approx. £6,000, which will be funded from existing revenue budgets within the service.</p>

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	<p>There will be a reduced reliance on the physical parking infrastructure resulting in a constant method of payment available.</p>
3.02	<p>Not all service users will have the confidence to use the pay by phone solution therefore the physical pay and display machine will stay in situ and customers will continue to be able to pay using cash if required. Additionally, a support service will be provided by the contractor to offer advice and support to those who need it and guide them through the booking process.</p>
3.03	<p>An option to receive reminders on expiry of paid time via SMS will reduce risk of PCNs issued to those who subscribe to the service.</p>
3.04	<p>This more flexible service will assist the Council in meeting our customers digital needs</p>

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	Cabinet Member for Streetscene.
4.02	Streetscene & Transportation Programme Board

5.00	APPENDICES
5.01	N/A

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Parking mobile app & payment solution PayByPhone

7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: Ruth Cartwright, Regulatory Services Manager Telephone: 01352 704796 E-mail: ruth.cartwright@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
8.01	N/A

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EXERCISE OF DELEGATED POWERS - DECISIONS TAKEN REPORTED TO CABINET – 14.12.21

Housing and Assets

- **Community Asset Transfer, Holywell Public Convenience, Tower Gardens, Holywell**

This relates to the Community Asset Transfer of Holywell public convenience, Tower Gardens, Holywell.

Streetscene and Transportation

- **Disposal of Surplus Building**

Declaring Surplus to Requirements – Flintshire County Council building known as Holywell Public Convenience, Tower Gardens, Holywell. The transfer of the building will be as a Community Asset Transfer to Holywell Town Council on a 27 year lease.

Streetscene and Transportation

- **The Flintshire County Council (Ffordd Glyndwr, Ffordd Owen and Ffordd Edwin, Northop) (One Way Traffic) Order 20-**

To advise Members of the objections received following the advertisement of the proposed One Way Order, on the roads as listed above.

Education and Youth

- **Bryn Tirion, Charmley's Lane, Shotton**

To request that the Bryn Tirion site be declared surplus to the requirements of Education and Youth Service.

Copies of the Delegated Powers reports are retained by the Team Leader – Committee Services and available to view on request by Members.

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**FLINTSHIRE COUNTY COUNCIL FORWARD WORK PROGRAMME ITEMS
COUNCIL, CABINET, AUDIT AND GOVERNANCE & SCRUTINY
1 December 2021 TO 31 May 2022**

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
December					
Education, Youth & Culture Overview & Scrutiny Committee	2/12/21	Overview and Scrutiny	Forward Work Programme and Action Tracking (EY&C) To consider the Forward Work Programme of the Education Youth & Culture Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	Leader of the Council and Cabinet Member for Education
Education, Youth & Culture Overview & Scrutiny Committee	2/12/21	Education and Youth	Welsh in Education Strategic 10 year Plan 2022 - 2032 To update on the draft WESP plan and the statutory consultation arrangements.	Strategic	Leader of the Council and Cabinet Member for Education

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Education, Youth & Culture Overview & Scrutiny Committee	2/12/21	Education and Youth	Flintshire Summer of Fun and Summer Playschemes To provide the Committee with information on the successful delivery of the Summer Playschemes and the Welsh Government funded Summer of Fun programme	Strategic	Leader of the Council and Cabinet Member for Education
Education, Youth & Culture Overview & Scrutiny Committee	2/12/21	Education and Youth	Supporting Service Children in Education Update To provide the Committee with an update on how Flintshire schools are supporting service children.	Operational	Leader of the Council and Cabinet Member for Education
Environment & Economy Overview & Scrutiny Committee	7/12/21	Overview and Scrutiny	Forward Work Programme and Action Tracking To consider the Forward Work Programme of the Environment & Economy Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment & Economy Overview & Scrutiny Committee	7/12/21	Planning, Environment and Economy	A presentation on the HyNet hydrogen production and carbon storage cross-border project To receive an update on the HyNet Hydrogen Project.	Operational	Cabinet Member for Economic Development
Environment & Economy Overview & Scrutiny Committee	7/12/21	Streetscene and Transportation	Active Travel Network Map - outcome of the formal consultation To receive the outcome of the formal consultation on the Council's Integrated Network Maps.	Strategic	Cabinet Member for Streetscene
Environment & Economy Overview & Scrutiny Committee	7/12/21	Chief Executive's	Council Plan 2021-22 Mid-Year Performance Reporting To review the levels of progress in the achievement of activities and performance levels as identified in the Council Plan.	Operational	Cabinet Member for Planning and Public Protection, Cabinet Member for Economic Development, Cabinet Member for Streetscene
Flintshire County Council	7/12/21	Governance	Governance and Audit Committee Annual Report To approve the Governance and Audit Committee Annual Report 2020/21		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire County Council	7/12/21	Governance	Review of Political Balance. To review the Council's Political Balance calculations due to a new Member joining the Labour Group following the Penyffordd by-election.		
Flintshire County Council	7/12/21	Governance	Overview & Scrutiny Annual Report 2020/21 To consider and approve the Overview and Scrutiny Annual Report 2020/21		
Flintshire County Council	7/12/21	Chief Executive's	Treasury Management Annual Report To present to Members the draft Annual Treasury Management Report for 2020/21		
Flintshire County Council	7/12/21	Planning, Environment and Economy	Licensing Act 2003 Draft Statement of Licensing Policy December 2021 – December 2026 For Members to consider and adopt the Statement of Licensing Policy for the period December 2021 to December 2026		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire County Council	7/12/21	Chief Executive's	Capital Strategy 2022/23 – 2024/25 To present the Capital Strategy 2022/23 – 2024/25 for approval		
Flintshire County Council	7/12/21	Chief Executive's	Capital Programme 2022/23 – 2024/25 To present the Capital Programme 2022/23 – 2024/25 for approval		
Community, Housing & Assets Overview & Scrutiny Committee	8/12/21	Overview and Scrutiny	Forward Work Programme and Action Tracking (CH & E) 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.	Operational	Cabinet Member for Housing

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Community, Housing & Assets Overview & Scrutiny Committee	8/12/21	Chief Executive's	Council Plan 2021-22 Mid-Year Performance Reporting To review the levels of progress in the achievement of activities and performance levels as identified in the Council Plan.	Operational	Cabinet Member for Housing, Deputy Leader of the Council (Governance) and Cabinet Member for Corporate Management and Assets
Community, Housing & Assets Overview & Scrutiny Committee	8/12/21	Housing and Assets	Housing Rent Income To provide an operational update on rent collection and current arrear levels.	Operational	Cabinet Member for Housing
Community, Housing & Assets Overview & Scrutiny Committee	8/12/21	Housing and Assets	Welfare Reform Update To provide an update on the impact of Welfare Reform on Flintshire residents.	Operational	Cabinet Member for Housing
Corporate Resources Overview & Scrutiny Committee	9/12/21	Overview and Scrutiny	Action Tracking To inform the Committee of progress against actions from previous meetings.	Operational	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	9/12/21	Overview and Scrutiny	Forward Work Programme To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee.	Operational	
Corporate Resources Overview & Scrutiny Committee	9/12/21	Social Services	Joint Funded Care Packages To provide details of the Council's financial position regarding joint funded care packages and how this compares to projections over the last 12 months.	Operational	Deputy Leader of the Council (Partnerships) and Cabinet Member for Social Services
Corporate Resources Overview & Scrutiny Committee	9/12/21	Chief Executive's	Medium Term Financial Strategy and Annual Budget 2022/23 To provide an update on the latest position for the Council Fund Revenue Budget 2022/23 in advance of receipt of the Welsh Local Government Provisional Settlement and formal budget setting process.	Strategic	Cabinet Member for Finance, Social Value and Procurement

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	9/12/21	Chief Executive's	Council Plan 2021-22 Mid-Year Performance Reporting To review the levels of progress in the achievement of activities and performance levels identified in the Council Plan.	Operational	Deputy Leader of the Council (Governance) and Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	9/12/21	Finance	Revenue Budget Monitoring 2021/22 (Month 7) This regular monthly report provides the latest revenue budget monitoring position for 2021/22 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 7, and projects forward to year-end.	Operational	Cabinet Member for Finance, Social Value and Procurement

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COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	9/12/21	Overview and Scrutiny	Forward Work Programme and Action Tracking (S & H) To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	Deputy Leader of the Council (Partnerships) and Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	9/12/21	Chief Executive's	COUNCIL PLAN 2021-22 MID-YEAR PERFORMANCE REPORTING To review the levels of progress in the achievement of activities and performance levels as identified in the Council Plan.	Operational	Deputy Leader of the Council (Partnerships) and Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	9/12/21	Social Services	Social Care workforce pressures and responses To advise Committee of the challenges associated with recruitment within the social care sector and the national, regional and local responses.	Operational	Deputy Leader of the Council (Partnerships) and Cabinet Member for Social Services

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	9/12/21	Social Services	<p>Ealy Years and Flying Start programmes To report on the extensive work to support parents and families and the address the impact the pandemic has had on babies and young children.</p>	Operational	Deputy Leader of the Council (Partnerships) and Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	9/12/21	Social Services	<p>Direct Payments To receive an update</p>	Operational	Deputy Leader of the Council (Partnerships) and Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	9/12/21	Overview and Scrutiny	<p>Mid-year Performance Indicators for Recovery, Portfolio and Public Accountability Measures To enable members to fulfil their scrutiny role in relation to performance monitoring. Members are required to review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan.</p>	Operational	Deputy Leader of the Council (Governance) and Cabinet Member for Corporate Management and Assets

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	9/12/21	Social Services	Transition Programmes – Update on Achievements To receive an update on the achievements of transition programmes.	Operational	Deputy Leader of the Council (Partnerships) and Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	9/12/21	Social Services	Supporting the stability of the social care market To identify pressure points within the social care market and the associated action to support sufficiency and stability of high quality provision (to include fees and funding).	Operational	Deputy Leader of the Council (Partnerships) and Cabinet Member for Social Services
Cabinet	14/12/21	Housing and Assets	Housing Strategy and Action Plan To note the Progress Action Plan October 2021.	Strategic	Cabinet Member for Housing
Cabinet	14/12/21	Chief Executive's	Council Plan 2021/22 Mid-Year Performance Reporting To review the Council Plan 2021/22 mid-year outturn performance monitoring report.	Strategic	Deputy Leader of the Council (Governance) and Cabinet Member for Corporate Management and Assets

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	14/12/21	Chief Executive's	<p>Revenue Budget Monitoring 2021/22 (Month 7) This regular monthly report provides the latest revenue budget monitoring position for 2021/22 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 7, and projects forward to year-end.</p>	Operational	Cabinet Member for Finance, Social Value and Procurement
Cabinet	14/12/21	Streetscene and Transportation	<p>Cashless Payment Solution for Car Parking To seek approval for the introduction of a cashless payment solution for car parking.</p>	Operational	Cabinet Member for Streetscene
Cabinet	14/12/21	Chief Executive's	<p>Medium Term Financial Strategy and Annual Budget 2022/23 To provide an update on the latest position for the Council Fund Revenue Budget 2022/23 in advance of receipt of the Welsh Local Government Provisional Settlement and formal budget setting process.</p>	Strategic	Cabinet Member for Finance, Social Value and Procurement

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	14/12/21	Governance	Establishing the Corporate Joint Committee for North Wales To approve outline Governance arrangements for the Corporate Joint Committee.	Strategic	Deputy Leader of the Council (Governance) and Cabinet Member for Corporate Management and Assets
Cabinet	14/12/21	Chief Executive's	Draft Council Plan 2022/23 To approve the updated Part 1 for the Council Plan 2022/23 in advance of consultation with Overview and Scrutiny Committees.	Strategic	Leader of the Council and Cabinet Member for Education
Cabinet	14/12/21	Social Services	North Wales Supported Living Framework – Flintshire Supported Living commissioning. In accordance with the local authorities Contract Procedure Rules due to the projected value of the contracts, approval is required to progress with the tender exercises and award of these contracts.	Operational	Deputy Leader of the Council (Partnerships) and Cabinet Member for Social Services

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	14/12/21	Social Services	Microcare Evaluation Report To provide an update on the progress to date.	Operational	Deputy Leader of the Council (Partnerships) and Cabinet Member for Social Services
January					
Environment & Economy Overview & Scrutiny Committee 196342	11/01/22	Overview and Scrutiny	Forward Work Programme and Action Tracking (Env & E) To consider the Forward Work Programme of the Environment & Economy Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	Cabinet Member for Planning and Public Protection, Cabinet Member for Streetscene
Environment & Economy Overview & Scrutiny Committee	11/01/22	Planning, Environment and Economy	Entrepreneurial grant support from Welsh Government and how the Local Authority could be involved Request from the Recovery Committee	Operational	Cabinet Member for Economic Development

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment & Economy Overview & Scrutiny Committee	11/01/22	Planning, Environment and Economy	North Wales Growth Deal Quarterly Performance report To provide Members with the Quarter 1 update on the North Wales Growth Deal.	Operational	Cabinet Member for Economic Development
Environment & Economy Overview & Scrutiny Committee	11/01/22	Streetscene and Transportation	Update on Van Permits To receive an update, as requested at the Committee on 14 September 2021.	Operational	Cabinet Member for Streetscene
Community, Housing & Assets Overview & Scrutiny Committee	12/01/22	Overview and Scrutiny	Forward Work Programme and Action Tracking (CH & E) 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.	Operational	Cabinet Member for Housing
Corporate Resources Overview & Scrutiny Committee	13/01/22	Overview and Scrutiny	Action Tracking To inform the Committee of progress against actions from previous meetings.	Operational	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	13/01/22	Overview and Scrutiny	Forward Work Programme To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee.	Operational	
Corporate Resources Overview & Scrutiny Committee	13/01/22	Chief Executive's	North Wales Councils - Regional Emergency Planning Service (NWC-REPS) - Annual Report 2020/21 To receive the NWCREPS Annual Report for 2020/21.	Operational	Deputy Leader of the Council (Governance) and Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	13/01/22	Chief Executive's	Annual Improvement Letter from the Auditor General for Wales To advise Members of the Council's Annual Improvement Letter from the Auditor General for Wales.	Strategic	Deputy Leader of the Council (Governance) and Cabinet Member for Corporate Management and Assets

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	13/01/22	Chief Executive's	<p>Annual Audit Summary for Flintshire County Council 2020/21</p> <p>To receive the Annual Audit Summary from the Auditor General for Wales and note the Council's response.</p>	Strategic	Deputy Leader of the Council (Governance) and Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	13/01/22	Chief Executive's	<p>Employment and Workforce Quarterly Update</p> <p>This report covers strategic updates in addition to the quarterly workforce statistics and their analysis.</p>	Operational	Deputy Leader of the Council (Governance) and Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	13/01/22	Chief Executive's	<p>People Strategy Review and Protocol for Returning to Work</p> <p>To receive an update on progress with the People Strategy and the Protocol for Returning to Work.</p>	Operational	Deputy Leader of the Council (Governance) and Cabinet Member for Corporate Management and Assets

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	13/01/22	Finance	Revenue Budget Monitoring 2021/22 (Month 8) This regular monthly report provides the latest revenue budget monitoring position for 2021/22 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 8, and projects forward to year-end.	Operational	Cabinet Member for Finance, Social Value and Procurement
Cabinet	18/01/22	Planning, Environment and Economy	Food Service Plan 2021-22 for Flintshire County Council To seek approval of the Food Service Plan 2021-22	Operational	Cabinet Member for Planning and Public Protection
Cabinet	18/01/22	Chief Executive's	Revenue Budget Monitoring 2021/22 (Month 8) This regular monthly report provides the latest revenue budget monitoring position for 2021/22 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 8, and projects forward to year-end.	Operational	Cabinet Member for Finance, Social Value and Procurement

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	18/01/22	Social Services	Commissioning of Children's Respite / Residential and Community Therapy Support To seek approval to tender for the named services within the report.	Operational	Cllr Christine Jones
Cabinet	18/01/22	Planning, Environment and Economy	Flintshire Coast Park To seek views on the establishment and designation of a Regional Park along the Dee Estuary foreshore.	Operational	Cabinet Member for Economic Development
Cabinet	18/01/22	Chief Executive's	Treasury Management Mid-Year Review 2021/22 To present to Members the draft Treasury Management Mid-Year Review for 2021/22 for recommendation to Council.	Operational	Cabinet Member for Finance, Social Value and Procurement
Cabinet	18/01/22	Streetscene and Transportation	Vehicle Permit Criteria for Household Recycling Centres To seek Cabinet approval to revise the Household Recycling Centre vehicle permit application criteria	Operational	Cabinet Member for Streetscene

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	18/01/22	Social Services	<p>North Wales Population Needs Assessment To provide an overview of the North Wales Population Needs Assessment 2022 which has been produced as a requirement of the Social Services and Well-being (Wales) Act 2014.</p>	Strategic	Cllr Christine Jones
<p>1809 348</p> <p>Social & Health Care Overview & Scrutiny Committee</p>	20/01/22	Overview and Scrutiny	<p>Forward Work Programme and Action Tracking (S & H) To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.</p>	Operational	Deputy Leader of the Council (Partnerships) and Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	20/01/22	Social Services	<p>North Wales Population Needs Assessment To provide an overview of the North Wales Population Needs Assessment 2022 which has been produced as a requirement of the Social Services and Well-being (Wales) Act 2014.</p>	Operational	Deputy Leader of the Council (Partnerships) and Cabinet Member for Social Services

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire County Council	25/01/22	Governance	Amendments to the Planning Code of Practice To review the Planning Code of Practice in line with a resolution of the Committee and Council earlier in the year		
Flintshire County Council	25/01/22	Governance	Local Government & Elections Act 2021 update To provide Council with an update on implementation of the Local Government & Elections Act 2021 update		
Flintshire County Council	25/01/22	Governance	Declaration and Disposal of Land Surplus to Requirements To agree minor changes to the Constitution to improve transparency and clarity around how land will be declared surplus to requirements.		
Flintshire County Council	25/01/22	Chief Executive's	Treasury Management Mid-Year Review 2021/22 To present to members the draft Treasury Management Mid-Year Review for 2021/22		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Governance and Audit Committee	26/01/22	Governance	Governance and Audit Committee Action Tracking To inform the Committee of the actions resulting from points raised at previous Governance and Audit Committee meetings.	All Report Types	
Governance and Audit Committee	26/01/22	Governance	Internal Audit Progress Report To present to the Committee an update on the progress of the Internal Audit Department.	All Report Types	
Governance and Audit Committee	26/01/22	Chief Executive's	Annual Improvement Letter from the Auditor General for Wales To advise Members of the Council's Annual Improvement Letter from the Auditor General for Wales.	Operational	Deputy Leader of the Council (Governance) and Cabinet Member for Corporate Management and Assets
Governance and Audit Committee	26/01/22	Internal Audit	Internal Audit Charter To outline to Members the updated Internal Audit Charter.	Operational	Deputy Leader of the Council (Governance) and Cabinet Member for Corporate Management and Assets

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Governance and Audit Committee	26/01/22	Chief Executive's	Code of Corporate Governance To endorse the review of the Code of Corporate Governance.	Operational	Deputy Leader of the Council (Governance) and Cabinet Member for Corporate Management and Assets
Governance and Audit Committee	26/01/22	Finance	Treasury Management Strategy 2022/23 and Treasury Management Quarter 3 Update 2021/22 To recommend to Cabinet and Council the 2022/23 Treasury Management Strategy, 2020/21-2022/23 Treasury Management Policy, Practices and Schedules. Quarterly update on matters relating to the Council's Treasury Management Policy, Strategy and Practices 2021/22.	Operational	Cabinet Member for Finance, Social Value and Procurement

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Governance and Audit Committee	26/01/22	Chief Executive's	Annual Audit Summary for Flintshire County Council 2020/21 To receive the Annual Audit Summary from the Auditor General for Wales and note the Council's response.	Operational	Deputy Leader of the Council (Governance) and Cabinet Member for Corporate Management and Assets
Governance and Audit Committee	26/01/22	Governance	Forward Work Programme To consider the Forward Work Programme of the Internal Audit Department.	All Report Types	
February					
Education, Youth & Culture Overview & Scrutiny Committee	3/02/22	Chief Executive's	Mid-year Performance Indicators for Recovery, Portfolio and Public Accountability Measures To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan.	Operational	Leader of the Council and Cabinet Member for Education

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Education, Youth & Culture Overview & Scrutiny Committee	3/02/22	Overview and Scrutiny	<p>Forward Work Programme and Action Tracking (EY&C) To consider the Forward Work Programme of the Education Youth & Culture Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.</p>	Operational	Leader of the Council and Cabinet Member for Education
Environment & Economy Overview Scrutiny Committee Page 353	8/02/22	Overview and Scrutiny	<p>Forward Work Programme and Action Tracking (Env & E) To consider the Forward Work Programme of the Environment & Economy Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.</p>	Operational	Cabinet Member for Planning and Public Protection, Cabinet Member for Streetscene

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment & Economy Overview & Scrutiny Committee	8/02/22	Planning, Environment and Economy	<p>Climate Change Strategy In December 2019 the Council committed to development of an action plan to achieve carbon neutrality by 2030 in line with Welsh Government's requirement for the public sector. Our Programme Manager presents the draft strategy document that details our roadmap to achieve this target.</p>	Strategic	Cabinet Member for Economic Development, Cllr Sean Bibby
Community, Housing & Assets Overview & Scrutiny Committee	9/02/22	Overview and Scrutiny	<p>Forward Work Programme and Action Tracking (CH & E) 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.</p>	Operational	Cabinet Member for Housing

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	10/02/22	Overview and Scrutiny	Forward Work Programme (CROSC) To consider the Forward Work Programme of the Corporate Resources O & S Committee	Operational	Deputy Leader of the Council (Governance) and Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	10/02/22	Governance	Public Services Ombudsman for Wales (PSOW) Annual Letter 2020-21 and Complaints against Flintshire County Council To share the Public Services Ombudsman for Wales Annual Letter 2020-21 and Complaints made against Flintshire County Council Services in the first half of 2021-22 (April-September 2021).	Operational	Deputy Leader of the Council (Governance) and Cabinet Member for Corporate Management and Assets

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	10/02/22	Overview and Scrutiny	Action Tracking (CROSC) To inform the Committee of progress against actions from previous meetings	Operational	Deputy Leader of the Council (Governance) and Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	10/02/22	Housing and Assets	Asset Strategy Review To receive an update on the Asset Strategy Review.	Operational	Cabinet Member for Housing
Corporate Resources Overview & Scrutiny Committee	10/02/22	Finance	Revenue Budget Monitoring 2021/22 (Month 9) and Capital Programme (Month 9) The purpose of this report is to provide Members with the Revenue Budget Monitoring 2020/21 (Month 9) Report and the Capital Programme 2020/21 (Month 9) Report and Significant Variances	Operational	Cabinet Member for Finance, Social Value and Procurement
Cabinet	15/02/22	Planning, Environment and Economy	Climate Change Strategy To gain agreement and commitment to the Climate Change Strategy	Strategic	Cabinet Member for Economic Development, Cllr Sean Bibby

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	15/02/22	Governance	Public Services Ombudsman for Wales To share the Public Services Ombudsman for Wales Annual Letter 2020-21 and Complaints made against Flintshire County Council Services in the first half of 2021-22 (April-September 2021).	Operational	Deputy Leader of the Council (Governance) and Cabinet Member for Corporate Management and Assets
Cabinet	15/02/22	Education and Youth	Multiplying Impact - Flintshire Integrated Youth Provision Delivery Plan 2021-2024 Presentation of new delivery plan for Integrated Youth Provision 2021-24	Strategic	Leader of the Council and Cabinet Member for Education
Cabinet	15/02/22	Education and Youth	Welsh in Education Strategic 10 year Plan 2022 - 2032 To provide an update on the draft Welsh in Education Strategic Plan (WESP) and the statutory consultation arrangements.	Strategic	Leader of the Council and Cabinet Member for Education

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire County Council	15/02/22	Social Services	<p>North Wales Population Needs Assessment</p> <p>To provide an overview of the North Wales Population Needs Assessment 2022 which has been produced as a requirement of the Social Services and Well-being (Wales) Act 2014.</p>		
<p>March</p> <p>Agenda</p>					
Social & Health Care Overview & Scrutiny Committee	3/03/22	Overview and Scrutiny	<p>Forward Work Programme and Action Tracking (S & H)</p> <p>To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.</p>	Operational	Deputy Leader of the Council (Partnerships) and Cabinet Member for Social Services

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment & Economy Overview & Scrutiny Committee	8/03/22	Overview and Scrutiny	<p>Forward Work Programme and Action Tracking (Env & E) To consider the Forward Work Programme of the Environment & Economy Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.</p>	Operational	Cabinet Member for Planning and Public Protection, Cabinet Member for Streetscene
P090359 Community, Housing & Assets Overview & Scrutiny Committee	9/03/22	Overview and Scrutiny	<p>Forward Work Programme and Action Tracking (CH & E) 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.</p>	Operational	Cabinet Member for Housing
Corporate Resources Overview & Scrutiny Committee	10/03/22	Overview and Scrutiny	<p>Forward Work Programme (CROSC) To consider the Forward Work Programme of the Corporate Resources O & S Committee</p>	Operational	Deputy Leader of the Council (Governance) and Cabinet Member for Corporate Management and Assets

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	10/03/22	Overview and Scrutiny	Action Tracking (CROSC) To inform the Committee of progress against actions from previous meetings	Operational	Deputy Leader of the Council (Governance) and Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	10/03/22	Finance	Revenue Budget Monitoring 2021/22 (Month 10) This regular monthly report provides the latest revenue budget monitoring position for 2021/22 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 10, and projects forward to year-end.	Operational	Cabinet Member for Finance, Social Value and Procurement
Governance and Audit Committee	23/03/22	Governance	Internal Audit Progress Report To present to the Committee an update on the progress of the Internal Audit Department.	All Report Types	

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COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Governance and Audit Committee	23/03/22	Governance	Forward Work Programme To consider the Forward Work Programme of the Internal Audit Department.	All Report Types	
Governance and Audit Committee	23/03/22	Governance	Governance and Audit Committee Action Tracking To inform the Committee of the actions resulting from points raised at previous Governance and Audit Committee meetings.	All Report Types	
Education, Youth & Culture Overview & Scrutiny Committee	24/03/22	Overview and Scrutiny	Forward Work Programme and Action Tracking (EY&C) To consider the Forward Work Programme of the Education Youth & Culture Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	Leader of the Council and Cabinet Member for Education
April					
May					

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