

**FLINTSHIRE COUNTY COUNCIL**

<b>Date of Meeting</b>	Tuesday, 26 July 2022
<b>Report Subject</b>	Notice of Motion on Office Working
<b>Report Author</b>	Chief Executive, Chief Officers for Education, Housing and Community, Governance, Planning, Environment & Economy, Streetscene & Transportation, Social Services and Corporate Managers for Capital Programme & Assets, Finance, People & Organisational Development

**EXECUTIVE SUMMARY**

The following notice of motion has been received:

“We call upon Flintshire County Council to return all employees who have been working from home during the Pandemic back to the workplace for a minimum of 4 days of the working week, including all meetings and committees of the Council , lets lead by example.

Communication has been very difficult for both members of the Council and also members of the public, we must regain better communication. There are no covid restrictions in place.“

The Council established a policy of agile working in 2018, supported by IT systems that enabled remote working for “desk based” roles. When the COVID pandemic began in 2020 it was illegal for anyone who was not designated a key worker to leave their house or travel. The majority of employees (Streetscene, Social Services, and Education) deliver essential services and the nature of their roles is such that they cannot work remotely so they continued to work from council premises albeit with additional safeguards in place. About 15% of the Council’s workforce were asked to work from home, and the Council’s IT system enabled them to access their systems and telephones as though they were in the office. During that period performance varied across the Council depending on vacancies, sickness absence and the need to deliver childcare whilst schools were closed.

There are a number of benefits that derive from largely hybrid working arrangements, which enable the Council to compete in an increasingly difficult jobs market. Hybrid working also generates monetary, carbon and time savings for the

Council. Employees value hybrid working arrangements and, in a highly competitive jobs market, the Council needs to be able to retain/attract quality staff.

The Council's ability to recruit and retain staff could be harmed by overly rigid working practices. The Council cannot deliver much needed public services without staff.

The notice refers to difficulties in being able to contact staff. It is not specific about whether this is all employees or just employees in specific services. Vacancy rates within the Council will affect telephone cover/ease of access and the capacity for employees to return calls. Existing mechanisms remain in place for councillors to escalate any problems they encounter.

The Council's interim policy on the format for member meetings was agreed by the Constitution and Democratic Services Committee in November 2021. The interim policy was agreed to be largely remote meetings pending a survey of the new councillors in the Autumn 2022. We have now trialled hybrid scrutiny meetings in the council chamber.

## RECOMMENDATIONS

1	That Council notes the benefits that have been delivered by hybrid working and the savings this has generated for the Council.
2	That Council recognises that hybrid working can assist it to address the challenges of retaining and recruiting staff in a highly competitive employment market.
3	That Council agrees that employees should work from the location that best suits the task that they are performing and that hybrid working should continue within the bounds of a policy that ensures adequate cover is maintained for services.
4	That councillors escalate any issues contacting officers to team leaders (and then to relevant service manager or chief officer), and note the existing routes for escalating issues.

## REPORT DETAILS

<b>1.00</b>	<b>THE NOTICE OF MOTION</b>
1.01	<p>The following Notice of Motion has been received from Councillors Bernie Attridge, Helen Brown, Richard Jones, Dale Selvester and Debbie Owen:</p> <p>“We call upon Flintshire County Council to return all employees who have been working from home during the Pandemic back to the workplace for a</p>

	<p>minimum of 4 days of the working week, including all meetings and committees of the Council , lets lead by example.</p> <p>Communication has been very difficult for both members of the Council and also members of the public, we must regain better communication. There are no covid restrictions in place. “</p>
	<b>BACKGROUND</b>
1.02	<p>The Council has had a longstanding policy on agile working with many “desk based” employees able to transfer their council telephone numbers to other phones and access their IT systems remotely. This enabled the Council to consolidate its office holdings and make significant savings on the cost of premises.</p>
1.03	<p>In March 2020 the first lockdown began and it was illegal for anyone to leave their home or travel unless they were a) a designated key worker and b) they were unable to perform their duties from home. The majority of council employees deliver essential services that cannot be delivered remotely. Services such as Streetscene, Education and Social Services continued to work from Council premises or the homes of service users. A number of essential support staff also continued to work from council premises (such as the IT team who manage the data centre).</p>
1.04	<p>To comply with the legal requirements around 15% of our work force were required to work largely remotely, subject to the nature of the role being performed. Some employees work remotely most of the time but come into Council premises to undertake specific tasks.</p> <p>A small number of public facing services were closed because the public were unable to physically leave home to access those services (eg visitor attractions at Greenfield Valley, the Records office). Where possible those employees were redeployed to other duties in order to maintain or bolster service continuity (e.g. Flintshire Connects staff were transferred to the Contact Centre to help answer the increased number of phone calls, others supported the creation of the North Wales Test, Trace Protect service).</p>
1.05	<p>During the early periods of lockdown employees working remotely had to adjust to the impact of living under lockdown and homeworking, but also to the need to provide childcare and home schooling because they could not send their children to school nor rely on previous social support networks.</p> <p>In addition, employees needed to adapt to rafts of emergency legislation and guidance, whilst trying to redesign service delivery models to meet the changing lockdown restrictions. Additionally new or additional responsibilities were placed on services such as:</p>

	<ol style="list-style-type: none"> <li>1. Revenues Service processed 3,300 Reliefs and Grants awards in 6 weeks during March and April 2020.</li> <li>2. IT Colleagues supported NW TTP service with the development of solutions, delivering training, telephony, systems access and provision of equipment and the development of a feeder system for payment in lieu of free school meals, mapping to integrate systems to support those most vulnerable in our society (those shielding).</li> <li>3. Responding to the changing legislative framework (i.e. Coronavirus Retention Scheme 'Furlough' resulting in successful claims to the value of £1,172,935 for NEWydd and £925,032 for the Theatr).</li> </ol>
1.06	<p>Performance during the pandemic varied with some services more affected due to levels of illness, vacancies and childcare. Performance in the corporate contact centre, for example, remained steady or improved (see table below) due to redeployed Flintshire Connects staff who, after training, were able to assist with the increased demand e.g. dealing with enquiries relating to the new Welsh Government shielding scheme.</p> <p>During the initial lockdown in March 2020, the entire Contact Centre team worked from home until June. In July 50% of the team returned to the office (Ty Dewi Sant) to administer card payments which could not be processed remotely. This ratio was assessed taking in to consideration rules around social distancing. With the exception of occasions where the Welsh Government enforced firebreaks, the Contact Centre continued to operate with 50% working from home and 50% office based.</p> <p>Those working from the office were prioritised for new staff, supported by experienced staff. There was also a small number of staff working from the office due to welfare issues. At the present time, 40% of the Contact Centre team continue to work from home which assists with rotas e.g. staff may be asked to start early or work late in response to unexpected sickness (travel time is no longer an issue for staff when making last minute changes to the rota).</p> <p>Performance has varied over the period but due to vacancies within the service and other emergencies e.g. storms during 2021-22, rather than their work location. It is also worth noting that during the pandemic the Contact Centre took on calls to support Planning and Switchboard in its entirety from April 2020 without additional resources.</p> <p>In the table below the months during 2019/20 shown in grey filled boxes were when staff were working full time from council premises. Months marked with an asterisk were when the team was experiencing vacancies. March 2022 (marked with a double asterisk) shows the worst performance due to absence combined with illness, maternity leave, a new process for registering customers for green waste payments and the highest number of calls since the combined contact centre opened.</p>

The Contact Centre had vacancies in October and November 2020 then from May 2021 through to the present time. The team has carried at least one vacancy since May 2021 due to issues recruiting suitable staff including the requirement for Welsh speakers. When new staff are recruited, a period of training follows before they are confident to answer calls about Council services, all new recruits were external applicants.

**Corporate Contact Centre Performance**

	Calls Offered			Calls Answered (%)		
	2019-20	2020-21	2021-22	2019-20	2020-21	2021-22
<b>Apr</b>	23,453	12,843	18,726	75%	98%	89%
<b>May</b>	22,906	15,542	15,536*	79%	98%	93%
<b>Jun</b>	19,835	20,741	19,460*	81%	97%	86%
<b>Jul</b>	22,517	21,903	17,661*	87%	94%	88%
<b>Aug</b>	19,408	19,606	17,802*	85%	91%	84%
<b>Sep</b>	19,254	20,675	18,615*	90%	91%	86%
<b>Oct</b>	19,214	19,447*	15,731*	93%	94%	84%
<b>Nov</b>	16,205	17,943*	16,809*	93%	96%	83%
<b>Dec</b>	12,260	15,418	12,258*	95%	96%	85%
<b>Jan</b>	19,822	22,169	17,756*	91%	92%	82%
<b>Feb</b>	19,499	23,964	21,736*	88%	86%	73%
<b>Mar</b>	22,434	25,878	26,399**	82%	88%	64%

1.07 Similar levels of performance are shown by services which operate call centre technology for managing their telephone calls, e.g. benefits.

**Benefits Service Telephone Performance**

	Calls Offered			Calls Answered within 30 seconds (%)		
	2019-20	2020-21	2021-22	2019-20	2020-21	2021-22
	14,380	20,219	19,945	70.61%	88.20%	92.20%
Average delay				2:52	1:23	1:07

Unfortunately, it is not possible to meaningfully monitor performance on calls to direct dial numbers. The data shows calls which have been answered but this includes calls which have gone to voicemail. Anecdotally, we are aware that members and members of the public have experienced issues contacting some officers (see later).

1.08 Performance of key duties were clearly impacted by the lockdown and changes to working models in order to ensure employee safety (e.g. the adoption of secure “bubbles” to prevent employees mingling and thus transmitting the virus). Since those restrictions have eased performance has been restored in services that are still largely working remotely. For example:

1. For 2021/2022 the Revenues Service collected 97.6% of council tax which is the 2<sup>nd</sup> highest collection rate in Wales.

1.09	<p>Some services have also found that the shift to more digital working has improved the quality of services delivered with greater reach to service users who would not previously have engaged. For example,</p> <ul style="list-style-type: none"> <li>• Adult Safeguarding Strategy meetings convened using virtual facilities were well attended and it was noted that participation improved.</li> <li>• In Children’s Services we had already started virtual Multi Agency Risk Assessment Conference (MARAC) meetings and these have continued, anecdotally children and families reported that they felt more equal in Child Protection Case Conferences and that they could express themselves better. This was particularly true of young people who are comfortable with this virtual communication technology.</li> <li>• Workforce Development Training Team have seen a remarkable increase in the number of courses they can deliver, the number of subject areas and the number of attendees as a result of going on-line: <ul style="list-style-type: none"> <li>○ Pre-pandemic in 2019/20 the team facilitated over 160 training session on 58 subject areas – fairly typical numbers for previous years limited by space, room availability and travel time / need to maintain cover</li> <li>○ In 2020/21 the team facilitated over 240 training sessions (50% increase on 2019/20) on 77 subject areas (inc. of 33% on 2019/20) with in excess of 2,500 candidates attending these sessions</li> <li>○ In 2021/22 they facilitated 321 training sessions (34% increase on 2020/21) on 111 subject areas (inc. of 44% on 2020/21) to over 3,000</li> </ul> </li> <li>• The examination of the Local Development Plan which began in 2021 was held over Zoom which increased participation at all of the sessions.</li> </ul> <p>All of this has been achieved on the same budget.</p>
	<p><b>Benefits of Modern Ways of Working</b></p>
1.10	<p>There are a number of reasons why your officers believe that retention of modern ways of working, tailored to the needs and functions of each service, is important to the continued delivery of council services. The reasons are considered below under the following themes:</p> <ul style="list-style-type: none"> <li>• carbon emissions from travel</li> <li>• productivity</li> <li>• financial savings</li> <li>• safety, sickness and well being</li> <li>• buildings</li> <li>• workforce and competitiveness in the employment market</li> </ul>
	<p><b>Carbon Emissions from travel</b></p>
1.11	<p>Since the pandemic we have seen a significant reduction in the number miles claimed by way of expenses by employees on business travel.</p>

		<b>2019 - 2020</b>	<b>2020 - 2021</b>	<b>2021 - 2022</b>
	Miles paid	2,528,085	1,170,583	1,574,561
	% of pre pandemic mileage	100%	46.30%	62.28%
	Reduction in mileage	0%	53.70%	37.22%
1.12	There has been a consequential reduction in carbon emissions associated with this reduction in mileage as follows			
		<b>2019 - 2020</b>	<b>2020 - 2021</b>	<b>2021 - 2022</b>
	Actual CO2 emissions (tCO2e)	722	328	435
	% of pre pandemic emissions	100%	45.43%	60.25%
1.13	The reduction in travel reflects the mileage for which employees are able to claim expenses only. This covers the mileage from their place of work to a meeting, site visit etc. It does not include their home to work mileage. If they were required to travel to council premises before then going on to make a visit this number of miles would increase. Whilst the Council would not have to pay for those miles they would represent avoidable travel miles and thus avoidable CO2 emissions.			
1.14	There will also be employees who do not claim for any mileage because their work related mileage is only from home to their normal place of work. Likewise, should they be required to travel to council premises rather than working from home then their carbon emissions would increase. Using modelling required by Welsh Government it is possible to estimate the impact of requiring all employees to travel to council premises.			
				Carbon Emissions (tCO2e)
	Calculated CO2 emissions from employee commuting 2019-20 (pre-Covid) assuming 5 day working week at an office base			2,409
	Calculated CO2 emissions from employee commuting 2020-21 (during Covid) assuming average 1 day working week at an office base			559
	Calculated CO2 emissions from employee commuting 2021-22 (during/post-Covid) assuming average 2 day working week at an office base			1117

1.15	Reduction in CO2 emissions due to reduced office working 2021-22 (compared with 19/20):			
		Carbon emission reduction (tCO2e)		
	Impact of reduced office working on business travel	287 / 40%		
	Impact of reduced office working on employee commuting	1292 / 53%		
<b>Productivity and creativity</b>				
1.16	<p>The time spent in travelling is not recorded within the expenses claims. Given the significant reduction in miles travelled, however, it is clearly evident that significant time has been saved by employees by not travelling. Likewise, those employees who are based solely at their normal place of work will have made significant time savings by not needing to travel to their place of work and back. That saved time has been ploughed back in to their work for the Council and has helped them to:</p> <ul style="list-style-type: none"> <li>• manage the increased demands on their time generated during the pandemic</li> <li>• adapt to the challenges of needing to provide home schooling/care</li> <li>• improve their work life balance.</li> </ul>			
1.17	<p>Employees who feel trusted to manage their environment, workload and time, tend to feel empowered with increased job satisfaction and reduced absenteeism. Many people find it hard to concentrate in a traditional office environment. Background noise can distract, knocking productivity. For some, video calling from home is an easier way of 'tuning in' to the office. For others, visiting the office on certain days for targeted meetings is the answer. Creative and/or group tasks may be better tackled in the office, with writing or high-concentration tasks done at home where (and when) it's quiet.</p>			
<b>Financial Savings</b>				
1.18	The reduction in mileage claimed by employees saved the Council			
		<b>2019 - 2020</b>	<b>2020 - 2021</b>	<b>2021 - 2022</b>
	Cost of mileage	£937,000	£384,000	£492,000
	Savings compared to pre-pandemic expenses	0	£553,000	£445,000
<b>Safety, sickness and well being</b>				
1.19	The pandemic is not yet over. Infection rates are rising again. Whilst there are fewer fatalities the virus is making people so unwell they are unable to			

	<p>work and they are self-isolating whilst they remain covid positive. In addition, a growing number of employees are suffering long covid. As well as the impact on employees during the illness, there is an inevitable impact on services from sickness absence:</p> <ol style="list-style-type: none"> <li>1) where posts are back filled with temporary staff there is a cost; and</li> <li>2) there is greater pressure placed on remaining team members to maintain services where posts are not back filled.</li> </ol> <p>During the height of the pandemic overall sickness absence levels fell notwithstanding absences due to coronavirus. There are also anecdotal reports of improved attendance amongst people with chronic long term conditions (such as Crohn's disease, Multiple Sclerosis etc) who have found it easier to manage their conditions whilst working from home. These will also have contributed to the improvement in statistics.</p>								
	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 30%;"></th> <th style="width: 15%; text-align: center;">2019/20</th> <th style="width: 15%; text-align: center;">2020/21</th> <th style="width: 15%; text-align: center;">2021/22</th> </tr> </thead> <tbody> <tr> <td>Average days absence/FTE (INCLUDING covid)</td> <td style="text-align: center;">11.05</td> <td style="text-align: center;">8.08</td> <td style="text-align: center;">11.87</td> </tr> </tbody> </table>		2019/20	2020/21	2021/22	Average days absence/FTE (INCLUDING covid)	11.05	8.08	11.87
	2019/20	2020/21	2021/22						
Average days absence/FTE (INCLUDING covid)	11.05	8.08	11.87						
1.20	<p>Lastly, of course there is the greater accessibility to work for people with physical disabilities. Without the need to travel or navigate unsuitable buildings they are more able to participate in work. Remote working could therefore remove barriers to them seeking employment with the Council.</p>								
<b>Buildings</b>									
1.21	<p>As a result of agile working, the Council was able to reduce its number of assets and available office space. This resulted in the consolidation of offices and the demolition of Phases 3 and 4 at County Hall. The demolition of Phases 3 and 4 saved £450,000 pa in utilities, national non-domestic rates etc.</p> <p>Office accommodation requirements have been planned on the assumption of a maximum of 70% occupancy rate. That is to say it is assumed that only 70% of the total number of employees will be working in a building at any one time. Attendance strictly in accordance with the notice of motion would equate to 80% occupancy, requiring the provision of 300 more office spaces or 4,400m<sup>2</sup>.</p> <p>The capital cost of those spaces (modelled using Building Cost Information Service (BCIS) 18<sup>th</sup> June 2022, local admin buildings) would be:</p> <p>4400 x £3,490 pm<sup>2</sup> = £15.3m + 20% contingencies, Fees, External works, Drainage, demolition and fixed furniture and equipment = £18.4m</p>								

<b>Workforce and competitiveness in the employment market</b>				
1.22	The impact of the pandemic on peoples' expectations and aspirations has been substantial. A number of employees have retired from the workplace earlier than planned or changed roles in order to achieve greater work life balance. Members will be aware from news reports, that this trend is reflected nationally in the number of vacancies available within the employment market.			
1.23	<p>In an Office for National Statistics report (dated 14/06/2022), the number of job vacancies in March to May 2022 rose to a new record of 1,300,000; an increase of 20,000 from the previous quarter, and an increase of 503,900 from the pre-coronavirus (COVID-19) pandemic level in January to March 2020. The ratio of vacancies to every 100 employee jobs maintained a record high of 4.3 in March to May 2022, with 7 of the 18 industry sectors displaying record high ratios.</p> <p>The total number of workforce jobs in the UK in March 2022 rose to an estimated 35.6 million, which, despite being 57,000 below pre-coronavirus December 2019 levels, displayed a record quarterly increase of nearly 412,000.</p>			
1.24	<p>These statistics represent an extremely competitive jobs market where employees are able to "pick and choose". All managers have reported:</p> <ul style="list-style-type: none"> <li>• difficulty in filling vacancies</li> <li>• needing to advertise multiple times</li> <li>• potential candidates not attending for interview; and</li> <li>• candidates who have been successful at interview, turning down roles for positions elsewhere.</li> </ul>			
1.25	At the same time the Council is experiencing higher turnover rates than ever before:			
		<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>
	Turnover (as a percentage of total workforce)	10.29%	10.05	10.53%
1.26	Enforced homeworking during the periods of lockdown changed peoples' and employers' perceptions of what is possible and desirable. For many there will be no mass return to the office. 91% of employers surveyed earlier this year were planning to retain hybrid working in some form.			
1.27	Council employees share those views. Employees were surveyed in August 2020 and March 2021. Those surveys revealed that :			

		<b>August 2020</b>	<b>March 2021</b>
	Number of respondents working from home:	660	621
	How satisfied are you working from home:		
	• Very satisfied	287	300
	• Somewhat satisfied	204	178
	• Neither satisfied nor dissatisfied	64	57
	• Somewhat dissatisfied	46	38
	Ongoing feelings of optimism or pessimism about t continuing to work from home		
	• Optimistic	326	336
	• Pessimistic	78	70
	• About the same	195	166
	Do you have a dedicated workspace at home	460	477
	Has there been an effect on your well-being:		
	• Positive	246	254
	• No real effect	237	204
	How do you feel about returning to the workplace:	Not asked	339
	• I've really adapted and hope it can continue in some form after the pandemic		
	• I can't wait to get back	Not asked	50
1.28	<p>Flexible working can help attract and retain employees, boosting job satisfaction, well-being and staff morale. With no fixed seating and flexible days, many employees now report that they interact with a wider variety of colleagues, offering more scope for inter-departmental collaboration too. The Council must also be mindful of Welsh Government's aspirational target for 30% of the Welsh workforce to work remotely.</p>		
1.29	<p>The risk presented to the Council as an employer by prescribing high levels or overly rigid presence at council premises as a condition of employment are threefold:</p> <ol style="list-style-type: none"> <li>1) The Council might become less attractive as an employer and the current vacancies would prove more difficult to fill; and</li> <li>2) In light of employee opinions, the Council risks losing a number of staff at a time when it is already finding it difficult to secure the best candidates;</li> <li>3) Employees working in understaffed teams will be put under greater pressure and stress, further increasing the risk that they will leave.</li> </ol> <p>The Council cannot deliver services without its employees. If the Council cannot fill vacancies then its ability to deliver services, especially where minimum team sizes are required for safety reasons, will be harmed.</p>		

<b>Contacting the Council</b>	
1.30	The notice of motion records difficulties in contacting employees. Councillors have also anecdotally reported receiving similar feedback during the election campaign from residents. By their nature, such reports are typically not specific. It is not therefore clear whether problems exist equally across all services, whether they are confined to some services or whether they are specific to certain teams/employees. The range of possible solutions which follow are therefore, of necessity, broad brush.
1.31	Employees working remotely are able to transfer their office phone numbers to their home telephone or mobile phone. This means that, subject to signal coverage, they should always be able to receive their calls irrespective of where they are working. If an employee is working from home it is the expectation that they are contactable, though they will from time to time have periods when they might need to concentrate on a particular task (such as report writing).
1.32	The Council has always been flexible about the hours which people work, whilst insisting that there must be adequate cover during traditional office hours of 9.00 am until 5 pm for public facing services. Due to the specialised nature of some roles within the Council it is inevitable that, at times, the specific individual who needs to be reached will not be available. This is especially the case where the Council might only employ one person to fulfil a given role or when one person is dealing with a specific (often complex) case. When that person is unavailable due to meetings, leave, sickness etc there will be no one to take a call or respond to an email.
1.33	Inevitably the staff vacancies described above will have an impact on the capacity of employees to respond to calls. This is clearly visible in the performance statistics for the corporate contact centre (see explanation of the impact of vacancies on performance at paragraph 1.06 above). Other teams are small even when at full complement and may thus experience delays in answering calls. For example, the IT Helpdesk team has 3 members and must cover from 08.30 until 17.00 hours (i.e. longer than a normal working day). So there are times when only 1 or 2 members of the team will be taking calls. If any of the team members are off due to leave or sickness that will reduce to cover still further.
1.34	Existing mechanisms are in place to enable councillors to escalate issues including an inability to contact employees. The electronic Who's Who is available to councillors to help them identify the correct person to contact and to whom an issue should be escalated (to team leaders in the first instance). This feature came on line in the second week of May and so would not have been available during the election campaign. Any councillor experiencing difficulties contacting employees should contact the relevant service manager or chief officer to escalate the concern.

1.35	The Customer Contact Service Manager and the Executive Officer are both available to assist councillors experiencing difficulties in contacting officers generally. There is also a specific email address for group leaders to escalate issues within the Planning, Environment and the Economy portfolio on behalf of their group members.
<b>Member Meetings</b>	
1.36	Under the Local Government and elections (Wales) Act 2021 all meetings purely face to face meetings cannot be held. All “committee” meetings (including Council and Cabinet) must be capable of being held in hybrid format.
1.37	The Council is only equipped to undertake hybrid meetings in the council chamber, and none of the other committee rooms yet have the technology. At the request of group leaders we have held some test hybrid scrutiny meetings. Attendance in the chamber itself was low, possibly reflecting current anxieties around rising infection rates. However, the technology and format worked well.
1.38	In November 2021 the Constitution and Democratic Service Committee agreed that meetings would remain largely remote until autumn 2022, when the new councillors could be surveyed on their preference as to format.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	The resource implications of requiring employees to work from council offices are set out in the body of the report. The lost savings that would be caused by such a return have not been costed within the MTFS. They would therefore represent an in year pressure for 2022/23 and would add to the existing predicted budget gap of £16.503 m in the budget for 2023/24.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	This report has been shared with Group Leaders.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	These are addressed within the body of the report.

<b>5.00</b>	<b>APPENDICES</b>
5.01	None

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	None.  <b>Contact Officer:</b> Gareth Owens, Chief Officer (Governance) <b>Telephone:</b> 01352 702344 <b>E-mail:</b> <a href="mailto:gareth.legal@flintshire.gov.uk">gareth.legal@flintshire.gov.uk</a>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	None.