

Public Document Pack



Contact Officer:
Sharon Thomas 01352 702324
sharon.b.thomas@flintshire.gov.uk

To: Cllr Clive Carver (Chairman)

Councillors: Haydn Bateman, Bob Connah, Paul Cunningham, Patrick Heesom, Andrew Holgate, Dave Hughes, Paul Johnson, Richard Jones, Mike Lowe, Hilary McGuill, Michelle Perfect, Vicky Perfect, Andy Williams and Arnold Woolley

5 April 2019

Dear Councillor

You are invited to attend a meeting of the Corporate Resources Overview & Scrutiny Committee which will be held at 10.00 am on Thursday, 11th April, 2019 in the Delyn Committee Room, County Hall, Mold CH7 6NA to consider the following items

A G E N D A

1 APOLOGIES

Purpose: To receive any apologies.

2 DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)

Purpose: To receive any Declarations and advise Members accordingly.

3 MINUTES (Pages 3 - 14)

Purpose: To confirm as a correct record the minutes of the meeting on 14 February 2019.

4 ACTION TRACKING (Pages 15 - 18)

Report of Democratic Services Manager -

Purpose: To inform the Committee of progress against actions from previous meetings.

5 **FORWARD WORK PROGRAMME** (Pages 19 - 26)

Report of Democratic Services Manager -

Purpose: To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee.

6 **MEDIUM TERM FINANCIAL STRATEGY (MTFS) FORECAST UPDATE**
(Pages 27 - 30)

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

Purpose: To update the MTFS forecast 2020/21 - 2022/23.

7 **REVENUE BUDGET MONITORING 2018/19 (MONTH 11)** (Pages 31 - 52)

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

Purpose: This regular monthly report provides the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 11 and projects forward to year-end.

8 **FEEDBACK FROM THE MEMBER COMPLAINTS AND CASE HANDLING WORKSHOP** (Pages 53 - 90)

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

Purpose: That the Committee considers and supports the actions identified at the All Member workshop.

Yours sincerely



Robert Robins
Democratic Services Manager

CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE **14 FEBRUARY 2019**

Minutes of the meeting of the Corporate Resources Overview & Scrutiny Committee of Flintshire County Council held in the Delyn Committee Room, County Hall, Mold on Thursday, 14 February 2019

PRESENT: Councillor Clive Carver (Chairman)

Councillors: Haydn Bateman, Bob Connah, Paul Cunningham, Patrick Heesom, Dave Hughes, Paul Johnson, Mike Lowe, Michelle Perfect, Andy Williams and Arnold Woolley

SUBSTITUTES: Councillors: Janet Axworthy (for Andrew Holgate) and David Wisinger (for Vicky Perfect)

APOLOGY: Councillor Hilary McGuill

ALSO PRESENT: Councillors Bernie Attridge and Christine Jones attended as observers

CONTRIBUTORS: Councillor Aaron Shotton, Leader and Cabinet Member for Finance; Councillor Billy Mullin, Cabinet Member for Corporate Management; Chief Executive; Chief Officer (Governance); and Corporate Finance Manager

Chief Officer (Housing and Assets) and Finance Manager, Technical Accountancy - for minute numbers 90 and 91

Corporate Business & Communications Executive Officer - for minute numbers 92 and 93

Strategic Policy Advisor - for minute number 93

Senior Manager, Human Resources and Organisational Development - for minute number 94

IN ATTENDANCE: Democratic Services Manager and Democratic Services Officer

85. DECLARATIONS OF INTEREST

None.

86. MINUTES

The minutes of the meeting held on 17 January 2019 were submitted.

On minute number 83, Councillor Heesom asked that the final paragraph show that his question was on the size and capacity of un-earmarked reserves and whether they were needed.

RESOLVED:

That subject to the amendment, the minutes be approved as a correct record and signed by the Chairman.

87. ACTION TRACKING

The Democratic Services Manager presented the progress report on actions arising from previous meetings.

RESOLVED:

That the report be noted.

88. FORWARD WORK PROGRAMME

The Democratic Services Manager presented the current Forward Work Programme for consideration. The following changes were agreed:

- The revised Asset Management Plan to be re-scheduled for Quarter 3.
- The Dashboard of Measures to be considered in April (after the workshop on 27 March).

RESOLVED:

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

89. COUNCIL FUND BUDGET 2019/20

The Chief Executive and Corporate Finance Manager provided an update on work undertaken in response to information requested at County Council on 29 January following deferral of the budget-setting for 2019/20. A report to Cabinet on 19 February would seek a solution on the budget to be re-recommended to County Council later that day, and prior to the formal resolution to set the Council Tax on 28 February which would follow.

All Members had been invited to attend a briefing immediately after the meeting to enable officers to report back their findings and present a briefing note on the main issues raised:

- Alternative ways of using capital receipts to reduce the Minimum Revenue Provision (MRP) account;
- The rationale for safeguarding the level of contingency reserves at £5.8m (year-end projection);
- Review of earmarked reserves not expected to be used in 2019/20;
- The technical aspects of saving money by rescheduling loans; and
- The use of surplus cashflow for the budget.

Following the briefing, all information would be emailed to all Members to assist with the discussion on 19 February. Councillor Richard Jones had been briefed separately on issues that he had raised, as he was not able to attend.

The Chief Executive highlighted the importance of differentiating technical advice, which should be followed, and professional opinion on risk which should be taken into account, both of which would be provided to enable Members to reach a decision on the budget. He said that timescale was crucial not only to meet statutory requirements to set a balanced budget but to allow for process such as issuing Council Tax demands and implementing changes in payment instalment periods.

In welcoming the information given by the S151 Officer, Councillor Heesom expressed his concerns that the leadership of the Council had brought forward a deficit budget, notwithstanding legislative guidance, and that the recommendation to resolve the budget by increasing Council Tax would not be accommodated by the majority of Members. He referred to a list of 'options' shared by officers at County Council and said that in the absence of options to trim the budget, the leadership must look again at expenditure to identify a balanced legal budget.

Councillor Aaron Shotton clarified that the budget had not yet been set and that it was the responsibility of the body of elected Members to do so. He said that the setting of 'a deficit budget' was not a statement of fact as it would not meet the Council's statutory duty. The recommendations were those of officers and statutory officers and his proposal at County Council in January was to recognise the need for an increase in Council Tax if no further assistance was given by Welsh Government (WG). At that meeting, Members had agreed to defer the item pending a cross-party delegation which had met with WG representatives to seek an improved Local Government Settlement for 2019/20. The outcome from that visit was no intent by WG for any improvement and highlighted concerns about the position for 2020/21. The briefing to be held later in the day would assist Members in considering the only remaining options - and risks involved - based on technical advice from officers. Councillor Shotton went on to refer to Council Tax increases proposed by other councils in Wales in response to the financial climate.

The Chief Executive said that the information to be shared at the briefing was the result of extensive technical work incorporating the professional opinions of officers, Wales Audit Office and Treasury Management advisers. In response to Councillor Heesom's comments, the list provided previously did not contain recommended options but showed the discretionary services which Members may wish to re-review and re-consider (following previous scrutiny and risk assessments) for future years. The Council could not legally set a deficit budget or reasonably defer setting a balanced budget beyond February, as reflected in the recommendations by the Constitution & Democratic Services Committee on the budget process, formally adopted at the last Annual General Meeting. Those recommendations recognised (i) the need for an appropriate cut-off date (which had passed) after which it was not practical for officers to respond to Members' requests for information, (ii) the need to await professional officers' advice and (iii) that information should be risk assessed.

As Section 151 Officer, the Corporate Finance Manager explained that a deficit budget arose where a Council had agreed expenditure in excess of the budget, which was not legal practice. This was not the case here as the Council had not yet approved the budget and the report for 19 February would set out ways in which the budget could be legally balanced.

Whilst Councillor Heesom agreed that the budget had not yet been set, he said that cuts to expenditure remained a live issue as the proposed Council Tax increase was unacceptable. He said that he had no issue with officer recommendations and that there was a question of accountability on the budget gap position.

Councillor Shotton reiterated the responsibility of full Council in setting the budget following a recommendation by Cabinet, based on detailed consideration by all six Overview & Scrutiny Committees which had widely accepted that there were no further efficiencies of scale to balance the budget without detrimental impact on services. He said that the points raised at County Council in January would be addressed in the briefing and that it was important that Members have that opportunity for discussion with professional officers. He said that comments on 'trimming' the budget could not really be given without identifying specific proposals of sufficient scale.

In response to the points made, the Chief Executive said that the increase in Council Tax was not a recommendation but a necessity at this point - to meet the budget requirement - and that officers needed to advise on how to bridge the remaining budget gap. Members had been made aware at the Provisional Local Government Settlement stage that in the absence of further assistance from WG, the budget gap indicated that Council Tax could be sized at up to 15.2%, a figure which had been reduced following an improved Final Settlement. On timescales, the Chief Executive spoke about the risks and work involved in assessing the legalities and implications of any large scale new options or proposals at this late stage. The process and deadlines for reviewing all budget options had been made clear stage by stage.

RESOLVED:

That the report be noted.

90. DEVELOPMENT OF CAPITAL PROGRAMME 2019/20-21/22

The Chief Officer (Housing and Assets) introduced a report on the development of the Council funded Capital Programme 2019/20 - 2021/22 including current details of specific grants and borrowing for the 21st Century Schools Programme and loans to North East Wales (NEW) Homes. The report set out the different allocations for the three sections of Statutory/Regulatory, Retained Assets and Investment.

Since the overall funding shortfall of £8.216m reported in February 2018, there had been significant positive movement with the generation of capital receipts

and additional capital funding from Welsh Government (WG) through an additional General Capital Grant. This reduced the total estimated shortfall in funding at period 9 2018/19 to £1.428m over the three year period to 2020/21. Whilst good progress had been made on capital receipts over the past year, this was becoming more challenging over time. Around £2.3m of capital receipts were estimated over the period, subject to risks on complexity and market forces. In accordance with the Council's prudent policy on capital receipts, no allowance was made in the funding position until they were fully achieved.

On proposed allocations for the three years, explanation was given on the rationale for the new schemes to support digital delivery of the school curriculum and the laptop/PC replacement scheme. An update on specific grants reported on costs associated with the 21st Century School Band B programme where increased contributions from WG impacted positively on the Council's contributions. During an overview of potential future schemes, reference was made to work in the Saltney area as part of the Mutual Investment Model (MIM) where WG intervention rates had increased from 75% to 81%.

Councillor Shotton highlighted a number of commitments within the Capital Programme such as the significant capital investment in schools including support for digital connectivity, together with the upgrading of play areas and synthetic sports pitches. He welcomed the increased contributions by WG in a number of areas and the continued commitment to support the social care sector.

The additional allocations from WG were also welcomed by the Chief Executive, although the strain on Council budgets remained. He referred to the need to extend provision at Marleyfield Residential Home and to invest in playschemes to meet demand.

Councillor Johnson suggested that the name of Theatr Clwyd be changed to reflect the Council's investment and promote Flintshire. Whilst the Chief Executive agreed to raise this with the Board, he spoke about the success of the Theatre which was highly respected nationwide and one that had a positive brand image.

Councillor Williams disagreed with the suggestion as the Theatre was well established and had been held in high regard for some time.

When asked by Councillor Cunningham about the proposed new schemes in the Capital Programme, the Chief Officer (Governance) explained the Council's responsibility to provide the IT infrastructure for digital connectivity in schools and the need for laptop provision within the Council to be upgraded to address security and operational issues.

Councillor Heesom welcomed the report and said that workshop was required to enable all Members to contribute to the process. The Chief Executive said that there were no changes in the Investment projects proposed, and that a Member workshop could be arranged to consider the longer term creative financing borrowing solutions to assess the affordability of future projects. Councillor Heesom formally the proposed workshop and asked that this be prioritised.

Following a question on prudential borrowing in the Capital Programme, the Finance Manager drew attention to Table 7 in the report.

In welcoming the opportunity for this discussion, Councillor Shotton referred to the Ministerial delegation visit where there had been some recognition of the need for an honest debate about the financial needs of Councils in competing demands for WG provision.

Councillor Johnson asked that consideration be given to including the names of proposers in the minutes of meetings. The Chairman requested that this be referred to the Constitution & Democratic Services Committee.

RESOLVED:

- (a) That the Committee supports the allocations and schemes in Table 4 (paragraph 1.04.1) for the Statutory/Regulatory and Retained Assets sections of the Council Fund Capital Programme 2019/20 - 2021/22;
- (b) That the Committee supports the schemes included in Table 5 (paragraph 1.05.1) for the Investment section of the Council Fund Capital Programme 2019/20 - 2021/22;
- (c) That the Committee notes that the shortfall in funding of schemes in 2019/20 and 2020/21 in Table 6 (paragraph 1.06.1) at this point in the approval process is flexible. Options including a combination of future capital receipts, alternative grants (if available), prudential borrowing or the re-phasing of schemes will be considered during 2019/20, and included in future capital programme reports;
- (d) That the Committee supports the schemes included in Table 7 (paragraph 1.07.4) for the specifically funded section of the Council Fund Capital Programme which will be funded in part through Prudential Borrowing;
- (e) That the Committee has no specific issues for Cabinet to consider before the Capital Programme 2019/20 - 2021/22 report is considered by Council; and
- (f) That a Member workshop be arranged to discuss long-term and creative borrowing and investment solutions for the Capital Programme.

91. CAPITAL STRATEGY INCLUDING PRUDENTIAL INDICATORS 2019/20-21/22

The Finance Manager, Technical Accountancy presented the updated Capital Strategy prior to submission to Cabinet. The Strategy, which included details of the Council's Prudential Indicators for 2019/20 - 2021/22, had been separated from the Asset Management Plan in order to best meet changes made to Chartered Institution of Public Finance and Accountancy (CIPFA) Codes of Practice. The Asset Management Plan would be refreshed and shared later in the year. The Strategy was an overarching document which brought together various strategies and policies, broken down into a number of sections.

Councillor Heesom asked how the item linked to the Capital Programme Monitoring report and the mechanism by which Members could seek deferral of a capital investment. The Finance Manager highlighted the Governance section of the Strategy which set out the framework, with progress reported quarterly. The Chief Executive spoke about the flexibility built into the Capital Programme and the difficulty of deferring investments in-year once the Programme had been approved.

RESOLVED:

- (a) That the Committee recommends that Cabinet approves and recommends the Capital Strategy to County Council;
- (b) That the Committee recommends that Cabinet approves and recommends to Council:-
 - The Prudential Indicators for 2019/20 - 2021/22 as detailed within Tables 1, and 4 – 7 inclusive of 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).
- (c) That the Committee has no specific issues for Cabinet to consider before the final Capital Strategy 2019/20 - 2021/22 report is considered by Council.

92. QUARTER 3 COUNCIL PLAN 2018/19 MONITORING REPORT

The Corporate Business & Communications Executive Officer presented a summary of progress on the Council Plan for 2017-23 as at Quarter 3 of 2018/19 providing analysis on areas of under-performance relevant to the Committee. This was generally a positive report with 92% of actions assessed as making good progress, and 85% likely to achieve the desired outcome.

It was reported that 65% of performance indicators had met or exceeded targets. Of the three areas showing a red RAG status, significant progress had been made to reduce the average number of days taken to complete a Disabled Facilities Grants (DFGs) and further improvements were expected for 2019/20 once the backlog of legacy cases had been completed. The DFG review board would continue to monitor progress and Internal Audit colleagues were satisfied that progress was on track. There was some improvement in the percentage of looked after children with a timely health assessment, however outcomes were influenced by the capacity of Health partners.

Risks were being successfully managed with the majority assessed as moderate or minor/insignificant and two relating to the development of Marleyfield and effectiveness of the Early Help Hub had been sufficiently mitigated to be closed down. Six of the seven red risks were affected by the current financial climate.

Councillor Mullin thanked the Executive Officer and her team for their work and welcomed the progress achieved to date.

Councillor Heesom acknowledged positive aspects of the report but raised concerns about progress on objectives in the Ambitious Council priority, particularly on the regional and local transport strategy which had been raised at the Planning Strategy Group. He said that more information was needed on traffic infrastructure and economic growth across the County.

The Chief Executive said that whilst the Council was successful in attracting transport grants, the development of the Transport for Wales body would mean that councils had limited influence.

Councillor Johnson praised the partnership working between the Council, Welsh Government and Town/Community Councils on achieving good outcomes in the west of Flintshire.

RESOLVED:

- (a) That the Committee notes and endorses:
- The overall levels of progress and confidence in the achievement of activities within the Council Plan;
 - The overall performance against Council Plan performance indicators;
 - The current risk levels within the Council Plan.
- (b) That the Committee is assured by plans and actions to manage the delivery of the 2018/19 Council Plan.

93. WELSH LANGUAGE PROMOTION STRATEGY

The Strategic Policy Advisor presented a report with the final five-year Welsh Language Promotion Strategy for Flintshire for consideration prior to adoption by Cabinet. It was a requirement of the Welsh Language (Wales) Measure 2011 to produce a strategy to promote and facilitate use of the Welsh language.

An overview was given of the main points raised during the consultation process which had generated responses from 157 individuals. It was recognised that in order to achieve the Welsh Government (WG) target to increase the number of Welsh speakers, the Council would need to work with a range of partners to promote Welsh learning and increase opportunities for using Welsh. It was also recognised that a partnership approach between Flintshire and Wrexham to build on the work of an existing Welsh Language forum could be explored to promote the strategies of both Councils and share learning.

In welcoming the report, Councillor Heesom referred to creative industries and arts where greater use of the Welsh language could flourish. The Chief Executive suggested that examples of Welsh language initiatives in Theatr Clwyd and hubs could be reflected more clearly in the Strategy.

On funding, Councillor Bateman was advised that opportunities to access grants were being highlighted to small businesses and voluntary organisations.

Councillor Johnson paid tribute to Councillor Paul Cunningham, as the Chairman of the Council, in showing leadership on the Welsh language and asked that the Strategy make reference to the 'Cadi Ha' event in Holywell.

Councillor Cunningham thanked Councillor Tudor Jones for raising the profile of the Welsh language and he praised the opportunities available for learners. A letter from Councillor Jones was circulated to the Committee in which he thanked Members for their participation in the recent survey which had produced pleasing results.

RESOLVED:

- (a) That the Committee endorses the Welsh Language Promotion Strategy, prior to adoption by Cabinet; and
- (b) That the Committee supports a review of opportunities to work in partnership with Wrexham County Borough Council, Menter Iaith Fflint a Wrecsam and other key stakeholders to develop a sub-regional forum to monitor and progress both counties' Welsh Language Promotion Strategies.

94. WORKFORCE INFORMATION REPORT QUARTER 3 2018/19

The Senior Manager, Human Resources and Organisational Development presented the workforce information report on Quarter 2 of 2018/19.

She provided an overview of analysis on age profiling and explained that there was a downturn in attendance for the period, with the main reason attributed to Stress, Depression and Anxiety, which mirrored the national picture. A proactive approach was being taken to encourage employees to raise mental health issues and access the range of support available. The level of spend on agency workers had significantly reduced following appointments to a number of vacancies in Streetscene, as reported previously.

RESOLVED:

That the Committee notes the Workforce Information Report for quarter three 2018/19 to 31 December 2018.

95. REVENUE BUDGET MONITORING REPORT 2018/19 (MONTH 9) AND CAPITAL PROGRAMME MONITORING 2018/19 (MONTH 9)

The Corporate Finance Manager presented a report on the revenue budget monitoring position for the Council Fund and Housing Revenue Account (HRA), and the Capital Programme 2018/19 as at Month 9. Both would be considered by Cabinet on 19 February 2019.

Revenue Budget Monitoring

On the Council Fund, there was an operating surplus of £0.233m reflecting a positive movement of £0.207m from Month 8. The key variances were additional costs for Special Educational Needs transport offset by a reduction in Highways Network costs following a capital grant allocation from Welsh Government (WG). An additional windfall income was reported for Central & Corporate Finance together with a centrally held amount for non-standard inflation for energy costs which was no longer required in-year.

There was no change in overall planned efficiencies where 96% were expected to be achieved by year end.

More detail on Reserves and Balances would be shared in the briefing to take place after the meeting. The total available balance of Contingency Reserves was estimated at £5.985m taking into account the latest projections. The current position on earmarked reserves indicated that these would reduce to £7.829m.

Whilst praising the quality of the Revenue Budget monthly reports, Councillor Heesom said that the level of detail did not help Members to evaluate portfolio expenditure. He cited the cost of short-term borrowing as another area where more information was needed.

The Chief Executive highlighted the level of work required to product the detailed reports. Members were encouraged to raise specific areas of interest directly with officers at any time so that briefing notes could be provided. Members were also able to raise any portfolios issues for inclusion on the Forward Work Programmes of the relevant Overview & Scrutiny Committee.

Capital Programme

A summary of changes to the programme for the period indicated a revised budget total of £71.192m mainly due to additional grant funding. Requests for carry-forward amounts totalling £1.815m were summarised and two additional allocations were identified. The overall funding position for the three year period showed a £1.428m shortfall prior to the realisation of additional capital receipts and/or other funding sources.

Councillor Heesom referred to spend on county towns and questioned the investment made in the west of Flintshire, specifically Mostyn Docks.

Members were reminded that the county towns listed were based on the seven areas in the Wellbeing Plan and that a breakdown of area spend was shown in the appendix.

On Single Status/Equal Pay earmarked reserves, Councillor Bateman was informed that the remainder were being used for employment costs, as previously agreed by County Council, and would soon be exhausted.

RESOLVED:

That the Committee supports the recommendations made in the Cabinet report for 19 February and confirms that there are no concerns which it wishes to have raised at Cabinet this month.

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

RESOLVED:

That the press and public be excluded from the meeting as the following item was considered to be exempt by virtue of paragraph 14 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

97. ACCELERATED PAYMENT FACILITY

The Chief Officer (Governance) presented a report to seek approval of a scheme of quicker invoice payments to suppliers which could in turn potentially generate income for the Council.

In setting out the principles and benefits of the Accelerated Payment Facility (APF), the Chief Officer responded to a number of questions from the Chairman and explained that this was a voluntary scheme.

The Chief Executive thanked the Chief Officer for his work on raising this creative solution. He said that introduction of the scheme had been subject to detailed consideration and that initial concerns had been addressed.

RESOLVED:

That the Committee recommends to Cabinet:

- (a) Approval to introduce a supplier Accelerated Payment Facility for the Council as detailed in the report;
- (b) That authority be delegated to the Chief Officer (Governance) to undertake a procurement exercise and let a contract with a Service Provider in accordance with principles of the report; and
- (c) That authority be delegated to the Chief Officer (Governance) and the Corporate Finance Manager, in consultation with the Cabinet Member for Corporate Management and Assets, to implement the changes required to the Council's policies and practices as required.

98. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE

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

(The meeting started at 10am and ended at 12.35pm)

.....
Chairman



CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday, 11 April 2019
Report Subject	Action Tracking
Cabinet Member	Not Applicable
Report Author	Democratic Services Manager
Type of Report	Operational

EXECUTIVE SUMMARY

The report shows the action points from previous meetings of the Corporate Resources Overview & Scrutiny Committee and the progress made in completing them. The majority of the requested actions have been completed. Any outstanding will be reported back to the next monthly meeting.

RECOMMENDATIONS

1	That the committee notes the progress which has been made.
---	--

REPORT DETAILS

1.00	EXPLAINING THE ACTION TRACKING REPORT
1.01	In previous meetings, requests for information, reports or actions have been made. These have been summarised as action points. Following the meeting of the committee in July 2018, it was recognised that there was a need to formalise such reporting back, as 'Matters Arising' is not an item which can feature on an agenda.

1.02	<p>This paper summarises those points and where appropriate provides an update on the actions resulting from them.</p> <p>The Action Tracking details are attached in appendix A.</p>
------	---

2.00	RESOURCE IMPLICATIONS
2.01	The creation of the Action Tracking report increases work flow but should provide greater understanding and efficiency.

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

4.00	RISK MANAGEMENT
4.01	Not applicable.

5.00	APPENDICES
5.01	Appendix A – CRO&SC Action Points

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Minutes of previous meetings of the committee as identified in the report.</p> <p>Contact Officer: Robert Robins, Democratic Services Manager Telephone: 01352 702320 E-mail: robert.robins@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	None.

Action Tracking Appendix for April 2019

Meeting	Agenda item	Action Required	Action Officer(s)	Action taken	Timescale
15.11.18	6. National Budgets update; implications & updated local forecast	Potential future Member workshop to understand how pension funding works.	Robert Robins	Arrangements to be made in due course	Summer 2019
13.12.18	4. Action Tracking	Further reports on Flintshire Bridge to be shared	Robert Robins	Arrangements to be made in due course	When available
17.01.19	9. Finance and Business Planning Cycle	A workshop be held to consider how the Council and particularly the Overview & Scrutiny committees could best use the performance information for organisational planning and monitoring.	Karen Armstrong/ Robert Robins	Workshop arranged for 27 th March; postponed until April /May due to low take up.	End of May 2019
14.02.19	5. Forward Work Programme	1. Asset management plan for Q3. 2. Dashboard of measures to be considered in April (after the 27 th March workshop)	Robert Robins	FWP amended Workshop postponed due to low take up.	Immediate
14.02.19	7. Development of the Capital Programme	1. Councillor Johnson suggested that the name of Theatr Clwyd be changed to reflect the Council's investment and promote Flintshire. The Chief Executive agreed to raise this with the Board. 2. Councillor Johnson asked that names of proposers be included in the minutes of meetings.	Chief Exec Robert Robins	Issue raised with the Theatre Board Chair and Vice-chair. It was not supported on 5 th March: Chief Executive to update at the meeting. Trial approach at O&SCs from March 2019.	
14.02.19	10. Welsh Language Promotion Strategy	It was agreed to make reference in the Strategy to the initiatives in creative industry and digital growth to develop the Welsh language (eg hub, Theatr Clwyd) , Holywell Cadi ha festival)	Fiona Mocko	As action required	Immediate

This page is intentionally left blank



CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday, 11 th April 2019
Report Subject	Forward Work Programme
Cabinet Member	Not applicable
Report Author	Democratic Services Manager
Type of Report	Operational

EXECUTIVE SUMMARY

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

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

RECOMMENDATION

1	That the Committee considers the draft Forward Work Programme and approve/amend as necessary.
2	That the Democratic Services Manager, in consultation with the Chair of the Committee be authorised to vary the Forward Work Programme between meetings, as the need arises.

REPORT DETAILS

1.00	EXPLAINING THE FORWARD WORK PROGRAMME
1.01	Items feed into a Committee's Forward Work Programme from a number of sources. Members can suggest topics for review by Overview & Scrutiny Committees, members of the public can suggest topics, items can be referred by the Cabinet for consultation purposes, or by County Council or Chief Officers. Other possible items are identified from the Cabinet Work Programme and the Improvement Plan.
1.02	<p>In identifying topics for future consideration, it is useful for a 'test of significance' to be applied. This can be achieved by asking a range of questions as follows:</p> <ol style="list-style-type: none">1. Will the review contribute to the Council's priorities and/or objectives?2. Is it an area of major change or risk?3. Are there issues of concern in performance?4. Is there new Government guidance of legislation?5. Is it prompted by the work carried out by Regulators/Internal Audit?
2.00	RESOURCE IMPLICATIONS
2.01	None as a result of this report.
3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Publication of this report constitutes consultation.
4.00	RISK MANAGEMENT
4.01	None as a result of this report.
5.00	APPENDICES
5.01	Appendix 1 – Draft Forward Work Programme
6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>None.</p> <p>Contact Officer: Robert Robins Democratic Services Manager</p> <p>Telephone: 01352 702320</p> <p>E-mail: robert.robins@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	Improvement 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 an Improvement Plan.

This page is intentionally left blank

Corporate Resources Overview & Scrutiny Committee Forward Work Programme 2019/20

DATE	ISSUE	O&S FOCUS / PURPOSE	REPORT FROM
Thursday, 9 th May 2019 10am	Action tracking Forward Work programme Council Tax Collection Rates Dashboard of Measures Revenue Budget Monitoring 2018/19 Month 12	Progress chasing Approval Progress report Progress chasing and monitoring (assuming that the workshop has been held) Monitoring	Robert Robins David Barnes Karen Armstrong Sara Dulson
Thursday 13 th June 2019 10am	Action tracking Forward Work programme Pay modelling and maintenance – to include maintenance of the Single Status Agreement Year end Workforce Information Report Year End Council Plan monitoring Report	Progress chasing Approval Monitoring Monitoring Monitoring	Robert Robins Sharon Carney Andrew Adams Karen Armstrong
Thursday 11 th July 20-19 10am	Action tracking Forward Work programme	Progress chasing Approval	Robert Robins

Corporate Resources Overview & Scrutiny Committee Forward Work Programme 2019/20

Thursday 19 th September 2019 10am (To be confirmed.)	Action tracking Forward Work programme Community Safety Partnership Annual report Council Plan Q1 Monitoring Report Workforce Information 2019/20 Q1 report Monthly Revenue Budget Monitoring 2019/20	Progress chasing Approval Assurance Monitoring Monitoring Monitoring	Robert Robins Sian Jones Karen Armstrong Andrew Adams Sara Dulson
Thursday 17 th October 2019 10am (To be confirmed)	Action tracking Forward Work programme Asset management plan Monthly Revenue Budget Monitoring 2019/20	Progress chasing Approval Review Monitoring	Robert Robins Neal Cockerton Sara Dulson
Thursday 14 th November 2019 10am (To be confirmed)	Action tracking Forward Work programme Council Plan Q2 Monitoring Report Workforce Information 2019/20 Q2 report Monthly Revenue Budget Monitoring 2019/20	Progress chasing Approval Monitoring Monitoring Monitoring	Robert Robins Karen Armstong Andrew Adams Sara Dulson

Corporate Resources Overview & Scrutiny Committee Forward Work Programme 2019/20

Page 25

Thursday 12th December 10am (To be confirmed)	Action tracking Forward Work programme	Progress chasing Approval	Robert Robins
	Monthly Revenue Budget Monitoring 2019/20	Monitoring	Sara Dulson
Thursday 16th January 2020 10am (to be confirmed)	Action tracking Forward Work programme	Progress chasing Approval	Robert Robins
	Monthly Revenue Budget Monitoring 2019/20	Monitoring	Sara Dulson
Thursday 13th February 2020 10am (to be confirmed)	Action tracking Forward Work programme	Progress chasing Approval	Robert Robins
	Council Plan Q3 Monitoring Report	Monitoring	Karen Armstrong
	Workforce Information 2019/20 Q 3	Monitoring	Andrew Adams
	Monthly Revenue Budget Monitoring 2019/20	Monitoring	Sara Dulson
Thursday 12th March 2020 10am (to be confirmed)	Action tracking Forward Work programme	Progress chasing Approval	Robert Robins
	Monthly Revenue Budget Monitoring 2019/20	Monitoring	Sara Dulson

This page is intentionally left blank



CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Thursday, 11 April 2019
Report Subject	Medium Term Financial Strategy (MTFS) Forecast Update
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager and Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

The Council has set a cycle of reviewing its Medium Term Financial Strategy (MTFS) on an annual basis.

At the Council budget meeting on 19 February a high level overview of the range of potential pressures was presented. At that time the forecast for 2020/21 was £9.5m with the overall “gap” for the three year period forecast to be £26m. The 2020/21 “gap” increased to £9.8m due to the additional use of reserves in balancing the budget for 2019/20.

A report is being prepared for Cabinet on 16 April which will give an update and provide the first detailed overview of the financial forecast for 2020/21 together with a high level forecast for the following two years up to 2022/23. This will provide members with the opportunity to consider the financial position and potential solutions at an early stage.

A presentation on the forecast for 2020/21 – 2022/23 will be provided at the meeting.

RECOMMENDATIONS

1	Members are invited to consider the presentation and provide any comments.
---	--

REPORT DETAILS

1.00	EXPLAINING THE FINANCIAL FORECAST
1.01	<p>The Council has set a cycle of reviewing its Medium Term Financial Strategy (MTFS) on an annual basis.</p> <p>At the Council budget meeting on 19 February a high level overview of the range of potential pressures was presented. At that time the forecast for 2020/21 was £9.5m with the overall “gap” for the three year period forecast to be £26m. The 2020/21 “gap” increased to £9.8m due to the additional use of reserves in balancing the budget for 2019/20.</p> <p>A report is being prepared for Cabinet on 16 April which will provide the first detailed overview of the financial forecast for 2020/21 together with a high level forecast of the following two years up to 2022/23 and a presentation on the forecast will be provided at the meeting.</p>
2.00	RESOURCE IMPLICATIONS
2.01	To be set out in the Cabinet report and the presentation.
3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Consultation with Group Leaders, Overview and Scrutiny Committees, external partners, external advisors and representative bodies, and eventually the communities of Flintshire will follow as part of the annual budget process.
4.00	RISK MANAGEMENT
4.01	All parts of the financial forecast will be risk assessed stage by stage.
5.00	APPENDICES
5.01	None.
6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Contact Officer: Gary Ferguson, Corporate Finance Manager Telephone: 01352 702271 E-mail: gary.ferguson@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<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>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>

This page is intentionally left blank



CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Thursday, 11 April 2019
Report Subject	2018/19 Revenue Budget Monitoring Report (Month 11)
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

The purpose of this report is to provide Members with the Revenue Budget Monitoring 2018/19 (Month 11) Report.

RECOMMENDATIONS

1	That the committee considers and comments on the Revenue Budget Monitoring 2018/19 (Month 11) report. Any specific matters for attention will be noted and reported verbally to the Cabinet when it considers the report.
---	---

REPORT DETAILS

1.00	EXPLAINING THE REVENUE BUDGET MONITORING POSITION 2018/19 (MONTH 11)
1.01	The Revenue Budget Monitoring 2018/19 (Month 11) report will be presented to Cabinet on Tuesday 16 April 2019. A copy of the report is attached as Appendix A to this report.

2.00	RESOURCE IMPLICATIONS
2.01	As set out in Appendix A; Revenue Budget Monitoring 2018/19 (Month 11).

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None required.

4.00	RISK MANAGEMENT
4.01	As set out in Appendix A; Revenue Budget Monitoring 2018/19 (Month 11).

5.00	APPENDICES
5.01	As set out in Appendix A; Revenue Budget Monitoring 2018/19 (Month 11).

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>None required.</p> <p>Contact Officer: Sara Dulson, Finance Manager Telephone: 01352 702287 E-mail: sara.dulson@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<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>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>



CABINET

Date of Meeting	Tuesday, 16 April 2019
Report Subject	Revenue Budget Monitoring 2018/19 (month 11)
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

This monthly report provides the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account. This report presents the position, based on actual income and expenditure, as at Month 11 of the financial year. The report projects how the budget would stand at the close of the financial year if all things remained unchanged.

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

Council Fund

- An operating surplus of £0.931m (£0.743m at Month 10).
- A projected contingency reserve balance as at 31 March 2019 of £8.715m, which, when taking into account the agreed contributions for the 2019/20 budget, reduces to £6.494m.

The next report will advise of the outturn position on 16 July 2019 and is not anticipated to significantly change between now and year-end unless there is a late change to demand levels of services.

The improvement in the projected outturn will have a positive impact on the projected availability of reserves at year end. This will help safeguard the Council against the known risks in 2019/20. Further use of reserves to help balance the budget for next year would be unsustainable, and the advice on the amount of reserves which could have been drawn down would have remained unchanged at the stage of setting the annual budget even with this improved position.

Housing Revenue Account

- Net in-year revenue expenditure forecast to be £0.067m lower than budget.
- A projected closing balance as at 31 March 2019 of £1.165m.

RECOMMENDATIONS

1	To note the overall report and the projected Council Fund contingency sum as at 31 st March 2019.
2	To note the projected final level of balances on the Housing Revenue Account (HRA).
3	To approve allocations from the contingency reserve for investment in change and to operate a Sustainable Drainage System (SuDS) Approving Body (SAB) (paras 1.14 – 1.15)
4	To approve the carry forward request included in appendix 6

REPORT DETAILS

1.00	EXPLAINING THE MONTH 11 POSITION														
1.01	<p>Council Fund Projected Position</p> <p>The projected year end position, without mitigation to reduce cost pressures and improve the yield on efficiency planning, is as follows:</p> <ul style="list-style-type: none"> • An operating surplus of £0.931m • A projected contingency reserve balance as at 31 March 2019 of £8.715m which reduces to £6.494m when taking into account agreed contributions for the 2019/20 budget <p>The next report will advise of the outturn position on 16 July 2019 and is not anticipated to significantly change between now and year-end unless there is a late change to demand levels of services.</p>														
1.02	<p>Projected Position by Portfolio</p> <p>The table below shows the projected position by portfolio:</p> <table border="1" data-bbox="331 1850 1347 2096"> <thead> <tr> <th>TOTAL EXPENDITURE AND INCOME</th> <th>Revised Budget</th> <th>Projected Outturn</th> <th>In-Year Over / (Under) spend</th> </tr> <tr> <td></td> <th>£m</th> <th>£m</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td>Social Services</td> <td>65.054</td> <td>64.053</td> <td>(1.001)</td> </tr> </tbody> </table>			TOTAL EXPENDITURE AND INCOME	Revised Budget	Projected Outturn	In-Year Over / (Under) spend		£m	£m	£m	Social Services	65.054	64.053	(1.001)
TOTAL EXPENDITURE AND INCOME	Revised Budget	Projected Outturn	In-Year Over / (Under) spend												
	£m	£m	£m												
Social Services	65.054	64.053	(1.001)												

	Out of County	7.274	8.877	1.603
	Education & Youth	8.312	8.135	(0.177)
	Schools	89.776	89.776	0.000
	Streetscene & Transportation	29.684	31.224	1.544
	Planning & Environment	5.641	5.581	(0.059)
	People & Resources	4.383	4.392	0.009
	Governance	8.224	7.932	(0.292)
	Strategic Programmes	4.198	4.187	(0.011)
	Housing & Assets	14.442	14.223	(0.202)
	Chief Executive	2.990	2.542	(0.449)
	Central & Corporate Finance	24.351	22.455	(1.896)
	Total	264.328	263.398	(0.931)
1.03	The projected outturn is an operating surplus of £0.931m which is a positive movement of £0.188m from the previous month where an operating surplus of £0.743m was reported. The reasons for these changes are summarised in Appendix 1 with the key significant changes explained in paragraphs 1.04 below. The reasons for the projected variances in all Portfolio areas are summarised within Appendix 2.			
1.04	<p>Social Services</p> <p>There has been an overall reduction in projected spend for Social Services of £0.361m between month 10 and month 11. This movement is due to a number of reasons of which the most significant are detailed below.</p> <p>Within residential and nursing care (Older People), the contingency requirement projected for winter pressures is £0.137m less than originally estimated</p> <p>Within Disability Services there has been additional income of £0.110m claimed back from direct payment accounts which were holding significant surpluses and additional joint funding income for £0.103m is also expected.</p>			
1.05	<p>Tracking of In-Year Risks and Emerging Issues</p> <p>At the time of setting the Budget for 2018/19 a number of significant risks were identified and updates have been provided each month within the report.</p> <p>Now that the financial year has ended and work has commenced on the closure of the accounts the risks of significant changes to the outturn have diminished and hence the risks removed from the report.</p>			
1.06	Achievement of Planned In-Year Efficiencies			

	<p>The 2018/19 budget includes £5.511m of specific efficiencies which are closely tracked and monitored. In 2017/18 the level of efficiency achievement was 94% which was an improvement on the 91% achieved during the previous year. The Council aims to achieve a 95% rate in 2018/19 as reflected in the MTFS KPI's.</p> <p>The current assessment of the efficiencies to be achieved in 2018/19 shows that £5.305m or 96% of the efficiencies will be achieved. Further details on the current status on efficiencies can be seen in Appendix 3.</p>
1.07	<p>Other In-Year Issues</p> <p>Inflation</p> <p>Included within the 2018/19 budget are provision for pay (£0.937m), food (£0.124m), fuel (£0.069m) and Energy (£0.442m). As in previous years, these amounts are held centrally until there is an evidenced business need identified.</p>
1.08	<p>An allocation of £0.075m for energy has been transferred to the Street Lighting service to reflect the additional cost impact.</p>
1.09	<p>It is anticipated that all of the above will be required apart from £0.110m food inflation and is reflected in the outturn figure. This area has been kept under review over the winter period to assess the impact of energy costs and the final position will be reported at outturn.</p>
1.10	<p>Reserves and Balances</p> <p>Un-earmarked Reserves</p> <p>The 2017/18 outturn reported to Cabinet in July showed un-earmarked reserves at 31 March 2018 (above the base level of £5.769m) of £7.928m.</p> <p>As agreed in the 2018/19 budget an amount of £1.945m was approved as part of the strategy to balance the budget and in addition County Council on 1 March approved a one off amount of £0.460m for schools, on a temporary basis. The available Contingency Reserve after taking account of these contributions is therefore £5.523m.</p>
1.11	<p>At Month 4 it was agreed that the amount recovered due to a change in accounting policy for the Minimum Revenue Provision of £1.400m and a VAT rebate on some sporting exemptions for £1.940m would be transferred to the Contingency Reserve.</p>
1.12	<p>Taking into account the current projected underspend at this stage, and previously agreed allocations, the balance on the Contingency Reserve at 31 March 2019 is projected to be £8.715m as detailed in appendix 4.</p>
1.13	<p>As part of the budget strategy work for 2019/20 an agreed contribution from the Contingency Reserve of £1.900m will used to assist in closing the budget gap on a one off basis.</p>

	<p>As agreed at Council on 18 February 2019, an additional amount of £0.321m will also be used from the Contingency Reserve, on a one-off basis, to assist in closing the budget gap. This amount has been released from earmarked reserves after a review reserves held.</p> <p>After considering this impact, the total available balance of the Contingency Reserve which can be drawn upon is £6.494m.</p>
1.14	<p>Schedule 3 Flood and Water Management Act January 2019 requires Local Authorities to operate a SuDS Approving Body (SAB) to deal with surface water drainage matters relating to new developments and ensure compliance with new Welsh Government mandatory national standards. The role and purpose will be to receive, consider, approve and subsequently adopt SuDS schemes submitted by developers prior to, or in parallel with, planning applications for development. The resource implications are being considered as part of the current review of the MTFS from 2020/21 onwards. However, it is anticipated that an amount of £0.062m will be required in 2019/20 and as there is no budgetary provision for this it is recommended that these costs are met from the Contingency Reserve.</p>
1.15	<p>Previous allocations for investment in change have now been fully utilised and there is a need to ring-fence a further amount to support future initiatives for investment in change and to assist with the delivery of efficiencies over the medium term. It is recommended that an amount of £1m is allocated for this purpose to support the Medium Term Financial Strategy for the period 2019/20 – 2022/23 which is in line with the recommended level advised as part of the setting of the 2019/20 budget.</p>
1.16	<p>Earmarked Reserves</p> <p>Earmarked reserves are monitored in accordance with the reserves protocol. A summary of earmarked reserves as at 1 April 2018 and the closing balances as at the end of this financial year will be included in the outturn report.</p>
1.17	<p>Request for Carry Forward of Funding</p> <p>A number of requests to carry forward revenue funding into 2019/20 are included in Appendix 6 and are recommended for approval.</p>
1.18	<p>Housing Revenue Account</p> <p>The 2017/18 Outturn Report to Cabinet on 17 July 2018 showed an un-earmarked closing balance at the end of 2017/18 of £1.116m and a closing balance of earmarked reserves of £0.802m.</p>
1.19	<p>The 2018/19 budget for the HRA is £34.381m which includes a budgeted movement of £0.018m from reserves. The projected outturn is an underspend of £0.067m which has the impact of bringing the closing un-</p>

	earmarked reserves balance to £1.165m which at 3.4% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.
1.20	There is an increase of £0.081m in the budget contribution towards capital expenditure (CERA) of £12.170m. The increase in this contribution decreases the level of borrowing required to fund the proposed capital programme.

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

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None required.

4.00	RISK MANAGEMENT
4.01	As we are nearing the end of the financial year and the closure of the 2018/19 accounts it is not anticipated that there are any significant risks to the final outturn position. Any risks with an impact on 2019/20 were considered within the 2019/20 budget which was approved at Council on 19 February 2019.

5.00	APPENDICES
5.01	Appendix 1: Council Fund – Movement in Variances from Month 10 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 Appendix 6: Carry Forward Requests

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None required. Contact Officer: Sara Dulson (Finance Manager) Telephone: 01352 702287 E-mail: sara.dulson@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	<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>Council Fund: the fund to which all the Council's revenue expenditure is charged.</p> <p>Financial Year: the period of twelve months commencing on 1 April.</p> <p>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.</p> <p>Projected Outturn: projection of the expenditure to the end of the financial year, made on the basis of actual expenditure incurred to date.</p> <p>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.</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>Underspend: when referring to expenditure the actual expenditure incurred is less than budget. Shown as a –ve. When referring to income the actual income achieved exceeds the budget. Shown as a –ve.</p> <p>Variance: difference between latest budget and actual income or expenditure. Can be to date if reflecting the current or most up to date position or projected, for example projected to the end of the month or financial year.</p> <p>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.</p> <p>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.</p>

Budget Monitoring Report
Council Fund Variances

MONTH 11 - SUMMARY

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £0.025m
Social Services		
Older People		
Localities	-0.142	Most of the movement, £0.137m, is for Residential and Nursing Care and is due to a reduced contingency for winter pressures, which didn't materialise to the same degree as expected, and reductions in service users due to a number having passed away.
Minor Variances	0.024	
Disability Services		
Resources & Regulated Services	-0.254	Reductions in service users due to a number having passed away £0.046m, clawback of overpayments of direct payments £0.110m and additional joint funding income £0.103m, plus other minor movements of £0.005m.
Disability Services	-0.048	Reduced costs of residential placements - Transition to Adulthood.
Administrative Support	0.044	Vacancy savings transferred to portfolio total vacancy savings account.
Minor Variances	-0.018	
Mental Health Services		
Residential Placements	0.067	Additional placement costs.
Minor Variances	-0.007	
Children's Services		
Minor Variances	0.046	A number of minor variances across the services each less than £0.025m.
Development & Resources		
Minor Variances	-0.073	
Total Social Services (excl Out of County)	-0.361	
Out of County		
Children's Services	0.019	Minor variances.
Education & Youth	0.022	Minor movement in variance from across service area. Includes three new and emerging placements and three ended placements.
Total Out of County	0.041	
Education & Youth		
Inclusion & Progression	0.005	Minor variances.
Integrated Youth Provision	0.004	Minor variances.
Business Change & Support	-0.001	Minor variances.
Total Education & Youth	0.008	
Schools	0.000	
Streetscene & Transportation		
Other Minor Variances	-0.001	Minor variances.
Total Streetscene & Transportation	-0.001	
Planning, Environment & Economy		
Business	-0.015	Commitment challenge - minor variances
Community	-0.022	Additional licensing income
Development	0.038	Revised income projection for Building Control
Regeneration	-0.015	Commitment challenge- minor variances
Minor Variances	-0.006	
Total Planning & Environment	-0.020	

People & Resources		
HR & OD	0.009	Minor variances
Corporate Finance	0.078	The estimated impact of the implementation of a revised operating model is less than anticipated in the current year due to the timing of the implementation which is now scheduled for 1 June 2019.
Total People & Resources	0.087	
Governance		
Legal Services	-0.008	Minor variances.
Democratic Services	-0.005	Minor variances.
Internal Audit	-0.001	Minor variances.
Procurement	-0.003	Minor variances.
ICT	-0.009	Minor variances.
Customer Services	0.003	Minor variances.
Revenues	0.066	Collection fund adjustment in relation to the bad debt provision £0.119m. Additional income in respect of enforcement fees £0.045m. Minor variances £0.008m.
Total Governance	0.043	
Strategic Programmes		
Minor Variances	-0.002	
Total Strategic Programmes	-0.002	
Housing & Assets		
Benefits	-0.027	Additional recovery of housing benefits overpayments £0.025m. Minor variances £0.002m.
Housing Solutions	-0.030	Utilisation of additional grant funding £0.010m. Minor variances £0.020m.
Housing Programmes	-0.005	Minor variances.
Disabled Facilities Grant	0.000	Minor variances.
Council Fund Housing	0.000	Minor variances.
Minor Variances	0.036	
Total Housing & Assets	-0.025	
Chief Executive's	-0.028	A number of smaller variances each less than £0.025m, the largest being an amount of £0.009m for the recharge of staff time to the HRA.
Central and Corporate Finance	0.071	Windfall income of £0.034m relating to Non Domestic Rate revaluations, which related to Aura. Support services recharge £0.027m less than budgeted. Minor variances £0.010m.
Grand Total	-0.188	

Budget Monitoring Report
Council Fund Variances

MONTH 11 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Social Services						
Older People						
Localities	16.920	16.595	-0.325	-0.183	Residential and Nursing Care reflects a projected overspend of £0.031m due to increased numbers of funded placements following the increase in the capital limit to £40,000. Domiciliary Care reflects a projected underspend of £0.202m based on existing service users, however there are challenges due to capacity of external supply markets which are currently having to be met within Provider Services. Other underspends include a projected underspend of £0.038m on day care due to reduced demand, £0.023m on Intake/First Contact due to vacancy savings and £0.010m on Minor Adaptations. Locality Teams staffing reflects a projected underspend of £0.067m due mainly to some posts being filled at below the top of grade. Minor variances account for a £0.016m underspend.	Ongoing budget monitoring will reflect changes in demand for care and market capacity issues
Community Equipment Contribution	0.473	0.329	-0.144	-0.145	Following review and implementation of an updated Section 33 partnership agreement for the North East Wales Community Equipment Store (NEWCES), the contribution levels of partners have reduced. In the longer term this saving has been earmarked for funding of some of the revenue costs for the new extra care facilities.	This underspend is earmarked for use in 2019/20 and beyond to fund some of the additional budget required for new extra care facilities.
Resources & Regulated Services	6.582	6.449	-0.133	-0.154	The main influence on the net projected underspend of £0.133m is extra care schemes where there is a projected underspend of £0.415m due mostly to the delay to the opening of the new Llys Raddington extra care facility and additional grant income. This is offset by a projected overspend of £0.135m on Home Care due to the need to cover capacity gaps in purchased Domiciliary Care. There are also overspends amounting to a total of £0.147m in Residential Care and Day Centres.	
Minor Variances	0.877	0.830	-0.048	-0.050		
Disability Services						
Resources & Regulated Services	23.078	22.965	-0.114	0.141	Projected underspends of £0.063m in PDSI services, due to a number of service users having passed away, and £0.055m for In-house Supported Living, due to additional income from Betsi Cadwaladr University Health Board (BCUHB) offset by a net overspend of £0.004m from externally provided Supported Living £0.016m and LD Work Opportunities/Day Centres £0.020m.	
Disability Services	0.533	0.375	-0.158	-0.109	The projected underspend is mainly due to increased levels of contributions from BCUHB for two service users.	
Administrative Support	0.207	0.141	-0.066	-0.110	The projected underspend is influenced by a combination of vacancy savings and budget provision at the top of grades for staff who are currently paid below the top of grades.	
Minor Variances	0.809	0.770	-0.038	-0.020		

Budget Monitoring Report
Council Fund Variances

MONTH 11 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Mental Health Services						
Residential Placements	1.184	1.519	0.335	0.268	Ongoing pressure due to the numbers of long term residential placements, including four new placements, despite maximisation of opportunities to secure joint funding contributions from BCUHB. The overspend is offset by £0.150m additional WG grant income.	
Minor Variances	2.615	2.553	-0.062	-0.055		
Children's Services						
Family Placement	2.564	2.680	0.116	0.108	The projected overspend is due to the number of children in care. There has been an increase in the number of children who are subject to Foster Care/Special Guardianship/Adoption who have moved through the age barriers. Other influences include new adoption and Special Guardianship Order (SGO) payments and new Foster Carers entering the system, foster carers progressing from Level 1, 2, 3 and 4. Travel costs and Christmas and birthday allowances. These costs are offset by £0.150m additional Welsh Government (WG) grant income.	
Family Support	0.364	0.438	0.074	0.080	Staff costs are higher than budget and some of these costs are associated with the carrying out of statutory duties to support looked after children in external placements. We have many strategies to resolve this in the longer term but in the short term we need to fulfil our duties to oversee the care of our younger people.	
Legal & Third Party	0.178	0.298	0.120	0.101	Additional numbers of court cases resulting in increased court costs	
Professional Support	4.998	5.139	0.141	0.130	The projected overspend is due mainly to ongoing service pressures particularly within Prevention and Support, and is influenced by the need to support wider regional work on child protection issues which has been partly mitigated by an allocation of £0.100m from the contingency reserve.	
Minor Variances	1.130	1.147	0.017	0.003		
Development & Resources						
Charging Policy income	-2.469	-2.601	-0.132	-0.133	The projected underspend is due to surplus income which is mainly caused by changes to disregard rules on financial assessments which came into effect from August 2016. The additional budget which arises from this surplus is earmarked for future use in funding some of the revenue costs for the new Holywell extra care facility.	
Business Support Service	1.190	1.091	-0.100	-0.116	The projected underspend of £0.100m is due to a number of short term vacancy savings and some posts currently occupied by staff who are below top of grade.	
Commissioning	0.631	0.575	-0.056	-0.052	The projected underspend is mainly due to funding of a post from a grant in the short term, plus some reductions of hours following staff returning from maternity leave.	
Vacancy Management	0.315	-0.111	-0.426	-0.366	Short term vacancy savings transferred from across portfolio.	
Minor Variances	2.874	2.869	-0.004	0.021		
Total Social Services (excl Out of County)	65.054	64.053	-1.001	-0.640		

Budget Monitoring Report
Council Fund Variances

MONTH 11 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Out of County						
Children's Services	4.191	5.020	0.830	0.810	There is a projected overspend of £0.830m in Social Services Childrens Services which is based on current clients and packages and which is likely to be subject to variation during the year. These costs are offset by £0.311m from additional WG grant income.	
Education & Youth	3.083	3.857	0.774	0.752	Variance relates to Out of County placements. A substantial increase in the number of new educational placements for 2018/19.	Continue close monitoring arrangements.
Total Out of County	7.274	8.877	1.603	1.562		
Education & Youth						
Inclusion & Progression	3.817	3.778	-0.040	-0.044	Variance largely relates to delays in recruitment, includes other minor variances from across service area.	
Integrated Youth Provision	1.270	1.240	-0.030	-0.034	Minor variances from across service area.	
School Improvement Systems	1.775	1.680	-0.095	-0.095	Variance largely relates to Early Entitlement, a reduction in maintained and non-maintained setting payments as a result of demography and a reduction of the number of settings requiring funding. Includes hourly reductions in established staff. Includes other minor variances from across service area.	
Business Change & Support	0.414	0.402	-0.013	-0.012	Minor variances from across service area.	
Minor Variances	1.035	1.035	0.000	0.001		
Total Education & Youth	8.312	8.135	-0.177	-0.185		
Schools	89.776	89.776	0.000	-0.000		

Budget Monitoring Report
Council Fund Variances

MONTH 11 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Streetscene & Transportation						
Ancillary Services & Performance	3.908	4.105	0.196	0.196	<p>Delay in the development of the new Rockcliffe Household Recycling Centre (HRC) site resulting in additional running costs of two existing sites continuing to operate until October 2018 totalling £0.050m.</p> <p>Shortfall in Recycling Income due to falling plastic, card and paper recycling prices resulting from external market factors £0.210m. Additional income of £0.100m above the original projections following the rollout of brown bin charges.</p> <p>Minor Variances £0.036m.</p>	
Highways Network	7.950	8.293	0.343	0.348	<p>Additional in year cost of known Vehicle Insurance Premiums totalling £0.060m.</p> <p>Following increased car park charges from May, 2018, together with charges in Flint being implemented for the first time, initial forecasts have indicated lower than anticipated income levels compared to original projections. In addition, officers have recently been appointed to meet the necessary demands of parking enforcement requirements across the County. The overall variance totals £0.260m.</p> <p>Minor variances of less than £0.025m but totalling £0.023m across the service.</p>	
Transportation & Logistics	9.265	10.111	0.846	0.844	<p>Additional pressure as a result of the provision of additional school transport for pupils to Connahs Quay, Buckley Elfed and Mold Campus £0.133m.</p> <p>Community Travel pilot schemes of £0.047m commencing January, 2019.</p> <p>Increased transport provision to Social Services £0.074m.</p> <p>Extra School Buses are required due to schools being oversubscribed from September 2018. There is an increase of 95 pupils qualifying for transport resulting in additional pressure of £0.150m.</p> <p>For Special Educational Needs there is an increase of 41 routes for pupils with complex needs requiring solo transport totalling £0.400m.</p>	The additional school transport costs and Special Educational Needs transport will be subject to further review by the Integrated Transport Unit (ITU) to assess all the additional demands and the impact of aligning as many of these costs to existing routes.
Workforce	8.348	8.473	0.125	0.125	Increased Agency and Overtime costs as a consequence of current sickness levels of the workforce operatives.	
Other Minor Variances	0.230	0.263	0.033	0.033		
Total Streetscene & Transportation	29.701	31.244	1.544	1.545		

Budget Monitoring Report
Council Fund Variances

MONTH 11 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Planning, Environment & Economy						
Business	1.550	1.519	-0.031	-0.016	Full cost recovery income targets have not been achieved in recent years and are unlikely to be achieved in 2018/19. The Pest Control Service is a customer demand led service with competition from external commercial organisations.	Review of Fees and Charges in 2019/20
Development	0.060	-0.070	-0.130	-0.167	Higher than expected levels of Planning Fee Income was received during the first three quarters of the financial year. The projection is dependant on the number and value of the applications received, resulting in a changeable outturn to ensure an accurate reflection. An award of Legal Fees from a Planning Appeal in Flintshire's favour.	Full review of Planning Fee Income received to enable accurate forecasting into 2019/20
Regeneration	0.435	0.478	0.043	0.058	Energy Efficiency framework moved to be accounted for in correct Portfolio £0.050m. Minor variances £0.007m.	Request to carry forward £0.065m for commissioned work on town centres due to project delays.
Management & Strategy	1.195	1.248	0.053	0.049	Staffing related Business Planning Efficiencies yet to be achieved pending all Service Review outcomes within the Portfolio.	Vacancy savings across the Portfolio have been utilised to assist in mitigating the unachieved efficiencies in the short term.
Minor Variances	2.402	2.407	0.005	0.037		
Total Planning & Environment	5.641	5.581	-0.059	-0.039		
People & Resources						
HR & OD	2.413	2.380	-0.032	-0.042	Minor variances	
Corporate Finance	1.970	2.011	0.042	-0.036	Minor variances	
Total People & Resources	4.383	4.392	0.009	-0.078		
Governance						
Legal Services	0.706	0.732	0.026	0.034	Minor variances	
Democratic Services	2.019	1.999	-0.020	-0.016	Minor variances	
Internal Audit	0.454	0.427	-0.027	-0.026	Minor variances	
Procurement	0.320	0.327	0.007	0.010	Minor variances	
ICT	4.561	4.541	-0.020	-0.011	Minor variances	
Customer Services	0.372	0.413	0.041	0.038	Additional registration services income estimated to be in the region of £0.010m. In-year salary saving of Connects Manager post £0.024m. Prior year efficiency in respect of Contact Centres unlikely to be achieved in 2018/19 £0.100m. Other minor variances £0.025m underspend.	
Revenues	-0.209	-0.507	-0.298	-0.364	Anticipated surplus on the Council Tax Collection Fund £0.042m. Additional Council Tax windfall following the conclusion of the Single Persons Discount Review £0.025m. Vacancy savings of £0.130m. Additional income in respect of Enforcement Fees £0.045m. Additional Grant Income relating to New Developments £0.016m. Other minor variances £0.040m.	
Total Governance	8.224	7.932	-0.292	-0.335		
Strategic Programmes						
Minor Variances	4.198	4.187	-0.011	-0.009	Minor variances.	
Total Strategic Programmes	4.198	4.187	-0.011	-0.009		

Budget Monitoring Report
Council Fund Variances

MONTH 11 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Housing & Assets						
Administrative Buildings	0.255	0.327	0.071	0.069	Projected overspend due to delays to demolition works at County Hall £0.071m.	
Enterprise Centres	-0.223	-0.223	-0.000	-0.000	Minor variances.	
Agricultural Estates	-0.213	-0.160	0.052	0.047	£0.052m Income shortfall from agricultural estates.	
Property Holdings	-0.148	-0.160	-0.012	-0.020	Minor variances.	
Property Asset And Development	0.435	0.426	-0.009	-0.006	Minor variances.	
Caretaking & Security	0.274	0.252	-0.022	-0.022	Minor variances.	
CPM & Design Services	0.611	0.521	-0.090	-0.098	£0.090m estimated income above target.	
Industrial Units	-1.329	-1.329	0.000	0.002	Minor variances.	
CCTV & Open Spaces	0.185	0.169	-0.016	-0.020	Minor variances.	
Centralised Costs	2.413	2.500	0.087	0.067	£0.087m overspend due to the centralising of utility budgets.	
Facilities	0.623	0.623	0.000	0.005	No variance.	
Benefits	10.669	10.565	-0.104	-0.077	Projected underspend on the Council Tax Reduction Scheme (CTRS) £0.084m. Vacancy savings of £0.079m. Additional cost of IT related expenditure such as software, external printing and postage £0.126m. Additional New Burdens Funding £0.069m. Other minor variances from across the service £0.002m.	Request to carry forward £0.038m Universal Support Funding to 2019/20.
Housing Solutions	1.083	0.934	-0.149	-0.119	Homeless Accommodation underspend £0.088m. Salary savings as a result of grant maximisation £0.071m. Unachieved efficiency in respect of Senior Management restructure £0.035m. Other minor variances £0.025m underspend.	
Housing Programmes	0.112	0.107	-0.005	0.000	Minor variances.	
Disabled Facilities Grant	0.017	0.008	-0.008	-0.009	Minor variances.	
Council Fund Housing	-0.340	-0.336	0.003	0.003	Minor variances.	
Total Housing & Assets	14.425	14.223	-0.202	-0.176		
Chief Executive's						
	2.990	2.542	-0.449	-0.421	£0.350m due to workforce efficiencies which are mostly from vacancies arising during the year. The remaining balance is due to smaller variances such as marketing and promotion £0.037m, printing savings £0.020m and other minor variances.	
Central and Corporate Finance						
	24.351	22.455	-1.896	-1.966	Increased Coroners Costs £0.072m. Windfall Income £0.266m relating to Non Domestic Rate Revaluations. Pension Deficit recovery, an underspend of £1,069m, this is due to an increase in contributions, while the repayment figure has remained static. Apprentice Tax Levy, underspend of £0.074m. Auto Enrolment, numbers are less than estimated, which gives a favourable variance of £0.427m. Increased Bank charges £0.027m. Inflationary underspend of £0.422m of which £0.144m has been identified to contribute towards the 2019/20 budget. An underachievement on the income target of £0.209m. Support Services recharge £0.027m less than budgeted. Minor variances £0.027m.	Review variances alongside the continuing work on the MTFS.
Grand Total	264.328	263.398	-0.931	-0.743		

2018/19 Efficiencies Outturn - Under or Over Achieved

Portfolio	Original Efficiency	Revised Efficiency	(Under)/Over
	2018/19 £m	2018/19 £m	Achievement 2018/19 £m
Central & Corporate Finance			
Theatre C/wyd tax relief	0.075	0.075	0.000
County Hall (NDR Element)	0.060	0.060	0.000
Audit fee reduction	0.127	0.127	0.000
Total Central & Corporate Finance	0.262	0.262	0.000
Governance			
Records management; Reduce records in storage.	0.010	0.010	0.000
ICT - Digital Print	0.048	0.048	0.000
Customer Services; New customer service models	0.050	0.050	0.000
Flintshire Connects; More flexible service in conjunction with potential income	0.056	0.056	0.000
Registration; Chargeable declaration of births	0.012	0.012	0.000
Revenues; Increase in collection rates enables adjustment to bad debt provision (one off).	0.094	0.094	0.000
Revenues; Second year windfall for single person discount review (one off)	0.140	0.140	0.000
Single Person Discount additional efficiency	0.160	0.185	0.025
Total Governance	0.570	0.595	0.025
Social Services			
Disability Service; Review current contract with external agency to deliver	0.030	0.030	0.000
Disability Service; Reduction of posts.	0.110	0.110	0.000
Workforce Development; Additional Income from QCF assessors through	0.030	0.030	0.000
Business Support and Management; Rationalisation of rented	0.015	0.015	0.000
Increase in domiciliary care charging.	0.220	0.220	0.000
Integrated Care Fund	0.500	0.500	0.000
Care Fees	0.514	0.514	0.000
Merger of Out of Hours Service	0.020	0.020	0.000
Total Social Services	1.484	1.484	0.000
Education & Youth			
Early Entitlement; Reduce sustainability grant payments and remodel	0.020	0.020	0.000
Business Support; Staff reduction	0.010	0.010	0.000
Nursery Education; Staff reductions	0.040	0.040	0.000
Total Education & Youth	0.070	0.070	0.000
Schools			
Schools Demography	0.288	0.288	0.000
Total Schools	0.288	0.288	0.000
Strategic Programmes			
Leisure, Libraries and Heritage; Continuation of previous years' business plan	0.416	0.416	0.000
Total Strategic Programmes	0.416	0.416	0.000
Housing & Assets			
Valuation Service; Property rationalisation through closure and amalgamation of services into other more efficient assets.	0.050	0.050	0.000
Valuation Service; Increase farm income through renewal of grazing licences.	0.021	0.021	0.000
Valuation Service; Community Asset Transfer process, efficiencies through reduced costs.	0.010	0.010	0.000
Valuation Service; Restructure of service as part of move to a commissioning client.	0.020	0.020	0.000
Valuation Service; Remove caretaking/security services at County Offices, Flint.	0.015	0.015	0.000
Corporate Property Maintenance; Restructure of service as part of move to a commissioning client.	0.080	0.080	0.000
Design and Project Management Services; Restructure of service as part of move to a commissioning client.	0.040	0.040	0.000
NEWydd Catering and Cleaning Services; Continuation of previous Business and Marketing plans.	0.050	0.050	0.000
County Hall	0.240	0.140	(0.100)
New Homes; Return anticipated trading surplus to the Council.	0.030	0.030	0.000
Regional Training courses delivered by GT officer	0.003	0.003	0.000
Welfare Rights; Some activity to be absorbed into single financial assessment team.	0.032	0.032	0.000
Benefits; Adjustment to bad debt provision (one off).	0.050	0.050	0.000
Benefits; Council Tax Reduction Scheme.	0.250	0.334	0.084
Benefits; Remove duplication and provide a single financial assessment service.	0.050	0.050	0.000
Reduction of senior management team	0.050	0.015	(0.035)
Total Housing & Assets	0.991	0.940	(0.051)
Streetscene & Transportation			
Waste Strategy; Charges for garden waste	0.800	0.900	0.100
Car Park Charges	0.450	0.210	(0.240)
Total Streetscene & Transportation	1.250	1.110	(0.140)
Planning, Environment & Economy			
Development management; Production of planning statements and to undertake private appeals	0.015	0.015	0.000
Highways Development Control; Introduce further charges. Review current charges. Retain supervisory function of highway works in the Building Control; Review charges. Introduce charges. Increase partnership working. Increase authorised commencements inspections.	0.015	0.015	0.000
Built Environment; Charing for pre-application advice	0.030	0.000	(0.030)
Flooding and Drainage; Fees for capital project work.	0.010	0.000	(0.010)
Energy; Fees for energy efficiency assessment.	0.010	0.010	0.000
Minerals and Waste; Maximise regulatory compliance income. Review day rate charging.	0.050	0.050	0.000
Rights of Way; Increase charging and reduce expenditure.	0.020	0.020	0.000
Economic Development; Workforce efficiency if regional service developed.	0.020	0.020	0.000
Total Planning, Environment & Economy	0.180	0.140	(0.040)
		%	£
Total 2017/18 Budget Efficiencies		100	5.511
Total Projected 2017/18 Budget Efficiencies Underachieved		4	0.206
Total Projected 2017/18 Budget Efficiencies Achieved		96	5.305

Movements on Council Fund Unearmarked Reserves

	£m	£m
Total Reserves as at 1 April 2018	13.697	
Less - Base Level	(5.769)	
Total Reserves above base level available for delegation to Cabinet		7.928
Less – amount committed as part of balancing 2018/19 budget		(1.945)
Less – One off contribution to Schools agreed at Council on 1 March 2018		(0.460)
Less – Contribution to fund shortfall in MEAG funding (M2)		(0.058)
Add – transfer from revenue for amount recovered in-year due to change in accounting policy for the Minimum Revenue Provision		1.400
Add – transfer from revenue for the amount of the VAT rebate received		1.940
Less – allocation to meet additional in-year budget pressure for the agreed pay award above the 1% included in the 2018/19 budget		(0.999)
Less – allocation for ongoing resourcing of the Victim Contact Team		(0.100)
Less – allocation for Independent Inquiry into Child Sexual Abuse		(0.015)
Less – allocation to meet historic child abuse claims		(0.039)
Add – projected outturn underspend		0.931
Add – Amount released from earmarked reserves as agreed by Council as part of 2019/20 budget		0.132

Total Contingency Reserve as at 31st March 2019		8.715
Less – VAT rebate amount committed as part of balancing 2019/20 budget.		(1.900)
Less – amount committed as part of balancing 2019/20 budget		(0.321)
Total Contingency Reserve available for use		6.494

Budget Monitoring Report
Housing Revenue Account Variances

MONTH 11 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Housing Revenue Account						
Income	(34.381)	(34.079)	0.302	0.299	A pressure of £0.302m is anticipated on income. £0.163m of this pressure relates to loss of rental income on properties being void longer than anticipated and £0.073m due to delays on handover/delays on new build schemes. £0.035m of the pressure relates to loss of income on garages which are not tenanted. £0.036m of the pressure relates to removal of the early payment discount on the Welsh Water contract. The remaining £0.005m relates to minor variances.	
Capital Financing - Loan Charges	8.694	7.503	(1.191)	(1.175)	The projected underspend of £1.191m relates to expected borrowing costs for SHARP. £0.062m of the underspend relates to the Minimum Revenue Payment (loan repayment) which is lower than budgeted because borrowing levels were as high on the 31st March as expected. The remaining £1.129m relates to interest charges. Batch 3 schemes will now start on site later than anticipated and this means expenditure will be spread across financial years. In-year interest charges will therefore be lower than originally anticipated. In addition, borrowing costs have been minimised through efficient treasury management.	
Estate Management	1.617	1.507	(0.110)	(0.116)	An underspend of £0.110m is projected. £0.158m relates to salary savings. A pressure of £0.014m relates to additional costs for cleaning. A pressure of £0.019m relates to Court Costs for Rent Arrears. The remaining £0.015m relates to minor variances.	
Landlord Service Costs	1.415	1.441	0.026	0.029	Minor variance	
Repairs & Maintenance	8.159	7.750	(0.409)	(0.303)	An underspend of £0.409m is anticipated on Repairs and Maintenance. £0.083m relates to savings on employee costs. £0.265m relates to an underspend on Subcontractors. £0.155m relates to a reduction in the Fleet Recharge. The savings above have been offset by pressures of £0.033m on Materials and a loss of income of £0.087m on Recharges leaving minor underspends of £0.026m	
Management & Support Services	2.297	2.043	(0.254)	(0.162)	A saving of £0.254m is anticipated on Management and Support costs. £0.183m relates to staffing costs. £0.058m relates to a reduction on insurance premiums for the HRA. £0.029m relates to software costs. The remaining £0.016m relates to minor pressures elsewhere.	
Capital Expenditure From Revenue (CERA)	12.170	13.787	1.617	1.297	The variance of £1.617m relates to an increase in the contribution from revenue towards capital costs. This increase is possible because of decreased costs elsewhere in the HRA. Contributing towards the capital budget from revenue reduces the requirement to borrow.	
HRA Projects	0.047	0.000	(0.047)	0.066	Minor variance	
Contribution To / (From) Reserves	(0.018)	0.049	0.067	0.067	The projected HRA outturn is an underspend of £0.067m which has the impact of bringing the closing un-earmarked reserves balance to £1.165m.	
Total Housing Revenue Account	0.000	0.000	0.000	(0.000)		

Carry Forward Requests 2018/19

Governance

Cloud Consultancy (£0.060m) - Due to delays in the procurement exercise and other commitments the tender process was not finalised in time for the costs to be spent by 31st March 2019

People & Resources

Flintshire Trainees (£0.064m estimate) - For the continuation of the funding strategy for the Flintshire Trainee programme.

Learning and Development (£0.017m) - There has been a delay in delivering corporate training programmes in 2018/19, this training will be picked up next year as there is a long waiting list for a number of the programmes.

Housing and Assets

Universal Support Funding (£0.038m) - This will allow the Welfare Rights service to continue to be provided into 2019/20.

Planning, Environment and Economy

Trading Standards & Community Safety (0.037m) – Funding for domestic homicide review, criminal proceedings have been extended with a trial date set for May 2019. Any remaining balance will be utilised for upgrading existing hardware for the service.

Directorate Support (£0.037m) - Contribution to the annual costs of the new IDOX system, due to be implemented 2019/20

Directorate Support (£0.012m) - Design Commission to provide a Master Planning training to Planning staff.

Regeneration (£0.065m) - Work on our town centres has experienced some delays meaning the commissioned work will be completed in 2019/20.

Request for a change of use of balances currently held - Building Safer Communities (£0.008m) and Substance Misuse (£0.029m) to contribute to the adaptations required at Ty Dewi Sant which includes soundproofing measure, refurbishment works for the weights and measures room.



CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday, 11 th April 2019
Report Subject	Feedback from the Member Complaints and Case Handling Workshop
Cabinet Member	Cabinet Member for Corporate Management & Assets
Report Authors	Chief Executive and Chief Officer (Governance)
Type of Report	Operational

EXECUTIVE SUMMARY

Following on from the Notice of Motion to Council in September 2018, about responses to member queries, a full review of complaints and case handling was undertaken.

An interim report was made to this committee in January 2019, at which the holding of a workshop was supported.

The review resulted in the development of an Action Plan, a revision of the Member Communications and Accessibility guide, the designation of two officers to assist Members with complex or sensitive cases and an All Member Workshop which was held on 20th March. The workshop resulted in a number of actions which are detailed in the body of the report.

RECOMMENDATIONS	
	That the committee considers and supports the actions identified at the All Member workshop.

REPORT DETAILS

1.00	EXPLAINING THE APPROACH TO MEMBER CASEWORK AND COMPLAINT MANAGEMENT
1.01	There was a Notice of Motion to Council in September 2018, about responses to member queries. As a result, the Chief Executive personally led an initiative to fully review how the Council handles Member complaints and concerns about case handling.
1.02	At the meeting on 17 th January, an interim report by the Chief Executive and Chief Officer (Governance) <i>Member Communications: Reports, Cases and Complaints</i> was considered. The Action Plan was supported, as was the holding of an All Member Workshop. That workshop was held on 20 th March and attended by twenty Members, the Chief Executive and other chief and senior officers.
1.03	The review has resulted in: <ul style="list-style-type: none">• the development of an Action Plan,• a revision of the Member Communications and Accessibility guide• the designation of two officers (Rebecca Jones and Joanne Pierce) to assist Members with complex or sensitive cases and• an All Member Workshop which was held on 20th March
1.04	The outcomes from the workshop are as follows: <ul style="list-style-type: none">• a move to open up the developing Customer Relationship Management System (CRM) to Members;• the submitting of a twice yearly complaints handling report to this committee;• an invitation to Members to contribute to that report – a survey to be undertaken;• an updating and circulation of various ‘Member access’ lists such as the Who’s Who, the Streetscene & Transportation contacts lists and other portfolio specific contacts lists.
1.05	Members will shortly be contacted with the survey, enabling them to contribute to the complaints report, the first of which will be submitted in the summer.

2.00	RESOURCE IMPLICATIONS
2.01	The action plan aims to improve performance standards across the organisation and therefore the most efficient use of resources.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The action plan has been developed by the Chief Executive and Senior Officers. Action owners have been consulted to provide confidence in outcomes and to provide an update on their actions as necessary. Group Leaders have been consulted. The mover of the original Notice of Motion was consulted.

4.00	RISK MANAGEMENT
4.01	There are inherent risks to reputation and standing by not ensuring that Member complaints and concerns are not handled expeditiously.

5.00	APPENDICES
5.01	<ol style="list-style-type: none"> 1. Presentation slides used at the workshop 2. County Councillor Guide to Communications and Accessibility 3. Streetscene supervisors contact sheets.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Report to Corporate Resources Overview & Scrutiny Committee, 17th January 2019. Chief Executive and Chief Officer (Governance) <i>Member Communications: Reports, Cases and Complaints</i> and resultant minute.</p> <p>Contact Officers: Robert Robins, Democratic Services Manager Rebecca Jones, Customer Services Manager</p> <p>Telephone: 01352 702320 01352 702413</p> <p>E-mail: robert.robins@flintshire.gov.uk; Rebecca.jones@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	CRM - Customer Relationship Management is used to record enquiries including requests for information, reports (e.g. missed waste collection), applications to access a service (e.g. school admission) and complaints through various channels including email, telephone, face to face and letter. Enquiries recorded on CRM are monitored and the system is to be developed to provide real time oversight of performance through a manager performance 'dashboard'.

This page is intentionally left blank

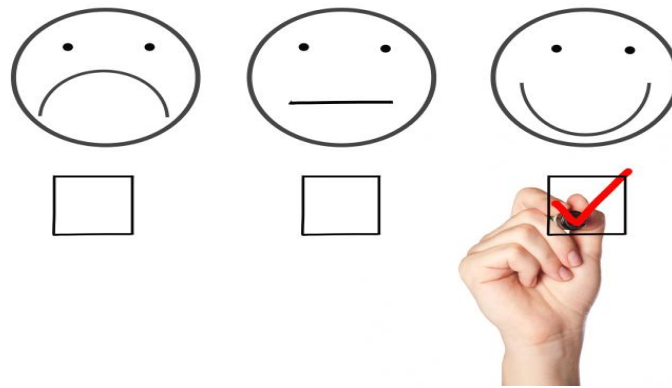
Member Workshop - Casework & Complaint Management

Wednesday 20 March 2019

Introductions

How Members and Officers can work together with the reporting systems we operate to receive the best service and support.

Page 58



Background

- Notice of Motion, 12 September 2018;

“The Council calls on the Chief Executive to ensure that the Chief and Senior Officers respond to Councillors’ requests with courtesy and good manners without any undue delay”

- Action plan developed and led personally by Colin Everett
- Interim report to Corporate Resources Overview and Scrutiny
- Purpose of today

Personal Reflections

- We expect member enquiries to be given priority and want to support you
- The majority of member enquiries are 'off system' and can be harder to track
- Balance of personal contact with known officers and using the corporate system
- Taking care not to exaggerate the situation in using individual or old case examples which are not typical
- Offer made to members to report 'repeat offenders'; no reports received in the last six months
- Support the digital developments to give the public a quicker and more personally owned service

Introducing “Customer Contact”

Rebecca Jones, Customer Service & Registration Manager –

Customer Contact is aligned to Gareth Owens, Chief Officer (Governance) and is responsible for the strategic Customer Services Strategy to deliver modern and efficient face to face, telephone and digital services;

Page 61

Customer Services



Contact Centre



Flintshire Connects



Welsh Translation



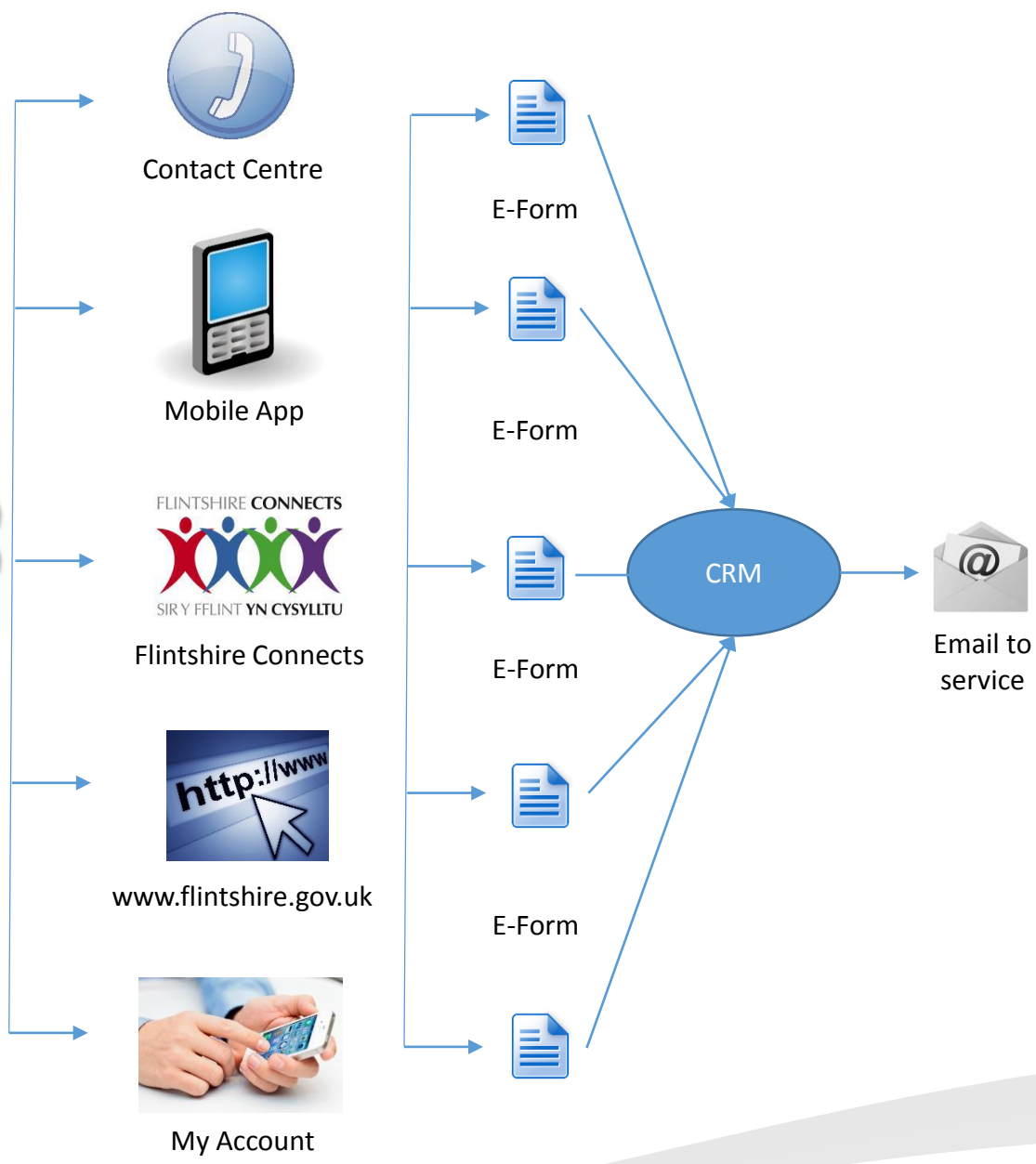
Process and Systems

Page 62

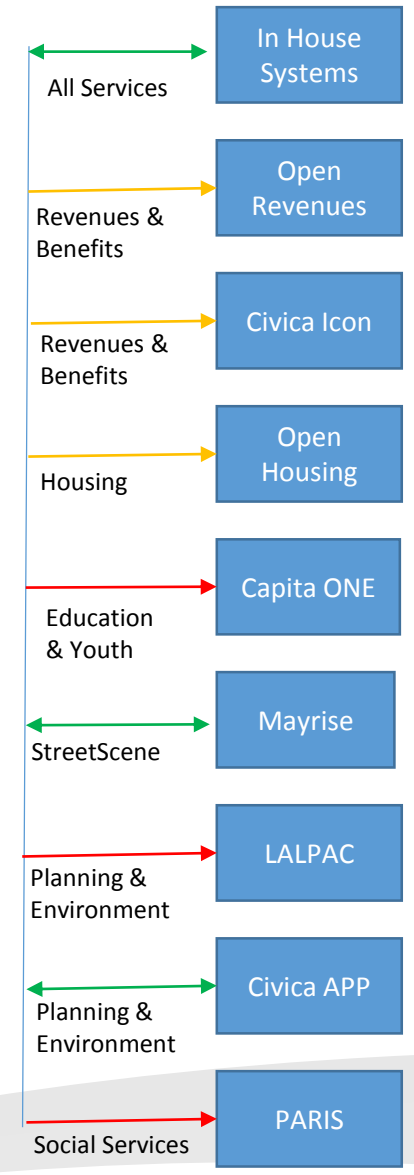


Over 56,000 enquiries were recorded on the Customer Relationship Management System (CRM) in the last 6 months.

- **Reports** e.g. missed waste collection
- **Requests** e.g. Council Tax discount
- **Applications** e.g. school admissions
- **Complaints** e.g. failure to provide a service



(Integration with back office systems)



Managing Complaints

Page 64



Step 1

- The service will aim to provide a full response within 10 working days from receipt.

Step 2

- The Corporate Complaints Officer or an appropriate senior officer will aim to provide a full response within 20 working days from receipt.

Public Services Ombudsman

The Ombudsman's role is to consider whether a complainant has suffered an injustice as a result of maladministration or service failure by a body within his jurisdiction.

Early Resolution

Putting things right for a complainant at an early stage e.g. agreeing to investigate a complaint through the local complaints procedure.

OR

Investigation

A report is issued or the PSO will discontinue it as a result of action agreed by the Council.

Performance

*“The Council calls on the Chief Executive to ensure that the Chief and Senior Officers respond to Councillors’ requests with courtesy and good manners **without any undue delay**”*

September, October, November

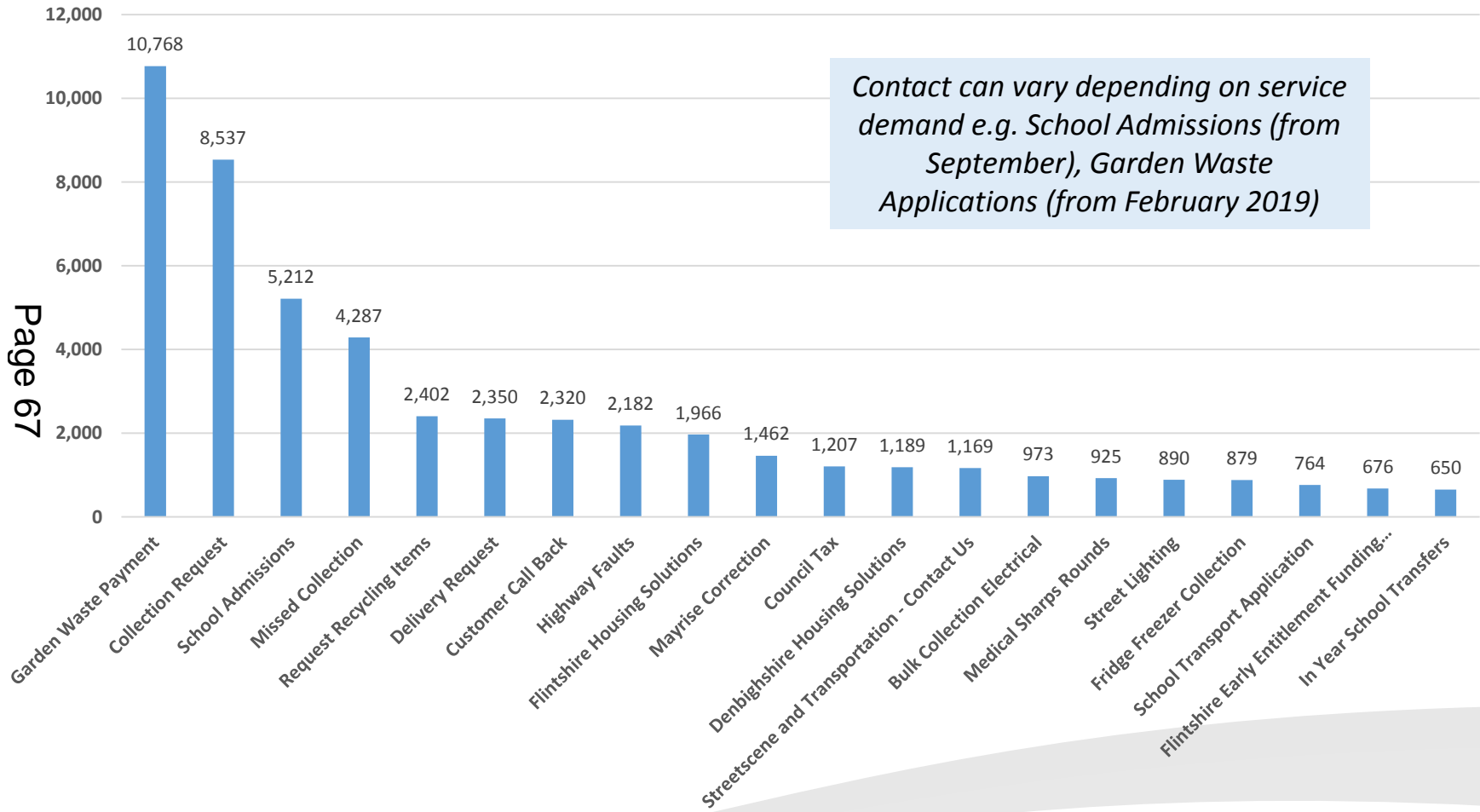
- 25,253 enquiries received
- 92% closed

December, January, February

- 31,059 enquiries received
- 96% closed

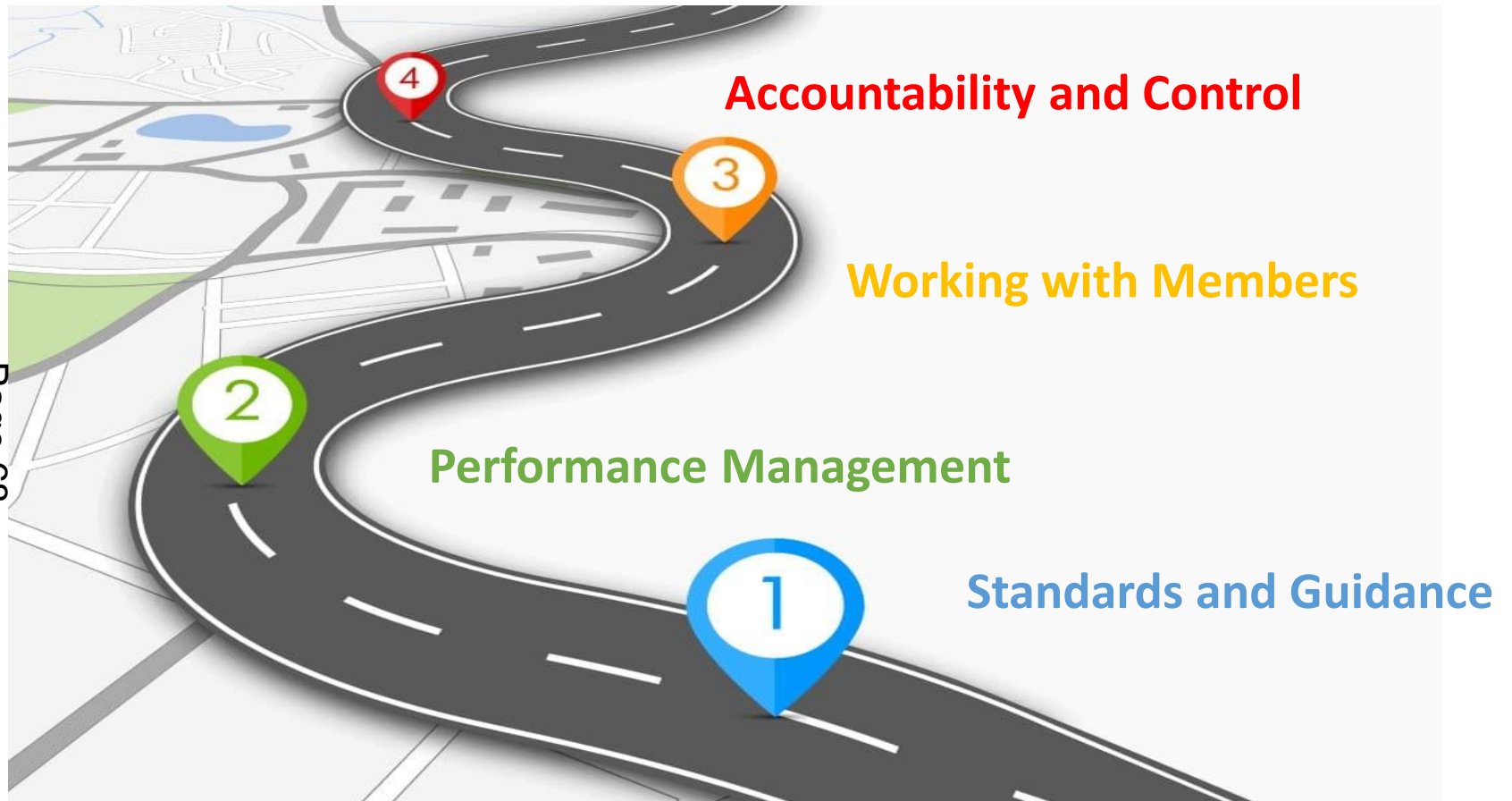


Performance (Top 20)



Action Plan

Page 68



Action Plan Progress

Standards and Guidance

- ✓ Revised County Councillor Guide to Communication and Accessibility
 - ✓ Published on InfoNet and circulated to managers and key work groups
 - ✓ Definition of a request, report and complaint
 - ✓ Guidance on handling complex or sensitive matters that take longer than 10 working days
 - ✓ Introduction of escalation procedures within portfolios
 - ✓ Named officers for sensitive and complex issues
- ✓ Re-issue of Communications Standards
 - ✓ Use of email signatures
 - ✓ Mobile numbers
 - ✓ Out of office
- ✓ Guide to good complaints handling
 - ✓ Recommended house style
 - ✓ Quality control – sampling (CRM)

Action Plan Progress

Performance Management

- ✓ Expectations raised with Chief Officers
 - ✓ Appraisal - expectations and collective ownership
- ✓ Engagement with high volume portfolio management teams
 - ✓ Streetscene & Transportation
 - ✓ Planning, Environment & Economy
 - ✓ Housing & Assets
- ✓ Business Managers engaged as a single point of contact for escalation of issues
- ✓ Dedicated contact for complex or sensitive cases
- ✓ Regular performance reports (real-time and automated in the future)
- ✓ Team meeting agenda item
- ✓ Who's Who to be reviewed

Action Plan Progress

Working with Members

- ✓ Action Plan developed - transparent on what we are doing following the Notice of Motion
- ✓ Update to Corporate Resource Overview and Scrutiny (January 2019)
- ✓ Rebecca Jones / Joanne Pierce appointed as dedicated contacts for complex or sensitive cases
- ✓ Members invited to report service areas where there are repeat problems
- ✓ Member Workshop scheduled 20 March 2019

Action Plan Progress

Accountability and Control

- ✓ Emphasis on Chief Officer accountability
- ✓ Action plan is a live document with tasks designed to ensure reporting systems we operate remain effective
 - ✓ Compliance with Communication Standards - on-going e.g. new employees
 - ✓ Quality assurance checks – are communications effective and of good quality?
- ✓ Regular monitoring of customer contact through team meetings

Good Practice Guidance

Guidance issued to Officers include;

- ✓ Email communications – signatures and out of office messages
- ✓ Response times – 5 or 10 working days
- ✓ Skype – use of Outlook Calendar to identify availability
- ✓ Profile photos – officers with a high level of contact with Members encouraged to upload an appropriate photo to their Outlook account
- ✓ Telephone answering standards – 30 seconds
- ✓ Bilingual greetings
- ✓ Diverting calls or using voicemail
- ✓ Complaint guidance
- ✓ Monitoring compliance – who to report non-compliance to

Chief Officer Updates

Page 74



Streetscene & Transportation
Stephen Jones



Planning, Environment & Economy
Andrew Farrow

Table Discussion 1

Reflecting on the updates from Chief Officers, what is your experience of working with services?

If relevant, provide specific examples where you believe undue delay has occurred.

Page 75

What did you do to resolve the delay?

Member and Officer Joint Working

Mutual respect between Members and Officers is essential to good local government. These general principles apply to all relations involving Members and Officers;

- Page 76
- ✓ Members are responsible to the electorate -
Members are not permitted to give instructions to Officers unless specifically authorised to do so by the Council, the Executive or a Committee.
 - ✓ Officers are responsible to the Chief Executive as Head of Paid Service, and to their respective Chief Officer – Officers will provide appropriate advice and support to Members with impartiality and in an equitable manner.



Help us to help you

Underlying principles for all Member and Officer relations:-

- ✓ Mutual respect between Members and Officers;
- ✓ Working relationships to be professional and both parties to act with courtesy;
- ✓ Show respect and consideration for others;
- ✓ Do not do anything which comprises, or which is likely to compromise the impartiality of those who work for, or on behalf of the Council;
- ✓ Do not disclose confidential information or information which should reasonably be regarded as being of a confidential nature without express consent;
- ✓ Have regard to relevant advice of Officers when reaching decisions.

Dealing with Casework effectively

Identify what the issue is – establish the facts and find out how your constituent wants you to help.

Refer the enquiry to the appropriate service – communicate direct with Officers or record your enquiry on the CRM for effective performance management.

Page 78

Provide feedback – after initial enquiries let the constituent know what you are doing and keep them up to date, especially if the issue will take longer than 10 working days to resolve.

Consider wider issues – reflect on the issues and let others know e.g. similar concerns may suggest that an issue needs to be dealt with by a new or revised policy

Table Discussion 2

Thinking about your experience of representing constituents and working with Council services;

1. Identify positive examples of case reporting and management
2. Identify opportunities to improve the effective management of cases

Developments

CRM “dashboard”

- ✓ Real-time performance data
- ✓ Management performance tool
- ✓ Ward information



Questions



This page is intentionally left blank

County Councillor Guide to Communication & Accessibility

COUNTY COUNCILLOR GUIDE TO COMMUNICATION AND ACCESSIBILITY

The Council is committed to maintaining open and accessible communication channels and the following guidelines have been produced so that County Councillors and employees understand their responsibility to work collectively to achieve the best possible outcomes for the people we serve.

The guidelines apply to everyone and describe how our corporate commitment to open and accessible communication will be achieved. The guidelines also explain the escalation procedures within portfolios if standards are not met.

Helping us to help you

1. Email Communications

Email communication has the benefit of enabling you to complete Council related work at a time of day that best suits you. We welcome receipt of emails out of normal office hours but ask for:

- patience in allowing officers reasonable time to pick up emails and provide a response
- support in keeping information confidential by restricting circulation to only those people who need to receive it
- matters to be escalated to the portfolio contact officer to avoid unnecessary escalation to Chief Officers

2. Telephone Communications

A Who's Who of Council Services can be found on [InfoNet](#) which contains contact details, including mobile phone numbers for Chief and Senior Officers. The booklet has been provided for your personal use.

A searchable directory of all office extension numbers is available on the Council's InfoNet and will put you in touch with individual officers not listed in the Who's Who.

Your Who's Who booklet also contains a list of service specific telephone numbers, which will help you direct residents and members of the public to the right place first time.

To maximise the effectiveness of our telephone communications we would ask you to:

- refrain from sharing Chief and Senior Officer mobile telephone numbers with residents or members of the public
- be mindful of reasonable working or contact hours when using Chief and Senior Officer mobile numbers
- in the event of an emergency outside of office hours use the numbers below:
 - Housing, Highways, Streetscene and other emergencies – 01344 786590
 - Social Services - 0345 053 3116

3. Social Media

The use of social media is a very useful way to engage your communities and pass on important information relating to provision of, and changes or disruption to Council services. To help ensure the quality, accuracy and relevance of the information you provide we would ask that you:

- retweet or share official information provided on official Council social media sites
- refrain from rewording official information to minimise the risk of potential inaccuracies
- refrain from tweeting or posting during emergency situations, unless you are sharing official information

4. Support for you

The Council is committed to maintaining open and accessible communication channels with County Councillors. We encourage you to contact the most appropriate person who can help answer your enquiry e.g. Area Coordinator (Streetscene), Planning Case Officer, Housing Officer, this removes the need to escalate matters to Chief Officers unnecessarily. We have a dedicated contact officer in each portfolio to help you should you experience any unacceptable delays:

- **People and Resources**, Joanne Pierce 01352 702106
- **Governance**, Rebecca Jones 01352 702413
- **Education and Youth**, Joanna Hayes 01352 704136
- **Social Services**, Ian Maclaren 01352 702623
- **Housing & Assets**, Denise Naylor 01352 702421 or Denise Price 01352 703708
- **Streetscene & Transportation**, Vicky Plant 01352 704781
- **Planning, Environment & Economy**, Lynne Fensome 01352 704910

We ask you to report any concern over the handling of specific and important cases to either Joanne Pierce joanne.pierce@flintshire.gov.uk or Rebecca Jones rebecca.jones@flintshire.gov.uk

Our undertaking to you

We will deal with enquiries promptly and in line with published service standards. This means responses should be made within 10 working days from receipt but when enquiries are complex we will provide an explanation and a revised timescale for response. We will keep Members informed of progress when things take longer to deal with.

1. Email Communications

Signatures (desktops, laptops, tablets, iPads, BlackBerrys)

- Signatures on all email accounts must be enabled and set up so that they attach themselves to *new emails* created, *replies* to emails and emails that are *forwarded* to others.
- Signatures must be bilingual and contain the following information
 - Job title
 - Service name
 - Portfolio name
 - Council name
 - Office telephone number
 - Email address
 - Work days (where employees work part-time or condensed hours)
 - Where work issued mobile phones are used to openly engage with service users and/or members of the public, the number must also be included in email signatures.

Out of Office Messages

- Out of Office email messages must be enabled on all email accounts and activated in all instances where email will not be picked up on consecutive working days e.g. part-time or condensed hours or annual leave.
- Out of Office email messages must be created and activated to respond to both internal and external contacts.
- Out of Office email messages must be bilingual and include the following information:
 - The dates between which you will not be picking up emails
 - Alternative contact details

Response Times

- Emails should be acknowledged within 5 working days
- Digital responses should be provided as quickly as possible but within 10 working days

- Responses must be in the language and format of the original communication.

2. Skype for Business

Availability notifications

- Skype for Business uses information from Outlook Calendar to identify availability. To maximise its effectiveness Outlook Calendars should be used to record all diary entries, including annual leave.

Profile Photos

- Except in situations where service procedures dictate otherwise employees should make every effort to upload an appropriate photo to their Outlook/Skype account.
- Where employees' have a high level of contact with Councillors/Chief Officers they should be encouraged by Managers to upload appropriate photos.
- Profile photos are only visible to internal colleagues. Where used it should be an image of the employee. ID badge photos may be used or an appropriate alternative that reflects the professionalism of the service.

3. Telephone Communications

Telephone answering standards

- Calls should be answered within 30 seconds.
- Calls must be dealt with in English or Welsh, with appropriate arrangements put in place where Welsh speaking employees are unavailable.
- Where additional requirements are needed, alternative systems (e.g. language translation services) must be offered.

Diverting telephone calls to appropriate workplaces/devices

- Except in situations where service procedures dictate otherwise, when working away from usual places of work, telephone calls must be diverted to an appropriate alternative e.g. agile workstation; home; mobile phone; another extension; voicemail.
- Where employees do not subscribe to voicemail, calls must be diverted to an another appropriate number

Diverting telephone calls to voicemail

- Except in situations where service procedures dictate otherwise, voicemail services must be enabled and activated in all instances where calls will not be picked up on consecutive working days e.g. part-time or condensed hours or annual leave.
- For short periods of absence (1 day) and everyday use (e.g. meetings) a Personal Greeting should be recorded that will be played to all callers both internal and external to the organisation.
- For longer periods of absence e.g. annual leave an Extended Absence greeting must be recorded which will include an expiry date (the date and time of return) and an alternative contact. On return to work the system will automatically revert back to the Personal Greeting.
- Voicemail messages should be regularly accessed either at a workstation or remotely and dealt with accordingly.

Publishing Mobile Telephone Numbers

- Where work issued mobile phones are used to openly engage with service users and/or members of the public, the number should also be:
 - included in the internal telephone directory (available on InfoNet)
 - accompany relevant officer details in the Who's Who (available on InfoNet)
 - incorporated into Email signatures

4. Who's Who of Council Services

- Managers will be expected to actively support an up-to-date and relevant internal Who's Who of Council Services.
- Criteria for inclusion in the Who's Who will be based on an employees' level of contact with Councillors/Chief Officers and not necessarily service hierarchy.
- The Who's Who should contain the following information:
 - Photo
 - Name
 - Job title
 - Service name
 - Portfolio name
 - Office telephone number
 - Email address
 - Brief bullet point summary of services delivered
 - Where work issued mobile phones are used to openly engage with service users and/or members of the public, the number should also be included in the on-line Who's Who.

5. Complaints

- All complaints must be recorded and wherever possible resolved straight away.
- Where it is not possible to resolve a complaint straight away it should be formally acknowledged within 5 working days.
- We will aim to provide a full response within 10 working days from receipt.
- Where a complaint is complex and may take longer than 10 working days to resolve regular updates will be provided.

6. Monitoring compliance

- All employees in a managerial or supervisory role will be responsible for ensuring compliance with these minimum standards.
- Reports of non-compliance can be emailed to rebecca.jones@flintshire.gov.uk
- Regular reports of non-compliance will be presented to Chief Officer Team for consideration and appropriate action.

Please refer to the *County Councillor Communications and Accessibility – How to guidance* for help and support on setting up and managing the systems and tools referred to above.

This page is intentionally left blank



**NORTH AREA /
ARDAL Y GOGLEDD**

Operations Manager /
Rheolwr Gweithrediadau -
North and Streetlighting /
Y Gogledd a Goleuadau
Stryd
Darell Jones
01352 701290



AREA / ARDAL 1
Nigel Seaburg
01352 701228
Fynnongroew
Gronant
Trelawnyd & Gwaenysgor
Mostyn
Whitford
Greenfield
Holywell West
Holywell Central
Holywell East



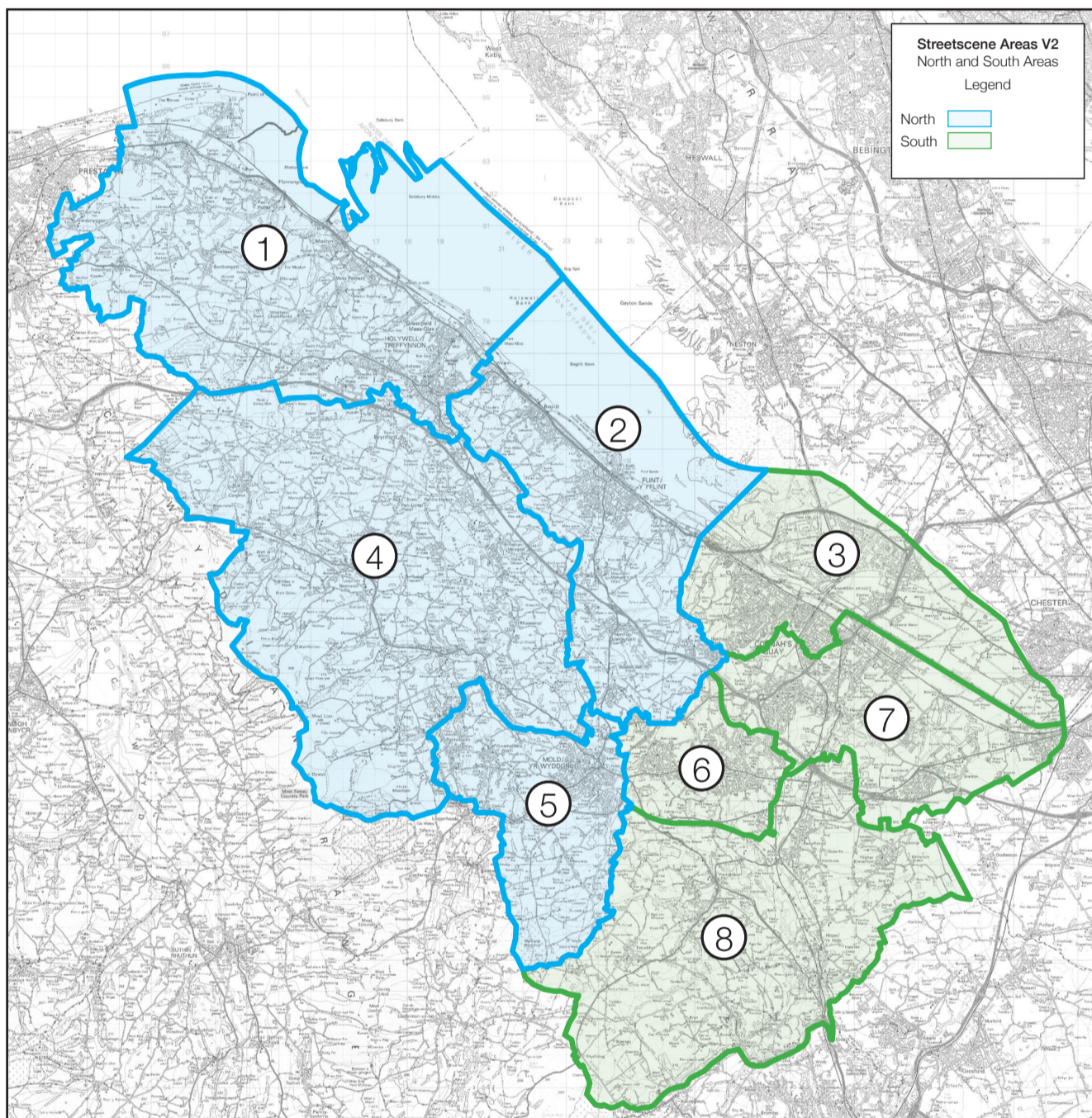
AREA / ARDAL 2
Geraint Roberts
01352 701212
Bagillt West
Bagillt East
Flint Coleshill
Flint Castle
Flint Oakenholt
Flint Trelawny
Northop
Northop Hall



AREA / ARDAL 4
Neil Hickie
01352 701291
Caerwys
Cilcain
Brynford
Halkyn

County Council wards included in each area are listed under the Contact Officer's name.

Mae wardiau'r Cyngor Sir ym mhob ardal wedi'u rhestru o dan enw'r Swyddog Cyswllt.



AREA / ARDAL 5
Andy Lightfoot
01352 701227
Gwernaffield
Mold West
Mold South
Mold East
Mold Broncoed
Gwernymynydd



AREA / ARDAL 8
Ian Williams
01352 701230
Penyffordd
Higher Kinnerton
Hope
Caergwile
Leeswood
Treuddyn
Llanfynydd

**SOUTH AREA /
ARDAL Y DE**

Operations Manager /
Rheolwr Gweithrediadau -
South and Structures /
Y De a Strwythurau
Mark Middleton
01352 704765



AREA / ARDAL 3
Wayne Jones
01352 704795
Connahs Quay Golftyn
Connahs Quay Central
Connahs Quay South
Connahs Quay Wepre
Shotton West
Shotton East
Shotton Higher
Sealand



AREA / ARDAL 6
Mark Edwards
01352 704751
New Brighton
Argoed
Buckley Mountain
Buckley Bistre West
Buckley Bistre East
Buckley Pentrobin



AREA / ARDAL 7
John Griffiths
01352 704755
Ewloe
Aston
Hawarden
Mancot
Queensferry
Broughton South
Broughton North East
Saltney Mold Junction
Saltney Stonebridge

This page is intentionally left blank