Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 11 (£m)	Cause of Variance	Action Required
Chief Executive	2.274	2.138	(0.136)	(0.136)	Vacancy savings £0.051m.	
					Employee Consultation efficiency £0.038m.	
					Employee Safety Measures efficiency £0.025m	
-	0.055	0.000	(0.070)	(0.070)	Other minor efficiencies £0.022m.	
Finance	3.355	2.983	(0.372)	(0.373)	The net position on staffing costs is an underspend of £0.185m, this is after taking into account several vacancies and the additional costs of senior interim staff and essential additional resources. This is due to the delay in the implementation of the Finance Function Review and also the increased workload within Benefits. These are being carefully monitored and will continue until the results of the Finance Function Review are implemented. This is in line with the anticipated revised cost of the Finance Structure.	

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 11 (£m)	Cause of Variance	Action Required
cont Finance					In order to keep on top of backlogs within Housing Benefits it has been necessary to engage an outside data centre to process claims £0.049m.	
					Savings on essential car allowances and transport costs due to staff vacancies £0.012m.	
					Additional costs of software, software maintenance and consultants due to legislative changes and upgrades to systems £0.032m.	
					Additional funding received from WAG £0.040m.	
					Benefits Subsidy - additional income received £0.232m	
					Various decreases in running costs/decrease in income received, £0.015m.	

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 11 (£m)	Cause of Variance	Action Required
Legal & Democratic Services	3.247				Additional Income - Legal Services £0.038m Reduction in Members' Allowances payable and expenses, £0.104m.	
					Recruitment costs £0.022m Other minor variances £0.033m.	
Human Resources & Organisational Development	2.676	2.855	0.179		During the identification of the 1% efficiencies in 2010/11, £0.025m was surrendered on a permanent basis for ISA registration although the budget allocation was only temporary. The efficiency has therefore reduced the CRB checks budget by £0.025m. ISA Registration budget error	ISA Registration/CRB checks.
					£0.025m pressure.	A budget pressure form has been completed for 2012/13. A review is currently underway to identify possible ways of reducing CRB check expenditure.

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 11 (£m)	Cause of Variance	Action Required
cont HR & OD					CRB Checks £0.066m pressure.	A report on CRB checks is currently being prepared for CMT which will make recommendations to reduce future costs.
					Vacancy savings £0.124m.	
					Corporate Training refreshments pressure £0.030m	
					Organisational Design pressure of £0.123m.	This expenditure relates to the OD Project which will generate efficiencies through ongoing service reviews.
					HRMIS Phase 2 in year pressure of £0.025m.	
					Payroll SLA pressure £0.034m	
ICT & Customer Services	5.819	5.723	(0.096)	(0.099)	Estimated deficit D&P £0.260m.	
					Vacancy Savings (vacancies on hold pending outcome of Service Reviews) £0.326m.	
					Other minor efficiencies £0.030m.	
Clwyd Theatr	1.115	1.128	0.013	0.013		
Total :	18.486	17.921	(0.565)	(0.569)		