

APPENDIX A

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 15 OCTOBER 2013**

REPORT BY: **HEAD OF FINANCE**

SUBJECT: **REVENUE BUDGET MONITORING 2013/14 (MONTH 4)**

1.00 PURPOSE OF REPORT

1.01 To provide Members with the most up to date revenue budget monitoring information (Month 4) for the Council Fund and the Housing Revenue Account in 2013/14.

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2.00 EXECUTIVE SUMMARY

2.01 The projected year end position, as estimated at Month 4, is as follows:-

Council Fund

- Net in year expenditure forecast to be £1.247m less than the budget. (A decrease of £0.818m on the £2.065m reported at Month 3)
- Projected contingency reserve balance at 31st March 2014 of £3.888m

Housing Revenue Account (HRA)

- Net in year expenditure forecast to overspend the budget by £0.260m (£0.043m overspend reported at Month 3)
- Projected HRA balances at 31st March 2014 of £1.174m

The detail relating to the HRA is set out in Section 7.00 of this report

3.00 COUNCIL FUND LATEST IN YEAR FORECAST

3.01 The table below shows a projected positive variation of expenditure against budget of £1.247m :-

TOTAL EXPENDITURE AND INCOME	Original Budget	Revised Budget	In-Year Over / (Under) spend	
			Month 3	Month 4
	£m	£m	£m	£m
<u>DIRECTORATES (Service Groups)</u>				
Services for Adults	45.642	44.181	(2.036)	(0.832)
Services for Children	11.906	12.124	0.151	0.298
Housing Services	1.800	1.784	(0.226)	(0.288)
Development & Resources	1.688	1.648	(0.038)	(0.037)
TOTAL : COMMUNITY SERVICES	61.036	59.737	(2.149)	(0.859)
Assets and Transportation	6.015	6.041	(0.012)	(0.006)
Planning	1.708	1.699	0.046	0.023
Public Protection	3.455	3.447	(0.017)	(0.027)
Regeneration	0.715	0.706	(0.046)	(0.031)
Streetscene	19.320	19.112	0.296	0.356
Management, Support & Performance	1.088	1.086	(0.103)	(0.096)
TOTAL : ENVIRONMENT	32.301	32.091	0.164	0.219
Culture & Leisure	6.876	6.328	0.827	0.360
Inclusion Services	14.058	13.234	(0.401)	(0.102)
Primary School Services	43.374	43.374	(0.025)	(0.025)
Secondary School Services	36.638	37.463	0.000	0.002
Development & Resources	12.118	12.118	(0.225)	(0.164)
TOTAL : LIFELONG LEARNING	113.064	112.517	0.176	0.071
Chief Executive	2.356	2.325	0.010	(0.017)
Finance	14.265	14.243	(0.220)	(0.308)
HR & OD	2.427	2.450	0.005	0.000
ICT & Customer Services	4.922	4.901	(0.035)	(0.041)
Legal & Democratic Services	3.145	3.145	0.012	0.020
TOTAL : CORPORATE SERVICES	27.115	27.064	(0.228)	(0.346)
TOTAL DIRECTORATES	233.516	231.409	(2.037)	(0.915)
Central and Corporate Finance	26.236	28.343	(0.028)	(0.332)
Total	259.752	259.752	(2.065)	(1.247)

3.02 The revised budgets now shown in the above table reflect the recommended changes made in the Month 3 report which were approved by Cabinet on 17th

September.

- 3.03 The original budget column reflects the budget approved by Council on the 1st March 2013. The revised budget column reflects in-year virements which have been approved in compliance with Financial Procedure Rules.
- 3.04 The Month 3 budget monitoring report to Cabinet indicated that as part of the commitment to strengthen financial management and formal reporting, the presentation of significant variances appendices will be revised to tie in clearly with the Table at paragraph 3.01 of the report. Appendices 2 to 6 have now been prepared on a basis which is consistent with the Council Fund summary table.

Programme of Efficiencies

- 3.05 The 2013/14 budget contains £5.331m of specific efficiencies and the table below summarises the current status of these items. This analysis indicates that it is currently projected that £4.469m (83.8 %) will be achieved, resulting in a net under-achievement of £0.862m.

Status of Efficiency	Value of Budgeted Efficiency £m	Value of Projected Efficiency £m	(Under) Over Achievement £m
ALREADY ACHIEVED	1.948	1.948	0.000
EXPECTED TO BE ACHIEVED IN FULL	2.219	2.219	0.000
ACHIEVABLE IN PART	0.699	0.302	(0.397)
NOT ACHIEVABLE	0.465	0.000	(0.465)
Total	5.331	4.469	(0.862)

- 3.06 Appendix 9 provides further details of the assumptions behind the projections, and where relevant the actions required to address items not currently expected to be achieved in full. It is important to note that the impact of this analysis has already been included in the overall Month 4 projected outturn position.

Out of County Placements

- 3.07 There has been a significant change in the projected outturn for Out of County placements since the Month 3 position was reported in September. At the time the Month 3 report was being prepared, the projected outturn position reflected a total underspend of £0.755m, made up of £0.344m on Children's Services within Community Services, and £0.411m on Inclusion (Schools Services) within Lifelong Learning. The position has now changed significantly whereby there is now a projected underspend of £0.152m, made up of a projected overspend of £0.031m on Children's Services, and a projected underspend of £0.183m on Inclusion.
- 3.08 There have been a number of influences on the significant reduction in the projected underspend position reported at Month 3, with the main ones being :-

- New placements at Bryn Tirion
- Extensions of existing placements

- High cost placements (including Mother and baby cases)
- Recoupment charges from hospital schooling
- Volatile nature of placement demand
- Costs of remand placements - delegated to Local Authorities from April 2013

3.09 The Month 3 budget monitoring report reflected that there may be the potential for a further recurring efficiency for reflection in the Council's Medium Term Financial Plan (MTFP). In view of the significant change from the position reported at Month 3, it is now considered unlikely that any further recurring efficiency can be reflected within the MTFP.

Former chemical plant - Sandycroft (Euticals Ltd.)

3.10 The vacation of this site by its owners represents a major public protection risk. Under emergency planning arrangements, Flintshire has taken Gold command in co-ordinating the involvement of strategic partners. Although the Council does not have legal responsibility for the site, it is incurring costs in securing and managing the site and its contents, pending resolution with Welsh Government on financial support to return the site to a stable condition. Some costs are being met by Natural Resources Wales. The current potential monthly cost to the Council is in the order of £0.060m. On the assumption of six months to resolve matters, the cost to the Council would be in the region of £0.400m. This would be offset by any contribution from Welsh Government which is being pursued but, at this stage, has not been quantified or agreed. Updates will be provided in future budget monitoring reports, and we should be in a position to provide more accurate estimates of longer term costs when the Month 5 budget monitoring report is considered in November. Please also note the reference to potential costs within the Risks and Assumptions section of the report.

4.00 INFLATION

4.01 **Pay inflation** of £0.734m was included in the 2013/14 budget in anticipation of a possible national pay award in 2013/14. An assessment of the implications of the pay award has now been completed and the full £0.734m will be allocated to service budgets to meet the costs of the pay award. The budget changes are not currently reflected in the Table at paragraph 3.01 above but will be reflected in the Month 5 budget monitoring report to Cabinet in November.

4.02 **Non standard price inflation** - amounts of £0.255m in respect of Energy for Street Lighting, £0.197m in respect of Energy, £0.187m in respect of Fuel and £0.141m in respect of Food costs are included in the budget but held centrally. The budgets which incur the costs affected by non standard inflation are being monitored closely and the funds will be released when a full assessment of the need has been verified. At this stage, the current projected outturn assumes that these amounts will be required in full.

5.00 MONITORING BUDGET ASSUMPTIONS & NEW RISKS

5.01 There are some areas which are being specifically monitored which potentially could have impacts on the budget beyond the current assumptions:

- Outcome Agreement Grant - full allocation of grant applicable to 2012/13 is subject to future agreement by Welsh Government (WG). However, a recent meeting with WG officers concluded that the Council has met the requirements for full payment of the grant and the WG Minister will be advised of this.
- Former chemical plant - Sandycroft (Euticals Ltd.) - along with its strategic partners, the Council has intervened in relation to this site and is in discussion with Welsh Government about solutions, roles and responsibilities - indicative costs for six months are shown at paragraph 3.10 but costs may increase if the current situation extends beyond six months
- Social Services for Children - the trend of referrals currently being experienced is increasing
- Waste Services - risks of impacts of changes in market demand on future recycling income (plastics), and further reductions of specific Welsh Government grant for Sustainable Waste management (SWMG)

6.00 UNEARMARKED RESERVES

6.01 The 2012/13 final outturn reported to Cabinet on 16th July showed unearmarked reserves at 31st March 2013 (above the base level of £5.564m) of £3.409m, after taking into account a commitment in 2013/14 for use of £0.297m to meet one-off / time limited costs. In July, Cabinet allocated £0.250m to the Winter Maintenance reserve, bringing the level in the reserve to £3.159m.

6.02 After taking account of an allocation of £0.518m for recovery costs following the March 2013 severe weather, and bringing in the impact of the projected in year budget position the current projected level of the contingency reserve at the end of March 2014 is an amount of £3.888m. Details are shown in Appendix 7.

7.00 HOUSING REVENUE ACCOUNT

7.01 On 19th February 2013, the Council approved a Housing Revenue Account (HRA) budget for 2013/14 of £28.259m. The budget provided for a closing balance of £0.903m, which at 3.2 % of total expenditure satisfies the prudent approach of ensuring a minimum level of 3 %.

7.02 The 2012/13 final outturn reported to Cabinet on 16th July 2013 showed a closing balance at the end of 2012/13 of £1.931m (subject to audit) which was £0.861m more than when the 2013/14 budget was set. This had the effect of increasing the closing balance for 2012/13 by the same amount.

7.03 There is an overall projected overspend of £0.260m and a projected closing balance at Month 4 of £1.174m, which at 4.1 % of total expenditure satisfies the prudent approach of ensuring a minimum level of 3 %.

7.04 Appendix 7 details the reasons for significant variances occurring to date and the actions planned to deal with them.

8.00 RECOMMENDATIONS

8.01 Members are recommended to :-

- a) Note the overall report
- b) Note the projected Council Fund contingency sum as at 31st March 2014 (paragraph 6.02)
- c) Note the projected final level of balances on the Housing Revenue Account (paragraph 7.03)

9.00 FINANCIAL IMPLICATIONS

9.01 The financial implications are as set out in Sections 3.00 - 7.00 of the report.

10.00 ANTI POVERTY IMPACT

10.01 None.

11.00 ENVIRONMENTAL IMPACT

11.01 None.

12.00 EQUALITIES IMPACT

12.01 None.

13.00 PERSONNEL IMPLICATIONS

13.01 None.

14.00 CONSULTATION REQUIRED

14.01 None.

15.00 CONSULTATION UNDERTAKEN

15.01 None.

16.00 APPENDICES

- 16.01 Council Fund - Movement in Variances from Month 3 - Appendix 1
Council Fund Variances - Appendices 2 - 6
Council Fund - Movements on unearmarked reserves - Appendix 7
Housing Revenue Account Variances - Appendix 8
Council Fund - Achievement of Efficiencies - Appendix 9

**LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS**

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COUNCIL FUND - REVENUE BUDGET 2013/14
FLINTSHIRE COUNTY COUNCIL



Budget Monitoring (Month 4)
Summary of Movement from Month 3

	£m	£m
Month 3		
Service Directorates	(2.037)	
Central and Corporate Finance	(0.028)	
Variance as per Cabinet Report		<u>(2.065)</u>
Month 4		
Service Directorates	(0.915)	
Central and Corporate Finance	(0.332)	
Variance as per Directorate Returns		<u>(1.247)</u>
Change Requiring Explanation		<u><u>0.818</u></u>
<u>Community Services</u>		
Services For Adults		
• Resource and Regulated Service (Intake and Reablement) - the movement from month 3 is due to a combination of a Corporate realignment of budget from this service (£0.335m), and an increase in residential care costs (£0.053m) offset by an increase in the projected underspend for Extra Care (£0.075m) due to an additional delay and a reduction in the income budget (£0.080m) for supporting people following a budget realignment by the Supporting People team.	0.222	
• Locality Teams (Localities) - the movement from Month 3 is mostly due to a Corporate realignment of budget from this service (£0.250m). The balance of £(0.019m) is made up of a number of other movements.	0.269	
• Resource and Regulated Service (Disability Service) - overall (£0.499m) budget transferred out of this service of which £0.450m is due to the Corporate realignment of budgets and £0.049 is a budget transfer to Administrative Support (Disability Services). The other movements in outturn results in a net reduction in underspend of £0.102m that is mostly due to additional service users within PDSI residential (£0.083) and an increase in domicilliary care costs (£0.042). The balance of £(0.023m) is made up of a number of other movements.	0.601	
• Disability Service (Disability Service) - overall (£0.348m) budget transferred out of this service of which £0.300m is due to the Corporate realignment of budgets and £0.048 is a budget transfer to Administrative Support. The balance of £(0.023m) is made up of a number of other movements.	0.326	
• Administrative Support (Disability Services) - the movement from month 3 is due a budget transfer (£0.097m) from Resource and Regulated Service (Disability Services) (£0.049m) and Disability Service (Disability Services) (£0.048m).	(0.097)	
• Forensic Budget (Disability Services) - the movement from period 3 reflects additional income from Health for one service user.	(0.169)	
• Occupation and Employment (Mental Health and Substance Misuse Service) - the movement from month 3 is due to temporary cover for maternity leave and sickness absence.	0.026	
• Other minor changes of less than £0.025m for Services for Adults	0.026	
Subtotal: Services for Adults		1.204
Development & Resources		
• Other minor changes of less than £0.025m	0.001	
Subtotal: Development & Resources		0.001

Services For Childrens		
• Professional Support (Children's Services) - the movement from month 3 is due to an overall (£0.274m) budget transferred into this service of which £0.250m is due to the Corporate realignment of budgets and £0.024 is an in-year budget transfer from Youth Offending Team (Children's Services). The balance of £(0.014m) is made up of a number of other small movements.	(0.260)	
• Youth Offending Team (Children's Services) - the movement from month 3 is due to an in-year budget transfer (£0.024) to Professional Support (Children's Services).	0.029	
• Out of County Pooled Budget (Children's Services) - the movement from month 3 is due to a change in client costs.	0.375	
• Other minor changes of less than £0.025m	0.003	
Subtotal: Services For Childrens		0.147
Housing Services		
• Homelessness Accomodation (Housing Services) - the change from month 3 is due to the Quay House project delayed until 2014/15.	(0.035)	
• Renovation Grants (Housing Services) - the change from month 3 is due to a post becoming vacant and not recruited to in 2013/14.	(0.024)	
• Other minor changes of less than £0.025m	(0.003)	
• Subtotal: Housing Services		(0.062)
Total: Community Services		1.290

Environment

• Streetscene	0.061
• Other minor changes of less than £0.025m	(0.006)
	0.055

Lifelong Learning**Culture & Leisure**

• Leisure Centres - additional budget of £0.505m has been added to the Leisure Centre Developments budget as per the report approved at period 3. This has been reduced by net pressures of £0.028m. £0.029m relates to a fall in the income projection for Deeside Ice Rink based on income for July. £0.015m relates to a drop in the income projection for 5 a side pitches and the remaining £0.016m relates to other minor variances.	(0.477)
• Minor Variances	0.012

Inclusion Service

• Out of County - the projected underspend on Out of County has reduced since month 3 by £0.308m. £0.082m relates to new placements at Bryn Tirion, £0.140m relates to early intelligence of new placements, £0.042m relates to an extension of an existing placement at Bryn Tirion, £0.046m relates to unexpected recharges for hospital schooling relating to 2012/13, £0.012m relates to minor changes to several placements and the remaining £0.014m relates to savings on placements ending.	0.308
• Minor Variances	(0.010)

Development & Resources

• Facilities Services - £0.026m relates to the estimated repayment of the CCTV feasibility invest to save funding. The remaining £0.010m relates to minor variances.	0.036
• Minor Variances	0.026
	(0.105)

Corporate Services

• Legal and Democratic Services - increased overspend on Locums £0.007m, minor variances £0.001m	0.008
• HR and Organisational Development - minor variances (£0.005m)	(0.005)
• ICT and Customer Services - vacancy savings (£0.018m), registrars income £0.008m, minor variances £0.004m	(0.006)
• Finance - vacancy savings (£0.020m), additional surplus on Council Tax Collection Fund (£0.060m), reduced shortfall on Council Tax Reduction Scheme (CTRS)	(0.088)
• Chief Executive's Department - vacancy savings (£0.021m), minor variances (£0.006m)	(0.027)
	(0.118)

Central and Corporate Finance

• Net budget adjustments -£0.680m (Community Services -£1.185m, Leisure management £0.505m)	(0.680)
• Former Euticals Ltd. factory (Sandycroft) - site related costs	0.400
• Other Minor Variances	(0.024)
	(0.304)

Total changes

0.818

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Budget Monitoring 2013/14 (Month 4)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Services for Adults Resources and Regulated Services (Intake and Reablement)	5.351	5.094	(0.257)	(0.479)	<p><u>Extra Care</u> Projected underspend on Llys Jasmine has increased due to additional delays, by (£0.075m) to (£0.209m).</p> <p><u>In-house Domiciliary Care</u> underspend (£0.114m) due to greater use of reablement and independent sector care providers. The reduction from month 3 (£0.174m) is mostly due to Corporate realignment of budgets (£0.185m)</p> <p><u>Client Transportation Service</u> underspend (£0.055m) relates to staff vacancies (£0.053m). Reduction from month 3 (£0.152m) due to Corporate realignment of budget (£0.150m).</p> <p><u>Day Services</u> underspend (£0.044m) mostly due to vacancies (£0.026m). These underspends are offset by a projected overspend within <u>In-house Residential Service</u> (£0.165m) due to the need to ensure staff cover (£0.205m) and additional premises costs (£0.035m) offset by client (£0.070m) and Health (£0.050m) income. The increase from month 3 (£0.053m) is mostly due to increased agency cover (£0.028m).</p> <p><u>Supporting People</u> decrease from month 3 (£0.080m) due to budget realignment.</p>	<p><u>Extra Care</u> The underspend against is one-off and non recurring and has arisen due to the opening of the facility being part way through the current year.</p> <p><u>Client Transportation Service</u> Underspend adjusted in budget rationalisation.</p> <p><u>Residential Service</u> further work required to determine the most appropriate way to address the overspend.</p>

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Budget Monitoring 2013/14 (Month 4)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Locality Teams (Localities)	13.863	13.777	(0.086)	(0.355)	<p><u>Older People Services</u></p> <p>> Locality Teams are together expected to underspend (£0.124m) mostly due to vacant posts some of which are not expected to be filled until 01/01/2014.</p> <p>> Early Onset Dementia is projected to overspend (£0.068m) due to purchased domiciliary care costs.</p> <p>The balance (£0.030m) is made up of a number of smaller variances.</p>	<p>Review following budget rationaliation.</p> <p>Most of the PDSI elements previously included as part of the locality team budgets are now shown within the Disability Services Heading with only the Occupational Therapy service remaining as part of the locality</p>
Resource and Regulated Services (Disability Services)	15.191	15.131	(0.060)	(0.661)	<p>Overall (£0.499m) budget transferred out of this service of which £0.450m is due to the Corporate realignment of budgets and £0.049m is a budget transfer to Administrative Support (Disability Services).</p> <p>The other movement in outturn results in a net reduction in underspend of £0.102m that is mostly due to additional service users within PDSI residential (£0.083m) and an increase in domiciliary care costs (£0.042m). The balance of £(0.023m) is made up of a number of other movements.</p> <p>As previously noted this service includes a budget to help offset the expected impact of a review of joint funded packages between FCC and Health. This remains unchanged from month 3.</p>	<p><u>LD</u></p> <p>The underspend in relation to the negotiations with Health on jointly funded packages is based on current assumptions. These will be kept under review and adjusted if proven necessary.</p>

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Budget Monitoring 2013/14 (Month 4)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Administrative Support (Disability Services)	0.409	0.450	0.041	0.138	This is due to an overspend against staff pay costs (£0.041m). Decrease from month 3 (£0.095m) due to budget transfers from Resources & Regulated Services (£0.049m) and Vulnerable adults (£0.047m) both within Disability Services.	Keep under review.
Residential and Domiciliary Service (Mental Health & Substance Misuse Service)	0.734	0.541	(0.193)	(0.202)	This underspend is based on current care packages. An additional £0.0259m budget has been added to this area in 2013 to reflect the expectation of the transfer from Health of an individual with a high cost transition package. The underspend within the service is reduced from what would be expected due to the delay relating to the transition client because of other additional clients, one of which has a high cost care package. Underspend decreased from month 3 (£0.009m) due to Corporate realignment of budget (£0.100m), a new client (£0.020m) offset by a client now becoming fully Health funded (£0.111m).	Keep under review.
Professional Support (Mental Health & Substance Misuse Service)	0.822	0.749	(0.073)	(0.052)	This is mostly (£0.047m) due to a one-off pay cost reduction following an agreed absence with no pay.	One-off.

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Budget Monitoring 2013/14 (Month 4)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Forensic Budget (Mental Health & Substance Misuse Service)	0.305	0.163	(0.142)	(0.163)	Reflects current care packages for 2013/14.	Keep under review - potential volatility due to changes in client numbers and demands at short notice from prison or courts. The possibility of re-aligning budget between the two services has been considered and dismissed for now as there are early indications of additional Mental Health clients although at this stage potential costs or start dates are unknown.
Forensic Budget (Learning Disability)	0.482	0.428	(0.054)	0.115	Reflects current care packages for 2013/14. The movement from period 3 reflects additional income from Health for one service user.	
Other Services for Adults variances (aggregate)	7.024	7.016	(0.008)	(0.377)	Various minor variances.	Continue to review but not expected to be recurrent.
Subtotal:	44.181	43.349	(0.832)	(2.036)		

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Budget Monitoring 2013/14 (Month 4)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Development & Resources						
Business Systems (Development & Resources)	1.142	1.085	(0.057)	(0.059)	The underspend within this area is mostly due to vacant posts.	
Vacancy Control	(0.100)	0.000	0.100	0.100		Realignment of vacant posts
Other Development & Resources variances (aggregate)	0.606	0.526	(0.080)	(0.079)	Various minor variances.	Continue to review but not expected to be recurrent.
Subtotal:	1.648	1.611	(0.037)	(0.038)		

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Budget Monitoring 2013/14 (Month 4)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Services for Children						
Family Placement (Children's Services)	1.977	2.300	0.323	0.319	The overspend is mainly as a result of an increase in the number of foster care placements within the service. It is also due to the increasing number of court orders for Residence and Special Guardianship orders which invariably attract an ongoing allowance for the carers.	A review of the Family Placement Team has been undertaken the outcome of which is being considered and will inform future planning and possible efficiencies.
Other Services for Children variances (aggregate)	10.147	10.122	(0.025)	(0.168)	Various minor variances.	Continue to review but not expected to be recurrent.
Subtotal:	12.124	12.422	0.298	0.151		

COMMUNITY SERVICES

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Budget Monitoring 2013/14 (Month 4)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Housing Services						
Homelessness Accommodation (Housing Services)	0.360	0.163	(0.197)	(0.162)	Variance is due to improvements in the service where methods have been put in place to reduce the cost of temporary accommodation. Quay House project has been delayed until 2014/15.	Keep under review. Variance is due to improvements in the service where methods have been put in place to reduce the cost of temporary accommodation.
Accommodation Support Team (Housing Services)	1.206	1.136	(0.070)	(0.070)	Service undergoing restructure which is not yet in place.	Restructure to be implemented.
Other variances (aggregate)	0.218	0.197	(0.021)	0.006	Various minor variances.	Continue to review but not expected to be recurrent.
Subtotal:	1.784	1.496	(0.288)	(0.226)		
Total :	59.737	58.878	(0.859)	(2.149)		

Budget Monitoring Budget Monitoring 2013/14 (Month 4)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Period 3 (£m)	Cause of Variance	Action Required
Assets & Transportation	6.041	6.035	(0.006)	(0.012)		
Industrial Units	(1.255)	(1.179)	0.076	0.061	Estimated net income shortfalls across the Industrial Estate portfolio. At Period 04 additional R&M costs at Bromfield	Keep Unit rental income closely monitored throughout 2013/14.
Property Holdings	0.083	0.053	(0.030)	(0.041)	NNDR costs lower than anticipated. At Period 04 additional R&M costs on miscellaneous land	Review of site budgets necessary in line with asset management programme
Property Asset & Development	0.529	0.426	(0.103)	(0.104)	Net Vacancy Savings	
Highways Development Control & Regulatory Services	0.806	0.854	0.048	0.037	Lower than anticipated levels of income for FPN's (based on improving standards of repair by utility companies) & road closures	
Aggregate of other Variances	5.878	5.881	0.003	0.035		
Planning	1.699	1.722	0.023	0.046		
Public Protection	3.447	3.420	(0.027)	(0.017)		
Regeneration	0.706	0.675	(0.031)	(0.046)		

Budget Monitoring Budget Monitoring 2013/14 (Month 4)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Period 3 (£m)	Cause of Variance	Action Required
Streetscene	19,112	19,468	0,356	0,296		
Waste Disposal & Waste Collection	9,219	9,569	0,350	0,364	Plastic recycling prices have reduced by £100 per tonne since June due to export to China ceasing. This is likely to result in an estimated income reduction of £120k in 2013/14 and a potential larger impact from 2014/15 onwards if circumstances remain the same. Staff backfilling costs to the end of September as a result of the on-going investigation within waste of approximately £80k.	Consider impact on MTFP going forward
Aggregate of other Variances	9,893	9,899	0,006	(0,068)	Notification was given by WG in late July that the Sustainable Waste Management Grant (SWMG) is being reduced in year by between 5% and 10% which would result in a funding shortfall of £170k at 5%. A further reduction of 10-11% is also anticipated in 2014/15. Confirmation was received from WG in late August of a grant reduction in 2013/14 of £150k.	Consider impact on MTFP going forward
Management Support & Performance	1,086	0,990	(0,096)	(0,103)		
Management Support & Performance	1,086	0,990	(0,096)	(0,103)	Net Vacancy Savings ahead of service review implementation and reduced commitments on supplies and services budgets	
Total :	32,091	32,310	0,219	0,164		

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Culture & Leisure	6.328	6.688	0.360	0.827	<p>School Library Service (£0.100m saving) Following an agreement at DMT, to mitigate the Directorate overspend and to contribute towards the value for money programme, a number of measures will be taken to reduce expenditure in the School Library Service.</p> <p>Library Service (£0.010m saving) Minor variances</p> <p>Leisure Centres (£0.479m pressure) The budget pressure has been reduced by additional budget of £0.505m since month 3. There are a number of pieces of work being completed to explore solutions to the remaining deficit. £0.022m relates to the final costs for Swim Flintshire. This programme ceased in August. £0.063m relates to employee costs. £0.267m relates to pressures on income across centres. £0.080m relates to pressures on premises budgets. £0.023m to security costs, £0.010m to credit/debit card fees and £0.014m to other minor variances.</p> <p>Other Leisure Minor Variances (£0.009m saving)</p>	<p>Service Manager to place a hold on all uncommitted expenditure within School Library Service.</p> <p>As part of the Leisure Action Plan a number of solutions are being explored and implemented including cessation of Swim Flintshire, Leisure Service Review, Leisure Contact Centre and Asset Review.</p>
Inclusion Services	13.234	13.131	(0.102)	(0.401)	<p>Out of County (£0.102m saving) The projected outturn is an underspend of £0.102m. Every attempt is made to keep costs to a minimum and each placement is considered at a panel of specialists before being approved. This figure is based on current intelligence. Any further increases to placements will reduce the projected saving.</p>	
Primary School Services	43.374	43.349	(0.025)	(0.025)	<p>Early Entitlement (£0.025m saving) Following an agreement at DMT, to mitigate the Directorate overspend and to contribute towards the value for money programme, a number of measures will be taken to reduce expenditure in Early Entitlement.</p>	<p>Service Manager to review expenditure and reduce planned expenditure by £0.025m.</p>

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Secondary School Services	37.463	37.465	0.002	0.000	Minor Variance relating to Regional Services	We are awaiting confirmation from a number of schools of their requirements for music tuition. Until we have this information, we are unable to calculate an accurate projection for the Music Service for 2013/14. This report assumes break-even.
Development & Resources	12.118	11.954	(0.164)	(0.225)	<p>Children, Youth & Community (£0.007m saving) Minor variances</p> <p>Schools ICT (£0.150m saving) In an effort to reduce the Directorate overspend and to contribute towards the value for money programme, DMT have made the decision to place a hold on all uncommitted expenditure in Schools ICT.</p> <p>Transport (£0.027m saving) Minor variances are predicted at this stage. We are awaiting information relating to requirements for the new academic year.</p> <p>Service Units (£0.013m saving) Pressures of £0.003m linked to NDR costs on Westwood School House, £0.060m on Pupil Support (Free School Meals) and £0.013m on Regional Capita One have been offset by estimated savings on Mobile Classrooms (£0.049m), and Insurance (£0.040m).</p> <p>Facilities Services (£0.033m pressure) £0.026m relates to the estimated repayment of the CCTV feasibility invest to save funding. The remaining £0.007m relates to minor variances.</p>	<p>Service Manager to place a hold on all uncommitted expenditure within Schools ICT.</p> <p>A more accurate picture will be available in September when full transport requirements are known.</p> <p>Further work is required on the estimate for Pupil Support. We are awaiting information from the Schools relating to Music remissions which will affect the estimated costs.</p> <p>We are still awaiting confirmation of the repayment arrangements relating to the CCTV feasibility study. The figures reported assume that the full food NSI budget of £0.141m is transferred to the facilities budget.</p>
Total :	112.517	112.587	0.071	0.176		

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Chief Executive	2.325	2.308	(0.017)	0.010	£0.014m Corporate voluntary sector contribution to Dangerpoint (£0.021m) Vacancy savings (£0.010m) minor variances	
Finance	14.243	13.935	(0.308)	(0.220)	£0.033m net additional costs of the Finance Division including: grades in new structure, revised cost reallocation, pay protection and support to major projects. (£0.760m) net surplus on the Council Tax Collection Fund after meeting the £0.420m costs allocated in 2013/14 budget. £0.419m CTRS shortfall in funding compared to estimated in year cost.	A review is in progress to realign the budget. Pay protection costs are time limited and will not feature in future years budgets. Demand led service but subject to ongoing monitoring. Contributing to national discussion on CTRS funding for 2014/15.
Legal & Democratic Services	3.145	3.165	0.020	0.012	£0.025m use of Agency/Locums (£0.005m) minor variances	
Human Resources & Organisational Development	2.450	2.450	0.000	0.005		
ICT & Customer Services	4.901	4.860	(0.041)	(0.035)	(£0.036m) Vacancy savings (£0.003m) additional Registrars Income (£0.002m) minor variances	
Total :	27.064	26.718	(0.346)	(0.228)		

CENTRAL AND CORPORATE FINANCE

APPENDIX 6

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Central Loans & Investment Account	14.231	13.989	(0.242)	(0.242)	Unsupported (Prudential Borrowing) - Funding for Local Government Borrowing Initiative (LGBI) transferred into settlement from 2013/14 (previously specific grant) -£0.415m which isn't needed to finance any new borrowing during 2013/14. The total of -£0.415m includes the £0.385m which was transferred into the settlement plus a residual £0.030m which wasn't utilised from the 2012/13 specific grant allocation of £0.192m.	
Centrally Held Provisions	5.818	5.007	(0.811)	(0.107)	Reduction in net external interest payable (-£0.047m), Reduction in interest receivable on temporary investments (£0.127m), increased cost of Minimum Revenue Provision (£0.088m) increased internal interest (-£0.015m), reduction in debt management costs (-£0.010m).	
Central Service Recharges	(1.931)	(1.620)	0.311	0.311	Net budget adjustments of £0.680m as approved in the Month 3 report (Community Services £1.185m, Leisure Management (-£0.505m) Surplus on recovery of FCC share of pension fund deficit - final year of three year strategy (-£0.128m), other minor variances (-£0.003m).	
Former Euticals Ltd - Sandycroft site	0.000	0.400	0.400	0.000	Shortfall of £0.311m of internal income recovered from trading accounts and the HRA. Potential costs for six months at £0.060m per month plus some specific one-off costs relating to site related costs in view of the public protection risk.	

CENTRAL AND CORPORATE FINANCE

APPENDIX 6

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Other variances - aggregate	10.225	10.235	0.010	0.010		
Total :	28.343	28.011	(0.332)	(0.028)		

APPENDIX 7

Movements on Council Fund Unearmarked Reserves

	£m	£m
Total Reserves as at 1 April 2013	9.540	
Less - Base Level (inclusive of total increase of £0.270m agreed as part of the 2013/14 budget)	<u>(5.834)</u>	
Total Reserves above base level		3.706
Less - Amount approved by Council on 1 st March for funding of one-off costs in the 2013/14 budget proposals		(0.297)
Less - Amount approved by Cabinet on 16 th July for reinstatement of funding within the Winter Maintenance reserve following utilisation of funding during 2012/13 (late March severe weather event)		(0.250)
Amount available for delegation to Cabinet		<u>3.159</u>
Add projected underspend as at 31 st March 2014		1.247
Less - Estimate of severe weather recovery costs		(0.518)
Projected Level of Total Contingency Reserve as at 31st March 2014		3.888

HRA Major Variance Report - Month 4

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
HRA Subsidy	6,167	6,288	121	121	Capital Financing charges amended after budget rounds completed.	Review timings of figures with Capital Financing team.
Repairs and Maintenance	8,393	8,806	413	230	£40k net overspend variance on salaries due to restructure not being in place. £339k over spend on materials due to severe weather during late March/Early April.	Restructure to be implemented
Other variances (aggregate)	(14,063)	(14,337)	(274)	(309)		
Total :	497	757	260	43		

Month 4

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Fees & Charges (APPENDIX 7a)			
<i>Community Services</i>			
Residential Charging - Increased Income From Demand	0.100	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	It will not be known for sure until the end of the financial year if this efficiency has been met.
Mental Health Service Users	0.018	EFFICIENCY ALREADY ACHIEVED	
TOTAL	0.118		
Service Change (APPENDIX 7b)			
<i>Community Services</i>			
Reablement in the level of extra care	0.100	EFFICIENCY ALREADY ACHIEVED	
Preserved Rights - reduced activity levels	0.053	EFFICIENCY ALREADY ACHIEVED	
External Funding for Existing Post - Children's Services	0.043	EFFICIENCY ALREADY ACHIEVED	
Family Placement Team - revision of existing practices	0.040	EFFICIENCY ALREADY ACHIEVED	
Early Retirement - Non replacement of staff - CSA	0.015	EFFICIENCY ALREADY ACHIEVED	
General Office Administration Review	0.021	EFFICIENCY ALREADY ACHIEVED	
Housing Efficiency Savings	0.028	EFFICIENCY ALREADY ACHIEVED	

Month 4

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Homelessness - Timing of presentations	0.106	EFFICIENCY ALREADY ACHIEVED	
Youth Justice - Appropriate adult service	0.010	EFFICIENCY ALREADY ACHIEVED	
Legal Fees - Use of solicitors / barristers	0.010	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Due to the unpredictable nature of Legal Fees it will not be known if this efficiency has been achieved until later in the financial year.
Children's Services - Transport costs efficiency	0.015	EFFICIENCY ALREADY ACHIEVED	
Children's Services - FAST team budget reduction	0.010	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	The FAST team is currently showing an overspend of £0.014m.
Preventative foster care service - day care	0.005	EFFICIENCY ALREADY ACHIEVED	
TOTAL	0.456		
Procurement (APPENDIX 7c)			
<i>Community Services</i>			
PARIS - post implementation expenditure review	0.030	EFFICIENCY ALREADY ACHIEVED	
Housing Services - Supplies and Services	0.003	EFFICIENCY ALREADY ACHIEVED	
Social Care - Supplies and Services	0.075	EFFICIENCY ALREADY ACHIEVED	
Procurement Hub - regional procurement of high cost low volume placements	0.020	EFFICIENCY ALREADY ACHIEVED	

Month 4

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Children's Services - out of county placements - improved procurement practice	0.533	EFFICIENCY ALREADY ACHIEVED	As at month 3 this budget was showing an underspend of £(0.344m). However due to change in service user circumstances this budget is now showing an overspend of £0.031m.
Transport Review - revised contracts	0.025	EFFICIENCY ALREADY ACHIEVED	
TOTAL	0.686		
Organisational Design (APPENDIX 7d)			
<i>Community Services</i>			
Review of Supported Living Service	0.350	EFFICIENCY ACHIEVABLE IN PART	The efficiency has been partly achieved in 2013/14 (£0.058m) and is expected to be fully achieved in 2014/15. It should be noted that the non achievement of this efficiency is being offset with underspends elsewhere within the Directorate.
Service Review of Warden Service	0.018	EFFICIENCY ALREADY ACHIEVED	
Children's Services - Removal of one team manager post	0.040	EFFICIENCY ALREADY ACHIEVED	
Development and Resources - Rationalisation of Management Team	0.050	EFFICIENCY ALREADY ACHIEVED	
TOTAL	0.458		

Month 4

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Fees & Charges (APPENDIX 7a)			
<i>Environment</i>			
Agricultural Estate rentals	0.008	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Agricultural Estates currently reporting a surplus income position.
Public Protection - increase to market rates	0.025	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Fees for both Licensing and Bereavement Services were increased from 1st June 2013
Markets Service - increased lettable space	0.019	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Markets currently reporting a surplus income position.
Traffic Regulation order Notices	0.013	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Budget Reduction met from within Highways Policy Budget
Streetscene - leachate processing	0.075	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	It is anticipated that the new income target will be met in 2013/14
TOTAL	0.140		
Service Change (APPENDIX 7b)			
<i>Environment</i>			
Street Lighting - non-residential areas post midnight turn-off	0.050	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	The new Street Lighting policy has been adopted and this efficiency will be achieved in full
Highways Asset Management Plan (HAMP) -rephasing of full implementation	0.225	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Previous approved pressure that was not required in 2013/14 and 2014/15 due to Local Government Borrowing Initiative (LGBI)

Month 4

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Public Conveniences - revisit of strategy	0.050	EFFICIENCY ACHIEVABLE IN PART	Tower Gardens, Holywell didn't close until 30th April 2013 with Cilcain and Caerwys delayed. This is likely to result in an underachievement of the efficiency by £0.021m. This will be fully achievable from 14/15.
Streetscene - implementation of Part III agreement	0.300	EFFICIENCY NOT ACHIEVABLE	The achievement of this efficiency is dependant on the implementation of Single Status so is anticipated to be achieved in 2014/15. The 2013/14 shortfall is being met from the Single Status reserve.
Waste Services - vehicle savings from full roll out of Saturday collection	0.140	EFFICIENCY NOT ACHIEVABLE	The achievement of this efficiency is dependant on the implementation of Single Status so is anticipated to be achieved in 2014/15. The 2013/14 shortfall is being met from the Single Status reserve.
Business Development team - agile working	0.004	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Budget Monitoring Position at Period 4 indicates achievement of this efficiency.
Staff travel - reduced mileage payments	0.003	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Budget Monitoring Position at Period 4 indicates achievement of this efficiency.
Directorate Support & Performance - Supplies and Stationery - Streamline current processes	0.008	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Budget Monitoring Position at Period 4 indicates achievement of this efficiency.
TOTAL	0.780		
Procurement (APPENDIX 7c)			
<i>Environment</i>			
Waste Services - Tender Transport arrangements for waste disposal	0.050	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	New Transport arrangements have been awarded as part of a tender process and are now in place.

Month 4

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Transportation Services - Review of subsidised Bus Service Contracts and re-tender	0.036	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Efficiency absorbed within service budget
Reduction in use of consultants	0.013	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Efficiency absorbed within service budget
Reduction in influencable spend	0.025	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Efficiency absorbed within service budget
Streamline current processes within Directorate Support	0.020	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Efficiency absorbed within service budget
TOTAL	0.144		
Organisational Design (APPENDIX 7d)			
<i>Environment</i>			
Review Management Recharge to the Communities First Programme	0.020	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	It is anticipated that this will be achieved as part of the Communities First Grant Claim for 2013/14
TOTAL	0.020		
Other Efficiencies (APPENDIX 7e)			
<i>Environment</i>			
Agricultural Estates - balance not required	0.025	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Specific Directorate Balance in the Environment Balance Sheet
Licensing / Health & Safety - balance not required	0.025	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	Specific Directorate Balance in the Environment Balance Sheet
TOTAL	0.050		

Month 4

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Fees & Charges (APPENDIX 7a)			
<i>Lifelong Learning</i>			
Library Service - Fines	0.001	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Library - Hire charges increase	0.001	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Leisure Services - increased charges	0.175	EFFICIENCY ACHIEVABLE IN PART	Tariffs were increased on the 1st January as agreed but as income targets are not expected to be met, the efficiency is also not likely to be fully achieved. Estimated amount achievable £0.164m.
Review of post 16 distance limit	0.030	EFFICIENCY ACHIEVABLE IN PART	The amendment to the proposal to continue to provide transport to Colleg Cambria means that only £0.010m of the efficiency can be achieved. Work is ongoing to confirm this. However, we do not anticipate a pressure on the Transport budget at this time.
TOTAL	0.207		
Service Change (APPENDIX 7b)			
<i>Lifelong Learning</i>			
Operational efficiencies	0.025	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Youth Service - reduction of senior area workers	0.032	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	The budget for area workers had previously been reduced. This efficiency created a budget flow which has been addressed as part of the Youth Strategy by retaining part of the £0.050m below on a recurring basis. We do not anticipate a pressure on Youth Service this financial year.

Month 4

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Youth Service - term time only contracts	0.026	EFFICIENCY ACHIEVABLE IN PART	This change is being introduced as part of the Youth Strategy and has not yet been implemented though negotiations have started. At this stage it is anticipated that a saving of £0.007m will be made in this financial year.
Youth Service - Service reconfiguration	0.012	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Youth Service - Building costs savings	0.011	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Youth Service - Building rationalisation	0.005	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Youth Service - Holding back £50k (CC 1/3/13)	(0.050)	EFFICIENCY ALREADY ACHIEVED	This additional contribution is expected to be fully utilised.
Facilities - Management / Central Office - structure review	0.015	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Facilities - County Hall revised opening hours - reduced energy / overtime costs	0.025	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
LL ICT - Interim Service review - post reduction	0.025	EFFICIENCY NOT ACHIEVABLE	The Schools ICT Service Review has now been combined with the Corporate ICT Review. We do not anticipate a pressure on the schools ICT budget at this time.
Leisure Services - removal of swimming subsidy	0.023	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Directorate Management Team Restructure	0.043	EFFICIENCY ALREADY ACHIEVED	

Month 4

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
TOTAL	0.192		
Procurement (APPENDIX 7c)			
<i>Lifelong Learning</i>			
Reduction of Postage within the Library Service	0.001	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Out of County - Improved procurement through framework agreements and monitoring of placements.	0.385	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
School Transport Service - Operational efficiencies	0.080	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
TOTAL	0.466		
Organisational Design (APPENDIX 7d)			
<i>Lifelong Learning</i>			
Libraries - Flexible retirement	0.015	EFFICIENCY ALREADY ACHIEVED	
Libraries - Library Service Review	0.037	EFFICIENCY ALREADY ACHIEVED	
TOTAL	0.052		
Other Efficiencies (APPENDIX 7e)			
<i>Lifelong Learning</i>			
Demographic Change in Schools (pupil numbers)	0.132	EFFICIENCY ALREADY ACHIEVED	
TOTAL	0.132		

Month 4

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Fees & Charges (APPENDIX 7a)			
<i>FINANCE - Corporate Services</i>			
Revenues - increased number of Council Tax fines	0.027	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
<i>ICT & CUSTOMER SERVICES - Corporate Services</i>			
Registrars - increased fees	0.019	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Network Services - income from hosting PSBA equipment	0.004	EFFICIENCY ALREADY ACHIEVED	
<i>LEGAL & DEMOCRATIC - Corporate Services</i>			
External Fees - conveyancing / S106 agreements	0.015	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
TOTAL	0.065		
Service Change (APPENDIX 7b)			
<i>Chief Executive - Corporate Services</i>			
Corporate Comms - reduced workforce bulletins	0.003	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Emergency Planning - collaborative working			
<i>HR & OD - Corporate Services</i>			
CRB checks - review of options	0.035	EFFICIENCY ACHIEVABLE IN PART	Full details unknown at present therefore assumption made that 50% will be achieved. Further analysis and discussion required.
<i>LEGAL & DEMOCRATIC - Corporate Services</i>			
Democratic Services - reduced paper usage	0.010	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Members Allowances (Basic Allowance) - no inflationary increase	0.010	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	

Month 4

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Members Allowances - Special Responsibility Allowances - reduction of number allocated	0.070	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Members Allowances - NI contributions reduction linked to reduced number of Special Responsibility allowances	0.010	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
TOTAL	0.138		
Procurement (APPENDIX 7c)			
<i>Chief Executive - Corporate Services</i>			
Employee / Residents Consultations - reduction in number	0.003	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Supplies and Services	0.010	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Joint Working - costs reduction	0.002	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Alterations / Improvements reductions - future agile working	0.002	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Employee Safety Measures - reduced demand on budget	0.010	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Community Strategy / LSB partnership - reduction in planned requirements	0.000		
Conferences/Seminars/Lectures - reduced attendance	0.001	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
ICT & CUSTOMER SERVICES - Corporate Services			
Training Budget - Procurement via new solutions	0.001	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Reduced maintenance costs due to new security equipment	0.025	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	

Month 4

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Networking Hardware - reduced procurement	0.002	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
ICT Cabling - reduction enabled by IPT solution	0.002	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Leasing - budget adjustment	0.006	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Software Licensing - Microsoft licences procured through other agreements	0.010	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Hardware Maintenance - letting of MFD contracts	0.001	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Reduce influencable spend by 3%	0.004	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Reduced ICT Expenditure	0.003	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Rationalisation of third party software costs	0.013	EFFICIENCY ACHIEVABLE IN PART	Further analysis required, early assumption that 50% will be achieved
Avoidance of inflationary rises - software maintenance costs	0.020	EFFICIENCY ACHIEVABLE IN PART	Further analysis required, early assumption that 50% will be achieved
Reduced licence costs - via renegotiation	0.018	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Supplies and Services	0.061	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Training budget reduction - build around training solutions	0.001	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Alterations & Improvements - Datacentres	0.004	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	

Month 4

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Other Consumables - reduction in expenditure	0.001	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Hardware Maintenance - new technology with warranty	0.015	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Listing Paper - More use of electronic means	0.002	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Enterprise Servers - hardware	0.003	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Services work and Consultancy	0.004	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
HR & OD - Corporate Services			
Supplies & Services	0.009	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
FINANCE - Corporate Services			
Supplies & Services	0.012	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
TOTAL	0.245		
Organisational Design (APPENDIX 7d)			
Chief Executive - Corporate Services			
Reduction in mileage travelled - Emergency Planning	0.001	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
TOTAL	0.001		

Month 4

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Service Change (APPENDIX 7b)			
<i>Central & Corporate Finance</i>			
Clwyd Theatr Cymru - agreed reduction to contribution	0.015	EFFICIENCY ALREADY ACHIEVED	
TOTAL	0.015		
Procurement (APPENDIX 7c)			
<i>Central & Corporate Finance</i>			
Flintshire Futures - E-procurement and improved processes	0.102	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Flintshire Futures - Internal Fleet Review	0.160	EFFICIENCY ALREADY ACHIEVED	
TOTAL	0.262		
Other Efficiencies (APPENDIX 7e)			
<i>Central & Corporate Finance</i>			
Reduced contingencies - one-off investment costs	0.240	EFFICIENCY ALREADY ACHIEVED	
Reduced contingencies - NDR	0.077	EFFICIENCY ALREADY ACHIEVED	
Reduction in Fire Levy due to formula changes	0.027	EFFICIENCY ALREADY ACHIEVED	

Month 4

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Flintshire Futures Assets Workstream - Facilities Management	0.060	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Flintshire Futures - Customer Workstream Contact Centre	0.100	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Flintshire Futures - Customer Workstream face to face customer contact	0.100	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Flintshire Futures - Customer Workstream Channel Shift	0.100	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
TOTAL	0.704		

