

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**
DATE: **TUESDAY, 19 NOVEMBER 2013**
REPORT BY: **HEAD OF FINANCE**
SUBJECT: **REVENUE BUDGET MONITORING 2013/14 (MONTH 5)**

1.00 **PURPOSE OF REPORT**

1.01 To provide Members with the most up to date revenue budget monitoring information (Month 5) 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 5, is as follows:-

Council Fund

- Net in year expenditure forecast to be £1.074m less than the budget. (A decrease of £0.173m on the £1.247m reported at Month 4)
- Projected contingency reserve balance at 31st March 2014 of £3.715m

Housing Revenue Account (HRA)

- Net in year expenditure forecast to under spend the budget by £0.014m (£0.260m overspend reported at Month 4)
- Projected HRA balances at 31st March 2014 of £1.448m

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 £1.074m.

TOTAL EXPENDITURE AND INCOME	Original Budget	Revised Budget	In-Year Over / (Under) spend	
			Month 4	Month 5
	£m	£m	£m	£m
<u>DIRECTORATES (Service Groups)</u>				
Services for Adults	45.642	44.336	(0.832)	(0.759)
Services for Children	11.906	12.165	0.298	0.472
Housing Services	1.800	1.805	(0.288)	(0.295)
Development & Resources	1.688	1.665	(0.037)	(0.023)
TOTAL : COMMUNITY SERVICES	61.036	59.971	(0.859)	(0.605)
Assets and Transportation	6.015	6.092	(0.006)	0.002
Planning	1.708	1.719	0.022	(0.005)
Public Protection	3.455	3.467	(0.026)	(0.028)
Regeneration	0.715	0.707	(0.031)	(0.019)
Streetscene	19.320	19.220	0.356	0.343
Management, Support & Performance	1.088	1.086	(0.096)	(0.072)
TOTAL : ENVIRONMENT	32.301	32.291	0.219	0.221
Culture & Leisure	6.876	6.393	0.360	0.367
Inclusion Services	14.058	13.263	(0.102)	(0.027)
Primary School Services	43.374	43.383	(0.025)	(0.025)
Secondary School Services	36.638	37.468	0.002	0.002
Development & Resources	12.118	12.185	(0.164)	(0.208)
TOTAL : LIFELONG LEARNING	113.064	112.692	0.071	0.109
Chief Executive	2.356	2.335	(0.017)	(0.049)
Finance	14.265	14.291	(0.308)	(0.463)
HR & OD	2.427	2.466	0.000	(0.004)
ICT & Customer Services	4.922	4.929	(0.041)	(0.004)
Legal & Democratic Services	3.145	3.158	0.020	(0.002)
TOTAL : CORPORATE SERVICES	27.115	27.179	(0.346)	(0.522)
TOTAL DIRECTORATES	233.516	232.133	(0.915)	(0.797)
Central and Corporate Finance	26.236	27.619	(0.332)	(0.277)
Total	259.752	259.752	(1.247)	(1.074)

- 3.02 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.

Programme of Efficiencies

- 3.03 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 £4.462m (83.7 %) will be achieved, resulting in a net under-achievement of £0.870m.

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	2.229	2.229	0.000
ACHIEVABLE IN PART	0.664	0.285	(0.380)
NOT ACHIEVABLE	0.490	0.000	(0.490)
Total	5.331	4.462	(0.870)

- 3.04 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 5 projected outturn position.

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 arising from these allocations are now fully reflected in the Table at paragraph 3.01 above.

- 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 Service budgets which incur the costs affected by non standard inflation continue to be monitored closely and the funds will be released based on a full assessment of evidenced need. 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 reflected within the current projected outturn position, 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 £3.715m. 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 opening balance for 2013/14 by the same amount.
- 7.03 For 2013/4 there is an overall projected under spend of £0.014m and a projected closing balance at Month 5 of £1.448m, which at 5.1 % 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 4 - Appendix 1
Council Fund Significant 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 5)
Summary of Movement from Month 4**

	£m	£m
Month 4		
Service Directorates	(0.915)	
Central and Corporate Finance	(0.332)	
Variance as per Cabinet Report		<u>(1.247)</u>
Month 5		
Service Directorates	(0.797)	
Central and Corporate Finance	(0.277)	
Variance as per Directorate Returns		<u>(1.074)</u>
Change Requiring Explanation		<u><u>0.173</u></u>
<u>Community Services</u>		
Services For Adults		
• Hospital Social Work (Intake and Reablement) - due to a Hospital Social Worker covering in the Crisis Intervention Team. These costs are recovered from Health.	(0.038)	
• Resource and Regulated Service (Intake and Reablement) - due to a combination of an increase in residential care costs (£0.032m) and home care costs (£0.027m) offset by an increase in the projected underspend for Extra Care (£0.026m) due to an additional delay. The balance of £(0.015m) is made up of a number of other movements.	0.048	
• Locality Teams (Localities) - due to an increase in purchased domiciliary care (£0.038m) additional residential packages (£0.061m) and a reduction in expected property income (£0.055m). The balance (£0.018m) is made up of a number of small movements.	0.172	
• Resource and Regulated Service (Disability Service) - due to additional Health funding for one service user within LD residential (£0.120m).	(0.114)	
• Disability Service (Disability Service) - additional transition service user costs.	0.062	
• Residential and Domiciliary Service (Mental Health and Substance Misuse Service) -due to a reduction of two residential placements.	(0.056)	
• Other minor changes of less than £0.025m for Services for Adults	(0.001)	
Subtotal: Services for Adults		<u>0.073</u>
Development & Resources		
• Other minor changes of less than £0.025m	0.014	
Subtotal: Development & Resources		<u>0.014</u>
Services For Childrens		
• Out of County Pooled Budget (Children's Services) -There have been three additional placements and an increase in costs for one placement, as well as the loss of income (£0.033m) from Health for another placement	0.178	
• Other minor changes of less than £0.025m	(0.004)	
Subtotal: Services For Childrens		<u>0.174</u>
• Other minor changes of less than £0.025m	(0.007)	
Subtotal: Housing Services		<u>(0.007)</u>
Total: Community Services		<u><u>0.254</u></u>

Environment

• Highways - lower anticipated levels of income for Fixed Penalty Notices	0.025	
• Other minor changes of less than £0.025m	(0.023)	
		0.002

Lifelong Learning**Culture & Leisure**

• Leisure Services - Minor Variances	0.020	
• Libraries, Culture & Heritage - Minor Variances	(0.014)	

Inclusion Service

• Out of County - change in funding on one placement (£0.068m where Health are no longer expected to contribute. The remainder relates to minor variances.	0.081	
• Minor Variances	(0.007)	

Development & Resources

• Facilities Services - This relates to a revised projection for food inflation and other minor variances.	(0.068)	
• Pupil/Student Transport - due to a special transport contract where health and safety needs have to be met and the addition of a 1:1 escort costing £0.035m. The remainder relates to minor invoices.	0.043	
• Minor Variances	(0.017)	
		0.038

Corporate Services

• Legal and Democratic Services - reduced overspend on Locums (£0.003m), vacancy savings (£0.014m), minor variances (£0.005m)	(0.022)	
• HR and Organisational Development - reduced DBS check expenditure (£0.030m), vacancy savings (£0.021m), loss of income £0.027m, Occupational Health specialists £0.014m, minor variances £0.006m	(0.004)	
• ICT and Customer Services - registrars income (£0.019m), additional postage costs £0.046m, minor variances £0.010m	0.037	
• Finance - vacancy savings (£0.140m), additional surplus on Council Tax Collection Fund (£0.011m), reduced shortfall on CTRS (£0.004m)	(0.155)	
• Chief Executives Department - vacancy savings (£0.027m), minor variances (£0.005m)	(0.032)	
		(0.176)

Central and Corporate Finance

• Impact of additional costs relating to 2012/13 for the Coroners service.	0.055	
		0.055

Total changes

0.173

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2013/14 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Services for Adults Hospital Social Work (Intake and Reablement)	0.405	0.338	(0.067)	(0.029)	The reduction in outturn from month 4 (£0.038m) in this area is due to a Hospital Social Worker covering in the Crisis Intervention Team. These costs are recovered from Health. The balance (£0.029m) is due to a staff vacancy.	One-off.

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Budget Monitoring 2013/14 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Resources and Regulated Services (Intake and Reablement)	5.349	5.140	(0.209)	(0.257)	<p><u>Extra Care</u> Projected underspend on Liys Jasmine has increased due to additional delays, by (£0.026m) to (£0.235m). <u>In-house Domiciliary Care</u> underspend (£0.087m) due to greater use of reablement and independent sector care providers. The increase from month 4 (£0.027m) is due to an increase in service need.</p> <p><u>Client Transportation Service</u> underspend (£0.046m) relates to staff vacancies. <u>Day Services</u> underspend (£0.038m) mostly due to vacancies (£0.026m). These underspends are offset by a projected overspend within <u>In-house Residential Service</u> (£0.197m) due to the need to ensure staff cover (£0.231m) additional premises costs (£0.036m) and additional supplies and service (£0.048) offset by client (£0.070m) and Health (£0.050m) income. The increase from month 3 (£0.032m) is mostly due to increased agency cover (£0.023m).</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 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Locality Teams (Localities)	13.893	13.979	0.086	(0.086)	<p>Older People Services</p> <ul style="list-style-type: none"> > Locality Teams are together expected to underspend (£0.127m) mostly due to vacant posts. > Purchased domiciliary costs are projected to overspend (£0.042) due to additional service user costs. > Purchased residential costs are projected to overspend (£0.109) due to additional service user costs. > Early Onset Dementia is projected to overspend (£0.080m) due to purchased domiciliary care costs. > The balance (£0.018m) is made up of a number of smaller variances. 	<p>Keep under review.</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 teams.</p>
Resource and Regulated Services (Disability Services)	15.243	15.069	(0.174)	(0.060)	<p>The movement in outturn results in an increase in underspend of £0.114m that is mostly due to additional Health funding for one service user within LD residential (£0.120m).</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 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Disability Services (Disability Services)	1.942	2.004	0.062	0.000	The overspend is due to additional transition service user costs.	Keep under review.

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Budget Monitoring 2013/14 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Administrative Support (Disability Services)	0.411	0.457	0.046	0.041	This is due to an overspend against staff pay costs (£0.041m).	Keep under review.
Residential and Domiciliary Service (Mental Health & Substance Misuse Service)	0.734	0.485	(0.249)	(0.193)	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, there has been a delay in transferring this client into the service. The underspend decreased from month 4 (£0.056m) due to a reduction of two residential placements.	Keep under review.
Professional Support (Mental Health & Substance Misuse Service)	0.828	0.756	(0.072)	(0.073)	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 5)

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	0.159	(0.146)	(0.142)	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	0.426	(0.056)	(0.054)	Reflects current care packages for 2013/14.	
Other Services for Adults variances (aggregate)	4.744	4.764	0.020	0.021	Various minor variances.	Continue to review but not expected to be recurrent.
Subtotal:	44.336	43.577	(0.759)	(0.832)		

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Budget Monitoring 2013/14 (Month 5)

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)	1.150	1.092	(0.058)	(0.057)	The underspend within this area is mostly due to vacant posts.	One off.
Vacancy Control	(0.100)	0.000	0.100	0.100		Realignment of vacant posts
Other Development & Resources variances (aggregate)	0.615	0.550	(0.065)	(0.080)	Various minor variances.	Continue to review but not expected to be recurrent.
Subtotal:	1.665	1.642	(0.023)	(0.037)		

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Budget Monitoring 2013/14 (Month 5)

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	2.308	0.331	0.323	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.
Out of County Pooled Budget (Children's Services)	3.178	3.387	0.209	0.031	Costs reflect existing placements up until March 2014. The increase in overspend (£0.178m) is due to additional placements and an increase in costs for one placement as well as the loss of income (£0.033m) from Health from another placement.	The focus of high cost placements is now a North Wales project and will continued to be reviewed.
Other Services for Children variances (aggregate)	7.010	6.942	(0.068)	(0.056)	Various minor variances.	Continue to review but not expected to be recurrent.
Subtotal:	12.165	12.637	0.472	0.298		

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Budget Monitoring 2013/14 (Month 5)

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	0.153	(0.207)	(0.197)	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)	1.213	1.138	(0.075)	(0.070)	Service undergoing restructure which is not yet in place.	Restructure to be implemented.
Other variances (aggregate)	0.232	0.219	(0.013)	(0.021)	Various minor variances.	Continue to review but not expected to be recurrent.
Subtotal:	1.805	1.510	(0.295)	(0.288)		
Total :	59.971	59.366	(0.605)	(0.859)		

Budget Monitoring 2013/14 (Month 5)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Period 4 (£m)	Cause of Variance	Action Required
Assets & Transportation	6.092	6.094	0.002	(0.006)		
Industrial Units	(1.253)	(1.158)	0.095	0.076	Estimated net income shortfalls across the Industrial Estate portfolio which has increased at Period 05 by a further £19k.	Keep Unit rental income closely monitored throughout 2013/14.
Property Holdings	0.083	0.047	(0.036)	(0.030)	NNDR costs lower than anticipated	Review of site budgets necessary in line with asset management programme
Property Asset & Development	0.534	0.417	(0.117)	(0.103)	Net Vacancy Savings	
Highways Development Control & Regulatory Services	0.813	0.886	0.073	0.048	Lower than anticipated levels of income for FPN's (based on improving standards of repair by utility companies) & road closures.	
Aggregate of other Variances	5.915	5.902	(0.013)	0.003		
Planning	1.719	1.714	(0.005)	0.022		
					Various minor variances	
Public Protection	3.467	3.439	(0.028)	(0.026)		
					Various minor variances	
Regeneration	0.707	0.688	(0.019)	(0.031)		
					Various minor variances	

Budget Monitoring 2013/14 (Month 5)

Service		Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Period 4 (£m)	Cause of Variance	Action Required
Streetscene		19.220	19.563	0.343	0.356		
	Waste Disposal & Waste Collection	9.268	9.614	0.346	0.350	Plastic recycling prices reduced by £100 per tonne between June and September. The export market has subsequently reopened and overall this is likely to result in an estimated income reduction of £70k in 2013/14. Staff backfilling costs to the end of December as a result of the on-going investigation within waste. Notification was given by WG in late July that the Sustainable Waste Management Grant (SWMG) was being reduced in-year by up to 10%. Subsequently, confirmation was received from WG in late August of a grant reduction in 2013/14 of £150k.	Consider potential impact on MTFP going forward
	Aggregate of other Variances	9.952	9.949	(0.003)	0.006		
Management Support & Performance	Management Support & Performance	1.086	1.014	(0.072)	(0.096)		
	Management Support & Performance	1.086	1.014	(0.072)	(0.096)	Net Vacancy Savings ahead of service review implementation and reduced commitments on supplies and services budgets.	
Total :	Total :	32.291	32.512	0.221	0.219		

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Culture & Leisure	6.393	6.760	0.367	0.367	<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>Libraries, Culture & Heritage (£0.025m saving) Minor variances</p> <p>Leisure Services (£0.492m pressure) There are a number of pieces of work being completed to explore solutions to the remaining deficit. £0.023m relates to the final costs for Swim Flintshire. This programme ceased in August. £0.034m relates to employee costs. £0.301m relates to pressures on income across centres. £0.065m relates to pressures on premises budgets, £0.045m to security costs, £0.007m to credit/debit card fees and £0.017m to other minor variances.</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	13.263	13.236	(0.027)	(0.102)	Inclusion Services (£0.027m saving) Minor Variances	
Primary School Services	43.383	43.358	(0.025)	(0.025)	Primary School Services (£0.025m saving) Minor Variances	Service Manager to review and reduce planned expenditure by £0.025m.

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Secondary School Services	37,468	37,470	0.002	0.001	Regional Services (£0.002m pressure)	
Development & Resources	12,185	11,977	(0.208)	(0.164)	Children, Youth & Community (£0.008m saving) Minor variances 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. Transport (£0.016m pressure) Minor Variances Service Units (£0.032m saving) Pressures of £0.003m linked to NDR costs on Westwood School House, £0.056m on Pupil Support (Free School Meals) and £0.011m on Regional Capita One have been offset by estimated savings on Mobile Classrooms (£0.067m), Insurance (£0.035m). Facilities Services (£0.035m saving) Minor Variances	Service Manager to place a hold on all uncommitted expenditure within Schools ICT. We are awaiting information from the Schools relating to Music remissions which will affect the estimated costs. The figures reported assume that the full food NSI budget of £0.141m is transferred to the facilities budget.
					Minor Pressures £0.001m	
Total :	112.692	112.801	0.109	0.071		

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Chief Executive	2.335	2.286	(0.049)	(0.017)	£0.014m Corporate voluntary sector contribution to Dangerpoint (£0.048m) Vacancy savings (£0.015m) minor variances	
Finance	14.291	13.828	(0.463)	(0.308)	£0.107m net Vacancy savings following realignment of budget (£0.771m) net surplus on the Council Tax Collection Fund after meeting the £0.420m costs allocated in 2013/14 budget £0.415m CTRS shortfall in funding compared to estimated in year cost	Demand led service but subject to ongoing monitoring. Contributing to national discussion on CTRS funding for 2014/15.
Legal & Democratic Services	3.158	3.156	(0.002)	0.020	£0.022m Legal Staffing including use of Agency/Locums and recharges (£0.014m) other Vacancy savings (£0.010m) minor variances	

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Human Resources & Organisational Development	2.466	2.462	(0.004)	0.000	(£0.030m) reduced DBS Check expenditure (£0.021m) Vacancy savings £0.027m loss of income from external organisations £0.014m Specialist Occupational Health resources £0.006m minor variances	
ICT & Customer Services	4.929	4.925	(0.004)	(0.041)	(£0.036m) Vacancy savings (£0.022m) additional Registrars Income £0.046m postage costs £0.008m minor variances	
Total :	27.179	26.657	(0.522)	(0.346)		

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Central Loans & Investment Account	15.283	15.041	(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.	
					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).	
Coroners	0.193	0.248	0.055	0.000	Due to a change in the lead authority for Coroners service provision (effective from May 2013), it has been brought to our attention that Wrexham CBC are continuing to process a significant number of invoices pertaining to financial year 2012/13 (currently value circa £0.110m) for which the Flintshire share is 50%, resulting in a current year budget pressure.	

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Centrally Held Provisions	5.818	5.007	(0.811)	(0.811)	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).	
Central Service Recharges	(1.931)	(1.620)	0.311	0.311	Shortfall of £0.311m of internal income recovered from trading accounts and the HRA.	
Former Euticals Ltd - Sandycroft site	0.000	0.400	0.400	0.400	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.	
Other variances - aggregate	8.256	8.266	0.010	0.010		
Total :	27.619	27.342	(0.277)	(0.332)		

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		1.074
Less - Estimate of severe weather recovery costs		(0.518)
Projected Level of Total Contingency Reserve as at 31st March 2014		3.715

HRA Major Variance Report - Period 5

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.
Rents	-26,946	-27,182	-237	-243	Bad Debt provision reviewed based on Q1 impact of "bedroom tax", resulting in a saving of £258k	Monitor impact of "Bedroom Tax" and review expected costs at H1
Repairs and Maintenance	8,393	8,721	328	413	£57k net under spend variance on salaries due to restructure not being in place. £318k over spend on materials and £68k overspend on equipment due to increase in the number of high cost jobs. Travis Perkins is to review pricing.	Restructure to be implemented. Housing Asset Team is working closely with Travis Perkins to try and mitigate some of the overspend in H2.
Finance & Support	2,656	2,458	-197	-8	Support Recharges reflected at 2012/13 actuals, saving £106k. Information on 2013/14 has been requested. Pension Fund Strain costs £80k lower than anticipated creating saving.	
Other variances (aggregate)	10,227	10,197	-30	-23		
Total :	497	482	-14	260		

Month 5

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 5

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 £0.017.
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 5

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 £(0.344). However due to change in service user circumstances this budget is now showing an overspend of £0.209
Transport Review - revised contracts	0.025	EFFICIENCY ALREADY ACHIEVED	
TOTAL	0.686		
Organisational Design (APPENDIX 7d)			
Community Services			
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 5

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 5

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 Caerwyns 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	<i>Budget Monitoring Position at Period 4 indicates achievement of this efficiency.</i>
Staff travel - reduced mileage payments	0.003	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	<i>Budget Monitoring Position at Period 4 indicates achievement of this efficiency.</i>
Directorate Support & Performance - Supplies and Stationery - Streamline current processes	0.008	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	<i>Budget Monitoring Position at Period 4 indicates achievement of this efficiency.</i>
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	<i>New Transport arrangements have been awarded as part of a tender process and are now in place.</i>

Month 5

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	<i>It is anticipated that this will be achieved as part of the Communities First Grant Claim for 2013/14</i>
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 5

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 flaw 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 5

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 NOT ACHIEVABLE	Although we do not expect a pressure on the Facilities budget this year, the decision to revise the County Hall opening hours has not yet been made.
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	

Month 5

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Directorate Management Team Restructure	0.043	EFFICIENCY ALREADY ACHIEVED	
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 5

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	
<i>HR & OD - Corporate Services</i>			
CRB checks - review of options	0.035	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
<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	
Members Allowances - Special Responsibility Allowances - reduction of number allocated	0.070	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	

Month 5

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
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	
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	
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	

Month 5

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
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	
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	

**Budget Monitoring
Efficiencies**

Month 5

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
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	
<i>HR & OD - Corporate Services</i>			
Supplies & Services	0.009	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
<i>FINANCE - Corporate Services</i>			
Supplies & Services	0.012	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
TOTAL	0.245		
Organisational Design (APPENDIX 7d)			
<i>Chief Executive - Corporate Services</i>			
Reduction in mileage travelled - Emergency Planning	0.001	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
TOTAL	0.001		

Month 5

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>			
Clywd 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 5

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		

