

## Appendix A

### FLINTSHIRE COUNTY COUNCIL

**REPORT TO:**           **CABINET**

**DATE:**                 **TUESDAY, 17 DECEMBER 2013**

**REPORT BY:**         **HEAD OF FINANCE**

**SUBJECT:**             **REVENUE BUDGET MONITORING 2013/14 (MONTH 6)**

#### **1.00**    **PURPOSE OF REPORT**

1.01    To provide Members with the most up to date revenue budget monitoring information (Month 6) for the Council Fund and the Housing Revenue Account in 2013/14.

#### **1.02**    **INDEX OF CONTENTS**

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#### **2.00**    **EXECUTIVE SUMMARY**

2.01    The projected year end position, as estimated at Month 6, is as follows:

##### **Council Fund**

- Net in year expenditure forecast to be £1.012m less than budget. (A decrease of £0.062m on the £1.074m reported at Month 5)
- Projected contingency reserve balance at 31 March 2014 of £3.653m

## Housing Revenue Account (HRA)

- Net in year expenditure forecast to under spend the budget by £0.062m, (£0.014m under spend reported at Month 5)
- Projected HRA balances at 31 March 2014 of £1.495m

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 £1.012m

TOTAL EXPENDITURE AND INCOME	Original Budget	Revised Budget	In-Year Over / (Under) spend	
			Month 5	Month 6
	£m	£m	£m	£m
<b><u>DIRECTORATES (Service Groups)</u></b>				
Services for Adults	45.642	44.328	(0.759)	(0.630)
Services for Children	11.906	12.159	0.472	0.546
Housing Services	1.800	1.803	(0.295)	(0.293)
Development & Resources	1.688	1.656	(0.023)	(0.057)
<b>TOTAL : COMMUNITY SERVICES</b>	<b>61.036</b>	<b>59.946</b>	<b>(0.605)</b>	<b>(0.434)</b>
Assets and Transportation	6.015	6.088	0.002	0.003
Planning	1.708	1.717	(0.005)	(0.018)
Public Protection	3.455	3.459	(0.028)	(0.008)
Regeneration	0.715	0.704	(0.019)	0.006
Streetscene	19.320	19.210	0.343	0.336
Management, Support & Performance	1.088	1.094	(0.072)	(0.066)
<b>TOTAL : ENVIRONMENT</b>	<b>32.301</b>	<b>32.272</b>	<b>0.221</b>	<b>0.253</b>
Culture & Leisure	6.876	6.386	0.367	0.388
Inclusion Services	14.058	13.254	(0.027)	(0.030)
Primary School Services	43.374	43.383	(0.025)	(0.045)
Secondary School Services	36.638	37.468	0.002	0.000
Development & Resources	12.118	12.319	(0.208)	(0.216)
<b>TOTAL : LIFELONG LEARNING</b>	<b>113.064</b>	<b>112.810</b>	<b>0.109</b>	<b>0.097</b>
Chief Executive	2.356	2.334	(0.049)	(0.051)
Finance	14.265	14.285	(0.463)	(0.517)
HR & OD	2.427	2.464	(0.004)	(0.030)
ICT & Customer Services	4.922	5.046	(0.004)	(0.013)
Legal & Democratic Services	3.145	3.156	(0.002)	(0.035)
<b>TOTAL : CORPORATE SERVICES</b>	<b>27.115</b>	<b>27.285</b>	<b>(0.522)</b>	<b>(0.646)</b>
<b>TOTAL DIRECTORATES</b>	<b>233.516</b>	<b>232.313</b>	<b>(0.797)</b>	<b>(0.730)</b>
Central and Corporate Finance	26.236	27.439	(0.277)	(0.282)
<b>Total</b>	<b>259.752</b>	<b>259.752</b>	<b>(1.074)</b>	<b>(1.012)</b>

3.02 The original budget column reflects the budget approved by Council on the 1<sup>st</sup> March 2013. The revised budget column reflects in-year virements which have been approved in compliance with Financial Procedure Rules.

3.03 It can be seen from the table in 3.01 that there is an overall reduction of £0.062m in the projected positive variance as reported in Month 5. The major areas of change are in Community Services, mainly in Adults Services (£0.129m) relating to increases in care packages (offset by decreases in employee costs) and Children's Services (£0.074m) relating to additional placements Out of County, offset by changes in care packages. The movements are summarised in Appendix 1 with the detailed reasons for all variances summarised within Appendices 2 to 8.

### 3.04 Programme of Efficiencies

The 2013/14 budget contains £5.331m of specific efficiencies and the table below summarises the current state of these items. This analysis indicates that it is currently projected that £4.506m (84.5%) will be achieved, resulting in a net underachievement of £0.825m. This is practically at our previously agreed efficiency target level of 85% as detailed in the Improvement Plan. This is an improvement on the position reported at Month 5 (83.7%) due to efficiencies within ICT being achieved in full.

Status of Efficiency	Value of Budgeted Efficiency £m	Value of Projected Efficiency £m	(Under) Over Achievement £m
Already achieved	1.973	1.973	0.000
Expected to be achieved in full	2.237	2.237	0.000
Achievable in part	0.631	0.296	(0.335)
Not achievable	0.490	0.000	(0.490)
<b>Total</b>	<b>5.331</b>	<b>4.506</b>	<b>(0.825)</b>

3.05 Appendix 9 provides further details of the assumptions behind the efficiency 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 6 projected outturn position.

3.06 Initiatives commenced in the current year to reduce future expenditure levels e.g. the 'Back to Basics' programme have also been included in the overall Month 6 outturn position.

## 4.00 INFLATION

4.01 **Pay Inflation** of £0.734m has now been included within service budgets to reflect the national pay award agreed earlier this year.

- 4.02 **Non Standard price inflation** – amounts of £0.255m (energy for Street Lighting), £0.197m (energy), £0.187m (fuel) and £0.141m (food costs) were included in the budget and held centrally. The Service budgets which incur the costs affected by non standard inflation are monitored closely and funds released on a full assessment of evidenced need. In period 6, £0.141m for food costs were allocated. The current projected outturn assumes that all the amounts are required in full. The nature of the costs subject to non standard price inflation is that they are incurred primarily over the Winter months therefore it is too early to project any variations to budget at this stage.

## **5.00 MONITORING BUDGET ASSUMPTIONS AND NEW RISKS**

- 5.01 Former chemical plant in Sandycroft (Euticals Ltd), along with its strategic partners the Council has intervened in relation to this site and is in discussion with the 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. An update on this position is expected in early December.
- 5.02 The original budget for Children's Out of County Placements was set at a lower level in 2013/14 based on an anticipated lower caseload. As reported in previous monitoring reports, the position now indicates that expenditure will exceed budget. This area is under review and consideration is needed to establish the impact on the budget for future years due to the demand led nature of the Service.
- 5.03 As we now approach the winter months, there will be further focus on monitoring the impact of any severe weather on the Winter Maintenance reserve which will be reported in future monitoring reports.

## **6.00 UNEARMARKED RESERVES**

- 6.01 The 2012/13 final outturn reported to Cabinet on 16 July showed unearmarked reserves at 31 March 2013 (above the base level of £5.564m) of £3.409m after taking into account a commitment in 2013/14 for use of £0.297 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 £3.745m.

## **7.00 HOUSING REVENUE ACCOUNT**

- 7.01 On 19 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 16 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 2013/14 there is an overall projected under spend of £0.062m and a projected closing balance at month 6 of £1.495m, which at 5.2% of total expenditure satisfied 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 31<sup>st</sup> 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**

Council Fund - Movement in Variances from Month 5 - 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 6)  
Summary of Movement from Month 5**

	£m	£m
<b>Month 5</b>		
Service Directorates	(0.797)	
Central and Corporate Finance	(0.277)	
<b>Variance as per Cabinet Report</b>		<b>(1.074)</b>
<b>Month 6</b>		
Service Directorates	(0.730)	
Central and Corporate Finance	(0.282)	
<b>Variance as per Directorate Returns</b>		<b>(1.012)</b>
<b>Change Requiring Explanation</b>		<b>0.062</b>
<b><u>Community Services</u></b>	<b>£m</b>	
<b>Services For Adults</b>		
• Locality Teams (Localities) - decrease in employee costs (£0.031m) as vacant posts are not being filled and a decrease in purchased domiciliary care (£0.017m) this is offset by additional residential packages (£0.024). The balance (0.004m) is made up of a number of small movements.	(0.028)	
• Resource and Regulated Service (Disability Service) - additional costs for the Day Opportunities Service (£0.040m), Independent Sector Supported Living costs (£0.018m) and an increase in PDSI homecare packages (£0.016m).	0.075	
• Residential and Domiciliary Service (Mental Health and Substance Misuse Service) - the underspend decreased from month 5 (£0.052m) due to a budget virement (£0.031m) to the Voluntary Sector Team (Mental Health & Substance Misuse) and an increase in current care packages (£0.021m).	0.052	
• Other minor changes of less than £0.025m for Services for Adults	0.030	
<b>Development &amp; Resources</b>		
• Business Services Income (Development & Resources) - increase in charging policy income.	(0.027)	
• Other minor changes of less than £0.025m	0.007	
<b>Services For Childrens</b>		
• Out of County Pooled Budget (Children's Services) - additional placements (£0.080m) offset by a change in care packages (£0.020m) and a placement ending (£0.021m).	0.039	
• Other minor changes of less than £0.025m	0.035	
<b>Total: Community Services</b>		<b>0.171</b>
<b><u>Environment</u></b>		
• Minor variances of less than £0.025m.	0.032	
		<b>0.032</b>
<b><u>Lifelong Learning</u></b>		
<b><u>Culture &amp; Leisure</u></b>		
• Leisure Services - other minor variances.	(0.002)	
• Libraries, Culture & Heritage - other minor variances.	0.023	
<b><u>Inclusion Service</u></b>		
Out of County - the projected underspend on Out of County has increased since month 5 by £0.005m. A reduction of £0.047m relates to a placement ending at Bryn Tirion. This has been mostly offset by a review of the apportionment of costs between Community Services and Lifelong Learning (£0.025m) and other minor variances. One post 16 placement has also been extended (£0.027m). This additional cost has been offset by minor savings on other placements.	(0.005)	
• Other Minor Variances	0.002	

**Primary School Services**

- Primary School Services - the projected underspend on Primary School Services has increased since month 5. This relates to a review of supplies and services expenditure across the service. (0.020)

**Secondary School Services**

- Minor Variances (0.002)

**Development & Resources**

- Minor Variances (0.008)

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**(0.012)****Corporate Services**

- Legal and Democratic Services - vacancy savings (£0.029m), minor variances (£0.004m) (0.033)
- HR and Organisational Development - vacancy savings (£0.011m), reduced Occupational Health expenditure (£0.014m), minor variances (£0.001m) (0.026)
- ICT and Customer Services - vacancy savings (£0.008m), registrars income (£0.005m), additional postage costs £0.014m, minor variances (£0.010m) (0.009)
- Finance - vacancy savings (£0.022m), additional surplus on Council Tax Collection Fund (£0.028m), reduced shortfall on CTRS (£0.004m) (0.054)
- Chief Executives Department - vacancy savings (£0.002m) (0.002)

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**(0.124)****Central & Corporate Finance**

- Other minor variances (0.005)

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**(0.005)****Total changes**

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**0.062**



COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2013/14 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
<b>Services for Adults</b>						
Hospital Social Work (Intake and Reablement)	0.405	0.346	(0.059)	(0.067)	The underspend is due to a Hospital Social Worker covering in the Crisis Intervention Team. These costs (£0.038m) are recovered from Health. The balance (£0.008m) is due to a staff vacancy.	One-off.
Resources and Regulated Services (Intake and Reablement)	5.358	5.168	(0.190)	(0.209)	<u>Extra Care</u> Projected underspend on Llys Jasmine (£0.224m) is due to an initial delay in opening the facility. <u>In-house Domiciliary Care</u> underspend (£0.080m) due to greater use of reablement and independent sector care providers. <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> (£0.198m) due to the need to ensure staff cover (£0.221m) and additional premises costs (£0.047m) and additional supplies and service (£0.048) offset by client (£0.070m) and Health (£0.048m) income.	<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.  <u>Client Transportation Service</u> Underspend adjusted in budget rationalisation.  <u>Residential Service</u> further work required to determine the most appropriate way to address the overspend.

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2013/14 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Locality Teams (Localities)	13.882	13.940	0.058	0.086	<p><u>Older People Services</u></p> <ul style="list-style-type: none"> <li>&gt; Locality Teams are together expected to underspend (£0.164m) mostly due to vacant posts.</li> <li>&gt; Purchased domiciliary costs are projected to overspend (£0.025) due to additional service user costs.</li> <li>&gt; Purchased residential costs are projected to overspend (£0.133) due to additional service user costs.</li> <li>&gt; Early Onset Dementia is projected to overspend (£0.076m) due to purchased domiciliary care costs.</li> <li>&gt; The balance (£0.012m) is made up of a number of smaller variances.</li> </ul>	Keep under review.
Resource and Regulated Services (Disability Services)	15.242	15.143	(0.099)	(0.174)	<p>The movement in outturn results in a decrease in underspend of £0.075m that is mostly due to additional costs for the Day Opportunities Service (£0.040m), Independent Sector Supported Living costs (£0.018m) and an increase in PDSI homecare packages (£0.016m).</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>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>

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2013/14 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Transition and Disability Services (Disability Services)	0.658	0.722	0.064	0.074	This is mostly due to an overspend against staff pay costs (£0.055m), due to an under provision of budget.	Keep under review.
Disability Services (Disability Services)	1.942	2.012	0.070	0.062	The overspend is due to additional transition service user package costs.	Keep under review.

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2013/14 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Administrative Support (Disability Services)	0.407	0.460	0.053	0.046	This is mostly due to an overspend against staff pay costs (£0.041m).	Keep under review.
Residential and Domiciliary Service (Mental Health & Substance Misuse Service)	0.703	0.506	(0.197)	(0.249)	This underspend is based on current care packages. The underspend decreased from month 5 (£0.052m) due to a budget virement (£0.031m) to the Voluntary Sector Team (Mental Health & Substance Misuse) and an increase in current care packages (£0.021m).	Keep under review.
Professional Support (Mental Health & Substance Misuse Service)	0.828	0.748	(0.080)	(0.072)	This is mostly (£0.047m) due to a one-off pay cost reduction following an agreed absence with no pay.	One-off.

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2013/14 (Month 6)

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	0.158	(0.147)	(0.146)	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)	(0.056)	Reflects current care packages for 2013/14.	
Other Services for Adults variances (aggregate)	4.116	4.067	(0.049)	(0.054)	Various minor variances.	Continue to review but not expected to be recurrent.
<b>Subtotal:</b>	<b>44.328</b>	<b>43.698</b>	<b>(0.630)</b>	<b>(0.759)</b>		

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2013/14 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
<b>Development &amp; Resources</b>						
Business Systems (Development & Resources)	1.143	1.091	(0.052)	(0.058)	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)	0.613	0.508	(0.105)	(0.065)	Various minor variances.	Continue to review but not expected to be recurrent.
<b>Subtotal:</b>	<b>1.656</b>	<b>1.599</b>	<b>(0.057)</b>	<b>(0.023)</b>		

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2013/14 (Month 6)

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	2.310	0.333	0.331	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.
Youth Offending Team (Children's Services)	0.308	0.257	(0.051)	(0.043)	The underspend within this area is mostly due to vacant posts.	One-off.
Out of County Pooled Budget (Children's Services)	3.178	3.426	0.248	0.209	Costs reflect existing placements up until March 2014. The increase in overspend (£0.039m) is due to additional placements (£0.080m) offset by a change in care packages (£0.020m) and a placement ending (£0.021m).	The focus of high cost placements is now a North Wales project and will continued to be reviewed.
Other Services for Children variances (aggregate)	6.696	6.712	0.016	(0.025)	Various minor variances.	Continue to review but not expected to be recurrent.
<b>Subtotal:</b>	<b>12.159</b>	<b>12.705</b>	<b>0.546</b>	<b>0.472</b>		

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2013/14 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
<b>Housing Services</b>						
Homelessness Accommodation (Housing Services)	0.360	0.147	(0.213)	(0.207)	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	1.158	(0.055)	(0.075)	Service undergoing restructure which is not yet in place.	Restructure to be implemented.
Other variances (aggregate)	0.230	0.205	(0.025)	(0.013)	Various minor variances.	Continue to review but not expected to be recurrent.
<b>Subtotal:</b>	<b>1.803</b>	<b>1.510</b>	<b>(0.293)</b>	<b>(0.295)</b>		
<b>Total :</b>	<b>59.946</b>	<b>59.512</b>	<b>(0.434)</b>	<b>(0.605)</b>		



ENVIRONMENT

APPENDIX 3

Budget Monitoring 2013/14 (Month 6)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Period 5 (£m)	Cause of Variance	Action Required
<b>Assets &amp; Transportation</b> Industrial Units	6.088	6.091	0.003	0.002		
	(1.256)	(1.156)	0.100	0.095	Estimated net income shortfalls across the Industrial Estate portfolio which have increased at Period 6 by a further £5k.	Keep Unit rental income closely monitored throughout 2013/14.
	0.083	0.047	(0.036)	(0.036)	NNDR costs lower than anticipated	Review of site budgets necessary in line with asset management programme
	0.534	0.420	(0.114)	(0.117)	Net Vacancy Savings	
<b>Property Asset &amp; Development</b> Highways Development Control & Regulatory Services	0.813	0.881	0.068	0.073	Lower than anticipated levels of income for Fixed Penalty Notices (based on improving standards of repair by utility companies) & road closures.	
	5.914	5.899	(0.015)	(0.013)		
	1.717	1.699	(0.018)	(0.005)		
<b>Planning</b>						
<b>Public Protection</b>	3.459	3.451	(0.008)	(0.028)		
<b>Regeneration</b>	0.704	0.710	0.006	(0.019)		

**ENVIRONMENT**

**APPENDIX 3**

**Budget Monitoring 2013/14 (Month 6)**

<b>Service</b>	<b>Revised Budget (£m)</b>	<b>Projected Outturn (£m)</b>	<b>Variance (£m)</b>	<b>Variance Period 5 (£m)</b>	<b>Cause of Variance</b>	<b>Action Required</b>
<b>Streetscene</b>	<b>19.210</b>	<b>19.546</b>	<b>0.336</b>	<b>0.343</b>		
Waste Disposal & Waste Collection	9.266	9.592	0.326	0.346	Plastic Recycling prices reduced by £100 per tonne between July and September resulting in an estimated income reduction of £50k. (Reduced from £70k at P5).	Consider potential impact on MTFP going forward
					Staff backfilling costs 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 impact on MTFP going forward
<b>Aggregate of other Variances</b>	<b>9.944</b>	<b>9.954</b>	<b>0.010</b>	<b>(0.003)</b>		
<b>Management Support &amp; Performance</b>	<b>1.094</b>	<b>1.028</b>	<b>(0.066)</b>	<b>(0.072)</b>		
Management Support & Performance	1.094	1.028	(0.066)	(0.072)	Net Vacancy Savings ahead of service review implementation and reduced commitments on supplies and services budgets.	
<b>Total :</b>	<b>32.272</b>	<b>32.525</b>	<b>0.253</b>	<b>0.221</b>		

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Culture & Leisure	6.386	6.774	0.388	0.367	<p><b>School Library Service (£0.100m saving)</b> 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><b>Libraries, Culture &amp; Heritage (£0.003m saving)</b> Minor variances</p> <p><b>Leisure Services (£0.491m pressure)</b> 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 £0.016m to other minor variances.</p>	<p>Service Manager to place a hold on £0.100m of the Flintshire subsidy.</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	13.254	13.224	(0.030)	(0.027)	<b>Inclusion Services (£0.030m saving)</b> Minor Variances	
Primary School Services	43.383	43.338	(0.045)	(0.025)	<b>Primary School Services (£0.045m saving)</b> 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	37.468	0.000	0.002		
Development & Resources	12.319	12.103	(0.216)	(0.208)	<p><b>Children, Youth &amp; Community (£0.006m saving)</b> Minor variances</p> <p><b>Schools ICT (£0.150m saving)</b> 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><b>Transport (£0.015m pressure)</b> Minor Variances</p> <p><b>Service Units (£0.032m saving)</b> Pressures of £0.057m on Pupil Support (Free School Meals) and £0.011m on Regional Capital One have been offset by estimated savings on Mobile Classrooms (£0.067m), Insurance (£0.035m) and other minor variances of £0.002m.</p> <p><b>Facilities Services (£0.044m saving)</b> Minor Variances</p> <p><b>Minor Pressures £0.001m</b></p>	<p>Service Manager to place a hold £0.150m of the budget within Schools ICT.</p> <p>We are awaiting information from the Schools relating to Music remissions which will affect the estimated costs.</p> <p>The figures reported assume that the full food NSI budget of £0.141m is transferred to the facilities budget.</p>
<b>Total :</b>	<b>112.810</b>	<b>112.907</b>	<b>0.097</b>	<b>0.109</b>		

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Chief Executive	2.334	2.283	(0.051)	(0.049)	£0.014m Corporate voluntary sector contribution to Dangerpoint (£0.050m) Vacancy savings (£0.015m) minor variances	
Finance	14.285	13.768	(0.517)	(0.463)	(£0.129m) net Vacancy savings following realignment of budget (£0.799m) net surplus on the Council Tax Collection Fund after meeting the £0.420m costs allocated in 2013/14 budget £0.411m 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	3.156	3.121	(0.035)	(0.002)	(£0.021m) net Vacancy savings including the use of Agency/Locums and recharges (£0.014m) minor variances	

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Human Resources & Organisational Development	2.464	2.434	(0.030)	(0.004)	(£0.030m) reduced DBS Check expenditure (£0.032m) Vacancy savings £0.027m loss of income from external organisations £0.005m minor variances	
ICT & Customer Services	5.046	5.033	(0.013)	(0.004)	(£0.044m) Vacancy savings (£0.027m) additional Registrars Income £0.060m postage costs (£0.002m) minor variances	Postage contract under review.
<b>Total :</b>	<b>27.285</b>	<b>26.639</b>	<b>(0.646)</b>	<b>(0.522)</b>		

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Chief Executive	2.334	2.283	(0.051)	(0.049)	£0.014m Corporate voluntary sector contribution to Dangerpoint (£0.050m) Vacancy savings (£0.015m) minor variances	
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Legal & Democratic Services	3.156	3.121	(0.035)	(0.002)	(£0.021m) net Vacancy savings including the use of Agency/Locums and recharges (£0.014m) minor variances	

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Human Resources & Organisational Development	2.464	2.434	(0.030)	(0.004)	(£0.030m) reduced DBS Check expenditure (£0.032m) Vacancy savings £0.027m loss of income from external organisations £0.005m minor variances	
ICT & Customer Services	5.046	5.033	(0.013)	(0.004)	(£0.044m) Vacancy savings (£0.027m) additional Registrars income £0.060m postage costs (£0.002m) minor variances	Postage contract under review.
<b>Total :</b>	<b>27.285</b>	<b>26.639</b>	<b>(0.646)</b>	<b>(0.522)</b>		



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	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	0.055	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.	

## CENTRAL AND CORPORATE FINANCE

## APPENDIX 6

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Centrally Held Provisions	4.717	3.902	(0.815)	(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 (-£0.007m).	
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	9.177	9.186	0.009	0.010		
<b>Total :</b>	<b>27.439</b>	<b>27.157</b>	<b>(0.282)</b>	<b>(0.277)</b>		

APPENDIX 7

**Movements on Council Fund Unearmarked Reserves**

	£m	£m
Total Reserves as at 1 April 2013 (Inclusive of total increase of £0.270m agreed as part of the 2013/14 budget)	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 <sup>st</sup> March for funding of one-off costs in the 2013/14 budget proposals		(0.297)
Less - Amount approved by Cabinet on 16 <sup>th</sup> 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 <sup>st</sup> March 2014		1.012
Less - Estimate of severe weather recovery costs		(0.518)
<b>Projected Level of Total Contingency Reserve as at 31<sup>st</sup> March 2014</b>		<b>3.653</b>



## HRA Major Variance Report - Period 6

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. Further amendments to Capital figures for inclusion in 2nd HRAS return. Under payment on 2012/13 of £31k calculated on Advance Final return.	Review timings of figures with Capital Financing team.
Rents	-26,946	-27,176	-230	-237	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	8,669	276	328	£318k overspend on materials through Travis Perkins due to increased number of repairs and subcontractor materials are now purchased through Travis to gain bulk purchasing economies. A review is also underway to revise pricing downwards following an increased profit percentage reported in August 2013.	Housing Asset Team and Finance are working closely with Travis Perkins to try and mitigate some of the overspend in the second half of the financial year.
Finance & Support	2,656	2,453	-203	-197	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	10,201	-26	-30		
<b>Total :</b>	<b>497</b>	<b>435</b>	<b>-62</b>	<b>-14</b>		



**Month 6**

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
<b>Fees &amp; Charges (APPENDIX 7a)</b>			
<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	
<b>TOTAL</b>	<b>0.118</b>		
<b>Service Change (APPENDIX 7b)</b>			
<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	
Homelessness - Timing of presentations	0.106	EFFICIENCY ALREADY ACHIEVED	

**Month 6**

<b>Efficiency Description</b>	<b>Budgeted Efficiency (£m)</b>	<b>Current Position</b>	<b>Further information to support current position status or other relevant information</b>
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 £0.030.
Preventative foster care service - day care	0.005	EFFICIENCY ALREADY ACHIEVED	
<b>TOTAL</b>	<b>0.456</b>		
<b>Procurement (APPENDIX 7c)</b>			
<b>Community Services</b>			
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	
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 £0,248



**Month 6**

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Transport Review - revised contracts	0.025	EFFICIENCY ALREADY ACHIEVED	
<b>TOTAL</b>	<b>0.686</b>		
<b>Organisational Design (APPENDIX 7d)</b>			
<i>Community Services</i>			
Review of Supported Living Service	0.350	EFFICIENCY ACHIEVABLE IN PART	The efficiency has been partly achieved in 2013/14 (£0.086m) 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	
<b>TOTAL</b>	<b>0.458</b>		



**Month 6**

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
<b>Fees &amp; Charges (APPENDIX 7a)</b>			
<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
<b>TOTAL</b>	<b>0.140</b>		
<b>Service Change (APPENDIX 7b)</b>			
<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 (HAMMP) -rephrasing 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 6**

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	<i>Tower Gardens, Holywell didn't close until 30th April 2013 and Cilcain and Caerwys have been further delayed with ongoing consultation necessary and under achievement on the efficiency by £21k is likely.</i>
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>
<b>TOTAL</b>	<b>0.780</b>		
<b>Procurement (APPENDIX 7c)</b>			
<b>Environment</b>			
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 6**

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 influenceable 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
<b>TOTAL</b>	<b>0.144</b>		
<b>Organisational Design (APPENDIX 7d)</b>			
<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>
<b>TOTAL</b>	<b>0.020</b>		
<b>Other Efficiencies (APPENDIX 7e)</b>			
<i>Environment</i>			
Agricultural Estates - balance not required	0.025	EFFICIENCY ALREADY ACHIEVED	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
<b>TOTAL</b>	<b>0.050</b>		



**Month 6**

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
<b>Fees &amp; Charges (APPENDIX 7a)</b>			
<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.
<b>TOTAL</b>	<b>0.207</b>		
<b>Service Change (APPENDIX 7b)</b>			
<i>Lifelong Learning</i>			
Operational efficiencies	0.025	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	

**Month 6**

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



**Month 6**

<b>Efficiency Description</b>	<b>Budgeted Efficiency (£m)</b>	<b>Current Position</b>	<b>Further information to support current position status or other relevant information</b>
Leisure Services - removal of swimming subsidy	0.023	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Directorate Management Team Restructure	0.043	EFFICIENCY ALREADY ACHIEVED	
<b>TOTAL</b>	<b>0.192</b>		
<b>Procurement (APPENDIX 7c)</b>			
<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	
<b>TOTAL</b>	<b>0.466</b>		
<b>Organisational Design (APPENDIX 7d)</b>			
<i>Lifelong Learning</i>			
Libraries - Flexible retirement	0.015	EFFICIENCY ALREADY ACHIEVED	
Libraries - Library Service Review	0.037	EFFICIENCY ALREADY ACHIEVED	
<b>TOTAL</b>	<b>0.052</b>		

**Month 6**

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
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**Other Efficiencies (APPENDIX 7e)**  
*Lifelong Learning*

Demographic Change in Schools (pupil numbers)	0.132	EFFICIENCY ALREADY ACHIEVED	
<b>TOTAL</b>	<b>0.132</b>		

Efficiency Description	Code	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
<b>Fees &amp; Charges (APPENDIX 7a)</b>				
<i>FINANCE - Corporate Services</i>				
Revenues - increased number of Council Tax fines	FRR1119762	0.027	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
<i>ICT &amp; CUSTOMER SERVICES - Corporate Services</i>				
Registrars - increased fees	MXS2159534	0.019	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Network Services - income from hosting PSBA equipment	MXC4219625	0.004	EFFICIENCY ALREADY ACHIEVED	
<i>LEGAL &amp; DEMOCRATIC - Corporate Services</i>				
External Fees - conveyancing / S106 agreements	LLL1119635	0.015	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
<b>TOTAL</b>		<b>0.065</b>		
<b>Service Change (APPENDIX 7b)</b>				
<i>Chief Executive - Corporate Services</i>				
Corporate Comms - reduced workforce bulletins	CTC113743W	0.003	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
<i>HR &amp; OD - Corporate Services</i>				
CRB checks - review of options	NEB111422J	0.035	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
<i>LEGAL &amp; DEMOCRATIC - Corporate Services</i>				
Democratic Services - reduced paper usage	LDC112743W	0.010	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Members Allowances (Basic Allowance) - no inflationary increase	LDC31144B1	0.010	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Members Allowances - Special Responsibility Allowances - reduction of number allocated	LDC31144C3	0.070	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Members Allowances - NI contributions reduction linked to reduced number of Special Responsibility allowances	LDC31144C8	0.010	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
<b>TOTAL</b>		<b>0.138</b>		

Efficiency Description	Code	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
<b>Procurement (APPENDIX 7c)</b>				
<i>Chief Executive - Corporate Services</i>				
Employee / Residents Consultations - reduction in number	CTC114423C	0.003	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Supplies and Services	Various	0.010	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Joint Working - costs reduction	CGE1114247	0.002	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Alterations / Improvements reductions - future agile working	CBP1111228	0.002	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Employee Safety Measures - reduced demand on budget	CXM1214568	0.010	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Conferences/Seminars/Lectures - reduced attendance	CBP1114411	0.001	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
<b>ICT &amp; CUSTOMER SERVICES - Corporate Services</b>				
Training Budget - Procurement via new solutions	MXC4110921	0.001	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Reduced maintenance costs due to new security equipment	MXC4214352	0.025	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Networking Hardware - reduced procurement	MXC4214333	0.002	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
ICT Cabling - reduction enabled by IPT solution	MXC4214334	0.002	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Leasing - budget adjustment	MXC4214341	0.006	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Software Licensing - Microsoft licences procured through other agreements	MXC4234331	0.010	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Hardware Maintenance - letting of MFD contracts	MXC4234352	0.001	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	

Efficiency Description	Code	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
Reduce influenceable spend by 3%	MXC300	0.004	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Reduced ICT Expenditure	MXC3114593	0.003	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Rationalisation of third party software costs	MXC3224353	0.013	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Avoidance of inflationary rises - software maintenance costs	MXC3224353	0.020	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Reduced licence costs - via renegotiation	MXC1164331	0.018	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Supplies and Services	Various	0.061	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Training budget reduction - build around training solutions	MXC2110921	0.001	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Alterations & Improvements - Datacentres	MXC2114351	0.004	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Other Consumables - reduction in expenditure	MXC2114363	0.001	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Hardware Maintenance - new technology with warranty	MXC2274352	0.015	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Listing Paper - More use of electronic means	MXC2114361	0.002	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Enterprise Servers - hardware	MXC2284333	0.003	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
Services work and Consultancy	MXC2294237	0.004	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
<b>HR &amp; OD - Corporate Services</b>				
Supplies & Services	Various	0.009	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
<b>FINANCE - Corporate Services</b>				
Supplies & Services	Various	0.012	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	
<b>TOTAL</b>		<b>0.245</b>		



Month 6

Efficiency Description	Budgeted Efficiency (£m)	Current Position	Further information to support current position status or other relevant information
<b>Service Change (APPENDIX 7b)</b>			
<i>Central &amp; Corporate Finance</i>			
Clwyd Theatr Gymnu - agreed reduction to contribution	0.015	EFFICIENCY ALREADY ACHIEVED	
<b>TOTAL</b>	<b>0.015</b>		
<b>Procurement (APPENDIX 7c)</b>			
<i>Central &amp; 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	
<b>TOTAL</b>	<b>0.262</b>		
<b>Other Efficiencies (APPENDIX 7e)</b>			
<i>Central &amp; 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 6

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	
<b>TOTAL</b>	<b>0.704</b>		