

FLINTSHIRE COUNTY COUNCIL

REPORT TO: CABINET

DATE: TUESDAY, 18 MARCH 2014

REPORT BY: HEAD OF FINANCE

SUBJECT: REVENUE BUDGET MONITORING 2013/14 (MONTH 9)

1.00 PURPOSE OF REPORT

1.01 To provide Members with the most up to date revenue budget monitoring information (Month 9) for the Council Fund and the Housing Revenue Account in 2013/14.

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2.00 EXECUTIVE SUMMARY

The projected year end position, as estimated at Month 9, is as follows:

Council Fund

- Net in year expenditure forecast to be £1.981m less than budget. (An increase of £0.913m on the £1.068m reported at Month 8)
- Projected contingency reserve balance at 31 March 2014 of £4.622m

Housing Revenue Account (HRA)

- Net in year expenditure forecast to be £0.156m less than budget (£0.212m as at Month 8)
- Projected HRA balances at 31 March 2014 of £1.589m

3.00 COUNCIL FUND LATEST IN YEAR FORECAST

3.01 The table below shows a projected positive variation of expenditure against budget of £1.981m

| TOTAL EXPENDITURE AND INCOME | Original Budget | Revised Budget | In-Year Over / (Under) spend | |
|---|-----------------|----------------|------------------------------|----------------|
| | | | Month 8 | Month 9 |
| | £m | £m | £m | £m |
| <u>DIRECTORATES (Service Groups)</u> | | | | |
| Services for Adults | 45.642 | 44.302 | (0.664) | (0.701) |
| Services for Children | 11.906 | 12.172 | 0.827 | 0.731 |
| Housing Services | 1.800 | 1.835 | (0.319) | (0.269) |
| Development & Resources | 1.688 | 1.659 | (0.018) | 0.022 |
| TOTAL : COMMUNITY SERVICES | 61.036 | 59.968 | (0.174) | (0.217) |
| Assets and Transportation | 6.015 | 6.091 | 0.031 | (0.177) |
| Planning | 1.708 | 1.717 | (0.068) | (0.046) |
| Public Protection | 3.455 | 3.464 | (0.055) | (0.048) |
| Regeneration | 0.715 | 0.704 | 0.007 | 0.011 |
| Streetscene | 19.320 | 19.210 | 0.352 | 0.359 |
| Management, Support & Performance | 1.088 | 1.094 | (0.009) | (0.025) |
| TOTAL : ENVIRONMENT | 32.301 | 32.280 | 0.258 | 0.074 |
| Culture & Leisure | 6.876 | 6.378 | 0.409 | 0.418 |
| Inclusion Services | 14.058 | 13.245 | (0.059) | (0.063) |
| Primary School Services | 43.374 | 43.334 | (0.037) | (0.172) |
| Secondary School Services | 36.638 | 37.472 | (0.016) | (0.018) |
| Development & Resources | 12.118 | 12.428 | (0.223) | (0.280) |
| TOTAL : LIFELONG LEARNING | 113.064 | 112.857 | 0.074 | (0.115) |
| Chief Executive | 2.356 | 2.301 | (0.053) | (0.068) |
| Finance | 14.265 | 14.235 | (1.019) | (1.102) |
| HR & OD | 2.427 | 2.479 | (0.013) | (0.012) |
| ICT & Customer Services | 4.922 | 5.037 | 0.001 | (0.023) |
| Legal & Democratic Services | 3.145 | 3.136 | (0.135) | (0.143) |
| TOTAL : CORPORATE SERVICES | 27.115 | 27.188 | (1.219) | (1.348) |
| TOTAL DIRECTORATES | 233.516 | 232.293 | (1.061) | (1.606) |
| Central and Corporate Finance | 26.236 | 27.459 | (0.007) | (0.375) |
| Total | 259.752 | 259.752 | (1.068) | (1.981) |

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

3.03 From the table in 3.01 it can be seen that there is an increase of £0.913m on the under spend of £1.068m reported at Month 8. The key variances to note include:

3.04 Environment – Industrial Units

The projected under spend has increased in month 9 to the reflect accounting treatment of current year income from Deeside Power of £0.200m This follows consideration of a Wales Audit Office recommendation in a minor issues operational report to officers arising from the 2012/13 accounts.

3.05 Community Services – Services for Children

The overspend has reduced in Period 9 by £0.096m due to revised projections on current years expenditure for professional support due to a revised start date for Supervised Contact Centres.

3.06 Lifelong Learning – Primary School Services

The projected under spend on Primary School Services has increased by £0.135m primarily relating to the demand for Early Entitlement services. The anticipated number of three year old children attending childcare settings is less than previously anticipated.

3.07 Central and Corporate Finance – Windfall Income

The projected increase in income is due to an additional one off amount of £0.243m which has been received from the Welsh Government in respect of the First Steps Improvement Package.

3.08 **Request for Carry Forward – Corporate Services (Finance)**

It is requested that £0.051m is carried forward to 2014/15 to provide resource to ensure the continuity of the operational response team linked to the welfare reform service.

3.09 All the movements from Month 8 are summarised in Appendix 1 with the detailed reasons for all variances by Directorate summarised within Appendices 2 to 8.

3.10 **Programme of Efficiencies**

The 2013/14 budget contains £5.331m of specific efficiencies and the table below summarises the current position in relation to the achievement of these items. The analysis shows that it is currently projected that £4.060m (76%) will be achieved, resulting in a net underachievement of £1.271m. The main reason for the change is the efficiency in relation to the Supported Living Service will not now be achieved in

2013/14. However, the full efficiency of £0.350m is expected to be achieved in 2014/15 when the new structure is implemented.

| Status of Efficiency | Value of Budgeted Efficiency £m | Valued of Projected Efficiency £m | (Under) Over Achievement £m |
|---------------------------------|--|--|------------------------------------|
| ALREADY ACHIEVED | 1.973 | 1.973 | 0.000 |
| EXPECTED TO BE ACHIEVED IN FULL | 1.877 | 1.877 | 0.000 |
| ACHIEVABLE IN PART | 0.281 | 0.210 | (0.071) |
| NOT ACHIEVABLE | 1.200 | 0.000 | (1.200) |
| Total | 5.331 | 4.060 | (1.271) |

4.00 INFLATION

4.01 **Pay inflation** of £0.734m is included within service budgets to reflect the national pay award agreed earlier in the year.

4.02 **Non Standard price inflation** – amounts for energy, fuel and food costs are included in the budget and held centrally. In period 6, £0.141m for food costs were allocated. The allocation for energy costs continues to be closely monitored and at this stage it is anticipated that all of this budget will be utilised in 2013/14 and this is reflected in the projected outturn.

5.00 MONITORING BUDGET ASSUMPTIONS AND NEW RISKS

5.01 Along with its strategic partners, the Council has intervened in relation to the former chemical plant in Sandycroft (Euticals Ltd). Estimated costs have been reviewed and are reflected within current projections and continue to be monitored monthly.

5.02 **Out of County Placements** – As previously reported this is a highly volatile area of expenditure. The overspend in month 9 has increased marginally by £0.010m. The focus of high cost placements are now a North Wales project and will continue to be reviewed. However, the nature of these services is such that there will always be potential for major swings between specific reporting periods.

6.00 UNEARMARKED RESERVES

6.01 The 2012/13 final outturn reported to Cabinet on 16 July showed unearmarked reserves at 31 July 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 into account an allocation of £0.518m for recovery costs following the severe weather in March 2013, 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 £4.622m.

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 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 £0.155m and a projected closing balance at Month 9 of £1.589m, which at 5.56% of total expenditure satisfied the prudent approach of ensuring a minimum level of 3%.
- 7.04 Appendix 8 details the reasons for the 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) Approve the carry forward request detailed in 3.08.
 - d) 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 8 - 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 9)
Summary of Movement from Month 8

| | £m | £m |
|--|---------|-----------------------|
| Month 8 | | |
| Service Directorates | (1.061) | |
| Central and Corporate Finance | (0.007) | |
| Variance as per Cabinet Report | | <u>(1.068)</u> |
| Month 9 | | |
| Service Directorates | (1.606) | |
| Central and Corporate Finance | (0.375) | |
| Variance as per Directorate Returns | | <u>(1.981)</u> |
| Change Requiring Explanation | | <u><u>(0.913)</u></u> |
| <u>Community Services</u> | | |
| Services For Adults | | |
| • Resource and Regulated Service (Intake & Reablement) - Liys Jasmine extra-care delays to recruitment (-£0.035m), Home Care - reduced projections for pay and travel (-£0.017m), other minor variances - mainly residential care and day centres (-£0.017m) | | (0.069) |
| • Disability Services (Vulnerable Adults & Disability Service) reduction of commitment re. right sizing posts | | (0.035) |
| • Disability Services (Resource and Regulated Services) delayed implementation of Supported Living restructure following service review meaning that efficiency measure is not achievable | | 0.079 |
| • Mental Health & Substance Misuse (Residential & Domiciliary Service) - movement of 2 cases to Forensic budget (-£0.038m), plus other minor changes (-£0.003m) | | (0.041) |
| • Mental Health & Substance Misuse (Forensic budget) - movement of 2 cases from Residential & Domiciliary Service (+£0.038m), plus other minor changes -£0.006m) | | 0.032 |
| • Other minor changes of less than £0.025m for Services for Adults | | (0.003) |
| | | <u>(0.037)</u> |
| Development & Resources | | |
| • Business Systems & Financial Assessments £0.060m - admin. post savings transferred to cross organisational admin. review efficiency - Central & Corporate Finance | | 0.043 |
| • Other minor changes of less than £0.025m | | (0.003) |
| | | <u>0.040</u> |
| Services For Childrens | | |
| • Professional Support - removal of expenditure commitments which are not now expected to be utilised in the current financial year | | (0.120) |
| • Other minor changes of less than £0.025m | | 0.024 |
| | | <u>(0.096)</u> |
| Housing Services | | |
| • Accommodation Support Team - transfer of efficiency of £0.110m to the Flintshire Futures Customer workstream efficiency within Central & Corporate Finance | | 0.073 |
| • Other minor changes of less than £0.025m | | (0.023) |
| | | <u>0.050</u> |
| | | <u><u>(0.043)</u></u> |
| <u>Environment</u> | | |
| Assets & Transportation | | |
| • Industrial Units - increased due to commitment to accrue current year income from Deeside Power | | (0.196) |
| • Other minor changes of less than £0.010m | | (0.011) |
| | | <u>(0.207)</u> |
| Planning | | |
| • Planning Control - decreased Planning Fee application income | | 0.029 |
| • Other minor changes of less than £0.010m | | (0.008) |
| | | <u>0.021</u> |
| Public Protection | | |
| • Other minor changes of less than £0.010m | | 0.007 |
| | | <u>0.007</u> |
| Regeneration | | |
| • Other minor changes of less than £0.010m | | 0.005 |
| | | <u>0.005</u> |
| Streetscene | | |
| • Other minor changes of less than £0.010m | | 0.007 |
| | | <u>0.007</u> |
| Management Support & Performance | | |
| • Further vacancy savings to financial year end | | (0.017) |
| | | <u>(0.017)</u> |
| | | <u><u>(0.184)</u></u> |

Lifelong Learning

| | |
|--|----------------------|
| Culture & Leisure | |
| • Leisure Services - Minor savings of £0.020m have been offset by an estimated provision for doubtful debts relating to leases at Deeside Leisure Centre of £0.017m. | (0.003) |
| • Libraries, Culture & Heritage - minor changes to projections relate to Records Management. Additional costs have been incurred because of the destruction of papers and archiving relating to County Hall rationalisation. This has not been reported previously because a Flintshire Futures bid had been completed. This has now been rejected. | 0.012 |
| | <hr/> 0.009 |
| Inclusion Services | |
| • Inclusion Services - minor variances | 0.007 |
| • Out of County - A saving of £0.011m relates to minor changes to projected costs on several placements, one additional placement and a Post 16 placement ending. | (0.011) |
| | <hr/> (0.004) |
| Primary School Services | |
| • The projection on Primary School Services has reduced by £0.135m since month 8. £0.025m relates to additional Primary School SLA income. £0.110m relates to Early Entitlement. We had been anticipating an increase in the number of 3 year olds attending childcare settings (maintained and non maintained) during the spring term based on demographic trend data. However, the number of children attending placements is less than expected. Placements are optional and depend on parental choice. | (0.135) |
| | <hr/> (0.135) |
| Secondary School Services | |
| • Minor variances in the projection for Secondary School Services relate to salary savings within the Music Service and School SLA Income. | (0.002) |
| | <hr/> (0.002) |
| Development & Resources | |
| • Children, Youth & Community - minor variances relating to additional vacancy savings and planned reductions in expenditure. | (0.023) |
| • Pupil/Student Transport - minor variances relating to transport contracts. | (0.023) |
| • Business Units - the projected outturn on Business Units has improved by £0.007m since month 8. This relates to minor changes in the projections for Free School Meals, Music Remissions and Insurance Claims. | (0.007) |
| • Facilities - minor variances | 0.009 |
| • Management & Business Support - minor variances on general directorate costs (stationery, printing etc.) | (0.013) |
| | <hr/> (0.057) |
| | <hr/> (0.189) |
| Corporate Services | |
| • Legal and Democratic Services - vacancy savings (£0.004m), Members Services savings £0.005m, Members Allowances underspend (£0.006m), minor variances (£0.003m) | (0.008) |
| • HR and Organisational Development - vacancy savings (£0.001m), minor variances £0.002m | 0.001 |
| • ICT and Customer Services - vacancy savings (£0.005m), registrars income £0.003m, postage spend (£0.026m), minor variances £0.004m | (0.024) |
| • Finance - Housing Benefit Subsidy Overpayments (£0.065m), reduced shortfall on Council Tax Reduction Scheme (£0.014m), minor variances (£0.004m) | (0.083) |
| • Chief Executives Department - vacancy savings (£0.014m), minor variances (£0.001m) | (0.015) |
| | <hr/> (0.129) |
| Central & Corporate Finance | |
| • A contribution of £0.110m efficiency saving from the restructure of Warden Services has been transferred to the Flintshire Futures Customer Programme. There are 9 Hub offices which enable an efficient means of delivering services to meet the Customer Services Strategy. | (0.110) |
| • Centrally Held Provisions. Additional one-off income received from Welsh Government in respect of First Steps Improvement package £0.243m | (0.243) |
| • Minor variances - Increased income from un-presented cheques. | (0.115) |
| | <hr/> (0.368) |
| Total Changes | <hr/> (0.913) |

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2013/14 (Month 9)

| 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 | 0.372 | (0.033) | (0.052) | The underspend is due to a Hospital Social Worker covering in the Crisis Intervention Team. These costs (£0.038m) are recovered from the Health Authority. The difference of £0.005m reflects the net cost of agency staff covering a vacancy. | One-off. |
| Resources and Regulated Services (Intake and Reablement) | 5.348 | 5.033 | (0.315) | (0.246) | <u>Extra Care</u> Projected underspend on Liys Jasmine (£0.344m) is due to an initial delay in opening the facility, plus a further £0.009m underspend on Liys Eleanor <u>In-house Domiciliary Care</u> underspend (£0.078m) due to greater use of reablement and independent sector care providers. <u>Client Transportation Service</u> underspend (£0.040m) relates to staff vacancies. <u>Day Services</u> underspend (£0.040m) mostly due to vacancies (£0.037m). These underspends are offset by a projected overspend within <u>In-house Residential Service</u> (£0.196m) due to the need to ensure staff cover (£0.217m) additional premises costs (£0.054m) and additional supplies and service (£0.043) 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. |

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Budget Monitoring 2013/14 (Month 9)

| Service | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Major Variance | Action Required |
|---|---------------------|------------------------|---------------|--------------------------|--|--|
| Locality Teams (Localities) | 13.881 | 13.850 | (0.031) | (0.038) | <p><u>Older People Services</u></p> <ul style="list-style-type: none"> > Locality Teams are together expected to underspend (£0.205m) mostly due to vacant posts. > Purchased domiciliary costs are projected to overspend (£0.058) due to additional service user costs. > Purchased residential costs are projected to overspend (£0.098) due to additional service user costs. > Early Onset Dementia is projected to overspend (£0.066m) due to purchased domiciliary care costs. > Minor adaptations underspend (£0.047m) due to reduced demand following uplift to budget based on 2012/13 activity levels | <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 | 15.194 | (0.049) | (0.128) | <p>Learning Disabilities - 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 accounts for a saving of £0.140m within the net underspend projection, and remains unchanged from month 3. There are some other compensating variances across this large service which reflect the changes in client demand.</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 9)

| 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 | 0.764 | 0.106 | 0.107 | This is mostly due to overspends against staff pay costs (£0.028m), third party payments (£0.044m), transport (£0.013m, and a shortfall of grant income of £0.028m. (Supporting People), offset by some additional other grant income. | Keep under review. |
| Disability Services (Disability Services) | 1.941 | 1.981 | 0.040 | 0.075 | The overspend is due to additional transition service user costs. | Keep under review. |

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Budget Monitoring 2013/14 (Month 9)

| 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 | 0.451 | 0.044 | 0.050 | This is mostly due to an overspend against staff pay costs (£0.036m) and premises costs (£0.005m) | Keep under review. |
| Residential and Domiciliary Service (Mental Health & Substance Misuse Service) | 0.703 | 0.576 | (0.127) | (0.086) | 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 current underspend would therefore be higher but reflects the cost of current care packages including some other new clients. | Keep under review. |
| Professional Support (Mental Health & Substance Misuse Service) | 0.828 | 0.722 | (0.106) | (0.100) | This is mostly (£0.050m) 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 9)

| 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 | 0.188 | (0.117) | (0.149) | 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 | 0.429 | (0.053) | (0.053) | Reflects current care packages for 2013/14. | |
| Other Services for Adults variances (aggregate) | 4.101 | 4.041 | (0.060) | (0.044) | Various minor variances. | Continue to review but not expected to be recurrent. |
| Subtotal: | 44.302 | 43.601 | (0.701) | (0.664) | | |

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Budget Monitoring 2013/14 (Month 9)

| Service | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Major Variance | Action Required |
|---|----------------------------|-------------------------------|----------------------|---------------------------------|--------------------------------|--|
| Development & Resources | | | | | | |
| Vacancy Control | (0.100) | 0.000 | 0.100 | 0.100 | | Realignment of vacant posts |
| Other Development & Resources variances (aggregate) | 1.699 | 1.621 | (0.078) | (0.118) | Various minor variances. | Continue to review but not expected to be recurrent. |
| Subtotal: | 1.599 | 1.621 | 0.022 | (0.018) | | |

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Budget Monitoring 2013/14 (Month 9)

| 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 | 2.337 | 0.360 | 0.365 | 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) | 0.307 | 0.266 | (0.041) | (0.045) | The underspend within this area is mostly due to vacant posts. | One-off. |
| Professional Support (Children's Services) | 5.554 | 5.483 | (0.071) | 0.049 | The underspend is mainly due to the removal of commitments for expenditure which is not now expected to be incurred in this financial year. | |

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Budget Monitoring 2013/14 (Month 9)

| Service | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Major Variance | Action Required |
|---|----------------------------|-------------------------------|----------------------|---------------------------------|--|---|
| Out of County Pooled Budget (Children's Services) | 3.178 | 3.640 | 0.462 | 0.452 | Costs reflect existing placements up until March 2014. | The focus of high cost placements is now a North Wales project and will continued to be reviewed. |
| Other Services for Children variances (aggregate) | 1.156 | 1.177 | 0.021 | 0.055 | Various minor variances. | Continue to review but not expected to be recurrent. |
| Subtotal: | 12.172 | 12.903 | 0.731 | 0.827 | | |

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Budget Monitoring 2013/14 (Month 9)

| 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 | 0.152 | (0.208) | (0.203) | 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) | 1.103 | 1.093 | (0.010) | (0.083) | Service recently undergone a restructure now fully reflected within projection. | Restructure now implemented. |
| Other variances (aggregate) | 0.262 | 0.211 | (0.051) | (0.033) | Various minor variances. | Continue to review but not expected to be recurrent. |
| Subtotal: | 1.725 | 1.456 | (0.269) | (0.319) | | |
| Total : | 59.798 | 59.581 | (0.217) | (0.174) | | |

| Service | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Period 8 (£m) | Cause of Variance | Action Required |
|--|---------------------|------------------------|----------------|------------------------|--|---|
| Assets & Transportation | 6.091 | 5.914 | (0.177) | 0.031 | | |
| Industrial Units | (1.256) | (1.344) | (0.088) | 0.108 | Estimated net income shortfalls across the Industrial Estate portfolio which have increased at Period 8 by a further £7k. At Period 9 following a Wales Audit Office recommendation, income for Deeside Power of £200k due in May 2014, provision should now be made in 2013/14. | Keep Unit rental income closely monitored throughout 2013/14. |
| Property Holdings | 0.083 | 0.040 | (0.043) | (0.043) | NNDR costs lower than anticipated | Review of site budgets necessary in line with asset management programme |
| Property Asset & Development | 0.528 | 0.429 | (0.099) | (0.099) | Net Vacancy Savings | |
| Highways Development Control & Regulatory Services | 0.813 | 0.905 | 0.092 | 0.097 | Lower than anticipated levels of income for Fixed Penalty Notices (based on improving standards of repair by utility companies) & road closures. A commitment of £60k is included for the potential excess payment to be made to the Council's Insurers in relation to a claim. | |
| Transportation | 1.466 | 1.409 | (0.057) | (0.064) | Period 9 reports a £7k reduction in the Local Transport Services Grant | |
| Aggregate of other Variances | 4.457 | 4.475 | 0.018 | 0.032 | | |
| Planning | 1.717 | 1.671 | (0.046) | (0.068) | | |
| Planning Control | 0.363 | 0.357 | (0.006) | (0.035) | Move in actual planning fee income received in Period 9, subject to further application levels up to financial year end. | Further potential for increased planning fee income which will be closely monitored |
| Aggregate of other Variances | 1.354 | 1.314 | (0.040) | (0.033) | Net Vacancy Savings and staff recharge income for specialist planning advice to neighbouring authorities. Period 9 includes cost of commissioning the Biodiversity Information Service £7k | |

| Service | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Period 8 (£m) | Cause of Variance | Action Required |
|---|---------------------|------------------------|----------------|------------------------|---|--|
| Public Protection | 3,464 | 3,416 | (0,048) | (0,055) | | |
| Community Protection | 1,243 | 1,206 | (0,037) | (0,044) | Includes a Court Costs award of £22k following the successful prosecution of Talacre Park Holiday Park by the Health & Safety Enforcement Team. Period 9 includes the additional cost of Storage for specialised equipment for on going Health & Safety investigation | |
| Aggregate of other Variances | 2,221 | 2,210 | (0,011) | (0,011) | | |
| Regeneration | 0,704 | 0,715 | 0,011 | 0,007 | | |
| Streetscene | 19,210 | 19,569 | 0,359 | 0,352 | | |
| Waste Disposal & Waste Collection | 9,266 | 9,610 | 0,344 | 0,336 | Plastic Recycling prices reduced by £100 per tonne between July and September resulting in an estimated income reduction of £50k. Staff backfilling costs as a result of the on-going investigation within waste. The Sustainable Waste Management Grant (SWMG) has been reduced in-year by up to 5% resulting in a funding shortfall of at least £150k | Consider potential impact on MTFP going forward Consider impact on MTFP going forward |
| Aggregate of other Variances | 9,944 | 9,959 | 0,015 | 0,016 | | |
| Management Support & Performance | 1,042 | 1,017 | (0,025) | (0,009) | | |
| Management Support & Performance | 1,042 | 1,017 | (0,025) | (0,009) | Net Vacancy Savings ahead of service review implementation and reduced commitments on supplies and services budgets. Specific vacancy commitments to financial year end removed at Period 9. | |
| Total : | 32,228 | 32,302 | 0,074 | 0,258 | | |

| Service | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Variance | Action Required |
|-------------------|---------------------|------------------------|---------------|--------------------------|---|--|
| Culture & Leisure | 6,456 | 6,874 | 0,418 | 0,409 | <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 (£0.015m pressure) Minor variances</p> <p>Leisure Services (£0.503m pressure) There are a number of pieces of work being completed to explore solutions to the remaining deficit. £0.026m relates to the final costs for Swim Flintshire. This programme ceased in August. £0.356m relates to pressures on income across centres. £0.035m relates to pressures on premises budgets, £0.040m to supplies costs (£0.037m of which is against security services), £0.017m relates to a provision for doubtful debts and £0.029m 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> |

| Service | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Variance | Action Required |
|--------------------------------------|---------------------|------------------------|---------------|--------------------------|--|--|
| Inclusion Services & Special Schools | 13.223 | 13.160 | (0.063) | (0.059) | Inclusion Services & Special Schools (£0.063m saving) £0.049m relates to a projected saving on Out of County, £0.016m to minor savings in Inclusion Services and £0.002m to a minor pressure on Special School SLA Income. | |
| Primary School Services | 43.334 | 43.162 | (0.172) | (0.037) | Early Entitlement (£0.164m saving) £0.130m relates to savings on 3 year old placements in maintained and non maintained settings. £0.007 relates to savings on transport costs and the remainder relates to minor variances. | Awaiting further information on planned usage of the Foundation Phase grant. Service manager to carry out further work on future estimates for placements to include birth rates and collection for estimated places from settings. |
| | | | | | School SLA Income (£0.008m saving) Minor variances | |
| Secondary School Services | 37.512 | 37.494 | (0.018) | (0.016) | Secondary School Services (£0.018m saving) Minor Variances | |

| Service | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Variance | Action Required |
|-------------------------|---------------------|------------------------|----------------|--------------------------|---|---|
| Development & Resources | 12.428 | 12.148 | (0.280) | (0.223) | <p>Children, Youth & Community (£0.024m saving) Minor variances</p> <p>Schools ICT (£0.150m saving) In an effort to reduce the Directorate overspend and to contribute towards the value for money programme, DMT have made the decision to place a hold on all uncommitted expenditure in Schools ICT.</p> <p>Service Units (£0.038m saving) Pressures of £0.082m on Pupil Support (Free School Meals, School Trips and Music Remissions) have been offset by estimated savings on Mobile Classrooms (£0.066m), Insurance (£0.046m) and other minor variances of £0.008m.</p> <p>Facilities Services (£0.033m saving) Minor Variances</p> <p>Management & Business Support (£0.035m saving) Minor Variances</p> | <p>Service Manager to place a hold on £0.150m of the budget within Schools ICT.</p> <p>We are awaiting information from the Schools relating to Music remissions which is likely to affect the estimated costs.</p> |
| Total : | 112.953 | 112.838 | (0.115) | 0.074 | | |

| Service | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Variance | Action Required |
|-----------------|---------------------|------------------------|---------------|--------------------------|--|---|
| Chief Executive | 2.301 | 2.233 | (0.068) | (0.053) | £0.018m Corporate voluntary sector contribution to Dangerpoint (£0.074m) Vacancy savings (£0.012m) minor variances | |
| Finance | 14.225 | 13.123 | (1.102) | (1.019) | (£0.143m) net Vacancy savings following realignment of budget (£0.381m) in year efficiency following review of the level of funding required to meet Discretionary Housing Payment (DHP) need and review of Housing Benefit Subsidy profile (£0.065m) additional income from collection of Housing Benefits Overpayments (£0.893m) net surplus on the Council Tax Collection Fund after meeting the £0.305m costs allocated in 2013/14 budget (£0.115m allocated to Software will remain unspent) £0.380m Council Tax Reduction Scheme (CTRS) shortfall in funding compared to estimated in year cost | Request to carry forward £0.051m to provide resource in 2014/15 to continue the operational response team (linked to Community Services carry forward request in P8). Demand led service but subject to ongoing monitoring. Contributing to national discussion on CTRS funding for 2014/15. |

| Service | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Variance | Action Required |
|--|---------------------|------------------------|----------------|--------------------------|---|--------------------------------|
| Legal & Democratic Services | 3.136 | 2.993 | (0.143) | (0.135) | (£0.008m) net Vacancy savings including the use of Agency/Locums and recharges (£0.023m) Members Services underspend (£0.092m) Members Allowances underspend (inc. training, travel etc.) (£0.011m) reduced Legal Subscriptions expenditure (£0.009m) minor variances | |
| Human Resources & Organisational Development | 2.479 | 2.467 | (0.012) | (0.013) | (£0.021m) reduced (Disclosure & Barring Service) DBS Check expenditure (£0.017m) Vacancy savings £0.034m loss of income from external organisations (£0.008m) minor variances | |
| ICT & Customer Services | 5.048 | 5.025 | (0.023) | 0.001 | £0.048m postage costs (£0.018m) Vacancy savings (£0.021m) additional Registrars Income (£0.025m) ICT Strategy underspend (£0.007m) minor variances | Postage contract under review. |
| Total : | 27.189 | 25.841 | (1.348) | (1.219) | | |

| Service | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Variance | Action Required |
|---------------------------------------|---------------------|------------------------|---------------|--------------------------|---|---|
| Central Loans & Investment Account | 15.283 | 15.020 | (0.263) | (0.263) | Review of the Minimum Revenue Provision (MRP) calculation to include MRP on Local Government Borrowing Initiative. | Continue to monitor in line with Treasury Management Strategy. |
| 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. | Overspend is non recurring. Regular monitoring with Denbighshire County Council undertaken on in year spend |
| Centrally Held Provisions | 4.494 | 3.340 | (1.154) | (0.912) | 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 budgeted pension fund deficit - final year of three year strategy (-£0.244m), over recovery of corporate windfall income £0.203m (First Steps Imp Package) Other minor variances (-£0.034m). | Budgets are considered as part of 2014/15 Council Budget |
| 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. | Subject to an overall review of Support Services |
| 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. | Ongoing monthly monitoring |

| Service | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Variance | Action Required |
|-----------------------------|---------------------|------------------------|----------------|--------------------------|--|---|
| Mass Matrix Contract | (0.315) | (0.200) | 0.115 | 0.115 | A review of the rebate on the Matrix Contract has been undertaken. Agency usage has decreased in 2013/4 and the variance projection reflects the up to date position. | Further analysis to be undertaken to consider the impact in 2014/15 |
| Flintshire Futures | (0.193) | (0.017) | 0.176 | 0.286 | Assets Programme - £0.060m will not be achieved due to delays in the full review of hard and soft facilities management across the Council. Customer Programme - £0.190m of efficiencies will not be realised until the programme has advanced and the wider network of Flintshire Connects sites are in place. Back to Basics spend review - £0.074m additional efficiency as a result of an in year initiative to challenge spend on stationery and furniture, putting category management arrangements in place to support spend challenge going forward. | A Workshop is due to take place shortly to review progress and assess the methodology for realising efficiencies. Continued challenge of spend categories will support further efficiencies in 2014/15. |
| Other variances - aggregate | 10.053 | 10.038 | (0.015) | 0.001 | | |
| Total : | 27.584 | 27.209 | (0.375) | (0.007) | | |

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) | (5.834) | |
| 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 | | 3.159 |
| Add projected underspend as at 31 st March 2014 | | 1.981 |
| Less - Estimate of severe weather recovery costs | | (0.518) |
| Projected Level of Total Contingency Reserve as at 31st March 2014 | | 4.622 |

HRA Major Variance Report - Period 9

| Service | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Variance | Action Required |
|-------------------------|---------------------|------------------------|---------------|--------------------------|---|--|
| HRA Subsidy | 6.167 | 6.356 | 0.189 | 0.189 | 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 £0.031m calculated on Advance Final return. | Review timings of figures with Capital Financing team. |
| Rents | (26.946) | (27.158) | (0.213) | (0.224) | Bad Debt provision reviewed based on first quarter impact of "bedroom tax", resulting in a saving of £0.258m | Monitor impact of "Bedroom Tax" and review expected costs |
| Repairs and Maintenance | 8.393 | 8.683 | 0.290 | 0.242 | £0.224m net under spend variance on salaries due to restructure not being in place and recruitment freeze in place. £0.234m over spend on materials and £0.076m overspend on equipment due to increase in the number of high cost jobs. Travis Perkins is to review pricing. Subcontractor agreed overspend on guttering of £0.127m due to bad weather early in year. Carry forward request for £0.070m due to hardware costs not materialising in 2013/14 but will be purchased in 2014/15. | Restructure to be implemented. Housing Asset Team is working closely with Travis Perkins to try and mitigate some of the overspend in the second half of the year. |

| Service | Revised Budget (£m) | Projected Outturn (£m) | Variance (£m) | Variance Last Month (£m) | Cause of Variance | Action Required |
|-----------------------------|---------------------|------------------------|----------------|--------------------------|---|-----------------|
| Finance & Support | 2.656 | 2.408 | (0.247) | (0.243) | Support Recharges reflected at 2012/13 actuals, saving £0.106m. Information on 2013/14 has been requested. Pension Fund Strain costs £0.080m lower than anticipated creating saving. Insurance claim non-reimbursement reviewed and reflected at 2012/13 figures, saving £0.021m Carry forward request for £0.085m due to software costs not materialising in 2013/14 but will be purchased in 2014/15. Carry forward request for £0.015m due to Maisonette budget not being fully spent in year. | |
| Housing Estates | 1.852 | 1.670 | (0.183) | (0.160) | Procurement reimbursement for screening received in amount of £0.058m. Void clearance recharges generating a further £0.013m income. Water commission generated a further £0.034m of income due to early bird discount scheme. Cancellation of cleaning contract saving £0.005m on maisonette blocks. Salary savings of £0.028m over all areas. | |
| Other variances (aggregate) | 8.375 | 8.382 | 0.008 | (0.017) | | |
| Total : | 0.497 | 0.341 | (0.156) | (0.212) | | |

Month 9

| Efficiency Description | Budgeted Efficiency (£m) | Current Position | | | | Further information to support current position status or other relevant information |
|--|--------------------------|-----------------------------|--|-------------------------------|---------------------------|--|
| | | EFFICIENCY ALREADY ACHIEVED | EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL | EFFICIENCY ACHIEVABLE IN PART | EFFICIENCY NOT ACHIEVABLE | |
| Fees & Charges (APPENDIX 7a) | | | | | | |
| <i>Community Services</i> | | | | | | |
| Residential Charging - Increased Income From Demand | 0.100 | | ✓ | | | 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 | ✓ | | | | |
| TOTAL | 0.118 | | | | | |
| Service Change (APPENDIX 7b) | | | | | | |
| <i>Community Services</i> | | | | | | |
| Reablement in the level of extra care | 0.100 | ✓ | | | | |
| Preserved Rights - reduced activity levels | 0.053 | ✓ | | | | |
| External Funding for Existing Post - Children's Services | 0.043 | ✓ | | | | |
| Family Placement Team - revision of existing practices | 0.040 | ✓ | | | | |
| Early Retirement - Non replacement of staff - CSA | 0.015 | ✓ | | | | |
| General Office Administration Review | 0.021 | ✓ | | | | |
| Housing Efficiency Savings | 0.028 | ✓ | | | | |
| Homelessness - Timing of presentations | 0.106 | ✓ | | | | |

Month 9

| Efficiency Description | Budgeted Efficiency (£m) | Current Position | | | | Further information to support current position status or other relevant information |
|---|--------------------------|-----------------------------|--|-------------------------------|---------------------------|--|
| | | EFFICIENCY ALREADY ACHIEVED | EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL | EFFICIENCY ACHIEVABLE IN PART | EFFICIENCY NOT ACHIEVABLE | |
| Youth Justice - Appropriate adult service | 0.010 | ✓ | | | | |
| Legal Fees - Use of solicitors / barristers | 0.010 | | ✓ | | | 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 | ✓ | | | | |
| Children's Services - FAST team budget reduction | 0.010 | | ✓ | | | The FAST team is currently showing an overspend of £0.033. |
| Preventative foster care service - day care | 0.005 | ✓ | | | | |
| TOTAL | 0.456 | | | | | |
| Procurement (APPENDIX 7c) | | | | | | |
| Community Services | | | | | | |
| PARIS - post implementation expenditure review | 0.030 | ✓ | | | | |
| Housing Services - Supplies and Services | 0.003 | ✓ | | | | |
| Social Care - Supplies and Services | 0.075 | ✓ | | | | |
| Procurement Hub - regional procurement of high cost low volume placements | 0.020 | ✓ | | | | |

Month 9

| Efficiency Description | Budgeted Efficiency (£m) | Current Position | | | | Further information to support current position status or other relevant information |
|--|--------------------------|-----------------------------|--|-------------------------------|---------------------------|--|
| | | EFFICIENCY ALREADY ACHIEVED | EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL | EFFICIENCY ACHIEVABLE IN PART | EFFICIENCY NOT ACHIEVABLE | |
| Children's Services - out of county placements - improved procurement practice | 0.533 | ✓ | | | | 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 £0.462 |
| Transport Review - revised contracts | 0.025 | ✓ | | | | |
| TOTAL | 0.686 | | | | | |
| Organisational Design (APPENDIX 7d) | | | | | | |
| Community Services | | | | | | |
| Review of Supported Living Service | 0.350 | | | | ✓ | The efficiency is fully achievable from April 2014, as a result of implementation of the new structure. An extensive consultation achieved a successful outcome, and retention of staff goodwill going forward. Some savings have been made as a result of right sizing. |
| Service Review of Warden Service | 0.018 | ✓ | | | | |
| Children's Services - Removal of one team manager post | 0.040 | ✓ | | | | |
| Development and Resources - Rationalisation of Management Team | 0.050 | ✓ | | | | |
| TOTAL | 0.458 | | | | | |

Month 9

| Efficiency Description | Budgeted Efficiency (£m) | Current Position | | | Further information to support current position status or other relevant information |
|---|--------------------------|-----------------------------|--|-------------------------------|---|
| | | EFFICIENCY ALREADY ACHIEVED | EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL | EFFICIENCY ACHIEVABLE IN PART | |
| Fees & Charges (APPENDIX 7a) | | | | | |
| <i>Environment</i> | | | | | |
| Agricultural Estate rentals | 0.008 | | ✓ | | Agricultural Estates currently reporting a surplus income position. |
| Public Protection - increase to market rates | 0.025 | | ✓ | | Fees for both Licensing and Bereavement Services were increased from 1st June 2013 |
| Markets Service - increased lettable space | 0.019 | | ✓ | | Markets currently reporting a surplus income position. |
| Traffic Regulation order Notices | 0.013 | | ✓ | | Budget Reduction met from within Highways Policy Budget |
| Streetscene - leachate processing | 0.075 | | ✓ | | 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 | | ✓ | | 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 | | ✓ | | Previous approved pressure that was not required in 2013/14 and 2014/15 due to Local Government Borrowing Initiative (LGBI) |

Month 9

| Efficiency Description | Budgeted Efficiency (£m) | Current Position | | | Further information to support current position status or other relevant information |
|--|--------------------------|-----------------------------|--|-------------------------------|--|
| | | EFFICIENCY ALREADY ACHIEVED | EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL | EFFICIENCY ACHIEVABLE IN PART | |
| Public Conveniences - revisit of strategy | 0.050 | | ✓ | | Tower Gardens, Holywell didn't close until 30th April 2013 and Cilcain and Caerwyns have been further delayed with ongoing consultation necessary and under achievement on the efficiency by £21k is likely. |
| Streetscene - implementation of Part III agreement | 0.300 | | | ✓ | 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 | | | ✓ | 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 | | ✓ | | Budget Monitoring Position at Period 4 indicates achievement of this efficiency. |
| Staff travel - reduced mileage payments | 0.003 | | ✓ | | Budget Monitoring Position at Period 4 indicates achievement of this efficiency. |
| Directorate Support & Performance - Supplies and Stationery - Streamline current processes | 0.008 | | ✓ | | Budget Monitoring Position at Period 4 indicates achievement of this efficiency. |
| TOTAL | 0.780 | | | | |
| Procurement (APPENDIX 7c) | | | | | |
| <i>Environment</i> | | | | | |
| Waste Services - Tender Transport arrangements for waste disposal | 0.050 | | ✓ | | New Transport arrangements have been awarded as part of a tender process and are now in place. |
| Transportation Services - Review of subsidised Bus Service Contracts and re-tender | 0.036 | | ✓ | | Efficiency absorbed within service budget |

Month 9

| Efficiency Description | Budgeted Efficiency (£m) | Current Position | | | | Further information to support current position status or other relevant information |
|---|--------------------------|-----------------------------|--|-------------------------------|---------------------------|---|
| | | EFFICIENCY ALREADY ACHIEVED | EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL | EFFICIENCY ACHIEVABLE IN PART | EFFICIENCY NOT ACHIEVABLE | |
| Reduction in use of consultants | 0.013 | | ✓ | | | Efficiency absorbed within service budget |
| Reduction in influencable spend | 0.025 | | ✓ | | | Efficiency absorbed within service budget |
| Streamline current processes within Directorate Support | 0.020 | | ✓ | | | 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 | | ✓ | | | It is anticipated that this will be achieved as part of the Communities First Grant Claim for 2013/14 |
| TOTAL | 0.020 | | | | | |
| Other Efficiencies (APPENDIX 7e) | | | | | | |
| <i>Environment</i> | | | | | | |
| Agricultural Estates - balance not required | 0.025 | ✓ | | | | Specific Directorate Balance in the Environment Balance Sheet |
| Licensing / Health & Safety - balance not required | 0.025 | | ✓ | | | Specific Directorate Balance in the Environment Balance Sheet |
| TOTAL | 0.050 | | | | | |

Month 9

| Efficiency Description | Budgeted Efficiency (£m) | Current Position | | | | Further information to support current position status or other relevant information |
|--|--------------------------|-----------------------------|--|-------------------------------|---------------------------|---|
| | | EFFICIENCY ALREADY ACHIEVED | EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL | EFFICIENCY ACHIEVABLE IN PART | EFFICIENCY NOT ACHIEVABLE | |
| Fees & Charges (APPENDIX 7a) | | | | | | |
| <i>Lifelong Learning</i> | | | | | | |
| Library Service - Fines | 0.001 | | ✓ | | | |
| Library - Hire charges increase | 0.001 | | ✓ | | | |
| Leisure Services - increased charges | 0.175 | | | ✓ | | 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 | | | ✓ | | 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 | | ✓ | | | |
| Youth Service - reduction of senior area workers | 0.032 | | ✓ | | | 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 |

Month 9

| Efficiency Description | Budgeted Efficiency (£m) | Current Position | | | | Further information to support current position status or other relevant information |
|--|--------------------------|-----------------------------|--|-------------------------------|---------------------------|--|
| | | EFFICIENCY ALREADY ACHIEVED | EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL | EFFICIENCY ACHIEVABLE IN PART | EFFICIENCY NOT ACHIEVABLE | |
| Youth Service - term time only contracts | 0.026 | | | ✓ | | 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 | | ✓ | | | |
| Youth Service - Building costs savings | 0.011 | | ✓ | | | |
| Youth Service - Building rationalisation | 0.005 | | ✓ | | | |
| Youth Service - Holding back £50k (CC 1/3/13) | (0.050) | ✓ | | | | This additional contribution is expected to be fully utilised. |
| Facilities - Management / Central Office - structure review | 0.015 | | ✓ | | | |
| Facilities - County Hall revised opening hours - reduced energy / overtime costs | 0.025 | | | | ✓ | 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 | | | | ✓ | 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 | | ✓ | | | |
| Directorate Management Team Restructure | 0.043 | ✓ | | | | |
| TOTAL | 0.192 | | | | | |

Month 9

| Efficiency Description | Budgeted Efficiency (£m) | Current Position | | | | Further information to support current position status or other relevant information |
|---|--------------------------|-----------------------------|--|-------------------------------|---------------------------|--|
| | | EFFICIENCY ALREADY ACHIEVED | EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL | EFFICIENCY ACHIEVABLE IN PART | EFFICIENCY NOT ACHIEVABLE | |
| Procurement (APPENDIX 7c) | | | | | | |
| <i>LifeLong Learning</i> | | | | | | |
| Reduction of Postage within the Library Service | 0.001 | | ✓ | | | |
| Out of County - Improved procurement through framework agreements and monitoring of placements. | 0.385 | | ✓ | | | |
| School Transport Service - Operational efficiencies | 0.080 | | ✓ | | | |
| TOTAL | 0.466 | | | | | |
| Organisational Design (APPENDIX 7d) | | | | | | |
| <i>LifeLong Learning</i> | | | | | | |
| Libraries - Flexible retirement | 0.015 | ✓ | | | | |
| Libraries - Library Service Review | 0.037 | ✓ | | | | |
| TOTAL | 0.052 | | | | | |
| Other Efficiencies (APPENDIX 7e) | | | | | | |
| <i>LifeLong Learning</i> | | | | | | |
| Demographic Change in Schools (pupil numbers) | 0.132 | ✓ | | | | |
| TOTAL | 0.132 | | | | | |

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

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

| Efficiency Description | Budgeted Efficiency (£m) | Current Position | | | | Further information to support current position status or other relevant information |
|--|--------------------------|-----------------------------|--|-------------------------------|---------------------------|--|
| | | EFFICIENCY ALREADY ACHIEVED | EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL | EFFICIENCY ACHIEVABLE IN PART | EFFICIENCY NOT ACHIEVABLE | |
| Reduce influencable spend by 3% | 0.004 | | ✓ | | | |
| Reduced ICT Expenditure | 0.003 | | ✓ | | | |
| Rationalisation of third party software costs | 0.013 | | ✓ | | | |
| Avoidance of inflationary rises - software maintenance costs | 0.020 | | ✓ | | | |
| Reduced licence costs - via renegotiation | 0.018 | | ✓ | | | |
| Supplies and Services | 0.061 | | ✓ | | | |
| Training budget reduction - build around training solutions | 0.001 | | ✓ | | | |
| Alterations & Improvements - Datacentres | 0.004 | | ✓ | | | |
| Other Consumables - reduction in expenditure | 0.001 | | ✓ | | | |
| Hardware Maintenance - new technology with warranty | 0.015 | | ✓ | | | |
| Listing Paper - More use of electronic means | 0.002 | | ✓ | | | |
| Enterprise Servers - hardware | 0.003 | | ✓ | | | |
| Services work and Consultancy | 0.004 | | ✓ | | | |
| Supplies & Services | 0.009 | | ✓ | | | |
| FINANCE - Corporate Services | | | | | | |

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

Month 9

| Efficiency Description | Budgeted Efficiency (£m) | Current Position | | | | Further information to support current position status or other relevant information |
|--|--------------------------|-----------------------------|--|-------------------------------|---------------------------|--|
| | | EFFICIENCY ALREADY ACHIEVED | EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL | EFFICIENCY ACHIEVABLE IN PART | EFFICIENCY NOT ACHIEVABLE | |
| Service Change (APPENDIX 7b) | | | | | | |
| <i>Central & Corporate Finance</i> | | | | | | |
| Clywd Theatr Cymru - agreed reduction to contribution | 0.015 | ✓ | | | | |
| TOTAL | 0.015 | | | | | |
| Procurement (APPENDIX 7c) | | | | | | |
| <i>Central & Corporate Finance</i> | | | | | | |
| Flintshire Futures - E-procurement and improved processes | 0.102 | | ✓ | | | |
| Flintshire Futures - Internal Fleet Review | 0.160 | ✓ | | | | |
| TOTAL | 0.262 | | | | | |
| Other Efficiencies (APPENDIX 7e) | | | | | | |
| <i>Central & Corporate Finance</i> | | | | | | |
| Reduced contingencies - one-off investment costs | 0.240 | ✓ | | | | |
| Reduced contingencies - NDR | 0.077 | ✓ | | | | |
| Reduction in Fire Levy due to formula changes | 0.027 | ✓ | | | | |
| Flintshire Futures Assets Workstream - Facilities Management | 0.060 | | | | | ✓ |

Month 9

| Efficiency Description | Budgeted Efficiency (£m) | Current Position | | | Further information to support current position status or other relevant information |
|--|--------------------------|------------------|--|--|--|
| Flintshire Futures - Customer Workstream Contact Centre | 0.100 | | | | Detailed work being undertaken to assess the timing of efficiency |
| Flintshire Futures - Customer Workstream face to face customer contact | 0.100 | | | | Detailed work being undertaken to assess the timing of efficiency |
| Flintshire Futures - Customer Workstream Channel Shift | 0.100 | | | | Detailed work being undertaken to assess the timing of efficiency |
| TOTAL | 0.704 | | | | |