



COUNCIL FUND - REVENUE BUDGET 2015/16  
FLINTSHIRE COUNTY COUNCIL

**Budget Monitoring (Month 12)**  
**Summary of Movement from Month 11**

	£m	£m
<b>Month 11</b>		
Portfolios	(0.486)	
Central and Corporate Finance	(1.088)	
<b>Variance as per Cabinet Report</b>		<b>(1.574)</b>
<b>Month 12</b>		
Portfolios	(0.266)	
Central and Corporate Finance	(1.106)	
<b>Variance as per Directorate Returns</b>		<b>(1.372)</b>
<b>Change Requiring Explanation</b>		<b>0.202</b>
<b><u>Social Services</u></b>		
<b>Services For Adults</b>		
• Resources & Regulated Services - Disability Services - over payment to a care provider and also an under accrual of the debtor for outstanding joint funding income	(0.137)	
<b>Minor variances of less than £0.025m</b>		
• Learning Disabilities / PDSI	0.004	
• Older People (Provider Services)	0.005	
• Older People (Purchasing)	0.005	
• Mental Health Services	0.023	
<b>Subtotal: Services for Adults</b>		<b>(0.100)</b>
<b>Other minor changes of less than £0.025m.</b>		
• Good Health team	0.007	
• Deputyship team	0.001	
• Management & Support	0.014	
• Commissioning	0.000	
<b>Subtotal: Development &amp; Resources</b>		<b>0.022</b>
<b>Children's Services</b>		
• Professional Support - contribution to cost of Emergency duty team £0.029m plus other minor movements £0.002m	0.031	
• Out of County Placements - additional placement costs	0.272	
<b>Other minor variances -of less than £0.025m</b>		
• Flying Start	0.002	
<b>Subtotal: Children's Services</b>		<b>0.305</b>
<b>Total: Social Services</b>		<b>0.227</b>

**Community & Enterprise**

<b>Revenues &amp; Benefits</b>	
• Further underspend on the Council Tax Reduction Scheme provision	(0.060)
• Increased surplus on Council Tax Collection Fund due to bad debts being less than anticipated	(0.213)
• Housing Benefit subsidy pressure lower than expected	(0.100)
<b>Subtotal: Revenues &amp; Benefits</b>	<b>(0.373)</b>
<b>Minor changes of less than £0.025m.</b>	
• Council Fund Housing	0.013
• Regeneration	(0.004)
• Revenues & Benefits	0.024
• Housing Programmes	0.002
<b>Total minor variances of less than £0.025m</b>	<b>0.035</b>
<b>Total: Community &amp; Enterprise</b>	<b>(0.338)</b>

**Streetscene & Transportation Portfolio**

<b>Highway Network</b>	
• Movement in area teams due to additional patching works	0.023
<b>Subtotal: Highway Network</b>	<b>0.023</b>
<b>Transport &amp; Logistics</b>	
• Reduced cost of school transport commitment	(0.018)
<b>Subtotal: Transport &amp; Logistics</b>	<b>(0.018)</b>
<b>Minor variances of less than £0.025m</b>	
• Ancillary Services & Performance	0.008
• Highway Network	0.010
• Transport & Logistics	(0.013)
<b>Total minor variances of less than £0.025m</b>	<b>0.005</b>
<b>Total: Streetscene &amp; Transportation</b>	<b>0.010</b>

**Planning & Environment Portfolio**

<b>Minor variances of less than £0.025m</b>	
• Business	0.025
• Community	(0.007)
• Access	(0.008)
• Shared Service	(0.013)
• Strategy	0.014
• Administration	(0.008)
• Vacant Posts	(0.003)
<b>Total minor variances of less than £0.025m</b>	<b>0.000</b>
<b>Total: Planning &amp; Environment</b>	<b>0.000</b>

**Education & Youth**

<b>Inclusion Services</b>	
• Out of County Placements - additional placement costs	0.193
<b>Subtotal: Inclusion Services</b>	<b>0.193</b>

<b>Access - School Planning &amp; Provision</b>	
• Access School Provision -Variance change due to higher personal injury claims than predicted. Other minor variances also effect this.	0.033
<b>Subtotal: Access - School Planning &amp; Provision</b>	<b>0.033</b>

<b>Minor variances of less than £0.025m</b>	
• Primary School Services	0.003
• Secondary School Services	0.010
• Regional Services	0.004
• Adult & Community Education	(0.004)
• Community Centres	0.001
• Youth Justice Service	0.001
• Youth & Community Service	0.003
• Commissioning & Performance - Business Support	0.023
• School Management Information	(0.018)
• Regional Capita One	0.005
<b>Total minor variances of less than £0.025m</b>	<b>0.028</b>
<b>Total: Education &amp; Youth</b>	<b>0.254</b>

**People & Resources**

<b>Minor variances of less than £0.025m</b>	
• HR & OD	(0.007)
• Corporate Finance	(0.014)
<b>Total minor variances of less than £0.025m</b>	<u>(0.021)</u>
<b>Total: People &amp; Resources</b>	<u>(0.021)</u>

**Governance**

<b>Business Support</b>	
• A carry forward request for £0.038m was agreed in the month 11 report to fund work for the creation of an electronic mail room. This is now reflected in the month 12 outturn figure. Minor variances account for the balance.	0.028
<b>Subtotal: Business Support</b>	<u>0.028</u>
<b>ICT</b>	
• A realignment of software renewal dates has resulted in a reduction in expected outturn by £0.040m. There were minor variances resulting in reduced outturn of £0.012m.	(0.052)
<b>Subtotal: ICT</b>	<u>(0.052)</u>
<b>Minor variances of less than £0.025m</b>	
• Legal Services	(0.014)
• Democratic Services	(0.004)
<b>Total minor variances of less than £0.025m</b>	<u>(0.018)</u>
<b>Total: Governance</b>	<u>(0.042)</u>

**Organisational Change**

<b>Valuation &amp; Estates</b>	
• Unachieved income from industrial unit rent.	(0.004)
<b>Subtotal: Valuation &amp; Estates</b>	<u>(0.004)</u>
<b>Facilities</b>	
• A carry forward for £0.100m was approved in the month 11 report. £0.021m is due to minor variances.	0.121
<b>Subtotal: Facilities</b>	<u>0.121</u>
<b>Minor variances of less than £0.025m</b>	
• Public Libraries & Arts, Culture & Events	(0.008)
• Museums Service	(0.002)
• County Archives	0.001
• Leisure Services	0.003
• Property Design & Consultancy	(0.017)
<b>Total minor variances of less than £0.025m</b>	<u>(0.023)</u>
<b>Total: Organisational Change</b>	<u>0.094</u>

**Chief Executive**

<b>Minor variances of less than £0.025m</b>	
• A carry forward request was agreed in the month 11 report for promotion and advertising of the URDD Eisteddford for £0.025m. This amount was not reflected in the outturn until month 12. There were minor variances of £0.011m.	0.036
<b>Total: Chief Executive</b>	<u>0.036</u>

**Central & Corporate Finance**

• Pension Deficit Portfolio Recharges	0.014
• Carbon Reduction Commitment lower as a result of reduced emissions	(0.035)
• Minor variances	0.003
<b>Total: Central &amp; Corporate Finance</b>	<u>(0.018)</u>

**Total Changes**

<u>0.202</u>
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## MONTH 12 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 11 (£m)	Cause of Major Variance	Action Required
Social Services Locality Teams (Localities)	14.665	14.147	(0.518)	(0.518)	<p><b>Domiciliary Care</b> There are some significant compensating variances in this area. The main area of pressure is Domiciliary Care, which is still being influenced by clients returning to the service following successful past rehabilitation, the changing demographic profile, increased complexity of need and increasing numbers of people with dementia. The current level of projected overspend is £0.559m which has significantly reduced from the 2014/15 outturn position of £0.837m, which has been partly influenced by the cessation of one complex package.</p> <p><b>Residential Care</b> The significant projected overspend on Domiciliary care is being more than offset by a projected underspend of (£0.766m) on residential care, which includes, an underspend of (£0.340m) on payments to care home providers, an underspend of (£0.371m) due to an increase in the level of property related income, plus further increases in income above budget including (£0.035m) for free nursing.</p> <p><b>Professional Support</b> A further area of significant underspend is the professional support within the area Localities teams. There is a total projected underspend of (£0.244m) which relates to staffing due to Social Worker vacancies, which includes a total of (£0.119m), relating to the Hospital Social Work team which has transferred into Localities from Intake &amp; Reablement (Resources and Regulated Services).</p> <p><b>Other</b> Other minor variances amount to a net (£0.067m) within Day care and other services.</p>	Recommend budget realignment adjustments to use underspends elsewhere in service to address pressures.

## MONTH 12 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 11 (£m)	Cause of Major Variance	Action Required
Reablement Services (Intake and Reablement)	0.429	0.200	(0.229)	(0.229)	The projected under spend is mainly due to the reallocation of an officer to another service promoting Continuing Health Care independence, and additional CHC funding being utilised.	Keep under review.
Community Equipment contribution	0.476	0.392	(0.084)	(0.084)	Reduction in requirement for funding of the Council's contribution to the partnership following review of the financial arrangements within the Section 33 partnership agreement.	
Resources & Regulated Services (Disability Services)	15.239	15.841	0.602	0.733	This service is now reflecting the transfer of budget in relation to the Independent Living fund (ILF) to Central and Corporate as a one off efficiency. The remaining element is in relation to the additional administration capacity needed to manage the payments to service users and for obligations to fund employer liability insurance payments for service users who employ carers. recent increases in the projected overspend relate to additional costs of domiciliary care within externally provided Supported Living, including new service users and the impact of a new block contract.	Recommend budget realignment adjustments to use underspends elsewhere in service to address pressures.
Vulnerable Adults and Disability Service (Disability Services)	2.299	1.997	(0.302)	(0.302)	Reflects current care packages for 2015/16. The projection now includes a revised commitment for new/additional transition clients. Previous commitments in terms of expected costs for service users have now been significantly reduced following service review and revised outcomes.	Keep under review.
Residential and Domiciliary Service (Mental Health & Substance Misuse Service)	0.813	1.183	0.370	0.370	Increases in Residential and Domiciliary packages alongside additional new package costs.	Keep under review.
Forensic Budget (Mental Health & Substance Misuse Service)	0.317	0.202	(0.115)	(0.115)	Reflects current care packages for 2015/16.	Keep under review - potential volatility due to changes in client numbers and demands at short notice from prison or courts.

## MONTH 12 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 11 (£m)	Cause of Major Variance	Action Required
Other Services for Adults variances (aggregate)	10.898	10.789	(0.109)	(0.140)	Various minor variances. Since period 10, the potential available funding from Supporting People is not required to be drawn down from reserves based on the current projected outturn position for Older People.	Continue to review but not expected to be recurrent.
Business Services - Charging Policy Income	(1.673)	(1.877)	(0.204)	(0.204)	Impact of an increase by Welsh Government in the level of the maximum charge cap from £55 per week to £60 per week.	Recommend budget realignment adjustments to use underspends elsewhere in service to address pressures.
Training	0.132	0.164	0.032	0.032	The base budget for this service had reduced as a consequence of the combined impact of Single Status outcomes and EVR/VR determinations. As a consequence the match funding element of the budget had fallen below the level required to meet the grant conditions for the Social Care Workforce Development Programme Grant (SCWDP). In month 11 a budget from realignment within Social Services was undertaken to top up to the level required.	Continue to review but not expected to be recurrent.
Other Development & Resources variances (aggregate)	2.418	2.431	0.013	(0.009)	Various minor variances.	Continue to review but not expected to be recurrent.
Family Placement (Children's Services)	2.227	2.474	0.247	0.247	The £0.247m overspend is a result of an increase in the number of foster care placements within the service. Part of this 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.

## MONTH 12 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 11 (£m)	Cause of Major Variance	Action Required
Professional Support	5.037	5.229	0.192	0.161	There is a projected overspend of £0.198m on agency pay costs within the Duty & Assessment team, which is due to the need to deploy staff to address key risks within this area of the service. This overspend has been partly mitigated by way of an allocation of £0.100m from the contingency reserve as approved by Cabinet when considering the Month 7 budget monitoring report. There is a further pressure of £0.113m which relates to the Children's and Young Adults Support team (CYAST). This is due to pressures within payments to external providers of £0.119m and Transport £0.047m, with some offsetting underspends against pay budgets due to vacancies. There is a contribution of £0.029m to the cost of the Emergency Duty team. There are offsetting net underspends of (£0.148m) elsewhere within Children's Services Professional Support, including a significant underspend on staffing within the Family Intervention team.	Recommend budget realignment adjustments to use underspends elsewhere in service to address pressures.
Out of County Placements	3.416	3.480	0.064	(0.208)	Reflects current care packages for 2015/16.	Keep under review.
Other Services for Children variances (aggregate)	2.420	2.519	0.099	0.097	Various minor variances.	Continue to review but not expected to be recurrent.
<b>Total Social Services</b>	<b>59.113</b>	<b>59.171</b>	<b>0.058</b>	<b>(0.169)</b>		



## MONTH 12 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 11 (£m)	Cause of Major Variance	Action Required
Community & Enterprise						
Customer & Housing Services	1.665	1.439	(0.226)	(0.226)	Additional in-year efficiency identified in respect of Homeless Accommodation (£0.092m). Recharge in respect of Community Support Services lower than anticipated £0.029m. Community Centres additional efficiency (£0.049m). Underspend on the Flintshire Connects service provision (£0.098m). Switchboard in-year underspend (£0.027m). Other minor variances £0.0011m.	
Council Fund Housing	(0.033)	(0.125)	(0.092)	(0.105)	Telecare income lower than anticipated £0.061m. Procurement of telecare equipment £0.062m. Additional Savings in respect of the Community Based Accommodation Support Service (£0.230m). Other minor variances £0.015m.	
Regeneration	0.582	0.568	(0.014)	(0.010)	Estimated shortfall of £0.038m in markets due to income targets increasing in line with inflation each year, where charges have not increased at the same rate. Further capitalisation of costs and maximisation of Grant Income (£0.041m). Other minor variances (£0.011m).	
Revenues & Benefits	10.631	9.790	(0.841)	(0.492)	Anticipated surplus on the Council Tax Collection Fund currently stands at (£0.504m) higher than initially estimated. Staffing savings (£0.058m). Projected underspend on the budgeted provision for the Council Tax Reduction Scheme (£0.406m). Housing Benefit Subsidy budgeted shortfall of £0.270m. Additional New Burdens funding from DWP (£0.128m). Other minor variances of (£0.015m).	
Housing Programmes	0.072	0.146	0.074	0.072	Expenditure of £0.106m to enable the Strategic Housing and Renewal Programme (SHARP) to move forward with the development of the Over Arching Legal Agreement with Wales Living Space. This expenditure has supported the expedient development of schemes on The Walks, Flint and Custom House School, Connah's Quay which will both be on site by March 2016. Staff recharges and maximisation of grant income (£0.032m).	
<b>Total Community &amp; Enterprise</b>	<b>12.917</b>	<b>11.818</b>	<b>(1.099)</b>	<b>(0.761)</b>		

MONTH 12 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 11 (£m)	Cause of Major Variance	Action Required
Streetscene & Transportation Ancillary Services & Performance - Waste Disposal & Waste Collection	6.592	7.519	0.927	0.909	<p>Reduced electricity sales from gas engines following equipment breakdown and fluctuating levels of gas extraction is now estimated at £0.160m.</p> <p>Further options are being considered and consultation undertaken in relation to the proposed closure of Hope recycling centre. In addition, changes to the later than expected introduction of new operating times at Connaught Quay and Flint sites will result in a total projected shortfall on the budgeted efficiency of £0.160m.</p> <p>Delayed implementation of delivery service for waste containers £0.050m and introduction of charge for second waste bin £0.025m.</p> <p>Under achievement in the recycling market due to a volatile period with fluctuating re-cycle sale values £0.375m. No compost income has been received from Denbighshire CC (£0.060m budget) as they will not be using the composting facilities at Greenfield until the 2016/17 financial year.</p> <p>Additional costs of £0.040m for hire of loading shovels at Greenfield HRC Site, protective clothing costs and equipment purchase and increase in estimated waste treatment tonnages of £0.043m through to the 31st March.</p> <p>£0.010m of increase relating to NE Hub Food Waste. The food waste contractor requesting additional funds due to a change in law due to the withdrawal of the Levy Exemption Certificates which ceased from 31/07/15.</p>	<p>Potential for investment to upgrade/install new extraction wells and new management arrangement.</p> <p>Reported through Programme Board Efficiency Tracker.</p> <p>Reported through Programme Board Efficiency Tracker.</p> <p>Monitor recycling market closely and amend projections accordingly</p> <p>Monitor Supplies &amp; services and implement commitment challenge.</p> <p>Continue to monitor and review.</p>

## MONTH 12 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 11 (£m)	Cause of Major Variance	Action Required
Ancillary Services & Performance - Parking & Enforcement	0.114	0.193	0.079	0.084	Shortfall from Business Planning proposals following delays in the implementation of car parking charges and Penalty Charge Notice (PCN) enforcement across the County.	Monitor Car Parking Income closely and amend projections accordingly.
Bereavement Services	0.280	0.240	(0.040)	(0.036)	Increased income in burial fees for the last quarter of the year.	Continue to monitor and review.
Ancillary Services & Performance - Other Variances	0.519	0.516	(0.003)	(0.002)	Minor Variances.	Reported through Programme Board Efficiency Tracker.
Logistics & Resource Services - Fleet	4.807	4.737	(0.070)	(0.080)	Projected reduction in annual fuel costs, due to reducing fuel prices and more efficient usage of vehicles.	Continue to review.
Transportation & Logistics - other Variances	8.569	8.449	(0.120)	(0.079)	Reduced cost of school transport commitment £18k.	Reported through Programme Board Efficiency Tracker.
Highways Strategy & Network	7.406	7.523	0.117	0.084	Delay in the full externalisation of grass cutting service offset by some additional income for hedge cutting £0.030m. Delay in the implementation of the reduced cleansing standards and zero tolerance on littering £0.090m.  Reduced Ground Work operations following transition into winter related work and additional staff recharges (£0.040m). Additional patching works of £63k following flood damage are reported at Period 12.  Due to the below average winter up to the end of March 2016, it is anticipate there will be an underspend of (£0.050m) within winter maintenance.	Reported through Programme Board Efficiency Tracker. Reported through Programme Board Efficiency Tracker.  Monitor Employee Costs. Continue to review.  Variance reported at Period 11.
Highway Network - other Variances	0.191	0.191	0.000	0.000	No Variance.	Continue to review.
<b>Total Streetscene &amp; Transportation</b>	<b>28.478</b>	<b>29.368</b>	<b>0.890</b>	<b>0.880</b>		

## MONTH 12 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 11 (£m)	Cause of Major Variance	Action Required
Planning & Environment						
Pest Control Dog Warden	0.043	0.056	0.013	0.012	Potential Shortfall in the self financing position.	Monitor level of services provided and adjust income projections as appropriate.
Licensing	0.002	0.008	0.006	0.007	3 year and 5 year licence income carried forward as a PIA into 2016/17	Monitor level of services provided and adjust income projections as appropriate.
Community - Aggregate of other Variances	0.691	0.724	0.033	0.040	Commitment challenge successful in reducing the level/value of future projected expenditure.	Continue to monitor committed expenditure and reduce/remove where possible.
Animal Health & Defra	0.126	0.155	0.029	0.029	Reduced DEFRA Grant Funding, resulting in the partnership with Wrexham CBC ending in December 2015 and the income target remaining within the service. Offset by the receipt of the Animal Feed Service Grant of £0.017m from the Food Standards Agency.	Investigate ways to reduce Grant Income target through potential budget realignment as total funding will cease from 2016/17.
Business - Aggregate of other Variances	1.485	1.475	(0.010)	(0.035)	Food controls budget funding reduction from 2015/16 was not provided as anticipated	Continue to monitor committed expenditure and reduce/remove where possible.
Planning Control & Enforcement	(0.133)	(0.030)	0.103	0.104	Shortfall from Planning Application fees not being increased by 15% until October, 2015 under the Planning (Wales) Bill. This was originally proposed for April, 2015 and reflected in Business Planning efficiencies. This was offset with the level of Pre Planning Application Fee Income being higher than expected.	Planning Fee Income levels will be closely monitored.
Development - Aggregate of other Variances	0.133	0.108	(0.025)	(0.025)	Commitment challenge successful in reducing the level/value of future projected expenditure.	Continue to monitor committed expenditure and reduce/remove where possible
Portfolio Aggregate of other Variances	3.073	3.002	(0.071)	(0.054)	Commitment challenge successful in reducing the level/value of future projected expenditure.	Continue to monitor committed expenditure and reduce/remove where possible.
<b>Total Planning &amp; Environment</b>	<b>5.420</b>	<b>5.498</b>	<b>0.078</b>	<b>0.078</b>		

MONTH 12 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 11 (£m)	Cause of Major Variance	Action Required
Education & Youth						
Primary & Early Years Education	0.868	0.864	(0.004)	(0.007)	Minor Variances.	Continue to review.
Secondary, 14-19 & Continuing Education	1.067	1.072	0.005	(0.009)	Minor Variances.	Continue to review.
Inclusion Services	7.456	7.745	0.289	0.096	Out of County placements are an area of risk to the authority due to the volatile nature of the service and the potential for high cost placements and unpredictability of demand. A number of queries which require resolution regarding the liability of the Authority to pay for high cost placements - there are ongoing discussions with the Health Service.	Continue to review.
Access (School Planning & Provision)	0.508	0.486	(0.022)	(0.055)	Variance change due to higher personal injury claims than predicted. Other minor variances also effect this.	Continue to review.
21st Century Schools	0.196	0.196	0.000	0.000	No Variance.	Continue to review.
Youth Services	1.437	1.424	(0.013)	(0.014)	Minor Variances.	Continue to review.
Commissioning & Performance	0.345	0.329	(0.016)	(0.039)	Vacancy savings following a Senior Management Restructure with Education and Youth Portfolio.	Continue to review.
School Management & Information Team	0.192	0.126	(0.066)	(0.053)	Vacancy savings following a Senior Management Restructure with Education and Youth Portfolio. Shared salary costs have now been agreed with Transportation.	Continue to review.
<b>Total Education &amp; Youth</b>	<b>12.069</b>	<b>12.242</b>	<b>0.173</b>	<b>(0.081)</b>		

MONTH 12 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 11 (£m)	Cause of Major Variance	Action Required
<b>Schools</b>						
Primary & Early Years Education	44.517	44.517	0.000	0.000	No Variance.	Continue to review.
Secondary, 14-19 & Continuing Education	35.883	35.883	0.000	0.000	No Variance.	Continue to review.
Inclusion Services	3.931	3.931	0.000	0.000	No Variance.	Continue to review.
<b>Total Schools</b>	<b>84.331</b>	<b>84.331</b>	<b>0.000</b>	<b>0.000</b>		
<b>People &amp; Resources</b>						
HR&OD	2.263	2.230	(0.033)	(0.026)	A 2015/16 budget efficiency of £0.105m is being reported as not achievable, in addition to this there is an overspend on the Disclosure & Disbarring Service of £0.009m and Software of £0.020m. These overspends are being partially offset by workforce underspends of (£0.155m). There are minor underspend variances of (£0.012m).	The efficiencies are expected to be achieved in full next year. Workforce underspends are in-year only.
Corporate Finance	2.361	2.265	(0.096)	(0.082)	A 2015/16 budget efficiency is being reported as being partially achieved with a shortfall of £0.019m. This is being offset by temporary workforce underspends of (£0.123m). There are minor overspend variances of £0.008m.	The efficiencies are expected to be achieved in full next year. Workforce underspends are in-year only.
<b>Total People &amp; Resources</b>	<b>4.624</b>	<b>4.495</b>	<b>(0.129)</b>	<b>(0.108)</b>		

## MONTH 12 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 11 (£m)	Cause of Major Variance	Action Required
<b>Governance</b>						
Legal Services	0.610	0.549	(0.061)	(0.047)	A grant from Welsh Government has been awarded for (£0.092m) as a contribution to costs incurred in dealing with claims from personal search companies for refunds of Local Land Charges Register (LLCR) search fees charges. There are minor variances of £0.031m.	Underspend is not expected to be recurrent.
Democratic Services	1.907	1.985	0.078	0.082	The overspend is due a delay in achieving an efficiency of £0.110m which was agreed within the 2014/15 budget. An underspend of (£0.032m) is due to minor variances.	The efficiency is expected to be achieved in full next year.
Internal Audit	0.416	0.410	(0.006)	(0.006)	Minor Variances.	Underspend is not expected to be recurrent.
Procurement	0.138	0.253	0.115	0.115	This overspend is due to the non-achievement of an efficiency of £0.116m within 2015/16 and a minor underspend of (£0.001m).	Overspend is not expected to be recurrent. The efficiency is expected to be achieved in full next year.
Business Support	0.739	0.711	(0.028)	(0.056)	Minor Variances	Underspend is not expected to be recurrent.
Records Management	0.175	0.185	0.010	0.010	Minor Variances.	Overspend is not expected to be recurrent.
ICT	4.726	4.692	(0.034)	0.018	Minor Variances.	Overspend is not expected to be recurrent.
<b>Total Governance</b>	<b>8.711</b>	<b>8.785</b>	<b>0.074</b>	<b>0.116</b>		

## MONTH 12 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 11 (£m)	Cause of Major Variance	Action Required
Organisational Change						
Public Libraries & Arts, Culture & Events	1.773	1.766	(0.007)	0.001	Minor Variances.	Continue to review. Request to carry forward £0.043m in respect of one-off costs associated with CAT transfers which will be implemented during 2016/17.
Museums Service	0.064	0.064	0.000	0.002	No Variance.	Continue to review.
County Archives	0.266	0.266	0.000	(0.001)	No Variance.	Continue to review.
Leisure Services	4.022	4.017	(0.005)	(0.008)	£0.070m Deeside Ice rink income pressure offset by premises & supplies cost savings of (£0.075m).	Continue to review.
Community Assets	0.018	0.023	0.005	0.005	Minor Variances.	Continue to review.
Valuation & Estates	(0.813)	(0.783)	0.030	0.034	£.030m shortfall in industrial estate rental income.	Continue to review.
Property Design & Consultancy	2.629	2.512	(0.117)	(0.100)	(£0.045m) of additional Design and Maintenance fees over the budgeted income target have been identified. (£0.072m) of Projected costs relating to the demolition of Connahs Quay office has been met through alternative funding .	This financial year Maintenance and Design have exceeded income expectation, however next year there will potentially be a shortfall as more feasibility works have been commissioned which are non chargeable. Also the service is subject to a restructure, resulting in a new method of fee charging. The service has given up £0.120k of Design fees in reserves in the current financial year.
Engineering Services	0.000	0.000	0.000	0.000	No Variance.	Continue to review.
Facilities Services	1.654	1.559	(0.095)	(0.216)	Careful monitoring of provisions and additional income anticipated over and above income target from increased uptake in school meals of (£0.095m).	Continue to review.
<b>Total Organisational Change</b>	<b>9.613</b>	<b>9.424</b>	<b>(0.189)</b>	<b>(0.283)</b>		



MONTH 12 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 11 (£m)	Cause of Major Variance	Action Required
Chief Executives	3.087	2.965	(0.122)	(0.158)	The underspend is due to workforce savings of (£0.092m) and also a reduction in Core Funding Agreements of (£0.028m). There is an underspend of (£0.042m) relating to the budget required for performance related increments. There are minor overspend variances of £0.040m.	The employee savings of (£0.092m) are expected to be in-year only.
<b>Total Chief Executives</b>	<b>3.087</b>	<b>2.965</b>	<b>(0.122)</b>	<b>(0.158)</b>		

## MONTH 12 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 11 (£m)	Cause of Major Variance	Action Required
Central & Corporate Finance						
Central & Corporate Finance	23.094	21.988	(1.106)	(1.088)	HRA Financing - The settlement amount changed after the budget was set. Based on all original assumptions this equates to a reduction in efficiencies of approximately £0.600m. However, there is no need to borrow this financial year, as capital expenditure is later than planned, resulting in short term savings from interest costs built into the budget.  Balance of unused Non Standard Inflation from previous year (£0.240m) and current year (£0.125m). Pension Actuarial Review (£0.912m) due to lower than anticipated costs of additional contributions.  Projected under-recovery of contribution to pension fund £0.159m.  Coroners projected 2015/16 overspend of £0.028m.  Estimated Workforce Efficiency of £0.300m considered unachievable in year.  One off identified efficiencies (£0.300m) in relation to the Independent Living Fund (ILF).  Higher than projected income as a result of Rent Review for Unilever (£0.191m).  External Audit Fees are anticipated to be lower than budget (£0.099m) - this is under review with Wales Audit Office. Received no charge on three quarters of the year in relation to corporate Bank Charges (£0.047m).  Reduced Carbon Allowances as a result of reduced emissions in 15/16 of (£0.047m).  One off / time limited, Unbudgeted costs of £0.356m in relation to former Euticals Ltd - Sandycroft site.  Minor Variances of £0.012m.	Review of CLIA has mitigated this position.  Reviewed as part of Medium Term Finance Strategy, Corporate Financing Options.  Keep under review.  Continue to review.  Addressed as part of 2016/17 budget process.  Addressed as part of 2016/17 budget process.  This income is non-recurring.  Keep under review.  Continue to review.  Keep under review.  Keep under review.
<b>Total Central &amp; Corporate Finance</b>	<b>23.094</b>	<b>21.988</b>	<b>(1.106)</b>	<b>(1.088)</b>		
<b>TOTAL</b>	<b>251.457</b>	<b>250.085</b>	<b>(1.372)</b>	<b>(1.574)</b>		

## 2015/16 Efficiencies Month 12 - Under or Over Achieved

Portfolio	Original Efficiency	Revised Efficiency	(Under)/Over Achievement
	2015/16 £(m)	2015/16 £(m)	2015/16 £(m)
<b>People &amp; Resources</b>			
Review of specialist finance functions to identify efficiencies in process	0.170	0.166	(0.004)
Ensure continuation of grant maximisation opportunities identified in 2014/15	0.100	0.081	(0.019)
Review of specialist human resources functions to identify efficiencies in process	0.105	0.000	(0.105)
<b>Total People &amp; Resources</b>	<b>0.375</b>	<b>0.247</b>	<b>(0.128)</b>
<b>Governance</b>			
Procurement Supplier Charging	0.116	0.000	(0.116)
	<b>0.116</b>	<b>0.000</b>	<b>(0.116)</b>
<b>Central and Corporate Finance</b>			
Workforce efficiency proposal	0.300	0.000	(0.300)
Central Loans and Investment Review	1.830	1.230	(0.600)
<b>Total Central &amp; Corporate Finance</b>	<b>2.130</b>	<b>1.230</b>	<b>(0.900)</b>
<b>Social Services</b>			
Develop means testing approach for minor adaptations	0.100	0.000	(0.100)
Review model/costs contracts for catering	0.050	0.000	(0.050)
Rationalise the number of sites where In-House short term care is provided	0.075	0.110	0.035
Develop a 'progression' model for Supported Living	0.250	0.145	(0.105)
Review commissioning with Action for Children	0.075	0.015	(0.060)
Regional approach to advocacy	0.053	0.000	(0.053)
Review and realign funding to voluntary sector	0.203	0.065	(0.138)
<b>Total Social Services</b>	<b>0.806</b>	<b>0.335</b>	<b>(0.471)</b>
<b>Community &amp; Enterprise</b>			
Close the personal answering service for main switchboard telephone	0.099	0.125	0.026
Welfare Rights Team Review	0.020	0.035	0.015
Community Centres	0.048	0.096	0.048
Community Based Accommodation Support Service	0.030	0.090	0.060
Telecare Charging	0.200	0.139	(0.061)
Stopping sending remittance advices to Landlords	0.054	0.013	(0.041)
In-house bailiff service	0.100	0.070	(0.030)
Removal of Post Office as payment option	0.028	0.017	(0.011)
Review Single Person Discount	0.150	0.270	0.120
Senior Management Restructure	0.100	0.074	(0.026)
<b>Total Community &amp; Enterprise</b>	<b>0.829</b>	<b>0.929</b>	<b>0.100</b>
<b>Streetscene &amp; Transportation</b>			
Introduce non-generic Streetscene roles (3 year plan)	0.080	0.115	0.035
Rationalise HRC Sites	0.400	0.240	(0.160)
Removing the Waste Containers delivery service	0.150	0.100	(0.050)
Introduce Charge for 2nd Garden Waste Bin	0.050	0.025	(0.025)
Develop Energy Production at Landfill	0.050	0.000	(0.050)
Cease real time information system at bus stops	0.020	0.025	0.005
Charge Maintenance of Bus Shelters to Community & Town Councils	0.005	0.000	(0.005)
Remove Demand Responsive Transport & review all other subsidised routes	0.075	0.050	(0.025)
Externalise grass cutting service	0.075	0.025	(0.050)
Reduced Street Lighting resource	0.050	0.038	(0.013)
Remove second grass cut for highway verges	0.030	0.025	(0.005)
Car Parking Charges	0.400	0.290	(0.110)
Part night street lighting in residential areas	0.020	0.030	0.010
Winter Maintenance (Car Parks and standard)	0.150	0.170	0.020
Reduce Cleansing standards zero tolerance litter	0.150	0.060	(0.090)
<b>Total Streetscene &amp; Transportation</b>	<b>1.705</b>	<b>1.193</b>	<b>(0.513)</b>
<b>Planning &amp; Environment</b>			
Staffing & Management Restructure (incl. all vacancies)	0.295	0.207	(0.088)
Staffing & Collaboration	0.024	0.040	0.016
Animal & Pest Control	0.030	0.007	(0.023)
Increased Planning Fees (15% WG increase)	0.135	0.050	(0.085)
Increase in number of Planning Applications	0.060	0.030	(0.030)
Additional elements of charging (discharge of conditions)	0.050	0.025	(0.025)
<b>Total Planning &amp; Environment</b>	<b>0.594</b>	<b>0.359</b>	<b>(0.235)</b>
		<b>%</b>	<b>£</b>
<b>Total 2015/16 Budget Efficiencies</b>		<b>100</b>	<b>12.874</b>
<b>Total Projected 2015/16 Budget Efficiencies Underachieved</b>		<b>18</b>	<b>2.262</b>
<b>Total Projected 2015/16 Budget Efficiencies Achieved</b>		<b>82</b>	<b>10.612</b>



**APPENDIX 4**

**Movements on Council Fund Unearmarked Reserves**

	<b>£m</b>	<b>£m</b>
Total Reserves as at 1 April 2015	10.515	
Less - Base Level	(5.769)	
Total Reserves above base level available for delegation to Cabinet		<b>4.746</b>
Less - Allocation from the Contingency Reserve for the costs of the speed limit review		(0.210)
Less - Allocation from the Contingency Reserve for the contribution to meet the estimated increase in levy required to meet past and future claim liabilities in relation to the former Municipal Mutual Insurance company		(0.800)
Less - Allocation from the Contingency Reserve to meet the resource requirements for specialist social work for child protection		(0.100)
Less - Allocation from the Contingency Reserve to renew invest to save finds to support organisational change		(0.750)
Plus projected underspend as at Month 12		1.372
<b>Total projected Contingency Reserve as at 31<sup>st</sup> March 2016</b>		<b>4.258</b>



## HRA Major Variance Report - Period 12

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Estate Management	1,634	1,521	(0.113)	(0.105)	(£0.067m) relates to an underspend on salary costs. (£0.012m) relates to an underspend on printing costs. Court costs and Giro Charges have contributed an underspend of (£0.055m). Rechargeable works create a pressure of £0.019m due to non payment of invoices. Tenants Incentive scheme has contributed a saving of (£0.017m). The remaining £0.019m relates to other minor variances.	
Rent Income	(29,377)	(29,600)	(0.223)	(0.220)	(£0.259m) relates to an adjustment in the expected bad debt provision for Rent income based on the final outturn of aged debt as at year end compared to an earlier projection in quarter 3. The costs associated with the water surplus are expected to rise by £0.018m based on what has been recovered vs actual spend. £0.030m relates to additional expenditure on Garden Services. The remaining (£0.012m) relates to other minor efficiencies.	
Repairs & Maintenance	8,394	8,118	(0.276)	(0.315)	(£0.324m) of the projected underspend relates to salaries as a result of in-year vacancies and budgeting at the top of scale. (£0.087m) of the projected underspend relates to materials. £0.029m profit share relating to last year and careful monitoring has contributed to this underspend. £0.042m relates to a pressure on transport and fleet costs. £0.074m relates to unachieved income recharges. The remaining £0.019m relates to minor variances.	
Finance & Support	2,427	2,181	(0.246)	(0.214)	Removal of the projection for delivering the Handyman Service releases a (£0.038m) underspend. (£0.029m) of the projected underspend relates to consultancy and conferences. Redistribution of salaries across departments and services has realised a (£0.124m) underspend. Agile working equipment for HRA is projected to cost £0.027m. Insurance Reserve has increased by £0.065m. Recharges are set to underspend by (£0.117m) in line with previous years. The remaining (£0.030m) relates to other minor efficiencies.	A 2015/16 budget allocation of £0.244m will be carried forward to 2016/17 to fund the implementation of Job Scheduling. This is one of the priorities in the HRA Business Plan.

## HRA Major Variance Report - Period 12

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Landlord Services	0.882	1.001	0.119	0.119	Cleaning charges and utility costs for the community centres brought into the HRA from Council Fund have received a charge in the amount of £0.096m which was an unexpected cost. Garden Charges have underspent by (£0.064m) due to staff vacancies and lower contractor costs. A review of communal area costs has resulted in an in-year pressure of £0.090m through contractor work. Vehicle hire has reduced by (£0.003m) on receipt of full year costs.	
HRA Subsidy	0.000	0.122	0.122	0.122	£0.122m relates to a post audit adjustment relating to Housing Subsidy.	
Other variances (aggregate)	16.274	16.798	0.524	0.520	£0.711m relates to the additional balance contributed towards capital expenditure. This will contribute towards demolition costs for the Walks and Leas sites in Flint. Funding costs this way delays borrowing for 12 months and avoids unnecessary interests charges. (£0.187m) relates to the reduced Capital Financing recharges expected at year end. This balance may change once funding arrangements are finalised.	
<b>Total :</b>	<b>0.234</b>	<b>0.141</b>	<b>(0.093)</b>	<b>(0.093)</b>		



## **CARRY FORWARD REQUESTS 2015/16**

### **GOVERNANCE**

**ICT – Education ICT** - to contribute to the funding of enhanced communication links commitment given to schools (£0.003m) (in addition to the amount agreed in the month 10 report)

**ICT – Public Sector Broadband Aggregation** – To safeguard against the risk of historic infrastructure costs (£0.220m)

**ICT - Investment Costs** - Balance remaining from Business Plan investment requirements to fund organisational change in 2016/17 (£0.227m)

**Democratic Services** – to fund the final instalment for the translation of the Council’s Constitution (£0.008m)

**Democratic Services** –in relation to improvements to Members ICT systems (£0.032m)

**ICT – Capita One** – this is a regionally funded service whereby any balance (which forms part of the regional service delivery) is required to be retained by the project (£0.090m)

**ICT – Digital Print** – to fund specialist IT technical expertise to implement additional self-service modules and migration form design (£0.003m)

**ICT – Communication lines** – for new lines to be installed to reduce the cost of calls (£0.010m)

**ICT - Public Sector Broadband Aggregation** – due to implementation delays linked with the introduction of Learning in Digital Wales (LiDW) project (£0.310m)

### **COMMUNITY & ENTERPRISE**

**Council Fund Housing** – delays caused by negotiation of costs will mean the purchase of alarms will be made in 2016/17 (£0.025m)

**Housing Programmes** - in respect of ongoing works at Travellers sites which will continue into 2016/17 (£0.027m)

### **ORGANISATIONAL CHANGE**

**Public Libraries & Arts, Culture & Events** – to contribute to one off costs associated with Community Asset Transfers (CAT) which will be implemented during 2016/17 (£0.043m)

### **STREETSCENE & TRANSPORTATION**

**School Transport** - in addition to the £0.040m approved in the month 10 report (£0.090m)

**Local Transport Grant** - for carriageway improvement works which have taken place in April 2016 (£0.020m)

**Street works** – to fund any further expenses the Authority may incur relating to a historic claim (£0.010m)

**SOCIAL SERVICES**

**Social Services** – to support the provision for Social Enterprise initiatives across the portfolio (£0.069m)