

<p align="center">LGSS Joint Committee</p> <p align="center">Thursday 18th August 2016 at 2.00pm</p> <p align="center">Wyboston Lakes Training & Conference Centre Great North Road, Wyboston Bedfordshire MK44 3AL</p>		
Item	Agenda	Lead
1.	Election of Chair	M Rowe
2.	Election of Vice Chair	Chair
3.	Apologies & Declarations of Interest (oral)	Chair
4.	Minutes – 25th February 2016 <i>(attached, consecutive pages 4-6)</i>	Chair
5.	KPMG 2015/16 External Audit plan for LGSS <i>(report to follow)</i>	M Bowmer/ KPMG
6.	KPMG 2015/16 External Audit Plan for LGSS Law Limited <i>(report to follow)</i>	M Bowmer/ KPMG
7.	LGSS 2016/17 Budget Monitoring <i>(attached, consecutive pages 7 to 21)</i> <i>Appendix 1(b) of this report is confidential. If members wish to discuss this appendix, it will be necessary to exclude the press and public as detailed in item 8 below (Paragraph 3).</i>	M Bowmer
8.	Exclusion of Press and Public (oral) <i>To resolve that the press and public be excluded from the meeting for the following items of business on the grounds that they contain exempt information under Paragraphs 1 and 4 (item 9) and 3 (item 10) of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, and that it would not be in the public interest for this information to be disclosed - information relating to any individual and information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority, and information relating to the financial affairs of any particular person (including the authority holding that information).</i>	Chair

9.	Update on LGSS Target Operating Model Structure <i>(report to follow)</i>	J Kane
10.	Revenues and Benefits Partnership Update <i>(presentation)</i>	J Kane/ T Hannam

Date issued: 10th August 2016

Quentin Baker
LGSS Director of Law and Governance

Members of the Joint Committee

Cambridgeshire County Council:	Councillors P Bullen, R Hickford and I Manning
Milton Keynes Council	Councillors R Brackenbury, K McLean and R Middleton
Northamptonshire County Council:	Councillors R Brown, B Parker and B Scott
Nominated substitutes:	<p>Councillors I Bates, P Clapp, A Dent, S Count, D Jenkins, M Leeke, L Nethsingha, P Reeve, M Shellens, M Shuter & M Tew (Cambridgeshire)</p> <p>Councillors R Bradburn (Milton Keynes)</p> <p>Councillors A Gonzalez de Savage, G Lawman, A McCutcheon and M Scrimshaw (Northamptonshire)</p>
Officers in attendance:	J Kane, P Blanter, G Beasley, C Mills, Q Baker, M Bowmer, T Hannam, C Reed (optional), I Farrar (optional), C Townrow (optional)
Clerk to the Joint Committee:	Michelle Rowe

For more information about this meeting, including access arrangements and facilities for people with disabilities, please contact Michelle Rowe in Cambridgeshire County Council's Democratic Services Team on 01223 699180 or by email to michelle.rowe@cambridgeshire.gov.uk

LOCAL GOVERNMENT SHARED SERVICES JOINT COMMITTEE: MINUTES

Date: Thursday 25th February 2016

Time: 2.00-3.15pm

Place: Suite 2, Stanton House Training and Conference Centre, Huntingdon
PE29 6XL

Present: Cambridgeshire County Council (CCC): Councillors Paul Bullen,
Ian Manning and Mac McGuire (Chairman)

Northamptonshire County Council (NCC): Councillors Graham Lawman,
Bill Parker (Vice-Chairman) and Bob Scott

Others in attendance:

Quentin Baker (LGSS Director of Law, Property and Governance),
Matt Bowmer (LGSS Director of Finance), Ian Farrar (LGSS Director of
IT Services), Sue Grace (Director of Customer Service and
Transformation, Cambridgeshire County Council), John Kane (LGSS
Managing Director), Christine Reed (Director of People, Transformation
and Transactions), Daniel Snowdon (Democratic Services Officer) and
Claire Townrow (Head of Service Assurance, Customers and Strategy).

Apologies: Councillor Andre Gonzalez de Savage.

105/15 MINUTES – 17TH DECEMBER 2015

The minutes of the meeting held on 17th December 2015 were agreed as a correct
record and signed by the Chairman.

106/16 DECLARATIONS OF INTEREST

There were no declarations of interest.

107/16 LGSS MONTHLY BUDGET MONITORING REPORT

The Joint Committee received the monthly budget monitoring report. Officers drew
attention to the broadly stable position of the budget and highlighted to Members that
redundancy costs from recent restructures had been absorbed and there was no need
for smoothing reserves to be drawn upon.

The managed budgets on behalf of Northamptonshire and Cambridgeshire County
Councils showed a reduction in overall pressure.

Officers confirmed that work was being undertaken regarding establishing a housing developer role for Cambridgeshire County Council. Members also noted the delay in leasing Castle Court at the Shire Hall site that was intended to commence from October 2015. Officers also confirmed that the Democratic Services committee manager system, CMIS was nearing implementation

It was resolved to:

1. Note the financial monitoring position as at 31 December 2015.
2. Note the summary position on carry forward balances.

108/16 ARRANGEMENTS FOR MILTON KEYNES COUNCIL TO JOIN LGSS JOINT COMMITTEE SHARED SERVICES PARTNERSHIP.

Members received a report that set out a summary of the required changes to the existing Delegation and Joint Committee Agreement, originally signed by the founding Councils in July 2010 in order to reflect the addition of Milton Keynes Council as a full partner within LGSS. Officers drew Members attention to paragraph 3.3 of the report that set out the proposed arrangements for the rotation of the Chair and Vice-Chair roles.

It was proposed by the Chairman with the unanimous agreement of Members that the press and public be excluded from the meeting for remainder of the meeting on the grounds that it contained exempt information under paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, and that it would not be in the public interest for this information to be disclosed (information relating to the financial or business affairs of any particular person (including the authority holding that information))

It was resolved:

- i) Following approval of the Outline Business Case in December 2015 and January 2016 by the LGSS Joint Committee; Cambridgeshire County Council's General Purposes Committee and the Cabinets of Northamptonshire County Council and Milton Keynes Council, approve and support the proposal for Milton Keynes Council to become a full partner of LGSS from 1st April 2016.
- ii) To recommend to Cambridgeshire County Council and Northamptonshire County Council that they:
 - a. Approve the proposed changes to the existing Delegation and Joint Committee Agreement to reflect the addition of Milton Keynes Council as a full partner of LGSS Joint Committee and the consequent updates to the constitutions of the Councils required to enable this, as reflected in Schedule 2 of the agreement; and

- b. Delegate to the LGSS Managing Director the power to make these and any other necessary or incidental amendments in order to finalise and implement these arrangements.

109/16 LGSS LAW – CENTRAL BEDFORDSHIRE UPDATE.

The Joint Committee received an update regarding the progress towards the merger of Central Bedfordshire Legal Team with LGSS Law Ltd. Officers informed Members that the anticipated merger will take place on 1st April 2016.

It was resolved to note the oral update provided to the Joint Committee.

Chairman

Joint Committee

18 August 2016

Subject: LGSS 2016-17 Budget Monitoring

Actions:

- 1. Note the financial monitoring position as at 30 June 2016.**
- 2. Note the summary position on carry forward balances.**

Section 1 - Overview

- 1 This report is the combined LGSS financial monitoring report, with LGSS now a three-way partnership.
- 2 LGSS services are run in the majority of cases as integrated operations. The financial reporting for LGSS therefore combines the resources from each authority in order to provide an overall position for LGSS Operational services.
- 3 Section 2 and **Appendices 1(a) and 1(b) (confidential appendix)** of this report show the summary and detailed financial position for LGSS Operational. The benefits to the partners are embedded within the budgets and a zero outturn position would mean that all benefits have been met with regard to each authority's budget proposals for 2016-17.
- 4 At the end of the year the LGSS Operational outturn variance will be split between partner authorities on the basis of net budget, as per the partnering agreement. The forecast allocations based on the year to date monitoring are shown at paragraph 2 of Section 2.
- 5 A Budget Savings Tracker has been set up to enable service managers to give a monthly update on the delivery of 2016-17 savings and benefits. A summary of this information is given at paragraph 3 of Section 2, with the full document attached at **Appendix 2**. This is monitored and reviewed on a monthly basis with LGSS Directors, the Finance Director and the Managing Director.
- 6 At the end of 2015-16, LGSS held carry forward balances relating to services now within the new partnering agreement. A detailed analysis of these balances is provided at **Appendix 3**, with the intention being that they will be ring-fenced specifically for LGSS liabilities and business needs identified prior to 1 April. For example, the smoothing reserve, which has been accumulated as part of a deliberate planning strategy to manage future trading risk, will be only be applied to LGSS contract arrangements existing prior to April 2016.
- 7 LGSS also manages budgets on behalf of each authority and performance against these budgets is separately reported within each of the authority's monthly monitoring processes. As any under or overspends on these budgets are directly attributable to the individual authority, they do not form part of the partnering/sharing arrangements. However, for information purposes, the latest forecast outturn for budgets managed by LGSS on behalf of others is provided at **Appendix 4**. This information is also sent on a monthly basis to the Chief Fire Officer (CFO) of each authority.

Section 2 - LGSS Operational Budget Monitoring – June 2016

	Previous Forecast Variance	Gross Exp Budget	External Income Budget	Internal Income Budget	Full Year Budget	Full Year Forecast Variance
	£000	£000	£000	£000	£000	£000
Strategic Management & Service Assurance	0	619	0	-16	603	0
Finance	0	18,191	-7,274	-1,557	9,360	-5
People Transformation & Transactions	100	20,832	-2,409	-1,322	17,101	100
Information Technology	309	19,232	-1,500	-2,447	15,285	359
Legal and Governance	-7	1,449	-714	0	735	-33
LGSS (MKC) Directorate	0	17,423	-3,705	-835	12,883	53
Total LGSS Services	402	77,746	-15,602	-6,177	55,967	474
Trading Contracts	187	3,003	-26,663	-248	-23,908	187
Total LGSS Operational	589	80,749	-42,265	-6,425	32,059	661

1. The overall forecast outturn variance of £661k is split between a variance of £474k on LGSS Services and £187k on trading contracts. The former recognises pressures that have been identified in-year, but which will be addressed by mitigating actions with the intention of delivering a nil variance at year end. The latter will be offset through the Smoothing Reserve, which has been purposely built up in previous financial years to address potential trading risk. Further detail and commentary on the joint LGSS Operational outturn position is provided at Appendices 1(a) and 1(b). The presentation has been adjusted this month to also show the gross expenditure and income budgets, it is intended to adjust the presentation for future months to show year to date profiled budget and expenditure.
2. Based on the current outturn forecast the likely split of the variance between partner authorities would be as per the Table below. This is based on relative net budgets and has been adjusted for those forecast variances deemed to be a direct result of inherent risk within a budget.

	MKC	NCC	CCC	Smoothing Reserve	Total
	£000	£000	£000	£000	£000
Trading Contracts				187	187
Service Assurance					0
Finance	-1	-2	-2		-5
People, Transformation and Transactions		50	50		100
Information Technology	51	154	154		359
Legal and Governance	-9	-12	-12		-33
LGSS (MKC) Directorate	29	12	12		53
Total LGSS Operational	70	202	202	187	661

3. Although the LGSS Budget Savings Tracker has been populated with service managers' assessments of savings delivery, further work remains to be done in relation to risk. The proposals have now

been split between authority baseline proposals and Milton Keynes Council (MKC) PDA proposals. A summary of the current RAG rating of budget proposals is shown below:

RAG Rating	Number of Proposals	Value £000
Red	3	346
Amber	17	1,583
Green	28	2,577
Total	48	4,506

The three Red-rated proposals are:

- £208k from the proposed consolidation of retained Cambridgeshire County Council (CCC) ICT within the LGSS IT team,
- £40k from the LGSS Business Systems Team taking over responsibility for ERP user re-sets to avoid an annual IT recharge, and
- £98k Data Centre savings.

Directors are currently exploring alternative options to deliver these savings.

Appendix 1 (a)

2016-17 Monitoring Detail – LGSS Operational Budgets

Finance Directorate

	Previous Forecast Variance £000	Gross Exp Budget £000	Income Budget £000	Full Year Budget £000	Actual to Jun £000	Full Year Forecast Variance £000
Finance Directorate:						
Finance (excl MKC)	0	7,357	-1,457	5,900	2,005	-5
Property Services	0	3,471	-1,348	2,123	938	0
Strategic Assets	0	1,869	-212	1,657	435	0
Pensions Operations	0	5,494	-5,814	-320	670	0
Total Finance Directorate	0	18,191	-8,831	9,360	4,048	-5

The Directorate is forecasting a £5k underspend due to vacancies.

People, Transformation and Transactions Directorate

	Previous Forecast Variance £000	Gross Exp Budget £000	Income Budget £000	Full Year Budget £000	Actual to Jun £000	Full Year Forecast Variance £000
P,T&T Directorate:						
PTT Central Management	0	789	0	789	172	0
Policy & Strategy	0	1,653	-205	1,448	295	0
HR Business Partners	0	3,754	-810	2,944	764	0
Learning & Development	0	2,661	-469	2,192	430	0
Business Transformation Team	0	1,066	-309	758	276	0
Transactional Services	0	7,164	-1,743	5,421	1,716	0
LGSS Programme Team	100	3,745	-195	3,550	1,563	100
Total P,T&T Directorate	100	20,832	-3,731	17,101	5,216	100

The Directorate is forecasting a £100k overspend.

There is a forecast pressure of £100k on the LGSS Programme Team budget. A 2015-16 budget reduction of £100k was made on the assumption that reductions to the ERP contract could be negotiated with Fujitsu, but given the shared service solution this continues to be unlikely to be achieved.

There is a potential pressure within HR Business Partners of £23k due to the unfunded additional cost of an inherited interim HR manager for MKC and mitigations are being pursued.

The reported position for HR assumes the use of £329k one-off funding and reserves to address a budget shortfall which will be realigned for future years as part of the next budget-setting process.

LGSS (MKC) Directorate

	Previous Forecast Variance	Gross Exp Budget	Income Budget	Full Year Budget	Actual to Jun	Full Year Forecast Variance
	£000	£000	£000	£000	£000	£000
LGSS (MKC) Directorate:						
Revenues & Benefits (NBC)	0	5,595	-367	5,228	1,580	0
Audit & Risk	0	1,986	-284	1,702	243	0
Procurement	0	2,268	-778	1,490	433	0
Democratic Services (MKC)	0	469	0	469	101	0
Professional Finance(MKC)	0	2,377	-189	2,188	-87	0
Revenues & Benefits (MKC)	0	4,728	-2,922	1,806	-278	53
Total LGSS (MKC) Directorate	0	17,423	-4,540	12,883	1,992	53

The Directorate is forecasting a £53k overspend in Revenue and Benefits due to a reduction in New Burdens funding following DCLG change to funding for council tax admin reduction scheme.

Information Technology Directorate

	Previous Forecast Variance	Gross Exp Budget	Income Budget	Full Year Budget	Actual to Jun	Full Year Forecast Variance
	£000	£000	£000	£000	£000	£000
Information Technology Directorate:						
Northamptonshire County Council	0	3,883	-863	3,020	829	35
Cambridgeshire County Council	208	2169	-771	1,398	502	243
Norwich	50	3,505	-500	3,005	1,142	30
NHFT	0	3,315	-253	3,062	1,092	0
MKC IT	51	3,707	-664	3,043	841	51
Strategy & Architecture	0	1,466	-550	916	342	0
Service Delivery	0	1,188	-347	841	372	0
Total Information Technology Directorate	309	19,233	-3,948	15,285	5,120	359

The Directorate is forecasting a £359k overspend.

There is a £70k forecast overspend within NCC/CCC operations due to the additional recruitment of digital analysts to in-source work previously procured at a premium by the retained organisations. There are also additional developer posts recruited over and above the establishment in agreement with Northamptonshire County Council (NCC) and CCC. These posts are in part covered by recharges, but there is currently a residual pressure of £70k forecast.

A 2016-17 savings proposal of £208k was planned to be delivered from additional IT budgets being transferred from the CCC retained organisation into LGSS. This has not happened to date and therefore the savings proposal is unlikely to happen this year.

There is a £30k pressure due to a decision to recruit to a Head of IT in Norwich in order to expand the LGSS offering in this geographical area.

There is a forecast overspend on MKC IT due to under recovery of non-schools traded income of £51k.

Legal and Governance Directorate

	Previous Forecast Variance £000	Gross Exp Budget £000	Income Budget £000	Full Year Budget £000	Actual to Jun £000	Full Year Forecast Variance £000
Legal & Governance Directorate:						
LGSS Law Ltd						
Dividend Target	41	0	-522	-522	0	41
Overhead income target	-41	0	-170	-170	0	-41
NBC Legal Budget	0	523	0	523	530	0
CCC Corporate Legal Budget	0	102	0	102	0	0
Democratic Support Services (excl MKC)	-7	824	-22	801	172	-33
Total Legal and Governance Directorate	-7	1,449	-714	735	702	-33

The Directorate is forecasting a £33k underspend.

Although LGSS Law Ltd. is now a separate entity, within LGSS there is a budgeted expectation for overhead income and a dividend payment to the shareholding authorities. The Table below indicates in-year progress towards delivery of the dividend, with the impact of NBC contract changes being cost-neutral:

	2016-17 Forecast
LGSS Law Ltd - Projected Summary Profit & Loss	£000
Income	
Partner Authorities	-6,073
Other	-1,371
Total Income	-7,444
Expenditure	
Tax	6,843
Profit/Surplus (after tax)	-481

Within DSS, additional income from external partners will be received and there are vacancies which are also contributing to the £33k forecast underspend.

Strategic Management & Service Assurance

	Previous Forecast Variance £000	Gross Exp Budget £000	Income Budget	Full Year Budget £000	Actual to Jun £000	Full Year Forecast Variance £000
Strategic Management	0	159	0	159	40	0
Contracts Review	0	-295	0	-295	0	0
Service Assurance & Customer Engagement	0	506	0	506	143	0
Leadership Support & Governance	0	152	-16	136	21	0
Communications & Marketing	0	97	0	97	24	0
Total Strategic Management and Service Assurance	0	619	-16	603	228	0

Strategic Management & Service Assurance is currently reporting a nil variance. However, contracts review savings have yet to be allocated across both LGSS Operational and Managed service areas and there is the potential for an adverse variance.

Appendix 1(b)

Please note that this Appendix is not for publication by virtue of paragraph 3 of part 1 of 12a of the Local Government Act 1972 and has been circulated separately.

Appendix 2 - Detailed LGSS Budget Savings Tracker

See separate attachment

Appendix 3

Summary Position on LGSS Carry Forwards (pre MKC)

Directorate	Service Area	Title	Total Carry Forward	2016-17 Forecast Drawn Down	Re-assigned	Needed 2017-18
			£000	£000	£000	£000
PT & T	Learning & Development	Equipping employees to use Next Generation / Smarter Business mobile technology	319	319	0	0
PT & T	Learning & Development	Infrastructure investment for the development of the Learning Pool – the online training system for all LGSS customers.	95	95	0	0
PT & T	Programme Management Office	Shared Service Solution	280	280	0	0
PT & T	Revenue & Benefits	Systems Development	55	55	0	0
PT & T	PMO / Revenue & Benefits	Contingency to support above two projects by reducing reliance on partner contributions	100	100	0	0
Finance	Strategic Assets	Asset Management Database	58	58	0	0
IT	IT	Contribution to the cost of likely technical refresh/investment costs in relation to the shared IT data centre infrastructure	156	156	0	0
SACS	Service Assurance & Customer Engagement	Support delivery of trading targets	12	12	0	0
SACS	Service Assurance & Customer Engagement	Think as One, Deliver as One	22	22	0	0
Cross-Cutting		Smoothing of planned trading income	753	187	0	566
Cross-Cutting		Redundancy Reserve	175	175	0	0
Total			2,025	1,459	0	566

Note:

A provision of £284k was created in 2013-14 for benefits share negotiations. £209k was drawn down from this provision in 2014-15, but there were no draw downs in 2015-16, leaving a current balance of £75k.

Appendix 4

2016-17 Monitoring Detail – Budgets managed by LGSS on behalf of others.

	Previous Forecast Variance £000	Gross Exp Budget £000	Income Budget	Full Year Budget £000	Actual to Jun £000	Full Year Forecast Variance £000
Northamptonshire County Council:						
External Audit	0	244	0	244	-6	0
Policy and Strategy	0	387	-17	370	37	0
Information Technology	0	4,001	-46	3,955	2,246	100
Democratic Services	0	1,485	0	1,485	360	0
Procurement	0	0	-273	0	-142	0
Total	0	6,117	-336	6,054	2,495	100
Northampton Borough Council:						
External Audit	0	220	0	220	40	0
Policy and Strategy	0	129	0	129	4	0
Information Technology	0	1,264	0	1,264	498	0
Insurance	0	821	0	821	833	0
Total	0	2,434	0	2,434	1,375	0
Cambridgeshire County Council:						
Insurance	0	1,894	0	1,894	0	0
External Audit	0	141	0	141	59	0
Members Allowances	-4	1,020	0	1,020	233	-6
Finance	0	1,273	-318	955	386	-322
Information Technology	0	4,063	-2,194	1,869	740	165
Total	-4	8,391	-2,513	5,879	1,418	-163
Milton Keynes Council:						
Human Resources	26	158	-17	141	72	26
Information Technology	33	1,036	-19	1,017	673	33
Total	59	1,194	-36	1,158	745	59

Northamptonshire County Council

There is also a £100k forecast overspend within IT managed due to the overlap of line lease contracts.

Northampton Borough Council

There are no reported variances on the budgets managed by LGSS on behalf of Northampton Borough Council.

Cambridgeshire County Council

There is a forecast underspend of £163k on the budgets managed by LGSS on behalf of Cambridgeshire.

The £6k underspend in the Members Allowances budget is due to reduced subsistence costs.

There is a forecast underspend within Finance due to a £322k Capita/Mouchel latent defect correction reserve being no longer required.

There is a forecast overspend of £165k on IT. This relates to WAN upgrades and the revenue cost of tablets in 2016-17. The WAN cost will be covered by CCC and the overspend regarding the tablets is due to there being no budget provision.

Milton Keynes Council

There is a forecast overspend of £59k on the budgets managed by LGSS on behalf of Milton Keynes Council.

The £26k forecast overspend for HR relates to a stretch income target which is to be addressed in the 2017-18 budget build and the £33k IT overspend is due to the Print Room moving to new premises.

Appendix 2 - 2016-17 BUDGET SAVINGS DELIVERY TRACKER

Proposal Description	Service	Responsible Officer	NCC/CCC 2016-17 Budget Saving	MKC 2016-17 Budget Saving	MKC PDA 2016-17 Budget Saving	Total 2016-17 Budget Savings	Saved via other Mitigating action taken	Proposed Completion date	NCC Delivery	CCC Delivery	MKC Delivery	Joint PDA Delivery	Delivery/implementation RAG	Notes/Comments	Delivery Plan
									Where savings are actually delivered.						
Baseline Savings			£K	£K	£K	£K									
Contracts review	Central Management		-205			-205							Amber		
	TOTAL		-205	0	0	-205									
Service Reviews	Finance	Matt Bowmer	-100			-100			-50				Amber	Finance - Reduction of Group Accountant resource MKC PDA - £40k Creation of Cross- Functional Teams. £10k remodelling service support team	NCC Resources have been reviewed and realigned in order to reduce by 0.8 FTE of a Group Accountant post, which has been done from the 1st April 2016.
Service Reviews	Finance	Matt Bowmer	-210			-210	-40		-65				Amber	Finance – savings from the implementation of the finance team restructure undertaken in 2015-16 following the Service Review and closer alignment to the LGSS organisational design principles. In addition, efficiencies are planned from the non pay budgets within the team for 2016-17.	Revised structure implemented and in place from December 2015; Budget realignment work is to be concluded imminently; Other general efficiencies from subscription and general expense budgets and fees for administering school loans factored in to the budget build to deliver the saving.
Service Reviews	Audit	Neil Hunter	-100			-100							Green	IARM - Reduction of 225 Audit Days per founding partner will equate to around £50K each. This will be managed by constantly refocusing the Audit Plan but will still result in reduced assurance. It is intended to keep the A&RM at NCC and one Counter Fraud Trainee vacant to ensure the necessary reduction in staffing budget, (at current activity), can be met.	This saving was fully achieved by 31/3/16 and the revised budget (after deducting the £100K) was the 2016-17 OE. However, the structure post 1/4/16 is being revised and this will impact upon the actuals in 2016-17, which will be reported via budget monitoring in the usual way.
Service Reviews	Property Services	James Wheeler	-143			-143		01/04/2016	-143				Green	Property Services – capitalisation of Northamptonshire Construction Project Management. Brings NCC practice into line with CCC, but impacts on NCC Schools capital programme budget, and will require agreement of NCC	Saving taken from base budget and establishment aligned to cash limit.
Service Reviews	Property Services	James Wheeler	-26			-26		01/04/2016	-26				Green	Property Services – part year effect of reducing the number of caretaking staff post Angel. Dependent on exiting the ‘Angel 12’ buildings on programme, and part year impact only due to Angel Programme	Saving taken from base budget and establishment aligned to cash limit.
Service Reviews	Property Services	James Wheeler	-183			-183		01/04/2016	-126	-57			Green	Property Services – efficiency savings from the implementation of K2 and the implementation of the bundled Hard FM contract, the redeployment of one post, and traded income from the provision of asbestos management at NCC schools.	Saving taken from base budget and establishment aligned to cash limit.
Service Reviews	Strategic Assets	Roger Moore	-20			-20		01 April 2016					Green	Strategic Assets – reduction in budget for external professional support to Asset Valuations, Legal costs and Property Management and reduce funding of feasibility valuation work. Contained within operational budget but reduces ability to respond to in-year unknowns. Taken at beginning of year - forecast deliver on budget	
Service Reviews	Strategic Assets	Roger Moore	-75			-75		01 April 2016					Green	Strategic Assets – restructure of business support and financial administration across 2 offices, with removal of 2.4 FTE. Taken at beginning of year - forecast deliver on budget	
Service Reviews	Pensions	Mark Whitby	-63			-63							Green	Pensions – further growth of income streams relating to non-statutory activity including provision of accounting disclosures and admission/cessation activity. Crystallisation of administration efficiencies, including those in connection with the migration to online annual benefit statements.	
Employee cost reduction															
Employee cost reduction	- CFA, Corp and ETE Finance	Martin Wade	-24			-24							Amber		
Employee cost reduction	- Strategic Assets	Roger Moore	-7			-7		01 April 2016					Green	Salary efficiency taken at beginning of year - forecast deliver on budget	
Employee cost reduction	- Property Services	James Wheeler	-13			-13		01/04/2016	-13				Green		Saving taken from base budget and establishment aligned to cash limit.
Employee cost reduction	- Audit & Risk Management	Neil Hunter	-3			-3							Green		This will be delivered in the 2016/17 year.
	TOTAL		-967	0	0	-967									
Service Reviews	IT	Ian Farrar	-180	-330		-510			-90	-90	-330		Amber	£180k from operational savings between NCC/CCC CCC SAN Maintenance (insource to server team) MKC The reduced costs associated with SAP support as the system ages £150k, Restructure of ICT support £89k, Review of contracts/licences/software requirements, ceasing, reducing or retendering and increased income on traded £30k MKC PDA - £98k Data centre and contract negotiation	
Service Reviews	IT	Ian Farrar	-208			-208				-208			Red	£208k Savings from proposed consolidation of retained ICT in CCCwith LGSS IT team .	This is not achievable without CCC transferring the budget to LGSS. Ian Farar has written to Chris Maylon to ask for the budget to be re aligned.
Employee cost reduction	IT		-28			-28							Amber		
	TOTAL		-416	-330	0	-746									
Service Reviews	Democratic Services	Paul Hanson, Michelle Rowe	-95			-95							Green	NCC DS - Offer up contingency for Police Commissioner Support. NCC DS – Review of external costs & additional £5k income	
Service Reviews	Procurement / Insurance	Paul White	-105			-105							Amber	Procurement/Insurance - Withdraw funding from sourcecambridgshire and sourcenorthamptonshire and advertise contracts via national contracts finder site.	
Employee cost reduction	- Democratic & Scrutiny Services	Michelle Rowe	-3			-3							Amber		
Employee cost reduction	- Procurement / Insurance	Paul White	-4			-4							Amber		
			-207	0	0	-207									
Service Reviews	Democratic Services	Paul Hanson	-25			-25							Amber	CCC DS – Deleting Support to Leader Post – Agreed with Leader.	
			-25	0	0	-25									
Service Reviews	OWD	Martin Cox	-100			-100							Green	OWD Further rationalisation of training provision	
Service Reviews	OWD	Martin Cox	-60			-60							Green	OWD Further rationalisation of training provision	
Service Reviews	LGSS Programme Team	Peter Borley-Cox	-40			-40							Red	LGSS Business Systems team to take over responsibility for ERP user re-sets to avoid annual IT recharge. - ICT have contested the service taking over this function, meaning the savings will be unachievable.	
Service Reviews	LGSS Programme Team	Peter Borley-Cox	-140			-140		30/06/2016	-140				Green	Use of capital to fund ERP posts in LGSS Business Systems. This is a one-off reduction for 2016-17, which will be replaced by a base reduction of £200k in 2017-18 from the NCC	
Service Reviews	Transactional Services	Chris Law	-50			-50							Green	BTT team.	
Service Reviews	Transactional Services	Chris Law	-100			-100							Green	Further exploitation of E Forms/K2 and Chorus.	
Service Reviews	Transactional Services	Chris Law	-100			-100							Green	Implementation of Agresso Gold Client / Icon : Achieved through restructure in 15-16	

[illegible]