

Corporate Services and LGSS Cambridge Office

Finance and Performance Report – January 2017

1. SUMMARY

1.1 Finance

Previous Status	Category	Target	Current Status	Section Ref.
N/A	Income and Expenditure	Balanced year end position	Green	2.1 – 2.4
N/A	Capital Programme	Remain within overall resources	Green	3.2

1.2 Performance Indicators – Current status: (see section 4)

Monthly Indicators	Red	Amber	Green	Total
January (Number of indicators)	3		6	9

2. INCOME AND EXPENDITURE

2.1 Overall Position

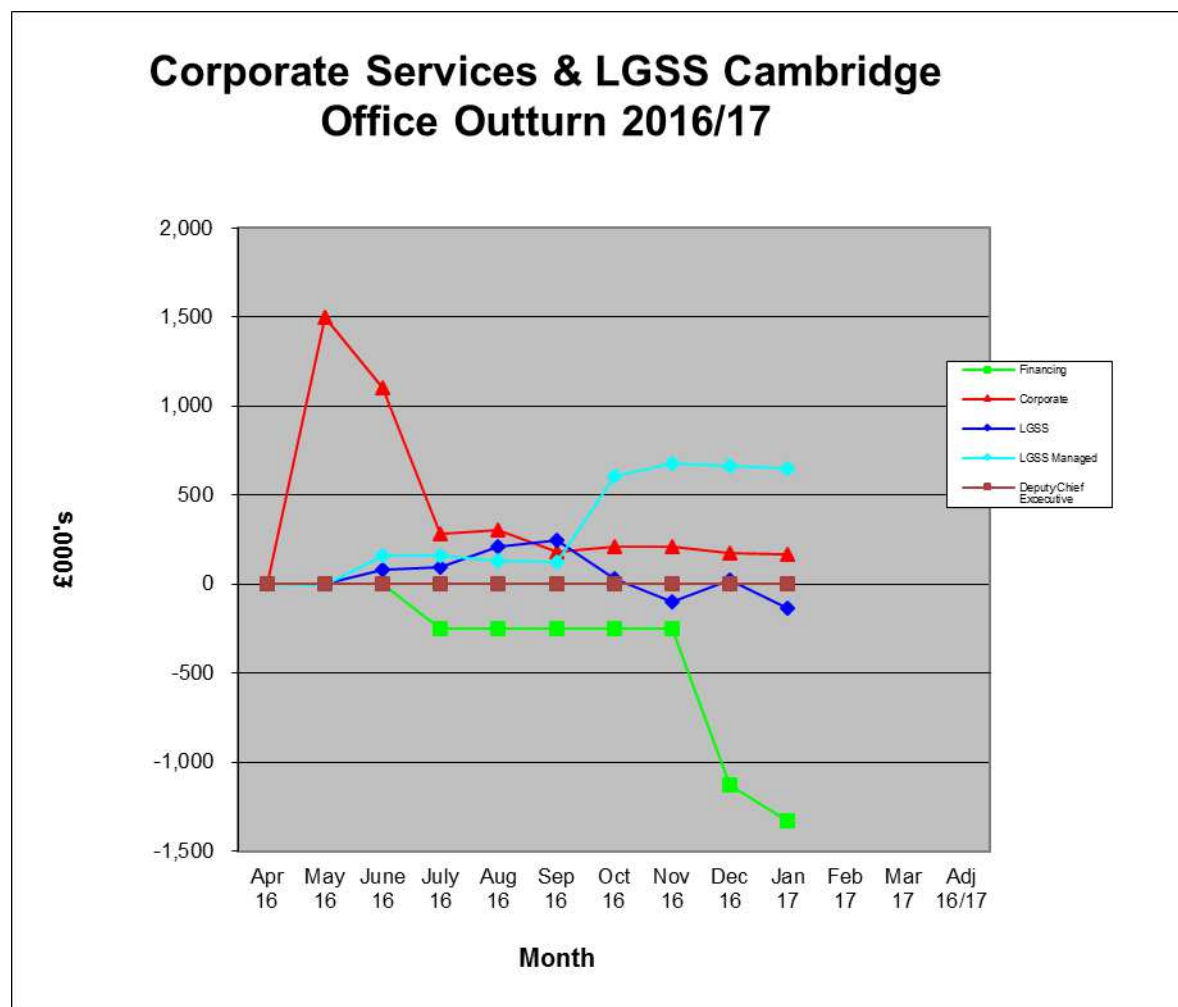
The budget figures in this table are net, with the 'Original Budget as per BP' representing the Net Budget column in Table 1 of the Business Plan for each respective Service. Budgets relating to Assets and Investments Committee have been disaggregated from these figures.

Original Budget as per BP ⁽¹⁾	Directorate	Current Budget	Forecast Variance - Outturn (Dec)	Forecast Variance - Outturn (Jan)	Forecast Variance - Outturn (Jan)	Current Status	DoT
£000		£000	£000	£000	%		
4,675	Corporate and Customer Services	4,980	176	166	3	Amber	↑
-1	Deputy Chief Executive	739	0	0	0	Green	↔
6,010	LGSS Managed	6,004	666	646	11	Amber	↑
34,206	Financing Costs	34,206	-1,130	-1,330	-4	Green	↔
44,890	Sub Total	45,930	-289	-519			
8,194	LGSS Cambridge Office	8,249	22	-132	-2	Green	↑
53,084	Total	54,179	-267	-650			

The service level budgetary control report for Corporate Services, LGSS Managed and Financing Costs for January 2017 can be found in [CS appendix 1](#).

The service level budgetary control report for LGSS Cambridge Office for January 2017 can be found in [LGSS appendix 1](#)

Further analysis of the results can be found in [CS appendix 2](#) and [LGSS appendix 2](#)



2.2.1 Significant Issues – Corporate and Customer Services

- Corporate and Customer Services budgets are currently predicting a year-end overspend of £166k, a reduction of £10k on the figure reported last month.
- There are no exceptions to report this month.

2.2.2 Significant Issues – Deputy Chief Executive

- Deputy Chief Executive budgets are currently predicted to be in balance at year-end.
- There are no exceptions to report this month.

2.2.3 Significant Issues – LGSS Managed

- LGSS Managed is currently predicting a year-end overspend of £646k, an improvement of £20k compared to last month's figures.
- There are no exceptions to report this month.

2.2.4 Significant Issues – Financing Costs

- Financing costs are currently predicting an underspend of £1,330k for the year, an increase of £200k on the underspend reported last month. This reflects the fall in the forecast for net interest payable following falling interest rates across all parts of the yield curve.
- An underspend of £1,330k is currently forecast for Debt Charges. This is due to several factors: raising short term loans at very low rates of interest rather than medium to long term loans at higher rates (£500k); receipt of unexpected interest for s106 relating to Clay Farm (£380k); and the fall in the forecast for net interest payable following falls in interest rates across all parts of the yield curve.

2.2.5 Significant Issues – LGSS Cambridge Office

- LGSS Cambridge Office is currently predicting an underspend of £132k, an improvement of £154k since last month.
- Any year-end deficit / surplus is subject to a sharing arrangement with Northamptonshire County Council and Milton Keynes Council and will therefore be split between partner authorities on the basis of net budget, with an equalisation adjustment processed accordingly at year-end. This will be incorporated into the report as outturn figures become available during the course of the year.
- There is a forecast deficit of £487k on the consolidated trading activities in place prior to April 2016. This will be ring-fenced and met, if necessary, from the LGSS Smoothing Reserve at year-end.
- There are no exceptions to report this month.

2.3 Additional Income and Grant Budgeted this Period (De minimis reporting limit = £30,000)

The following additional grant income below the de minimis reporting limit is included for January:

Deputy Chief Executive:

	Awarding Body	Expected Amount £
Non-material grants (+/- £30k)	CLG	17,530

A full list of additional grant income for Corporate Services and LGSS Managed can be found in [CS appendix 3](#).

A full list of additional grant income for LGSS Cambridge Office can be found in [LGSS appendix 3](#).

2.4 Virements and Transfers to / from Reserves (including Operational Savings Reserve) (De minimis reporting limit = £30,000)

The following virements have been made this month to reflect changes in responsibilities.

Corporate and Customer Services:

	£	Notes
Non material virements (+/- £30k)	-13,014	CCR1 adjustments

Deputy Chief Executive:

	£	Notes
Non material virements (+/- £30k)	4,806	CCR1 adjustments

LGSS Cambridge Office:

	£	Notes
Transfer of LGSS Operational Savings to LGSS Cambridge Office budget	140,000	Funding for Next Generation ERP
Non material virements (+/- £30k)	0	

A full list of virements made in the year to date for Corporate and Customer Services, LGSS Managed and Financing Costs can be found in [CS appendix 4](#).

A full list of virements made in the year to date for LGSS Cambridge Office can be found in [LGSS appendix 4](#).

3. BALANCE SHEET

3.1 Reserves

A schedule of the Corporate Services and LGSS Managed reserves can be found in [CS appendix 5](#).

A schedule of the LGSS Cambridge Office Reserves can be found in [LGSS appendix 5](#).

3.2 Capital Expenditure and Funding

Expenditure

- Corporate Services has a capital budget of £48k in 2016/17 and there is £54k spend to date. An overspend of £12k is predicted for the programme in 2016/17.

It is currently expected that the scheme budgets will be fully spent at year-end with no in-year slippage. Therefore the capital programme variation target of £12k will not be achieved, resulting in an overspend of this amount.

There are no new exceptions to report for January.

- LGSS Managed has a capital budget of £4m in 2016/17 and there is spend to date of £2.7m. It is currently expected that the programme will be underspent by £0.8m at year-end, and that total scheme variances will amount to £0k across the programme.

LGSS Managed is reporting in-year slippage of £1.8m on the capital scheme budgets. This exceeds the capital variation budget allocation of £1m, resulting in an underspend of £0.8m across the programme in 2016/17.

There are no new exceptions to report for January.

- LGSS Cambridge Office has a capital budget of £758k in 2016/17 and there is spend to date of £0k. It is currently expected that the capital scheme budgets will be overspent by £55k at year-end and that total scheme variances will amount to £0k across the programme.

LGSS Cambridge Office is reporting in-year slippage of £100k on the capital scheme budgets. This is lower than the allowance of £155k made for capital programme variations, leading to an overspend of £55k across the programme in 2016/17.

The Next Generation ERP budget for 2017/18 has been increased by £140k and the total scheme budget has also been adjusted by this amount. This adjustment represents a correction to the budget as previously reported and is funded by a £140k revenue contribution from LGSS Operational Savings which was not previously reflected in the figures.

Funding

- Corporate Services has capital funding of £48k in 2016/17. As reported above, the Corporate Services budget is expected to overspend by £12k, which will result in an additional funding requirement of this amount.

- LGSS Managed has capital funding of £4m in 2016/17. As reported above, the LGSS Managed budget is expected to underspend by £0.8m which will result in a reduced funding requirement of this amount.
- LGSS Cambridge Office has capital funding of £758k in 2016/17. As reported above, the LGSS Cambridge Office budget is expected to overspend by £55k, which will result in an additional funding requirement of this amount.

A detailed explanation of the position for Corporate Services and LGSS Managed can be found in [CS appendix 6](#).

A detailed explanation of the position for LGSS Cambridge Office can be found in [LGSS appendix 6](#).

4. PERFORMANCE

4.1 The table below outlines key performance indicators for Corporate and Customer Services and LGSS Managed Services.

Measure	Reporting frequency	What is good	Unit	Data last entered	Target	Actual	RAG status	Direction of travel	Comments
Corporate and Customer Services									
Proportion of FOI requests responded to within timescales	Monthly	High	%	08/02/17	90.0%	90.0%	Green	↓	95 FOI requests due, 85 sent on time.
For context only - number of FOI requests received annually	Annually	Low	Num	11/01/17	N/A*	970	N/A	N/A	Running total will be collected quarterly. Data to be next reported on in April 2017 to include Q4 2016/17.
Proportion of customer complaints received in the month before last that were responded to within minimum response times	Monthly	High	%	07/02/17	90.0%	91.8%	Green	↑	Number of customer complaints for October 2016 = 159 Breakdown of September 2016 figures: CS&T 14 complaints all responded to in time (100% pass rate) ETE 108 complaints. 104 responded to within 10 working days (96.3% pass rate) CFA 37 complaints. 28 responded to within 10 working days (86.2% pass rate)
For context only - number of complaints received annually per thousand population	Annually	Low	Num	12/07/16	N/A*	2.2**	N/A	N/A	Data to be next reported on in May 2017 for period of 1 April 2016 - 31 March 2017
Proportion of all transformed transaction types to be completed online by 31 March 2017***	Quarterly	High	%	10/01/17	75.0%	64.9%	Red	↑	This indicator dropped to red when the concessionary bus pass renewals started. However, performance against this measure has significantly increased this quarter – it is now 64.9% in quarter three (up from 55.8% in quarter two). Achieving target remains a significant challenge due to the vast number of concessionary renewals which generally come from a segment of the population which does not have a high propensity to transact online.
Deprivation measure - Number of physically active adults (narrowing the gap between Fenland and others)	Annually	High	%	24.03.16 (change to target and 2014 actual)	53.1% (2015) 54.1% (2016)	52.1% (2014)	TBC	N/A	Data to be reported on in May 2017 for year end.
LGSS Managed Services									
IT – availability of Universal Business System****	Half-yearly	High	%	31/10/16	95.0%	99.7%	Green	↑	Q4 2015/16 - 95% Q3 2015/16 - 94% Q2 2015/16 - 100.0% Q1 2015/16 - 100.0%
IT – incidents resolved within Service Level Agreement	Half-yearly	High	%	31/10/16	90.0%	87.5%	Red	↓	The percentage figure given covers the half-year period April to October 2016. Action has, and is, being taken to address performance in this area. Additional IT Service Desk staff have been recruited (up from 8 FTEs to 10 FTEs and 1 part-time) and induction and training has been improved. Service Desk statistics now show that more calls are being answered more quickly and with fewer calls abandoned. January 2017 customer satisfaction survey feedback on service desk calls had 106 excellent ratings and 11 good ratings out of a total return of 127. The further improvement of the responsiveness of the IT Service Desk is an explicit item in the CCC IT Service Improvement Plan for 2017-18.

The full scorecard for Customer Services and Transformation and LGSS Managed Services can be found at [CS appendix 7](#).

4.2 The table below outlines the key performance indicators for LGSS Cambridge Office.

Measure	Reporting frequency	What is good	Unit	Data last entered	Target	Actual	RAG status	Direction of travel	Comments
LGSS Cambridge Office									
Percentage of invoices paid within term for month	Monthly	High	%	01/01/17	97.5%	99.3%	Green	↓	99.6% last period
Percentage of invoices paid within term cumulative for year to date	Monthly	High	%	01/01/17	97.5%	99.6%	Green	↓	99.7% last period
Total debt as a percentage of turnover	Monthly	Low	%	01/01/17	10.0%	4.9%	Green	↓	4.1 % last period
Percentage of debt over 90 days old	Monthly	Low	%	01/01/17	20.0%	26.7%	Red	↑	33.5% last period

CS APPENDIX 1 – Corporate Service Level Budgetary Control Report

The variances to the end of January 2017 for Corporate Services, Chief Executive, LGSS Managed and Financing Costs are as follows:

Original Budget as per BP £000	Service	Current Budget for 2016/17 £000	Forecast Variance - Outturn (Dec) £000	Forecast Variance - Outturn (Jan) £000	%
<u>Corporate & Customer Services</u>					
-1,022	Director, Corporate & Customer Services	-1,105	283	272	25
686	Business Intelligence	897	0	1	0
198	Chief Executive	198	-75	-75	-38
1,434	City Deal	1,434	0	0	0
545	Communications & Information	694	-4	2	0
1,305	Customer Services	1,382	0	0	0
381	Digital Strategy	381	0	0	0
176	Emergency Planning	181	-10	-11	-6
165	Elections	165	0	0	0
908	Redundancy, Pensions & Injury	908	-19	-23	-3
-101	Grant Income	-154	0	0	0
4,675		4,980	176	166	3
<u>Deputy Chief Executive</u>					
0	CCC Finance Team	144	0	0	0
-1	Transformation Team	613	0	0	0
0	Grant Income	-18	0	0	0
-1		739	0	0	0
<u>LGSS Managed</u>					
141	External Audit	141	0	0	0
1,894	Insurance	1,894	0	0	0
1,869	IT Managed	1,863	155	153	8
1,020	Members' Allowances	1,020	0	-18	-2
131	OWD Managed	131	-39	-39	-30
108	Subscriptions	108	0	0	0
1,000	Corporate Redundancies	1,000	550	550	55
-53	Authority-wide Miscellaneous	-53	0	0	0
-100	Grant Income	-100	0	0	0
6,010		6,004	666	646	11
<u>Financing Costs</u>					
34,206	Debt Charges and Interest	34,206	-1,130	-1,330	-4
44,890	CORPORATE SERVICES TOTAL	45,930	-289	-519	-1
<u>MEMORANDUM - Grant Income</u>					
-165	Public Health Grant - Corporate Services	-101	0	0	0
-100	Public Health Grant - LGSS Managed	-100	0	0	0
0	Other Corporate Services Grants	-53	0	0	0
	Transformation Team Grants	-18	0	0	0
-265		-271	0	0	0

CS APPENDIX 2 – Commentary on Forecast Outturn Position

Number of budgets measured at service level that have an adverse/positive variance greater than 2% of annual budget or £100,000 whichever is greater.

Service	Current Budget £'000	Forecast Variance - Outturn	
		£'000	%
Director, Corporate and Customer Services	-1,105	272	25%
<p>An overspend of £272 is predicted for Director, Corporate and Customer Services, an improvement of £11k since last month.</p> <p>As reported in December, the position had previously improved by £30k, due to budgeted support for Corporate teams which is not now required as a result of ongoing work on Corporate Capacity Review.</p> <p>It is predicted that the Corporate Capacity Review (CCR) may not be unable to achieve the full year savings that were anticipated in Business Planning in the current year though further work is underway to bring this in line with the budget.</p> <p>This is because the CCR timetable has been extended for a number of reasons: so that the initial proposals and the confirmed structures could be fully informed by discussions with, and feedback from, staff; the consultation timescale for CCR 1 was specifically extended in response to staff feedback to ensure meaningful consultation with staff who were brought into scope for the review during the consultation period; the application, selection and recruitment process for CCR 2 has been extended in response to staff feedback who requested more time to consider their applications in response to the confirmed structure and to ensure new senior appointees could be fully involved in recruiting their new teams.</p> <p>A recruitment freeze has been in place since the consultation process commenced to mitigate the pressures resulting from this extension to the timescale. We expect the position to improve over the coming months. It is likely that directly attributable savings from CCR will be in the region of £875k.</p> <p>In addition to the refining of the projection as set out above further opportunities to reduce this pressure are:</p> <ul style="list-style-type: none"> • Other proposed re-structures across the Council will be brought forward, including the potential for jointly funded posts with other organisations; • Provision that had been identified in the budget, and that is no longer required, will be released such as the contractual provision in relation to Capita/Mouchel latent defect corrections; • Improved rates of collection of debt will also contribute to the overall picture. 			

Service	Current Budget £'000	Forecast Variance - Outturn	
		£'000	%
IT Managed	1,863	153	8%
An overspend of £153k is predicted for IT Managed budgets. This is made up primarily of £100k costs of WAN upgrades in libraries and community hubs and £65k revenue costs of new tablets, and offset by a credit in respect of a goods receipt relating to 2015/16.			
Corporate Redundancies	1,000	550	55
An overspend of £550k is currently predicted on the Corporate Redundancies budget. As agreed in the Business Plan for 2016/17, the Council has embarked upon a number of significant restructures and staff rationalisation programmes including the Corporate Capacity Review. For a number of years the Council has not fully utilised the £1m provision that is made in the base revenue budget for such staff changes, but given the current level of reductions in staffing taking place it is anticipated that this year the level of costs incurred will exceed this provision.			
Debt Charges	34,206	-1,330	-3
<p>An underspend of £1,330k is currently forecast for Debt Charges, which is an increase of £200k on the underspend reported last month. The underspend is due to several factors: raising short term loans at very low rates of interest rather than medium to long term loans at higher rates (£500k); receipt of unexpected interest for s106 relating to Clay Farm (£380k); and the fall in the forecast for net interest payable following falls in interest rates across all parts of the yield curve. The increase in underspend since last month reflects the fall in the forecast for net interest payable following falling interest rates across all parts of the yield curve.</p> <p>The impact of lower borrowing on the Debt Charges budget would normally result in a favourable forecast variance (due to lower interest payments). However the Debt Charges budget was reduced in anticipation of capital expenditure slippage during the budget setting process, so the magnitude of the variance reported is muted.</p>			

CS APPENDIX 3 – Grant Income Analysis

The table below outlines the additional grant income, which was not built into base budgets.

Grant	Awarding Body	Expected Amount £000
Grants as per Business Plan	Public Health	201
LGA Digital Transformation		40
Non-material grants (+/- £30k)		30
Total Grants 2016/17		271

CS APPENDIX 4 – Virements and Budget Reconciliation

Corporate Services:

	£000	Notes
Budget as per Business Plan	4,674	
Transfer of SLA budget from CFA to Contact Centre	77	
Transfer of SLA budget from CFA to Research Team	52	
Transfer of Advocacy Fund (Healthwatch) budget to CFA	-45	
Transfer of CCR1 budgets to Corporate Services	208	
Non-material virements (+/- £30k)	14	
Current Budget 2016/17	4,980	

Deputy Chief Executive:

	£000	Notes
Budget as per Business Plan	0	
Transfer of Trainee budget to CCC Finance Office	79	
Transfer of Chief Finance Officer budgets to CCC Finance Office	65	
Transfer of CCR1 Transformation Team budgets	591	
Non-material virements (+/- £30k)	4	
Current Budget 2016/17	739	

LGSS Managed:

	£000	Notes
Budget as per Business Plan	8,720	
Disaggregation of Assets and Investments budgets	-2,714	
Non-material virements (+/- £30k)	-2	
Current Budget 2016/17	6,004	

Financing Costs:

	£000	Notes
Budget as per Business Plan	34,206	
Non-material virements (+/- £30k)	0	
Current Budget 2016/17	34,206	

CS APPENDIX 5 – Reserve Schedule

1. Corporate Services Reserves

Fund Description	Balance at 31 March 2016	Movements in 2016-17	Balance at 31/01/17	Forecast Balance at 31 March 2017	Notes
	£'000	£'000	£'000	£'000	
<u>General Reserve</u>					
Corporate Services Carry-forward	1,218	0	1,218	0	1
subtotal	1,218	0	1,218	0	
<u>Equipment Reserves</u>					
Postal Service	57	0	57	57	
subtotal	57	0	57	57	
<u>Other Earmarked Funds</u>					
Shape Your Place - Fenland Grant	18	0	18	0	2
Election Processes	325	0	325	479	
EDRM Project	232	0	232	0	
City Deal - NHB funding	699	0	699	699	
subtotal	1,274	0	1,274	1,178	
<u>Short Term Provisions</u>					
Transforming Cambridgeshire	962	-962	0	0	3
Overarching Transformation Programme	0	250	250	0	
Transformation Fund	250	-250	0	0	3
Community Resilience	100	0	100	100	4
subtotal	1,312	-962	350	100	
TOTAL	3,862	-962	2,900	1,336	

Notes

- 1 The year-end position reflects the Corporate Services overspend of £166k. It is expected that £817k from reserves will be required to fund Transformation services as previously approved; this is a reduction of £90k compared to the original estimate, due to a number of posts remaining vacant. The estimated balance of £235k will contribute towards funding the shortfall on CCR savings.
- 2 The underspend on the Elections budget will be transferred to the earmarked reserve. This is to ensure that sufficient funding is available for the four-yearly County Council election.
- 3 This account has been re-classified as an earmarked reserve as a result of the external audit of the 2015-16 accounts. The opening balance has therefore been transferred to the Transformation Fund reserve, which is reported in Appendix 2 of the Integrated Resources Performance Report.

2. LGSS Managed Reserves

Fund Description	Balance at 31 March 2016	Movements in 2016-17	Balance at 31/01/17	Forecast Balance at 31 March 2017	Notes
	£'000	£'000	£'000	£'000	
Other Earmarked Funds					
CPSN Partnership Funds	149	43	192	192	1
subtotal	149	43	192	192	
Short Term Provisions					
Insurance Short-term Provision	2,324	0	2,324	2,324	
External Audit Costs	89	0	89	89	
Insurance MMI Provision	1,182	0	1,182	1,182	
Back-scanning Reserve	56	0	56	56	
Contracts General Reserve	893	0	893	893	
Operating Model Reserve	1,000	-1,000	0	0	3
subtotal	5,545	-1,000	4,545	4,545	
Long Term Provisions					
Insurance Long-term Provision	3,613	0	3,613	3,613	
subtotal	3,613	0	3,613	3,613	
SUBTOTAL	9,306	-957	8,349	8,349	
Capital Reserves					
P&P Commissioning (Property)	422	-350	72	72	2
subtotal	422	-350	72	72	
TOTAL	9,728	-1,307	8,421	8,421	

Notes

- 1 Funds ring-fenced for CPSN partnership to be used for procurement of replacement contract.
- 2 Reserves totalling £322k have been written back to revenue - this relates to Capita/Mouchel latent defect corrections for which no further costs are expected.
- 3 This account has been re-classified as an earmarked reserve as a result of the external audit of the 2015-16 accounts. The opening balance has therefore been transferred to the Transformation Fund reserve, which is reported in Appendix 2 of the Integrated Resources Performance Report.

CS APPENDIX 6 – Capital Expenditure and Funding

Capital Expenditure

Corporate Services & LGSS Managed Capital Programme 2016/17						TOTAL SCHEME	
Original 2016/17 Budget as per BP £000	Scheme	Revised Budget for 2016/17 £000	Actual Spend 2016/17 £000	Forecast Spend - Outturn (Jan) £000	Forecast Variance - Outturn (Jan) £000	Total Scheme Revised Budget £000	Total Scheme Forecast Variance £000
	Corporate Services						
33	Essential CCC Business Systems Upgrade	60	54	60	-	300	-
-	Other Schemes	-	-	-	-	-	-
-	Capital Programme Variations	(12)	-	-	12	-	-
33		48	54	60	12	300	-
	LGSS Managed						
1,105	Sawston Community Hub	1,105	10	124	(981)	1,309	-
1,150	Optimising IT for Smarter Business Working	1,638	1,770	1,770	132	3,375	111
900	IT Infrastructure Investment	912	134	368	(544)	2,400	(111)
-	Cambridgeshire Public Sector Network	33	57	57	24	5,554	-
1,000	Microsoft Enterprise Agreement	1,000	496	500	(500)	1,902	-
250	Implementing IT Resilience Strategy for Data Centres	250	73	250	-	500	-
-	Other Schemes	87	144	144	57	100	-
-	Capital Programme Variations	(1,029)	-	-	1,029	-	-
4,405		3,996	2,684	3,214	(782)	15,140	(0)
4,438	TOTAL	4,044	2,738	3,274	(770)	15,440	(0)

Previously Reported Exceptions

The Optimising IT for Smarter Business Working scheme budget has been rephased, resulting in an increase of £500k in the budget for 2016/17. This will not affect the overall scheme cost.

Sawston Community Hub is expected to underspend by £945k in 2016/17 due to a delay in obtaining planning permission. As a result, construction work is not expected to start before February 2016 and some of the expenditure planned for 2016/17 will now be re-phased to 2017/18.

Microsoft Enterprise Agreement scheme is predicted to underspend by £500k in 2016/17. The final £500k payment for this scheme will be due in 2017/18, not 2016/17 as originally budgeted. The total scheme cost is unchanged and the expenditure will be re-phased to 2017/18.

As agreed by the Capital Programme Board, any forecast underspend in the capital programme is offset against the capital programme variations budget, leading to a balanced outturn overall. Slippage in the capital programme for LGSS Managed has exceeded its capital variation budget allocation. However, as the variation budget across the Council as a whole has not yet been fully utilised, at this stage this does not lead to an overall forecast underspend on the capital programme.

Capital Funding

Corporate Services & LGSS Managed Capital Programme 2016/17				
Original 2016/17 Funding Allocation as per BP £000	Source of Funding	Revised Funding for 2016/17 £000	Forecast Spend Outturn (Jan) £000	Forecast Funding Variance Outturn (Jan) £000
	Corporate Services			
33	Prudential Borrowing	48	60	12
33		48	60	12
	LGSS Managed			
4,405	Prudential Borrowing	3,996	3,214	(782)
4,405		3,996	3,214	(782)
4,438	TOTAL	4,044	3,274	(770)

Previously Reported Exceptions

As previously reported, the Capital Programme Board recommended that services include a variation budget to account for likely slippage in the capital programme, as it is sometimes difficult to predict this against individual schemes in advance. As forecast underspends start to be reported, these are offset with a forecast outturn for the variation budget, leading to a balanced outturn overall up to the point when slippage exceeds this budget.

CS Appendix 7 – Performance Scorecard

Measure	Reporting frequency	What is good	Unit	Data last entered	Time period covered	Target	Actual	RAG status	Direction of travel	Comments	Year end RAG (2014-15)
Corporate and Customer Services											
Proportion of FCI requests responded to within timescales	Monthly	High	%	09/02/17	1 - 31 January 2017	90%	90%	Green	↓	95 FCI requests due, 65 sent on time.	Green
<i>For context only - number of FCI requests received annually</i>	<i>Annually</i>	<i>Low</i>	<i>Num</i>	<i>1/10/17</i>	<i>1 April - 31 Dec 2016</i>	<i>N/A*</i>	<i>970</i>	<i>N/A</i>	<i>N/A</i>	<i>* No target or RAG status for this indicator. Purpose is to set the context. 2015/16 - 1228 2014/15 - 1177 2013/14 - 1563 2012/13 - 689 2011/12 - 917 2010/11 - 634 Running total will be collected quarterly. Data to be next reported on in April 2017 to include Q4 2016/17.</i>	N/A
Proportion of customer complaints received in the month before last that were responded to within minimum response times	Monthly	High	%	07/10/17	1 - 31 October 2016	90%	91.8%	Green	↑	Number of customer complaints for October 2016 = 153 <u>Breakdown of September 2016 figures</u> CS&T 14 complaints all responded to in time (100% pass rate) ETE 108 complaints. 104 responded to within 10 working days (96.3% pass rate) CFA 37 complaints. 28 responded to within 10 working days (86.2% pass rate)	Amber
<i>For context only - number of complaints received annually per thousand population</i>	<i>Annually</i>	<i>Low</i>	<i>Num</i>	<i>13/07/16</i>	<i>1 April 2015 - 31 March 2016</i>	<i>N/A*</i>	<i>2.2**</i>	<i>N/A</i>	<i>N/A</i>	<i>2014/15 was 1.68 * No target or RAG status for this indicator. Purpose is to set the context. Data to be next reported on in May 2017 for period of 1 April 2016 - 31 March 2017</i>	N/A
Proportion of all transformed transaction types to be completed online by 31 March 2017***	Quarterly	High	%	10/01/17	1 October - 31 December	75%	64.9%	Red	↑	This indicator dropped to red when the concessionary bus pass renewals started. However, performance against this measure has significantly increased this quarter - it is now 64.9% in quarter three (up from 55.8% in quarter two). Achieving target remains a significant challenge due to the vast number of concessionary renewals which generally come from a segment of the population which does not have a high propensity to transact online.	Red
Deprivation measure - Number of physically active adults (narrowing the gap between Ferland and others)	Annually	High	%	24.03.16 (change to target and 2014 actual)	1 April 2015 - 31 March 2016	53.1% (2015) 54.1% (2016)	52.1% (2014)	TBC	N/A	New indicator identified by GPC in response to the deprivation motion passed by Council in July 2014. Indicator shared with Public Health. Update 24.03.16 - actual for 2014 and therefore target for 2015 and 2016 amended to reflect updates to data. Data to be reported on in May 2017 for year end.	N/A

Measure	Reporting frequency	What is good	Unit	Data last entered	Time period covered	Target	Actual	RAG status	Direction of travel	Comments	
LGSS Managed Services											
IT – availability of Universal Business System**** IT Availability	Half-yearly	High	%	31/10/16	1 April - 30 September 2016	95%	99.7%	Green	↑	Q4 2015/16 - 95% Q3 2015/16 - 94% Q2 2015/16 - 100.0% Q1 2015/16 - 100.0%	Green
IT – incidents resolved within Service Level Agreement	Half-yearly	High	%	31/10/16	1 April - 30 September 2016	90%	87.5%	Red	↓	The percentage figure given covers the half-year period April to October 2016. Action has, and is, being taken to address performance in this area. Additional IT Service Desk staff have been recruited (up from 8 FTEs to 10 FTEs and 1 part-time) and induction and training has been improved. Service Desk statistics now show that more calls are being answered more quickly and with fewer calls abandoned. January 2017 customer satisfaction survey feedback on service desk calls had 106 excellent ratings and 11 good ratings out of a total return of 127. The further improvement of the responsiveness of the IT Service Desk is an explicit item in the CCC IT Service Improvement Plan for 2017-18.	Green

LGSS APPENDIX 1 – Service Level Budgetary Control Report

The variances to the end of January 2017 for LGSS Cambridge Office are as follows:

Original Budget as per BP £000	Service	Current Budget for 2016/17 £000	Forecast Variance - Outturn (Dec) £000	Forecast Variance - Outturn (Jan) £000	%
<u>LGSS Cambridge Office</u>					
0	Managing Director Costs	0	50	50	0
<u>Strategic Management</u>					
0	Medium Term Planning	34	0	0	0
-8,787	Trading	-8,994	0	0	0
587	LGSS Equalisation	912	0	0	0
-410	Grant Income	-454	0	0	0
-8,610		-8,502	0	0	0
<u>Finance Services</u>					
740	Audit	347	-18	-27	-8
1,548	Finance Operations	1,585	-25	-25	-2
231	Integrated Finance Services	181	-21	0	0
101	LGSS Business Planning & Finance	51	0	16	31
2,643	Professional Finance	2,531	45	30	1
0	Pensions Service	0	0	0	0
5,262		4,695	-19	-7	0
<u>Human Resources</u>					
1,334	Business Partners	1,333	-34	-42	-3
299	Policy, Workforce Planning & Health & Safety	267	-27	-32	-12
291	Learning & Development	225	-7	-63	-28
-272	Transactional Services	-308	-22	-69	23
1,652		1,517	-90	-206	-14
<u>Business Services, Systems & Change</u>					
1,852	Business Systems & Change	1,971	109	88	4
62	Customer Engagement	8	0	0	0
213	Procurement	312	-54	-61	-20
2,327	Revenues and Benefits	2,382	41	0	0
4,455		4,674	96	27	1
<u>Law & Governance</u>					
425	Democratic & Scrutiny Services	420	-37	-29	-7
-174	LGSS Law Ltd	102	0	0	0
250		522	-37	-29	-6
5,184	IT Services	5,344	22	33	1
8,194	Total LGSS Cambridge Office	8,249	22	-132	-2
<u>MEMORANDUM - Grant Income</u>					
-220	Public Health Grant	-220	0	0	0
0	Counter Fraud Initiative Grant	-234	0	0	0
-220		-454	0	0	0

LGSS APPENDIX 2 – Commentary on Forecast Outturn Position

Number of budgets measured at service level that have an adverse/positive variance greater than 2% of annual budget or £100,000 whichever is greater.

Service	Current Budget £'000	Forecast Variance - Outturn	
		£'000	%
Medium Term Planning	34	0	0
Medium Term Planning budgets are currently forecasting a balanced budget, as compared to an underspend of £121k reported in previous months. This is because the CCC share of unbudgeted MKC savings has been removed from individual service lines to create a contingency.			
IT Services	5,344	33	1
<p>It is forecast that IT Services in the LGSS Cambridge Office will overspend by £33k at year end, an increase of £11k compared to last month.</p> <p>There is a £100k additional cost in CCC Operations required for unbudgeted contractors as part of the CCC Platform Stability Plan. There is a further pressure of £25k where in-year savings targets have not been fully mitigated. Service Delivery is reporting a £40k underspend due to the forecast over achievement of income targets and a net underspend on staffing across the service where there have been temporary vacancies. There are also budget pressures of approximately £298k which have been mitigated by staff vacancies, additional income and additional recharging to, for example, capital projects. The net share of these pressures and savings for CCC is £16k.</p> <p>There is a £10k 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 and additional developer posts recruited over and above the establishment in agreement with NCC and CCC. There is an additional £5k overspend forecast in CCC, due to a cross cutting saving not being met. There is also a £14k 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.</p> <p>A £208k saving was originally planned to be delivered from additional IT budgets being transferred from the CCC retained organisation into LGSS, but this will not be achieved this year. This saving has been allocated across all LGSS budgets, including the Property and Strategic Assets budgets returned to NCC and CCC.</p>			

LGSS APPENDIX 3 – Grant Income Analysis

The table below outlines the additional grant income, which is not built into base budgets.

	Awarding Body	Expected Amount £'000
Grants as per Business Plan	Various	220
Counter Fraud Fund	CFIG	234
Non-material grants (+/- £30k)		0
Total Grants 2016/17		454

LGSS APPENDIX 4 – Virements and Budget Reconciliation

	£'000	Notes
Budget as per Business Plan	9,589	
Transfer of Reablement budget from CFA to LGSS Finance	113	
Transfer of Strategic Assets and Property Services budgets from LGSS Finance to Assets and Investments	-1,531	
Transfer of Trainee budgets to CCC Finance Office	-79	
Transfer of Operational Savings funding re Citrix	78	
Transfer of CFO budgets to CCC Finance Office	-65	
Transfer of Operational Savings funding re Next Generation ERP	140	
Non-material virements (+/- £30k)	4	
Current Budget 2016-17	8,249	

LGSS APPENDIX 5 – Reserve Schedule

Fund Description	Balance at 31 March 2016	Movements in 2016-17	Balance at 31/01/17	Forecast Balance at 31 March 2017	Notes
	£'000	£'000	£'000	£'000	
General Reserve					
LGSS Cambridge Office Carry-forward	1,013	-218	795	343	1
subtotal	1,013	-218	795	343	
Other Earmarked Funds					
Counter Fraud Initiative	130	0	130	130	
subtotal	130	0	130	130	
SUBTOTAL	1,143	-218	925	473	
TOTAL	1,143	-218	925	473	

Notes

- 1 The year-end position reflects £670k expected use of operational savings. £78k has been drawn down in respect of Citrix Farm expenditure and £140k revenue funding for the Next Generation ERP capital scheme.

LGSS APPENDIX 6 – Capital Expenditure and Funding

Capital Expenditure

LGSS Cambridge Office Capital Programme 2016/17						TOTAL SCHEME	
Original 2016/17 Budget as per BP £000	Scheme	Revised Budget for 2016/17 £000	Actual Spend 2016/17 £000	Forecast Spend - Outturn (Jan) £000	Forecast Variance - Outturn (Jan) £000	Total Scheme Revised Budget £000	Total Scheme Forecast Variance £000
	- R12 Convergence*	-	-	-	-	416	-
1,104	Next Generation ERP	913	-	813	(100)	1,428	-
	- Capital Programme Variations	(155)	-	-	155	-	-
1,104	TOTAL	758	-	813	55	1,844	-

Previously Reported Exceptions

There are no previous exceptions to report.

Capital Funding

LGSS Cambridge Office Capital Programme 2016/17				
Original 2016/17 Funding Allocation as per BP £000	Source of Funding	Revised Funding for 2016/17 £000	Forecast Spend Outturn (Jan) £000	Forecast Funding Variance Outturn (Jan) £000
	- Other Contributions	140	140	-
	- Developer Contributions	-	-	-
1,104	Prudential Borrowing	618	673	55
1,104	TOTAL	758	813	55

Previously Reported Exceptions

There are no previous exceptions to report.