

## **Corporate Services and LGSS Cambridge Office**

### **Finance and Performance Report – September 2016**

## **1. SUMMARY**

### **1.1 Finance**

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

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

<b>Monthly Indicators</b>	<b>Red</b>	<b>Amber</b>	<b>Green</b>	<b>Total</b>
September (Number of indicators)	2	2	5	9

## **2. INCOME AND EXPENDITURE**

### **2.1 Overall Position**

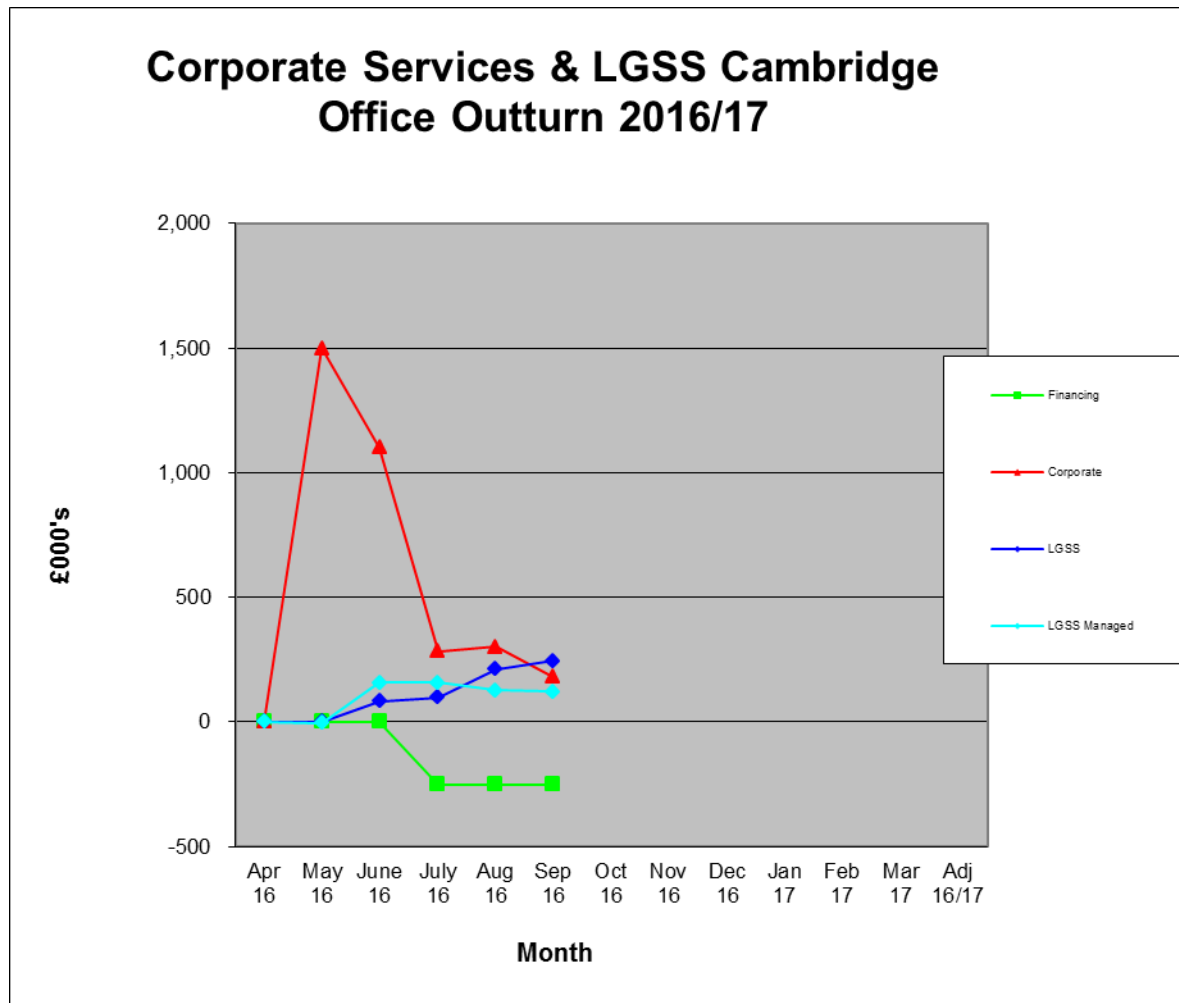
The budget figures in this table are net, with the 'Original Budget as per BP' representing the Net Budget column in Table 1 of the Business Plan for each respective Service. Budgets relating to Assets and Investments Committee have been disaggregated from these figures.

<b>Original Budget as per BP <sup>(1)</sup></b>	<b>Directorate</b>	<b>Current Budget</b>	<b>Forecast Variance - Outturn (August)</b>	<b>Forecast Variance - Outturn (Sept)</b>	<b>Forecast Variance - Outturn (Sept)</b>	<b>Current Status</b>	<b>DoT</b>
<b>£000</b>		<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>		
4,674	Corporate Services	4,830	301	181	4	Amber	↑
6,010	LGSS Managed	6,004	128	123	2	Amber	↑
34,206	Financing Costs	34,206	-250	-250	-1	Green	↔
<b>44,890</b>	<b>Sub Total</b>	<b>45,040</b>	<b>179</b>	<b>54</b>			
9,589	LGSS Cambridge Office	9,682	213	246	3	Amber	↓
<b>54,479</b>	<b>Total</b>	<b>54,723</b>	<b>392</b>	<b>300</b>			

The service level budgetary control report for Corporate Services, LGSS Managed and Financing Costs for September 2016 can be found in [CS appendix 1](#).

The service level budgetary control report for LGSS Cambridge Office for September 2016 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 Services

- Corporate Services is currently predicting a year-end overspend of £181k.
- There are no exceptions to report this month.

### 2.2.2 Significant Issues – LGSS Managed

- LGSS Managed is currently predicting a year-end overspend of £123k.
- There are no exceptions to report this month.

### **2.2.3 Significant Issues – Financing Costs**

- Financing costs are unchanged since last month, and are currently predicting an underspend of £250k for the year.
- A £250k underspend is currently forecast for Debt Charges. This reflects the fall in the forecast for net interest payable following falls in interest rates across all parts of the yield curve. 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.

### **2.2.4 Significant Issues – LGSS Cambridge Office**

- LGSS Cambridge Office is currently predicting an overspend of £246k. 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 £250k 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)**

There were no items above the de minimis reporting limit recorded in June.

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.

**LGSS Managed:**

	£	Notes
Non material virements (+/- £30k)	-6	

A full list of virements made in the year to date for Corporate 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 £37k spend to date. It is currently expected that the programme will be fully spent at year-end and the total scheme variances will amount to £0k across the programme.

There are no exceptions to report for September.

- LGSS Managed has a capital budget of £4m in 2016/17 and there is spend to date of £1.8m. It is currently expected that the programme will be fully spent at year-end and the total scheme variances will amount to £0k across the programme.

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.

- LGSS Cambridge Office has a capital budget of £618k in 2016/17 and there is spend to date of £0k. It is currently expected that the programme will be fully spent at year-end and the total scheme variances will amount to £0k across the programme.

There are no exceptions to report for September.

## Funding

- Corporate Services has capital funding of £48k in 2016/17 with the current expectation being that this continues to be required in line with the original budget proposals. There are no key funding changes to report.
- LGSS Managed has capital funding of £4m in 2016/17 and as reported above, a balanced budget is forecast at yearend.
- LGSS Cambridge Office has capital funding of £618k in 2016/17 with the current expectation being that this continues to be required in line with the original budget proposals.

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 Customer Services and Transformation and LGSS Managed Services.

Measure	Reporting frequency	What is good	Unit	Data last entered	Target	Actual	RAG status	Direction of travel	Comments
<b>Customer Service &amp; Transformation</b>									
Proportion of FOI requests responded to within timescales	Monthly	High	%	07/09/16	90.0%	87.0%	Amber	↓	117 Requests received and 102 Requests responded to on time. Team experienced significant IT difficulties as FOI Managing site was offline for 7 working days in August.
For context only - number of FOI requests received annually	Annually	Low	Num	05/07/16	N/A*	311	N/A	N/A	Running total will be collected quarterly. Data to be next reported on in October 2015 for Q2 2015/16.
Proportion of customer complaints received in the month before last that were responded to within minimum response times	Monthly	High	%	06/09/16	90.0%	83.6%	Amber	↓	
For context only - number of complaints received annually per thousand and population	Annually	Low	Num	12/07/16	N/A*	2.2**	N/A	N/A	Data to be next reported on in May 2016 for 2015/16
Proportion of all transformed transaction types to be completed online by 31 March 2015***	Annually	High	%	15/07/16	75.0%	55.83%.	Red	↓	
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.
<b>LGSS Managed Services</b>									
IT – availability of Universal Business System****	Half-yearly	High	%	28/07/16	95.0%	95.0%	Green	↑	To next be reported on in November 2016 for Q1 and Q2 2016/17.
IT – incidents resolved within Service Level Agreement	Half-yearly	High	%	28/07/16	90.0%	92.0%	Green	↓	To next be reported on in November 2016 for Q1 and Q2 2016/17.

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 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
<b>LGSS Cambridge Office</b>									
Percentage of invoices paid within term for month	Monthly	High	%	01/10/16	97.5%	99.7%	Green	↑	99.6% last period
Percentage of invoices paid within term cumulative for year to date	Monthly	High	%	01/10/16	97.5%	99.6%	Green	↔	99.6% last period
Total debt as a percentage of turnover	Monthly	Low	%	01/10/16	10.0%	6.0%	Green	↓	5.6 % last period
Percentage of debt over 90 days old	Monthly	Low	%	01/10/16	20.0%	30.3%	Red	↑	34.2% last period

## CS APPENDIX 1 – Corporate Service Level Budgetary Control Report

The variances to the end of September 2016 for Corporate Services, LGSS Managed and Financing Costs are as follows:

Original Budget as per BP £000	Service	Current Budget for 2016/17 £000	Forecast Variance - Outturn (August) £000	Forecast Variance - Outturn (September) £000	%
<u>Corporate Services</u>					
-846	Director, Policy & Business Support	-820	398	308	38
198	Chief Executive	198	-66	-66	-33
449	Corporate Information Management	449	0	0	0
1,305	Customer Services	1,382	0	0	0
381	Digital Strategy	381	0	0	0
237	Research	330	-4	-4	-1
0	Service Transformation	0	0	0	0
-1	Smarter Business	0	0	0	0
545	Strategic Marketing, Communications & Engagement	545	-10	-40	-7
165	Elections	165	0	0	0
908	Redundancy, Pensions & Injury	908	-18	-18	-2
1,434	City Deal	1,434	0	0	0
-101	Grant Income	-141	0	0	0
<b>4,674</b>		<b>4,830</b>	<b>301</b>	<b>181</b>	<b>4</b>
<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	139	150	8
1,020	Members' Allowances	1,020	0	0	0
131	OWD Managed	131	-12	-27	-21
108	Subscriptions	108	0	0	0
1,000	Corporate Redundancies	1,000	0	0	0
-53	Authority-wide Miscellaneous	-53	0	0	0
-100	Grant Income	-100	0	0	0
<b>6,010</b>		<b>6,004</b>	<b>128</b>	<b>123</b>	<b>2</b>
<u>Financing Costs</u>					
34,206	Debt Charges and Interest	34,206	-250	-250	-1
<b>44,890</b>	<b>CORPORATE SERVICES TOTAL</b>	<b>45,040</b>	<b>179</b>	<b>54</b>	<b>0</b>
<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	-40	0	0	0
<b>-265</b>		<b>-241</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 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	%
<b>Director, Policy &amp; Business Support</b>	-820	308	38%
<p>An overspend of £308k is predicted for Director, Policy &amp; Business Support. Since last month the position has improved by £90k due to £40k in salary savings and £50k budgeted support for Corporate teams, which is not now required due to the ongoing work on Corporate Capacity Review.</p> <p>It is predicted that the Corporate Capacity Review will be unable to achieve the full year savings that were anticipated in Business Planning in the current year as a result of the unforeseen complexity and the capacity of the Council to manage a cross-organisation, multi-discipline restructure of this nature without a central resource to call upon to support its delivery, which led to a delay in the timing of the consultation process and thus the implementation of the restructure.</p> <p>A recruitment freeze has been in place since the consultation process commenced and although the position will improve slightly over the coming months as some staff that are at risk take the opportunity to leave the organisation 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 there are two opportunities to further reduce this pressure:</p> <ul style="list-style-type: none"> <li>• A larger more in depth review of the whole organisation looking at spans of control and tiers of management was planned to be implemented on a phased basis over 2017/18 and 2018/19. Given the scale of these potential changes, and the slippage in delivering the CCR, it has been agreed to approach the review on a more tactical basis and therefore bring forward some early proposals.</li> </ul> <p>It is anticipated that this will lead to a significant reduction in the numbers of management within the Council, the potential for some jointly funded posts with other organisations, leading to substantial savings in management costs. This will provide some protection to the services that we provide to our communities whilst potentially leading to a more integrated service offer that could provide improved outcomes for the population. The details of these proposals are still being refined but it is anticipated that savings in the region of £300k could be achieved in the current financial year.</p> <ul style="list-style-type: none"> <li>• The Council has held a contractual provision in relation to Capita/Mouchel latent defect corrections. Given the passage of time it is believed that it is reasonable to release £322k of this provision.</li> </ul>			

Service	Current Budget £'000	Forecast Variance - Outturn £'000 %	
<ul style="list-style-type: none"><li>During the budget setting process the Council is provided with revised projections of both in-year council tax and business rate collections and future years. The 2015/16 year end position for business rates has resulted in an improvement of the sums that were assumed. Additional revenue in the sum of £100k will therefore be received that will negate the impact of slippage in delivery of the CCR.</li></ul> <p>The overall net position of these adjustments will therefore leave a shortfall of around £400k. Officers will continue to work on reducing this shortfall further throughout the year.</p>			
IT Managed	1,863	150	8%
An overspend of £150k 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.			
Debt Charges	34,206	-250	-250
A £250k underspend is forecast for Debt Charges. This reflects the fall in the forecast for net interest payable following falls in interest rates across all parts of the yield curve. 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.			

### CS APPENDIX 3 – Grant Income Analysis

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

<b>Grant</b>	<b>Awarding Body</b>	<b>Expected Amount £000</b>
<b>Grants as per Business Plan</b>	Public Health	201
LGA Digital Transformation		40
Non-material grants (+/- £30k)		
<b>Total Grants 2016/17</b>		<b>241</b>

## CS APPENDIX 4 – Virements and Budget Reconciliation

### Corporate Services:

	£000	Notes
<b>Budget as per Business Plan</b>	<b>4,674</b>	
Transfer of SLA budget from CFA to Contact Centre	77	
Transfer of SLA budget from CFA to Research Team	52	
Non-material virements (+/- £30k)	27	
<b>Current Budget 2016/17</b>	<b>4,830</b>	

### LGSS Managed:

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

### Financing Costs:

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

## CS APPENDIX 5 – Reserve Schedule

### 1. Corporate Services Reserves

Fund Description	Balance at 31 March 2016	Movements in 2016-17	Balance at 30/09/16	Forecast Balance at 31 March 2017	Notes
	£'000	£'000	£'000	£'000	
<b>General Reserve</b>					
Corporate Services Carry-forward	1,218	0	1,218	206	1
subtotal	1,218	0	1,218	206	
<b>Equipment Reserves</b>					
Postal Service	57	0	57	57	
subtotal	57	0	57	57	
<b>Other Earmarked Funds</b>					
Shape Your Place - Fenland Grant	18	0	18	18	2
Election Processes	325	0	325	490	
EDRM Project	232	0	232	0	
City Deal - NHB funding	699	0	699	699	
subtotal	1,274	0	1,274	1,207	
<b>Short Term Provisions</b>					
Transforming Cambridgeshire	962	0	962	962	
Overarching Transformation Programme	0	250	250	250	
Community Resilience	100	0	100	100	
subtotal	1,312	0	1,312	1,312	
<b>TOTAL</b>	<b>3,862</b>	<b>0</b>	<b>3,862</b>	<b>2,783</b>	

#### Notes

- 1 The year-end position reflects the Corporate Services overspend of £181k and expected use of £831k from reserves to fund Transformation services as previously approved. Due to vacant posts, it is currently estimated that £831k will be required to fund Transformation services in 2016-17; this compares to an original estimate of £907k.
- 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 Provision for consultancy costs in respect of Transformation Fund work.
- 4 Provision in respect of Community Resilience.

## **2. LGSS Managed Reserves**

Fund Description	Balance at 31 March 2016	Movements in 2016-17	Balance at 30/09/16	Forecast Balance at 31 March 2017	Notes
	£'000	£'000	£'000	£'000	
<b>Other Earmarked Funds</b>					
CPSN Partnership Funds	149	43	192	192	1
subtotal	149	43	192	192	
<b>Short Term Provisions</b>					
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	0	1,000	1,000	
subtotal	5,545	0	5,545	5,545	
<b>Long Term Provisions</b>					
Insurance Long-term Provision	3,613	0	3,613	3,613	
subtotal	3,613	0	3,613	3,613	
<b>SUBTOTAL</b>	<b>9,306</b>	<b>43</b>	<b>9,349</b>	<b>9,349</b>	
<b>Capital Reserves</b>					
P&P Commissioning (Property)	422	-322	100	100	2
subtotal	422	-322	100	100	
<b>TOTAL</b>	<b>9,728</b>	<b>-279</b>	<b>9,449</b>	<b>9,449</b>	

### 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.

## 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 (Sept) £000	Forecast Variance - Outturn (Sept) £000	Total Scheme Revised Budget £000	Total Scheme Forecast Variance £000
	<b>Corporate Services</b>						
33	Essential CCC Business Systems Upgrade	60	37	60	-	300	-
-	- Other Schemes	-	-	-	-	-	-
-	- Capital Programme Variations	(12)	-	(12)	-	-	-
<b>33</b>		<b>48</b>	<b>37</b>	<b>48</b>	<b>-</b>	<b>300</b>	<b>-</b>
	<b>LGSS Managed</b>						
1,105	Sawston Community Hub	1,105	2	160	(945)	1,309	-
1,150	Optimising IT for Smarter Business Working	1,638	984	1,638	-	3,863	-
900	IT Infrastructure Investment	912	201	500	(412)	2,400	(0)
-	- Cambridgeshire Public Sector Network	33	81	33	-	5,554	-
1,000	Microsoft Enterprise Agreement	1,000	496	500	(500)	1,902	-
250	Implementing IT Resilience Strategy for Data Centres	250	13	250	-	500	-
-	- Other Schemes	87	7	87	-	100	-
-	- Capital Programme Variations	(1,029)	-	828	1,857	-	-
<b>4,405</b>		<b>3,996</b>	<b>1,783</b>	<b>3,996</b>	<b>-</b>	<b>15,628</b>	<b>(0)</b>
<b>4,438</b>	<b>TOTAL</b>	<b>4,044</b>	<b>1,820</b>	<b>4,044</b>	<b>-</b>	<b>15,928</b>	<b>(0)</b>

### 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.

## 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 (Sept) £000	Forecast Funding Variance Outturn (Sept) £000
	<b>Corporate Services</b>				
33	Prudential Borrowing	CS	48	48	-
<b>33</b>			<b>48</b>	<b>48</b>	-
	<b>LGSS Managed</b>				
4,405	Prudential Borrowing	Mgd	3,996	3,996	-
<b>4,405</b>			<b>3,996</b>	<b>3,996</b>	-
<b>4,438</b>	<b>TOTAL</b>		<b>4,044</b>	<b>4,044</b>	-

## 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
<b>Customer Service and Transformation</b>										
Proportion of FOI requests responded to within timescales	Monthly	High	%	07/09/16	1 - 31 August 2016	90%	87%	Amber	↓	117 Requests received and 102 Requests responded to on time. Team experienced significant IT difficulties as FOI Managing site was offline for 7 working days in August.
<i>For context only - number of FOI requests received annually</i>	<i>Annually</i>	<i>Low</i>	<i>Num</i>	05/07/16	1 April - 30 June 2016	N/A*	311	N/A	N/A	<p>* No target or RAG status for this indicator. Purpose is to set the context.</p> <p>2015/16 - 1228 2014/15 - 1177 2013/14 - 1153 2012/13 - 899 2011/12 - 917 2010/11 - 834</p> <p>Running total will be collected quarterly. Data to be next reported on in October 2016 for Q2 2016/17.</p>
Proportion of customer complaints received in the month before last that were responded to within minimum response times	Monthly	High	%	06/09/16	1 - 30 June 2016	90%	83.6%	Amber	↓	<p>Number of customer complaints for June 2016 = 122</p> <p><u>Breakdown of June 2016 figures</u></p> <p>CS&amp;T - 11 complaints all responded to in time. ETE - 74 complaints. 63 responded to within 10 working days (85.13% pass rate) CFA - 37 complaints. 28 responded to within 10 working days (75.68% pass rate)</p>
<i>For context only - number of complaints received annually per thousand population</i>	<i>Annually</i>	<i>Low</i>	<i>Num</i>	12/07/16	1 April 2015 - 31 March 2016	N/A*	2.2**	N/A	N/A	<p>2014/15 was 1.68.</p> <p>* No target or RAG status for this indicator. Purpose is to set the context.</p> <p>Data to be next reported on in May 2017 for period of 1 April 2016 - 31 March 2017</p>
Proportion of all transformed transaction types to be completed online by 31 March 2015***	Annually	High	%	15/07/16	1 July - 30 September 2016	75%	55.83%	Red	↓	This is a substantial reduction 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)	1 April 2015 - 31 March 2016	53.1% (2015) 54.1% (2016)	52.1% (2014)	TBC	N/A	<p>New indicator identified by GPC in response to the deprivation motion passed by Council in July 2014. Indicator shared with Public Health.</p> <p>Update 24.03.16 - actual for 2014 and therefore target for 2015 and 2016 amended to reflect updates to data.</p> <p>Data to be reported on in May 2017 for year end.</p>

Measure	Reporting frequency	What is good	Unit	Data last entered	Time period covered	Target	Actual	RAG status	Direction of travel	Comments
<b>LGSS Managed Services</b>										
IT – availability of Universal Business System**** IT Availability	Half-yearly	High	%	28/07/16	1 January - 31 March 2016 (Q4)	95%	95.0%	Green	↑	Q3 2015/16 - 94% Q2 2015/16 - 100.0% Q1 2015/16 - 100.0%  <i>To next be reported on in November 2016 for Q1 and Q2 2016/17.</i>
IT – incidents resolved within Service Level Agreement	Half-yearly	High	%	28/07/16	1 January - 31 March 2016 (Q4)	90%	92.0%	Green	↓	Q3 2015/16 - 97% Q2 2015/16 - 83% Q1 2015/16 - 98%  <i>To next be reported on in November 2016 for Q1 and Q2 2016/17.</i>

## LGSS APPENDIX 1 – Service Level Budgetary Control Report

The variances to the end of September 2016 for LGSS Cambridge Office are as follows:

Original Budget as per BP £000	Service	Current Budget for 2016/17 £000	Forecast Variance - Outturn (August) £000	Forecast Variance - Outturn (September) £000	%
<b><u>LGSS Cambridge Office</u></b>					
<u>Central Management</u>					
62	Service Assurance	8	0	0	0
-8,787	Trading	-8,634	0	0	0
587	LGSS Equalisation	580	0	0	0
-410	Grant Income	-220	0	0	0
<b>-8,548</b>		<b>-8,265</b>	<b>0</b>	<b>0</b>	<b>0</b>
<u>Finance &amp; Property</u>					
1,019	Chief Finance Officer	1,049	0	0	0
1,955	Professional Finance	1,985	-2	45	2
571	Property Operations & Delivery	708	0	0	0
823	Strategic Assets	823	0	0	0
0	Pensions Service	0	0	0	0
<b>4,368</b>		<b>4,565</b>	<b>-2</b>	<b>45</b>	<b>1</b>
<u>Milton Keynes Council</u>					
740	Audit	448	0	0	0
213	Procurement	319	0	-78	-24
0	MKC	0	12	12	0
<b>954</b>		<b>767</b>	<b>12</b>	<b>-66</b>	<b>-9</b>
<u>People, Transformation &amp; Transactional</u>					
1,312	HR Business Partners	1,328	0	0	0
322	HR Policy & Strategy	296	0	0	0
1,852	LGSS Programme Team	1,853	50	50	3
291	Organisational & Workforce Development	229	0	0	0
2,327	Revenues and Benefits	2,382	0	0	0
1,277	Transactional Services	1,295	0	0	0
<b>7,381</b>		<b>7,383</b>	<b>50</b>	<b>50</b>	<b>1</b>
<u>Law &amp; Governance</u>					
425	Democratic & Scrutiny Services	425	-22	-16	-4
-174	LGSS Law Ltd	-291	21	10	3
<b>250</b>		<b>134</b>	<b>-1</b>	<b>-6</b>	<b>-4</b>
5,184	<u>IT Services</u>	5,098	154	223	4
<b>9,589</b>	<b>Total LGSS Cambridge Office</b>	<b>9,682</b>	<b>213</b>	<b>246</b>	<b>3</b>
<b>MEMORANDUM - Grant Income</b>					
-220	Public Health Grant	-220	0	0	0
0	Counter Fraud Initiative Grant	0	0	0	0
<b>-220</b>		<b>-220</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 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	%
<b>IT Services</b>	5,201	223	4
<p>It is forecast that IT Services in the LGSS Cambridge Office will overspend by £223k at year end. There is a £50k 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.</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. In the first instance, it is anticipated that the £208k will be mitigated across the rest of LGSS budgets, including the Property and Strategic Assets budgets returned to NCC and CCC. The remaining £183k is shown here as an overspend, however, it may be necessary to offset this in LGSS through the application of carry forward balances.</p> <p>There is also 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.</p>			

### LGSS APPENDIX 3 – Grant Income Analysis

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

	<b>Awarding Body</b>	<b>Expected Amount £'000</b>
<b>Grants as per Business Plan</b>	Various	220
Non-material grants (+/- £30k)		0
<b>Total Grants 2014/15</b>		<b>220</b>

## LGSS APPENDIX 4 – Virements and Budget Reconciliation

	£'000	Notes
<b>Budget as per Business Plan</b>	9,589	
Transfer of Reablement budget from CFA to LGSS Finance	113	
Non-material virements (+/- £30k)	-20	
<b>Current Budget 2015-16</b>	<b>9,682</b>	

## LGSS APPENDIX 5 – Reserve Schedule

Fund Description	Balance at 31 March 2016	Movements in 2016-17	Balance at 30/09/16	Forecast Balance at 31 March 2017	Notes
	£'000	£'000	£'000	£'000	
<b><u>General Reserve</u></b>					
LGSS Cambridge Office Carry-forward	1,013	0	1,013	252	1
subtotal	1,013	0	1,013	252	
<b><u>Other Earmarked Funds</u></b>					
Counter Fraud Initiative	130	0	130	130	
subtotal	130	0	130	130	
<b>SUBTOTAL</b>	<b>1,143</b>	<b>0</b>	<b>1,143</b>	<b>382</b>	
<b>TOTAL</b>	<b>1,143</b>	<b>0</b>	<b>1,143</b>	<b>382</b>	

## 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 (Sept) £000	Forecast Variance - Outturn (Sept) £000	Total Scheme Revised Budget £000	Total Scheme Forecast Variance £000
	- R12 Convergence*	-	-	-	-	416	-
1,104	Next Generation ERP	773	-	773	-	1,288	-
	- Capital Programme Variations	(155)	-	(155)	-	-	-
<b>1,104</b>	<b>TOTAL</b>	<b>618</b>	-	<b>618</b>	-	<b>1,704</b>	-

### 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 (Sept) £000	Forecast Funding Variance Outturn (Sept) £000
1,104	Prudential Borrowing	LGSS	618	618	-
<b>1,104</b>	<b>TOTAL</b>		<b>618</b>	<b>618</b>	-

### Previously Reported Exceptions

There are no previous exceptions to report.