

LGSS Joint Committee

24 November 2017

Subject: LGSS 2017-18 Budget Monitoring

Actions: LGSS Joint Committee are asked to:

- 1. Note the financial monitoring position as at 30 September 2017 (Section 2, para 1)**
- 2. Note the additional in year savings ask from NCC (Section 2, paras 4 and 5)**
- 3. Note the capital monitoring position regarding LGSS capital projects (Section 2, para 9)**
- 4. Note the summary position on carry forward balances and reserves (Appendix 2)**

Section 1 - Overview

- 1 This report is the combined LGSS financial monitoring report consolidating the delegated budgets from the three partner authorities.
- 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 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 2017-18. There is an additional savings ask in 2017-18 affecting NCC only, details of which are set out in paras 4 and 5 of section 2.
- 4 At the end of the year the LGSS Operational outturn variance will be considered by Joint Committee for reinvestment and future commitments. In the event of a deficit and no other reserves it would be split between partner authorities on the basis of net budget, as per the partnering agreement.
- 5 The Budget Savings Tracker enables service managers to give a monthly update on the delivery of 2017-18 savings and benefits. A summary of this information is given at paragraph 3 of Section 2. This is monitored and reviewed on a monthly basis with LGSS Directors, the Finance Director and the Managing Director.
- 6 Appendix 2 sets out the carry forward balances of LGSS in two separate schedules, first those that are ring fenced to CCC and NCC prior to 1 April 2016 when MKC joined the partnership and secondly those held jointly by all three partners for activities post 1 April 2016. Appendix 3 sets out the current and forecast LGSS reserve balances for the year.
- 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 CFO of each authority.
- 8 Appendix 5 of this report shows the detailed financial position for LGSS capital projects 2017-18.

Section 2 - LGSS Operational – September 2017

	Previous Forecast Variance £000	Full Year Budget £000	Full Year Forecast Variance £000	Transfers from reserves £000	Net Full Year Forecast Variance	
					£000	£000
					Partner authorities	LGSS
Finance Services	35	14,132	270	-185	0	85
Human Resources	567	8,961	731	-184	504	47
Business Services, Systems & Change	0	12,993	400	-400	0	0
Information Technology Services	272	14,818	272	0	82	190
LGSS Law & Governance	0	1,435	0	0	0	0
Managing Director & Support	100	280	100	0	0	100
Total LGSS Services	974	52,618	1,773	-769	586	418
Trading Account	0	-17,317	217	-217	0	0
Total LGSS Operational	974	35,301	1,990	-986	586	418

Revenue position

- The overall forecast outturn variance is an overspend of £1,004k on LGSS Services. However, £586k of this is Milton Keynes and Northamptonshire County Councils' responsibility to address as set out in paragraphs 3 and 5 below, leaving a net balance of £418k for the LGSS Management Board to take the necessary actions to manage. We are continuing to manage vacancies and reviewing the application of LGSS reserves to address this balance.
- Further detail and commentary on the joint LGSS Operational outturn position is provided at Appendix 1. The £100k adverse variance within Managing Director & Support is due to an undelivered saving with regard to hosting of the new pensions payroll system. This will now be delivered in 2018-19.
- There are certain forecast outturns and pressures (in total £649k) that will be met by the partnering authorities, as they are known unfunded issues.

MKC

- Underfunding of HR/Payroll targets - £217k
Historical unrealistic income budgets set via MKC MTFP process.
- Unachievable IT non schools income target - £52k
Historical unrealistic income budget set via MKC MTFP process.
- Historical grant income budget, grant is no longer received - £30k
- Total MKC £299k**

NCC

- Loss of NCC schools income for Payroll Services delivered by LGSS through schools sourcing recruitment directly. £350k

- In addition, NCC have asked for the delivery of an additional £500k of one off savings in 2017-18. These savings can only arise from reduced service or increased income generation related to NCC and cannot impact on the delivery of services to CCC and MKC. The following amounts have been agreed to meet this target:

Savings from LGSS budgets:

- Audit – reduction in the 2017-18 NCC audit plan £55k
- HR – cap on NCC HR advisory support, any additional support on a pay as you go basis £63k
- Procurement – charge to be made to successful bidders for NCC tenders £65k
- Reduce NCC admin support £12k
- Total savings from LGSS budgets £195k**

Capitalisation of NCC ERP programme costs £102k

Savings from NCC budgets managed by LGSS

- Rationalisation of Wide Area circuits £66k
- NCC managed budget consolidation £25k
- Reduction in NCC Printers and Recharging for Colour Prints £40k

Savings from NCC budgets

- Demand management and gatekeeping arrangements put in place to reduce NCC Adult Social Care legal spend £72k

Total savings £500k

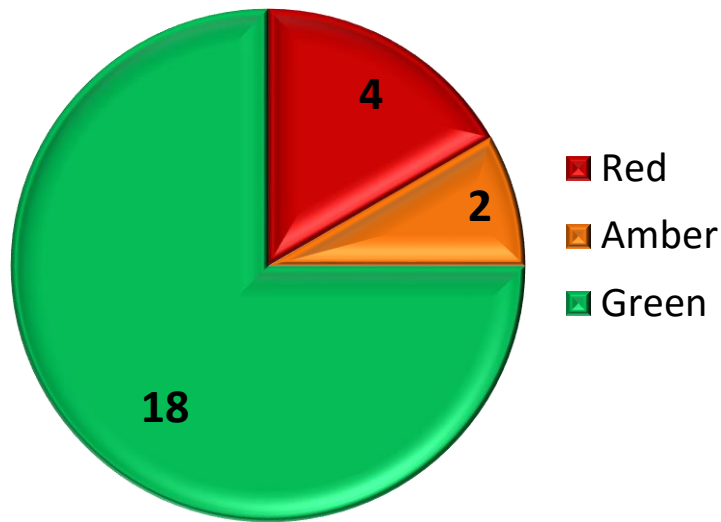
5. Of the £195k of NCC additional savings from LGSS budgets, the £63k saving from the HR budgets has been secured to date and is reflected in the forecasts in this report.
6. There will be slippage on the delivery of the MKC partnership savings due to the jointly agreed revised go live date of ERP gold. It is anticipated that the impact will be mitigated by the use of the contingency, set aside for this purpose.
7. There is a £217k pressure on trading which will be offset through the Smoothing Reserve, which has been purposely built up in previous financial years to address potential trading risk. The trading position is highlighted in the LGSS Strategic Plan, and is being managed to come into balance by the end of 2018-19.

Savings delivery

8. The budget savings tracker shows current savings at risk totalling £1,280k of which £870k is as a result of the revised go live date of the new ERP system. Mitigating savings will need to be found to offset non deliverable savings to deliver services to budget. A summary of the current RAG rating of budget proposals by Directorate is shown below:

Directorate Summary of Savings Proposals	Summary Proposal By Value and Directorate				
	No. of proposals	Total Savings	Red	Amber	Green
Human Resources	6	633	235	0	398
Law and Governance	2	57	0	0	57
Business Services, Systems and Change	7	773	400	0	373
Information Technology	3	575	0	375	200
Finance Services	6	928	445	0	483
Total	24	2,966	1,080	375	1,511

RAG Assessment of Savings Proposals (Number)



Capital position

9. The table below summarises the capital projects within LGSS. LGSS projects are all fully funded from either external funding sources or by the individual authorities discretionary funding. There is a forecast overspend of £1,167k on capital with the majority of this being due to the revised implementation date of Agresso Gold Build and additional specialist support being required. Appendix 5 gives further detail on a scheme by scheme basis.

Authority	Expenditure Profile							Funding Profile		
	Exp Budget	Prev Year's Exp	Actuals 2017-18	Forecast 2017-18	Forecast Future Years	Total Life of Project	Over / (Under) Spend v Approved Exp	External	Discretionary	Total Funding of Project
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
NCC	20,991	18,836	1,917	538	46	21,402	346	753	10,208	10,402
CCC	1,428	1,107	0	508	0	1,615	187	0	1,428	1,428
MKC	6,204	3,952	-368	2,604	650	6,838	634	0	6,204	6,204
TOTAL	28,623	23,895	1,549	3,650	696	29,855	1,167	753	17,840	18,034

Appendix 1

2017-18 Monitoring Detail – LGSS Operational Budgets

Finance Services Directorate

	Previous Forecast Variance £000	Gross Exp Budget £000	External Income Budget £000	Internal Income Budget £000	Full Year Budget £000	Actual to Sep £000	Pressures £000	Full Year Forecast Variance £000
Finance Services Directorate:								
Professional Finance								
CCC	0	1,742	-50	-248	1,445	631	105	0
MKC	0	1,861	-53	-64	1,744	730	0	0
NCC	0	1,427	-57	-243	1,128	767	105	0
LGSS Director of Finance	0	172	0	0	172	211	0	0
Premature Retirement	0	133	0	0	133	55	0	0
Costs								
Financial Operations	0	5,003	-312	-62	4,628	2,467	235	235
Integrated Finance Services	0	2,164	-578	-525	1,060	619	50	0
LGSS Business Planning & Finance	35	422	0	0	422	172	35	35
Audit & Risk	0	2,261	-492	-122	1,647	1,011	70	0
Pensions Operations	0	6,551	-6,551	0	0	1,398	0	0
Norwich	0	1,002	0	0	1,002	485	0	0
NBC	0	756	-5	0	751	258	0	0
Total Finance Services Directorate	35	23,493	-8,098	-1,264	14,132	8,803	600	270

The Directorate is forecasting a £270k variance.

There is a pressure of £210k within the professional finance teams. This relates to the original strategic plan saving for 2017-18, which has been superseded by the Milton Keynes partnership savings. The £210k will be absorbed in 2017-18 by NCC and CCC and either addressed as part of their budget setting process for 2018-19 or savings identified to achieved this on an on-going basis.

There are pressures within Financial Operations due to the jointly agreed rescheduled Go Live date of ERP gold, and due to potential redundancy costs. These pressures are currently estimated at £235k but will continue to be reviewed until the project is complete. It is anticipated that part of the pressure will be mitigated through vacancies, and met in service, with the remaining pressure being met through use of the partnership contingency.

The Integrated Finance Service is managing a pressure of £50k as a result of the need to use agency staff to cover key roles in respect of the year end statutory accounts due to staff turnover. Permanent recruitment to these roles will be completed in the next couple of months. The vacancy factor built into the budget is also causing a pressure for the service. The income target from schools is forecast to be achieved and if exceeded will also help to mitigate this pressure.

There is a pressure of £35k on the LGSS Business Planning and Finance team due to the vacancy factor built in to the budget, additional cost of agency staff and additional travel by staff whilst posts were vacant.

There is a pressure of £70k within Audit due to redundancy & pension strain costs. The deletion of this post was a decision that was made during the business case stage of the partnership with MKC, it is currently being reviewed as to whether MKC or LGSS should fund these costs. If these are LGSS costs then it will result in the service overspending.

The actual to September expenditure is behind profile in MKC Professional Finance due to year end accruals for redundancy and pension strain costs. In NCC & Audit recharges and income will be received during the second half of the year. There is expenditure relating to NBC within LGSS Director of Finance which will be moved. Income budgets within Integrated Financial Services need to be reprofiled to reflect when the income will be received. Pensions Operations has a zero net budget, therefore throughout the year the actual to date expenditure will always exceed the budget.

Human Resources Directorate

	Previous Forecast Variance £000	Gross Exp Budget £000	External Income Budget £000	Internal Income Budget £000	Full Year Budget £000	Actual to Sep £000	Pressures £000	Full Year Forecast Variance £000
Human Resources Directorate:								
HR Central Management	0	150	0	0	150	87	0	0
Policy & Strategy	0	1,911	-113	-170	1,629	751	0	0
HR Business Partners								
CCC	0	1,178	0	-97	1,081	561	0	-131
NCC	0	1,158	0	0	1,158	499	0	-169
MKC	0	914	0	-55	859	3,836	10	10
NCC Schools Income	0	0	-250	0	-250	-115	0	0
MKC Schools	0	111	-197	0	-86	-105	0	0
Learning & Development	0	5,610	-2,107	-214	3,289	1,529	150	150
Transactional Services	0	2,288	-383	-162	1,743	1,227	304	304
NCC – loss of advertising income	350	0	-350	0	-350	0	350	350
MKC- undeliverable trading Schools targets	217	0	-262	0	-262	0	217	217
Total HR Directorate	567	13,320	-3,662	-698	8,961	8,270	1,031	731

The Directorate is forecasting a £731k overspend. £567k of this is due to being underfunded, as outlined directly below, and these pressures will be met by the individual partnering authorities. In addition, £63k of forecast underspend is in accordance with agreed reductions in service for NCC. £184k of overspend arising from the revised implementation date for the ERP system is anticipated to be met from the partnership contingency. The anticipated overspend to LGSS is therefore £43k.

NCC funded its Payroll Services using income from a schools portal that charged for advertising on it. A policy decision was taken by NCC to improve recruitment for teachers in Northamptonshire by offering this service to schools for free, at a loss of £350k. This has been accepted as underfunding by NCC.

MKC set trading targets for schools (via MKSP) that were not deliverable. This was accepted at the point the LGSS Partnership started and suggested mitigations were not accepted so this has been accepted as an MKC responsibility for their MTFP. The underfunding within this trading is 217k.

The CCC HR Business Partner team is underspending due to staff vacancies, which the service is currently looking to fill.

There is a planned underspend on the NCC HR Business Partner team due to delays in the implementation of the new proposed staff structure for 2016-17 to meet an NCC request for £63k in year savings. Services are being reduced and if demand is not manageable a PAYG offer is being made with wider HR resources.

Learning & Development will incur development costs in 2017-18 relating to the launch of the national apprenticeship scheme, however this will enable income to be generated in future years.

MKC have requested the corporate training budget and supporting role for the council within Learning and Development be returned to the council. This is a budget of £140k with associated savings of £14k for 2018-19 and beyond, and includes 1.5FTE posts. In addition, it has been agreed that from the 1st December 2017 the CCC Traded Services administration team will return to CCC. This will equate to a budget transfer of £92k for a full year with an impact in 2017-18 of £31k. Change request forms have now been completed for both transfers and these changes will be reflected in budgets in future reports.

There are pressures of £305k within Transactional Services due to the jointly agreed revised go live date of ERP Gold and continued use of agency staff. It is anticipated that this overspend will be partially offset by the use of the £184k partnership contingency. The forecast may reduce if there is further capitalisation to the ERP project.

The actual to date expenditure is greater than the full year budget within MKC Business Partner team as £3.5m of expenditure has been coded there in error and will be moved. Expenditure is incurred in advance of income being received within Transactional Services.

Business Services, Systems & Change Directorate

	Previous Forecast Variance	Gross Exp Budget	External Income Budget	Internal Income Budget	Full Year Budget	Actual to Sep	Pressures	Full Year Forecast Variance
	£000	£000	£000	£000	£000	£000	£000	£000
Business Services, Systems & Change Directorate:								
BSSC Leadership	0	159	0	0	159	82	0	0
Procurement	0	1,471	-141	-22	1,308	575	0	0
Insurance	0	643	-24	-552	67	798	0	0
LGSS Business Systems & Change	0	4,120	-24	-160	3,936	2,768	400	400
Customer Engagement	0	402	0	0	402	224	0	0
Language Service	0	629	-680	-65	-116	8	0	0
Business Development	0	131	0	0	131	117	0	0
Revenues & Benefits (MKC)	0	4,740	-962	0	3,778	1,936	0	0
Revenues & Benefits (NBC)	0	4,079	-737	-15	3,328	1,710	0	0
Total BSSC Directorate	0	16,374	-2,568	-814	12,993	8,218	400	400

The Directorate is forecasting a £400k overspend.

There is a £400k pressure within Business Systems, due to the revised jointly agreed go live date of ERP gold. It is envisaged that this slippage in delivery of the 2017-18 saving will be mitigated by the partnership contingency.

For the LGSS Business Systems & Change service the actuals are ahead of the profile because there is a timing difference in respect of the transfer of certain costs to capitalise expenditure in year.

For the Language service costs are billed in arrears, and there is unbilled income at the end of September. Once processed this additional income will bring the position back in line with the budget and indicating a potential surplus at year end.

Information Technology Directorate

	Previous Forecast Variance £000	Gross Exp Budget £000	External Income Budget £000	Internal Income Budget £000	Full Year Budget £000	Budget to Aug £000	Actual to Aug £000	Pressures £000	Full Year Forecast Variance £000
IT Directorate:									
Cambridgeshire County Council	0	2,204	0	-887	1,317	492	998	150	150
MKC IT	82	3,245	-103	-50	3,092	1,128	715	82	82
MKC IT Schools	0	496	-562	0	-66	-238	195	0	0
Northamptonshire County Council	0	3,259	-39	-618	2,602	1,084	1,098	0	0
Norwich	0	2,508	-250	0	2,258	1,034	1,233	0	0
NHFT	0	3,324	-253	0	3,072	1,280	2,133	0	0
Strategy & Architecture	0	879	-16	-100	763	315	348	0	0
Digital Services	0	1,857	0	-970	887	343	974	120	0
Service Delivery	0	1,290	0	-397	893	420	648	0	0
Service Improvement	40	0	0	0	0	0	40	40	40
Total IT Directorate	122	19,062	-1,223	-3,022	14,818	5,858	8,382	392	272

The Directorate is forecasting an overspend of £272k.

There are pressures within the CCC IT operational Budgets of £150k in this financial year. These stem primarily from the current funding model within CCC, with a high level of internal trading/cross charging and significant IT expenditure budgets still held outside of IT, as well as the increased costs from implementing the Platform Stability Plan. Work with colleagues in the IT & Digital Service is underway to review the overall IT budget and propose a new model for the funding of IT within CCC from next financial year.

There are pressures of £82k within the MKC IT budget, £52k unachievable income target in MKC non schools trading, and a historical £30k grant income budget which is no longer received. The £64k 17-18 & £98k 16-17 savings target regarding the Data Centre move, can not be met from the IT budet, but will be realised as a result of moving from Saxon court, and the savings will be received directly by MKC, therefore a budget adjustment from MKC needs to offset this target.

The £120k pressure within Digital Services is mitigated through recovery of costs through recharging.

There is a forecast overspend of £40k for unfunded costs involved in developing a new front end for the "Let's Go Direct" self-service solution which are shown as Service Improvement costs.

The actuals may appear slightly out of sync due to recharging that hasn't been processed.

LGSS Law and Governance Directorate

	Previous Forecast Variance £000	Gross Exp Budget £000	External Income Budget £000	Internal Income Budget £000	Full Year Budget £000	Actual to Sep £000	Pressures £000	Full Year Forecast Variance £000
LGSS Law and Governance Directorate:								
Democratic Support Services	0	1,489	-137	-19	1,333	601	0	0
CCC Corporate Legal Budget	0	102	0	0	102	14	0	0
Total LGSS Law and Governance Directorate	0	1,591	-137	-19	1,435	615	0	0

The Directorate is forecasting a nil variance.

Although LGSS Law Ltd. is now a separate entity, LGSS budgets for the payment of a dividend which then reduces the net cost to the original partner authorities.

Appendix 2

Summary Position on LGSS Carry Forwards (pre MKC)

Directorate	Service Area	Title	Total Carry Forward	Re-assigned	2017-18 Forecast Drawn Down	Needed 2018-19
			£000	£000	£000	£000
HR	Learning & Development	Infrastructure investment for the development of the Learning Pool – the online training system for all LGSS customers.	95	0	-95	0
BSSC	Revenue & Benefits	LGSS R&B OBC / new systems development	325	0	-325	0
Finance	Strategic Assets	Asset Management Database	58	0	-58	0
BSSC	Customer Engagement & Business Development	Website development to support new business	34	0	-34	0
Cross-Cutting		Smoothing of planned trading income 17-18	318	0	-217	-101
Total			829	0	-728	-101

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 or 2016-17, leaving a current balance of £75k.

Summary Position on LGSS Carry Forwards (post MKC)

Directorate	Service Area	Title	Total Carry Forward	Re-assigned	2017-18 Forecast Drawn Down	Needed 2018-19
			£000	£000	£000	£000
IT		Service Desk Replacement solution	120	0	-120	0
IT		Central Operations Programme and Resource Management	85	0	-85	0
IT		The LGSS Digital Service	110	0	-110	0
IT		The adoption of “Cloud” Services	85	0	-85	0
Finance	Integrated Finance Service	Critical Short Term Resourcing Pressure to Deliver the Statutory Accounts to the LGSS Partners and NBC	30	0	-30	0

Finance	Finance Operations	Increase debt recovery capacity	50	0	-50	0
HR	Learning & Development	Learning Pool and Evolve	30	0	-30	0
BSSC	Procurement	Implementation of strategic sourcing approach	100	0	-100	0
BSSC	Revenues & Benefits	Benefit Recovery Funding	240	0	-240	0
BSSC	Customer Engagement and Business Development	Website development to support new business	15	0	-15	0
Cross Cutting		MKC PDA Savings 2016-17	292	0	-292	0
Total			1,157	0	-1,157	0

Total of carry forwards pre and post MKC

Directorate	Service Area	Title	Total Carry Forward	Re-assigned	2017-18 Forecast Drawn Down	Needed 2018-19
			£000	£000	£000	£000
Total			1,986	0	-1,885	-101

Appendix 3

Summary Position on LGSS Reserves

Reserve	Opening balance 1 April 2017	Forecast Movements in year		Forecast Closing balance 31 March 2018	Commentary on expected movements
		Transfers to reserves	Transfers from reserves		
	£000	£000	£000	£000	£000
Reserve for reinvestment in services	1,376	0	-1,376	0	Transfers to reinvest in services as set out in Appendix 2
Trading reserve	318	0	-217	101	Forecast movement as planned in the approved Strategic Plan
Partnership contingency	292	477	-769	0	Forecast movements to offset pressures arising from revised ERP implementation date
Total	1,986	477	2,362	101	

Appendix 4

2017-18 Monitoring Detail – Budgets managed by LGSS on behalf of others.

	Previous Forecast Variance £000	Gross Exp Budget £000	External Income Budget £000	Internal Income Budget £000	Full Year Budget £000	Actual to Sep £000	Full Year Forecast Variance £000
Cambridgeshire County Council:							
Insurance	0	2,074	0	0	2,074	0	0
External Audit	0	141	0	0	141	106	0
Members Allowances	0	1,032	0	0	1,032	448	0
Finance	0	295	-318	0	-23	557	0
Information Technology	68	4,573	-200	-2,088	2,285	2,851	68
Total	68	8,115	-518	-2,088	5,508	3,962	68
Milton Keynes Council:							
Human Resources	0	209	0	-30	179	115	0
Revenue & Benefits	0	0	-1,727	0	-1,727	-1,222	0
Information Technology	0	1,325	0	-666	659	401	0
Total	0	1,534	-1,727	-696	-889	-706	0
Northampton Borough Council:							
External Audit	0	260	0	0	260	0	0
Information Technology	0	1,271	0	0	1,271	769	0
Insurance	0	754	0	26	781	98	-87
NBC Managed Income	0	0	-2,312	0	-2,312	0	0
Total	0	2,285	-2,312	26	0	867	-87
Northamptonshire County Council:							
External Audit	0	244	0	0	244	17	0
Pensions	90	0	0	0	0	0	90
Policy and Strategy	0	382	0	-17	365	128	0
Information Technology	167	3,891	0	-46	3,845	4,668	167
Democratic Services	-15	1,360	0	0	1,360	574	-40
Total	242	5,877	0	-63	5,814	5,387	217

Cambridgeshire County Council

There is a forecast over spend of £68k due to an increase in cost of corporate telephony with CCC IT due to the end of the contract.

Milton Keynes Council

There are no reported variances on the budgets managed by LGSS on behalf of Milton Keynes.

Northampton Borough Council

The forecast underspend of £87k on insurance is the result of the recent tender.

Northamptonshire County Council

There is a £90k forecast variance with regard to unfunded pension costs for LGSS Law within NCC. IT are forecasting a pressure of £167k which is due to overspends on paper and land lines. In order to reduce the overspend on paper the budget needs to be centralised. In terms of land lines there are 3 sites remaining to migrate which will reduce the costs. There is a forecast underspend on Chairman's and Member's Allowances within Democratic Services.

Section 3 - LGSS Capital Budget Monitoring – September 2017

Appendix 5

Approved Capital Programme 2017-18 onwards

LGSS Jointly funded schemes are:

Next Generation ERP (NCC, CCC, MKC)

Civica ICON (NCC CCC MKC NBC)

NCC	Expenditure Profile							Funding Profile		
All Figures in £000's Scheme Name	Exp Budget	Prev Year's Exp	Actuals 2017-18	Forecast 2017-18	Forecast Future Years	Total Life of Project	Over/ (Under) Spend v Approved Exp	External	Discretionary	Total Funding of Project
Project Angel & NGW IT	5,500	5,355	490	-229		5,616	116	0	5,500	5,500
Microsoft ESA & ECI 2014-17	1,525	1,266	0	259		1,525	0	0	1,525	1,525
Next Generation ERP	1,368	545	1,270	-260		1,620	187	100	1,268	1,368
Date Centre Refurbishment	994	860	49	85		994	0	94	900	994
Civica ICON	267	221	8	38		267	0	0	267	267
Next Generation / Model Office	383	151	31	202		384	1		232	232
Other Schemes – 2017-18 budget less than £200k	10,954	10,438	69	443	46	10,996	42	559	516	516
Total	20,991	18,836	1,917	538	46	21,402	346	753	10,208	10,402

- The IT Infrastructure capital expenditure outturn for 2017-18 stands at £2,455k.
- The Project Angel & NGW IT project is forecast to overspend by £116k.
- The ERP (Agresso Gold Build) go-live date has been moved, initially to the start of October, and together with the need for more specialist support has resulted in an overrun on the project budget. A £1,008k forecast overspend is being reported of which the NCC share is £187k. It has since been announced that there is a further ERP Gold go-live delay to April 2018, additional costs and their split between the Partners is to be agreed. The expenditure to date is in excess of the budget due to the need to recharge costs to CCC.

CCC	Expenditure Profile							Funding Profile		
All Figures in £000's	Exp Budget	Prev Year's Exp	Actuals 2017-18	Forecast 2017-18	Forecast Future Years	Total Life of Project	Over/ (Under) Spend v Approved Exp	External	Discretionary	Total Funding of Project
Next Generation ERP*	1,428	1107	0	508	0	1,615	187	0	1,428	1,428
Total	1,428	1,107	0	508	0	1,615	187	0	1,428	1,428

- The ERP (Agresso Gold Build) go-live date has been moved, initially to the start of October, and together with the need for more specialist support has resulted in an overrun on the project budget. A £1,008k forecast overspend is being reported of which the CCC share is £187k. The project is not currently showing any 2017-18 actual spend to date as expenditure is to be recharged from within NCC accounts in March. It has since been announced that there is a further ERP Gold go-live delay to April 2018, additional costs and their split between the Partners is to be agreed.
- Civica ICON is currently being reported as part of a Corporate Scheme called 'Citizen First'.

MKC	Expenditure Profile							Funding Profile		
All Figures in £000's	Exp Budget	Prev Year's Exp	Actuals 2017-18	Forecast 2017-18	Forecast Future Years	Total Life of Project	Over/ (Under) Spend v Approved Exp	External	Discretionary	Total Funding of Project
Data Hosting	3,557	2254	-221	1,524	0	3,557	0	0	3,557	3,557
ERP Gold	1,600	1,551	0	683	0	2,234	634	0	1,600	1,600
Revenue and Benefits System	900	0	0	250	650	900	0	0	900	900
Civica Icon #	147	147	-147	147	0	147	0	0	147	147
Total	6,204	3,952	-368	2,604	650	6,838	634	0	6,204	6,204

- The ERP Gold go-live date has been moved, initially to the start of October, and together with the need for more specialist support has resulted in an overrun on the project budget. The overall costs and split have been agreed with the respective S151 officers at £634k for MKC (total £1,008k), additional funding has been requested and is progressing for approval. It has since been announced that there is a further ERP Gold go-live delay to April 2018, additional costs and their split between the Partners is to be agreed.
- The Civica Icon project is complete, awaiting invoice. £3k of funding has been returned to source.