

**Corporate Services and LGSS Cambridge Office**

**Finance and Performance Report – May 2016**

**1. SUMMARY**

**1.1 Finance**

Previous Status	Category	Target	Current Status	Section Ref.
N/A	Income and Expenditure	Balanced year end position	Red	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
May (Number of indicators)	0	3	8	11

**2. INCOME AND EXPENDITURE**

**2.1 Overall Position**

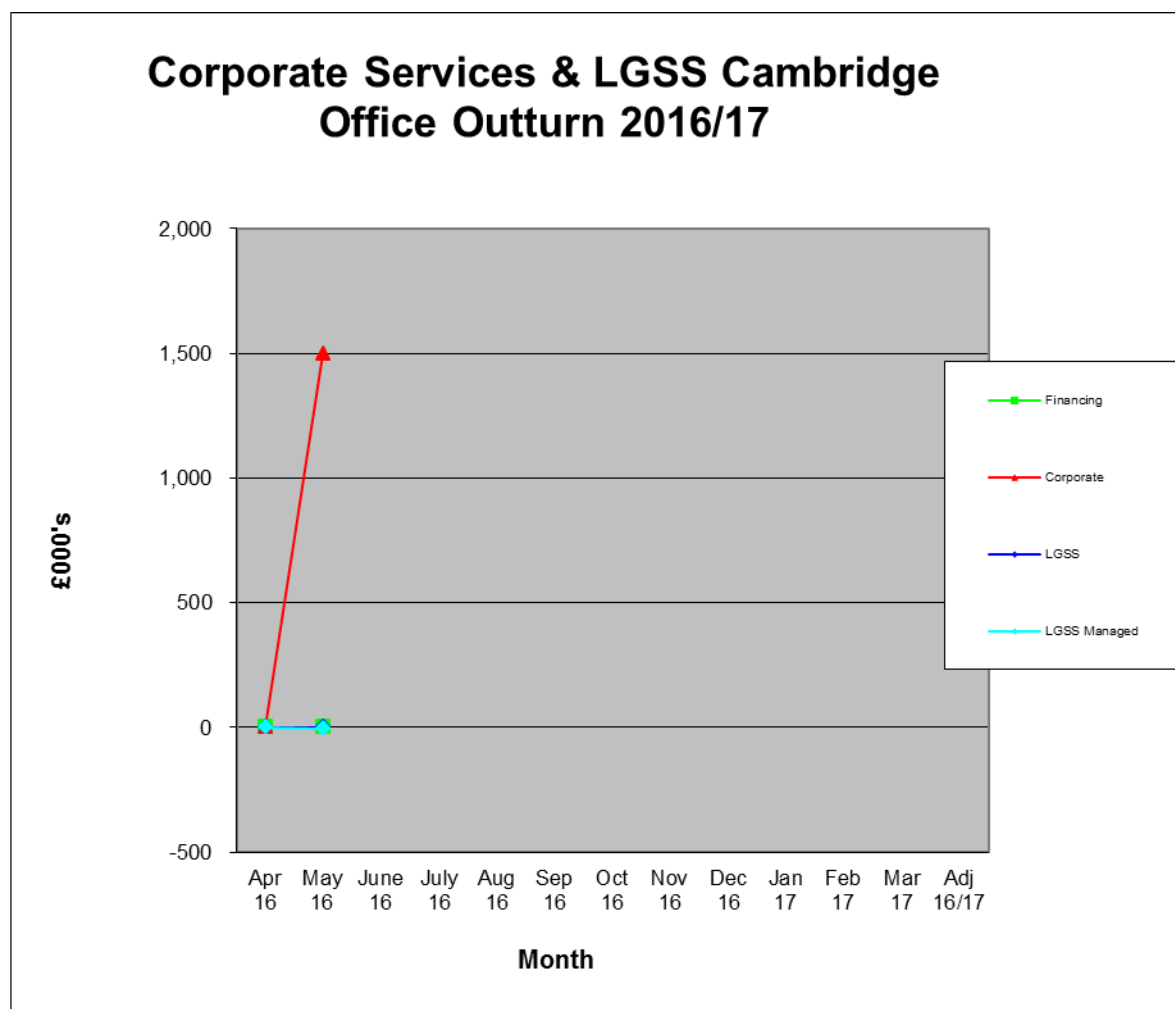
Original Budget as per BP <sup>1</sup>	Directorate	Current Budget	Forecast Variance - Outturn (Apr)	Forecast Variance - Outturn (May)	Forecast Variance - Outturn (May)	Current Status
£000		£000	£000	£000	%	
4,674	Corporate Services	4,778	0	1,501	31	Red
8,720	LGSS Managed	8,724	0	-4	0	Green
34,206	Financing Costs	34,206	0	0	0	Green
<b>47,600</b>	<b>Sub Total</b>	<b>47,707</b>	<b>0</b>	<b>1,497</b>		
9,589	LGSS Cambridge Office	9,682	0	0	0	Green
<b>57,189</b>	<b>Total</b>	<b>57,389</b>	<b>0</b>	<b>1,497</b>		

<sup>1</sup> 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.

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

The service level budgetary control report for LGSS Cambridge Office for May 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 £1,501k.
- 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 timing of the consultation process. The forecast is based on an assumption that new structures will not be in place until 1 January 2017. In reality some changes will occur prior to this point and therefore the forecast under achievement of the saving of £1,500k is the worst case. Furthermore officers are currently working on the implementation of a wider review of spans of control and tiers of management, as discussed at the GPC Workshop, which could see some further negation of this projection within the current financial year.

### 2.2.2 Significant Issues – LGSS Managed

- LGSS Managed is currently predicting a year-end underspend of £4k.
- There are no exceptions to report this month.

### 2.2.3 Significant Issues – Financing Costs

- Financing costs are currently predicted to be on target.
- There are no exceptions to report this month.

### 2.2.4 Significant Issues – LGSS Cambridge Office

- LGSS Cambridge Office is currently predicting a breakeven position. Any year-end deficit / surplus is subject to a sharing arrangement with Northamptonshire County Council, 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 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 May.

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 Services:

	£	Notes
Transfer of SLA budget from CFA to Contact Centre	77	
Non material virements (+/- £30k)	27	

### LGSS Managed:

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

**LGSS Cambridge Office:**

	£	Notes
Transfer of Reablement budget from CFA to LGSS Finance	113	
Non material virements (+/- £30k)	-10	

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 £324k in 2016/17 and there is £5k 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 May.

- LGSS Managed has a capital budget of £18.6m in 2016/17 and there is spend to date of £827k. It is currently expected that the programme will be fully spent at year-end and the total scheme variances will amount to an underspend of £2.0m across the programme.

As reported in 2015/16, a reduction in the estimated cost of final retention payments for the Awdry House site has increased the predicted total scheme underspend to £1.1m. This work is expected to be completed in 2016/17.

As reported in 2015/16 the works planned under the Carbon Reduction scheme were reviewed in 2014/15 and a new schedule was agreed. As reported in 2014/15, the agreed work plan is expected to deliver a total scheme underspend of £0.65m. This work is expected to be completed in 2016/17.

The Renewable Energy Soham scheme has been revised to incorporate increased costs due to currency changes re solar panels (£400k) and additional grid connection costs (£120k).

The Implementing IT Resilience Strategy for Data Centres scheme has been rephased, resulting in an increase of £500k in the budget for 2016/17. This will not affect the overall scheme cost.

- 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 new exceptions to report for May.

## Funding

- In light of the significant slippage experienced in recent years due to deliverability issues with the programme, the Capital Programme Board has recommended that a 'Capital Programme Variations' line be included for each Service which effectively reduces the programme budget. This budget is forecast to be fully achieved at this stage, but as forecast underspends start to be reported, these will be netted off against the forecast outturn for the variation budget, resulting in a forecast balanced budget up until the point if/when slippage exceeds the variation budget.
- Corporate Services has capital funding of £405k in 2016/17. This incorporates £40k funding for schemes carried-forward from 2015/16, to be approved as part of the overall 2015/16 capital programme carry-forward in the Integrated Finance & Performance Report.
- LGSS Managed has capital funding of £19.2m in 2016/17. This incorporates £2.1m funding for schemes carried-forward from 2015/16, to be approved as part of the overall 2015/16 capital programme carry-forward in the Integrated Finance & Performance Report. As outlined above, this figure also incorporates the increased costs of the Renewable Energy Soham scheme (£516k) and rephasing of the Optimising IT for Smarter Business Working scheme (£500k), which will need to be funded from increased borrowing.
- The Capital Programme Variation for Corporate Services and LGSS Managed has resulted in a reduction of £3,891k in the programme budget, with a corresponding reduction in required funding.
- Capital receipts estimates have been reduced by £4m to reflect the latest estimates for sales expected with high probability in 2016/17. This has resulted in an increase in the expected requirement for public borrowing of the same amount.
- LGSS Cambridge Office has capital funding of £773k in 2016/17. This incorporates £184k funding for schemes carried-forward from 2015/16, to be approved as part of the overall 2015/16 capital programme carry-forward in the Integrated Finance & Performance Report.
- The Capital Programme Variation for LGSS Cambridge Office has resulted in a reduction of £155k in the programme budget, with a corresponding reduction in required funding.

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	%	03/03/16	90.0%	97.0%	Green	↑	
For context only - number of FOI requests received annually	Annually	Low	Num	05/04/16	N/A*	1,228	N/A	N/A	
Proportion of customer complaints received in the month before last that were responded to within minimum response times	Monthly	High	%	11/04/16	90.0%	93.2%	Green	↓	
For context only - number of complaints received annually per thousand population	Annually	Low	Num	27/04/15	N/A*	1.68**	N/A	N/A	
Proportion of all transformed transaction types to be completed online by 31 March 2015***	Annually	High	%	11/04/16	75.0%	76.1%	Green	↑	
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	
<b>LGSS Managed Services</b>									
Strategy and Estates – capital receipts target managed and achieved	Quarterly	High	%	02/02/16	98% (£250k gross)	115.0%	Green	↑	
Strategy and Estates – farm estates income demanded and collected on time	Half-yearly	High	%	10/03/16	95% (£3.9m gross)	96.2%	Green	↓	
IT – availability of Universal Business System****	Quarterly	High	%	02/02/16	95.0%	94.0%	Amber	↓	
IT – incidents resolved within Service Level Agreement	Quarterly	High	%	02/02/16	90.0%	97.0%	Green	↑	

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	%	01/04/16	97.5%	99.7%	Green	N/A	
Percentage of invoices paid within term cumulative for year to date	Monthly	High	%	01/04/16	97.5%	99.7%	Green	N/A	
Total debt as a percentage of turnover	Monthly	Low	%	01/04/16	10.0%	11.1%	Amber	↓	6.6% last period
Percentage of debt over 90 days old	Monthly	Low	%	01/04/16	20.0%	27.6%	Amber	↓	15.9 last period

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

The variances to the end of May 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 (Apr) £000	Forecast Variance - Outturn (May) £000	%
<u>Corporate Services</u>					
-846	Director, Policy & Business Support	-820	0	1,501	183
198	Chief Executive	198	0	0	0
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	277	0	0	0
0	Service Transformation	0	0	0	0
-1	Smarter Business	-1	0	0	0
545	Strategic Marketing, Communications & Engagement	545	0	0	0
165	Elections	165	0	0	0
908	Redundancy, Pensions & Injury	908	0	0	0
1,434	City Deal	1,434	0	0	0
-101	Grant Income	-141	0	0	0
<b>4,674</b>		<b>4,778</b>	<b>0</b>	<b>1,501</b>	<b>31</b>
<u>LGSS Managed</u>					
1,122	Building Maintenance	1,121	0	0	0
-3,453	County Farms	-3,453	0	0	0
5,052	County Offices	5,045	0	0	0
-10	Effective Property Asset Management	0	0	0	0
141	External Audit	141	0	0	0
1,894	Insurance	1,894	0	0	0
1,869	IT Managed	1,869	0	0	0
1,020	Members' Allow ances	1,020	0	-4	0
131	OWD Managed	131	0	0	0
108	Subscriptions	108	0	0	0
1,000	Transformation Fund	1,000	0	0	0
-53	Authority-wide Miscellaneous	-53	0	0	0
-100	Grant Income	-100	0	0	0
<b>8,720</b>		<b>8,724</b>	<b>0</b>	<b>-4</b>	<b>0</b>
<u>Financing Costs</u>					
34,206	Debt Charges and Interest	34,206	0	0	0
<b>47,600</b>	<b>CORPORATE SERVICES TOTAL</b>	<b>47,707</b>	<b>0</b>	<b>1,497</b>	<b>3</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	%
Director, Policy & Business Support	-820	-1,501	183%
<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 timing of the consultation process. The forecast is based on an assumption that new structures will not be in place until 1 January 2017. In reality some changes will occur prior to this point and therefore the forecast under achievement of the saving of £1,500k is the worst case. Furthermore officers are currently working on the implementation of a wider review of spans of control and tiers of management, as discussed at the GPC Workshop, that could see some further negation of this projection within the current financial year.</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
<b>Grants as per Business Plan</b>	Public Health	201
LGA Digital Transformation		40
Non-material grants (+/- £30k)		
<b>Total Grants 2015/16</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	
Non-material virements (+/- £30k)	27	
<b>Current Budget 2015-16</b>	<b>4,778</b>	

### LGSS Managed:

	£000	Notes
<b>Budget as per Business Plan</b>	<b>8,720</b>	
Non-material virements (+/- £30k)	4	
<b>Current Budget 2015-16</b>	<b>8,724</b>	

### Financing Costs:

	£000	Notes
<b>Budget as per Business Plan</b>	<b>34,206</b>	
Non-material virements (+/- £30k)	0	
<b>Current Budget 2014/15</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 31/05/16	Notes
	£'000	£'000	£'000	
<b><u>General Reserve</u></b>				
Corporate Services Carry-forward	1,218	-1,501	-283	1
subtotal	1,218	-1,501	-283	
<b><u>Equipment Reserves</u></b>				
Postal Service	57	0	57	
subtotal	57	0	57	
<b><u>Other Earmarked Funds</u></b>				
Travellers Support Officer	0	0	0	2
Shape Your Place - Fenland Grant	18	0	18	
Green Spaces	0	0	0	
Election Processes	325	0	325	
EDRM Project	232	0	232	
City Deal - NHB funding	699	0	699	
subtotal	1,274	0	1,274	
<b><u>Short Term Provisions</u></b>				
Transforming Cambridgeshire	962	0	962	3
Transformation Fund	250	0	250	
Earith Bridge Travellers Site	0	0	0	4
Community Resilience	100	0	100	
subtotal	1,312	0	1,312	
<b>TOTAL</b>	<b>3,862</b>	<b>-1,501</b>	<b>2,361</b>	

#### Notes

- 1 The year-end position reflects the Corporate Services overspend of £1,501k.
- 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 31/05/16	Notes
	£'000	£'000	£'000	
<b><u>Equipment Reserves</u></b>				
Corporate Infrastructure Replacement & Renewals	0	0	0	
Corporate ICT Assets	0	0	0	
Corporate Telephony	0	0	0	
subtotal	0	0	0	
<b><u>Other Earmarked Funds</u></b>				
Manor school site demolition costs	233	24	257	1
CPSN Partnership Funds	149	0	149	2
subtotal	382	24	405	
<b><u>Short Term Provisions</u></b>				
Insurance Short-term Provision	2,324	0	2,324	
SPV provision	50	0	50	
External Audit Costs	89	0	89	
Insurance MMI Provision	1,182	0	1,182	
Back-scanning Reserve	56	0	56	
Contracts General Reserve	893	0	893	
Operating Model Reserve	1,000	0	1,000	
subtotal	5,595	0	5,595	
<b><u>Long Term Provisions</u></b>				
Insurance Long-term Provision	3,613	0	3,613	
subtotal	3,613	0	3,613	
<b>SUBTOTAL</b>	<b>9,589</b>	<b>24</b>	<b>9,613</b>	
<b><u>Capital Reserves</u></b>				
Effective Property Asset Management Receipts	0	0	0	
MAC - One Public Estate	230	0	230	
General Capital Receipts	0	80	80	3
P&P Commissioning (Property)	422	0	422	
IT for Smarter Business Working	0	0	0	
Blackwell Travellers Site	0	0	0	
subtotal	652	80	732	
<b>TOTAL</b>	<b>10,241</b>	<b>104</b>	<b>10,345</b>	

### **Notes**

- 1 Rental income from Bellerbys buildings on Manor School site is being held to offset demolition costs when the lease expires in 2021.
- 2 Funds ring-fenced for CPSN partnership to be used for procurement of replacement contract.
- 3 Capital Receipts achieved in 2016/17 will be used to fund the capital programme at year-end.

## CS APPENDIX 6 – Capital Expenditure and Funding

### Capital Expenditure

Corporate Services & LGSS Managed Capital Programme 2015/16						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 (May) £000	Forecast Variance - Outturn (May) £000	Total Scheme Revised Budget £000	Total Scheme Forecast Variance £000
	<b>Corporate Services</b>						
33	Office Portfolio Rationalisation	60	5	60	-	300	-
345	Essential CCC Business Systems Upgrade	345	-	345	-	345	-
-	- Other Schemes	-	-	-	-	-	-
-	- Capital Programme Variations	(81)	-	(81)	-	-	-
<b>378</b>		<b>324</b>	<b>5</b>	<b>324</b>	-	<b>645</b>	-
	<b>LGSS Managed</b>						
550	EPAM - Shire Hall Campus	550	8	550	-	6,209	-
-	- EPAM - Fenland	20	0	20	-	6,596	(1,115)
400	EPAM - Local Plans Representations	400	31	400	-	4,284	-
500	EPAM - County Farms Viability	500	38	500	-	2,604	-
600	EPAM - Building Maintenance	600	177	600	-	6,000	-
1,105	EPAM - Sawston Community Hub	1,105	1	1,105	-	1,309	-
-	- EPAM - Other Committed Projects	87	188	96	9	4,043	(237)
8,251	EPAM - Renewable Energy Soham	10,225	250	10,225	-	10,336	-
-	- EPAM - Housing Provision on CCC Portfolio	203	12	203	-	105,797	-
481	EPAM - MAC Market Towns Project	481	-	481	-	1,481	-
-	- Carbon Reduction	214	-	214	-	1,673	(650)
250	Energy Efficiency fund	250	-	250	-	1,000	-
1,150	Optimising IT for Smarter Business Working	1,638	-	1,638	-	3,863	-
900	IT Infrastructure Investment	912	-	912	-	2,400	(0)
-	- Cambridgeshire Public Sector Network	33	99	33	-	5,554	-
1,000	Microsoft Enterprise Agreement	1,000	-	1,000	-	1,902	-
250	Implementing IT Resilience Strategy for Data Centres	250	-	250	-	500	-
20	Other Schemes	120	22	120	(0)	300	-
<b>15,457</b>		<b>18,588</b>	<b>827</b>	<b>18,597</b>	<b>9</b>	<b>165,851</b>	<b>(2,003)</b>
-	- Capital Programme Variations	(3,810)	-	(3,810)	-	-	-
<b>15,835</b>	<b>TOTAL</b>	<b>15,102</b>	<b>832</b>	<b>15,111</b>	<b>9</b>	<b>166,496</b>	<b>(2,003)</b>

### Previously Reported Exceptions

There are no exceptions to report.

## 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 (May) £000	Forecast Funding Variance Outturn (May) £000
	<b>Corporate Services</b>			
378	Prudential Borrowing	337	337	-
<b>378</b>		<b>337</b>	<b>337</b>	<b>-</b>
	<b>LGSS Managed</b>			
10,268	Capital Receipts	10,268	6,249	(4,019)
-	- Other Contributions	-	-	-
-	- Developer Contributions	-	-	-
5,189	Prudential Borrowing	4,497	8,525	4,028
<b>15,457</b>		<b>14,765</b>	<b>14,774</b>	<b>9</b>
<b>15,835</b>	<b>TOTAL</b>	<b>15,102</b>	<b>15,111</b>	<b>9</b>

## Previously Reported Exceptions

There are no previous exceptions to report.

## 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	%	03/03/16	1 - 31 March 2016	90%	97.0%	Green	↑	105 FOI requests due for closure in May 2016 with 102 closed on time.
<i>For context only - number of FOI requests received annually</i>	<i>Annually</i>	<i>Low</i>	<i>Num</i>	05/04/16	1 April - 31 March 2016	<i>N/A*</i>	1,228	<i>N/A</i>	<i>N/A</i>	<i>* No target or RAG status for this indicator. Purpose is to set the context.</i>  2015/16 - 1228 2014/15 - 1177 2013/14 - 1153 2012/13 - 899 2011/12 - 917 2010/11 - 834  <i>Running total will be collected quarterly. Data to be next reported on in July 2016 for Q1 2016/17.</i>
Proportion of customer complaints received in the month before last that were responded to within minimum response times	Monthly	High	%	11/04/16	1-31 January 2016	90%	93.2%	Green	↓	Number of customer complaints for March 2016 = 151  <u>Breakdown of March 2016 figures</u> 32 complaints were received for CFA in March and 28 were responded to in time. This was a pass rate of 87.5%.  110 complaints were received for ETE in January and 101 were responded to in time. This was a pass rate of 91.8%.  9 complaints were received for CS&T in January. All were responded to on time which meant a pass rate of 100%.
<i>For context only - number of complaints received annually per thousand population</i>	<i>Annually</i>	<i>Low</i>	<i>Num</i>	27/04/15	1 April 2014 - 31 March 2015	<i>N/A*</i>	1.68**	<i>N/A</i>	<i>N/A</i>	<i>* No target or RAG status for this indicator. Purpose is to set the context.</i> <i>** Based on Cambridgeshire Insight mid-2013 population estimate of 635,100 residents</i>  <i>Data to be next reported on in May 2016 for period of 1 April 2015 - 31 March 2016</i>
Proportion of all transformed transaction types to be completed online by 31 March 2015***	Annually	High	%	11/04/16	1 January - 31 March 2016	75%	76.1%	Green	↑	<i>To be next reported on in July 2016 for Q1 2016/17 and year end.</i>
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	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.
Measure	Reporting frequency	What is good	Unit	Data last entered	Time period covered	Target	Actual	RAG status	Direction of travel	Comments

LGSS Managed Services										
Strategy and Estates – capital receipts target managed and achieved	Quarterly	High	%	02/02/16	1 October - 31 December 2015 (Q3)	98% (£250k gross)	115.0%	Green	↑	<p>Q2 2015/16 - 99% Q1 2015/16 - 110%</p> <p>The target for 2015/16 is £3.705m. This is broken down into cumulative quarterly targets as follows: Q1 = £0.25m; Q2 = £1.50m; Q3 = £2.00m Q4 = £3.705m.</p> <p><i>To next be reported on in May 2016 for Q4 2015/16 and year-end.</i></p>
Strategy and Estates – farm estates income demanded and collected on time	Half-yearly	High	%	10/03/16	1 October - 31 December 2015 (Q3)	95% (£3.9m gross)	96.2%	Green	↓	<p>The target is made up of two rent runs and it is the collection of these that we monitor in July (for the April rents) and January (for the October rents). The delay in closing off the chasing of these debts is because of the different type of farm tenancies and the agricultural law that covers them.</p> <p>In October 2015 we sent out invoices valued £1,791,425 and there is £67,580 still to collect (3.77% of total) and so remain above the KPI threshold.</p> <p><i>To next be reported on in May 2016 for Q4 2015/16 and year-end</i></p>
IT – availability of Universal Business System****	Quarterly	High	%	02/02/16	1 October - 31 December 2015 (Q3)	95%	94.0%	Amber	↓	<p>In October 2015 issues were experienced with access to external websites and there were also problems with corporate remote access (Juniper). In November 2015 there were still ongoing issues to external websites, problems with access to ONE and AFM. Also significant performance issues caused by problems with the Storage Area Network over a 2 week period.</p> <p>Q2 2015/16 - 100.0% Q1 2015/16 - 100.0%</p> <p><i>To next be reported on in May 2016 for Q4 2015/16 and year-end.</i></p>
IT – incidents resolved within Service Level Agreement	Quarterly	High	%	02/02/16	1 October - 31 December 2015 (Q3)	90%	97.0%	Green	↑	<p>Improvement in performance can be seen following the recruitment of extra staff, using the workspace more effectively and transferring the NoCC calls to the NCC helpdesk.</p> <p>Q2 2015/16 - 83% Q1 2015/16 - 98%</p> <p><i>To next be reported on in May 2016 for Q4 2015/16 and year-end.</i></p>

## LGSS APPENDIX 1 – Service Level Budgetary Control Report

The variances to the end of May 2015 for LGSS Cambridge Office are as follows:

### Budgetary Control Report 2016/17

The variances to the end of May 2016/17 for the Corporate Directorates are:

Original Budget as per BP £000	Service	Current Budget for 2016/17 £000	Forecast Variance - Outturn (Apr) £000	Forecast Variance - Outturn (May) £000	%
<b><u>LGSS Cambridge Office</u></b>					
<b><u>Central Management</u></b>					
62	Service Assurance	2	0	0	0
-8,787	Trading	-8,706	0	0	0
587	LGSS Equalisation	431	0	0	0
-410	Grant Income	-220	0	0	0
<b>-8,548</b>		<b>-8,492</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Finance &amp; Property</u></b>					
1,019	Chief Finance Officer	1,049	0	0	0
1,955	Professional Finance	1,985	0	0	0
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>0</b>	<b>0</b>	<b>0</b>
<b><u>Milton Keynes Council</u></b>					
740	Audit	448	0	0	0
213	Procurement	319	0	0	0
<b>954</b>		<b>767</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>People, Transformation &amp; Transactional</u></b>					
1,312	HR Business Partners	1,328	0	0	0
322	HR Policy & Strategy	334	0	0	0
1,852	LGSS Programme Team	1,852	0	0	0
291	Organisational & Workforce Development	300	0	0	0
2,327	Revenues and Benefits	2,382	0	0	0
1,277	Transactional Services	1,241	0	0	0
<b>7,381</b>		<b>7,436</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Law &amp; Governance</u></b>					
425	Democratic & Scrutiny Services	425	0	0	0
-174	LGSS Law Ltd	-219	0	0	0
<b>250</b>		<b>205</b>	<b>0</b>	<b>0</b>	<b>0</b>
5,184	<u>IT Services</u>	5,201	0	0	0
<b>9,589</b>	<b>Total LGSS Cambridge Office</b>	<b>9,682</b>	<b>0</b>	<b>0</b>	<b>0</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	Current Variance		Forecast Variance - Outturn	
		£'000	%	£'000	%
There are no significant variances to report this month for LGSS Cambridge Office.					

## 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 31/05/16	Notes
	£'000	£'000	£'000	
<b><u>General Reserve</u></b>				
LGSS Cambridge Office Carry-forward	1,013	0	1,013	
subtotal	1,013	0	1,013	
<b><u>Other Earmarked Funds</u></b>				
Counter Fraud Initiative	130	0	130	
subtotal	130	0	130	
<b>SUBTOTAL</b>	<b>1,143</b>	<b>0</b>	<b>1,143</b>	
<b>TOTAL</b>	<b>1,143</b>	<b>0</b>	<b>1,143</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 (May) £000	Forecast Variance - Outturn (May) £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 (May) £000	Forecast Funding Fariance Outturn (May) £000
1,104	Prudential Borrowing	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.