

LGSS 2017-18 Carry Forward Requests			Appendix 2 (b)		
No	Service Description	Description of Bid	Cost £k	Summary of benefits	Financial Measurable Outcome
1	IT	Service Desk Replacment solution	120	<p>1. Service Desk solution replacement; following extensive negative feedback from user satisfaction surveys and other sources work has started on replacing the user facing front end of “Let’s Go Direct” – the front door to LGSS Services. Further investment will be required to replace the whole LANDesk system. The intention will be to simplify and improve the customer experience, with more contacts being self-service, using automation wherever possible which will not only improve perception but also ultimately reduce cost. The replacement system will be simpler and wherever possible using a commercial off-the-shelf solution. Estimated cost £120k will pay for initial development and it is expected this will become self-financing with improvements generating savings allowing for further development and so on.</p>	Replacing the Service Desk solution will allow more automation and reduce physical phone call to the desk. This is across all help desks, not just IT so savings will come across LGSS - for IT the direct staff saving is expected to be one FTE from the IT Service Desk - 25k. These are likely to be replicated elsewhere but this will be a directorate decision but estimated at £50-75k in years 1. There wil also be reduced maintenance costs for the LANDesk solution estimated at £15k. All of these are repeatable.
2	IT	Central Operations Programme and Resource Management	85	Central Operations Programme and Resource Management – There is a new large volume of IT Projects driven by business	This role will be key to delivering a co-ordinated delivery of projects. It is expected that this role will be able to be partially covered by recharging to Capital and partly covered by savings as the IT teams merge into a central function from 2018-19.

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				<p>is a very large volume of IT Projects driven by business transformation and this coupled with a large IT Transformation programme has created a huge and complex set of projects with more than 400 currently in progress across LGSS. In addition the ubiquity of IT means almost all projects now involve IT and the adoption of true Digital First approaches by the partners will increase this. A full time senior Programme Director managing the projects in the new Central Operations team is required to manage this at a loaded cost of about £85k. This will be a permanent role but it would be expected that the role will be funded from savings delivered in future years as IT teams merge into Central functions.</p>	<p>The benefit will be a faster and more responsive IT department enabling projects to be delivered quicker, reducing costs to the busienss and increasing the beneifts of business transformation which will be delivered faster. The actual immediate cost is expected to be cost neutral to IT with improvements generated enabling the role to be funded for future years, although an extra cash saving is not expected.</p>

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3	IT	The LGSS Digital Service	110	<p>3. The LGSS Digital Service is a new direction for IT, developing a true Digital First capability in house enabling true end-to-end digital projects to be developed in new, agile ways. This has already been approved in Cambridgeshire – the first end-to-end integrated solution is live, the second is in final testing and these first two alone will generate £100k+ per annum savings for CCC. Further short-term funding is requested to grow capacity (£50k), capability through training and re-training (£30k) and initial software purchases (30k). This too will be expected to be self-funding as it will generate income from partners doing more work in-house and give an opportunity to sell solutions to other authorities (e.g. current conversation with Derbyshire CC). In addition this work will give capacity to develop the Health and Social Care Shared Systems and Record, needed to join up Health and Social Care services in County Councils and the NHS.</p>	<p>This is a setup cost as part of creating the new service which has already generated additional income for LGSS from CCC and NCC, and reduced external spend by these councils. The savings are expected to be delivered by cost avoidance as the digital service is 25-35% of the cost of doing transformation with external suppliers, so the benefit will be cost avoidance of circa £1M to shareholding authorities</p>

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4	IT	The adoption of "Cloud" Services	85	The adoption of "Cloud" Services is a continuous and growing theme in IT delivery offering flexibility, automation and new ways of delivering which LGSS IT already use to develop and test new services. However, so-called "Public Cloud" is actually very expensive compared to managing services in house – a good analogy is the difference in cost in renting a car and buying one outright: it's good if you need something flexible for a short while, but prohibitively expensive for long term requirements. However the flexibility and resourcing benefits are attractive and so LGSS are developing a true Hybrid Cloud, maximising the flexibility whilst retaining the lower costs and ownership. Work has been started as part of the ERP Gold project but more is needed to deliver this in this FY. Ultimately this will avoid costs by reducing the making the IT infrastructure more efficient, and by offering opportunities to the wider public sector and £85k will move this into a live pilot.	This will generate additional income from other bodies estimated at £40k in 2017-18 and ultimately reduce capital spend to shareholding councils.
5	Integrated Finance Services	Critical Short Term Resourcing Pressure to Deliver the Statutory Accounts to the LGSS Partners and NBC	29.6		This investment is designed to ensure the delivery of the statutory accounts for the Partners and NBC. The financial benefit will be the avoidance of audit overrun fees due to the accounts and required working papers not being ready in time and to the required quality for the audit. There are also qualitative benefits in terms of avoiding the reputational risk of not having the accounts

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				<p>This carry forward request is being made to support the actual delivery of one of the key requirements of the Integrated Finance Service in its first year of operation. Ensuring a successful set of accounts and associated processes will provide the platform required to deliver the earlier closure of accounts in subsequent years (statutory deadlines being brought forward), the work for which will need to begin in the autumn as soon as the 2016/17 accounts are concluded. The measurable outcome will be the delivery of the 4 sets of statutory accounts and the LGSS accounts with clean audits by the required deadlines.</p>	<p>prepared by the required deadlines or having qualified accounts.</p> <p>It is estimated that audit overruns could be in anywhere in the region of £20k plus per authority through the managed audit budgets without this investment.</p> <p>It should be noted that there still remains a risk of audit overrun fees through audit findings during the course of the audits unrelated to the preparation of the accounts and working papers.</p>

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6	Finance Operations	Increase debt recovery capacity	50	<p>A package of improvement measures has been agreed with Northamptonshire via the Debt Management Board with reporting monthly being undertaken. The indicators for the LGSS services have all shown positive improvement during the last financial year, for example, increasing the total volume of invoices on direct debit from 50% to 59% and those collected at financial assessment stage from 50% to 80% and maintaining the levels of aged debt with the resources available has been a significant achievement.</p> <p>By increasing the number of Senior Debt Officers by two (so one for each Authority) we will be able to specifically target over 361+ aged debt to drive down the overall amount. This activity coupled with the continuing activities that have enable us to stabilise the position will result in an overall reduction in aged bad debt and the provision required by each Authority.</p>	

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7	HR Corporate Training (MKC)	Learning Pool and Evolve	29.5	<p>Implementation of a talent management programme for middle to senior managers at MKC as part of their workforce development priorities</p> <p>Improved retention of middle to senior managers within MKC</p> <p>Improved leadership and management confidence and confidence within MKC</p> <p>Improved Learning and Development Offer for MKC workforce including; self service booking, leadership and management content, IT, webinars, e-learning, on-line resources.</p> <p>Improved middle and senior management retention rates</p> <p>Improved employee engagement scores within the organisation</p> <p>Improved absence management rates Increased accessibility and range of learning and development materials therefore leading to more confident and competent workforce.</p>	Financial benefit will be realised by improved service delivery and retention of Senior Management talent within the organisation including reduced absence.

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8	Procurement	Implementatio n of strategic sourcing approach	100	<p>The carry forward is requested to accelerate the introduction of a strategic sourcing approach and is based on</p> <p>The primary objective is to improve the contribution from Procurement in terms of being able to support the delivery of our Partner Councils future financial savings targets and where feasible exceed these targets through our contribution.</p> <p>The objective from 2018/19 is that the additional contribution from a strategic sourcing approach will lead to a higher level of savings contribution with a share of these savings being returned by partner Councils to ensure the additional capacity/expertise is self-funding and does not add to the existing Procurement Budget. The objective over time will be to extend this concept to reduce the existing core funding as well</p>	<p>2017/18 is about up skilling and equipping team but as a minimum target to deliver savings from contracts budgeted for by individual Council Directorates that match the value of any carry forward.</p> <p>From 18/19 the target will be to deliver new in year savings relating to contracts where the budget held within individual Council Directorates (approved by Finance) on a ratio of at least 5:1 in relation to any additional on going funding that is needed to deliver the required strategic sourcing approach.</p>

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9	Revenues & Benefits MKC	Benefit Recovery Funding	240	The MKC Revs and Bens Service requires this investment to clear the backlog and introduce the recommendations from the recent DWP visit. This will enable a truly joint shared Service to be in place in the first half of the 17/18 financial year	<p>then 9 vacant posts and due to recent resignation are likely to recruit 5 more full time officers – these take 6 – 9 months to fully train The initial 7 are 2 months into their training,</p> <ul style="list-style-type: none"> A number of contract staff are supporting this period and the 240k fund these from April 2017 for 6 months, Mark calculation of the £240k enclosed – its option 1 which is higher but with leave etc. it will come in lower. These officers were offered an extended contract due to losing officers upon implementation of IR35 to secure them for the period of transition, Offsite processing is also in place to clear 3,000 outstanding changes in circumstances over the next 10-12 weeks. A further contract will start shortly to supply 2 officers for 40 days each to work on the other work outstanding. Total outstanding at the start of the backlog clearance was 5238 claims and it will be 2,500 from mid-June. The DWP Performance Improvement team will be re – inspecting in July / August and we are confident that the measures in place will support being removed from the DWP’s inspection process in the future. Failure to clear the backlog and show progress could lead to direct intervention by

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				There is regular monitoring of the performance in the Revs and Bens Service. In line with the DWP recommendations joint performance targets are being prepared. As the plan is implemented reports will be provided to the Revs and Bens Joint Committee describing in detail the agreed measurable outcomes and progress against them. This will also be shared with the MKC Client as part of the Head of Service monthly one to ones with the Deputy s151 Officer. The Benefits backlog recovery plan will mitigate the potential loss in subsidy due to increased local authority error, which when above a	
	Customer Engagement and Business Development		15	The current CEBD carry forward allocation of £34k will not cover the full costs for the development of the new LGSS website (infrastructure build, design and content creation). The project costs have now been scoped, and we will require an additional £15k in order to design and build the new LGSS website.	
		Total New Bids	864.1		

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10	Customer Engagement and Business Development	To support new business	34	<p>This carry forward is to be used to contribute to the following:</p> <ul style="list-style-type: none"> - Development of a new LGSS website, including digital platform solution, hosting and design. - Engaging services to develop content for website – this will require the services of a copy writer for a period of 6 months. In addition, developing case studies to market LGSS as a proven and trusted provider. - Defining the key service offers identified as LGSS priority development areas: Procurement, Revs & Bens, ERP Gold and IT Services. - Promoting LGSS customer satisfaction ratings and measures To provide the Business Development and Marketing function with a key tool to promote LGSS and support with generating new business.Reduced drain on resources in fielding inappropriate contacts from potential customers who do not fit the LGSS business model – clear and simple content which describes LGSS service offer will therefore filter enquiries. <p>The current CEBD carry forward allocation of £34k will not cover the full costs for the development of the new LGSS website (infrastructure build, design and content creation). The project costs have now been scoped, and we will require an additional £15k in order to design and build the new LGSS website.</p>	<p>Value of new business generated</p> <p>Value of new business where initial enquiry made through website</p>

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11	Learning & Development	Learning Pool - Infrastructure investment for the development of the Learning Pool – the online training	95	<p>1. Modernised & Customer Centric 2. Integrate, centralise, dynamic link to ERP Gold Build 3. Improve Learner Outcomes & Experience 4. Employer of Choice 5. Supports Flexible Pricing Model) Measurable Outcome. Efficiency Savings - While the cost and ongoing maintenance of a new DLE platform will likely be cost neutral in fiscal terms compared with the current systems, the potential to release hidden savings in all aspects of the business through the automated management of learning is significant.</p> <p>Maintain and future proof now at no/cost neutral as opposed to leave and require a significant investment.</p> <p>Reduced costs to organisations/partners/customers – reduced printing, reduced travel, increased productivity through less downtime – information on demand, self-reliant achievers.</p> <p>Employer of Choice – “the benefits of adopting a digital workplace make a compelling business case. Consider the gains in: Talent attraction: 64% of employees would opt for a lower paying job if they could work away from the office.</p>	Financial benefit expected to be direct savings of between £21k - £36k
	Revenue & Benefits	LGSS R&B OBC / new systems development	325		
	Strategic Assets	Asset Management Database	58		
	Cross Cutting	Smoothing of planned trading income	213		
		Total Bids from existing LGSS reserve (pre April 17)	725		

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