

Corporate Services and LGSS Cambridge Office

Finance and Performance Report – March 2016

1. SUMMARY

1.1 Finance

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

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

Monthly Indicators	Red	Amber	Green	Total
March (Number of indicators)	0	2	9	11

2. INCOME AND EXPENDITURE

2.1 Overall Position

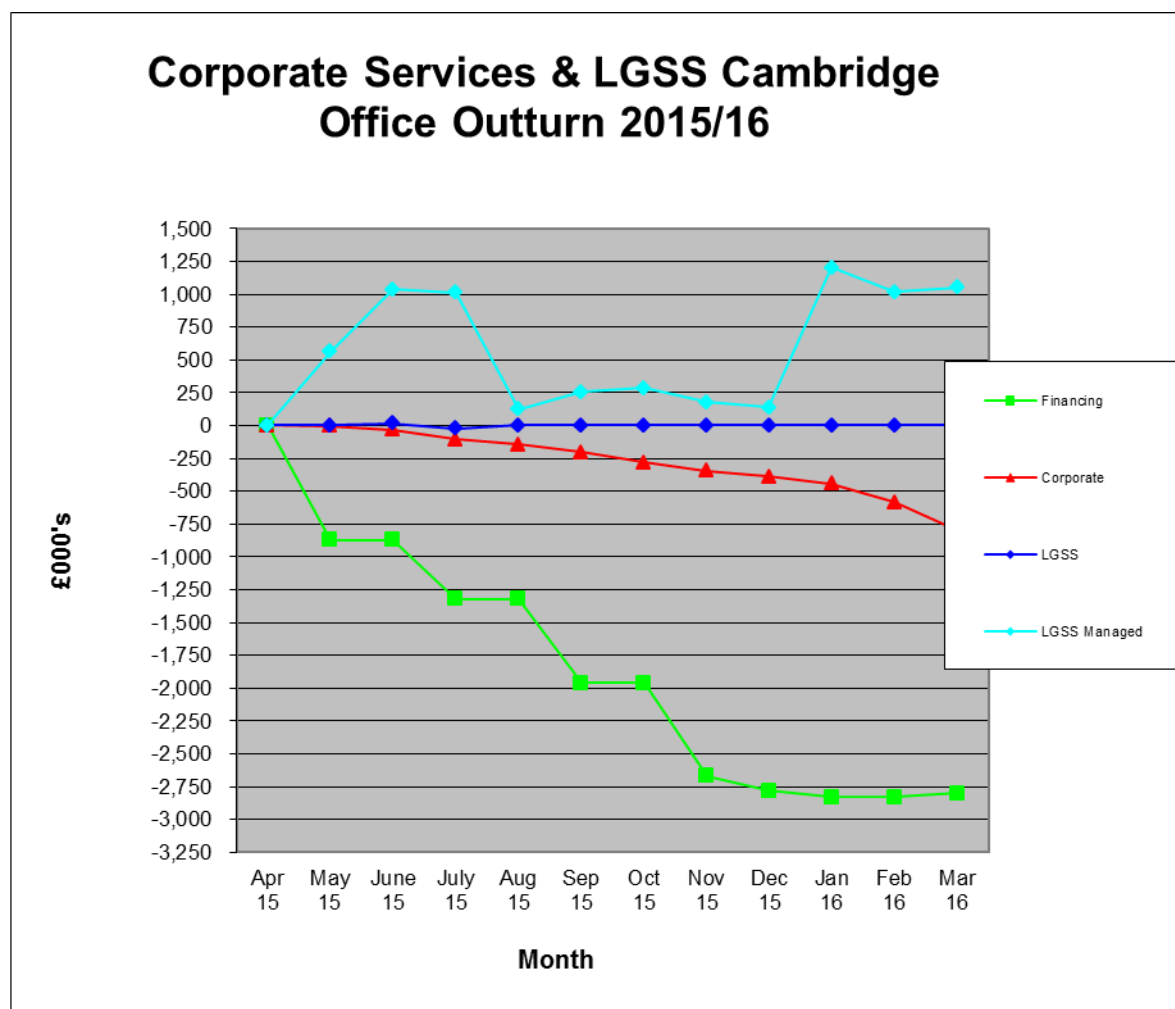
Original Budget as per BP ¹	Directorate	Current Budget	Forecast Variance - Outturn (Feb)	Forecast Variance - Outturn (Mar)	Forecast Variance - Outturn (Mar)	Current Status	DoT
£000		£000	£000	£000	%		
5,672	Corporate Services	7,083	-583	-792	-11	Green	↑
9,145	LGSS Managed	7,566	1,017	1,050	14	Amber	↓
35,460	Financing Costs	35,460	-2,830	-2,800	-8	Green	↓
50,277	Sub Total	50,109	-2,397	-2,542			
9,864	LGSS Cambridge Office	10,124	0	0	0	Green	↔
60,141	Total	60,233	-2,397	-2,542			

¹ 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 March 2016 can be found in [CS appendix 1](#).

The service level budgetary control report for LGSS Cambridge Office for March 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 underspend of £792k, which is a £209k increase on the figure reported last month.
- There is a predicted underspend of £320k on Digital Strategy, an increase of £144k on last month, which is due to further slippage on projects that will not now be completed in 2015/16.

2.2.2 Significant Issues – LGSS Managed

- LGSS Managed is currently predicting a year-end overspend of £1,050k, which is an increase of £33k from the previous month.
- There is a predicted overspend of £132k on Building Maintenance, an increase of £90k on the figure reported last month. This takes into account expected year end accruals totalling £213k.

- An underspend of £162k is currently predicted on Authority-wide Miscellaneous budgets although the position may change due to adjustments in the course of closing the accounts. This variance is due to a number of factors including an estimated ESPO rebate for 2015-16 which exceeds the budget set by £159k, and an adjustment of £150k in respect of Adult Social Care accruals 2014-15. These items are offset by a pressure of £149k due to additional employer's pension contributions.

2.2.3 Significant Issues – Financing Costs

- The forecast underspend on debt charges has decreased by £30k since last month due to a lower receipt than anticipated in respect of a Grafham Water Centre loan. The underspend is now predicted to be £2,800k and is largely as a result of a decision to continue with a strategy of internal borrowing as the health of the balance sheet has been stronger than anticipated. As a result investments have been drawn down as a surrogate for expensive long term borrowing.
- There are no new exceptions to report this month.

2.2.4 Significant Issues – LGSS Cambridge Office

- LGSS Cambridge Office is currently predicting a breakeven position at year-end.
- There is currently a forecast overspend of £479k against the Trading budget. There is a deficit of £691k on the consolidated trading position, which relates to the forecast shortfall on additional trading activity in 2015/16 to meet the revised income target. This shortfall will be met from the LGSS Smoothing Reserve.
- There are no new 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 this month.

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)

No virements were made this month to reflect changes in responsibilities.

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 £386k in 2015/16 and there is spend to date of £106k. It is currently expected that the programme will be underspent by £251k at year-end and the total scheme variances will amount to £0k across the programme.

There are no new exceptions to report for this month.

- LGSS Managed has a capital budget of £15.3m in 2015/16 and there is spend to date of £3.5m. It is currently expected that the programme will underspend by £8.5m at year-end and the total scheme variances will amount to an underspend of £9.3m across the programme.

Due to contractor delays, work on the EPAM – Renewable Energy Soham project will now commence in 2016-17, and therefore the scheme is now showing an underspend of £0.2m in 2015/16.

- LGSS Cambridge Office has a capital budget of £209k in 2015/16 and there is spend to date of £0k. It is currently expected that the programme will be overspent by £331k at year-end and the total scheme variances will amount to £0k across the programme.

This overspend is due to rephasing of the CCC share of costs for the implementation of the Next Generation ERP amounting to £515k, and partly offset by a predicted underspend of £184k on the R12 Convergence scheme. This will not affect the total scheme cost of the Next Generation ERP project.

Funding

- There are no key funding changes to report for March.

- Corporate Services has capital funding of £386k in 2015/16. As reported above, the Corporate Services budget is expected to underspend by £251k, which will result in a reduced funding requirement of this amount.

As a result of the reported underspend on the Corporate Services capital programme, the overall prudential borrowing requirement has reduced by £251k.

- LGSS Managed has capital funding of £15.3m in 2015/16. As reported above, the LGSS Managed budget is expected to underspend by £8.5m, which will result in a reduced requirement of funding of this amount.

As a result of the reported underspend on the LGSS Managed capital programme, the overall prudential borrowing requirement has reduced by £8.5m.

- LGSS Cambridge Office has capital funding of £209k in 2015/16. As reported above, LGSS Cambridge Office is expected to overspend by 331K, which will result in an increased funding requirement of this amount.

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

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

4. PERFORMANCE

4.1 The table below outlines key performance indicators for 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
Customer Service & Transformation									
Proportion of FOI requests responded to within timescales	Monthly	High	%	05/04/16	90.0%	89.0%	Amber	↓	
For context only - number of FOI requests received annually	Annually	Low	Num	05/04/16	N/A*	1,228	N/A	N/A	Running total will be collected quarterly. Data to be next reported on in July 2016 for Q1 2016/17.
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	Data to be next reported on in May 2016 for period of 1 April 2015 - 31 March 2016
Proportion of all transformed transaction types to be completed online by 31 March 2015***	Annually	High	%	11/04/16	75.0%	76.1%	Green	↑	To be next reported on in October 2015 for Q2 2015/16
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	To be next reported on in July 2016 for Q1 2016/17 and year end.
LGSS Managed Services									
Strategy and Estates – capital receipts target managed and achieved	Quarterly	High	%	02/02/16	98% (£250k gross)	115.0%	Green	↑	To next be reported on in May 2016 for Q4 2015/16 and year-end.
Strategy and Estates – farm estates income demanded and collected on time	Half-yearly	High	%	10/03/16	95% (£3.9m gross)	96.2%	Green	↓	To next be reported on in May 2016 for Q4 2015/16 and year-end.
IT – availability of Universal Business System****	Quarterly	High	%	02/02/16	95.0%	94.0%	Amber	↓	To next be reported on in May 2016 for Q4 2015/16 and
IT – incidents resolved within Service Level Agreement	Quarterly	High	%	02/02/16	90.0%	97.0%	Green	↑	To next be reported on in May 2016 for Q4 2015/16 and year-end.

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
LGSS Cambridge Office									
Percentage of invoices paid within term for month	Monthly	High	%	01/04/16	97.5%	99.8%	Green	↔	99.8% reported last period
Percentage of invoices paid within term cumulative for year to date	Monthly	High	%	01/04/16	97.5%	99.8%	Green	↑	99.7% reported last period
Total debt as a percentage of turnover	Monthly	Low	%	01/04/16	10.0%	4.2%	Green	↓	4.0% reported last period
Percentage of debt over 90 days old	Monthly	Low	%	01/04/16	20.0%	18.9%	Green	↑	22.6% reported last period

CS APPENDIX 1 – Corporate Service Level Budgetary Control Report

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

Original Budget as per BP £000	Service	Current Budget for 2015/16 £000	Forecast Variance - Outturn (Feb) £000	Forecast Variance - Outturn (Mar) £000	%
<u>Corporate Services</u>					
1,096	Director, Policy & Business Support	1,083	-116	-128	-12
296	Chief Executive	295	-79	-87	-30
433	Corporate Information Management	464	-1	-1	0
1,286	Customer Services	1,285	-113	-150	-12
511	Digital Strategy	826	-176	-320	-39
299	Research	333	-61	-57	-17
0	Service Transformation	256	1	0	0
136	Smarter Business	136	-1	-2	-1
656	Strategic Marketing, Communications & Engagement	550	-27	-37	-7
198	Elections	198	0	0	0
926	Redundancy, Pensions & Injury	926	-10	-11	-1
0	City Deal	917	0	0	0
-165	Grant Income	-186	0	0	0
5,672		7,083	-583	-792	-11
<u>LGSS Managed</u>					
1,137	Building Maintenance	1,108	42	132	12
-3,174	County Farms	-3,160	-314	-293	-9
5,497	County Offices	5,539	886	876	16
121	Effective Property Asset Management	121	-28	-28	-23
179	External Audit	179	0	44	25
1,483	Insurance	-518	1,150	1,150	222
1,834	IT Managed	2,216	-419	-357	-16
985	Members' Allowances	1,000	-56	-56	-6
128	OWD Managed	128	-28	-28	-22
106	Subscriptions	106	-2	-2	-2
1,000	Transformation Fund	1,000	-225	-225	-23
-53	Authority-wide Miscellaneous	-53	12	-162	-305
-100	Grant Income	-100	0	0	0
9,145		7,566	1,017	1,050	14
<u>Financing Costs</u>					
35,460	Debt Charges and Interest	35,460	-2,830	-2,800	-8
50,277	CORPORATE SERVICES TOTAL	50,109	-2,397	-2,542	-5
MEMORANDUM - Grant Income					
-165	Public Health Grant - Corporate Services	-136	0	0	0
-100	Public Health Grant - LGSS Managed	-100	0	0	0
0	Other Corporate Services Grants	-50	0	0	0
-265		-286	0	0	0

CS APPENDIX 2 – Commentary on Forecast Outturn Position

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

Service	Current Budget £'000	Forecast Variance - Outturn	
		£'000	%
Director, Policy & Business Support	1,083	-128	-12%
Director, Policy & Business Support is reporting an underspend of £128k. This is £12k higher than the figure reported last month and comprises £50k of savings through directorate efficiencies and £49k of salary savings following a restructure. The balance is due to savings on Chairman's allowances and postage costs.			
Customer Services	1,285	-150	-12%
There is a predicted underspend of £150k on Customer Services, an increase of £37k from the previous month. This is primarily due to underspends on salaries due to recruitment and retention issues. In addition there is a predicted saving of £10k on blue badge production and an increased income stream of £20k.			
Digital Strategy	826	-320	-39%
Digital Strategy is predicting an underspend of £320k, which is an increase of £144k on last month. This increase is due to slippage on projects that will now be completed in 2016/17. The balance of £56k is due to underspending on staffing.			
Building Maintenance	1,108	132	12%
Based on the latest information on yearend accruals it is anticipated that Building Maintenance will overspend by £132k, which is an increase of £90k from the position reported last month. As previously reported, there was a shortfall of £121k on the amount accrued in the 2014-15 accounts compared to invoices paid in respect of these accrued costs. This pressure has been partly offset by estimated costs of £65k to be charged to capital, £18k income from caretaker housing, and £5k of the 2014-15 costs which have now been re-assessed as relating to the 2015-16 financial year.			
County Farms	-3,174	-293	-9%
The forecast underspend reported by County Farms has reduced by £21k to £314k. As previously reported the underspend is due to postponement of some planned County Farms maintenance schemes and fewer calls than anticipated on the unplanned maintenance budget. In addition, an increase in rent income (£140k) following completion of 60 rent reviews during 2014/15 and a reassessment of the levels of income generation resulting from the ongoing programme of solar PV installations across the estate (£45k) contribute to the underspend.			
County Offices	5,534	+876	+16%
County Offices is forecasting an overspend of £876k, which is £10k lower than the figure reported last month. The rent negotiations for Babbage House have now been completed, and the agreed figure is lower than previously estimated. This will result in an increase of £17k in 2015-16 (compared to £47k previously predicted) and £26k per annum.			

Service	Current Budget £'000	Forecast Variance - Outturn £'000 %	
<p>Following delays in obtaining planning permission, the lease agreement for Castle Court was finally completed towards the end of January. As previously reported, the 50% rental period under the agreement was due to commence on 31st October 2015. Therefore the additional income predicted in 2015/16 has been reduced pro rata from £281k to £112k, which is unchanged from the figure reported last month. Also as reported last month, it is expected that there will be a subsequent reduction of around £30k in the rate rebate achieved.</p> <p>The pressure resulting from Children's Centre business rates received to date and an assessment of the potential liability for bills not yet received is now forecast to be in the region of £550k. This figure is unchanged from last month, but represents a reduction of around £50k from earlier estimates. Of this amount, £400k is the estimated liability for prior years billing and £150k relates to the estimated annual cost for 2015/16 onwards. The position will continue to be monitored and forecast outturn updated accordingly as further business rates bills are received. Officers are undertaking further work to verify the amount of the outstanding liability for bills not yet received.</p> <p>Full-year savings have now been realised in respect of the closure of Dryden House (£203k) and the cessation of Castle Court running costs (£347k). The prior-year savings target for a reduction of the property portfolio has therefore been fully achieved and progress is being made towards the new 2015/16 target (£400k), with a balance of £379k to be identified. In addition, there are a number of small budgetary pressures across the portfolio, amounting to £100k. These have been partially offset by a £42k reduction in the anticipated cost of Dryden House dilapidations.</p>			
Insurance	-518	1,150	222%
<p>Municipal Mutual Insurance (MMI) was the County Council's insurance provider until it ceased insurance business in 1992 as a result of its failing financial strength. In 2014 the MMI Scheme of Arrangement Levy was invoked, whereby the creditors became liable for the payment of a levy. MMI's financial position has continued to deteriorate and the insurance fund has a provision to fund the extension of the levy from 15% to 25%. However, actuaries predict the levy relating to claims prior to 1992 is likely to continue to increase and on this basis a further £1.15m provision is required to meet this historic liability.</p>			
IT Managed	2,216	-357	-16%
<p>An underspend of £357k is being reported on the IT Managed budgets. This is a reduction of £62k from the figure reported last month due to pressure from unbudgeted revenue costs on the mobile phone budget arising from the Smarter Business capital project. To contribute towards recovery of the overall LGSS Managed overspend the balance on the IT Asset replacement fund (£475k) will be written back to revenue. This is facilitated by the move towards provision of mobile devices, which are funded from the IT for Smarter Business Working capital scheme. This is partially offset by £54k net pressures across the centrally held budgets.</p>			

Service	Current Budget £'000	Forecast Variance - Outturn	
		£'000	%
Transformation Fund	1,000	-225	-23%
The Transformation Fund covers the costs of Section 188 redundancies. As previously reported, an underspend of £225k has been predicted and it is expected that this will be achieved.			
Authority-wide Miscellaneous	-53	-162	-305
An underspend of £162k is currently predicted on Authority-wide Miscellaneous budgets although the position may change due to adjustments in the course of closing the accounts. This variance is due to a number of factors including an estimated ESPO rebate for 2015-16 which exceeds the budget set by £159k, and an adjustment of £150k in respect of Adult Social Care accruals 2014-15. These items are offset by a pressure of £149k due to additional employer's pension contributions.			
Financing Costs	35,460	-2,800	-8%
The forecast underspend on debt charges has decreased by £30k since last month due to a lower receipt than anticipated in respect of a Grafham Water Centre loan. The underspend is now predicted to be £2,800k and is largely as a result of a decision to continue with a strategy of internal borrowing as the health of the balance sheet has been stronger than anticipated. As a result investments have been drawn down as a surrogate for expensive long term borrowing.			

CS APPENDIX 3 – Grant Income Analysis

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

Grant	Awarding Body	Expected Amount £000
Grants as per Business Plan	Public Health	236*
Non-material grants (+/- £30k)	Various	10**
Total Grants 2015/16		246

* The Public Health grant allocation for Corporate Services has been reduced by £29k, compared to the Business Plan figure of £265k.

** This relates to grant funding received during 2014/15, where conditions have now been met and so funding has been applied.

CS APPENDIX 4 – Virements and Budget Reconciliation

Corporate Services:

	£000	Notes
Budget as per Business Plan	5,673	
Transfer of Travellers Support budget to ETE	-51	
Transfer Green Spaces budget to ETE	-55	
Operational Savings Transfer 2015/16 - CRM System	150	
Operational Savings Transfer 2015/16 - Service Transformation Funding	256	
Operational Savings Transfer 2015/16 - Digital by Default	165	
Operational Savings Transfer 2015/16 - Digital Delivery Assistant	31	
City Deal budgets transferred from LGSS Managed	917	
Non-material virements (+/- £30k)	-3	
Current Budget 2015-16	7,083	

LGSS Managed:

	£000	Notes
Budget as per Business Plan	9,144	
Transfer of City Deal funding from New Homes Bonus to corporate ownership (ETE)	717	
Centralisation of mobile phone budgets from CFA, ETE, CS & LGSS	372	
Funding from reserves for Microsoft support extension	33	
Transfer additional City Deal funding from reserves	200	
Matching funding for annual insurance charges	-1,982	
City Deal budgets to be reported under Corporate Services	-917	
Non-material virements (+/- £30k)	-1	
Current Budget 2015-16	7,566	

Financing Costs:

	£000	Notes
Budget as per Business Plan	35,460	
Non-material virements (+/- £30k)	0	
Current Budget 2014/15	35,460	

CS APPENDIX 5 – Reserve Schedule

1. Corporate Services Reserves

Fund Description	Balance at 31 March 2015 (5)	Movements in 2015-16	Balance at 31/03/16	Forecast Balance at 31 March 2016	Notes
	£'000	£'000	£'000	£'000	
General Reserve					
Corporate Services Carry-forward	1,020	-602	417	1,209	1
subtotal	1,020	-602	417	1,209	
Equipment Reserves					
Postal Service	50	0	50	50	
subtotal	50	0	50	50	
Other Earmarked Funds					
Travellers Support Officer	45	-45	0	0	3
Shape Your Place - Fenland Grant	18	0	18	0	
Green Spaces	10	-10	0	0	3
Election Processes	180	0	180	368	2
EDRM Project	274	0	274	211	
subtotal	527	-55	472	579	
Short Term Provisions					
Transforming Cambridgeshire	962	38	1,000	950	4
Earith Bridge Travellers Site	43	-43	0	0	3
subtotal	1,005	-5	1,000	950	
TOTAL	2,602	-662	1,940	2,789	

Notes

- 1 The year-end position reflects the forecast Corporate Services underspend of £792k and £602k use of operational savings. Details on operational savings allocations can be found in CS Appendix 4.
- 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 The unapplied balances on the Fenland Social Media Cohesion grant and Heritage Lottery funding for the Cambridgeshire Local Nature Partnership and the short-term provision in respect of Earith Bridge Travellers Site have transferred to ETE following the Customer Service and Transformation restructure.
- 4 The current year-end position reflects £45k planned use for a post in Corporate Services and £5k agreed contribution to consultancy costs.
- 5 Balances brought forward have been amended following publication of the final Statement of accounts 2015-16.

2. LGSS Managed Reserves

Fund Description	Balance at 31 March 2015 (6)	Movements in 2015-16	Balance at 31/03/16	Forecast Balance at 31 March 2016	Notes
	£'000	£'000	£'000	£'000	
<u>Equipment Reserves</u>					
Corporate Infrastructure Replacement & Renewals	162	0	162	162	1
Corporate ICT Assets	475	0	475	0	
Corporate Telephony	5	0	5	5	
subtotal	642	0	642	167	
<u>Other Earmarked Funds</u>					
Manor school site demolition costs	139	94	233	233	2
CPSN Partnership Funds	59	120	179	0	4
subtotal	198	214	412	233	
<u>Short Term Provisions</u>					
Insurance Short-term Provision	2,324	0	2,324	2,324	5
External Audit Costs	154	0	154	154	
Insurance MMI Provision	32	0	32	1,150	
Back-scanning Reserve	56	0	56	0	
Contracts General Reserve	893	0	893	0	
Operating Model Reserve	1,000	0	1,000	1,000	
subtotal	4,460	0	4,460	4,629	
<u>Long Term Provisions</u>					
Insurance Long-term Provision	3,613	0	3,613	3,613	
subtotal	3,613	0	3,613	3,613	
SUBTOTAL	8,913	214	9,127	8,642	
<u>Capital Reserves</u>					
Effective Property Asset Management Receipts	0	4	4	0	3
General Capital Receipts	0	4,420	4,420	0	
P&P Commissioning (Property)	472	-50	422	422	
IT for Smarter Business Working	0	57	57	0	
Blackwell Travellers Site	9	-9	0	0	
subtotal	481	4,422	4,903	422	
TOTAL	9,394	4,636	14,031	9,064	

Notes

- 1 To contribute towards recovery of the overall LGSS Managed overspend the balance on the IT Asset replacement fund will be written back to revenue.
- 2 Rental income from Bellerbys buildings on Manor School site is being held to offset demolition costs when the lease expires in 2021.
- 3 Capital Receipts achieved in 2015/16 will be used to fund the capital programme at year-end.
- 4 £120k from MMS over recovery. Funds ring-fenced for CPSN partnership to be used for procurement of replacement contract.
- 5 Additional provision of £1.15m in 2015/16 accounts to cover predicted increases in the MMI Scheme of Arrangement Levy.
- 6 Balances brought forward have been amended following publication of the final Statement of accounts 2015-16.

CS APPENDIX 6 – Capital Expenditure and Funding

Capital Expenditure

Corporate Services & LGSS Managed Capital Programme 2015/16						TOTAL SCHEME	
Original 2015/16 Budget as per BP £000	Scheme	Revised Budget for 2015/16 £000	Actual Spend (to Mar) £000	Forecast Spend - Outturn (Mar) £000	Forecast Variance - Outturn (Mar) £000	Total Scheme Revised Budget £000	Total Scheme Forecast Variance £000
	Corporate Services						
	- Electronic Record Management	56	55	55	(1)	300	-
300	Essential CCC Business Systems Upgrade	300	51	50	(250)	300	-
	- Other Schemes	30	-	30	-	40	-
300		386	106	135	(251)	640	-
	LGSS Managed						
550	EPAM - Shire Hall Campus	937	540	600	(337)	6,524	(314)
	- EPAM - Fenland	20	(5)	-	(20)	6,596	(1,115)
45	EPAM - Local Plans Representations	389	166	200	(189)	1,548	-
1,000	EPAM - County Farms Viability	1,182	398	398	(784)	5,000	(2,396)
600	EPAM - Building Maintenance	600	270	400	(200)	6,000	-
1,180	EPAM - Sawston Community Hub	1,206	41	41	(1,165)	1,250	100
1,742	EPAM - East Barnwell Community Hub	1,911	69	69	(1,842)	2,000	-
	- EPAM - Other Committed Projects	167	(291)	113	(54)	2,043	(264)
203	EPAM - Renewable Energy Soham	242	-	-	(242)	12,030	(2,210)
200	EPAM - Housing Provision on CCC Portfolio	367	133	150	(217)	17,500	-
50	EPAM - Disposal / Relocation of Huntingdon Highways Depot	125	-	-	(125)	1,625	(1,625)
630	EPAM - MAC Market Towns Project	630	-	-	(630)	1,780	(300)
	- Carbon Reduction	593	379	380	(213)	1,673	(650)
1,840	Optimising IT for Smarter Business Working	2,273	951	1,376	(897)	3,432	-
950	IT Infrastructure Investment	1,708	236	1,008	(700)	2,400	-
	- Cambridgeshire Public Sector Network	189	52	106	(83)	5,554	-
500	Microsoft Enterprise Agreement	500	496	500	-	1,902	-
500	Implementing IT Resilience Strategy for Data Centres	500	1	250	(250)	500	-
1,000	Communications & Storage Infrastructure Refresh	1,000	-	1,000	-	1,000	-
395	Other Schemes	792	66	195	(597)	1,095	(506)
11,385		15,331	3,501	6,786	(8,545)	81,452	(9,281)
11,685	TOTAL	15,717	3,607	6,921	(8,796)	82,092	(9,281)

Previously Reported Exceptions

As reported in 2014/15, 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.

The EPAM – County Farms Viability is forecasting an in-year underspend of £0.8m. The level of funding required for this scheme has been reassessed for Business Planning and it has been determined that it can be reduced by £0.5m per year to better reflect actual activity with tenant farmers more cautious due to the unsettled global market. This will result in a total scheme underspend of £2.4m and the scheme budget will be adjusted as part of the 2016/17 Business Planning process.

The EPAM – Sawston Community Hub scheme is forecasting an in-year underspend of £1.1m. Group Leaders paused the project in November 2015 subject to clarification on the

long term strategy for library locations. A total scheme overspend of £0.1m is forecast as a result of an increase in construction costs due to the delays in construction.

Members have undertaken a review of the EPAM – East Barnwell Community Hub scheme and have decided that it should not progress in its current form. Work is underway to assess alternative options and a decision is due in March 2016 regarding how the scheme should progress. As a consequence, an in-year underspend of £1.8m is being reported. A feasibility study has been commissioned to reflect the mixed use scope now required and will be part of a revised scheme cost when costs have been refined.

The review of the EPAM – East Barnwell Community Hub and reassessment of EPAM – MAC Market Towns Project schemes identified above have impacted on the associated ring-fenced capital receipt generation, resulting in reduced funding of £0.8m. This has not adversely impacted on in-year prudential borrowing requirements.

Due to contractor delays, work on the EPAM – Renewable Energy Soham project will now commence in 2016-17, and therefore the scheme is showing an underspend of £0.2m in 2015/16. The expected total scheme cost has reduced to £9.8m due to a more accurate reflection of the costs following the production of a detailed business case. As a result there is a forecast total scheme underspend of £2.2m, which has been addressed as part of the current Business Planning process.

The EPAM – Disposal / Relocation of Huntingdon Highways Depot scheme is no longer required and so a total scheme underspend of £1.6m is being reported. This has been superseded by a new Joint Highways Depot scheme under Making Assets Count, which is being submitted via the 2016/17 Business Planning process.

The EPAM – MAC Market Towns Project has been reassessed for Business Planning, resulting in rephasing of activity from 2015/16 to 2016/17, producing an in-year underspend of £0.6m and a reduced total scheme cost (-£0.3m).

The Optimising IT for Smarter Business Working scheme is forecasting an in-year underspend of £0.9m. Expenditure has been rephased to reflect the priorities set by the County Council for the provision of the IT infrastructure and devices to support mobile working, and a revised timescale for implementation.

The IT Infrastructure Investment scheme is showing an in-year underspend of £0.7m. Expenditure has been rephased to better reflect timescales for the delivery of upgrades / refresh of the core IT software and hardware systems that underpin the use of IT across the Council.

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.

Capital Funding

Corporate Services & LGSS Managed Capital Programme 2015/16				
Original 2015/16 Funding Allocation as per BP £000	Source of Funding	Revised Funding for 2015/16 £000	Forecast Spend - Outturn (Mar) £000	Forecast Funding Variance - Outturn (Mar) £000
	Corporate Services			
300	Prudential Borrowing	386	135	(251)
300		386	135	(251)
	LGSS Managed			
4,531	Capital Receipts	4,531	4,740	209
-	Other Contributions	57	57	-
255	Developer Contributions	255	-	(255)
6,599	Prudential Borrowing	10,488	1,989	(8,499)
11,385		15,331	6,786	(8,545)
11,685	TOTAL	15,717	6,921	(8,796)

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	Year end RAG (2014-15)
Customer Service and Transformation											
Proportion of FOI requests responded to within timescales	Monthly	High	%	05/04/16	1 - 31 March 2016	90%	89.0%	Amber	↓	110 FOI requests due for closure in March 2016 with 98 closed on time. There were a high number of FOI requests due in March, including several complex requests. The team also had a high volume of requests under the Data Protection Act to deal with which diverted some resources from FOI.	Green
<i>For context only - number of FOI requests received annually</i>	Annually	Low	Num	05/04/16	1 April - 31 March 2016	N/A*	1,228	N/A	N/A	* No target or RAG status for this indicator. Purpose is to set the context. 2015/16 - 1228 2014/15 - 1177 2013/14 - 1153 2012/13 - 899 2011/12 - 917 2010/11 - 834 Running total will be collected quarterly. Data to be next reported on in July 2016 for Q1 2016/17.	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	1-31 January 2016	90%	93.2%	Green	↓	Number of customer complaints for January 2016 = 118 <u>Breakdown of January 2016 figures</u> 36 complaints were received for CFA in January and 29 were responded to in time. This was a pass rate of 80.6%. 68 complaints were recieved for ETE in January and 67 were responded to in time. This was a pass rate of 98.5%. 14 complaints were received for CS&T in January. All were responded to on time which meant a pass rate of 100%.	Amber
<i>For context only - number of complaints received annually per thousand population</i>	Annually	Low	Num	27/04/15	1 April 2014 - 31 March 2015	N/A*	1.68**	N/A	N/A	* No target or RAG status for this indicator. Purpose is to set the context. ** Based on Cambridgeshire Insight mid-2013 population estimate of 635,100 residents Data to be next reported on in May 2016 for period of 1 April 2015 - 31 March 2016	N/A
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	↑	To be next reported on in July 2016 for Q1 2016/17 and year end.	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)	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 2016 for year end.	N/A
Measure	Reporting frequency	What is good	Unit	Data last entered	Time period covered	Target	Actual	RAG status	Direction of travel	Comments	

LGSS Managed Services											
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	↑	Q2 2015/16 - 99% Q1 2015/16 - 110% 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. <i>To next be reported on in May 2016 for Q4 2015/16 and year-end.</i>	Green
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	↓	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. 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. <i>To next be reported on in May 2016 for Q4 2015/16 and year-end</i>	Green
IT – availability of Universal Business System****	Quarterly	High	%	02/02/16	1 October - 31 December 2015 (Q3)	95%	94.0%	Amber	↓	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. Q2 2015/16 - 100.0% Q1 2015/16 - 100.0% <i>To next be reported on in May 2016 for Q4 2015/16 and year-end.</i>	Green
IT – incidents resolved within Service Level Agreement	Quarterly	High	%	02/02/16	1 October - 31 December 2015 (Q3)	90%	97.0%	Green	↑	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. Q2 2015/16 - 83% Q1 2015/16 - 98% <i>To next be reported on in May 2016 for Q4 2015/16 and year-end.</i>	Green

LGSS APPENDIX 1 – Service Level Budgetary Control Report

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

Original Budget as per BP £000	Service	Look up	Current Budget for 2015/16 £000	Actual (Mar)	Forecast Variance - Outturn (Feb) £000	Forecast Variance - Outturn (Mar) £000	%
<u>LGSS Cambridge Office</u>							
<u>Central Management</u>							
162	Service Assurance	SA	19	41	-20	-25	-129
-8,905	Trading	Trad	-8,809	-7,467	452	479	5
353	LGSS Equalisation	Equal	530	216	0	0	0
-410	Grant Income	LGSS	-419	0	0	0	0
-8,799			-8,679	-7,209	432	454	5
<u>Finance & Property</u>							
1,048	Chief Finance Officer	HoF	1,113	1,042	30	0	0
894	Audit	Aud	713	542	-60	-60	-8
2,013	Professional Finance	Fin	1,986	1,954	-92	-85	-4
724	Property Operations & Delivery	POD	854	1,238	0	15	2
883	Strategic Assets	SAM	880	901	-50	-50	-6
0	Pensions Service	PS	0	34	0	0	0
5,562			5,546	5,711	-171	-180	-3
<u>People, Transformation & Transactional</u>							
1,277	HR Business Partners	HR	1,271	1,158	-80	-80	-6
315	HR Policy & Strategy	HRP&S	313	179	-107	-107	-34
1,880	LGSS Programme Team	LGSS PT	1,879	2,000	50	63	3
573	Organisational & Workforce Development	OWD	341	272	0	0	0
2,266	Revenues and Benefits	RB	2,327	2,298	0	0	0
1,157	Transactional Services	Trans	1,285	1,613	-100	-100	-8
7,468			7,416	7,521	-237	-225	-3
<u>Law & Governance</u>							
489	Democratic & Scrutiny Services	DSS	466	344	-61	-82	-17
-406	LGSS Law Ltd	LS	-174	382	50	50	29
364	Procurement	Proc	358	513	-38	-43	-12
447			650	1,239	-49	-75	-11
5,186	IT Services	IT	5,191	5,245	25	25	0
9,864	Total LGSS Cambridge Office		10,124	12,506	0	0	0
<u>MEMORANDUM - Grant Income</u>							
-220	Public Health Grant	LGSS PH	-220	-220	0	0	0
-190	Counter Fraud Initiative Grant	CFIG	-199	-199	0	0	0
-410			-419	-419	0	0	0

LGSS APPENDIX 2 – Commentary on Forecast Outturn Position

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

Service	Current Budget £'000	Forecast Variance - Outturn	
		£'000	%
Trading	-8,809	+479	+5%
<p>There is currently a forecast overspend of £479k against the Trading budget. There is a deficit of £691k on the consolidated trading position, which relates to the forecast shortfall on additional trading activity in 2015/16 to meet the revised income target. This shortfall will be met from the LGSS Smoothing Reserve.</p>			
HR Policy & Strategy	313	-107	-34%
<p>The reported underspend of £107k on HR Policy & Strategy is unchanged since last month and, as previously reported, is due to delays in recruitment to the Workforce Planning and Strategy team.</p>			
Transactional Services	1,285	-100	-8%
<p>As reported last month, Transactional Services is forecasting an underspend of £100k, which is unchanged from last month. The Service-wide restructure was implemented in August 2015 and has resulted in a number of vacancies which are actively being recruited to.</p>			

LGSS APPENDIX 3 – Grant Income Analysis

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

	Awarding Body	Expected Amount £'000
Grants as per Business Plan	Various	419*
Non-material grants (+/- £30k)		0
Total Grants 2014/15		419

* The Counter Fraud Initiative Fund grant received in 2015/16 is £9k more than the Business Plan figure of £190k.

LGSS APPENDIX 4 – Virements and Budget Reconciliation

	£'000	Notes
Budget as per Business Plan	9,864	
LGSS Transactions support from Reablement	34	
Transfer from CFA to Finance for Adults Accountant post	30	
Transfer from reserves to Strategic Assets for K2	36	
Transfer from reserves to LGSS Law Ltd	202	
Non-material virements (+/- £30k)	-42	
Current Budget 2015-16	10,124	

LGSS APPENDIX 5 – Reserve Schedule

Fund Description	Balance at 31 March 2015	Movements in 2015-16	Balance at 31/03/16	Forecast Balance at 31 March 2016	Notes
	£'000	£'000	£'000	£'000	
General Reserve					
LGSS Cambridge Office Carry-forward	1,003	-36	967	497	1
subtotal	1,003	-36	967	497	
Other Earmarked Funds					
Counter Fraud Initiative	130	0	130	0	2
subtotal	130	0	130	0	
SUBTOTAL	1,134	-36	1,097	497	
TOTAL	1,134	-36	1,097	497	

Notes

- 1 The year-end position reflects £505k expected use of operational savings. £36k has been drawn down in respect of K2 expenditure.
- 2 The Counter Fraud Initiative grant was unapplied in 2014/15 and so the balance was transferred to the earmarked reserve.

LGSS APPENDIX 6 – Capital Expenditure and Funding

Capital Expenditure

LGSS Cambridge Office Capital Programme 2015/16						TOTAL SCHEME	
Original 2015/16 Budget as per BP £000	Scheme	Revised Budget for 2015/16 £000	Actual Spend (to Mar) £000	Forecast Spend - Outturn (Mar) £000	Forecast Variance - Outturn (Mar) £000	Total Scheme Revised Budget £000	Total Scheme Forecast Variance £000
-	R12 Convergence*	209	-	25	(184)	600	-
-	Next Generation ERP	-	-	515	515	-	-
-	TOTAL	209	-	540	331	600	-

*This funding will now be used to cover the initial costs to be incurred in replacing the Enterprise Resource Planning (ERP) system, as approved by GPC as part of the March 2015 Integrated Resource and Performance Report.

Previously Reported Exceptions

There are no previous exceptions to report.

Capital Funding

LGSS Cambridge Office Capital Programme 2015/16				
Original 2015/16 Funding Allocation as per BP £000	Source of Funding	Revised Funding for 2015/16 £000	Forecast Spend - Outturn (Mar) £000	Forecast Funding Variance - Outturn (Mar) £000
-	Prudential Borrowing	209	540	331
-	TOTAL	209	540	331

Previously Reported Exceptions

There are no previous exceptions to report.