

## Corporate Services and LGSS Cambridge Office

## Finance and Performance Report – January 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
January (Number of indicators)	0	4	7	11

2. INCOME AND EXPENDITURE

## 2.1 Overall Position

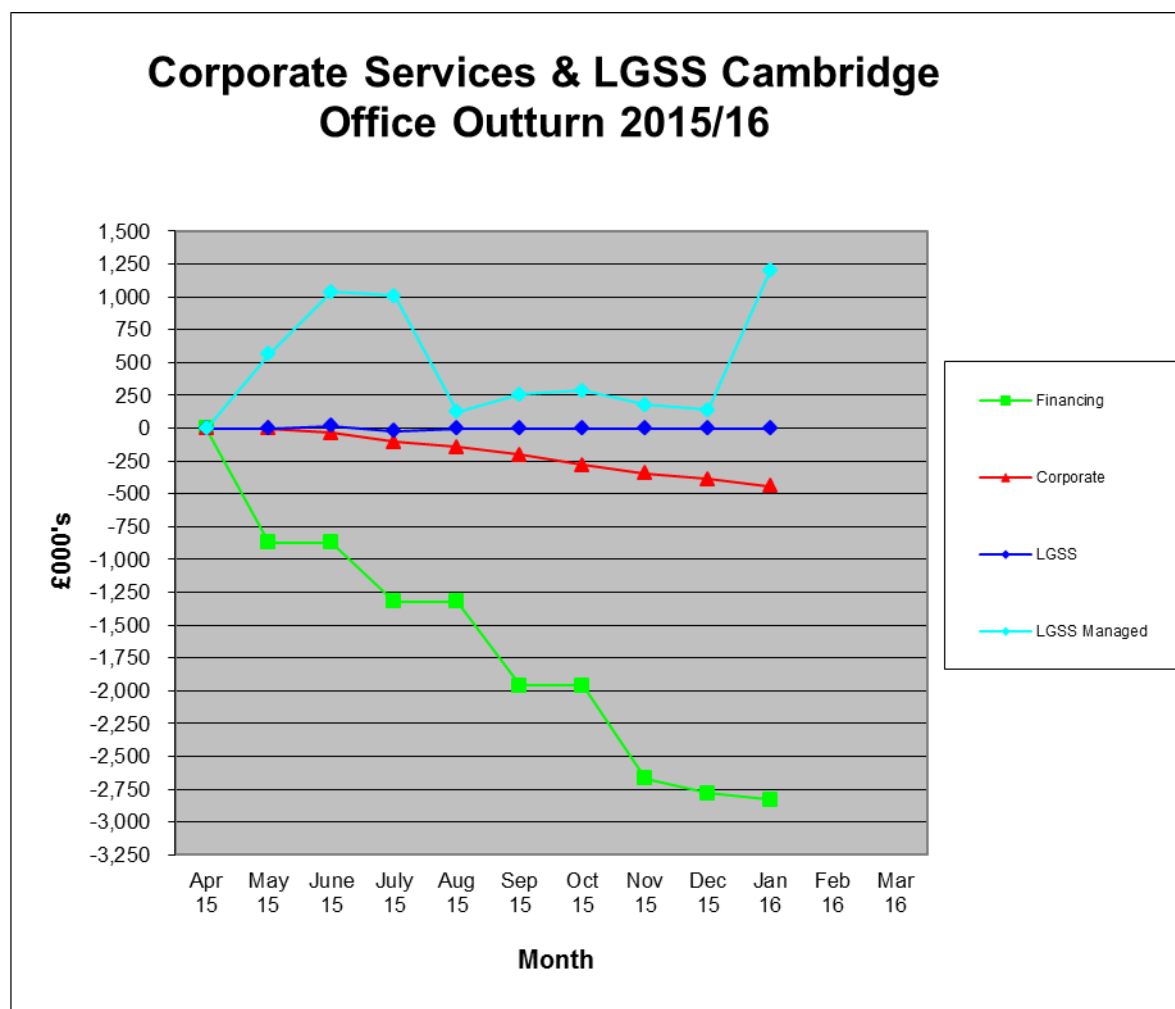
Original Budget as per BP <sup>1</sup> £000	Service	Current Budget for 2015/16 £000	Forecast Variance - Outturn (Dec) £000	Forecast Variance - Outturn (Jan) £000	Forecast Variance - Outturn (Jan) %	Current Status	DoT
£000		£000	£000	£000	%		
5,672	Corporate Services	6,166	-389	-442	-7	Green	↑
9,145	LGSS Managed	10,465	140	1,202	11	Amber	↓
35,460	Financing Costs	35,460	-2,780	-2,830	-8	Green	↑
<b>50,277</b>	<b>Sub Total</b>	<b>52,091</b>	<b>-3,029</b>	<b>-2,070</b>			□
							□
9,864	LGSS Cambridge Office	10,124	0	0	0	Green	↔
<b>60,141</b>	<b>Total</b>	<b>62,215</b>	<b>-3,029</b>	<b>-2,070</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 January 2016 can be found in [CS appendix 1](#).

The service level budgetary control report for LGSS Cambridge Office for January 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 £442k, which is a £53k increase on the figure reported last month.
- There is a predicted underspend of £116k on Customer Services, an increase of £45k from the previous month. This is primarily due to a predicted underspend of £81k on salaries due to recruitment and retention issues, which is an increase of 30k from the previous month. In addition there is a predicted saving of £10k on blue badge production and an increased income stream of £20k.

### 2.2.2 Significant Issues – LGSS Managed

- LGSS Managed is currently predicting a year-end overspend of £1.2m, which is an increase of £1.1m from the previous month.
- GPC approval is being sought to increase the Insurance Fund by an additional provision of £1.15m in 2015/16 to cover the MMI Scheme of Arrangement Levy that will become payable in the near future. Municipal Mutual Insurance (MMI) was a key provider of insurance to the public sector for many years, 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 Council has recently received notice of an expected extension to the levy from the current 15% up to 34%. It is expected that the additional levy will become payable towards the end of the current financial year or early in 2016/17.

- The forecast underspend reported by County Farms has increased by £105k to £300k. This increase is due to a reduction in the forecast spending on County Farms maintenance due to postponement of some planned maintenance schemes and fewer calls than anticipated on the unplanned maintenance budget.

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

- The forecast underspend on debt charges has increased by £50k to £2,830k. The movement 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 £372k against the Trading budget. There is a deficit of £747k 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 is being partially offset by in-year underspends across LGSS Directorates, and the balance required to ensure an overall breakeven position 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)

The following virements have been made this month to reflect changes in responsibilities:

### LGSS Managed:

	£000	Notes
Non material virements (+/- £30k)	-6	

A full list of virements made in the year to date for Corporate Services, LGSS Managed and Financing Costs can be found in [CS appendix 4](#).

A full list of virements made in the year to date for LGSS Cambridge Office can be found in [LGSS appendix 4](#).

## 3. **BALANCE SHEET**

### 3.1 Reserves

A schedule of the Corporate Services and LGSS Managed reserves can be found in [CS appendix 5](#).

A schedule of the LGSS Cambridge Office Reserves can be found in [LGSS appendix 5](#).

### 3.2 Capital Expenditure and Funding

#### Expenditure

- Corporate Services has a capital budget of £386k in 2015/16 and there is spend to date of £88k. It is currently expected that the programme will be underspent by £267k 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 £2.3m. It is currently expected that the programme will underspend by £5.9m at year-end and the total scheme variances will amount to an underspend of £9.1m across the programme.

There are no new exceptions to report for this month.

- 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 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 this month.

### Funding

- There are no key funding changes to report for January.
- Corporate Services has capital funding of £386k in 2015/16. As reported above, the Corporate Services budget is expected to underspend by £267k, 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 £267k.

- LGSS Managed has capital funding of £15.3m in 2015/16. As reported above, the LGSS Managed budget is expected to underspend by £5.9m, 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 £6.0m.

- LGSS Cambridge Office has capital funding of £209k in 2015/16 with the current expectation being that this continues to be required in line with the original budget proposals.

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

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

## 4. **PERFORMANCE**

4.1 The table below outlines key performance indicators for Customer Services and Transformation and LGSS Managed Services.

Measure	Reporting frequency	What is good	Unit	Data last entered	Target	Actual	RAG status	Direction of travel	Comments
<b>Customer Service &amp; Transformation</b>									
Proportion of FOI requests responded to within timescales	Monthly	High	%	02/02/16	90.0%	96.0%	Green	↓	
For context only - number of FOI requests received annually	Annually	Low	Num	07/01/16	N/A*	928	N/A	N/A	Running total will be collected quarterly. Data to be next reported on in April 2016 for Q4 2015/16 and year end.
Proportion of customer complaints received in the month before last that were responded to within minimum response times	Monthly	High	%	04/02/16	90.0%	96.0%	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 2015/16
Proportion of all transformed transaction types to be completed online by 31 March 2015***	Annually	High	%	13/01/16	75.0%	70.2%	Amber	↓	To be next reported on in April 2016 for Q4 2015/16 and year end.
Deprivation measure - Number of physically active adults (narrowing the gap between Fenland and others)	Annually	High	%	N/A	51% (2015) 52% (2016)	49.5% (2014)	TBC	N/A	Data to be reported on in April/May 2016 for year end.
<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	↑	Data to be next reported on in Feb 2016 for Q3 2015/16.
Strategy and Estates – farm estates income demanded and collected on time	Half-yearly	High	%	02/02/16	95% (£3.9m gross)	94.0%	Amber	↓	Data to be reported on in April/May 2016 for year end.
IT – availability of Universal Business System****	Quarterly	High	%	02/02/16	95.0%	94.0%	Amber	↓	Data to be next reported on in Feb 2016 for Q3
IT – incidents resolved within Service Level Agreement	Quarterly	High	%	02/02/16	90.0%	97.0%	Green	↑	To be next reported on in Feb 2016 for Q3 2015/16.

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	%	01/02/16	97.5%	98.3%	Green	↓	99.8% reported last period
Percentage of invoices paid within term cumulative for year to date	Monthly	High	%	01/02/16	97.5%	98.2%	Green	↓	99.8% reported last period
Total debt as a percentage of turnover	Monthly	Low	%	01/02/16	10.0%	3.7%	Green	↑	5.2% reported last period
Percentage of debt over 90 days old	Monthly	Low	%	01/02/16	20.0%	24.4%	Amber	↑	32.4% reported last period

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

The variances to the end of January 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 (Dec) £000	Forecast Variance - Outturn (Jan) £000	%
<u>Corporate Services</u>					
1,096	Director, Policy & Business Support	1,083	-85	-98	-9
296	Chief Executive	295	-75	-75	-25
433	Corporate Information Management	464	-1	-1	0
1,286	Customer Services	1,285	-71	-116	-9
511	Digital Strategy	826	-56	-56	-7
299	Research	293	-64	-57	-19
0	Service Transformation	256	2	2	0
136	Smarter Business	136	-5	-8	-6
656	Strategic Marketing, Communications & Engagement	550	-27	-27	-5
198	Elections	198	0	0	0
926	Redundancy, Pensions & Injury	926	-8	-8	-1
-165	Grant Income	-146	0	0	0
<b>5,672</b>		<b>6,166</b>	<b>-389</b>	<b>-442</b>	<b>-7</b>
<u>LGSS Managed</u>					
1,137	Building Maintenance	1,108	71	123	11
0	City Deal	917	0	0	0
-3,174	County Farms	-3,174	-195	-300	-9
5,497	County Offices	5,534	948	948	17
121	Effective Property Asset Management	121	-4	-26	-21
179	External Audit	179	0	0	0
1,483	Insurance	1,483	0	1,150	78
1,834	IT Managed	2,216	-421	-421	-19
985	Members' Allowances	1,000	-14	-32	-3
128	OWD Managed	128	-35	-28	-22
106	Subscriptions	106	-2	-2	-2
1,000	Transformation Fund	1,000	-225	-225	-23
-53	Authority-wide Miscellaneous	-53	18	15	28
-100	Grant Income	-100	0	0	0
<b>9,145</b>		<b>10,465</b>	<b>140</b>	<b>1,202</b>	<b>11</b>
<u>Financing Costs</u>					
35,460	Debt Charges and Interest	35,460	-2,780	-2,830	-8
<b>50,277</b>	<b>CORPORATE SERVICES TOTAL</b>	<b>52,091</b>	<b>-3,029</b>	<b>-2,070</b>	<b>-4</b>
<u>MEMORANDUM - Grant Income</u>					
-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	-10	0	0	0
<b>-265</b>		<b>-246</b>	<b>0</b>	<b>0</b>	<b>0</b>



## CS APPENDIX 2 – Commentary on Forecast Outturn Position

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

Service	Current Budget £'000	Forecast Variance - Outturn	
		£'000	%
<b>Building Maintenance</b>	1,108	123	11%
<p>Building Maintenance is forecasting an overspend of £123k, which is an increase of £52k from the previous month. This is based on committed expenditure and an estimate of essential reactive maintenance costs for the remainder of the year. 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 £30k to be charged to capital, £15k 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.</p>			
<b>County Farms</b>	-3,174	-300	-9%
<p>The forecast underspend reported by County Farms has increased by £105k to £300k. This increase is due to a reduction in the forecast spending on County Farms maintenance due to postponement of some planned maintenance schemes and fewer calls than anticipated on the unplanned maintenance budget. As previously reported, the balance of the underspend is made up of 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).</p>			
<b>County Offices</b>	5,534	+948	+17%
<p>County Offices is forecasting an overspend of £948k, which is unchanged from the figure reported last month. A rent review is currently being negotiated for Babbage House and it is estimated that this will result in an increase of £47k in 2015-16 (£71.5k per annum).</p> <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</p>			

Service	Current Budget £'000	Forecast Variance - Outturn £'000	%
<p>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>			
<b>Insurance</b>	1,483	1,150	78%
<p>GPC approval is being sought to increase the Insurance Fund by an additional provision of £1.15m in 2015/16 to cover the MMI Scheme of Arrangement Levy that will become payable in the near future. Municipal Mutual Insurance (MMI) was a key provider of insurance to the public sector for many years, 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 Council has recently received notice of an expected extension to the levy from the current 15% up to 34%. It is expected that the additional levy will become payable towards the end of the current financial year or early in 2016/17.</p>			
<b>IT Managed</b>	2,216	-421	-19%
<p>An underspend of £421k is being reported on the IT Managed budgets. 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>			
<b>Transformation Fund</b>	1,000	-225	-23%
<p>The Transformation Fund covers the costs of Section 188 redundancies. As previously reported, an underspend of £225k is being reported. Significant additional spending (£200k) was recorded during October but only £71k spend was recorded from November to January, resulting in total spend to date of £661k. Therefore at this stage it seems likely that the £225k saving will be achieved, but it will be necessary to monitor the levels of spending in the final months and review the outturn position accordingly.</p>			
<b>Financing Costs</b>	35,460	-2,830	-8%
<p>The forecast underspend on debt charges has increased by £50k to £2,830k. The movement 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.</p>			

### CS APPENDIX 3 – Grant Income Analysis

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

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

\* 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
<b>Budget as per Business Plan</b>	<b>5,673</b>	
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	
Non-material virements (+/- £30k)	-3	
<b>Current Budget 2015-16</b>	<b>6,166</b>	

### LGSS Managed:

	£000	Notes
<b>Budget as per Business Plan</b>	<b>9,144</b>	
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	
Non-material virements (+/- £30k)	-1	
<b>Current Budget 2015-16</b>	<b>10,465</b>	

**Financing Costs:**

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

## CS APPENDIX 5 – Reserve Schedule

### 1. Corporate Services Reserves

Fund Description	Balance at 31 March 2015	Movements in 2015-16	Balance at 31/01/16	Forecast Balance at 31 March 2016	Notes
	£'000	£'000	£'000	£'000	
<b><u>General Reserve</u></b>					
Corporate Services Carry-forward	1,020	-602	417	859	1
subtotal	1,020	-602	417	859	
<b><u>Equipment Reserves</u></b>					
Postal Service	50	0	50	50	
subtotal	50	0	50	50	
<b><u>Other Earmarked Funds</u></b>					
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	
<b><u>Short Term Provisions</u></b>					
Transforming Cambridgeshire	1,000	0	1,000	950	4
Earith Bridge Travellers Site	43	-43	0	0	3
subtotal	1,043	-43	1,000	950	
<b>TOTAL</b>	<b>2,640</b>	<b>-700</b>	<b>1,940</b>	<b>2,439</b>	

#### Notes

- 1 The year-end position reflects the forecast Corporate Services underspend of £442k 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.

## 2. LGSS Managed Reserves

Fund Description	Balance at 31 March 2015	Movements in 2015-16	Balance at 31/01/16	Forecast Balance at 31 March 2016	Notes
	£'000	£'000	£'000	£'000	
<b>Equipment Reserves</b>					
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	
<b>Other Earmarked Funds</b>					
Manor school site demolition costs	139	94	233	233	2
CPSN Partnership Funds	59	120	179	0	4
subtotal	198	214	412	233	
<b>Short Term Provisions</b>					
Insurance Short-term Provision	1,180	0	1,180	1,180	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	3,316	0	3,316	3,485	
<b>Long Term Provisions</b>					
Insurance Long-term Provision	4,718	0	4,718	4,718	
subtotal	4,718	0	4,718	4,718	
<b>SUBTOTAL</b>	<b>8,874</b>	<b>214</b>	<b>9,088</b>	<b>8,603</b>	
<b>Capital Reserves</b>					
Effective Property Asset Management Receipts	0	4	4	0	3
General Capital Receipts	0	3,400	3,400	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	3,402	3,883	422	
<b>TOTAL</b>	<b>9,355</b>	<b>3,616</b>	<b>12,972</b>	<b>9,025</b>	

### 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 the MMI Scheme of Arrangement Levy that will become payable towards the end of 2015/16 or early in 2016/17.

## 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 Jan) £000	Forecast Spend - Outturn (Jan) £000	Forecast Variance - Outturn (Jan) £000	Total Scheme Revised Budget £000	Total Scheme Forecast Variance £000
	<b>Corporate Services</b>						
	- Electronic Record Management	56	55	56	-	300	-
300	Essential CCC Business Systems Upgrade	300	33	33	(267)	300	-
	- Other Schemes	30	-	30	-	40	-
<b>300</b>		<b>386</b>	<b>88</b>	<b>119</b>	<b>(267)</b>	<b>640</b>	<b>-</b>
	<b>LGSS Managed</b>						
550	EPAM - Shire Hall Campus	937	398	600	(337)	6,524	(314)
	- EPAM - Fenland	20	(6)	20	-	6,596	(1,145)
45	EPAM - Local Plans Representations	389	88	389	-	1,548	-
1,000	EPAM - County Farms Viability	1,182	351	500	(682)	5,000	(2,396)
600	EPAM - Building Maintenance	600	85	400	(200)	6,000	-
1,180	EPAM - Sawston Community Hub	1,206	41	150	(1,056)	1,250	100
1,742	EPAM - East Barnwell Community Hub	1,911	69	100	(1,811)	2,000	-
	- EPAM - Other Committed Projects	167	(262)	167	-	2,043	(264)
203	EPAM - Renewable Energy Soham	242	-	1,458	1,216	12,030	(2,210)
200	EPAM - Housing Provision on CCC Portfolio	367	112	250	(117)	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	33	593	-	1,673	(650)
1,840	Optimising IT for Smarter Business Working	2,273	773	1,376	(897)	3,432	-
950	IT Infrastructure Investment	1,708	106	1,008	(700)	2,400	-
	- Cambridgeshire Public Sector Network	189	16	189	-	5,554	-
500	Microsoft Enterprise Agreement	500	496	500	-	1,902	-
500	Implementing IT Resilience Strategy for Data Centres	500	0	250	(250)	500	-
1,000	Communications & Storage Infrastructure Refresh	1,000	-	1,000	-	1,000	-
395	Other Schemes	792	30	495	(297)	1,095	(256)
<b>11,385</b>		<b>15,331</b>	<b>2,331</b>	<b>9,445</b>	<b>(5,886)</b>	<b>81,452</b>	<b>(9,061)</b>
<b>11,685</b>	<b>TOTAL</b>	<b>15,717</b>	<b>2,418</b>	<b>9,564</b>	<b>(6,153)</b>	<b>82,092</b>	<b>(9,061)</b>

### 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 £0.7m. 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. Group Leaders will reconsider in February 2016. 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 £0.7m. This has not adversely impacted on in-year prudential borrowing requirements.

Due to rephasing of the scheme, the EPAM – Renewable Energy Soham project is forecast to overspend by £1.2m in 2015/16, and this rephasing has been reflected in Business Planning. 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 (Jan) £000	Forecast Funding Variance - Outturn (Jan) £000
	<b>Corporate Services</b>			
300	Prudential Borrowing	386	119	(267)
<b>300</b>		<b>386</b>	<b>119</b>	<b>(267)</b>
	<b>LGSS Managed</b>			
4,531	Capital Receipts	4,531	4,853	322
-	Other Contributions	57	57	-
255	Developer Contributions	255	-	(255)
6,599	Prudential Borrowing	10,488	4,535	(5,953)
<b>11,385</b>		<b>15,331</b>	<b>9,445</b>	<b>(5,886)</b>
<b>11,685</b>	<b>TOTAL</b>	<b>15,717</b>	<b>9,564</b>	<b>(6,153)</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	Year end RAG (2014-15)
<b>Customer Service and Transformation</b>											
Proportion of FOI requests responded to within timescales	Monthly	High	%	02/02/16	1 - 31 January 2016	90%	96.0%	Green	↓	57 FOI requests due for closure in January 2016 with 55 completed on time.	Green
<i>For context only - number of FOI requests received annually</i>	<i>Annually</i>	<i>Low</i>	<i>Num</i>	07/01/16	1 April - 31 December 2015	N/A*	928	N/A	N/A	* No target or RAG status for this indicator. Purpose is to set the context.  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 April 2016 for Q4 2015/16 and year end.	N/A
Proportion of customer complaints received in the month before last that were responded to within minimum response times	Monthly	High	%	04/02/16	1-30 November 2015	90%	96.0%	Green	↑	Number of customer complaints for November 2015 = 177  <u>Breakdown of November 2015 figures</u> 123 complaints were received for CFA in November and 118 were responded to in time. This was a pass rate of 95.9%. 42 complaints were received for ETE in November and 40 were responded to in time. This was a pass rate of 95%. 12 complaints were received for CS&T for November. 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>	<i>Annually</i>	<i>Low</i>	<i>Num</i>	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 Cambridshire 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	%	13/01/16	1 October - 31 December 2015	75%	70.2%	Amber	↓	To be next reported on in April 2016 for Q4 2015/16 and year end.	Red
Deprivation measure - Number of physically active adults (narrowing the gap between Fenland and others)	Annually	High	%	N/A	1 April 2015 - 31 March 2016	51% (2015) 52% (2016)	49.5% (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.  Data to be reported on in April/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	
<b>LGSS Managed Services</b>											
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>	Green
Strategy and Estates – farm estates income demanded and collected on time	Half-yearly	High	%	02/02/16	1 October - 31 December 2015 (Q3)	95% (£3.9m gross)	94.0%	Amber	↓	<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 £107,974 still to collect (6.27% of total) so we are 1.27% off target. However by January we will be on target and we will eventually collect 100% the rent.</p> <p><i>To next be reported on in May 2016 for Q4 2015/16 and year-end</i></p>	Green
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>	Green
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>	Green

## LGSS APPENDIX 1 – Service Level Budgetary Control Report

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

Original Budget as per BP £000	Service	Look up	Current Budget for 2015/16 £000	Forecast Variance - Outturn (Dec) £000	Forecast Variance - Outturn (Jan) £000	%
<b><u>LGSS Cambridge Office</u></b>						
<b><u>Central Management</u></b>						
162	Service Assurance	SA	19	-5	-20	-100
-8,905	Trading	Trad	-8,809	318	372	4
353	LGSS Equalisation	Equal	530	0	0	0
-410	Grant Income	LGSS	-419	0	0	0
<b>-8,799</b>			<b>-8,679</b>	<b>313</b>	<b>353</b>	<b>4</b>
<b><u>Finance &amp; Property</u></b>						
1,048	Chief Finance Officer	HoF	1,113	30	30	3
894	Audit	Aud	713	-60	-60	-8
2,013	Professional Finance	Fin	1,986	-92	-92	-5
724	Property Operations & Delivery	POD	854	0	0	0
883	Strategic Assets	SAM	880	-40	-50	-6
0	Pensions Service	PS	0	0	0	0
<b>5,562</b>			<b>5,546</b>	<b>-162</b>	<b>-171</b>	<b>-3</b>
<b><u>People, Transformation &amp; Transactional</u></b>						
1,277	HR Business Partners	HR	1,271	-50	-80	-6
315	HR Policy & Strategy	HRP&S	313	-100	-100	-32
1,880	LGSS Programme Team	LGSS PT	1,879	50	50	3
573	Organisational & Workforce Development	OWD	341	0	0	0
2,266	Revenues and Benefits	RB	2,327	0	0	0
1,157	Transactional Services	Trans	1,285	-100	-100	-8
<b>7,468</b>			<b>7,416</b>	<b>-200</b>	<b>-230</b>	<b>-3</b>
<b><u>Law &amp; Governance</u></b>						
489	Democratic & Scrutiny Services	DSS	466	-52	-52	-11
-406	LGSS Law Ltd	LS	-174	82	82	47
364	Procurement	Proc	358	-7	-7	-2
<b>447</b>			<b>650</b>	<b>24</b>	<b>24</b>	<b>4</b>
5,186	<u>IT Services</u>	IT	5,191	25	25	0
<b>9,864</b>	<b>Total LGSS Cambridge Office</b>		<b>10,124</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>MEMORANDUM - Grant Income</u></b>						
-220	Public Health Grant	LGSS PH	-220	0	0	0
-190	Counter Fraud Initiative Grant	CFIG	-199	0	0	0
<b>-410</b>			<b>-419</b>	<b>0</b>	<b>0</b>	<b>0</b>

## LGSS APPENDIX 2 – Commentary on Forecast Outturn Position

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

Service	Current Budget £'000	Forecast Variance - Outturn	
		£'000	%
<b>Trading</b>	-8,809	+318	+4%
There is currently a forecast overspend of £372k against the Trading budget. There is a deficit of £747k 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 is being partially offset by in-year underspends across LGSS Directorates, and the balance required to ensure an overall breakeven position will be met from the LGSS Smoothing Reserve.			
<b>HR Policy &amp; Strategy</b>	313	-100	-32%
As previously reported HR Policy & Strategy is reporting an underspend of £100k due to delays in recruitment to the Workforce Planning and Strategy team.			
<b>Transactional Services</b>	1,285	-100	-8%
Transactional Services is reporting an underspend of £100k as previously reported. The Service-wide restructure was implemented in August 2015 and has resulted in a number of vacancies which are actively being recruited to.			

### 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	419*
Non-material grants (+/- £30k)		0
<b>Total Grants 2014/15</b>		<b>419</b>

\* 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
<b>Budget as per Business Plan</b>	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	
<b>Current Budget 2015-16</b>	<b>10,124</b>	



## LGSS APPENDIX 5 – Reserve Schedule

Fund Description	Balance at 31 March 2015	Movements in 2015-16	Balance at 31/01/16	Forecast Balance at 31 March 2016	Notes
	£'000	£'000	£'000	£'000	
<b>General Reserve</b>					
LGSS Cambridge Office Carry-forward	1,003	-36	967	400	1
subtotal	1,003	-36	967	400	
<b>Other Earmarked Funds</b>					
Counter Fraud Initiative	130	0	130	0	2
subtotal	130	0	130	0	
<b>SUBTOTAL</b>	<b>1,134</b>	<b>-36</b>	<b>1,097</b>	<b>400</b>	
<b>TOTAL</b>	<b>1,134</b>	<b>-36</b>	<b>1,097</b>	<b>400</b>	

### Notes

- 1 The year-end position reflects £603k 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 Jan) £000	Forecast Spend - Outturn (Jan) £000	Forecast Variance - Outturn (Jan) £000	Total Scheme Revised Budget £000	Total Scheme Forecast Variance £000
-	R12 Convergence*	209	-	209	-	600	-
-	<b>TOTAL</b>	<b>209</b>	-	<b>209</b>	-	<b>600</b>	-

\*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 (Jan) £000	Forecast Funding Variance - Outturn (Jan) £000
-	Prudential Borrowing	209	209	-
-	<b>TOTAL</b>	<b>209</b>	<b>209</b>	-

### Previously Reported Exceptions

There are no previous exceptions to report.