

LOCAL GOVERNMENT SHARED SERVICES JOINT COMMITTEE



Date: Thursday, 12 November 2015

Democratic and Members' Services

Quentin Baker

LGSS Director: Law, Property and Governance

Shire Hall

Castle Hill

Cambridge

CB3 0AP

14:00hr

**Stanton House Training & Conference Centre, Stanton
Way, Huntingdon, Cambridgeshire, PE29 6XL
Shire Hall
Cambridge
CB3 0AP**

AGENDA

Open to Public and Press

- 1 Apologies and Declarations of Interest**
Guidance for Councillors on declaring interests is available at <http://tinyurl.com/ccc-dec-of-interests>
- 2 Minutes of Meeting of 10th September** **3 - 6**
- 3 LGSS 5 Year Finance Budget Planning Update and Savings Proposals**
Presentation
- 4 Monthly Budget Monitoring Report September 2015** **7 - 20**
- 5 Exclusion of Press and Public**
To resolve that the press and public be excluded from the meeting for the following items of business on the grounds that they contain exempt information under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, and that it would not be in the public interest for this information to be disclosed (information relating to

the financial affairs of any particular person (including the authority holding that information)).

6 Milton Keynes Update

Oral update

7 Norwich Contract Review

- Information relating to the financial or business affairs of any particular person (including the authority holding that information);

The Local Government Shared Services Joint Committee comprises the following members:

Councillor Mac McGuire (Chairman) Councillor Bill Parker (Vice-Chairman) Councillor Andre Gonzalez de Savage and Councillor Bob Scott Councillor Paul Bullen Councillor Ian Manning

For more information about this meeting, including access arrangements and facilities for people with disabilities, please contact

Clerk Name: Daniel Snowdon

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Clerk Email: daniel.snowdon@cambridgeshire.gov.uk

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Public speaking on the agenda items above is encouraged. Speakers must register their intention to speak by contacting the Democratic Services Officer no later than 12.00 noon three working days before the meeting. Full details of arrangements for public speaking are set out in Part 4, Part 4.4 of the Council's Constitution <http://tinyurl.com/cambs-constitution>.

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LOCAL GOVERNMENT SHARED SERVICES JOINT COMMITTEE:

MINUTES

Date: Thursday 10th September 2015

Time: 2.00-3.10pm

Place: Lymage Lounge, Grafham Water Training and Conference Centre, Perry Huntingdon PE28 0GW

Present: Cambridgeshire County Council (CCC): Councillors Paul Clapp and Mac McGuire (Chairman)

Northamptonshire County Council (NCC): Councillors Andre Gonzalez de Savage, Bill Parker (Vice-Chairman) and Mick Scrimshaw.

Others in attendance:

Matt Bowmer (LGSS Director of Finance), Ian Farrar (LGSS Director of IT Services), Sue Grace (Director of Customer Service and Transformation, Cambridgeshire County Council), Iain Jenkins (LGSS Group Accountant – Closedown), John Kane (LGSS Managing Director), Daniel Snowdon (Democratic Services Officer), Claire Townrow (LGSS Head of Service Assurance, Customers and Strategy)

Apologies: Quentin Baker (LGSS Director of Law, Property and Governance), Paul Blantern (Chief Executive, Northamptonshire County Council), Mark Lloyd (Chief Executive, Cambridgeshire County Council), Christine Reed (LGSS Director of People, Transformation and Transactions).

85/15 MINUTES – 21st AUGUST 2015

The minutes of the meeting held on 21st August 2015 were agreed as a correct record and signed by the Chairman.

86/15 DECLARATIONS OF INTEREST

There were no declarations of interest.

87/15 LGSS ANNUAL REPORT (STATEMENTS OF ACCOUNTS AND ANNUAL GOVERNANCE STATEMENT) 2014/15

The Joint Committee received the draft statement of accounts. This was the second year of the accounts and since June an audit had been taking place. There had been minimal changes to the accounts since the original draft was last presented to the Joint

Committee. The changes that had been made were regarding presentation, the addition of extra narrative and some small errors had been amended.

The ISA 260 report was presented to Members by the external auditors KPMG. They informed Members that an objection to the accounts had been received from a member of the public. Officers had met with the individual and following that meeting a letter had been sent to the auditors, KPMG registering the objection. This meant that the accounts could not be formally signed off until the objection process had been followed.

During discussion of the report Members:

- Questioned what the nature of the objection was. Officers explained that the objector had been in regular correspondence with LGSS over the past 4 years and that the majority of the answers had already been supplied. The objection was one of the most complex the auditors had ever received and with the permission of the objector had been shared with officers in order that the response could be compiled. The objection covered the scope of the accounts, treatment of numbers and questioned how they were presented when LGSS was not a legal entity.
- Expressed frustration over the length of time the individual had been engaging with officers and questioned what steps had been taken to mitigate the issues. Officers informed Members that the individual had met with senior officers in the past but unfortunately it had not proven successful. Clarity was provided regarding the statutory process surrounding the objection; it had been agreed by KPMG that the objection was valid and there was now 9 months in which to formulate responses, although it was hoped it would be done well within the time frame.
- Questioned the motivation for the objection as it appeared to be vexatious. Officers confirmed that the objection was the culmination of numerous Freedom of Information requests made over a number of years. Members were informed that the objector had applied for a contract with LGSS but had been turned down and it was indicated that was the reason for the ongoing issues.
- Raised concern over the cost of the objection to the public purse. It was agreed to share the overall cost once the accounts had been signed off.

It was resolved:

To delegate the authority to the Director of Finance and the Chair of the Joint Committee to approve the LGSS Annual Report (Statement of Accounts and Annual Governance Statement) 2014-15, subject to the audit being completed with no material changes required.

88/15 LGSS 2015-16 BUDGET MONITORING

The Joint Committee received the monthly budget monitoring report. Officers highlighted the deficit on the trading account and the actions being taken to mitigate it. Being early in the financial year there were not many variations to report but Members

attention was drawn to the risk posed by a number restructures taking place and the strain that the redundancy costs would pose.

During discussion Members:

- Questioned the use of reserves that could be used to mitigate financial pressures. Officers explained that vacancies within the organisation had been managed effectively and expressed confidence that the budget would be delivered at year end.
- Questioned why £107k was not enough to manage the redundancies due to be made. It was explained that due to the additional savings LGSS had been asked to make £107k may not be enough.
- Noted that the summary position on carry forward had been retained on the report for visibility.

It was resolved to:

1. Note the financial monitoring position as at 31 July 2015.
2. Note the summary position on carry forward balances.

89/15 EXCLUSION OF PRESS AND PUBLIC

The Committee resolved that the Press and Public be excluded from the meeting for the Following 4 items of business on the grounds that it contained exempt information under paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, and that it would not be in the public interest for this information to be disclosed (information relating to the financial or business affairs of any particular person (including the authority holding that information)).

90/15 REVENUES AND BENEFITS ONBOARDING

It was resolved to:

It was resolved to note and agree the recommendations as set out in the report.

Chairman

LGSS Joint Committee

12 November 2015

Subject: LGSS 2015-16 Budget Monitoring

Paper presented by: Matt Bowmer

Actions:

- 1. Note the financial monitoring position as at 30 September 2015.**
- 2. Note the summary position on carry forward balances.**

1. Summary Financial Position

	2011-12 Outturn £000	2012-13 Outturn £000	2013-14 Outturn £000	2014-15 Outturn £000	2015-16 Forecast £000
Brought Forward (1 April)	0	-1,489	-3,289	-2,893	-2,005
Reinvestment	0	604	2,402	2,091	2,005
Repayment to Norwich City Council	0	0	184	0	0
Distribution of prior year dividend	0	0	700	700	0
Actual/Forecast Surplus	-1,489	-2,404	-2,009	-652	478
Drawdown from Smoothing Reserve	0	0	0	0	-478
Carried Forward (31 March)	-1,489	-3,289	-2,012	-754	0
Reinvestment c/f	0	0	-881	-1,251	
LGSS Reserves (31 March)	-1,489	-3,289	-2,893	-2,005	

The Table above summarises:

- The outturn position for 2011-12 through to 2014-15 as previously reported to Joint Committee.
- The planned reinvestment for 2015-16 as detailed in Appendix 3.
- The 2015-16 forecast outturn position outlined in Section 2 of this report and detailed in Appendices 1(a) and 1(b). This would leave a balance of £275k on the Smoothing Reserve for carry forward approval to 2016-17.

2. 2015-16 Budget Monitoring – Sept 2015

	Previous Forecast Variance £000	Gross Exp Budget £000	External Income Budget £000	Internal Income Budget £000	Full Year Budget £000	Full Year Forecast Variance £000
Trading Account	810	2,147	-26,529	-185	-24,567	818
Service Assurance	0	749	0	-16	733	0
Finance	0	19,603	-7,314	-1,660	10,629	-220
People, Transformation and Transactions	-300	23,304	-1,777	-1,203	20,324	-300
Information Technology	0	15,376	-39	-2,449	12,888	50
Law, Procurement and Governance	-65	3,547	-962	-623	1,962	130
Total LGSS	445	64,726	-36,621	-6,136	21,969	478

Any deficit on the Trading Account which is not offset by in-year underspends across LGSS Directorates will be met from the LGSS Smoothing Reserve at year end, (see page 2).

There are a number of ongoing, or recently closed, consultations across LGSS Directorates and the cost implications of potential redundancies have yet to be fully assessed. There is a significant risk, however, that costs will exceed the £120k balance in the redundancy reserve, (see Appendix 3).

This report now reflects the restructure of the Law, Property and Governance Directorate with both Audit and Risk Management and Property Operations moving across to the Finance Directorate.

Further detail and commentary on the LGSS outturn position is provided at Appendices 1(a) and 1(b).

	Previous Forecast Variance £000	Gross Exp Budget £000	External Income Budget £000	Internal Income Budget £000	Full Year Budget £000	Full Year Forecast Variance £000
Managed by LGSS on behalf of NCC:						
Finance	-66	7,005	-629	-50	6,326	-109
People, Transformation and Transactions	0	1,405	-205	0	1,200	0
Information Technology	100	3,988	0	-46	3,942	100
Law, Procurement and Governance	0	1,303	0	0	1,303	-100
Total NCC Managed	34	13,701	-834	-96	12,771	-109
Managed by LGSS on behalf of NBC:						
Finance	0	220	0	0	220	0
People, Transformation and Transactions	0	129	0	0	129	0
Information Technology	0	1,271	0	0	1,271	0
Law, Procurement and Governance	0	821	0	0	821	0
Total NBC Managed	0	2,441	0	0	2,441	0
Managed by LGSS on behalf of CCC:						
Finance	-140	10,203	-4,852	-559	4,792	752
Information Technology	28	4,106	0	-1,884	2,222	-421
Law, Procurement and Governance	1,041	2,488	-5	0	2,483	-0
Total CCC Managed	929	16,797	-4,857	-2,443	9,497	331

Further detail and commentary on the forecast outturn position for budgets managed by LGSS on behalf of others is provided at Appendix 2.

Appendix 1 (a)

2015-16 Monitoring Detail – LGSS Budgets

Finance Directorate

	Previous Forecast Variance £000	Budget to Sept £000	Actual to Sept £000	Variance to Sept £000	Full Year Budget £000	Full Year Forecast Variance £000
Total Finance Directorate:						
Finance	0	3,247	3,183	-64	5,816	-100
Audit and Risk Management	0	438	387	-51	1,021	-40
Property Operations	0	1,569	1,646	77	2,447	0
Strategic Assets	0	826	623	-203	1,717	-80
Pensions Operations	0	1,047	1,029	-18	-372	0
Total Finance Directorate	0	7,127	6,868	-259	10,629	-220

The Directorate is forecasting a £220k underspend.

Finance is currently forecasting a £100k underspend. This is partly due to a forecast underspend of £107k on the CIPFA Trainee budget in the Cambridge office, due trainees taking up posts in other teams within LGSS. There is also a net £53k underspend forecast due to vacancies and changes following the Finance restructure and additional income generated from a secondment to East Cambs., partially offset by an estimated £50k for temporary resources to support the housing company in Cambridgeshire and the cost of a joint class action re VAT on postage claims (£10k). The forecast also takes into account redundancy costs within the team.

A significant in-year underspend is likely in Audit and Risk Management due to efficiencies from the restructure and also the carrying of vacancies. Some of this may be used to procure extra resources in the interim, but an underspend figure of £40k is still considered achievable.

Strategic Assets is currently forecasting an £80k underspend. This is due to savings on valuations in the Northampton Office (£40k) and an underspend due to in-year vacancies while recruiting to the new structure (£40k). The team is planning to recruit agency staff in the short-term in order to cover these in-year vacancies whilst working towards implementing the new structure.

People, Transformation and Transactions Directorate

	Previous Forecast Variance £000	Budget to Sept £000	Actual to Sept £000	Variance to Sept £000	Full Year Budget £000	Full Year Forecast Variance £000
Total P,T&T Directorate:						
PTT Central Management	0	376	390	14	781	0
Policy & Strategy	-200	828	447	-381	1,392	-200
HR Business Partners	0	1,330	879	-451	2,129	0
Organisation Development	0	1,399	745	-654	1,723	0
Business Transformation Team	0	653	276	-377	972	0
Transactional Services	-200	2,912	2,176	-736	4,403	-200
Revenue and Benefits	0	2,869	2,683	-186	5,237	0
LGSS Programme Team	100	1,875	2,733	858	3,687	100
Total P,T&T Directorate	-300	12,242	10,329	-1,913	20,324	-300

The Directorate is forecasting a £300k underspend.

The implementation of the Workforce Planning and Strategy team is planned for November 2015 and there is a forecast in-year underspend of £200k due to delays in recruitment.

The restructure across Transactional Services was implemented in August 2015 and has resulted in a number of vacancies which are actively being recruited to. The impact of the vacancies is expected to provide an in- year underspend of £200k.

There is a forecast pressure of £100k on the LGSS Programme Team budget. A 2015-16 budget reduction for this amount was made on the assumption that reductions to the ERP contract could be negotiated with Fujitsu, but given the new shared service solution this is unlikely to be achieved.

Information Technology Directorate

	Previous Forecast Variance £000	Budget to Sept £000	Actual to Sept £000	Variance to Sept £000	Full Year Budget £000	Full Year Forecast Variance £000
Operations:						
Northamptonshire County Council	0	1,639	1,765	126	3,278	50
Cambridgeshire County Council	0	1,013	1,017	4	1,308	0
Norwich	0	1,953	1,953	0	2,980	0
NHFT	0	2,348	2,389	41	3,495	0
Strategy & Architecture	0	539	631	92	864	0
Service Delivery	0	583	583	0	963	0
Total Information Technology Directorate	0	8,075	8,338	263	12,888	50

The Directorate is forecasting £50k overspend.

The vacancy factor for NCC operations has not been met this year resulting in a £38.5k pressure. There is also a pressure within CCC Operations due to the cost of agency cover for long-term sickness.

There is a further pressure within the Directorate due to the additional recruitment of digital analysts to in source work previously procured at a premium by the retained organisations. There are also additional developer posts being recruited over and above the establishment in agreement with NCC and CCC. This pressure will be met as far as possible by in year vacancies, but it is envisaged there will be a residual cost that will need to be recovered from NCC and CCC. There will potentially be a need to recover these costs in future years from NCC/CCC who will benefit from a reduction in direct expenditure.

There is also a potential shortfall this year on the additional savings target of £75k allocated ahead of the IT Service Review.

Law, Procurement and Governance Directorate

	Previous Forecast Variance £000	Budget to Sept £000	Actual to Sept £000	Variance to Sept £000	Full Year Budget £000	Full Year Forecast Variance £000
Total Law, Procurement and Governance Directorate:						
LGSS Law Ltd						
Dividend Target	0	-431	1,431	1,862	-536	250
Overhead income target	0	0	0	0	-170	0
Head of LPG	0	0	0	0	45	0
NBC Legal Budget	0	253	147	-106	506	0
CCC Corporate Legal Budget	0	43	24	-19	102	-40
	0					
Procurement	-3	715	690	-25	1,023	0
Democratic Support Services	-62	506	407	-99	992	-80
Total Law, Procurement and Governance Directorate	-65	1,086	2,699	1,613	1,962	130

The Directorate is forecasting an overspend of £130k.

The budgeted target profit for LGSS Law Ltd is £536k which includes the “trading offset” stretch income target of £350k applied during 2014-15 budget planning process. It is currently estimated that the actual profit delivered will be in the region of £286k, which leaves a £250k shortfall against the target. In the previous financial year the shortfall against the target was £229k. At a time when the service is going through a period of significant change in systems and operating model, LGSS Law has been working towards achieving a proportionately higher level of surplus than previous years. It is envisaged that in the coming months there will be a reduction in cost once new systems and processes are fully operational.

	2015-16
LGSS Law Ltd - Projected Summary Profit & Loss	£000
Income	
Cambridgeshire CC	1,468
Northamptonshire CC	2,479
Northampton BC	506
Other	553
Total Income	5,006
Expenditure	4,720
Profit/Surplus	-286

The LGSS Law corporate Legal budget is currently forecast to underspend by £40k.

Democratic Support Services is forecasting an underspend of £80k due to additional income generation from supporting the operation of the Northamptonshire Police and Crime Panel, (£40k), and an underspend in the Cambridge office due to an in-year vacancy and reduced expenditure on printing and other contracts, (£40k).

Service Assurance, Customers and Strategy

	Previous Forecast Variance £000	Budget to Sept £000	Actual to Sept £000	Variance to Sept £000	Full Year Budget £000	Full Year Forecast Variance £000
Total Service Assurance, Customers and Strategy Directorate:						
Service Assurance & Customer Engagement	0	259	238	-21	518	0
Leadership Support & Governance	0	68	82	14	120	0
Communications & Marketing	0	47	43	-4	95	0
Total Service Assurance Directorate	0	374	363	-11	733	0

Service Assurance is currently reporting a zero outturn. The Business Planning Manager role is currently vacant, and the contracts officer vacancy, which is being covered by a temporary member of staff, is currently being reviewed. It is expected that all roles will be recruited to by the end of the calendar year.

Appendix 1(b)

Please note that this Appendix is not for publication by virtue of paragraph 3 of part 1 of 12a of the Local Government Act 1972 and has been circulated separately.

Appendix 2

2015-16 Monitoring Detail – Budgets managed by LGSS on behalf of others.

	Previous Forecast Variance £000	Budget to Sept £000	Actual to Sept £000	Variance to Sept £000	Full Year Budget £000	Full Year Forecast Variance £000
Northamptonshire County Council:						
Property Operations	0	1,306	1,199	-107	3,615	0
Strategic Assets	0	1,705	1,601	-104	2,466	-43
Finance	-66	122	18	-104	244	-66
Policy and Strategy	0	184	128	-56	370	0
Organisation Development	0	-43	-267	-224	830	0
Information Technology	100	2,521	3,050	529	3,942	100
Democratic Services	200	652	713	61	1,303	100
Catering	0	1	3	2	1	0
Procurement	-200	0	-96	-96	0	-200
Total	34	6,448	6,349	-99	12,771	-109
Northampton Borough Council:						
Finance	0	110	41	-69	220	0
Policy and Strategy	0	64	50	-14	129	0
Information Technology	0	636	545	-91	1,271	0
Insurance	0	410	679	269	821	0
Total	0	1,220	1,315	95	2,441	0
Cambridgeshire County Council:						
Insurance	0	0	-0	-0	1,483	0
Property Operations	1,041	4,295	4,597	302	6,642	892
External Audit	0	89	133	44	179	0
Strategic Assets	-140	-1,607	-2,034	-427	-3,052	-140
Members Allowances	0	485	463	-22	1,000	-0
Finance	0	253	105	-148	1,023	0
Information Technology	28	2,065	1,840	-225	2,222	-421
Total	929	5,580	5,104	-476	9,497	331

Northamptonshire County Council

There is a forecast underspend of £109k on the budgets managed by LGSS on behalf of Northamptonshire.

There is a commitment to deliver £2m savings by 2017-18 through leverage of assets. Whilst the 2014-15 saving was achieved, this is increasingly challenging for 2015-16 and there is a potential risk of £265k slippage on this year's leverage of assets target in terms of permanent savings. In previous years this area of the business has generated savings which have not always been known until later in the year and so there remains some confidence that the target will be achieved. This will continue to be monitored and regular updates provided. In terms of in-year underspends, Strategic Assets is forecasting an overall £43k underspend on the main managed budgets due to additional in-year income from rents, leases and service charges, mainly from Delapre, Service Six and Northwood.

In Finance there is a £66k underspend forecast on External Audit fees based on current estimates.

In Organisation Development, the target saving of £500k for 2015-16 has been offset by one-off funding transfers from the Fit for the Future and Children's Services Improvement Programmes. For 2016-17, this budget reduction will need to be achieved through changes to structure and methods of service delivery and work is already in progress to achieve this.

In IT there is a £100k pressure within the managed budgets due to the full year effect of the mobile phone contract savings of £200k not being fully realised this financial year.

Democratic Services are forecasting a £100k overspend due to non delivery of target savings. This is a decrease of £100k from the figure reported last month due to a plan to reduce spending on the Empowering Councillors Scheme. Additionally, there will be realignment in coming months to reflect the transfer in of the budget and costs for political assistants and support staff from the Law, Procurement and Governance Operational budget.

In Procurement a one-off £200k underspend is forecast due to a Procurement negotiated rebate on the agency contract mainly relating to social workers in NCC.

Cambridgeshire County Council

There is a forecast overspend of £331k on the budgets managed by LGSS on behalf of Cambridgeshire.

Property Operations is forecasting an overall overspend of £892k, a decrease of £149k from the figure reported last month. Under the agreement to lease Castle Court, the 50% rental period is due to commence on 31 October 2015, subject to planning permission being granted. Should this be forthcoming, additional income of £281k will be generated in 2015-16, and this has now been reflected in the forecast outturn position. Building Maintenance is forecasting an overspend of £121k due to a shortfall in the amount accrued in the 2014-15 accounts compared to invoices paid in respect of these accrued costs. Officers are investigating the reasons for the increase in costs, compared to those estimated.

As previously reported, the pressure resulting from Children's Centre business rates received to date and an assessment of the potential liability for Children's Centres where bills have not yet been received is forecast to be in the region of £616k. Of this amount, £471k is the estimated liability for prior years billing and £145k relates to the estimated annual cost for 2015-16 onwards. The position will continue to be monitored and forecast outturn updated accordingly when/if further business rates bills are received.

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.

Within Strategic Assets there is a forecast underspend of £140k on County Farms, which is due to an increase in rent income following completion of sixty rent reviews during 2014-15. Levels of income generation resulting from the ongoing programme of solar PV installations across the estate are being assessed to consider whether any further underspend can be declared.

The IT Managed budgets show an underspend of £421k. To contribute towards recovery of the overall LGSS Managed overspend the balance on the IT Asset replacement fund (£475k) will be used to support this area of expenditure. 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.

Appendix 3
Summary Position on Carry Forwards

Directorate	Service Area	Title	2013-14 Carry Forward	2014-15 Carry Forward	Total Carry Forward		Drawn Down	Needed 2016- 17	Re- Assigned	Balance Awaiting Action
			£000	£000	£000		£000	£000	£000	£000
PT & T		Business re-engineering	53	0	53	*			-53	0
PT & T	Organisation & Workforce Development	Equipping employees to use Next Generation / Smarter Business mobile technology	0	319	319			-319		0
PT & T	Programme Management Office	Shared Service Solution	280	0	280			-280		0
PT & T	Revenue & Benefits	Systems Development	55	0	55					55
PT & T	PMO / Rev & Bens	Contingency to support above two projects by reducing reliance on partner contributions	0	100	100					100
Finance	Strategic Assets	Asset Management Database	142	0	142					142
Finance	Pensions	IT systems	100	0	100					100
LP & G	Legal	Company VAT & tax advice	2	0	2					2
LP & G	Democratic Support	CMIS	13	0	13	*			-13	0
SAC & S	Service Assurance & Customer Engagement	Support delivery of trading targets	12	0	12					12
SAC & S	Service Assurance & Customer Engagement	Think as One, Deliver as One	22	0	22					22
IT	IT	Further in-sourcing to deliver ongoing revenue savings	0	100	100		-100			0
Cross-Cutting		Smoothing of trading income	500	253	753					753
Cross-Cutting		Redundancy reserve top-up	54	0	54	*			66	120
Total			1,233	772	2,005		-100	-599	0	1,306

* Carry forwards which have been identified as no longer required for their original purpose have been added to the redundancy reserve where there is an anticipated shortfall against potential demand.

