

**LGSS Joint Committee**

**26 May 2015**

**Subject: LGSS 2014-15 Outturn**

**Paper presented by: Matt Bowmer**

**Actions:**

- 1. Note, for the fourth successive year, the delivery of Strategic Plan savings – for 2014-15, £2.3m against a baseline of approximately £25m.**
- 2. Note the outturn position for 2014-15.**
- 3. Note the use of 2014-15 surplus and unallocated reserves as set out in Section 3 and agreed in principle at Joint Committee on 26 March.**
- 4. Note the carry forward of unused earmarked balances from 2013-14 into 2015-16 as set out in Section 3 and agreed at Joint Committee on 26 March.**
- 5. Note that under the current proposals a dividend will not be paid to the host authorities for 2014-15.**
- 6. Note the preparation of the draft LGSS Annual Report 2014-15 to be presented to Joint Committee at its meeting on 25 June.**

## 1. Summary Financial Position

	2011-12 Outturn £000	2012-13 Outturn £000	2013-14 Outturn £000	2014-15 Outturn £000	2015-16 Planned £000
<b>Brought Forward (1 April)</b>	<b>0</b>	<b>-1,489</b>	<b>-3,289</b>	<b>-2,893</b>	<b>-2,004</b>
<b>Reinvestment</b>	<b>0</b>	<b>604</b>	<b>2,402</b>	<b>2,091</b>	<b>2,004</b>
<b>Repayment to Norwich City Council</b>	<b>0</b>	<b>0</b>	<b>184</b>	<b>0</b>	<b>0</b>
<b>Distribution of prior year dividend</b>	<b>0</b>	<b>0</b>	<b>700</b>	<b>700</b>	<b>0</b>
<b>Actual Surplus</b>	<b>-1,489</b>	<b>-2,404</b>	<b>-2,009</b>	<b>-651</b>	<b>0</b>
<b>Carried Forward (31 March)</b>	<b>-1,489</b>	<b>-3,289</b>	<b>-2,012</b>	<b>-753</b>	<b>0</b>
<b>Reinvestment c/f</b>	<b>0</b>	<b>0</b>	<b>-881</b>	<b>-1,251</b>	<b>0</b>
<b>LGSS Reserves (31 March)</b>	<b>-1,489</b>	<b>-3,289</b>	<b>-2,893</b>	<b>-2,004</b>	<b>0</b>

The Table above summarises:

- The outturn position for 2011-12 through to 2013-14 as previously reported to Joint Committee.
- The 2014-15 outturn position outlined in Section 2 of this report and detailed in Appendices 1(a) and 1(b).
- The 2015-16 planned position including:
  - Unused carry forwards from 2013-14 to be rolled forward to 2015-16, (see Section 3).
  - Decisions on re-investment of 2014-15 surplus and unallocated reserves agreed by Joint Committee at its meeting on 26 March, (see Section 3).
- Additionally a provision of £284k was created in 2013-14 for benefits share negotiations. During 2014-15, £209k has been drawn down from this provision leaving a balance of £75k at the end of the financial year.

## 2. 2014-15 Financial Outturn

	Previous Forecast Variance £000	Gross Exp Budget £000	External Income Budget £000	Internal Income Budget £000	Full Year Budget £000	Full Year Outturn Variance £000
Trading Account	396	2,409	-22,424	-185	-20,200	383
Service Assurance	48	1,777	-31	-95	1,651	49
Finance	-248	11,997	-4,076	-501	7,420	-347
People, Transformation and Transactions	-295	25,324	-1,809	-2,969	20,546	-382
Information Technology	-192	10,519	-39	-1,666	8,814	-202
Law, Property and Governance	-273	12,418	-1,251	-6,062	5,105	-152
<b>Total LGSS</b>	<b>-564</b>	<b>64,444</b>	<b>-29,630</b>	<b>-11,478</b>	<b>23,336</b>	<b>-651</b>

The LGSS operational underspend for 2014-15 is £651k, an increase of £87k from the last reported position. This underspend is additional to the delivery of £2.3m Strategic Plan savings in 2014-15. Further detail and commentary on the LGSS outturn position is provided at Appendices 1(a) and 1(b).

Despite the fact that all existing contracts are being delivered to their planned surpluses, the overall outturn on the Trading Account against the targets in the original 2010 Business Plan continues to show a shortfall. There has been recognition during the budget planning process that LGSS is behind the curve in securing new business opportunities and this has been reflected in a realignment of targets for 2015-16 onwards.

	Previous Forecast Variance £000	Gross Exp Budget £000	External Income Budget £000	Internal Income Budget £000	Full Year Budget £000	Full Year Outturn £000
<b>Managed by LGSS on behalf of NCC:</b>						
Finance	-80	3,123	-355	0	2,768	-255
People, Transformation and Transactions	-196	1,871	-421	0	1,450	-247
Information Technology	0	5,075	0	-46	5,029	-47
Law, Property and Governance	-258	1,834	-99	-30	1,705	-231
<b>Total</b>	<b>-534</b>	<b>11,903</b>	<b>-875</b>	<b>-76</b>	<b>10,952</b>	<b>-780</b>
<b>Managed by LGSS on behalf of NBC:</b>						
Finance	0	256	0	0	256	-31
People, Transformation and Transactions	-12	127	0	0	127	-35
Information Technology	0	1,231	0	0	1,231	-17
Law, Property and Governance	57	791	0	0	791	-136
<b>Total</b>	<b>45</b>	<b>2,406</b>	<b>0</b>	<b>0</b>	<b>2,406</b>	<b>-219</b>
<b>Managed by LGSS on behalf of CCC:</b>						
Finance	-275	1,678	-4,179	0	-2,501	-240
Information Technology	300	3,601	0	-1,801	1,800	202
Law, Property and Governance	895	8,796	-540	-1,018	7,238	661
<b>Total</b>	<b>920</b>	<b>14,075</b>	<b>-4,719</b>	<b>-2,819</b>	<b>6,537</b>	<b>623</b>

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

### **3. Reinvestment**

Of the £2,091k earmarked carry forward to 2014-15 from 2013-14, £1,251k remains unused, (see detail in Appendix 3). £1,233k of this is required in 2015-16 and this is shown in the Table below.

Additionally, the Joint Committee meeting on the 26 March 2015 considered new carry forward bids against the estimated available surplus for 2014-15, (based on revenue monitoring to the end of January and unallocated reserves), and these too are summarised in the Table below.

<b>Directorate</b>	<b>Service Area</b>	<b>Title</b>	<b>2013-14 Carry Forward</b>	<b>2014-15 Carry Forward</b>	<b>Total Carry Forward</b>
			<b>£000</b>	<b>£000</b>	<b>£000</b>
PT & T		Business re-engineering	-53	0	-53
PT & T	Organisation & Workforce Development	Equipping employees to use Next Generation / Smarter Business mobile technology	0	-319	-319
PT & T	Programme Management Office	Shared Service Solution	-280	0	-280
PT & T	Revenue & Benefits	Systems Development	-55	0	-55
PT & T	PMO / Rev & Bens	Contingency to support above two projects by reducing reliance on partner contributions	0	-100	-100
Finance	Strategic Assets	Asset Management Database	-142	0	-142
Finance	Pensions	IT systems	-100	0	-100
LP & G	Legal	Company VAT & tax advice	-2	0	-2
LP & G	Democratic Support	CMIS	-13	0	-13
SAC & S	Service Assurance & Customer Engagement	Support delivery of trading targets	-12	0	-12
SAC & S	Service Assurance & Customer Engagement	Think as One, Deliver as One	-22	0	-22
IT	IT	Further in-sourcing to deliver ongoing revenue savings	0	-100	-100
Cross-Cutting		Smoothing of trading income	-500	-252	-752

Cross-Cutting		Redundancy reserve top-up	-54	0	-54
<b>Total</b>			<b>-1,233</b>	<b>-771</b>	<b>-2,004</b>

## **Appendix 1 (a)**

### **2014-15 Outturn Detail – LGSS Budgets**

#### **Finance Directorate**

	<b>Previous Forecast Variance £000</b>	<b>Budget £000</b>	<b>Actual £000</b>	<b>Variance £000</b>
<b>Northampton Office:</b>				
Strategic Assets	-47	967	907	-60
Pensions Operations	0	-371	-371	0
Finance	-5	2,779	2,715	-64
<b>Total Northampton Office</b>	<b>-52</b>	<b>3,375</b>	<b>3,251</b>	<b>-124</b>
<b>Cambridge Office:</b>				
Strategic Assets	-75	915	837	-78
Pensions Operations	0	0	0	0
Finance	-121	3,130	2,985	-145
<b>Total Cambridge Office</b>	<b>-196</b>	<b>4,045</b>	<b>3,822</b>	<b>-223</b>
<b>Total Finance Directorate:</b>				
Strategic Assets	-122	1,882	1,744	-138
Pensions Operations	0	-371	-371	0
Finance	-126	5,909	5,700	-209
<b>Total Finance Directorate</b>	<b>-248</b>	<b>7,420</b>	<b>7,073</b>	<b>-347</b>

The Directorate has an outturn underspend of £347k.

#### **Northampton Office**

In Strategic Assets a £74k underspend on estates and professional fees is offset by an overspend of £14k on staff and agency costs from realigning to a new structure.

The £64k underspend in Finance is due to increased Schools Team income above budgeted levels.

#### **Cambridge Office**

The £78k underspend in Strategic Assets is due to significant difficulty in recruiting to specialist Urban Assets and County Farms posts in the new structure.

The £145k underspend in Finance is due to reduced staffing expenditure including in-year vacancies and maternity leave (£67k), CIPFA Trainees taking up posts in other teams within LGSS (£43k) and income generation at higher than anticipated levels from projects, schools administration and work for Norwich City Council (£35k).

## People, Transformation and Transactions Directorate

	Previous Forecast Variance £000	Budget £000	Actual £000	Variance £000
<b>Northampton Office:</b>				
PTT Central Management	-65	817	747	-70
Policy & Strategy	-100	849	789	-60
HR Business Partners	-115	1,218	1,112	-106
Organisation Development	100	1,454	1,553	99
Business Transformation Team	0	967	967	0
Transactional Services	0	2,229	2,074	-156
Revenue and Benefits	0	3,119	3,119	0
LGSS Programme Team	70	1,924	2,007	84
<b>Total Northampton Office</b>	<b>-110</b>	<b>12,577</b>	<b>12,368</b>	<b>-209</b>
<b>Cambridge Office:</b>				
PTT Central Management	0	1	1	0
Policy & Strategy	-40	407	293	-114
HR Business Partners	-145	1,230	1,088	-142
Organisation Development	0	467	469	2
Transactional Services	0	1,605	1,683	78
Revenue and Benefits	0	2,266	2,266	0
LGSS Programme Team	0	1,993	1,996	3
<b>Total Cambridge Office</b>	<b>-185</b>	<b>7,969</b>	<b>7,796</b>	<b>-173</b>
<b>Total P,T&amp;T Directorate:</b>				
PTT Central Management	-65	818	748	-70
Policy & Strategy	-140	1,256	1,082	-174
HR Business Partners	-260	2,448	2,200	-248
Organisation Development	100	1,921	2,022	101
Business Transformation Team	0	967	967	0
Transactional Services	0	3,834	3,757	-78
Revenue and Benefits	0	5,385	5,385	0
LGSS Programme Team	70	3,917	4,003	87
<b>Total P,T&amp;T Directorate</b>	<b>-295</b>	<b>20,546</b>	<b>20,164</b>	<b>-382</b>

The Directorate has an outturn underspend of £382k.

Central Management has an underspend of £70k due in part to members of the team reducing hours and participating in the purchase of annual leave scheme (£66k), with a further £4k underspend within supplies and services budgets.

A number of vacancies have been held within People Services providing in-year savings of £98k. The Policy and Strategy & HR Advisory teams have generated a number of one-off income opportunities from various customers including project funding from stakeholders. The additional work has been absorbed within the existing operations contributing £202k additional income. The savings identified are temporary in nature and will in part meet service commitments to build a Workforce Planning Team in 2015-16. Additional income has been generated relating to health and safety activities (£99k), and there are further underspends within supplies and services budgets of £23k.

Workforce Development has an overspend of £101k which is principally due to additional training costs to support the NCC Children's Service Improvement Programme.

Transactional Services has an underspend of £78k. This is due to additional income from schools (£35k), over-estimation of Agency costs across the service (£30k) and other minor variances across the service, (£13k).

There is an overspend of £87k within the LGSS Programme team. This is a combination of additional investment to move forward the LGSS change programme, as well as the short term use of Oracle contractor expertise to support the transition to a dual ERP platform which will deliver significant savings from 2015-16 onwards.

## Information Technology Directorate

	Previous Forecast Variance £000	Budget £000	Actual £000	Variance £000
Northampton Office	-133	3,798	3,650	-148
<b>Total Northampton Office</b>	<b>-133</b>	<b>3,798</b>	<b>3,650</b>	<b>-148</b>
Cambridge Office	-59	5,016	4,962	-54
<b>Total Cambridge Office</b>	<b>-59</b>	<b>5,016</b>	<b>4,962</b>	<b>-54</b>
<b>Total Information Technology Directorate</b>	<b>-192</b>	<b>8,814</b>	<b>8,612</b>	<b>-202</b>

The Directorate has an outturn underspend of £202k.

There is a one-off underspend in the Northampton office of £254k due to in-year vacancies and a recruitment lag. Capitalisation of staff costs was £389k against the budgeted recharge of £450k, giving a shortfall of £61k. There were also additional training costs of £45k, resulting in an overall net underspend position of £148k.

There has been additional income generation from various site operational teams in the Cambridge office resulting in an underspend of £54k.

## Law, Property and Governance Directorate

	Previous Forecast Variance £000	Budget £000	Actual £000	Variance £000
<b>Northampton Office:</b>				
Legal Services	75	-585	-490	95
Audit and Risk Management	-39	517	473	-44
Procurement	-51	733	684	-49
Property Operations	-30	1,767	1,752	-15
Catering	0	0	0	0
Democratic Support Services	-70	519	466	-53
<b>Total Northampton Office</b>	<b>-115</b>	<b>2,951</b>	<b>2,885</b>	<b>-66</b>
<b>Cambridge Office:</b>				
Legal Services	75	-375	-241	134
Audit and Risk Management	-45	706	667	-39
Procurement	-25	392	366	-26
Property Operations	-30	932	926	-6
Democratic Support Services	-139	499	350	-149
<b>Total Cambridge Office</b>	<b>-164</b>	<b>2,154</b>	<b>2,068</b>	<b>-86</b>
<b>Total Law, Property and Governance Directorate:</b>				
Legal Services	150	-960	-731	229
Audit and Risk Management	-84	1,223	1,140	-83
Procurement	-76	1,125	1,050	-75
Property Operations	-60	2,699	2,678	-21
Catering	0	0	0	0
Democratic Support Services	-209	1,018	816	-202
<b>Total Law, Property and Governance Directorate</b>	<b>-279</b>	<b>5,105</b>	<b>4,953</b>	<b>-152</b>

The Directorate has an outturn underspend of £152k.

The Legal team has struggled to achieve its budgeted surplus of almost £1.5 million. Over the past four years the team has made significant increases in productivity and surplus and further improvements are far harder to achieve. Work is ongoing to seek additional efficiencies through better use of technology, but this has been hampered this year by the continued delays in implementation of the Iken upgrade which required a new ICT link between NCC and CCC servers. In addition, there are other factors that have put productivity levels at risk, e.g. inability of Iken to work effectively remotely and loss of significant fee earning through other staffing circumstances. As a result Legal Services have a year end deficit of £229k.



Audit and Risk Management has an outturn underspend of £83k due to vacancy management, savings from reorganisation and income generation.

Procurement has an outturn underspend of £75k which is a combination of securing additional income and appointments into the new structure being delayed from April to the end of July.

Property Operations has an outturn underspend of £21k as a result of staff turnover and through additional generation of income from capital projects.

Democratic Support Services and Scrutiny has an outturn underspend of £202k. £77k of this relates to staff turnover in the Democratic Support teams (£65k) and in the Scrutiny team at Cambridge (£12k). In addition, staff savings identified for 2015-16 for the Cambridge Office have been achieved early resulting in a further underspend of £56k. Additional income generation of £45k and other general office underspends of £24k have also contributed to the overall position.

### Service Assurance, Customers and Strategy

	Previous Forecast Variance £000	Budget £000	Actual £000	Variance £000
<b>Northampton Office:</b>				
Service Assurance & Customer Engagement	-55	442	396	-45
Leadership Support & Governance	-34	128	91	-37
LGSS Customer Services / Helpdesk	170	634	802	167
Communications & Marketing	0	96	94	-2
<b>Total Northampton Office</b>	<b>81</b>	<b>1,300</b>	<b>1,383</b>	<b>83</b>
<b>Cambridge Office:</b>				
Leadership Support & Governance	3	120	122	2
LGSS Customer Services / Helpdesk	-36	231	195	-36
<b>Total Cambridge Office</b>	<b>-33</b>	<b>351</b>	<b>317</b>	<b>-34</b>
<b>Total Central Management Directorate:</b>				
Service Assurance & Customer Engagement	-55	442	396	-45
Leadership Support & Governance	-31	248	213	-35
LGSS Customer Services / Helpdesk	134	865	997	131
Communications & Marketing	0	95	94	-2
<b>Total Service Assurance Directorate</b>	<b>48</b>	<b>1,651</b>	<b>1,700</b>	<b>49</b>

The Directorate has an outturn overspend of £49k

Overall the Helpdesk overspent by £131k with the cost of the Helpdesk Project (£158k) being offset by some in-year vacancies. It had originally been planned that £86k additional funding from elsewhere within LGSS would be transferred in to partially offset this cost and support the project, but it was subsequently agreed to report all project costs within this one service area.

There have been one-off underspends in the Directorate this year due to restructuring in Service Assurance and Customer Engagement (£61k) and in Leadership Support and Governance (£50k). These have been offset by overspends on two budget areas which are accounted for within Service Assurance on behalf of

LGSS overall - £16k overspend on centralised legal costs relating to setting up LGSS contracts and £15k overspend on centralised postal charges.

### **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

### 2014-15 Outturn Detail – Budgets managed by LGSS on behalf of others.

	Previous Forecast Variance	Budget	Actual	Variance
	£000	£000	£000	£000
<b>Northamptonshire County Council:</b>				
Property Operations	0	203	266	63
Strategic Assets	0	2,474	2,338	-136
Finance	-80	294	175	-119
Policy and Strategy	-96	370	222	-148
Organisation Development	-100	1,080	981	-99
Information Technology	0	5,029	4,982	-47
Procurement	-350	0	-375	-375
Democratic Services	92	1,502	1,583	81
<b>Total</b>	<b>-534</b>	<b>10,952</b>	<b>10,172</b>	<b>-780</b>
<b>Northampton Borough Council:</b>				
Finance	0	256	225	-31
Policy and Strategy	-29	127	92	-35
Information Technology	0	1,231	1,214	-17
Insurance	57	792	656	-136
<b>Total</b>	<b>28</b>	<b>2,406</b>	<b>2,187</b>	<b>-219</b>
<b>Cambridgeshire County Council:</b>				
Insurance	0	-516	-516	0
Property Operations	906	6,750	7,474	724
External Audit	0	170	168	-2
Strategic Assets	-242	-2,806	-3,010	-204
Members Allowances	-11	1,004	941	-63
Procurement Contract	0	0	0	0
Finance	-33	135	101	-34
Information Technology	300	1,800	2,002	202
<b>Total</b>	<b>920</b>	<b>6,537</b>	<b>7,160</b>	<b>623</b>

#### Northamptonshire County Council

There is an underspend of £780k within the budgets managed by LGSS on behalf of Northamptonshire.

There is a net overspend of £63k within Property Operations. An overspend of £25k on the Cambridge Catering and Cleaning Service contract and an under-delivery of £90k against the Leverage on Assets saving have been partially mitigated by an underspend on utilities costs.

The Strategic Assets managed budget is £136k underspent due to receipt of a rental payment from Children's Services commissioners to cover costs during the 2014-15 consultation period.

The External Audit budget is underspent by £119k due to lower audit fees in 2014-15.

Policy and Strategy has an underspend of £148k. This is due to an underspend on the Medigold contract of £88k due to reduction in headcount and fewer placement referrals from schools due to the increase in the number of academies. There is a further underspend of £8k on the Relate Counselling contract due to reduced referrals. There is also an underspend of £32k due to efficiencies in the way school audits are carried out and a further £20k has been credited to the account concerning a prior year provision set aside for school audits that will be picked up as part of the restructure within the team in 2015-16.

In response to CMT's request to reduce or restrict spending, there has been a planned delay in OWD development work which has resulted in an underspend of £99k.

In addition to the £600k target saving in IT, a further £47k has been achieved this year due in the main to the bulk purchase of handsets at a competitive price.

Procurement has achieved a saving of £375k due to the negotiation for reimbursement of employment agency fees.

Democratic Services has an overspend of £81k due to a shortfall on delivery of a £100k cross-cutting saving.

### **Northampton Borough Council**

There is an overall underspend on the managed budgets for NBC of £219k. This is due to a decrease in the cost of bank charges, (£31k), decrease in cost of First Care and Medigold services, (£35k), additional IT costs outside the contract being recovered, (£17k), and surplus insurance budget previously unallocated, (£136k).

### **Cambridgeshire County Council**

There is an overspend of £623k within the budgets managed by LGSS on behalf of Cambridgeshire.

Property Operations has an overspend of £724k. £484k of this relates to a shortfall against a savings target of £736k which was allocated in the 2013-14 Business Planning linked to a reduction in the Council's property portfolio. Savings of £120k have been achieved in the current year, resulting from the part-year closure of Dryden House and Castle Court. In addition, there has been a one-off windfall from Libraries' rates rebates (£150k), additional income generated of £100k, and savings of £35k on utilities across the portfolio. These in-year savings are partly offset by an accrual of £200k in respect of Dryden House dilapidations, an overspend on reactive building maintenance and an under-accrual in relation to 2013-14 works to give a net overspend of £240k.

Within Strategic Assets there is an underspend of £57k on Effective Property Asset Management (EPAM) and an underspend of £147k on County Farms. The Making Assets Count (MAC) Public Property Partnership & Market Towns project has underspent by £61k, (£89k staff costs having been incurred against the £150k budget). There was also a £25k underspend on the EPAM revenue budget after taking into account Castle Court move costs. These underspends have been partially offset by a net balance of £29k on the capital receipts revenue budget after allowable costs of disposal have been offset up to 4% of each relevant capital receipt. The £147k underspend on County Farms is due to an increase in rent as a result of the completion of 60 rent reviews. In addition, five holdings have been successfully let at higher rent levels than anticipated and there was a £13k underspend on planned maintenance.

There is an underspend of £63k on Members Allowances due to reduced non-staff expenditure, including underspends of £19k on travel, £15k on training and £10k on insurance.

There is a £34k underspend on the Finance subscriptions budget.

The 2014-15 Business Plan included a £600k savings target against IT Managed budgets. IT Services have delivered £398k savings against budgets for which they are directly responsible, (telephony, PC refresh and CPSN), and have been reviewing contract arrangements for other IT related contracts across Cambridgeshire. It is anticipated that the recent renewal of the mobile telephony contract will produce significant savings towards the outstanding target. However, centralisation of the budgets was not implemented until April 2015, and therefore part-year savings in 2014-15 sit in service budgets rather than in this centrally managed budget.

### Appendix 3

Directorate	Service Area	Title	2012-13 Carry Forward	2013-14 Carry Forward	Drawn Down	Needed 2015-16	No Longer Required
			£000	£000	£000	£000	£000
PT & T	PT & T	Business re-engineering	136		-83	-53	
PT & T	PT & T	Business Change Analyst	12		-12		
PT & T	PMO	Project Manager to support transformation across LGSS	17		-17		
PT & T	PMO	Project Manager to support on-boarding of prospective customers	37		-37		
PT & T	OWD	IT training - Next Generation		100	-100		
PT & T	PMO	LGSS SharePoint rollout		50	-50		
PT & T	PMO	E Forms development		50	-50		
PT & T	PMO	Improvement to supplier maintenance automation		40	-40		
PT & T	PMO	OCR scanning		50	-50		
PT & T	PMO	Shared Service Solution (Next-Gen ERP initial phase)		280		-280	
PT & T	Revs & Bens	Systems Development		109	-54	-55	
LP & G	Democratic Support	CMIS		13		-13	
LP & G	Legal Services	Company VAT & tax advice		10	-8	-2	
LP & G	Procurement	Selective Market Intelligence		10	-8		-2
Finance	Strategic Assets	Asset Management Database	150		-8	-142	
Finance	Pensions	IT systems		100		-100	
SAC	SAC	Communications officer		44	-28		-16
SAC	SAC	Support delivery of trading targets		17	-5	-12	
SAC	SAC	Think as One, Deliver as One		39	-17	-22	
IT	IT	Benchmarking of IT Costs	20		-20		
IT	IT	In-sourcing		100	-100		
Cross-Cutting		Smoothing of trading income	500			-500	

Cross-Cutting		Redundancy reserve top-up		207	-153	-54	
<b>Total</b>			<b>872</b>	<b>1,219</b>	<b>-840</b>	<b>-1,233</b>	<b>-18</b>