

LGSS Joint Committee

14th December 2018

Subject: LGSS 2018-19 Budget Monitoring

Actions:

- 1. Note the financial monitoring position as at 31th October 2018**
- 2. Note the capital monitoring position regarding LGSS capital projects.**

Section 1 - Executive Summary

1. This report is the combined LGSS financial monitoring report consolidating the delegated budgets from the three core councils. The benefits to the councils are embedded within the budgets and a zero outturn position would mean that all benefits have been met for each authority's budget proposals for 2018-19. At the end of the year if there is a surplus, this would be considered by Joint Committee for reinvestment and future commitments. In the event of a deficit and no other reserves it would be split between the core councils on the basis of net budget, as per the partnering agreement.
2. The format of the report was changed from September to reflect the new LGSS Directorate structure. The service lines previously reported under the Business Systems, Services and Change Directorate now reported within Finance, IT or the Managing Director.
3. LGSS Joint Committee agreed the repatriation of NCC Professional Finance and Democratic Services to NCC on 30th August, however the budget transfers have not yet been finalised so these services continue to be reported within LGSS.

Revenue position

4. The forecast variance for Operational Services at the end of October is an overspend of £257k, of which:
 - £150k is an agreed overspend with NCC in relation to savings expectations for the Audit Service
 - £65k of shared service overspends
 - £50k is an NCC specific pressure in relation to additional savings over and above the agreed plan
 - £79k are pressures in relation to the set trading targets
 - -£87k is a contribution from the partnership contingency to off set the additional costs of the interim Managing Director.

Of the forecast variance of £257k, £200k is NCC specific, leaving an LGSS partnership overspend of £57k. This is a slightly worsened position compared to the September forecast LGSS partnership overspend of £30k due to decreases in forecast trading income. Further detail is set out in section 2 and Appendix 1.

	Previous LGSS Net Variance £000	Full Year Budget £000	Current LGSS Net Forecast Variance £000
Total LGSS Services	337	43,311	215
Trading Account / Partnership Contingency / Budget issues to be resolved	-107	-13,058	42
Total LGSS Operational	230	30,253	257

5. The main changes since the September report are summarised below (detail is contained in appendix 1) :
 - The Finance Directorate position has improved by £18k compared to last month.
 - The HR Directorate position has improved by £68k compared to last month.
 - The LGSS Managing Director position has improved by £33k compared to last month.
 - The Trading account position has worsened by £109k reflecting the latest position around surplus from LGSS trading activities.

6. Robust action is being taken to mitigate the forecast overspend including: review of vacant posts to identify savings, revisiting trading targets particularly around digital and Learning and Development services, and further work on the Language Service to continue to improve the income position and reduce the forecast overspend.
7. Savings delivery – At this stage of the year the savings tracker is showing £415k of savings rated red, £335k rated amber and £2,160k rated green.

Reserves position

8. The balance in LGSS reserves at 31 March 2018 was £76k.
9. The partnership contingency has a budget during 2018-19 of £648k as set out in the LGSS Strategic Plan. The following usage of this budget has been agreed to date:

Partnership contingency	2018-19 (£000s)
Opening balance	648
<i>Draw down:</i>	
Interim MD	-87
Stabilisation and Improvements to ERP	-380
Helpdesk improvements	-65
Remaining balance	116

Any remaining balance in the contingency budget at year end will be transferred to LGSS reserves.

10. Total LGSS available reserves therefore total £192k, but taking into account the forecast LGSS overspend of £57k as set out above leaves a forecast reserve balance at year end of £135k. Further detail is provided at Appendix 3.

Budget Reconciliation

11. The budgets for all 3 authorities have been reconciled to the Strategic Plan, and a summary of movements in the year to date can be seen in Appendix 4.

Capital Position

12. The capital position at the end of October can be seen in the table below, further detail is shown in Appendix 5.

Authority	Exp Budget	Forecast Total Life of Project	Over / (Under) Spend v Approved Exp
	£000	£000	£000
CCC	2,025	2,025	0
NCC	21,647	21,398	-249
MKC	6,885	6,885	0

Section 2 - LGSS Operational – October 2018

	Previous Forecast Variance £000	Gross Exp Budget £000	External Income Budget £000	Internal Income Budget £000	Full Year Budget £000	Actuals to Oct £000	Full Year Forecast Variance £000
Finance Services	245	22,318	-6,315	-1,585	14,419	6,930	227
Human Resources	-69	11,641	-2,228	-364	9,049	5,180	-137
Information Technology Services	0	22,359	-777	-3,807	17,775	12,782	0
Managing Director & Support	161	3,059	-928	-63	2,069	1,330	125
Total LGSS Services	337	59,378	-10,248	-5,819	43,311	26,221	215

Trading Account	-30	34	-13,285	0	-13,251	-10,468	79
Partnership Contingency	-127	268	0	0	268	0	-87
NCC Budget items to be resolved	50	-75	0	0	-75	0	50

Total LGSS Operational	230	59,605	-23,533	-5,819	30,253	15,753	257
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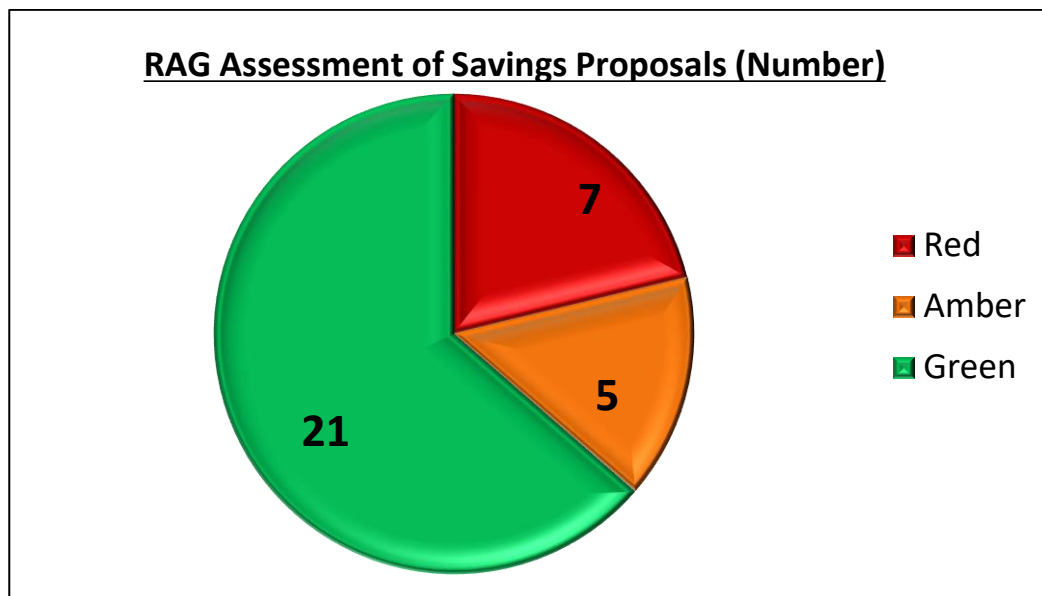
Revenue position

1. The forecast outturn variance on LGSS Services at the end of October is an overspend of £215k, of which £150k is directly attributable to NCC. It has been agreed that a transfer will be made from the partnership contingency to cover the additional costs of the LGSS interim Managing Director which will reduce the LGSS overspend. There is an anticipated pressure of £79k on the trading account which will be split between CCC and NCC at year end. There are also budget issues to be resolved with NCC totalling £75k of which £50k relates to a late savings target asked of LGSS by NCC but for which no actions have yet been agreed to deliver creating an additional £50k NCC specific pressure.
2. Overall, this gives a forecast LGSS operational overspend of £257k of which £200k is attributable to NCC and £57k to LGSS. Further detail and commentary is provided at Appendix 1.
3. NCC have issued a Stabilisation Plan to address in year budget issues, including the £200k specific pressures referred to above. As part of that plan NCC have set a target for LGSS to deliver additional savings for NCC of £336k across delegated and managed budgets in 2018/19. LGSS will be working with NCC to identify reductions to service provision to NCC to meet this target avoiding any impact to service provision to CCC and MKC. To date £159k has been delivered against the £336k savings target.

Savings delivery

4. The Budget Savings Tracker enables service managers to give a monthly update on the delivery of 2018-19 savings and benefits as set out in the LGSS Strategic Plan. A summary of this information is given at paragraph 3 below. This is monitored and reviewed on a monthly basis with LGSS Directors, the Finance Director and the Managing Director.
5. The tracker shows current savings at risk totalling £750k. A summary of the current RAG rating of budget proposals by Directorate is shown below:

Directorate Summary of Savings Proposals	Summary Proposal By Value and Directorate: LGSS savings				
	No. of proposals	Total Savings	Red	Amber	Green
Human Resources	2	189	0	0	189
Information Technology	9	1,265	225	270	770
Finance Services	10	592	90	29	473
Strategic Management	4	302	40	0	262
NCC specific savings	8	562	60	36	466
Total	33	2,910	415	335	2,160



Red = savings which are at significant risk of not being delivered in this financial year. Funding should be provided by NCC for the NCC specific ones.

Amber = savings where plans have not yet been identified for the full amount. Many will be delivered part way through the year delivering some of the savings target, and mitigating actions will be taken to offset any savings shortfall.

Green = savings expected to be fully deliverable in year.

Capital position

6. The table below summarises the capital projects within LGSS. LGSS projects are all fully funded from either external funding sources or by the individual authorities discretionary funding. CCC capital schemes are forecast to deliver to budget. Appendix 3 gives further detail on a scheme by scheme basis.

Authority	Expenditure Profile							Funding Profile		
	Exp Budget	Prev Year's Exp	Actuals 2018-19	Forecast 2018-19	Forecast Future Years	Total Life of Project	Over / (Under) Spend v Approved Exp	External	Discretionary	Total Funding of Project
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
CCC	2,025	1,891	0	134	0	2,025	0	0	2,025	2,025
NCC	21,647	20,949	25	424	0	21,398	-249	753	20,806	21,559
MKC	6,885	5,675	76	281	853	6,885	0	0	6,885	6,885

Appendix 1

2018-19 Monitoring Detail – LGSS Operational Budgets

Finance Services Directorate

	Previous Forecast Variance	Gross Exp Budget	External Income Budget	Internal Income Budget	Full Year Budget	Actual to Oct	Full Year Forecast Variance
	£000	£000	£000	£000	£000	£000	£000
Finance Services Directorate:							
Finance Leadership	4	159	0	0	159	4	4
Professional Finance							
CCC	10	1,884	0	-328	1,555	10	10
MKC	0	1,939	-53	-64	1,822	0	0
NCC	0	1,277	-10	-198	1,069	0	0
Premature Retirement Costs	0	133	0	0	133	0	0
Financial Operations	74	3,740	-245	-65	3,430	116	116
Debt & Income Service	0	952	-2	-112	838	0	0
Integrated Finance Services	-11	1,814	-625	-359	830	-11	-11
Audit & Risk	150	2,058	-422	-175	1,461	150	150
Pensions Operations	0	4,734	-4,734	0	0	0	0
Norwich	0	1,067	0	0	1,067	0	0
NBC	0	681	-5	0	677	0	0
Procurement	18	1,428	-159	-12	1,256	18	18
Insurance	0	452	-59	-271	122	-60	-60
Total	245	22,318	-6,315	-1,585	14,419	227	227

The Directorate is currently forecasting an overspend of £77k plus an agreed overspend in Internal Audit of £150k directly attributable to NCC.

There is insufficient budget for the Director post, which causes an annual pressure of £4k, however, this will be addressed for 2019-20 now that the new structure is in place and budgets can be realigned.

The CCC Professional Finance team anticipate a £10k forecast overspend. Delivery of over 80% of the MKC business case saving is on track although this is predominantly through efficiencies in business partner activity rather than as a result of direct MKC collaboration. It has not been possible to hold vacancies seen at previous levels at the start of this year, a proactive response has been needed to address the additional workload associated with the faster closedown of final accounts nationally and the one-off impact of the changeover in financial system.

The NCC Professional Finance team has been strengthened in year with a Deputy S151 post in line with the other LGSS partners and additional resource in Corporate Finance. This capacity was recruited in agreement with NCC's S151 Officer who committed to resource the additional posts. Joint Committee (30th August) agreed to transfer the professional finance and democratic services teams back to NCC and this will be completed once the budget transfers have been confirmed.

Finance Operations are reporting a total pressure of £116k which comprises of £18k due to the interim costs of the Head of Finance Operations role, £44k in Financial Assessments due to the legacy HUB team in MKC for salaries in April and May, £13k due to additional costs incurred through launch of Tradeshift, £10k due to additional resources required supporting Accounts Payable Helpdesk and £31k pressure in Payables due to shortfall in budget following restructure of £51k, however, other budget lines reduces this to £31k.

Debt Recovery and Income is a separate service for 2018-19. This was previously part of Financial Operations but investment was agreed to separate this out and bring in additional management capacity to reduce outstanding debt levels for the partner authorities. Planned efficiencies in the LGSS Strategic Plan have been delivered for 2018-19 following the restructuring earlier in the year but further work is underway given the additional senior role now in place.

The Integrated Finance Service continues to forecast a small underspend of £11k. The 2016/17 NBC audit is drawing to a conclusion and discussions will need to be finalised to confirm the cost to the service to deliver the audit which has been far more substantive in nature and has required significant resource to resolve NBC asset valuation issues that impacted on the accounts. Pressures on schools income continue, which are currently being offset by savings that have resulted from vacancies across the Service.

Savings of £150k were required from Audit and Risk by NCC. The NCC Director of Finance recognised that this reduction would put the authority at risk in the current context and agreed its reversal. It was anticipated that a budget adjustment would be made to reverse this savings request and remove the reported pressure. However, this has not happened for 2018/19 is now an agreed overspend with NCC.

Pensions has an efficiency sharing SLA in place with the two funds and has delivered their target efficiencies early for the next three years.

There is an £18k pressure in Procurement due to a small delay in a planned restructure which is now underway. Every effort is being made to eliminate this projected pressure by tightly controlling all expenditure.

Within Insurance an underspend of £60k is now being forecast as a result of the overachievement of income targets in respect of services to academies and MKC schools and underspends on other operational budgets.

Human Resources Directorate

	Previous Forecast Variance £000	Gross Exp Budget £000	External Income Budget £000	Internal Income Budget £000	Full Year Budget £000	Actual to Oct £000	Full Year Forecast Variance £000
Human Resources Directorate:							
HR Central Management	14	150	0	0	150	103	14
Policy & Strategy	-43	1,076	0	0	1,076	551	-46
Health, Safety & Wellbeing	-49	741	-132	-95	514	205	-55
HR Business Partners							
CCC	-33	1,190	0	-97	1,093	674	-33
NCC	-144	925	0	0	925	416	-140
MKC	4	771	0	-55	716	486	-25
NCC Schools Income	52	168	-256	10	-78	-111	52
MKC Schools	0	156	-151	0	5	-37	13
Learning & Development	197	3,997	-990	-18	2,989	1,812	111
Transactional Services	-67	2,468	-699	-109	1,659	1,080	-28
Total	-69	11,641	-2,228	-364	9,049	5,180	-137

The Directorate is currently forecasting an underspend of £137k.

The forecast for Health, Safety and Wellbeing has improved to a £55k underspend which is in relation to additional income which has been identified of £24k, and the transfer of an NCC specific savings target transferring to the Managed budget.

The net underspend on HR Business Partners is due to vacancies and income generated through additional SLA support to Children's in NCC. These are being partially offset by a £52k shortfall on the schools income target.

There is a pressure on Learning and Development staffing caused by a reduction in grant funding. The service is currently investigating mitigations and continues to freeze vacant posts. There are £300k NCC specific savings within the L & D service, which will be achieved through a reduced service offering, or be borne directly by NCC.

It is estimated that there will be a shortfall in income of approximately £28k in the payroll service, as more schools convert to academies and use the payroll provider of their multi-academy trust. This is being offset by an increased underspend on staffing and baseline staffing will be re-adjusted.

Information Technology Directorate

	Previous Forecast Variance £000	Gross Exp Budget £000	External Income Budget £000	Internal Income Budget £000	Full Year Budget £000	Actual to Oct £000	Full Year Forecast Variance £000
IT Directorate:							
Cambridgeshire County Council	0	2,316	0	-974	1,342	1,294	0
MKC IT	0	2,495	-1	-50	2,444	1,743	0
MKC IT Schools	0	405	-219	-243	-57	-257	0
Northamptonshire County Council	0	2,692	-39	-618	2,035	1,176	0
Norwich	0	2,556	-250	0	2,306	1,652	0
NHFT	0	3,469	-253	0	3,217	2,175	0
Strategy & Architecture	0	887	-16	-109	761	500	0
Digital Services	0	2,011	0	-1,177	834	1,677	0
Service Delivery	0	1,334	0	-391	943	921	0
LGSS Business Systems & Change ERP Programme		3,813	0	-245	3,568	1,899	0
		380	0	0	380	0	
Total	0	22,359	-777	-3,807	17,775	12,782	0

The Directorate is not currently forecasting any variances. There is now a full reconciliation of establishment with budget.

The service has undergone a rigorous zero based budgeting exercise to reconcile budgets, activity, income and establishment. The last part of reviewing all income sources is still ongoing. This will document the range of income sources and standardise the mechanism for collection of income across the Directorate. Work on this review will finally complete in the next month.

LGSS Business Systems and Change are mitigating the cost pressure on the annual systems licences costs as the budgets in NCC and CCC were not uplifted for inflation. Additional savings of £100k have been taken this year from the LGSS Programme team within this service. The risk of not meeting this through the recharging of programme resources to individual projects is being mitigated by not filling vacant posts until future internal recharges can be secured, which will mean there may be limited resources for any future work requiring the programme team.

Managing Director & Support

	Previous Forecast Variance £000	Gross Exp Budget £000	External Income Budget £000	Internal Income Budget £000	Full Year Budget £000	Actual to Oct £000	Full Year Forecast Variance £000
Managing Director & Support	143	320	-10	0	310	188	110
LGSS Business Planning & Finance	0	464	0	0	464	217	-73
LGSS Restructures	0	0	0	0	0	93	104
Customer Engagement	23	387	0	0	387	249	24
Language Service	40	758	-738	-65	-45	238	40
Business Development	0	244	-69	0	174	16	-33
Democratic Support Services	-45	885	-110	2	777	329	-47
Total	161	3,059	-928	-63	2,069	1,330	125

The forecast overspend on Managing Director and Support reflects the additional costs of the interim Managing Director compared to the original budget and the costs of the Operating Model review. The previous forecast reflected the interim post continuing to the end of the financial year. However, the forecast has now been reduced to reflect the new arrangements from December. It was agreed that this overspend will be funded by the partnership contingency so the reduction in costs is matched by an equivalent reduction in the funding from the partnership contingency as set out in Appendix 3.

There is a £174k savings target included within the Managing Director budget linked to the review of LGSS structures. This saving has been delivered for 2019/20 and beyond by the reorganisation of the LGSS Leadership Team, reduction of one Director post and structural savings within LGSS Business Planning and Finance. Because some of the structural savings have been delivered part way through this year, there is a forecast overspend of £104k against this savings target in year. This is being offset by £73k within LGSS Business Planning and Finance and £33k within Business Development from posts being held vacant and team restructuring.

Customer Engagement are forecasting a £24k pressure due to a combination of agency staff to backfill vacancies, and acting up payments until March 2019 to support delivery of business priorities.

A detailed review of the Language Service took place in August and the forecast overspend has reduced to £40k. The Service are working hard to try and achieve this challenging target and will continue to closely monitor it.

Within DSS CCC, £65k underspend is due to vacancies and additional income from the Combined Authority and CCC Fire Service. NCC DSS have reported £18k overspend due to a reduction in expected grant funding from Police & Crime Commissioner and increased expenditure in Schools Appeals. Joint Committee (30th August) agreed to transfer the professional finance and democratic services teams back to NCC and this will be completed once the budget transfers have been confirmed.

Appendix 2

2018-19 Monitoring Detail – Budgets managed by LGSS on behalf of others.

LGSS manages budgets on behalf of each authority and performance against these budgets is separately reported within each of the authority's monthly monitoring processes. As any under or overspend on these budgets are directly attributable to the individual authority, they do not form part of the partnering/sharing arrangements. However, for information purposes, the latest forecast outturn for budgets managed by LGSS on behalf of others is provided below. This information is also sent on a monthly basis to the CFO of each authority.

	Previous Forecast Variance	Gross Exp Budget	External Income Budget	Internal Income Budget	Full Year Budget	Actual to Oct	Full Year Forecast Variance
	£000	£000	£000	£000	£000	£000	£000
Cambridgeshire County Council:							
Insurance	0	2,139	0	0	2,139	39	0
Members Allowances	0	1,034	0	0	1,034	607	0
National Management Trainees	7	179	-8	0	172	119	7
Health & Safety Counselling	0	36	0	0	36	2	0
Information Technology	140	4,655	-202	-1,459	2,994	3,973	198
Total	147	8,044	-210	-1,459	6,375	4,740	204
Milton Keynes Council:							
Human Resources	-15	144	0	0	144	275	-9
Information Technology	0	547	0	-451	96	389	0
Total	-15	691	0	-451	240	664	-8
Northampton Borough Council:							
Finance Managed	0	260	0	0	260	-217	0
Information Technology	0	0	0	0	0	-141	0
Insurance	0	754	0	26	781	0	0
NBC Managed Income	0	1,271	-2,312	0	-1,041	2,209	0
Total	0	2,285	-2,312	26	0	1,851	0
Northamptonshire County Council:							
External Audit	300	244	0	0	244	90	300
Social Care	45	0	-45	0	-45	189	45
Occupational Health	0	365	0	0	365	66	0
Information Technology	0	3,388	0	0	3,388	4,014	0
Democratic Services	-69	954	0	0	954	419	-112
Total	276	4,951	-45	0	4,906	4,777	233

Cambridgeshire County Council

There is a forecast overspend in National Management Trainees. This is due to the service needing new employees and not having the full budget to cover the costs. There is a forecast overspend in IT of £198k due to changes in the desk phone contract and the increased cost in Microsoft Licences. This is expected to be a one off pressure in 2018-19.

Milton Keynes Council

There is a small underspend of £15k in HR due to a vacant post linked to Trade Union activity.

Northampton Borough Council

There are no reported variances on the budgets managed by LGSS on behalf of NBC

Northamptonshire County Council

There is a forecast overspend of £300k resulting from KPMG fees on 2017-18 audit; the amount is currently in dispute and therefore this is based on an estimate.

There is a forecast overspend of £45k on the Social Care direct payments budgets. This is due to there being an unachievable income target on this service. The nature of this service is that all payments made are recovered so there is no way of generating this income.

In IT, £221k of the £361k savings have been achieved. The remaining £140k will be achieved from contract renewals with negotiations to drive down costs. These contract are not up for renewal until September 2018, so there is some risk with regard to this saving.

NCC DSS LGSS Managed forecast underspend of £112k from legacy purchase order receipts not closed prior to transfer to ERP which will be a one off benefit in year and lower expenditure incurred on councillor allowances and training due to changes in current political structure.

Appendix 3

Summary Position on LGSS Reserves

Reserve	Opening balance 1 April 2018 per Outturn report	Forecast Movements in year		Forecast Closing balance 31 March 2019	Commentary on expected movements
		Transfers to reserves	Transfers from reserves		
	£000	£000	£000	£000	
LGSS General reserve	76	116	-57	135	Forecast movement reflects transfer in of the balance of the partnership contingency budget as set out below offset by the current forecast LGSS overspend
Total	76	116	-57	135	

Partnership contingency	Forecast Movements in year £000	Commentary on expected movements
Opening budget	648	
Additional LGSS Managing Director costs	-87	To fund additional LGSS Managing Director costs – reduced from £127k due to new arrangements for the LGSS MD post from December.
ERP Gold	-380	Stabilisation and improvements to ERP Gold post implementation, optimisation of the ERP Gold configuration for user productivity, improvements in reporting, review and reprioritisation of current and future ERP Gold roadmap developments, whilst delivering immediate improvements for the benefit of all, and Increased face to face user support and learning.
Helpdesk	-65	Redesign end to end processes to support self service and demonstrably improve the customer experience
Forecast Closing balance 31 March 2019	116	To be transferred to LGSS reserves

Appendix 4 – 2018-19 Budget Reconciliation

The below table shows how the 2018-19 LGSS budget has changed throughout the year, in relation to the budgets reported in the strategic plan.

	CCC £000	NCC £000	MKC £000	Total £000
Net budget as per Strategic Plan	8,871	10,636	8,784	28,292
<u>Movements</u>				
Health & Safety staff counselling moved to CCC Managed	-36			-36
Corporate legal budgets returned to CCC/NCC	-102	-90		-192
LGSS Law dividend/retained earnings income target returned to CCC/NCC	102	102		204
Removal of OCS income target		1,755		1,755
MKC Pay Inflation 2% (excluding R&B)			161	161
MKC Salary Increments			70	70
Budget as at 31st October	8,835	12,403	9,016	30,254

Appendix 5 LGSS Capital Budget Monitoring – October 2018

The tables below show a summary of the Capital schemes for NCC, MKC & CCC as at October 18.

NCC	Expenditure Profile							Funding Profile		
All Figures in £000's Scheme Name	Exp Budget	Prev Year's Exp	Actuals 2018-19	Forecast 2018-19	Forecast Future Years	Total Life of Project	Over/ (Under) Spend v Approved Exp	External	Discretionary	Total Funding of Project
Project Angel & NGW IT**	5,500	5,651	25	0	0	5,676	176	0	5,500	5,500
Microsoft ESA & ECI 2014-17	1,525	1,266	0	0	0	1,266	-259	0	1,525	1,525
Next Generation ERP*	2,024	2,079	0	5	0	2,084	60	100	1,836	1,936
Date Centre Refurbishment	994	1,009	-2	0	0	1,007	13	94	900	994
Civica ICON #	267	267	-1	0	0	266	-1	0	267	267
Next Generation / Model Office	383	181	21	180	0	382	-1	0	383	383
(IT) Annual review of Core Applications	870	825	17	0	0	842	-28	0	870	870
(IT) Delivery of Corp & Dir Applications	7,013	6,935	0	78	0	7,013	0	0	7,013	7,013
NCC Wide Area Network (WAN)	900	901	-43	43	0	901	1	0	900	900
Other Schemes less than £500k	2,171	1,835	8	118	0	1,961	-210	559	1,612	2,171
Total	21,647	20,949	25	424	0	21,398	-249	753	20,806	21,559

* There is a £60k overspend on the Next Generation ERP project, this is solely attributable to NCC as it relates specifically to the capitalisation of professional finance staff and funding is being sought for this overspend.

** Project Angel is complete and the expenditure showing in 2018-19 is to be moved.

MKC	Expenditure Profile							Funding Profile		
All Figures in £000's Scheme Name	Exp Budget	Prev Year's Exp	Actuals 2018-19	Forecast 2018-19	Forecast Future Years	Total Life of Project	Over/ (Under) Spend v Approved Exp	External	Discretionary	Total Funding of Project
Next Generation ERP*	2,718	2,561	2	155	0	2,718	0	0	2,718	2,718
Data Hosting & Storage	3,557	3,106	74	76	301	3,557	0	0	3,557	3,557
Replacement Frameworki	610	8	0	50	552	610	0	0	610	610
Total	6,885	5,675	76	281	853	6,885	0	0	6,885	6,885

- Next Generation ERP - final payment due in 18/19

CCC	Expenditure Profile							Funding Profile		
All Figures in £000's Scheme Name	Exp Budget	Prev Year's Exp	Actuals 2018-19	Forecast 2018-19	Forecast Future Years	Total Life of Project	Over/ (Under) Spend v Approved Exp	External	Discretionary	Total Funding of Project
Next Generation ERP*	2,025	1,891	0	134	0	2,025	0	0	2,025	2,025
Total	2,025	1,891	0	134	0	2,025	0	0	2,025	2,025

- Next Generation ERP - final payment due in 18/19