

Corporate Services and LGSS Cambridge Office**Finance and Performance Report – July 2017****1. SUMMARY****1.1 Finance**

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

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

Monthly Indicators	Red	Amber	Green	Total
July Number of indicators)	3	1	6	10

2. INCOME AND EXPENDITURE**2.1 Overall Position**

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. Budgets relating to Commercial and Investment Committee have been disaggregated from these figures.

The worsening position seen overall in this report is subject to action by officers to address. Mitigations identified in corporate areas, but reported outside of this report, include additional income from the County Offices estate and Business Rates.

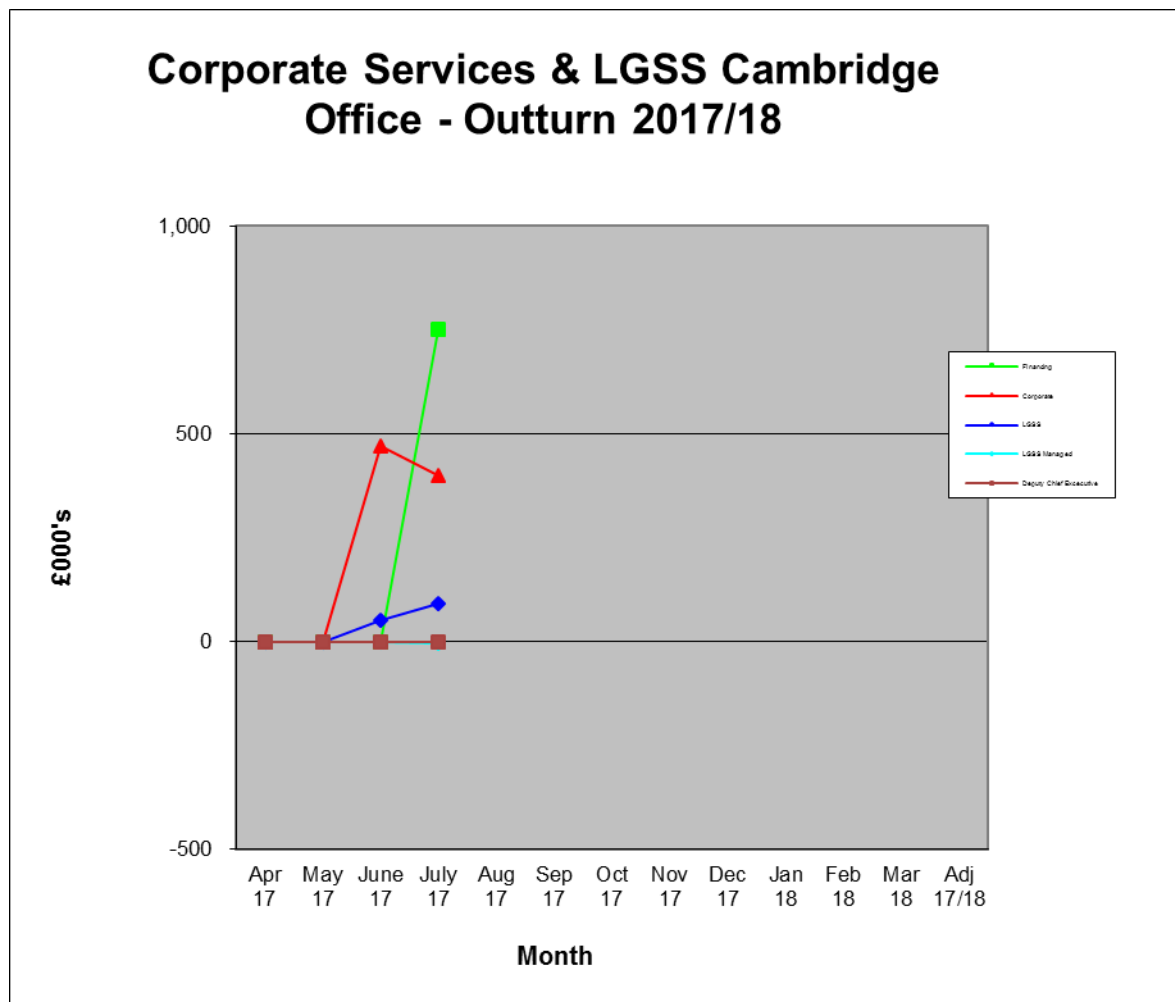
Original Budget as per BP (1)	Directorate	Current Budget	Forecast Variance - Outturn (June)	Forecast Variance - Outturn (July)	Forecast Variance - Outturn (July)	Current Status	DoT
£000		£000	£000	£000	%		
6,914	Corporate and Customer Services	6,227	470	400	6	Amber	↑
223	Deputy Chief Executive	236	0	0	0	Green	↔
13,626	LGSS Managed	13,560	0	-5	0	Green	↑
22,803	Financing Costs	22,803	0	750	3	Amber	↓
43,566	Sub Total	42,827	470	1,145			
7,746	LGSS Cambridge Office	9,396	50	90	1	Amber	↓
51,312	Total	52,223	520	1,235			

The service level budgetary control report for Corporate Services, LGSS Managed and Financing Costs for July 2017 can be found in [CS appendix 1](#).

The service level budgetary control report for LGSS Cambridge Office for July 2017 can be found in [LGSS appendix 1](#)

Further analysis of the results can be found in [CS appendix 2](#) and [LGSS appendix 2](#)

The appendices are published online only and not printed for Committee.



2.2.1 Significant Issues – Corporate and Customer Services

- Corporate and Customer Services budgets are currently predicting an overspend of £400k at year-end, which is an improvement of £70k on the position reported last month. This is due to the following new variance:
 - The Chief Executive budget is reporting an underspend of £70k due to the saving generated by the shared Chief Executive post.

Further mitigations are being sought so that this continues to improve.

2.2.2 Significant Issues – Deputy Chief Executive

- Deputy Chief Executive budgets are forecast to be in balance at year-end.
- There are no exceptions to report this month.

2.2.3 Significant Issues – LGSS Managed

- LGSS Managed budgets are currently predicted to be underspent by £5k at year-end.
- There are no exceptions to report this month.

2.2.4 Significant Issues – Financing Costs

- The Housing Investment Company is a new initiative for the Council, and a new income stream is forecast. After re-phasing, there are greater returns in future years but a +£750k pressure within 2017-18. Timescales set within the business plan were deliberately ambitious. Planning permission is being actively progressed on schemes in order to maximise asset values at point of transfer to the company. The Resources directorate has identified some mitigation from the County Offices budget and is working to reduce the pressure further.
- There are no exceptions to report for this month.

2.2.5 Significant Issues – LGSS Cambridge Office

- LGSS Cambridge Office is predicting an overspend of £90k at year-end, which is an increase of £40k from last month.
- Any year-end deficit / surplus is subject to a sharing arrangement with Northamptonshire County Council and Milton Keynes Council and will therefore be split between partner authorities on the basis of net budget, with an equalisation adjustment processed accordingly at year-end. This will be incorporated into the report as outturn figures become available during the course of the year.
- There is a forecast deficit of £217k on the consolidated trading activities. This will be offset through the LGSS Smoothing Reserve, which has been built up in previous financial years to address potential trading risk.
- There are no material exceptions (over £100k) to report for this month.

2.3 Additional Income and Grant Budgeted this Period (De minimis reporting limit = £30,000)

The following items above the de minimis reporting limit were recorded during July 2017.

Deputy Chief Executive:

Grant	Awarding Body	Expected Amount £
One Public Estate	Cabinet Office	90,000
Non-material grants (+/- £30k)		0

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.

Corporate and Customer Services:

	£	Notes
Transfer from CS to ETE	170,000	Transfer of Waste demography funding
Transfer From CS to CFA	2,913,000	Transfer of LAC demography funding
Non material virements (+/- £30k)	0	

A full list of virements made in the year to date for Corporate and Customer 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 and Transformation schemes have a capital budget of £3.3m in 2017/18 and there is £77k spend to date. In-year slippage of £516k is forecast for the capital programme, which exceeds the Capital Programme Variation budget of £279k, resulting in a favourable forecast outturn variance of £237k.

The Citizen First, Digital First scheme budget is predicted to underspend by £516k in 2017/18, due to revised timescales for implementing the projects as detailed in the latest business case analyses. This will not affect total scheme costs.

- LGSS Managed has a capital budget of £0.85m in 2017/18 and there is expenditure of £20k to date. A balanced position is currently forecast at year-end and a nil total scheme variance is forecast.

The Sawston Community Hub scheme has been transferred to the remit of Commercial & Investment Board, so the LGSS Managed capital budget has reduced by £1.2m and capital programme variations budgets have been realigned accordingly, leading to a net reduction of £1.05m.

- LGSS Cambridge Office has a capital budget of £301k in 2017/18 and there is no spend to date. The capital scheme budgets are predicted to be in balance at year-end and total scheme variances of £0k are forecast across the programme.

There were no new exceptions to report for July.

Funding

- Corporate Services and Transformation schemes have capital funding of £2.7m in 2017/18.

As reported above, the Citizen First, Digital First budget is predicted to underspend by £516k this year. This is offset by the Capital Programme Variation budget, resulting in a net reduction of £237k in the borrowing requirement for 2017/18.

- LGSS Managed has capital funding of £0.85m in 2017/18.

A balanced programme budget is forecast, and the current expectation is that this funding continues to be required in line with the revised budget proposals.

- LGSS Cambridge Office has capital funding of £301k in 2017/18.

As reported above, a balanced budget is forecast, and the current expectation is that this funding 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 full scorecard for Customer Services and Transformation and LGSS Managed Services can be found at [CS appendix 7](#). Following the recent CCR restructure a new indicator set is under development that will better reflect the work undertaken by the new corporate directorate. It is envisaged that this work will be completed for the next reporting period.

4.2 The table below outlines the key performance indicators for LGSS Cambridge Office.

Measure	Reporting frequency	What is good	Unit	Data last entered	Target	Actual	RAG status	Direction of travel	Comments
LGSS Cambridge Office									
Percentage of invoices paid within term for month	Monthly	High	%	01/08/17	97.5%	99.6%	Green	↔	99.6% last period
Percentage of invoices paid within term cumulative for year to date	Monthly	High	%	01/08/17	97.5%	99.6%	Green	↔	99.6% last period
Total debt as a percentage of turnover	Monthly	Low	%	01/08/17	10.0%	6.3%	Green	↑	6.6% last period
Percentage of debt over 90 days old	Monthly	Low	%	01/08/17	20.0%	57.5%	Red	↓	23.5% last period

CS APPENDIX 1 – Corporate Service Level Budgetary Control Report

The variances as at the end of July for Corporate and Customer Services, Chief Executive, LGSS Managed and Financing Costs are as follows:

Original Budget as per BP £000	Service	Current Budget for 2017/18 £000	Forecast Variance - Outturn (June) £000	Forecast Variance - Outturn (July) £000	Forecast Variance - Outturn (July) %
<u>Corporate & Customer Services</u>					
1,611	Director, Corporate & Customer Services	1,112	0	0	0
1,157	Business Intelligence	1,350	0	0	0
197	Chief Executive	197	0	-70	-36
949	Communications & Information	956	0	0	0
1,323	Customer Services	1,209	0	0	0
3,405	Demography	322	0	0	0
382	IT and Digital Service	1,833	0	0	0
165	Elections	165	0	0	0
0	Strengthening Communities	1,163	0	0	0
-303	Citizen First, Digital First	-182	0	0	0
	Commercial approach to contract management	-500	470	470	94
-500					
-956	Corporate Capacity Review	-1,113	0	0	0
-1,312	Organisational Structure Review	-973	0	0	0
898	Redundancy, Pensions & Injury	876	0	0	0
-101	Grant Income	-187	0	0	0
6,914		6,227	470	400	6
<u>Deputy Chief Executive</u>					
0	Resources Directorate	143	0	0	0
223	Transformation Team	184	0	0	0
0	Grant Income	-90	0	0	0
223		236	0	0	0
<u>LGSS Managed</u>					
141	External Audit	141	0	0	0
2,074	Insurance	2,074	0	0	0
2,353	IT Managed	2,285	0	-5	0
1,030	Members' Allowances	1,032	0	0	0
167	OWD Managed	168	0	0	0
129	Subscriptions	129	0	0	0
-52	Authority-wide Miscellaneous	-52	0	0	0
7,884	Transformation Fund	7,884	0	0	0
-100	Grant Income	-100	0	0	0
13,626		13,560	0	-5	0
<u>Financing Costs</u>					
22,803	Debt Charges and Interest	22,803	0	750	3
43,566	CORPORATE SERVICES TOTAL	42,827	470	1,145	3
MEMORANDUM - Grant Income					
-101	Public Health Grant - Corporate Services	-134	0	0	0
-100	Public Health Grant - LGSS Managed	-100	0	0	0
0	Other Corporate Services Grants	-53	0	0	0
0	One Public Estate Grant	-90	0	0	0
-201		-377	0	0	0

CS APPENDIX 2 – Commentary on the 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	%
Chief Executive	197	-70	-36
The Chief Executive budget is reporting an underspend of £70k due to the saving generated by the shared Chief Executive post.			
Commercial Approach to Contract Management	-500	470	94
<p>There is a £470k deficit forecast against the commercial approach to contract management target.</p> <p>This was a centrally held sum, and a number of initiatives are delivering savings and efficiencies from contract management changes during 2017-18 across the Council against service specific targets. With greater governance now in place around the Council's purchasing and procurement, the Commercial Board is developing a specific programme to identify further savings opportunities from this work in 2019 and beyond.</p>			
Financing Costs	22,803	750	3
Financing costs are forecasting a year-end overspend of £750k. This is due to a forecast shortfall on loan repayments from the CHIC, due to projects starting later than originally planned.			

CS APPENDIX 3 – Grant Income Analysis

The tables below outline the additional grant income, which was not built into base budgets.

Corporate and Customer Services:

Grant	Awarding Body	Amount £000
Grants as per Business Plan	Public Health	101
Strengthening Communities Service	Public Health	33
Strengthening Communities Service Museums Partnership		35
Non-material grants (+/- £30k)		18
Total Grants 2017/18		187

LGSS Managed:

Grant	Awarding Body	Amount £000
Grants as per Business Plan	Public Health	100
Non-material grants (+/- £30k)		0
Total Grants 2017/18		100

Deputy Chief Executive:

Grant	Awarding Body	Amount £000
Grants as per Business Plan		0
One Public Estate	Cabinet Office	90
Non-material grants (+/- £30k)		0
Total Grants 2017/18		90

CS APPENDIX 4 – Virements and Budget Reconciliation

Corporate Services:

	£000	Notes
Budget as per Business Plan	8,193	
Post Business Planning adjustments	51	
Transfer of budgets from CFA to CS due to CCR	291	
Transfer surplus NHB funding from City Deal	-256	
Remove City Deal budgets	-1,027	
Transfer of Apprenticeship Levy budgets from CS to Services	-429	
Transfer of Digital Strategy budgets from CFA to CS	1,356	
Transfer of Strengthening Communities budgets from ETE to CS	753	
Transfer of Organisational Structure Review budgets from CFA to CS	293	
Transfer of Corporate Information budget from Deputy CEX to CS	80	
Transfer of Reach funding from CFA to CS	38	
Transfer of duplicated SCS funding from SCS to ETE	-70	
Transfer of Waste demography funding	-170	
Transfer of LAC demography funding	-2,913	
Non-material virements (+/- £30k)	41	
Current Budget 2017/18	6,227	

Deputy Chief Executive:

	£000	Notes
Budget as per Business Plan	223	
Business Planning adjustments	91	
Transfer of Corporate Information budget from Deputy CEX to CS	-79	
Non-material virements (+/- £30k)	1	
Current Budget 2017/18	236	

LGSS Managed:

	£000	Notes
Budget as per Business Plan	13,626	
Business Planning adjustments	-68	
Non-material virements (+/- £30k)	2	
Current Budget 2017/18	13,560	

Financing Costs:

	£000	Notes
Budget as per Business Plan	22.803	
Non-material virements (+/- £30k)	0	
Current Budget 2017/18	22.803	

CS APPENDIX 5 – Reserve Schedule

1. Corporate Services Reserves

Fund Description	Balance at 31 March 2017	Movements in 2017/18	Balance as at 31 July 2017	Forecast Balance at 31 July 2017	Notes
	£'000	£'000	£'000	£'000	
<u>General Reserve</u>					
Corporate Services Carry-forward	-64	64	0	0	1
subtotal	-64	64	0	0	
<u>Equipment Reserves</u>					
Postal Service	57	0	57	57	
subtotal	57	0	57	57	
<u>Other Earmarked Funds</u>					
Shape Your Place - Fenland Grant	14	0	14	14	
Election Processes	471	0	471	471	2
EDRM Project	94	0	94	94	
City Deal - NHB funding	2,078	0	2,078	2,078	
subtotal	2,656	0	2,656	2,656	
<u>Short Term Provisions</u>					
Community Resilience	64	0	64	64	
subtotal	64	0	64	64	
TOTAL	2,713	64	2,777	2,777	

Notes

- 1 £64k transferred from General Fund to clear deficit on Corporate Services Operational savings.
- 2 Any 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.

2. LGSS Managed Reserves

Fund Description	Balance at 31 March 2017	Movements in 2017/18	Balance as at 31 July 2017	Forecast Balance at 31 July 2017	Notes
	£'000	£'000	£'000	£'000	
Other Earmarked Funds					
CPSN Partnership Funds	146	0	146	146	1
subtotal	146	0	146	146	
Short Term Provisions					
Insurance Short-term Provision	911	-911	0	0	
External Audit Costs	14	0	14	14	
Insurance MMI Provision	1,182	0	1,182	1,182	
Back-scanning Reserve	56	0	56	56	
Contracts General Reserve	893	0	893	893	
subtotal	3,056	-911	2,145	2,145	
Long Term Provisions					
Insurance Long-term Provision	3,613	-3,613	0	0	
subtotal	3,613	-3,613	0	0	
SUBTOTAL	6,815	-4,523	2,291	2,291	
Capital Reserves					
P&P Commissioning (Property)	72	-3	69	69	
subtotal	72	-3	69	69	
TOTAL	6,887	-4,527	2,360	2,360	

Notes

- 1 Funds ring-fenced for CPSN partnership to be used for procurement of replacement contract.

CS APPENDIX 6 – Capital Expenditure and Funding

Capital Expenditure

Corporate Services & LGSS Managed Capital Programme 2017/18						TOTAL SCHEME	
Original 2017/18 Budget as per BP £000	Scheme	Revised Budget for 2017/18 £000	Actual Spend 2017/18 £000	Forecast Spend - Outturn £000	Forecast Outturn Variance £000	Total Scheme Revised Budget £000	Total Scheme Forecast Variance £000
	Corporate Services and Transformation						
150	Essential CCC Business Systems Upgrade	150	-	150	-	300	-
1,246	Citizen First, Digital First	1,116	-	600	(516)	3,546	-
1,000	Capitalisation of Redundancies	1,000	77	1,000	-	2,000	-
1,293	Capitalisation of Transformation Team	1,293	-	1,293	-	2,586	-
(840)	Capital Programme Variations	(279)	-	-	279	561	-
2,849		3,280	77	3,043	(237)	8,993	-
	LGSS Managed						
-	IT Infrastructure Investment	245	15	245	-	1,968	-
500	Cambridgeshire Public Sector Network	500	5	500	-	5,500	-
500	Microsoft Enterprise Agreement	500	-	500	-	1,902	-
-	Implementing IT Resilience Strategy for Data Centres	176	-	176	-	500	-
-	Capital Programme Variations	(570)	-	(570)	-	(253)	-
1,000		851	20	851	-	9,617	-
3,849	TOTAL	4,131	98	3,894	(237)	18,610	-

Previously Reported Exceptions

As previously reported, the capital programme figures include a revised Capital Programme Variations target for each service, which effectively reduces the programme budget. This budget is forecast to be fully achieved at this stage, but as forecast underspends start to be reported, these will be netted off against the forecast outturn for the variation budget, resulting in a forecast balanced budget up until the point when slippage exceeds the variation budget.

Capital Funding

Corporate Services & LGSS Managed Capital Programme 2017/18				
Original 2016/17 Funding Allocation as per BP £000	Source of Funding	Revised Funding for 2016/17 £000	Forecast Outturn Spend (July) £000	Forecast Outturn Funding Variance (July) £000
	Corporate Services and Transformation			
2,293	Capital Receipts	2,293	2,293	-
556	Prudential Borrowing	987	750	(237)
2,849		3,280	3,043	(237)
	LGSS Managed			
2,068	Prudential Borrowing	851	851	-
2,068		851	851	-
4,917	TOTAL	4,131	3,894	(237)

Previously Reported Exceptions

As previously reported, the Capital Programme Variations targets included in the Business Plan have been updated based on 2016/17 slippage and to allow for other funding sources in addition to borrowing. The Capital Programme Variation targets reduce the overall capital budget, resulting in a reduced funding requirement.

The figures include a £561k adjustment to the Capital Variation budget for Corporate Services and an £887k increase in the Capital Variation budget for LGSS Managed.

The Corporate Services budgets also incorporate a reduction of £130k for funding that was brought forward from the Citizen First Digital First budget 2017/18 to cover costs incurred in 2016/17; this does not affect total scheme costs.

The LGSS Managed capital programme incorporates £561k funding approved for schemes carried-forward from 2016/17.

CS Appendix 7 – Performance Scorecard

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

Corporate & Customer Services Performance Indicator Suite 2017-18 July 2017										
Note - following the recent Corporate Capacity Review (CCR) restructure a new indicator set is under development that will better reflect the work undertaken by the new corporate directorate. Work is ongoing to develop the new indicator set.										
Service Area:	Business Intelligence									
Measure	Reporting frequency	What is good	Unit	Data last entered	Time period covered	Target	Actual	RAG Status	Direction of travel	Comments
Proportions of FOI requests received in period	Monthly	High	%	06 July 2017	Jun-17	90%	94.4%	G	↑	An additional 4 FOI requests completed within timescale would have ensured the target was met.
Subject Access Requests - % completed within 40 working days	Monthly	High	%	06 July 2017	Jun-17	80%	67.4%	R	↓	7 out of 15 requests were responded to in timescale
Statutory returns completed on time	Monthly	High	%	08 August 2017	Jul-17	100%	100.0%	G	↔	Annual statutory returns for Adult Social Care and Children's Social Care were submitted on time. The quarterly return for the Youth Offending Service was completed on time, and the monthly returns relating to support given to young people with education and training were completed on time.
Monthly & weekly information delivered on time	Monthly	High							□	In development
Customer satisfaction with inspection support	Annual	High							□	In development
Service Area:	Communications & Information									
Measure	Reporting frequency	What is good	Unit	Data last entered	Time period covered	Target	Actual	RAG Status	Direction of travel	Comments
Proportion of citizens who report they feel well informed about the work the Council does	Annual	High							□	In development
Proportion of citizens who report that it is easy to find information	Annual	High							□	In development

Placeholder - indicator to be developed around staff engagement	Annual	High							□	In development
Service Area:	IT & Digital									
Measure	Reporting frequency	What is good	Unit	Data last entered	Time period covered	Target	Actual	RAG Status	Direction of travel	Comments
Current health of Council IT systems	Monthly	High							□	In development
Placeholder - indicator to be developed to report volume of on-line transactions	Monthly	High							□	In development
Service Area:	Customer Services									
Measure	Reporting frequency	What is good	Unit	Data last entered	Time period covered	Target	Actual	RAG Status	Direction of travel	Comments
Proportion of information enquiries resolved first time	Monthly	High	%	17 July 2017	Jun-17	85%	90.0%	G	↑	
Proportion of telephone contacts abandoned	Monthly	Low							□	In development
Placeholder - indicator to be developed to report process timescales									□	Measure to be developed to show response rates to customer queries from the council
Service Area:	Emergency Planning									
Measure	Reporting frequency	What is good	Unit	Data last entered	Time period covered	Target	Actual	RAG Status	Direction of travel	Comments
Proportion of services with a completed Business Continuity Plan									□	In development
Service Area:	Directorate									
Measure	Reporting frequency	What is good	Unit	Data last entered	Time period covered	Target	Actual	RAG Status	Direction of travel	Comments
Placeholder - customer satisfaction indicator to be developed									□	Indicator to be developed to capture and report customer satisfaction with services provided by the directorate

	Reporting frequency	What is good	Unit	Data last entered	Time period covered	Target	Actual	RAG Status	Direction of travel	Comments
IT – availability of Universal Business System**** IT Availability (ref: IT02)	Half-yearly	High	%	05 May 2017	1 October 2016 - 31 March 2017	95%	99.7%	G	↑	Performance for the period April to September 2016 was 99.4%
IT – incidents resolved within Service Level Agreement (ref: IT01)	Half-yearly	High		05 May 2017	1 October 2016 - 31 March 2017	90%	81.8%	R	↑	This indicator refers to the response rate of the IT Help Desk. During the period Oct 2016 – March 2017 the Platform Stability Plan was introduced. This was a detailed programme of activity to look in depth at every aspect of our IT infrastructure to identify the underlying issues we had been experiencing and to resolve these issues so that the Council's IT infrastructure could be stabilised. The under performance against the target of 90% during this period relates to the high volume of calls that were experienced during the early part of this six month period, whilst the IT infrastructure was still unstable. During this time some support capacity was also diverted from the Help Desk to help with the delivery of the Platform Stability Plan, so this too affected the ability of the Help Desk to resolve issues promptly. In the final months of the year 2016/17 we have seen the Help Desk resolution figures move into amber as a direct result of the positive work achieved through the Platform Stability Plan. We expect to see this improvement continue in the figures for the first period of 2017/18. Alongside this the IT Service Manager will be reviewing the effectiveness of the call recording system used by the Help Desk and will monitor its use to ensure all calls are recorded appropriately.

**** The 'Universal Business System' is defined as covering:

- Internet feed
- Network
- Windows infrastructure (file/print/login)
- VoIP phones
- E-Business suite
- Corporate CRM (OneServe)
- Capita One (also known as OneVision/One/ICS)
- Corporate remote access (Juniper)
- Remote access for NHS staff (NHS Netilla)
- SWIFT/AIS
- AFM
- EDRM (Wisdom)
- Landesk
- BYOD (DME)
- Blackberry
- Email (Exchange)
- Email archive (Enterprise Vault)
- GIS
- CCC website
- Intranet - CamWeb

LGSS APPENDIX 1 – Service Level Budgetary Control Report

The variances to the end of July 2017 for LGSS Cambridge Office were as follows:

Original Budget as per BP £000	Service	Current Budget for 2017/18 £000	Forecast Variance - Outturn (June) £000	Forecast Variance - Outturn (July) £000	Forecast Variance - Outturn (July) %
<u>LGSS Cambridge Office</u>					
<u>Managing Director & Support</u>					
8	Strategic Management & Support	0	50	50	0
8		0	50	50	0
<u>Strategic Management</u>					
361	LGSS Equalisation	990	0	0	0
-8,634	Central Management - Trading	-5,644	0	0	0
-220	Grant Income	-220	0	0	0
-8,493		-4,874	0	0	0
<u>Finance Services</u>					
2,252	Professional Finance	2,548	0	0	0
0	Pensions Operations	0	0	0	0
450	Audit	369	0	0	0
1,616	Financial Operations	1,635	0	0	0
232	Integrated Finance Services	192	0	0	0
101	LGSS Business Planning & Finance	127	0	0	0
0	Grant Income	-234	0	0	0
4,652		4,636	0	0	0
<u>Human Resources</u>					
276	Policy & Strategy	244	0	0	0
1,359	HR Business Partners	1,134	0	0	0
301	Learning & Development	1,437	0	0	0
-310	Transactional Services	-39	0	0	0
1,626		2,776	0	0	0
<u>Business Services, Systems & Change</u>					
326	Procurement	290	0	0	0
1,853	LGSS Business Systems & Change	1,635	0	0	0
2,384	Revenues and Benefits	0	0	0	0
4,564		1,925	0	0	0
<u>LGSS Law & Governance</u>					
428	Democratic Support Services	388	0	0	0
-291	Corporate Legal Budget	102	0	0	0
138		490	0	0	0
5,251	<u>Information Technology</u>	4,445	0	40	1
7,746	Total LGSS Cambridge Office	9,396	50	90	1
MEMORANDUM - Grant Income					
-220	Public Health Grant	-220	0	0	0
0	Counter Fraud Initiative Grant	-234	0	0	0
0		-454	0	0	0

LGSS APPENDIX 2 – Commentary on the 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	Current Variance	
		£'000	%
Managing Director and Support	0	50	0
There is an inherent pressure on the Managing Director and Support budgets resulting from an undelivered saving with regard to hosting of the new pensions payroll system.			

LGSS APPENDIX 3 – Grant Income Analysis

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

	Awarding Body	Amount £'000
Grants as per Business Plan	Public Health	220
Counter Fraud Fund	CFIG	234
Non-material grants (+/- £30k)		0
Total Grants 2017/18		454

LGSS APPENDIX 4 – Virements and Budget Reconciliation

	£'000	Notes
Budget as per Business Plan	7,746	
Business Planning adjustments	-126	
Transfer of Workforce development budgets from CFA to LGSS Cambridge	1,348	
Transfer of Apprenticeship Levy from CS to LGSS Cambridge	40	
Transfer of Court of Protection budgets from CFA to LGSS Cambridge	52	
Non-material virements (+/- £30k)	-13	
Current Budget 2017/18	9,047	

LGSS APPENDIX 5 – Reserve Schedule

Fund Description	Balance at 31 March 2017	Movements in 2017/18	Balance as at 31 July 2017	Forecast Balance at 31 July 2017	Notes
	£'000		£'000	£'000	
<u>General Reserve</u>					
LGSS Cambridge Office Carry-forward	609	0	609	51	1
subtotal	609	0	609	51	
<u>Other Earmarked Funds</u>					
Counter Fraud Initiative	0	0	0	0	
subtotal	0	0	0	0	
SUBTOTAL	609	0	609	51	
TOTAL	609	0	609	51	

Notes

- 1 The forecast position balance reflects expected use of operational savings.

LGSS APPENDIX 6 – Capital Expenditure and Funding

Capital Expenditure

LGSS Cambridge Office Capital Programme 2017/18						TOTAL SCHEME	
Original 2017/18 Budget as per BP £000	Scheme	Revised Budget for 2017/18 £000	Actual Spend 2017/18 £000	Forecast Spend - Outturn £000	Forecast Outturn Variance £000	Total Scheme Revised Budget £000	Total Scheme Forecast Variance £000
100	Next Generation ERP	321	-	321	-	1,428	-
-	Capital Programme Variations	(20)	-	(20)	-	(20)	-
100	TOTAL	301	-	301	-	1,408	-

Previously Reported Exceptions

As previously reported, the capital programme figures include a revised Capital Programme Variations target for each service, which effectively reduces the programme budget. This budget is forecast to be fully achieved at this stage, but as forecast underspends start to be reported, these will be netted off against the forecast outturn for the variation budget, resulting in a forecast balanced budget up until the point when slippage exceeds the variation budget.

Capital Funding

LGSS Cambridge Office Capital Programme 2017/18				
Original 2016/17 Funding Allocation as per BP £000	Source of Funding	Revised Funding for 2016/17 £000	Forecast Outturn Spend (July) £000	Forecast Outturn Funding Variance (July) £000
100	Prudential Borrowing	301	301	-
100	TOTAL	301	301	-

Previously Reported Exceptions

As previously reported, the Capital Programme Variations targets included in the Business Plan have been updated based on 2016/17 slippage and to allow for other funding sources in addition to borrowing. The Capital Programme Variation targets reduce the overall capital budget, resulting in a reduced funding requirement.

The capital budget incorporates a £20k increase in the Capital Variation budget and £221k funding carried-forward from 2016/17.