

SCRUTINY COMMITTEE

– 4.11.21



FINANCE AND COMMERCIAL – CORPORATE SERVICES

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2021/22 BUDGET BY SERVICE

The key controllable service area budgets for 2021/22 are as follows:

Service Area	Expenditure Budget £m	Income Budget £m	Net Budget £m
Customer Services	2.244	(0.450)	1.794
Business Support	6.237	(1.154)	5.083
Governance	2.293	(0.186)	2.107
HR	1.316	(0.163)	1.153
IT	4.486	-	4.486
	16.577	(1.953)	14.624

This is the budget figures as at Period 6 (Q2)

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2021/22 BUDGET PROGRESS

2021/22 Budget Progress

Customer Services

- Agency staffing cost and cost of the Telephony system, £387k
- Customer Service historic legacy costs, £265k
- Offset by Covid grant and staffing savings

Business support is projecting an underspend of £200k, being staffing savings and Covid grant partly offset by pressures in building management

Governance is overspending by £200k, with ICT projecting a £100k overspend offset by a £100k under spend in HR – largely contractual and staffing related

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2021/22 KEY ISSUES

HR

- Lack of capacity for example in Learning & Development; Health & Safety; the ability to manage a future restructure and new working practices; and managing the job evaluation process
- Recruitment and retention of staff

Legal Services

- Effective management of legal services contract, for example by involving our legal services team at the earliest possible stage to avoid or mitigate unnecessary risks and/or costs
- Scrutiny support: this requires additional resource, such as recruitment of a statutory scrutiny officer

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2021/22 KEY ISSUES

Data & Insight Team

- Demands associated with the need to collect and analysis good quality data in a timely manner, for example to inform development of the Local Plan; and in connection with a range of public consultations. This carries with it a need for improve ICT systems
- Sustaining service-level data support where capacity and capability gaps exist (this includes statutory and business critical reporting requirements)

Strategy & Partnerships Team

- Re-aligning the network of strategic partnership arrangements
- Facilitating the development of the Recovery and Renewal Plan in line with the Medium Term Financial Strategy

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2021/22 KEY ISSUES

ICT

- Recruitment of staff in order to address current significant technical skills gaps, single points of failure and increased agency costs.
- The ICT estate requires modernisation
- Procurement and contract management practices need improvement to control costs and risk and to monitor performance

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2022/23 MAJOR SAVINGS PROPOSALS

- Building management costs and income - £335k
- A proportion of the overall efficiency target of £200k will be allocated to this service and managed through vacancies and other budgets
- Vacant post and running cost budget reductions – £440k
- ICT contracts - £360k

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DEPARTMENTAL EMERGING PRESSURES LIKELY TO BE FACED IN 2022/23

HR

- Workforce planning to optimise the HR function, utilising staff to their best advantage to deal with an increased workload and new working practices
- Focus on staff retention; as well as recruitment where appropriate
- Ensuring relevant training programmes are in place to support the recovery and renewal process

Legal and Democratic Services

- Democratic Services: staff recruitment; Member training
- Legal library: the contract with the current supplier expires in August 2022 and we are exploring the possibility of a joint procurement exercise with neighbouring authorities to purchase a replacement product

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DEPARTMENTAL EMERGING PRESSURES LIKELY TO BE FACED IN 2022/23

Data & Insight Team

- Integrating the Census 2021 data effectively across all services (May 2022 onwards)
- Continuing to re-establish a fit-for-purpose approach to using location data to engage with and plans services for residents and businesses
- Large volume of data management improvement activity will be required, driven from (a) data quality improvements needed for transformation programmes and (b) adapting to hosted environment (i.e. cloud-based system)

Strategy & Partnerships Team

- Realign strategies and plans with the Recovery and Renewal Plan
- Support implementation of the 2040 Vision

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DEPARTMENTAL EMERGING PRESSURES LIKELY TO BE FACED IN 2022/23

ICT

- Delivery of the ICT improvement project
- Restructure to ensure sufficient resources / capacity within the service

Electoral Services

- Deliver work required by the outcome of the Parliamentary Boundary Review
- Implement changes to the electoral cycle subject to the outcome of current consultations and subject to Council decision

Building Management

- Deal with impact of asset disposal and realignment of service
- Implement digital public booking platform to enable customers self-service

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BUDGET CONSULTATION

Timeline

Progress on the budgeted savings for 2021/22 is on track and will be monitored through the monthly monitor going forward

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