



Medium Term Financial Plan

Finance, Resources, Property & Assets
Portfolio

Budget Scrutiny 10th January 2022



Agenda

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Overview of the Portfolio

Cabinet Members: John Chilver and Tim Butcher (Deputy)

The Resources Portfolio helps to deliver the Corporate Plan commitments in relation to:

- Delivering excellent customer service
- Ensuring the Council is financially fit, efficient and responsive to change,
- Retention, recruitment and development of talented and committed staff to provide the best services for our local residents and businesses
- Managing our assets to create long term benefits and additional income, reducing our dependency on the taxpayer.

Overview of the Portfolio

The Resources Portfolio is aligned to the following services:

Resources Sarah Murphy Brookman					DCE Sarah Ashmead		PGS Ian Thompson
Corporate Finance Service Director Richard Ambrose	Service Finance Service Director David Skinner	HR&OD Service Director John McMillan	IT Services Service Director Tony Ellis	Business Ops Service Director Lloyd Jeffries	Service Improvement Assistant Service Director Matt Everitt	Legal and Dem Services Service Director Nick Graham	Property & Assets Service Director John Reed
Treasury Management	Budget Monitoring	Payroll	IT Strategy	Customer Service	Better Buckinghamshire	Legal Services:	Property Services
Procurement	Finance Operations including Accounts Receivable and Payable	HR Operations	IT Service Desk and Deskside Support	Council Access Points.	Business Intelligence	Property, Contracts and procurement, Planning & Highways, Child Protection, Adult Social Care, Education, Litigation, Member Conduct and Corporate Governance.	Strategic Asset Management & Investment
Pensions Administration and Investments	Direct Payments and Financial Assessments for Social Care	Employee Relations	Cyber Security	Business Support.	Policy & Communications Service Director Roger Goodes		Agricultural Estate
Strategic Insurance	Revenue and Benefits (Council Tax, Business Rates, Housing Benefits)	Resourcing and Social Media Campaigns	Applications Management and System Integrations	Business Development			Facilities Management
Business Assurance (Internal Audit, Risk Management, Fraud)		Safeguarding in employment	Network Management	Blue Badge Service.			Property Maintenance (inc. Schools)
Finance Systems		HR Systems	Hosting and Infrastructure Management	Independent Mobility assessments.	Website and Digital Strategy	Democratic Services:	Capital Projects inc. School Builds & Regeneration Projects
Statutory Financial Reporting		HR Data and Workplace Planning	Telephony and Collaboration	Blue Badge enforcement.		Elections, Scrutiny, Committee Support, Members Support and Allowances .	Health & Safety
Capital Programme		Pensions Employer Responsibilities	Information Assets and Digital Development	Welfare Benefits Service.			Corporate Landlord for the Council
		Learning and Development	Joint working with partners e.g. BHCT and NHS Buckinghamshire Clinical Commissioning Group.	Customer Improvement.			
		Organisation Development		Customer insight and customer analysts.			

Overview of the Portfolio



Support for **147** councillors



539,454 customer contacts received



500,000 calls answered into the Customer Service Centre (CSC)



600,000 web page views of the Buckinghamshire Council home page



691 individual pages on the Buckinghamshire Council website



4,962 open legal cases



1,763 Council properties



284 committee meetings supported



6,707 full Land Charge Searches and **7,449** Personal Searches



3rd largest tax base in Country (**238,000** properties)



523,000 Council Tax, **36,000** Business Rate bills and reminders, issued each year



17,000 Housing Benefit recipients

10
Better
Buckinghamshire
service
reviews
completed

18
Better
Buckinghamshire
service
reviews currently
in progress

100%
planned savings
on track for delivery
across
Buckinghamshire
Council as a result
of the Better
Buckinghamshire
programme

*Statistics from internal monitoring systems (data from 2021)

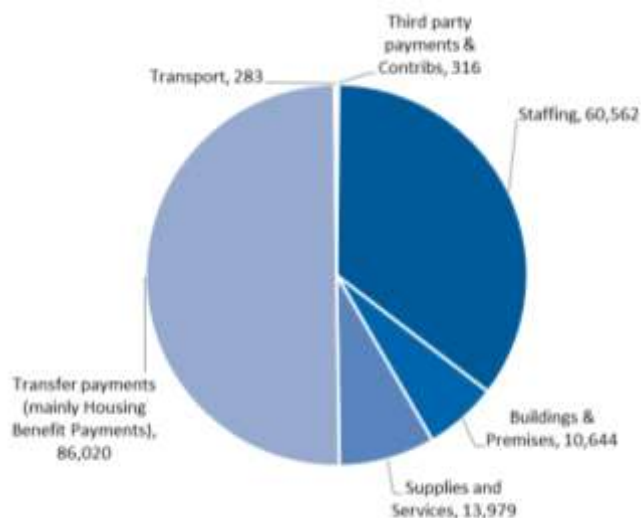
Portfolio Priorities

- **Driving Portfolio efficiencies from the new council structure** including reduce overheads and back office costs through the delivery of the Better Buckinghamshire programme
- **Deliver improvements to the external website**, including migrating all the content from the legacy websites
- **Save £13M in the coming year across the Council**, including through regular monitoring, go-live of the new Network and new Revs and Bens System, and delivery of the Better Buckinghamshire Programme
- **Increase income to protect front line services**, including through the annual review of fees & charges across all council services as part of the MTFP process, review of property income projections and opportunities, and review of Traded Services as part of the Service Reviews
- **Develop and implement a 'Customer First' approach to Customer Experience**, including delivery of a clear set of Customer Service Standards and Customer Promise, Customer First training & development across the organisation, embedding the principles of the Customer Experience framework through the service reviews, and reviewing all Council Access Points

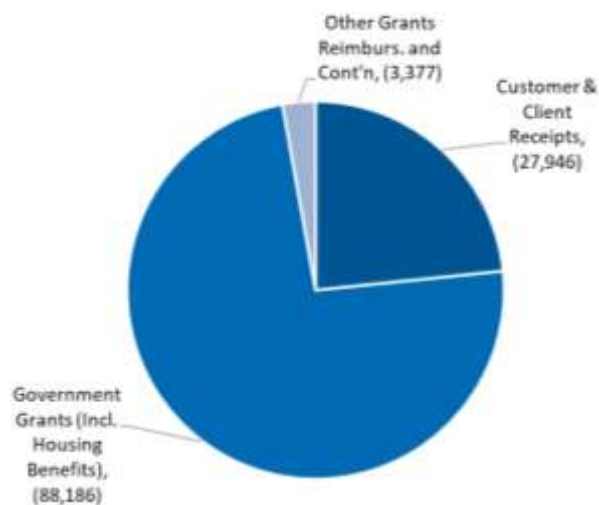
Revenue Budget 2021-22

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Gross Expenditure £171,805k



Gross Income £119,511k



BUCKINGHAMSHIRE COUNCIL

This slide sets out the Portfolio's Budgets, Service Areas, Expenditure and Income – see Appendix 3 for details

Directorate	Service Area	Total Expenditure £000	Total Income £000	NET TOTAL £000
Resources	Corporate Finance	9,619	(3,247)	6,371
	Service Finance - core	4,850	(164)	4,686
	Service Fin. - Revenue & Benefits	92,363	(91,511)	852
	HR/OD	5,076	(395)	4,681
	ICT	12,405	(176)	12,229
	Business Operations	12,143	(385)	11,758
	Management & Better Buckinghamshire	169	-	169
Planning, Growth & Sustainability	Property & Assets	19,445	(22,215)	(2,770)
Deputy Chief Executive	Legal Services	6,760	(1,309)	5,451
	Democratic Services	4,923	(49)	4,874
	Service Improvement	3,387	(61)	3,326
	Website & Digital	665	-	665
Portfolio Total		171,805	(119,511)	52,294

Revenue Forecast Qtr. 2 (1 of 2)

Q2 Revenue monitoring	Budget £000	Y/E outturn £000	Variance £000	Change in Variance £000
Expenditure	172,600	175,500	2,900	3,600
Income	(119,600)	(121,700)	(2,100)	(3,500)
Total for Portfolio	53,000	53,800	800	100

a) At Q2 the Portfolio is forecasting an adverse variance of £800k of which +£562k is COVID related and +£238k is BAU. The main variances are described below:

b) COVID +£562k adverse variance comprises:

- +£500k adverse variance is an income shortfall in the recovery of Council Tax/Business Rates court costs. The number of cases processed in Q1 was lower than the budgeted activity level because of the backlog of Court case following on from COVID related Court closures. This is a timing/profiling issue with the Council eventually recovering the budgeted court costs from Q2 onwards. The Q1 shortfall will be claimed for via the Government's income protection scheme and accounted for corporately below the line.
- £62k net income loss on sports pitch lettings and Waterside North Car Park weighted in Q1 to reflect lockdown impacts. Movement favourable (£140k)
- HR income favourable movement of (£100k) – however re categorised as BAU (see next slide).

Revenue Forecast Qtr. 2 (2 of 2)

c) Business As Usual (BAU) +£238k adverse variance is made up of the following:

- +£489k variance in Legal Services being additional staff costs of agency and interims to fill vacant posts and to address increased demand. Movement +£489k on Q1
- (£353k) net favourable variance in Service Finance mainly from additional R&B Government grant income for Council tax administration support and New Burdens grants. Movement from Q1 (£153k) being additional new burdens grants.
- £170k adverse variance relating to additional ICT cost of cyber security to bring the Council up to a suitable level of protection against cyber-attack. Movement +£20k from Q1 based on revised costs.
- +£150k HR income shortfall to schools. Movement +£100k from variances previously reported as COVID related losses, (see previous slide).
- (150k) favourable variance in Service Improvement being underspend on staffing because of several vacancies in the Business Intelligence Team in the first 6 months. Movement favourable variance of (£150k) on Q1 as the budget was previously forecasted to breakeven.
- Note: the net 2021/22 Revenue budget reported in Q2 monitoring is higher than the MTFP base budget because of the inclusion of one-off budgets e.g. increases for pay awards.

Revenue Budget - Savings since April 2020

	Savings	2020/21 £000	2021/22 £000
MTFP	<ul style="list-style-type: none"> ICT digital programme Customer Services Resources Directorate - Staffing review Resources Directorate -Home working savings Deputy Chief Executive - Home working savings Democratic Services Property Services – additional income achieved 	(132) (125) 0 0 0 (55) (734)	0 (125) (107) (84) (13) (25) (394)
Contract Harmonisation	<ul style="list-style-type: none"> Resources Directorate Deputy Chief Exec. 	(280) (30)	0 (40)
Better Buckinghamshire	<ul style="list-style-type: none"> Legal & democratic Services Revenue and Benefits - single system. Go live 16th December 2021, savings to be realised in 2022/23+ Customer services - 2021/22 insourcing of legacy Capita staff/contract (Wycombe District Council), savings of £266k to be realised in 2022/23 	(170) 0 0	(333) 0 0
Non cashable savings/ Cost pressures absorbed	<ul style="list-style-type: none"> HR & OD: Voluntary Redundancy exercise in 2020/21 to bring costs within budgets (full year costs realised in 2021/22) Business Operations – cost pressures absorbed (staffing/contracts/income targets) ICT Cyber protection – costs absorbed Service Now (Customer interface system) - development costs 	0 (500) (135) 0	(400) 0 (170) (78)
Total		(2,161)	(1,769)

Revenue Budget - Proposed Changes (1 of 3)

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The following 3 slides show the proposed changes to the current 2021/22 budget shown in slide 5.

Service Area		Description of Proposed Change	Change 2022-23 £000	Change 2023-24 £000	Change 2024-25 £000
<u>Proposed Change in Income</u>					
Property & Assets					
Commercial Property & Agricultural Estate	New Rental Income Opportunities - for details see Appendix 1		(1,337)	(3,190)	(5,253)
	Re-based existing rental income, for COVID impacts & rent reviews		(352)	(662)	(960)
Property Maintenance & Strategic Asset Management	Recovery of income from schools Health & Safety training post-COVID-19		(50)	(50)	(50)
	Staff parking income reduction		20	20	20
Total Change in Income			(1,719)	(3,882)	(6,243)
<u>Proposed Growth</u>					
ICT	ICT - Microsoft licence/Cyber protection		170	170	170
	ICT - Inflation on contracts		28	28	28
Democratic & Electoral Services	Members Allowances - annual increase		23	23	23
Legal services	Legal Services - Children’s Services Caseloads		250	250	250
Property & Assets					
Property Maintenance & Strategic Asset Management	Inflation (Other Contracts)		89	89	89
	Inflation Energy (Electricity)		20	65	102
	Inflation Energy (Gas)		46	67	98
	Reduction in Loan Interest from Consilio		-	30	30
	Property Maintenance Revenue Budget increase		500	500	500
	Creation of Sinking Fund for Strategic Assets - 2.5% of income target - for details see Appendix 1		566	605	628
Total Growth			1,692	1,826	1,917

Revenue Budget - Proposed Changes (2 of 3)

Service Area		Description of Proposed Change	Change 2022-23 £000	Change 2023-24 £000	Change 2024-25 £000
<u>Proposed Savings</u>					
Service Improvement	Better Buckinghamshire savings - for details see Appendix 2		-	(150)	(333)
Resources					
Finance, HR/OD, ICT, Business Operations, Management and Better Buckinghamshire	Better Buckinghamshire - Service Transformation activity - for details see Appendix 2		(627)	(991)	(4,729)
Finance, HR/OD, ICT, Business Operations, Management and Better Buckinghamshire	Contract harmonisation - work is now underway to consolidate suppliers e.g. a single ICT Network supplier. For details see Appendix 2.		(250)	(660)	(894)
Property & Assets					
Property Maintenance & Strategic Asset Management	Contract harmonisation savings for PG&S Directorate - Reduction of savings target. For details see Appendix 2		200	200	139
	Property rationalisation		-	-	(580)
	Better Buckinghamshire savings - Property Service Review. For details see Appendix 2		(125)	(215)	(285)
	Reduction in cleaning costs post-Covid		-	-	(250)
	Total Savings		(802)	(1,816)	(6,932)

Revenue Budget - Proposed Changes (3 of 3)

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Service Area	Description of Proposed Change	Change 2022-23 £000	Change 2023-24 £000	Change 2024-25 £000
<u>Special Items - Reversal of one-off budgets from 2020-21 One Year MTFP</u>				
Business Operations	Reversal of one year COVID budget to cover income shortfall - Share of commercial waste income allocated to Customer Services team	(35)	(35)	(35)
Customer Services	Reversal of one year COVID budget to meet pressures - External costs for development of COVID related forms and website resources	(9)	(9)	(9)
Revenue & Benefits	Reduction in budget - review of Council Tax discount scheme	(25)	(25)	(25)
Human Resources & Organisational Development (HROD)	Reversal of one year COVID funding for Occupational Health & Employee Assistance in response to Covid-19	(50)	(50)	(50)
	Reversal of 2 year funding for Social Care Recruitment post from previous MTFP.	(51)	(51)	(51)
ICT	Reversal of one year COVID budget for Home working Mobile data charges (cost per year).	(60)	(60)	(60)
Resources				
Management and Better Buckinghamshire	Reversal of one year savings item by reinstating the budget - Staffing review / vacancy factor	107	107	107
Total Special Items - Reversal of one-off budgets		(123)	(123)	(123)
Portfolio - Total All Changes		(951)	(3,994)	(11,380)

Proposed Revenue Budget 2022 to 2025

The table shows the effect of the proposed budget changes over the MTFP period (see slides 9 - 11)

	2021-22			2022-23			2023-24	2024-25
	Income £000	Expense £000	Net Budget	Income £000	Expense £000	Net Budget	Net Budget	Net Budget
Business Operations	(312)	7,173	6,861	(347)	7,173	6,826	6,826	6,826
Customer Services	(8)	4,422	4,414	(8)	4,413	4,405	4,405	4,405
Business Development	(65)	548	483	(65)	548	483	483	483
Business Operations Total	(385)	12,143	11,758	(420)	12,134	11,714	11,714	11,714
Finance	(3,411)	14,469	11,058	(3,411)	14,419	11,008	11,008	11,008
Revenues & Benefits	(91,511)	92,363	852	(82,962)	83,839	877	877	644
Finance & Revenues Total	(94,922)	106,832	11,910	(86,373)	98,258	11,886	11,886	11,652
	-	-	-	-	-	-	-	-
Human Resources & Organisational Development Total	(395)	5,076	4,681	(395)	4,975	4,580	4,580	4,540
ICT Total	(176)	12,405	12,229	(176)	12,542	12,367	12,367	12,267
Democratic Services & Elected Members	(49)	4,923	4,874	(49)	4,946	4,897	4,897	4,897
Legal Services	(1,309)	6,760	5,451	(1,309)	7,010	5,701	5,701	5,701
Legal & Democratic Services Total	(1,358)	11,683	10,325	(1,358)	11,956	10,598	10,598	10,598
	-	-	-	-	-	-	-	-
Property Maintenance & Strategic Asset Management	(883)	17,777	16,894	(914)	18,507	17,593	17,569	16,676
Commercial Property & Agricultural Estate	(21,331)	1,668	(19,663)	(22,453)	1,668	(20,785)	(22,880)	(25,218)
Property & Assets Total	(22,215)	19,445	(2,770)	(23,367)	20,175	(3,192)	(5,311)	(8,543)
Digital Total	-	665	665	-	665	665	665	665
Management & Better Buckinghamshire Total	-	169	169	-	(601)	(601)	(1,375)	(4,973)
Service Improvement Total	(61)	3,387	3,326	(61)	3,387	3,326	3,176	2,993
Grand Total	(119,511)	171,805	52,294	(112,149)	163,492	51,343	48,300	40,914
Year on year change £000	-	-	-	7,362	(8,313)	(951)	(3,043)	(7,386)
Year on year change %	0%	0%	0%	-6%	-5%	-2%	-6%	-15%
Cumulative Change				-		(951)	(3,994)	(11,380)

- **Cyber Security**

- Prevention, monitoring and response to actual or potential Cyber attacks may lead to significant financial risks, lack of access to key systems and inability to deliver to front line services

- **Delivery of Budgeted Targets - Savings, Investment income and Capital Receipts**

- Resources Directorate staff capacity is now stretched – we are delivering BAU; supporting all Council Service Reviews and improvement programmes plus delivering our own service reviews and the associated savings. To manage this we review our work programme on a monthly basis to prioritise key deliverables.
- The Property and Assets team will need to maintain the skills and capacity to deliver significant savings and income in future years, and the upcoming Service Review will be an important part of ensuring the team is set up to deliver these priorities. The timely realisation of capital receipts will also be reliant on the support of the Planning and Legal services to deliver at pace.
- The outcome of the Resources Directorate Service Reviews will see new ways of working e.g. more self service and digitisation of processes. The procurement and deployment of applications and systems will take time. There is a risk that to meet savings targets, savings are taken from budgets before process and technology changes are fully bedded down.

- **COVID**

- Payment of COVID related grants to residents and/or businesses will impact on Revenue and Benefits staff's capacity to implement the new systems and transformation changes within the agreed savings prolife.
- Longer-term uncertainty of economic impacts of COVID on our asset portfolio and development opportunities - Budget provision in the MTFP is for known COVID impacts (e.g. loss of turnover rent from Eden Shopping Centre), and an estimate of where it might result in increased property voids, (e.g. For tenants exercising lease break clauses, especially on office accommodation) However, if there were to be a deeper, longer economic impact we may see further Company Voluntary Arrangements /bankruptcies of tenants, and it may also have a detrimental impact on the level of rental income, or value of capital receipt, which we can achieve from new deals.

- **Reactive and Planned Maintenance Budget Management**

- Property & Assets continue to rationalise their approach to reactive and planned maintenance across the Unitary council, and are awaiting the outcome of revised condition surveys across the Corporate Estate to inform the maintenance budget setting process beyond next year.

Top 5 Portfolio Contracts

Supplier Name	Details	Start Date	End Date	Service Area
Pertemps Recruitment Partnership Ltd	Temporary Staffing Contract (Pertemps) Pay as Used - costs charged out to Directorates	03/09/2018	03/09/2022	HR/OD
Bytes Software Services	Microsoft Licensing & Cloud Hosting	01/12/2019	31/11/2022	ICT
Udata	Network Contract (Walton Street)	24/09/2012	30/06/2022	ICT
	Due to revised timelines for 'go live' on the Council's new ICT Network, this contract will be extended and then replaced with the single ICT Network contract – the cutover date is 30th June 2022.			
Ameo Professional Services	Support for Service Improvement and Organisational Design	01/06/2021	31/05/2023	Service Improvement
Busy Bees Cleaning	Cleaning contract covering majority of offices & corporate estate (inc. Adult Learning Centres).	01/08/2020	31/07/2023	Property and Assets

Fees and Charges

Each year, as part of the MTFP, we review the schedule of Fees and Charges. The majority of Fees & Charges are amended by an inflationary increase – For 2022/23 this will be a 3% increase on 2021/22 rates. Services include:

- **Business Services to Academies, Schools and Other:**
 - HR &OD e.g. payroll, recruitment, Employees Relations Advice, Safeguarding/DBS, Occupational Health.
 - ICT – Networking, Technical Support, Additional Remote Backup Service.
 - Schools Information Management System (SIMS).
 - Schools Admin and Bursar services.
- Schools Health & Safety and Schools Property Maintenance.
- Local Land Charges.
- Business Insight for Schools (e.g. Comparative data on Exam results, bench marking, demographic/deprivation data, Free Schools meals eligibility checker).
- Electoral Register (e.g. copies of registers).

Capital Forecast Qtr. 2 2021/22

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Capital Q2 Monitoring	Actuals to Date £000	Total Budget £000	Forecast Outturn £000	Forecast Variance £000	% Slippage	RAG Rating
Expenditure	638	3,571	3,838	267	-7.5%	Green

- At Q2 the Portfolio is forecasting a variance of +£267k. the main variances are described below:
- Projecting an overspend of +£347k on Corporate Maintenance budgets due to under-budgeting of maintenance requirements for council assets (to be rectified in MTFP).
- Delivery of Technology Strategy is forecasting slippage of (£402k) on unreleased budgets, core Council applications and systems are under review to identify future capital upgrade requirements.
- iCares Social Care Systems project is forecasting an overspend of +£321k against the current budget of £618k. The overspend will be funded from Capital contingency and will be included in the budgets after approvals have been received.
- Buckinghamshire Network project with BHT/CCG and the Device Refresh project are both forecasting a nil variance.

Note: any unspent capital project budgets in 21/22 ('slippage') will be reprofiled into future years as part of the annual year end process, and approved via the Corporate Capital Investment Board.

Current Capital Programme

Service Area	Project Group / Project	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	MTFP Total £000
ICT	Device Refresh & Windows 10	0	0	5,000	0	5,000
	Members ICT Refresh	0	0	0	150	150
	Technology Strategy (inc. Work Smart) - business critical Hardware	1,500	250	250	250	2,250
	ICT Total	1,500	250	5,250	400	7,400
Property & Assets	Agricultural Estate	660	0	0	0	660
	Corporate Investment Portfolio	2,450	4,458	1,449	0	8,357
	Council Own Sites - Housing Development	750	750	750	750	3,000
	Improvements to Capswood 1 & 2	215	0	0	0	215
	King George V House	50	0	0	0	50
	Property Management Programme	1,335	1,015	1,015	1,015	4,380
	Rowley Farm	364	0	0	0	364
	Property & Assets Total	5,824	6,223	3,214	1,765	17,026
Total Portfolio Programme		7,324	6,473	8,464	2,165	24,426



Questions



Appendix 1 Property Rental Income Projections

- The pre-COVID baseline Property Rental Income budget was £22m. For 21-22 this was reduced to £20m to give a £2m allowance for COVID income losses.
- There were also pre-existing, stretch new income targets built into the MTFP from last year's budget setting process. To determine what the ongoing long term COVID impacts would be on the rental income, and test whether these pre-existing income targets are still achievable, we have conducted detailed modelling of the rental income 'rent roll' for the next 4 years, and looked at all the income generation opportunities we have in the pipeline.
- The rebase of the existing rent roll includes the following assumptions:
 - Continued COVID-related income losses on turnover rents, including Eden, with an assumption that these will partially recover by 23/24 but not fully recovered in the medium term due to retail sector downturn.
 - Nearly £1m of expected voids, particularly on office accommodation, where we expect tenants are likely to serve notice (both COVID/non-COVID related; it is starting to become difficult to separate out COVID and BAU on voids).
 - An allowance for a 20% drop off in income from Friars' Square from 23/24 onwards, after the end of the rent guarantee period, as per the business case for the acquisition.
 - Absorption of the ongoing income losses from Gateway Conference Centre (£220k per year).
 - Increases in rent for known rent reviews and increases in rent to 'full-year effect' where, in 21-22, we have had new tenants part-way through the year
- Separately we have created a £0.6m growth line to increase the provision for sinking fund for voids & dilapidations and developments, to create sustainability in the value of our strategic assets. This will then create a consistent approach to budgeting for voids and dilapidations in the new council (legacy district councils would manage void cashflows and fund dilapidation costs corporately; legacy County had a sinking fund approach to enable the Property service to manage its own cash limit budgets).
- The new income projection includes all projects (deals & acquisitions) currently in the pipeline & an assumption that we will make £1.3m of additional deals and acquisitions, not currently in the pipeline, over the next 2 years.

Review Areas	Potential Activity to be developed as part of Better Buckinghamshire Service Review		Area	Target £000
Service Improvement		Review of Service Improvement and Business Insight teams. (see slide 11)		-333
Resources Directorate - Lines of Enquiry to deliver savings	Review and consolidation of staffing structures to align with Service activity	Implement Service Catalogues and consequent team structures:	Human Resources & Organisational Development	-395
		- Review of Teams in HR/OD	ICT	-600
		- Review of Teams in ICT	Corporate Finance	-215
		- Review of Teams in Corporate Finance	Business Operations	-450
		- Review of Business Support Teams		
		Create a single Debt Management Team	Service Finance/ Business Operations	-300
		Create a single Accounts Payable team	Service Finance	-300
		Digital Post Room	Business Operations	-100
		Customer Service Centre - Service Review implementation	Business Operations	-266
		Revenue and Benefits - Service Review Phase 1 - implementation	Service Finance	-725
		Revenue and Benefits Service Review Phase 2	Service Finance	-180
	Channel shift Resources service delivery to self serve through: automation, AI, knowledge bases etc	ERP review - Resources technology strategy to deliver lower cost, intuitive systems with flexible interface and reporting capability. This review includes staffing consolidation.	All	-303
		Systems approach: Customer Master Data Management - holistic customer view; increased automation for transactional customer services.	All	-300
		ICT One Programme - system consolidation and automation	ICT	-400
	Cost Recovery	Traded Services Review - implement full cost recovery	All	
		Revenue and Benefits - Council Tax/Business Rates Court costs recovery to reflect actual cost	Service Finance	-195
Resources Directorate Total		See slide 11		-4,729
Property & Assets		Property Services Efficiencies savings (see Slide 11)		-285
		Total for the Portfolio		-5,347

Appendix 3- Contract Harmonisation Savings

	Contract Harmonisation Savings to be delivered	Service Area	£000
Resources Directorate	Single ICT Network	ICT	-500
	Single Data centre	ICT	-164
	Single finance systems	ICT	-188
	Single payroll Systems	Human Resources & Organisational Development	-32
	Single BACS Payment System	Service Finance	-10
	Total (see slide 11)		-894
Property & Assets	The £200k savings target in the 2021-22 budget has been removed as the saving is deemed unachievable . In 2024/25, only £139k of the target is reversed leaving a savings target of -£61k to be delivered via a review of Post Room contracts.		139
	Total (see slide 11)		139
	Total for the Portfolio		-755

Appendix 4 Detailed Breakdown of Revenue Budget 2021/22

(1 of 2)

		Expenditure £000							Income £000				
Directorate	Service Area	Third party payments & Contribs	Staffing	Buildings & Premises	Supplies and Services	Transfer payments (mainly Housing Benefit Payments)	Transport	Total Expenditure £000	Customer & Client Receipts	Government Grants (Incl. Housing Benefits)	Other Grants Reimburs. and Cont'n	Total Income £000	NET TOTAL £000
Resources	Corporate Finance	55	6,252	13	3,192	-	106	9,619	(367)	-	(2,879)	(3,247)	6,371
	Service Finance - core	-	5,124	-	(290)	-	16	4,850	(130)	-	(34)	(164)	4,686
	Service Fin. - Revenue & Benefits	-	4,483	-	1,845	86,014	22	92,363	(3,354)	(88,157)	-	(91,511)	852
	HR/OD	-	5,769	4	(707)	-	9	5,076	(324)	-	(71)	(395)	4,681
	ICT	2	7,403	2	4,985	-	12	12,405	(169)	-	(7)	(176)	12,229
	Business Operations	-	13,627	3	(1,527)	6	34	12,143	(338)	-	(47)	(385)	11,758
	Management & Better Buckinghamshire	-	289	-	(120)	-	-	169	-	-	-	-	169

Appendix 4 Detailed Breakdown of Revenue Budget 2021/22

(2 of 2)

		Expenditure £000							Income £000				
Directorate	Service Area	Third party payments & Contribs	Staffing	Buildings & Premises	Supplies and Services	Transfer payments (mainly Housing Benefit Payments)	Transport	Total Expenditure £000	Customer & Client Receipts	Government Grants (Incl. Housing Benefits)	Other Grants Reimburs. and Cont'n	Total Income £000	NET TOTAL £000
Planning, Growth & Sustainability	Property Leadership & Portfolio Office	-	859	150	308	-	1	1,317	-	-	-	-	1,317
	Strategic Assets and Estate Management	9	1,451	3,838	1,090	-	5	6,393	(20,672)	(0)	(300)	(20,973)	(14,580)
	Surveying Hard FM Health & Safety	23	1,975	2,837	(279)	-	16	4,572	(58)	-	-	(58)	4,515
	Soft Facilities Management	99	1,774	3,788	1,163	-	43	6,866	(1,183)	-	-	(1,184)	5,682
	Strategic Programmes	-	591	-	(297)	-	1	296	-	-	-	-	296
Deputy Chief Executive	Legal Services	21	5,185	-	1,551	-	3	6,760	(1,274)	-	(35)	(1,309)	5,451
	Democratic Services	107	1,717	9	3,081	-	9	4,923	(16)	(29)	(4)	(49)	4,874
	Service Improvement	-	3,545	-	(163)	-	5	3,387	(61)	-	-	(61)	3,326
	Website & Digital	-	519	-	146	-	1	665	-	-	-	-	665
Portfolio Total		316	60,562	10,644	13,979	86,020	283	171,805	(27,946)	(88,186)	(3,377)	(119,511)	52,294