

## Revenue Budget Setting 2022/23 to 2024/25

<b>Directorate</b>	Communities, Insight & Change
--------------------	-------------------------------

### Bid Details

<b>Bid Type</b>	Growth	Permanent increase in expenditure or reduction in income budget
<b>Bid Name</b>	Additional people resources across Customer Delivery	
<b>Summary of bid - for CLT slides</b>	Additional people resources are required across Customer Delivery to meet increasing customer demand across a number of areas, and enable delivery around improvements in customer experiences.	
<b>and</b>	There is an increasing number of households and population to serve, 2% year on year over the last 3 years. Additional resources are required in order to meet growing demand as a result of ongoing population increases, and to give capacity to deliver on outcomes within the Corporate Plan around improving customer experiences when they interact with us.	
<b>Supporting Evidence / Trend Analysis / Business Case ref</b>	<p>EXAMPLE INCREASES IN DEMAND ACROSS THE SERVICE</p> <p>Whilst digital offers have been maximised where possible, the answering of calls and management of case work needs human intervention.</p> <ol style="list-style-type: none"> <li>1. Call volumes into Customer Delivery have increased year on year - 17/18 by 5%, 18/19 by 5% and 19/20 by 8%. Average call duration has increased by 1 minute per call, meaning calls are taking longer, which impacts on customer wait times. Impact on people resources of longer call duration over the year, equates to an additional 52 hours per week talk time - based on 80% of calls into the Council being dealt with by Customer Delivery.</li> <li>2. Blue Badge applications have increased year on year - 17/18 by 50%, 18/19 by 20%, 2020 saw relaxation in rules for Blue Badge renewals, however we are predicting at least another 20% increase for 21/22.</li> <li>3. In line with the increasing number of households, this had led to increased demand for our universal services such as Waste and Council Tax. Since 2017/18 Garden Waste subscribers have increased by 150% to 25,000 and the number of households to serve for Waste services has increased by 6%.</li> <li>4. Benefits processing time as increased, due to the increasing demand, compounded by the lack of resilience in the team to absorb work if someone leaves. Following a resourcing gap left by leavers, and the time taken to recruit, we have exceeded the DWP acceptable standard for processing time - from on average 18 days to 28 days. Further resilience needs to be built into the team to stop this happening again.</li> <li>5. The reporting of complaints across the service has increased, as we have been successful in raising awareness. As a result, there is increasing pressure on the complaints team to log, accurately report and analyse data and provide advice and guidance on complaint cases.</li> <li>6. Council Tax calls and case work has increased substantially over the last 3 years. Call volumes have increased by 20%, with average call duration now at over 5mins 30sec - with some exceeding 20 minutes. The trend for volumes of case work is also on the increase.</li> </ol>	
<b>Impact if bid not successful</b>	We will not be able to deliver on all of our statutory responsibilities, leading to financial loss, or improve our customer experiences and overall satisfaction levels when they interact with us - due to longer wait times for us to answer calls and repeat chasing or an increase in complaints as backlogs will begin to build. We may see an increase in sickness as extra pressure is put on existing team members.	

## Revenue Budget Setting 2022/23 to 2024/25

<b>Additional comments</b>	<b>BREAKDOWN OF EXTRA PEOPLE RESOURCES REQUIRED - 8.5 FTE</b>  Frontline calls and case management - x2 FTE grade 5 Benefits Assessor - x1 FTE grade 6 Registrar / Case Management - x1 FTE grade 5 Complaints Officer - x1 FTE grade 5 Council Tax and Recovery Officers - x2 FTE grade 5
----------------------------	--

### Finance Information

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£210,000	£0	£0
	Income	£0	£0	£0
<i>Cumulative movement from 21/22 budget</i>		£210,000	£210,000	£210,000

<b>RAG Status</b> (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

<b>Select "RAG Status"</b>	Green
----------------------------	-------

<b>Comments regarding RAG Status</b>	Statistically evidenced by comparing increases in demand versus time/resource required to deliver, within targets and SLA's. Figures include oncosts.
--------------------------------------	--

### Benchmarking

<b>Supporting benchmarking information</b> (Unit cost, demand stats, comparison to LAs, etc)	
--	--

### Sign Off

Service Manager	Jackie Whitney
Assistant Director	Sally Watkins
Director	Keeley Clements, Director of Communities, Insight & Change
Lead Member	Gregor Murray

## Revenue Budget Setting 2022/23 to 2024/25

<b>Directorate</b>	Communities, Insight & Change
--------------------	-------------------------------

### Bid Details

<b>Bid Type</b>	Growth	Permanent increase in expenditure or reduction in income budget
<b>Bid Name</b>	Land Charges shortfall in income	
<b>Summary of bid - for CLT slides</b>	Shortfall in income for Land Charges	
<b>Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)</b>	Whilst the stamp duty relief has helped increase revenue in the short term, once this has been reinstated, income levels will drop once again as the Council competes for business with Personal Search Agents. Whilst they do not offer official council searches, conveyancers will use them to conduct searches for them as a 'package', in and out of the borough at a reduced cost.	
<b>Supporting Evidence / Trend Analysis / Business Case ref</b>	The same downturn has been seen by other LA's across the country.	
<b>Impact if bid not successful</b>	Underachievement of income target.	
<b>Additional comments</b>	Mitigating actions have been taken - marketing our services as a 'one stop shop' to local conveyancers whilst regular keeping in touch, creation of an expediated service and easy to use digital offer.	

### Finance Information

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£45,000	£70,000	£10,000
	Income	£0	£0	£0
<i>Cumulative movement from 21/22 budget</i>		£45,000	£115,000	£125,000

<b>RAG Status</b> (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

<b>Select "RAG Status"</b>	Green
----------------------------	-------

<b>Comments regarding RAG Status</b>	
--------------------------------------	--

### Benchmarking

<b>Supporting benchmarking information</b> (Unit cost, demand stats, comparison to LAs, etc)	
--	--

### Sign Off

Service Manager	Jackie Whitney
Assistant Director	Sally Watkins
Director	Keeley Clements, Director of Communities, Insight & Change
Lead Member	Gregor Murray

## Revenue Budget Setting 2022/23 to 2024/25

<b>Directorate</b>	Communities, Insight & Change
--------------------	-------------------------------

### Bid Details

<b>Bid Type</b>	Growth	Permanent increase in expenditure or reduction in income budget
<b>Bid Name</b>	HR - new Target Operating Model	
<b>Summary of bid - for CLT slides</b>	New Operating model introduced to support directorates and Corporate Delivery Plan of the Council	
<b>Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)</b>	<p>The proposed HR TOM sets out to address the underperformance of the current HR model and improve relationships between the HR function the wider Council across all levels of leadership, managers, and employees. The proposed TOM takes the approach of 'fixing the basics and build'. The Growth Bid seeks to fund the new structure which is needed to enable the deliverables it sets out to address and build a solid foundation from which to add additional enhanced services. The foundations the proposed TOM sets to build are:</p> <ul style="list-style-type: none"> <li>&gt; Strategic HR leadership with a focus on operational excellence</li> <li>&gt; Efficient, easy to use and technology led transactional processes</li> <li>&gt; Utilisation of self-service functionality for managers and employees</li> <li>&gt; Easy to find and use policy guidelines</li> <li>&gt; Accurate and trusted HR data and analysis, with single source of establishment data</li> <li>&gt; Timely and accurate payroll data and transactions</li> <li>&gt; Clear and understood roles &amp; responsibilities</li> <li>&gt; Bring in specialist expertise in Pay &amp; Reward, Data expertise, upskill current existing team</li> </ul>	
<b>Supporting Evidence / Trend Analysis / Business Case ref</b>	<p>Feedback from Line Managers and senior stakeholders support the view, outside of the Covid response work, that the existing HR model has become very disconnected from the work and focus of directorates and managers across the Council. The 21st Century model implemented a Self Service model that the HR function has been unable to support with the required technology, workflows, processes and policies. Historically this has driven a disconnect between the wider Council and HR in its relationship, involvement, support and confidence which has increased employee relation cases &amp; risks.</p>	
<b>Impact if bid not successful</b>	<p>Colleagues at WBC will not be effectively recruited, trained and developed to deliver front lineservices to residents. HR will be unable to support the organisation beyond its current capabilities and there will remain a disconnect and low trust &amp; confidence of HR across the wider Council</p>	

## Revenue Budget Setting 2022/23 to 2024/25

<b>Additional comments</b>	The Corporate Plan for 2020-2024 has commitment to 'be the best we can' and change the way we work to support delivery of services to residents . For this to happen the people of WBC need to be the best. The new operating model for HR changes the focus from being a reactive to a proactive service with more support for strategic directors and corporate initiatives. The new operating model also strives for operational excellence ensuring the admistarive activities of HR are efficient and effective.
----------------------------	---

### Finance Information

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£245,000	£0	£0
	Income	£0	£0	£0
<i>Cumulative movement from 21/22 budget</i>		<i>£245,000</i>	<i>£245,000</i>	<i>£245,000</i>

<b>RAG Status</b> (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

<b>Select "RAG Status"</b>	Green
----------------------------	-------

<b>Comments regarding RAG Status</b>	
--------------------------------------	--

### Benchmarking

<b>Supporting benchmarking information</b> (Unit cost, demand stats, comparison to LAs, etc)	
--	--

### Sign Off

Service Manager	Christine Bennett
Assistant Director	Christine Bennett
Director	Keeley Clements, Director of Communities, Insight & Change
Lead Member	John Halsall

## Revenue Budget Setting 2022/23 to 2024/25

<b>Directorate</b>	Communities, Insight & Change
--------------------	-------------------------------

### Bid Details

<b>Bid Type</b>	Growth	Permanent increase in expenditure or reduction in income budget
<b>Bid Name</b>	Data and insight - systems implementation and resources	
<b>Summary of bid - for CLT slides</b>	Systems implementation plus 2*Data and insight resources (RSCB)	
<b>Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)</b>	Resource required to support implementation of data insight systems such as Power BI. This is a demand and efficiency driven priority which will enable more effective and timely reporting as well as better intelligence to inform decision making.	

<b>Supporting Evidence / Trend Analysis / Business Case ref</b>	Engagement across the council demonstrates the desire to implement Power BI as an improved tool for enabling performance management at all levels. This requires additional capacity to work on the programme corporately, learn from our specialists and enable effective and coordinated implementation of the tool to support more active performance management at all levels. Services are eager to engage and recognise the value and opportunities of this initiative.
---	---

<b>Impact if bid not successful</b>	The bid provides for a minimum amount of additional resource, through the appointment of a graduate with progression opportunities, to help deliver the Data & Insight Strategy which is in development and will underpin the changes needed to ensure that we are able to become an intelligence led organisation. Without this minimal additional resource there will be impact on the ability to deliver the improvements required and the programme within the timescales anticipated.
-------------------------------------	--

<b>Additional comments</b>	
----------------------------	--

### Finance Information

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£30,000	£30,000	£0
	Income	£0	£0	£0
<i>Cumulative movement from 21/22 budget</i>		£30,000	£60,000	£60,000

<b>RAG Status</b> (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

<b>Select "RAG Status"</b>	Green
----------------------------	-------

<b>Comments regarding RAG Status</b>	The Data & Insight programme and development of a strategy is a priority in order to provide more efficient and effective performance management across the council. If the funding is provided it will provide increased capacity to deliver the programme.
--------------------------------------	--

### Benchmarking

<b>Supporting benchmarking information</b> (Unit cost, demand stats, comparison to LAs, etc)	The data and insight, or corporate performance, function is very lean compared to many other similar sized councils operating under a devolved performance management model. With this resource, it would provide a Data & Insight function with 2 Full-time and the added graduate post creating increased capacity, but still a lean structure.
--	---

### Sign Off

Service Manager	Mark Gwynne
Assistant Director	Sally Watkins
Director	Keeley Clements, Director of Communities, Insight & Change
Lead Member	John Kaiser / Shahid Younis

### Revenue Budget Setting 2022/23 to 2024/25

<b>Directorate</b>	Communities, Insight & Change
--------------------	-------------------------------

#### **Bid Details**

<b>Bid Type</b>	Growth	Permanent increase in expenditure or reduction in income budget
<b>Bid Name</b>	New Content Management System	
<b>Summary of bid - for CLT slides</b>	Replacement of WBC Website (RSCB)	
<b>Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)</b>	<p>Revenue support for capital bids - new more modern CMS will have increased running costs for from a third party partner for hosting, maintenance and support annually.</p> <p>The current CMS is now end of life and must be replaced to mitigate the risk that the system will be de-supported by the supplier. Once de-supported this risk would increase to leave the Council's main website vulnerable to catastrophic failure with no supplier to fix the site.</p> <p>An improved website is an organisational priority and aligned to Digital and Technology strategy.</p>	
<b>Supporting Evidence / Trend Analysis / Business Case ref</b>	The Council has paid similar running costs for it's website CMS for the last 10 years. In that time CMS products have become more modern and the running costs for a modern CMS have increased proportionally. Increased revenue is needed to cover the future running costs for a more modern website CMS once the new system has been implemented.	
<b>Impact if bid not successful</b>	Unable to fund annual running costs of new more modern CMS once implemented. This would risk 24/7 target of running main Council website and services due to hosting, maintenance or support costs not being adequate.	
<b>Additional comments</b>		

#### **Finance Information**

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£0	£70,000	£0
	Income	£0	£0	£0
<i>Cumulative movement from 21/22 budget</i>		£0	£70,000	£70,000

<b>RAG Status</b> (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

<b>Select "RAG Status"</b>	Amber
----------------------------	-------

<b>Comments regarding RAG Status</b>	Estimate based on research with other Local Authorities using modern CMS.
--------------------------------------	---

#### **Benchmarking**

<b>Supporting benchmarking information</b> (Unit cost, demand stats, comparison to LAs, etc)	Business Case is underway as part of pre-procurement activity. Extra 70K running costs is a realistic estimate from consultation with Local Authorities with best practice websites.
--	--

#### **Sign Off**

Service Manager	Nicholas Spencer
Assistant Director	Sally Watkins
Director	Keeley Clements, Director of Communities, Insight & Change
Lead Member	John Kaiser

## Revenue Budget Setting 2022/23 to 2024/25

<b>Directorate</b>	Communities, Insight & Change
--------------------	-------------------------------

### Bid Details

<b>Bid Type</b>	Growth	Permanent increase in expenditure or reduction in income budget
<b>Bid Name</b>	ReCustomer APP for Council Tax and Selected services	
<b>Summary of bid - for CLT slides</b>	New Customer APP for Council Tax and Selected services (RSCB)	
<b>Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)</b>	<p>Revenue support for capital bids.</p> <p>Customer feedback (including from Gov Metrics) is highlighting our existing APP has usability issues and usage figures show the APP has had low take up.</p> <p>The existing APP is also built on low technology that simply re-presents website pages as an APP which is basic and creates user issues.</p>	
<b>Supporting Evidence / Trend Analysis / Business Case ref</b>	From research average cost for support, hosting and maintenance of standalone, cross platform customer APPs with flexibility to provide good user experience.	
<b>Impact if bid not successful</b>	Unable to fund annual running costs of newly implemented customer APP and keep it customer focused, easy to use and up-to-date.	
<b>Additional comments</b>		

### Finance Information

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£0	£60,000	£0
	Income	£0	£0	£0
<i>Cumulative movement from 21/22 budget</i>		£0	£60,000	£60,000

<b>RAG Status</b> (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

<b>Select "RAG Status"</b>	Red
----------------------------	-----

<b>Comments regarding RAG Status</b>	Best estimate based on research.
--------------------------------------	----------------------------------

### Benchmarking

<b>Supporting benchmarking information</b> (Unit cost, demand stats, comparison to LAs, etc)	Estimated running costs come from comparison with other Local Authorities.
--	--

### Sign Off

Service Manager	Nicholas Spencer
Assistant Director	Sally Watkins
Director	Keeley Clements, Director of Communities, Insight & Change
Lead Member	John Kaiser

## Revenue Budget Setting 2022/23 to 2024/25

<b>Directorate</b>	Communities, Insight & Change
--------------------	-------------------------------

### Bid Details

<b>Bid Type</b>	Growth	Permanent increase in expenditure or reduction in income budget
<b>Bid Name</b>	Revenue support for Capital Bids - Telephony, security, fibre, IDS	
<b>Summary of bid - for CLT slides</b>	Revenue growth bid to support the ongoing operational running of a series of capital funded projects to ensure the WBC IT estate is secure and supports modern ways of working and Councils desire to utilise its data to make strategic decisions.	
<b>Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)</b>	<p>(RSCB) - Revenue support for capital bids Required for the following capital funded projects:</p> <p>Moving legacy telephony services to Microsoft Teams telephony, ongoing costs will include:</p> <ul style="list-style-type: none"> <li>- Core infrastructure annual running costs</li> <li>- SIP (Voice over Internet) telephony lines</li> <li>- Ongoing support from Microsoft partner</li> <li>- Ongoing upgrade costs, including integrations interdepenant telephony systems</li> <li>- Annual software costs for reporting software</li> <li>- Call plans</li> </ul> <p>Security and Resiliency projects:</p> <ul style="list-style-type: none"> <li>- Increased Azure (Microsoft Cloud) storage costs</li> <li>- New annual connection costs for link between Shute End and Waterford House</li> <li>- Microsoft Sentinel annual costs to provide security analytics</li> <li>- Azure expenditiure for virtual firewalls</li> </ul> <p>Data and Insight platform:</p> <ul style="list-style-type: none"> <li>- Annual Infrastructure and licencing costs for data engineering and data warehouse</li> </ul>	
<b>Supporting Evidence / Trend Analysis / Business Case ref</b>	<p>The number of of unsolicited attempts to access our estate continues and we see spikes in activity around political events such as election periods. Additional tools are required to continue to make the WBC IT estate as resilient as it can be. Funding is required to mitigate this corporate risk.</p> <p>Our current telephony infrastructure is outdated and does not support the current ways of working. Our telephony services are dependant on Shute End and are under pressure with an increased amount of remote workers. Funding is required to mitigate this corporate risk.</p>	
<b>Impact if bid not successful</b>	<p>Would have to turn off services implimented as part of capital projects. This would leave our IT estate less resilient. We would have to scale back our telphony services this would impact the front line service that we can offer our residents. We would not be able to fund the ongoing use of a data warehouse for the Councils data and insight programme to use.</p>	

## Revenue Budget Setting 2022/23 to 2024/25

<b>Additional comments</b>	
----------------------------	--

### Finance Information

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£233,000	£0	£50,000
	Income	£0	£0	£0
<i>Cumulative movement from 21/22 budget</i>		£233,000	£233,000	£283,000

<b>RAG Status</b> (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

<b>Select "RAG Status"</b>	Green
----------------------------	-------

<b>Comments regarding RAG Status</b>	<p>We have support contracts in place with Micorsoft partners so support costs are known.</p> <p>We have used the Microsoft Azure calculator to understand the ongoing Azure consumption costs based on the fact we know.</p>
--------------------------------------	---

### Benchmarking

<b>Supporting benchmarking information</b> (Unit cost, demand stats, comparison to LAs, etc)	
--	--

### Sign Off

Service Manager	Glynn Davies
Assistant Director	Sally Watkins
Director	Keeley Clements, Director of Communities, Insight & Change
Lead Member	John Kaiser

## Revenue Budget Setting 2022/23 to 2024/25

<b>Directorate</b>	Communities, Insight & Change
--------------------	-------------------------------

### Bid Details

<b>Bid Type</b>	Growth	Permanent increase in expenditure or reduction in income budget
<b>Bid Name</b>	Budget required to deliver sustainable organisational change	
<b>Summary of bid - for CLT slides</b>	Estimated resource requirement to deliver sustainable WBC organisational change (Corporate Benefit)	
<b>Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)</b>	<p>The funding incorporates the resource required to operate a Corporate Business Change function. Business Change leads on the development, implementation and delivery of Change Programmes that will to transform the way the council operates and requires funding to achieve the following benefits:</p> <ul style="list-style-type: none"> <li>• Improved availability of, and access to, council services through digital channels;</li> <li>• Swifter resolution of customer issues and queries;</li> <li>• A greater focus on problem-solving and customer responsiveness; and,</li> <li>• A leaner, more efficient council costing significantly less to run</li> </ul> <p>Change activity is managed through:</p> <ul style="list-style-type: none"> <li>• Directorate led transformation programmes e.g. Adult Social Care and Children's Services Transformation programmes – including demand management</li> <li>• High priority change programmes that span cross council e.g. Community Transport/Accommodation/COVID Recovery</li> <li>• Governance via a corporate change methodology, that includes Programme Management Business Analysis and Business Change specialisms</li> <li>• Working in partnership with VS, Health, Schools etc to deliver sustainable services</li> <li>• Focused on financial sustainability, with prevention of growth and MTFP deliverables</li> </ul>	
<b>Supporting Evidence / Trend Analysis / Business Case ref</b>	<ul style="list-style-type: none"> <li>• Successfully worked with ASC via the Continuous Improvement Programme model to deliver;</li> <li><input type="checkbox"/> Project to deliver the creation of a new Adult Social Care Safeguarding Hub</li> <li><input type="checkbox"/> Optalis Transfer Programme</li> <li><input type="checkbox"/> Transitions service move from Childrens to Adults Project</li> <li><input type="checkbox"/> Project to underpin the People Together (3Cs) pilot</li> <li><input type="checkbox"/> Modernisation of IT for ASC (laptops/tablets/Android Phones)</li> <li><input type="checkbox"/> Accommodation Improvement Project</li> <li><input type="checkbox"/> Finance Improvement Project</li> <li><input type="checkbox"/> LD Strategy development Project</li> </ul>	
<b>Impact if bid not successful</b>	Inability to achieve pre determined outcomes of CIP plans projects approved	

## Revenue Budget Setting 2022/23 to 2024/25

<b>Additional comments</b>	
----------------------------	--

### Finance Information

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£0	£0	£860,000
	Income	£0	£0	£0
<i>Cumulative movement from 21/22 budget</i>		£0	£0	£860,000

<b>RAG Status</b> (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

<b>Select "RAG Status"</b>	Red
----------------------------	-----

<b>Comments regarding RAG Status</b>	
--------------------------------------	--

### Benchmarking

<b>Supporting benchmarking information</b> (Unit cost, demand stats, comparison to LAs, etc)	
--	--

### Sign Off

Service Manager	Lewis Borges
Assistant Director	Sally Watkins
Director	Keeley Clements, Director of Communities, Insight & Change
Lead Member	John Kaiser

## Revenue Budget Setting 2022/23 to 2024/25

**Directorate**

Communities, Insight &amp; Change

**Bid Details**

<b>Bid Type</b>	Special Item	One off budget (i.e. not permanent / recurring). Positive figure for increasing expenditure or reducing income. Negative figure for reducing expenditure or increasing income
<b>Bid Name</b>	Customer Experience Improvement Team	
<b>Summary of bid - for CLT slides</b>	Creation of a new CX Improvement Team to support improvements in customer satisfaction, in line with the corporate plan.	
<b>Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)</b>	Customer feedback and insight is pivotal in helping us understand customer experiences when they interact with us, overall satisfaction levels and improvement action driven as a result of feedback. Accurate insight derives from various areas - Gov Metric, complaints data, customer demand, service intelligence and customer focus groups. Dedicated resources are required to ensure that the flow of feedback and information is considered to produce the right insight that informs business decisions and drives service improvements with customers at the heart.	
<b>Supporting Evidence / Trend Analysis / Business Case ref</b>	<p>Gov Metric data now integral to informing improvements. Increasing numbers of customers are engaging and giving us feedback. There is an increased demand internally for robust CX insight. Detailed analysis is required, with other forms of data (including intelligence gathered at the frontline), and a need to drive further actions and manage change and improvement initiatives as a result, working in partnership with services and UX Specialists.</p> <p>This team would bring together governance of Gov Metric, CX data and insight, Complaints, the CX Working Group actions and support in the management and delivery of CX improvements across the Council, and a CX Learning Programme to support cultural change. Currently, this activity is being absorbed by BAU resources, which is unsustainable going forward as BAU demand increases across Customer Delivery.</p>	
<b>Impact if bid not successful</b>	We may not be able to maximise the customer insight required, and fully deliver on our CX ambitions in the corporate plan, within the desired timescales.	
<b>Additional comments</b>	1 additional role required to resource the team and support changes: CX Improvement Manager - Grade 9 in years 1 and 2	

**Finance Information**

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£52,000	£52,000	£0
	Income	£0	£0	£0
<i>Cumulative movement from 21/22 budget</i>		£52,000	£52,000	£0

<b>RAG Status</b> (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

<b>Select "RAG Status"</b>	Green
----------------------------	-------

<b>Comments regarding RAG Status</b>	
--------------------------------------	--

**Benchmarking**

<b>Supporting benchmarking information</b> (Unit cost, demand stats, comparison to LAs, etc)	
--	--

**Sign Off**

Service Manager	Jackie Whitney
Assistant Director	Sally Watkins
Director	Keeley Clements, Director of Communities, Insight & Change
Lead Member	Gregor Murray

**Revenue Budget Setting 2022/23 to 2024/25**

Directorate

Communities, Insight &amp; Change

**Bid Details**

<b>Bid Type</b>	Special Item	One off budget (i.e. not permanent / recurring). Positive figure for increasing expenditure or reducing income. Negative figure for reducing expenditure or increasing income
<b>Bid Name</b>	Implementation of new HR Target Operating Model	
<b>Summary of bid - for CLT slides</b>		
<b>Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)</b>	<p>The proposed HR TOM sets out to address the underperformance of the current HR model and improve relationships between the HR function the wider Council across all levels of leadership, managers, and employees. The proposed TOM takes the approach of 'fixing the basics and build'. The basics the proposed TOM sets out to address are:</p> <ul style="list-style-type: none"> <li>&gt; Strategic HR leadership with a focus on operational excellence</li> <li>&gt; Efficient, easy to use and technology led transactional processes</li> <li>&gt; Utilisation of self-service functionality for managers and employees</li> <li>&gt; Easy to find and use policy guidelines</li> <li>&gt; Accurate and trusted HR data and analysis, with single source of establishment data</li> <li style="text-align: right;">&gt; Timely and accurate payroll data and transactions</li> <li>&gt; Clear and understood roles &amp; responsibilities</li> <li>&gt; Bring in specialist expertise in Pay &amp; Reward, managing data and upskill across current existing team</li> </ul>	
<b>Supporting Evidence / Trend Analysis / Business Case ref</b>		
<b>Impact if bid not successful</b>	No progress in understanding metrics and how to use to support development of a high performing organisation. No progress in understanding total reward / remuneration and how they can support an organisation to develop a high performance culture. If there is no Project manager, progress on continual improvement is likely to stall and the function may make no further progress.	
<b>Additional comments</b>	The £252K is to fund three 18 month Fixed Term roles: Pay & Reward Lead, HRIS & Data Lead and HR Project Manager role. In addition it funds the continuation of 5 Case Workers for period of 7 months in 2022/23 to enable transition from current to future structure alongside development of the BWO system which is required to enable the new structure.	

**Finance Information**

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£252,000	£51,000	£0
	Income	£0	£0	£0
<i>Cumulative movement from 21/22 budget</i>		£252,000	£51,000	£0

<b>RAG Status</b> (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

Select "RAG Status" Green**Comments regarding RAG Status****Benchmarking**

<b>Supporting benchmarking information</b> (Unit cost, demand stats, comparison to LAs, etc)	
--	--

**Sign Off**

Service Manager	Christine Bennett
Assistant Director	Christine Bennett
Director	Keeley Clements, Director of Communities, Insight & Change
Lead Member	John Halsall

## Revenue Budget Setting 2022/23 to 2024/25

<b>Directorate</b>	Communities, Insight & Change
--------------------	-------------------------------

### **Bid Details**

<b>Bid Type</b>	Special Item	One off budget (i.e. not permanent / recurring). Positive figure for increasing expenditure or reducing income. Negative figure for reducing expenditure or increasing income
<b>Bid Name</b>	Equalities and Anti Poverty Communication and Engagement	
<b>Summary of bid - for CLT slides</b>		
<b>Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)</b>	To ensure the Council has sufficient comms and engagement resource to support the Equality and Anti Poverty agenda. Focused on critical internal and external communication & engagement activities, working with the communities, VCS and other partner organisations. Providing critical support and expertise within each area to ensure the wider community is engaged at the right time & to support the development and implementation of both the Equalities and Anti Poverty strategies.	
<b>Supporting Evidence / Trend Analysis / Business Case ref</b>	Strong communications and engagement are recognised as key success criteria for the delivery of these programmes of work. Dedicated resources will provide continuity and expertise within highly complex subject matter areas.	
<b>Impact if bid not successful</b>	Not having adequate comms and engagement resources would impact the successful delivery of both programmes of work, resulting in the risk of poor community engagement and a lack of buy in.	
<b>Additional comments</b>		

### **Finance Information**

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£115,000	£115,000	£0
	Income	£0	£0	£0
<i>Cumulative movement from 21/22 budget</i>		£115,000	£115,000	£0

<b>RAG Status</b> (Certainty around financial request and project delivery)	Green	High certainty on figures and project delivery
	Amber	Some certainty on figures and project delivery
	Red	Low certainty on figures and project delivery

<b>Select "RAG Status"</b>	Green
----------------------------	-------

<b>Comments regarding RAG Status</b>	
--------------------------------------	--

### **Benchmarking**

<b>Supporting benchmarking information</b> (Unit cost, demand stats, comparison to LAs, etc)	
--	--

### **Sign Off**

Service Manager	Will Roper
Assistant Director	Sally Watkins
Director	Keeley Clements, Director of Communities, Insight & Change
Lead Member	John Halsall

### Revenue Budget Setting 2022/23 to 2024/25

<b>Directorate</b>	Communities, Insight & Change
--------------------	-------------------------------

**Bid Details**

<b>Bid Type</b>	Special Item	One off budget (i.e. not permanent / recurring). Positive figure for increasing expenditure or reducing income. Negative figure for reducing expenditure or increasing income
-----------------	--------------	---

<b>Bid Name</b>	Budget required to deliver sustainable organisational change
-----------------	--

<b>Summary of bid - for CLT slides</b>	
--	--

<b>Description of Bid Inc. (Reason for Bid i.e. Demand / Legislative / Discretionary)</b>	<p>The funding incorporates the resource required to operate a Corporate Business Change function. Business Change leads on the development, implementation and delivery of Change Programmes that will to transform the way the council operates and requires funding to achieve the following benefits:</p> <ul style="list-style-type: none"> <li>•Improved availability of, and access to, council services through digital channels;</li> <li>•Swifter resolution of customer issues and queries;</li> <li>•A greater focus on problem-solving and customer responsiveness; and,</li> <li>•A leaner, more efficient council costing significantly less to run</li> </ul> <p>Change activity is managed through:</p> <ul style="list-style-type: none"> <li>•Directorate led transformation programmes e.g. Adult Social Care and Children's Services Transformation programmes – including demand management</li> <li>•High priority change programmes that span cross council e.g. Community Transport/Accommodation/COVID Recovery</li> <li>•Governance via a corporate change methodology, that includes Programme Management Business Analysis and Business Change specialisms</li> <li>•Working in partnership with VS, Health, Schools etc to deliver sustainable services</li> <li>•Focussed on financial sustainability, with prevention of growth and MTFP deliverables</li> </ul>
---	--

<b>Supporting Evidence / Trend Analysis / Business Case ref</b>	<p>Successfully worked with ASC via the Continuous Improvement Programme model to deliver;</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Project to deliver the creation of a new Adult Social Care Safeguarding Hub</li> <li><input type="checkbox"/> Optalis Transfer Programme</li> <li><input type="checkbox"/> Transitions service move from Childrens to Adults Project</li> <li><input type="checkbox"/> Project to underpin the People Together (3Cs) pilot</li> <li><input type="checkbox"/> Modernisation of IT for ASC (laptops/tablets/Android Phones)</li> <li><input type="checkbox"/> Accommodation Improvement Project</li> <li><input type="checkbox"/> Finance Improvement Project</li> <li><input type="checkbox"/> LD Strategy development Project</li> </ul>
---	---

<b>Impact if bid not successful</b>	Inability to achieve pre determined outcomes of CIP plans projects approved
-------------------------------------	---

<b>Additional comments</b>	
----------------------------	--

**Finance Information**

		Yr 1	Yr 2	Yr 3
		2022/23	2023/24	2024/25
Amount needed per year	Expenditure	£1,400,000	£1,200,000	£300,000
	Income	£0	£0	£0
<i>Cumulative movement from 21/22 budget</i>		£1,400,000	£1,200,000	£300,000

<b>RAG Status</b> (Certainty around financial request and project delivery)	<b>Green</b>	High certainty on figures and project delivery
	<b>Amber</b>	Some certainty on figures and project delivery
	<b>Red</b>	Low certainty on figures and project delivery

<b>Select "RAG Status"</b>	Green
----------------------------	-------

<b>Comments regarding RAG Status</b>	
--------------------------------------	--

**Benchmarking**

<b>Supporting benchmarking information</b> (Unit cost, demand stats, comparison to LAs, etc)	
--	--

**Sign Off**

Service Manager	Lewis Borges
Assistant Director	Sally Watkins
Director	Keeley Clements, Director of Communities, Insight & Change
Lead Member	John Kaiser