

## Appendix A – Revenue and Capital Proposals

This appendix sets out by Lead Member Portfolio the following information:

**Budget Pressures** – This table provides information of the financial pressures that are emerging for 2022/23. The estimates are based on the latest evidence and intelligence. The additional budget provision will be built into the budget for 2022/23.

**Budget Growth** – This table provides information on the requests that have been put forward for increased budget in 2022/23 to fund increased service provision. The Council in March could choose not to agree this additional budget.

**Budget Reductions** – This table provides the full details of the proposed cost reductions and additional income for 2022/23. These are subject to consultation until 12 January 2022. Leadership Team will consider the feedback from the consultation in developing the final budget for 2022/23 that will be presented to Council in March for approval. These savings are required to achieve a balanced budget for 2022/23. Any reductions not approved will need to be replaced with alternatives on a £ for £ basis.

**Capital Review** - This table provides the outcome of the review of the existing capital programme. Some schemes are proposed for deletion, some are proposed to move to the pipeline and others for re-phasing to future years. This review process is ongoing. All schemes that remain in the programme will need to be underpinned by a robust business case setting out costs and timescales for delivery.

**New Capital Investment** - This table provides details of the bids that have been put forward for new capital investment. These are subject to consultation until 12 January 2022. Leadership Team will consider the feedback from the consultation in developing the final capital programme for 2021/22 to 2023/24 that will be presented to Council in March 2022 for approval. Some schemes are recommended for including in the programme and some in Capital Pipeline 1. All schemes that go into the programme will need to be underpinned by a robust business case setting out costs and timescales for delivery.

- A Adult Social Care and Public Health
- B Family and Children Services
- C Grenfell, Housing and Social Investment

- D Communities
- E Culture, Leisure and Community Safety
- F Planning, Place and Environment
- G Finance and Customer Delivery
- H Cross Cutting / Council Wide

## G Cllr Mary Weale – Finance and Customer Delivery

### Budget Pressures

£'000	Description
<b>Resources and Customer Delivery</b>	
65	<b>Leader's Office</b> - Reorganisation following increased demands and responsibilities since it was first established in 2017

### Budget Growth

£'000	Description
<b>Resources and Customer Delivery</b>	
197	<b>Resourcing Team</b> - In 2021/22, the Council has in place a dedicated resourcing team within HR who are responsible for recruitment across the Council. This was initially in place for a year but given the success of the team and the new processes in place this additional funding will extend the team for a further 12 months.
290	<b>Customer Access Strategy</b> – This is to extend the funding of the Business Improvement Officers into 2023/24 along with training and communication costs as the new Customer Access Strategy is implemented. The requirements are £75,000 in 2022/23 and £215,000 in 2023/25 and to be funded from Special Projects Reserve.
<b>487</b>	

## Budget Reductions

Current Budget	2022/23 £'000	2023/24 £'000	2024/25 £'000	Description
<b>Resources and Customer Delivery</b>				
-	(35)	-	-	<b>Legal</b> – The deletion of vacant post within Legal Services that is no longer required.
595	(70)	-	-	<b>Financial Management</b> – A reduction in non-staffing costs within Financial Management, including printing and subscriptions
2,631	(40)			Efficiency savings within Governance and Mayoralty
<b>3,226</b>	<b>(145)</b>	-	-	

## Capital Programme Review – Schemes recommended for deletion from the Capital Programme

2021/22 £'000	2022/23 £'000	Description
<b>Resources and Customer Delivery</b>		
-	1,090	End User Computing Refresh. This is a current scheme that is no longer required. It is recommended that £1.1m is removed from the programme completely and that £0.8m is moved into Capital Pipeline 1 (see below).
-	<b>1,090</b>	

## Capital Programme Review – Schemes recommended for moving to the Capital Pipeline

2021/22 £'000	2022/23 £'000	Total £'000	Description
<b>Resources and Customer Delivery</b>			
100	-	100	<b>IT Office365 Tenancy Separation-</b> This scheme is not expected to take place during 2021/22 and timescales remain unknown pending the disaggregation on Bi-Borough IT. <u>The recommendation is for this to be moved into Capital Pipeline 1 and the budget be used to fund the new IT Strategy from 2022/23.</u>
150	-	150	<b>Corporate Booking Engine-</b> This scheme is not expected to take place during 2021/22 and timescales remain unknown pending the disaggregation on Bi-Borough IT. <u>The recommendation is for this to be moved into Capital Pipeline 1 and the budget be used to fund the new IT Strategy from 2022/23.</u>
50	-	50	<b>Mosaic Hosting Environment Migration-</b> This scheme is not expected to take place during 2021/22 and timescales remain unknown pending the disaggregation on Bi-Borough IT. <u>The recommendation is for this to be moved into Capital Pipeline 1 and the budget be used to fund the new IT Strategy from 2022/23.</u>
39	75	114	<b>Networks &amp; Telephony Transformation-</b> This scheme is expected to end in 2021/22 ahead of the new IT Strategy being implemented from 2022/23. <u>The recommendation is for the anticipated underspend during 2021/22 and the previously approved budget for 2022/23 be moved into Capital Pipeline 1 and the budget be used to fund the new IT Strategy from 2022/23.</u>
194	100	294	<b>Cloud Move-</b> This scheme is expected to end in 2021/22 ahead of the new IT Strategy being implemented from 2022/23. <u>The recommendation is for the anticipated underspend during 2021/22 and the previously approved budget for 2022/23 be moved into Capital Pipeline 1 and the budget be used to fund the new IT Strategy from 2022/23.</u>
84	-	84	<b>Business Intelligence &amp; Data Analytics-</b> This scheme is expected to end in 2021/22 ahead of the new IT Strategy being implemented from 2022/23. <u>The recommendation is for the anticipated underspend during 2021/22 and the previously approved budget for 2022/23 be moved into Capital Pipeline 1 and the budget be used to fund the new IT Strategy from 2022/23.</u>

2021/22 £'000	2022/23 £'000	Total £'000	Description
68	-	68	<b>Website Re-Platform-</b> This scheme is expected to end in 2021/22 ahead of the new IT Strategy being implemented from 2022/23. <u>The recommendation is for the anticipated underspend during 2021/22 and the previously approved budget for 2022/23 be moved into Capital Pipeline 1 and the budget be used to fund the new IT Strategy from 2022/23.</u>
30	-	30	<b>IT Information Security Management-</b> This scheme is expected to end in 2021/22 ahead of the new IT Strategy being implemented from 2022/23. <u>The recommendation is for the anticipated underspend during 2021/22 and the previously approved budget for 2022/23 be moved into Capital Pipeline 1 and the budget be used to fund the new IT Strategy from 2022/23.</u>
-	790	790	<b>End User Computing Refresh-</b> Previously approved budget higher than now required. <u>The recommendation is for the anticipated underspend during 2021/22 and the previously approved budget for 2022/23 be moved into Capital Pipeline 1 and the budget be used to fund the new IT Strategy from 2022/23.</u>
715	965	1,680	

**New Capital Investment – Recommended for inclusion in the Capital Programme**

2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 and Beyond	Total	Description
Resources and Customer Delivery					

2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 and Beyond	Total	Description
<p>The two Customer Access bids below represent two elements of a single programme that supports delivery of the Customer Access Strategy. The strategy is primarily aimed at improving the quality of access to council services for residents and service users: to improve the 'customer experience'. A substantial element of the programme involves improving the digital offer so that those who wish to can easily access Council services online, but it also involves ensuring a similar experience for residents seeking support either on the telephone or face to face. Both outcomes require essential modernisation of our technology infrastructure and development of solutions. Simply bringing our infrastructure up to date before we can build on new / value added capabilities is estimated to account for around 45 % of the IT funding proposal (circa 1.35M in 22/23). The development of new capabilities is likely to be just short of £1M for the same period (or 30% of the overall funding bid) – and it is not unrealistic to assume that some of those capabilities will be iterated in further developments over time as new requirements and use-cases are developed. Similarly the work required for system integration and improvements to data management and data flows (accounting for around 25% of the overall bid) are essential components to facilitate single views of customers, resolution at first contact, and continuity of information even where continuity of contact is not possible, providing the foundations for business process review and re-engineering.</p> <p>Alongside this work will be needed to review customer journeys and redesign and simplify business processes so that whether our residents are accessing services online, on the phone or in person they are able, wherever possible, to have their issue resolved at the first point of contact and without having to be referred to several different teams and officers. The second bid covers this element of work, along with the crucial work this programme must do to involve residents in the redesign process.</p> <p>Improving, streamlining and automating the customer journey and our business processes will undoubtedly improve our own internal efficiency. Whilst detailed savings will be determined as we approach each individual service, overall, it is not unusual for programmes of this nature to deliver savings between £1m and £2m over a 3 year period. Removing inefficiencies will be a major target for the programme to remove unnecessary cost.</p>					



2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 and Beyond	Total	Description
63	237	237		537	<p><b>Customer Access</b> – Currently the Capital Programme includes a total of £925k in 2021/22 approved as part of last year’s budget setting to deliver on the IT of the Customer Access Strategy (CAS). This bid is requesting further funding of:</p> <ul style="list-style-type: none"> <li>• £536,000 to further develop and deliver required web content changes.</li> <li>• £57,000 of discovery funding that was previously approved as part of the £742k special project bid. This was carried forward to 21/22 and it is suggested that this would be more appropriately funded through capital.</li> </ul>
	3,081	1,774	713	5,568	<p><b>Customer Access-</b> This bid is requesting further funding specifically for the investment into technology for the CAS and support outcomes and further requirements by Digital Capabilities workstream. This bid will extend that programme of work for three further years to 2024/25.</p>
<b>63</b>	<b>3,318</b>	<b>2,011</b>	<b>713</b>	<b>6,105</b>	