

> Directorate Three Year Plan – 2024/25 (existing), 2025/26 and 2026/27

Guidance Note

Guidance notes

These guidance notes outline key considerations and requirements when completing the Directorate Plans for your area. Completing this template will allow the Council to identify a range of potential budgetary options for exploration and discussion with CMT and Members. The standard template and proposed process ensures we have a consistent approach to inform budget discussions and earlier identification of savings options. It enables the Council to review and think about our services and how they link to outcomes and the cost of delivering them and supports forward planning and the identification of support requirements from enabling services. This template specifies the minimal level of information required to support budget options. Please feel free to add further supporting information as appropriate for your directorate/service(s).

What is the ask?

Directors are asked to review the template and firstly consider if they need one per directorate or require one per Head of Service/Service area within their directorate. This is a local decision for each Director depending on the makeup of services within their directorate and what works practically to ensure quality consideration of options.

Whilst the process requires sign off from the Director each Director should consider

- Engagement with the heads of service in your directorate to input/inform options and scenarios.
- Engagement with wider directorate staff to inform options and scenarios.
- Ongoing engagement and dialogue with your Executive Director around options and scenarios.
- Ongoing engagement and dialogue with relevant portfolio holders around options and scenarios.
- Collaboration and engagement with other directors to iterate and share/align thinking and support a One Council approach.

Section 1: Service Overview

This section asks for a high-level summary **aim** for your directorate/service, a short list of the service functions covered and high-level **budget summary** for the service including an overview (where appropriate) of capital, revenue, income, grant funding. If budget headings do not apply, please insert N/A.

Section 2: Strategic Priorities

The ambitions for the current **Council Plan and We are Walsall 2040** strategies are included as they key strategic arch stones for the Council. Please indicate (with an X) which ambitions your service(s) currently address.

Section 3: Service Vision and Objectives

Please provide a high-level **vision** statement for your service and the key objectives planned for the next 3 years to achieve that vision. Please consider service delivery bau objectives, existing transformation objectives, external delivery or partnership working objectives that inform/shape your service.

Section 4: Service Delivery

Please outline the **key achievements** for you service area(s) over the last year. This is important to understand the success and level of delivery within current financial context for your service area(s) and helps frame part of the ongoing discussion on options and models.

Please outline what your **current service offer** (delivery model, functions) looks like and if retained over the next 3 years. Please include high-level budget summary (capital and revenue if appropriate) where possible using existing known information available to you.

Please provide a summary of the **key projects/programmes** underway or planned within your service area(s). These should be high level priorities and projects to achieve key deliverables for your service and help you meet your service objectives and vision and/or that impact on financials. Please indicate the lead officer within your directorate, any delivery timescales/dates and where you need support from enabling services (Legal, Procurement, DaTS, HR & ABS, Transformation and Change, Hub, Customer). This is important to ensure that supporting and enabling services can fully consider requests for support and iterate their own Directorate plans to accommodate as appropriate.

Please in the space provided paste any live links to any relevant **performance service data/KPIs** that you feel contribute to the context and narrative for this template. If there is no key performance information to support the template, please leave this box blank.

Section 5: Budget Planning Scenarios

This section contains three distinct **budget scenarios** for your Directorate(s) to consider and outline.

- The **'as is'** scenario. This scenario assumes that you will receive no change to budget for the next three years outside of inflationary increases. This scenario also assumes that you will continue to deliver against any existing or agreed savings. Please consider what your directorate/service(s) will look like, the model and any changes required (without additional resources) including:
 - managing increased demand.
 - prevention/earlier intervention.
 - commissioning/outourcing/procurement.
 - staffing and service changes to manage demand differently.
 - Investment in technology/digital.
 - Reduction or cessation of services as appropriate.

b) The **'efficiency'** scenario. This scenario assumes a reduction of 20% revenue for your directorate/service(s). This scenario also assumes that you will continue to deliver against any existing or agreed savings, so this reduction is additional to any agreed savings for your area(s). As above please consider what your directorate/service(s) will look like, the model and any changes required (without additional resources) including:

- managing increased demand.
- prevention/earlier intervention.
- commissioning/outourcing/procurement.
- staffing and service changes to manage demand differently.
- Investment in tech/digital.
- Reduction or cessation of services as appropriate.

c) The **'investment'** scenario. This scenario assumes that you will continue to deliver against any existing or agreed savings but asks you to consider any invest to save ideas that will generate savings above the 'as is' model. As above please consider what your directorate/service(s) will look like, the model and any changes required including:

- managing increased demand.
- investment in prevention/earlier intervention.
- commissioning/outourcing/procurement.
- staffing and service changes to manage demand differently.
- Investment in tech/digital.

For all three scenarios please include any indicative budget, what dependencies/support is needed to achieve this scenario and if this is a new proposal or has been previously considered/amended from a previous proposal. This is important to help us understand if Members have already considered any similar proposals – all options must be on the table for consideration over the next three years!

Please outline any **risks/impacts** for each of the options a, b, c above. Please specifically reference which scenario (risk x, scenario a) the risk refers to in the description box. If appropriate, please include live links to any existing risk registers.

Support

If you have any problems understanding this template or need further guidance, please contact stpbudgetsetting@walsall.gov.uk

>Directorate Three Year Plan – 2024/25 (existing), 2025/26 and 2026/27

Section 1: Service Overview

Purpose:	Aim: >summarise in a couple of sentences the purpose of your service area e.g. We inspect and maintain the boroughs roads and associated assets to ensure safe and reliable journeys on the local highway network<							
	Activities: >summarise the activities that the team do e.g. Highway inspections; emergency, reactive and planned highway repairs; preventative and structural carriageway and footway maintenance, maintenance of highway drainage assets; highway asset management planning<							
Budget 24/25:	Capital	£	Gross Revenue	£	Gross Income	£	Income of which Grant Funding	£
Staffing	Service Manager(s):				Total FTE:		Vacancies:	

Section 2: Strategic Priorities

Council Plan Inequalities are reduced and all potential is maximised.	We Are Walsall 2040 Walsall in 2040 will be the most improved borough in the region, a vibrant place where people are proud to live and residents in all neighbourhoods have the same life chances.
People: Encourage our residents to lead active, fulfilling, and independent lives to maintain or improve their health and wellbeing.	Thriving and happy: Thriving and happy: By 2040 we will be a borough where all people feel safe, where communities and people do more to help each other and themselves, and children have the best start in life
Internal: Council services are customer focused effective, efficient, and equitable.	Healthy and well: By 2040 we will be a wellbeing centred borough where people are healthy and live full and active lives
Children: Have the best possible start and are safe from harm, happy, healthy and learning well.	Prosperous and innovative: By 2040 Walsall will be a place that it is easy to get around, where people are confident to access services digitally and the economy works for everyone.
Communities: Empower our communities so that they feel they are connected and belong in Walsall, creating safe and healthy places whilst building a strong sense of community.	Proud of our borough: By 2040 we will be a borough known for having vibrant clean towns with quality green spaces that we all enjoy, a place where residents and partners take responsibility to respect the environment and are climate ready, and where communities come together to celebrate their heritage and culture

Section 3: Service Vision and Objectives

>Service Name< >Vision statement e.g. ‘High quality, cost effective, leisure provision, for all’ or “a safe, reliable and resilient road network” or “to give the very best care to people coping with bereavement”
Objective 1: ...>e.g. Help reduce inactivity and increase physical activity levels of residents<
Objective 2: ...
Objective 3: ...
Objective 4: ...

Section 4: Service Delivery

Key Achievements in 2023/24

What your current Service Offer looks like for the next three years?	
Description	Curent Net Revenue Budget 24/25
	£
	£
	£
	£
	Changes required to Net revenue Budget 24/25

Current and planned Projects (impacting financials – both savings and investments)

Current Project/ Programme with a financial impact	Lead Officer	Delivery Date	Enabling and Support Service Requirements						
			Legal	Procurement	Data	HR & ABS	Transformation & Change (PMO)	HUB	Customer

Performance Measures –

Please add in any links to relevant performance measures

Section 5: Budget Planning Scenarios

Budget scenario	£'000 (approx)	Dependencies? What do you need to do this?	Existing or New proposal?
<p>Model delivering as is within current resources (including your current 24/25 savings) – Please add rows as applicable</p> <p>EXAMPLE: Service A will continue to operate with current service delivery model and anticipates no increase in demand – Service XX will commit to cut 2 FTE in FY25/26 to keep up with cost increases – this equates to approx. £££</p> <p>Service XX will be renewing XX contract and will commit to a 5% reduction in spend – this equates to APPROX ££</p>			

NAME OF SERVICE OR DIRECTORATE – AUTHOR: DATE LAST UPDATED:
