

Annexe A to Flexible Capital Receipts Strategy - Delivery Fund Requests

Actual (17/18 & 18/19) and Future Forecast Delivery Fund Spend

Saving Description	Saving (£,000's)	Resource Required	2017/18	2018/19	2019/20	2020/21	2021/22	2017-22 Total	2019/20 Spend to date
			Actual	Actual	Budget	Budget	Budget		
			(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)
Housing Benefit Overpayment Recovery	345	Housing Benefit Overpayment Recovery Officer	12	39	13	43	-	107	13
Service restructure and reconfiguration	Transformation	Recruitment Costs	42	19	-	-	-	61	-
Supporting delivery of directorate savings and improving Accounts Payable processes	Transformation	Accounts Payable Assistant. Improving efficiency of AP process to deliver ongoing efficiency and savings	27	27	-	-	-	54	-
Process improvements and more efficient accounts production	Transformation	CIPFA Big Red Button	16	-	-	-	-	16	-
Improve Corporate Debt Collection - centralisation of invoices and transformation of service delivery	Transformation	Improve Corporate Debt Collection - centralisation of invoices	-	-	-	-	-	-	-
Digitisation - cross cutting savings and redesign of Council-wide services	306	Firmstep Developer x2	-	-	92	-	-	92	-
Service restructure and reconfiguration	Transformation	SOLACE Recruitment Fees For Future Finance Function	17	28	-	-	-	45	-
Engagement of transformation partner to drive process efficiency and cost reduction in parallel with market testing of service	855	External Support to undertake Market Testing (outsourcing) of the Revenue and Benefits Services	-	102	-	-	-	102	-
		Additional legal and TUPE advice	-	81	43	-	-	124	43
		Associated project costs, supplies and services	-	2	8	-	-	10	8
Revenues and Benefits market testing									
Charging Financial Analysts to transformation pot to support commercialisation work	Transformation	One Finance Analyst (plus one interim for 4 months in 18/19)	-	63	47	-	-	110	20
Corporate Approach to Reducing Fraud Management and Staffing Review	Transformation	IT Costs	-	8	-	-	-	8	-
Management and Staffing Review	592	Change Management	-	-	31	-	-	31	-
Management and Staffing Review	Transformation	Organisational Development (OD) Consultant	-	-	19	-	-	19	-
Single Person Discount Council Tax Recovery	170	Specialist Officer and provision for data matching	-	-	14	-	-	14	14
Capacity and leadership to deliver change and savings across programme	Transformation	Corporate Programme Manager	130	62	77	-	-	269	58

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Actual (17/18 & 18/19) and Future Forecast Delivery Fund Spend

Saving Description	Saving (£,000's)	Resource Required	2017/18	2018/19	2019/20	2020/21	2021/22	2017-22 Total (£,000's)	2019/20 Spend to date (£,000's)
			Actual (£,000's)	Actual (£,000's)	Budget (£,000's)	Budget (£,000's)	Budget (£,000's)		
Working across Corporate Programme. Capacity and leadership to deliver change and savings across programme	Transformation	NMT - Corporate Support	18	34	35	-	-	87	26
HR support to deliver Corporate Programme and associated savings. Supporting recruitment and retention of social workers as part of improvement and to deliver savings	Transformation	HR Support 1	14	-	-	-	-	14	-
Contract Management Savings	875	V4S Procurement Consultancy Support. Payments due as percentage of savings delivered	88	200	-	-	-	288	-
Improvements to Electronic Social Care Record and Reporting (MOSAIC) and provision for improvement of other IT systems over term of Programme	Transformation	Reporting and Performance	76	-	-	-	-	76	-
		Senior Consultant to act as System Owner	91	-	-	-	-	91	-
		Process review and MOSAIC improvement for Children's Services	23	-	-	-	-	23	-
		Interim reporting post in Children's Services	43	-	-	-	-	43	-
		Corporate Systems Owner	84	44	-	-	-	128	-
		Finance Specialist	74	87	-	-	-	161	-
		Project Manager on Business Objects Implementation	-	31	-	-	-	31	-
		Adult's Business Objects Implementation	-	-	-	-	-	-	-
		MOSAIC & FUSION Commitments Interface - implementation costs	-	-	-	-	-	-	-
		Business Objects Developer	-	30	-	-	-	30	-
Provision for application management improvements in other systems (includes. 18/19 i-trent review)	-	24	129	115	-	268	86		

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Saving Description	Saving (£,000's)	Resource Required	2017/18	2018/19	2019/20	2020/21	2021/22	2017-22 Total (£,000's)	2019/20 Spend to date (£,000's)
			Actual (£,000's)	Actual (£,000's)	Budget (£,000's)	Budget (£,000's)	Budget (£,000's)		
Capacity to support delivery of change and savings across programme	Transformation	Programme Officer x1	-	27	49	46	-	122	37
Capacity to manage and support HR and workforce change associated with Corporate Programme	Transformation	HR Capacity	-	-	-	-	-	-	-
Total: Directorate of Resources (DOR)			755	908	557	204	-	2,424	305
Working across workstream of Corporate Programme to deliver savings and transformation	Transformation	Programme Manager	52	266	-	-	-	318	-
Workstream A: Improving Practice Standards	Transformation	Practice Improvement leadership. 18/19 start up	-	127	-	-	-	127	-
Work stream B: Developing Workforce Excellence	50	Achieve a stable workforce by recruiting more permanent staff in Social Care	-	8	10	-	-	18	34
	Transformation	Training for Safety Standards Model. 18/9 project start up training	-	105	-	-	-	105	-
Work stream C: Building Community Capacity	Transformation	Pre Birth Support Team. 18/19 start up	-	4	-	-	-	4	-
	Transformation	Family Reunification Team. 18/19 start up	-	-	-	-	-	-	-
	Transformation	Edge of Care Team, Adolescents. 18/19 start up	-	37	-	-	-	37	-
	300	Revised under 5 offer to make best use of Early Years and Children's Centre provision	-	-	10	-	-	10	10
Workstream D: Strengthen Stability Services	Transformation	Re-imaging Foster Care. 18/19 start up	-	77	-	-	-	77	-
	Transformation	Placement Solutions Team. 19/20 start up	-	10	-	-	-	10	-

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Saving Description	Saving (£,000's)	Resource Required	2017/18	2018/19	2019/20	2020/21	2021/22	2017-22 Total	2019/20 Spend to date
			Actual	Actual	Budget	Budget	Budget		
			(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)
work stream D: Stronger Stability for Children	1,500	Education, therapeutic & support to ensure placement stability for YP moving within 20 miles. Linked to D12 solutions team savings of £1.8M. 18/19 start up	-	-	-	255	-	255	-
Work stream E: Consolidating Corporate Resilience	376	Strengthen Commissioning Function (provide senior Commissioning and Contract Management capacity) 18/19 start up. Savings linked to Improved Contract Management	-	-	189	50	-	239	122
	195	Design & implementation of supported lodgings for 16+	-	-	5	45	-	50	6
	100	Review of Continued Health Contribution (CHC). 18/19 start up	-	-	40	20	-	60	20
	250	Enhanced utilisation of capacity at Pinecroft & Cressingham Children's Homes. 18/19 capital equipment	-	-	50	-	-	50	86
	Transformation	Potential use of RBC property for additional childrens home or respite care. Funding for feasibility study if required	-	6	150	-	-	156	-
	100	SEND Commissioner. 18/19 start up	-	64	50	50	-	164	14
	Transformation	Development of traded services	-	213	280	70	-	563	226
	Transformation	Transformation Programme Team	-	177	460	90	-	727	274
	Transformation	Contingency for restructure if required	-	-	-	-	-	-	-
	Transformation	Funds to be allocated to projects in	-	-	300	392	-	692	45
Total: Childrens (BFFC)			52	1,094	1,544	972	-	3,662	837
Resources used for the facilitation of the delivery of the Programme wide savings	Transformation	Strategic Lead for Transformation	32	102	121	-	-	255	91
	Transformation	Project Support	16	-	-	-	-	16	-
	Transformation	Programme Officer	19	39	45	-	-	103	33

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			Actual	Actual	Budget	Budget	Budget		
			(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)
Changes to Adult Social Care Front Door; Group Home Rental Increase. Also supports delivery of CSS Digitisation savings and Review and Right Sizing Care Packages & Stretch Targets	482	Transformation Project Manager 1	63	68	66	-	-	197	50
Transformation of wellbeing; ASC Restructure	1,101	Transformation Project Manager 2	-	55	57	-	-	112	43
Effective Utilisation of Extra Care; Learning Disabilities (Operations Team); Development of Home Care; VCS Development and Commissioning. Also supports wider digitisation & efficiency and Changes to the Adult Social Care Front Door	837	Transformation Project Manager 3	27	58	59	-	-	144	45
Deputies - Review the charging policy; FAB Team Fees & Charges & Stretch Target; Increased usage of Assistive Technology and Equipment; Increased usage of Direct Payments	1,370	Transformation Project Manager 4	20	47	41	-	-	108	31
Review and Right Sizing Care Packages & Stretch Targets Investment to secure ongoing savings	1,624	Social Workers X6 (S117, LDX2, MH, OP, PD)	236	239	334	-	-	809	160
Reducing Adult Social Care contracts spend	1,500	Commissioning Capacity at Senior Level	49	139	2	82	-	272	2
Delivery Models for Commissioning, Prevention & Quality Services	750	Consultancy advice - accommodation pathway	-	-	72	-	-	72	72
Delivery Models for Commissioning, Prevention & Quality Services		Consultancy advice for service shaping	-	2	28	-	-	30	21
Delivery Models for Commissioning, Prevention & Quality Services		Senior Transformation Manager	-	-	53	36	-	89	37

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			Actual (£,000's)	Actual (£,000's)	Budget (£,000's)	Budget (£,000's)	Budget (£,000's)		
The resource supports restructures, wider remodelling of the workforce, and learning & development. Associated savings: Commissioning Team Realignment; Implementation of Business Support restructure; Locality Team Realignment	Transformation	Workforce consultancy & Training Programmes (Partners for change)	-	52	32	-	-	84	32
Total: Directorate of Adults Social Care and Health (DACHS)			462	801	910	118	-	2,291	617
Working across workstream of Corporate Change Programme to deliver savings and transformation	Transformation	Project Officer 1	8	21	22	-	-	51	16
Review of waste collection delivery models. Also connected to Waste Operations-optimising collection routes; Increase Trade Waste Collection and Disposal service turn over by 100% (£650,000pa to £1.3m)	500	Specialist advice and support, administration resource, Contract manager costs, Procurement of IT systems, Introduction of revised collection schedule	22	54	124	-	-	200	100
Review option of trust model for Arts	Transformation	Consultancy costs	-	29	-	-	-	29	-
Maximising Income from the Town Hall & Museum	97	Consultancy support to provide commercial advice on business plan and associated staffing structures	-	26	-	-	-	26	-
Review existing parking permits	309	Comms support, IT support	-	-	11	-	-	11	11
Extend residents parking permit areas	300	Consultant support	-	18	262	-	-	280	46
Introduce Bus Lane Enforcement on Kings Road and Forbury Road bus lanes	100	DLO support to introduce new parking schemes	-	1	-	-	-	1	-
Close half of public conveniences - costs related to carrying out a review of the provision	80	Consultancy costs and costs to improve remaining facilities	-	9	16	-	-	25	-
Undertake a review of existing provision to inform the closure of a number of public conveniences			-	-	25	-	-	25	-
Develop and implement a new borough		Project Manager	-	37	16	-	-	53	12
		Communications Officer	-	-	10	-	-	10	-

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			Actual	Actual	Budget	Budget	Budget		
			(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)
Develop and implement a new borough-wide Car Parking Strategy and associated action plan	1,800	Consultant Support	-	-	11	-	-	11	1
		Consultant Support (Car park surveys / database set-up)	-	20	87	-	-	107	87
		Project Delivery	-	127	-	-	-	127	-
Make theatres break even through working with other operators	50	Independent consultants to market	-	-	25	-	-	25	-
		Project management (consultant) of procurement process (if it goes ahead based on 1st stage)	-	-	50	-	-	50	-
Alternative delivery models - identify and prioritise those services that are most likely to yield a significant saving with the 3-year MTFS period	551	Project Manager	-	37	-	-	-	37	-
		Cost Consultant	-	-	75	59	-	134	57
		Consultancy - report writing	20	-	-	-	-	20	-
The project will focus on delivery of the former Civic Site and other key sites achieving capital receipts	3,053	Strategic Project Manager	-	-	68	75	-	143	46
Car Park management processes through IT improvements and staff reductions	644	Car parking equipment and capital	-	-	381	19	-	400	326
Review Enforcement Contracts	75	Consultancy support	-	-	-	50	-	50	-
Maximising Income from the Town Hall & Museum	98	One-off investment - equipment, marketing, consultancy	-	-	41	-	-	41	-
Total: Directorate of Economic Growth and Neighbourhoods (DEGNS)			50	379	1,224	203	-	1,856	702
Capacity to manage and support Corporate Programme of Change as delivery vehicle for £40m savings and projects to ensure transformation to underpin financial sustainability of the Council	n/a	Managing Change - unallocated funding	-	-	-	843	-	843	-
Total: Unallocated / Contingency			-	-	-	843	-	843	-
Maximise contributions through NNDR (business rates)	124	Consultancy support	-	-	19	-	-	19	15
New Customer Service Model		Senior Project Manager x2, Business Analyst and Project Support	-	-	120	245	125	490	

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			Actual	Actual	Budget	Budget	Budget		
			(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)
New Customer Service Model	795	Pilot Thoughtonomy - Robotic Process Automation. Training, Virtual workers and Develop role	-	-	55	108	102	265	
Food Waste	342	Project Manager, Project Admin, consultancy, marketing and communications	-	-	110	260	-	370	
<i>*Making the Customer Service and Corporate Improvement more efficient</i>	Transformation	<i>Staff and implementation costs</i>	-	-	-	390	240	630	
<i>*Executive Recruitment Search Fees</i>	56	<i>Psychometric Assessment Training</i>	-	-	-	20	-	20	
<i>*Direct Payments</i>	718	<i>2 x PA Officers</i>	-	-	-	94	-	94	
<i>*Investment in Technology Enabled Care at home</i>	1,129	<i>Funding for TECH Team</i>	-	-	-	139	-	139	
<i>*Outcome-based Service Delivery</i>	634	<i>Locum worker and OT</i>	-	-	-	148	-	148	
<i>*Enhanced reablement for mental health and learning disability service users</i>	500	<i>Transformation Partner MH/LD</i>	-	-	-	300	-	300	
<i>*Development of a Dementia Carers Offer</i>	150	<i>One off Voluntary Sector Dementia support</i>	-	-	-	25	-	25	
Total: New Projects			-	-	304	1,729	467	2,500	15
Total: All Projects			1,319	3,182	4,539	4,069	467	13,576	2,476

* Note: Subject to approval of Business Case / Delivery Fund Request Form

Annexe B to Flexible Capital Receipts Strategy - Delivery Fund changes

Changes to Delivery Fund Projects Since February 2019

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Budget (£,000's)	2018/19 Change (£,000's)	2019/20 Budget (£,000's)	2019/20 Change (£,000's)	2020/21 Budget (£,000's)	2020/21 Change (£,000's)	2021/22 Budget (£,000's)	2021/22 Change (£,000's)	2017-22 Revised Total (£,000's)
Housing Benefit Overpayment Recovery	Housing Benefit Overpayment Recovery Officer	12	54	(15)	56	(43)	-	43	-	-	107
Service restructure and reconfiguration	Recruitment Costs	42	-	19	-	-	-	-	-	-	61
Supporting delivery of directorate savings and improving Accounts Payable processes	Accounts Payable Assistant. Improving efficiency of AP process to deliver ongoing efficiency and savings	27	27	-	-	-	-	-	-	-	54
Process improvements and more efficient accounts production	CIPFA Big Red Button	16	3	(3)	-	-	-	-	-	-	16
Improve Corporate Debt Collection - centralisation of invoices and transformation of service delivery	Improve Corporate Debt Collection - centralisation of invoices	-	64	(64)	32	(32)	-	-	-	-	-
Digitisation - cross cutting savings and redesign of Council-wide services	Firmstep Developer x2	-	92	(92)	-	92	-	-	-	-	92
Service restructure and reconfiguration	SOLACE Recruitment Fees For Future Finance Function	17	15	13	-	-	-	-	-	-	45
Engagement of transformation partner to drive process efficiency and cost reduction in parallel with market testing of service	External Support to undertake Market Testing (outsourcing) of the Revenue and Benefits Services	-	116	(14)	64	(64)	-	-	-	-	102
	Additional legal and TUPE advice	-	90	(9)	109	(66)	-	-	-	-	124
Revenues and Benefits market testing	Associated project costs, supplies and services	-	10	(8)	-	8	-	-	-	-	10
Charging Financial Analysts to transformation pot to support commercialisation work	One Finance Analyst (plus one interim for 4 months in 18/19)	-	69	(6)	47	-	48	(48)	-	-	110
Corporate Approach to Reducing Fraud	IT Costs	-	25	(17)	-	-	-	-	-	-	8
	Contingency	-	20	(20)	-	-	-	-	-	-	-
Management and Staffing Review	Change Management	-	50	(50)	-	31	-	-	-	-	31
Management and Staffing Review	Organisational Development (OD) Consultant	-	-	-	-	19	-	-	-	-	19
Single Person Discount Council Tax Recovery	Specialist Officer and provision for data matching	-	-	-	61	(47)	-	-	-	-	14
Capacity and leadership to deliver change and savings across programme	Corporate Programme Manager	130	72	(10)	73	4	-	-	-	-	269

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Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Budget (£,000's)	2018/19 Change (£,000's)	2019/20 Budget (£,000's)	2019/20 Change (£,000's)	2020/21 Budget (£,000's)	2020/21 Change (£,000's)	2021/22 Budget (£,000's)	2021/22 Change (£,000's)	2017-22 Revised Total (£,000's)
Working across Corporate Programme. Capacity and leadership to deliver change and savings across programme	NMT - Corporate Support	18	34	-	35	-	-	-	-	-	87
Legal support to deliver Corporate Programme and associated savings	Contracts Solicitor		28	(28)	27	(27)	-	-	-	-	-
	Employment Solicitor		13	(13)	13	(13)	-	-	-	-	-
	Conveyancing/Contracts Solicitor		23	(23)	24	(24)	-	-	-	-	-
HR support to deliver Corporate Programme and associated savings. Supporting recruitment and retention of social workers as part of improvement and to deliver savings	HR Support 1	14	6	(6)	-	-	-	-	-	-	14
Contract Management Savings	V4S Procurement Consultancy Support. Payments due as percentage of savings delivered	88	162	38	150	(150)	-	-	-	-	288
Improvements to Electronic Social Care Record and Reporting (MOSAIC) and provision for improvement of other IT systems over term of Programme	Reporting and Performance	76	149	(149)	-	-	-	-	-	-	76
	Senior Consultant to act as System Owner	91	-	-	-	-	-	-	-	-	91
	Process review and MOSAIC improvement for Children's Services	23	-	-	-	-	-	-	-	-	23
	Programme Management funding to complete current phase (16/17 Programme)		20	(20)	-	-	-	-	-	-	-
	Early Help Implementation		5	(5)	-	-	-	-	-	-	-
	Interim reporting post in Children's Services	43	-	-	-	-	-	-	-	-	43
	Corporate Systems Owner	84	23	21	-	-	-	-	-	-	128
	Finance Specialist	74	82	5	-	-	-	-	-	-	161
	Project Manager on Business Objects Implementation	-	16	15	-	-	-	-	-	-	31
	Adult's Business Objects Implementation	-	34	(34)	-	-	-	-	-	-	-
MOSAIC & FUSION Commitments Interface - implementation costs	-	11	(11)	-	-	-	-	-	-	-	
Business Objects Developer	-	35	(5)	-	-	-	-	-	-	30	

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	Provision for application management improvements in other systems (includes. 18/19 i-trent review)	-	122	(98)	244	(115)	-	115	-	-	268
Capacity to support delivery of change and savings across programme	Programme Officer x1	-	92	(65)	92	(43)	92	(46)	-	-	122
Capacity to manage and support HR and workforce change associated with Corporate Programme	HR Capacity	-	150	(150)	150	(150)	150	(150)	-	-	-
Total: Directorate of Resources (DOR)		755	1,712	(804)	1,177	(620)	290	(86)	-	-	2,424
Working across workstream of Corporate Programme to deliver savings and transformation	Programme Manager	52	-	266	-	-	-	-	-	-	318
Workstream A: Improving Practice Standards	Practice Improvement leadership. 18/19 start up	-	80	47	-	-	-	-	-	-	127
Work stream B: Developing Workforce Excellence	Achieve a stable workforce by recruiting more permanent staff in Social Care	-	85	(77)	10	-	-	-	-	-	18
	Training for Safety Standards Model. 18/19 project start up training	-	10	95	-	-	-	-	-	-	105
Work stream C: Building Community Capacity	Pre Birth Support Team. 18/19 start up	-	40	(36)	-	-	-	-	-	-	4
	Family Reunification Team. 18/19 start up	-	40	(40)	-	-	-	-	-	-	-
	Edge of Care Team, Adolescents. 18/19 start up	-	40	(3)	-	-	-	-	-	-	37
	Revised under 5 offer to make best use of Early Years and Children's Centre provision	-	-	-	10	-	-	-	-	-	10
Work stream D: Stronger Stability for	Re-imaging Foster Care. 18/19 start up	-	20	57	-	-	-	-	-	-	77
	Placement Solutions Team. 19/20 start up	-	50	(40)	-	-	-	-	-	-	10

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Work stream D: Stronger stability for Children	Education, therapeutic & support to ensure placement stability for YP moving within 20 miles. Linked to D12 - solutions team savings of £1.8M. 18/19 start up	-	30	(30)	255	(255)	-	255	-	-	255
Work stream E: Consolidating Corporate Resilience	Strengthen Commissioning Function (provide senior Commissioning and Contract Management capacity) 18/19 start up. Savings linked to Improved Contract Management	-	55	(55)	239	(50)	-	50	-	-	239
	Design & implementation of supported lodgings for 16+	-	50	(50)	50	(45)	-	45	-	-	50
	Review of Continued Health Contribution (CHC). 18/19 start up	-	15	(15)	60	(20)	-	20	-	-	60
	Enhanced utilisation of capacity at Pinecroft & Cressingham Children's Homes. 18/19 capital equipment	-	175	(175)	50	-	-	-	-	-	50
	Potential use of RBC property for additional childrens home or respite care. Funding for feasibility study if required	-	40	(34)	150	-	-	-	-	-	156
	SEND Commissioner. 18/19 start up	-	25	39	100	(50)	-	50	-	-	164
	Development of traded services	-	145	68	350	(70)	-	70	-	-	563
	Transformation Programme Team	-	300	(123)	550	(90)	-	90	-	-	727
	Contingency for restructure if required	-	400	(400)	-	-	-	-	-	-	-
	Funds to be allocated to projects in April 2019 post further diagnostics and completion of detailed business planning process	-	-	-	692	(392)	-	392	-	-	692
Total: Childrens (BFFC)		52	1,600	(506)	2,516	(972)	-	972	-	-	3,662
Resources used for the facilitation of the delivery of the Programme wide savings	Strategic Lead for Transformation	32	115	(13)	98	23	-	-	-	-	255
	Project Support	16	1	(1)	-	-	-	-	-	-	16
	Programme Officer	19	26	13	30	15	-	-	-	-	103

Annexe B to Flexible Capital Receipts Strategy - Delivery Fund changes

Changes to Delivery Fund Projects Since February 2019

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Budget (£,000's)	2018/19 Change (£,000's)	2019/20 Budget (£,000's)	2019/20 Change (£,000's)	2020/21 Budget (£,000's)	2020/21 Change (£,000's)	2021/22 Budget (£,000's)	2021/22 Change (£,000's)	2017-22 Revised Total (£,000's)
Changes to Adult Social Care Front Door; Group Home Rental Increase. Also supports delivery of CSS Digitisation savings and Review and Right Sizing Care Packages & Stretch Targets	Transformation Project Manager 1	63	64	4	65	1	-	-	-	-	197
Transformation of wellbeing; ASC Restructure	Transformation Project Manager 2	-	105	(50)	54	3	-	-	-	-	112
Effective Utilisation of Extra Care; Learning Disabilities (Operations Team); Development of Home Care; VCS Development and Commissioning. Also supports wider digitisation & efficiency and Changes to the Adult Social Care Front Door	Transformation Project Manager 3	27	88	(30)	54	5	-	-	-	-	144
Deputies - Review the charging policy; FAB Team Fees & Charges & Stretch Target; Increased usage of Assistive Technology and Equipment; Increased usage of Direct Payments	Transformation Project Manager 4	20	88	(41)	54	(13)	-	-	-	-	108
Review and Right Sizing Care Packages & Stretch Targets Investment to secure ongoing savings	Social Workers X6 (S117, LDX2, MH, OP, PD)	236	582	(343)	0	334	-	-	-	-	809
Reducing Adult Social Care contracts spend	Commissioning Capacity at Senior Level	49	174	(35)	84	(82)	-	82	-	-	272
ASC Mobile Working	Adult Social Care mobile working (Underpins the ability to achieve process efficiency and staffing restructures)		80	(80)	-	-	-	-	-	-	-
Review of alternative delivery models for Public Health	Public Health Specialist		30	(30)	-	-	-	-	-	-	-
Delivery Models for Commissioning, Prevention & Quality Services	Consultancy advice		-	-	-	-	-	-	-	-	-
Delivery Models for Commissioning, Prevention & Quality Services	Consultancy advice - accommodation pathway		-	-	-	72	-	-	-	-	72
Delivery Models for Commissioning, Prevention & Quality Services	Consultancy advice for service shaping		100	(98)	50	(22)	50	(50)	-	-	30

Annexe B to Flexible Capital Receipts Strategy - Delivery Fund changes

Changes to Delivery Fund Projects Since February 2019

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Budget (£,000's)	2018/19 Change (£,000's)	2019/20 Budget (£,000's)	2019/20 Change (£,000's)	2020/21 Budget (£,000's)	2020/21 Change (£,000's)	2021/22 Budget (£,000's)	2021/22 Change (£,000's)	2017-22 Revised Total (£,000's)
Delivery Models for Commissioning, Prevention & Quality Services	Senior Transformation Manager	-	-	-	-	53	-	36	-	-	89
Informs all commissioning projects to ensure demand is understood and markets are shaped accordingly	Specialist Needs Analysis		30	(30)	-	-	-	-	-	-	-
The resource supports restructures, wider remodelling of the workforce, and learning & development.	Workforce consultancy & Training Programmes		-	-	-	-	-	-	-	-	-
Associated savings: Commissioning Team Realignment; Implementation of Business Support restructure; Locality Team Realignment	Workforce consultancy & Training Programmes (Partners for change)	-	300	(248)	100	(68)	100	(100)	-	-	84
Various projects	Market shaping consultancy, Project Management staff (Investment to secure ongoing savings)		75	(75)	100	(100)	100	(100)	-	-	-
Total: Directorate of Adults Social Care and Health (DACHS)		462	1,858	(1,057)	689	221	250	(132)	-	-	2,291
Working across workstream of Corporate Change Programme to deliver savings and transformation	Project Officer 1	8	21	-	22	-	-	-	-	-	51
Review of waste collection delivery models. Also connected to Waste Operations-optimising collection routes; Increase Trade Waste Collection and Disposal service turn over by 100% (£650,000pa to £1.3m)	Specialist advice and support, administration resource, Contract manager costs, Procurement of IT systems, Introduction of revised collection schedule	22	127	(73)	51	73	-	-	-	-	200
Review option of trust model for Arts	Consultancy costs	-	150	(121)	150	(150)	-	-	-	-	29
Maximising Income from the Town Hall & Museum	Consultancy support to provide commercial advice on business plan and associated staffing structures	-	30	(4)	-	-	-	-	-	-	26
Review existing Parking Permit Charges	Comms Support, IT Support			-	50	(39)	-	-	-	-	11
Extend residents parking permit areas	Consultant support	-	150	(132)	150	112	-	-	-	-	280
Introduce Bus Lane Enforcement on Kings Road and Forbury Road bus lanes	DLO support to introduce new parking schemes	-	70	(69)	-	-	-	-	-	-	1
Close half of public conveniences - costs related to carrying out a review of the provision	Consultancy costs and costs to	-	25	(16)	-	16	-	-	-	-	25

Annexe B to Flexible Capital Receipts Strategy - Delivery Fund changes

Changes to Delivery Fund Projects Since February 2019

Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Budget (£,000's)	2018/19 Change (£,000's)	2019/20 Budget (£,000's)	2019/20 Change (£,000's)	2020/21 Budget (£,000's)	2020/21 Change (£,000's)	2021/22 Budget (£,000's)	2021/22 Change (£,000's)	2017-22 Revised Total (£,000's)
Undertake a review of existing provision to inform the closure of a number of public conveniences	improve remaining facilities	-	25	(25)	-	25	-	-	-	-	25
Develop and implement a new borough-wide Car Parking Strategy and associated action plan	Project Manager	-	68	(31)	56	(40)	-	-	-	-	53
	Communications Officer	-	11	(11)	10	-	-	-	-	-	10
	Consultant Support	-	37	(37)	33	(22)	-	-	-	-	11
	Consultant Support (Car park surveys / database set-up)	-	52	(32)	56	31	-	-	-	-	107
	Technical Support Officers x5	-	-	-	175	(175)	-	-	-	-	-
	Project Delivery	-	120	7	750	(750)	-	-	-	-	127
Make theatres break even through working with other operators	Independent consultants to market test (establish feasibility / business case)	-	25	(25)	-	25	-	-	-	-	25
	Project management (consultant) of procurement process (if it goes ahead based on 1st stage)	-	-	-	50	-	-	-	-	-	50
Alternative delivery models - identify and prioritise those services that are most likely to yield a significant saving with the 3-year MTFS period	General resource	-	-	-	-	-	-	-	-	-	-
	Project Manager	-	180	(143)	50	(50)	-	-	-	-	37
	Cost Consultant	-	-	-	90	(15)	44	15	-	-	134
	Consultancy - report writing	20	-	-	-	-	-	-	-	-	20
Introduction of discretionary HMO Licensing	New IT system (£25k), required if discretionary regime needs to be introduced (£50k) & on going software maintenance (£20k)	-	75	(75)	-	-	-	-	-	-	-
The project will focus on delivery of the former Civic Site and other key sites achieving capital receipts	Strategic Project Manager	-	19	(19)	75	(7)	75	-	-	-	143
Introduction of discretionary HMO Licensing	Resource to support the delivery of additional discretionary houses in multiple occupancy(HMO) scheme as detailed in the draft Corporate Plan	-	-	-	50	(50)	-	-	-	-	-
Car Park management processes through IT improvements and staff reductions	Car parking equipment and capital reductions	-	-	-	400	(19)	-	19	-	-	400
Increase Public Parking Charges		-	-	-	50	(50)	-	-	-	-	-
Review Enforcement Contracts	Consultancy support	-	-	-	50	(50)	-	50	-	-	50
Maximising Income from the Town Hall & Museum	One-off investment - equipment, marketing, consultancy	-	-	-	41	-	-	-	-	-	41

Annexe B to Flexible Capital Receipts Strategy - Delivery Fund changes

Changes to Delivery Fund Projects Since February 2019



Saving Description	Resource Required	2017/18 Actual (£,000's)	2018/19 Budget (£,000's)	2018/19 Change (£,000's)	2019/20 Budget (£,000's)	2019/20 Change (£,000's)	2020/21 Budget (£,000's)	2020/21 Change (£,000's)	2021/22 Budget (£,000's)	2021/22 Change (£,000's)	2017-22 Revised Total (£,000's)
Total: Directorate of Economic Growth and Neighbourhoods (DEGNS)		50	1,185	(806)	2,359	(1,135)	119	84	-	-	1,856
Capacity to manage and support Corporate Programme of Change as delivery vehicle for £40m savings and projects to ensure transformation to underpin financial sustainability of the Council	Managing Change - unallocated funding	-	(494)	494	(1,864)	1,864	1,497	(654)	-	-	843
Total: Unallocated / Contingency		-	(494)	494	(1,864)	1,864	1,497	(654)	-	-	843
Maximise contributions through NNDR (business rates)	Consultancy support	-	-	-	-	19	-	-	-	-	19
New Customer Service Model	Senior Project Manager x2, Business Analyst and Project Support	-	-	-	-	120	245	-	-	125	490
New Customer Service Model	Pilot Thoughtonomy - Robotic Process Automation. Training, Virtual workers and Develop role	-	-	-	-	55	108	-	-	102	265
Food Waste	Project Manager, Project Admin, consultancy, marketing and communications	-	-	-	-	110	260	-	-	-	370
<i>*Making the Customer Service and Corporate Improvement more efficient</i>	<i>Staff and implementation costs</i>	-	-	-	-	-	390	-	-	240	630
<i>*Executive Recruitment Search Fees</i>	<i>Psychometric Assessment Training</i>	-	-	-	-	-	20	-	-	-	20
<i>*Direct Payments</i>	<i>2 x PA Officers</i>	-	-	-	-	-	94	-	-	-	94
<i>*Investment in Technology Enabled Care at home</i>	<i>Funding for TECH Team</i>	-	-	-	-	-	139	-	-	-	139
<i>*Outcome-based Service Delivery</i>	<i>Locum worker and OT</i>	-	-	-	-	-	148	-	-	-	148
<i>*Enhanced reablement for mental health and learning disability service users</i>	<i>Transformation Partner MH/LD</i>	-	-	-	-	-	300	-	-	-	300
<i>*Development of a Dementia Carers Offer</i>	<i>One off Voluntary Sector Dementia support</i>	-	-	-	-	-	25	-	-	-	25
Total: New Projects		-	-	-	-	304	-	1,729	-	467	2,500
Total: All Projects		1,319	5,861	(2,679)	4,877	(338)	2,156	1,913	-	467	13,576
Adjusted Budget after Change		1,319	3,182		4,539		4,069		467		

Annexe B to Flexible Capital Receipts Strategy - Delivery Fund changes

Changes to Delivery Fund Projects Since February 2019

Saving Description	Resource Required	2017/18	2018/19	2018/19	2019/20	2019/20	2020/21	2020/21	2021/22	2021/22	2017-22 Revised Total
		Actual	Budget	Change	Budget	Change	Budget	Change	Budget	Change	
		(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)

* Note: Subject to approval of Business Case / Delivery Fund Request Form

Key:  2019/20 Onwards Proposal Fully Removed
 2019/20 Onwards New Proposals