

1. Background

- 1.1 Local authorities are limited in their ability to utilise capital receipts (the disposal proceeds from the sale of fixed assets or repayment of loans for capital purposes). Statutory guidance issued under s15(1) of the Local Government Act 2003 by the Ministry of Housing, Communities and Local Government (as amended) generally precludes capital receipts being used to fund revenue expenditure and requires them to be applied to either fund capital expenditure or repay debt. The Act also requires local authorities to have regard to other guidance as directed by the Secretary of State - this currently includes the following guidance issued by the Chartered Institute of Public Finance and Accountancy [CIPFA]:
- The Prudential Code for Capital Finance in Local Authorities; and
 - The Code of Practice on Local Authority Accounting.
- 1.2 The Spending Review 2015 included a relaxation to the above regulations allowing the use of capital receipts for a limited period; between 2016/17 and 2018/19, to fund revenue expenditure *“that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs or improve the quality of service delivery in future years”*. This announcement was implemented by the issuing of regulations in March 2016. The period over which these amended regulations applied was extended to 2021/22 in the 2018/19 Local Government Finance Settlement and further extended by 3 years to 2024/25 in 2021.
- 1.3 In order for revenue expenditure to be funded from the flexible use of capital receipts, a strategy is required for each financial year that:
- Lists each project that plans to make use of the capital receipts flexibility, listing any element of funding towards the project that is funded from other sources;
 - Contains details on projects approved in previous years, including commentary on whether the planned savings or service transformation have been /are being realised in line with the initial cost-benefit analysis;
 - Be approved by Full Council prior to the start of the relevant financial year; and
 - Identify any subsequent changes during the year subject to approval by Full Council.
- 1.4 This document sets out the Council’s Flexible Capital Receipts Strategy, updating the plan since last considered by Council in February 2022 and details the individual projects which have and are planned to be funded from the flexible use of capital receipts in accordance with the above requirements.

2. Savings

- 2.1. The draft MTFs for consultation (to which this Strategy is attached as an appendix) contains £6.9m of savings and £2.9m of additional income proposed to be delivered over the forthcoming three years and readers should refer to that document for full details of these.
- 2.2. This strategy and investment proposals support the delivery of those savings or mitigate future additional spending pressures that would otherwise materialise. The cost of investing in making these savings will be included within the General Fund Capital Programme presented to Council in February 2023 and is, under regulations, funded from the use of capital receipts.

3. Delivery Fund

- 3.1 A report to Council on 26th June 2018 established the Delivery Fund and set out in detail how the £13.6m then allocated for the Delivery Fund would be invested. It included:
 - Capacity to set up and deliver the Council's programme of change and transformation; and
 - Resources to deliver specific savings.
- 3.2 Further reports to Council in February of each subsequent year have described how the Delivery Fund had been invested to date, and provided a summary of Delivery Fund allocation from its inception in 2017/18 until the end of the planning period covered at the time.
- 3.3 Slippage in calls on the Delivery Fund saw an outturn for 2021/22 of £3.0m compared to the budgeted spend of £4.5m. This report updates latest projected project budgets to include that slippage together with further proposals being brought forward as well as changes in estimated future costs. Annex A sets out the latest forecasts for 2022/23 and the proposed budget for 2023/24 to 2024/25 (the final year the extended capital receipts flexibility can be applied).
- 3.4 The table below summarises the forecast budgets and historic actual spend by the Delivery Fund from positions previously presented to Members.

Table 1: Summary of Delivery Fund Spend to Date / Future Spend						
	Prior Years	2022/23	2023/24	2024/25	Total	
	Actual/Bud	Budget	Budget	Budget		
	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	
<u>December 2021</u>						
Capital Receipts Strategy	15,504	417	16	0	15,937	
Contingency/Unallocated	446	1,782	1,782	1,782	5,792	
	15,950	2,199	1,798	1,782	21,729	
<u>February 2022</u>						
Capital Receipts Strategy	14,981	818	16	0	15,815	
Supported by Revenue Funding	692	0	0	0	692	
Contingency/Unallocated	350	1,308	1,782	1,782	5,222	
	16,023	2,126	1,798	1,782	21,729	
<u>December 2022</u>						
Capital Receipts Strategy	13,391	2,674	1,462	368	17,895	
Supported by Revenue Funding	692	590	0	0	1,282	
Contingency/Unallocated	0	802	336	1,414	2,552	
	14,083	4,066	1,798	1,782	21,729	
<u>February 2023</u>						
Capital Receipts Strategy	13,391	3,249	1,660	440	18,740	
Supported by Revenue Funding	692	0	0	0	692	
Contingency/Unallocated	0	817	138	1,342	2,297	
	14,083	4,066	1,798	1,782	21,729	

- 3.5 The change in forecast spend between February 2022 and December 2022 and subsequently to February 2023 includes the roll forward of underspends from 2021/22, and further re-phasing of 2022/23 budgets together with new spend proposals being approved and others being identified as no longer required.
- 3.6 A number of new Delivery Fund Requests have been received as part of the MTFS refresh, see Table 2 below. There is therefore £2.297m left unallocated in the contingency.
- 3.7 Annex A to this Strategy contains a list of all Delivery Fund projects illustrating the changes to Delivery Fund allocations since those agreed in February 2022 and the latest forecast projections and budget proposals.

Table 2 – New Delivery Fund Requests

Directorate	Project	Saving Identified (£'000's)	2022/23 (£'000's)	2023/24 (£'000's)	2024/25 (£'000's)	Total Spend (£'000's)
DOR	Procurement Training & Support	Transform	207	68		275
DACHS	Increase in Reviews completed in DACHS	Transform	338			338
DACHS	Increase in number of CHC Joint Funded cases	Transform	73			73
DACHS	Social Care Reform	Transform	248	-	-	248
DACHS	CQC Assurance	Transform	342		-	342
DACHS	DACHS VCS Front Door and Online Signposting/Self-Serve Tool	2,721	117	285	-	402
DACHS	Mosaic Development	Transform		390		390
DACHS	Maximising DACHS Income	1,294	63	253	23	339
DOR	PMO Team	Transform		300	300	600
DOR	Strengthen Financial Support	Transform	15	91	77	183
DOR	Traded Services within HR&OD	14	5			5
DEGNS	Parking Asset Review	Transform	95	35		130
DACHS	Adult LD/MH Reablement	466	70	60	-	130
DEGNS	Culture Fundraising Campaign	80	20			20
DEGNS	Whitespace system for Streetscene	50		132	40	172
		4,495	1,593	1,614	440	3,647

Annex A to Flexible Capital Receipts Strategy - Delivery Fund changes

Changes to Delivery Fund Projects Since February 2022

Saving Description	Resource Required	Prior Year Actuals (£,000's)	2021/22 Budget (£,000's)	2021/22 Change (£,000's)	2021/22 Actual (£,000's)	2022/23 Budget (£,000's)	2022/23 Change (£,000's)	2022/23 Forecast (£,000's)	2023/24 Proposed Budget (£,000's)	2024/25 Proposed Budget (£,000's)	2017-25 Total (£,000's)
Housing Benefit Overpayment Recovery	Housing Benefit Overpayment Recovery Officer	72	-	-	-	-	-	-	-	-	72
Service restructure and reconfiguration	Recruitment Costs	61	-	-	-	-	-	-	-	-	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	54	-	-	-	-	-	-	-	-	54
Process improvements and more efficient accounts production	CIPFA Big Red Button	16	-	-	-	-	-	-	-	-	16
Digitisation - cross cutting savings and redesign of Council-wide services	Firmstep Developer x2	178	-	-	-	-	-	-	-	-	178
Service restructure and reconfiguration	SOLACE Recruitment Fees For Future Finance Function	45	-	-	-	-	-	-	-	-	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	102	-	-	-	-	-	-	-	-	102
	Additional legal and TUPE advice	119	-	-	-	-	-	-	-	-	119
Revenues and Benefits market testing	Associated project costs, supplies and services	4	-	-	-	-	-	-	-	-	4
Charging Financial Analysts to transformation pot to support commercialisation work	One Finance Analyst (plus one interim for 4 months in 18/19)	63	-	-	-	-	-	-	-	-	63
Corporate Approach to Reducing Fraud	IT Costs	8	-	-	-	-	-	-	-	-	8
Management and Staffing Review	Change Management	-	15	7	22	-	-	-	-	-	22
Management and Staffing Review	Organisational Development (OD) Consultant	23	-	-	-	-	-	-	-	-	23
Single Person Discount Council Tax Recovery	Specialist Officer and provision for data matching	14	-	-	-	-	-	-	-	-	14
NNDR RV Maximisation	Engage external consultants	19	-	-	-	-	-	-	-	-	19
New Customer Experience Model	Pilot Thoughtonomy - Robotic Process Automation.	25	8	41	49	-	-	-	-	-	74
New Customer Experience Model	Pilot Thoughtonomy - Virtual workers	55	66	(51)	15	-	-	-	-	-	70
New Customer Experience Model	Pilot Thoughtonomy - Develop role	-	41	(4)	37	-	-	-	-	-	37

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Capacity and leadership to deliver change and savings across programme	Corporate Programme Manager	269	-	-	-	-	-	-	-	-	269
Working across Corporate Programme. Capacity and leadership to deliver change and savings across programme	NMT - Corporate Support	86	-	-	-	-	-	-	-	-	86
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	-	-	-	-	-	-	-	-	14
Contract Management Savings	V4S Procurement Consultancy Support. Payments due as percentage of savings delivered	288	-	-	-	-	-	-	-	-	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	-	-	-	-	-	-	-	-	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	128	-	-	-	-	-	-	-	-	128
	Finance Specialist	161	-	-	-	-	-	-	-	-	161
	Project Manager on Business Objects Implementation	31	-	-	-	-	-	-	-	-	31
	Business Objects Developer	30	-	-	-	-	-	-	-	-	30
	Provision for application management improvements in other systems (includes. 18/19 i-trent review)		260	-	-	-	-	-	-	-	-
Capacity to support delivery of change and savings across programme	Programme Officer x2	76	-	-	-	-	-	-	-	-	76

Annex A to Flexible Capital Receipts Strategy - Delivery Fund changes

Changes to Delivery Fund Projects Since February 2022

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Capacity to support delivery of change and savings across programme	Senior Project Manager x 2	125	128	(36)	92	-	-	-	-	-	217
Capacity to support delivery of change and savings across programme	Business Analyst	61	48	3	51	-	-	-	-	-	112
Capacity to support delivery of change and savings across programme	Project Officer	52	41	(7)	34	-	-	-	-	-	86
	Contribution to Team Reading costs	10	-	-	-	-	-	-	-	-	10
Management and Staffing Review	OD upskilling	11	-	-	-	-	-	-	-	-	11
	Business Analysts x 2	27	115	(4)	111	-	-	-	-	-	138
Executive Recruitment Search Fees	Psychometric Assessment Training	-	20	(3)	17	-	-	-	-	-	17
	Finance system implementation lead and support	12	183	(97)	86	97	(11)	86	-	-	184
	ICT Accelerator	87	163	(76)	87	-	-	-	-	-	174
	Modern Workplace Project	72	-	-	-	-	-	-	-	-	72
	Finance Transformation	187	-	-	-	-	-	-	-	-	187
	PMO Training	-	14	(2)	12	-	-	-	-	-	12
<i>*Making the Customer Service and Corporate Improvement more efficient</i>	<i>Staff and implementation costs</i>	199	301	-	301	-	-	-	-	-	500
Digitisation - cross cutting savings and redesign of Council-wide services	Digital Services Developer x2	-	80	(48)	32	-	-	-	-	-	32
<i>Customer Service and Corporate Improvement Service</i>	<i>Senior Project Manager, Business Analyst x3</i>	-	-	-	-	385	(39)	346	-	-	346
Total: Director of Resources (DOR)		3,277	1,223	(277)	946	482	(50)	432	-	-	4,655

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Working across workstream of Corporate Programme to deliver savings and transformation	Programme Manager	318	-	-	-	-	-	-	-	-	318
Workstream A: Improving Practice Standards	Practice Improvement leadership. 18/19 start up	127	-	-	-	-	-	-	-	-	127
Workstream A: Improving Practice Standards	Practice Improvement Principle Social Worker	81	-	-	-	-	-	-	-	-	81
	Family Group Conferencing	-	75	(24)	51	-	-	-	-	-	51
Work stream B: Developing Workforce Excellence	Achieve a stable workforce by recruiting more permanent staff in Social Care	8	-	-	-	-	-	-	-	-	8
	Training for Safety Standards Model. 18/9 project start up training	105	-	-	-	-	-	-	-	-	105
Work stream C: Building Community Capacity	Pre Birth Support Team. 18/19 start up	37	-	-	-	-	-	-	-	-	37
	Family Reunification Team. 18/19 start up	16	-	-	-	-	-	-	-	-	16
	Edge of Care Team, Adolescents. 18/19 start up	125	50	-	50	-	-	-	-	-	175
	Revised under 5 offer to make best use of Early Years and Children's Centre provision	10	-	-	-	-	-	-	-	-	10
Work stream D: Stronger Stability for Children	Re-imaging Foster Care. 18/19 start up	77	-	-	-	-	-	-	-	-	77
	Placement Solutions Team	207	550	(28)	522	28	-	28	-	-	757
	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	-	-	-	-	-	-	-	-	-	-
	Strengthen Commissioning Function (provide senior Commissioning and Contract Management capacity) 18/19 start up. Savings linked to Improved Contract Management	268	-	-	-	-	-	-	-	-	268
	Design & implementation of supported lodgings for 16+	5	-	-	-	-	-	-	-	-	5

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Changes to Delivery Fund Projects Since February 2022

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Work stream E: Consolidating Corporate Resilience	Modernising CIPSC's	10									10
	Review of Continued Health Contribution (CHC). 18/19 start up	29	-	-	-	-	-	-	-	-	29
	Enhanced utilisation of capacity at Pincroft & Cressingham Children's Homes. 18/19 capital equipment	50			-	-	-	-	-	-	50
	Potential use of RBC property for additional childrens home or respite care. Funding for feasibility study if required	6	-	-	-	-	-	-	-	-	6
	SEND Commissioner. 18/19 start up	206	-	-	-	-	-	-	-	-	206
	Business Improvement	103			-	-	-	-	-	-	103
	Digitalisation	107	75	22	97	-	-	-	-	-	204
	Development of traded services	418	-	-	-	-	-	-	-	-	418
	Transformation Programme Team	1,047	82	-	82	-	-	-	-	-	1,129
	Short Breaks	20			-	-	-	-	-	-	20
	<i>Children in Need Team</i>	-	350	2	352	-	-	-	-	-	352
	<i>End to end mapping and demand management</i>	-	240	(64)	176	64	-	64	-	-	240
	<i>SEND Transport Review</i>	-	100	(19)	81	19	-	19	-	-	100
<i>Transformation of SEND System</i>	-	330	(330)	-	330	-	330	-	-	330	
Total: Childrens (BFFC)		3,380	1,852	(441)	1,411	441	-	441	-	-	5,232

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Resources used for the facilitation of the delivery of the Programme wide savings	Strategic Lead for Transformation	261	-	-	-	-	-	-	-	-	261
	Project Support	16	-	-	-	-	-	-	-	-	16
	Programme Officer	103	-	-	-	-	-	-	-	-	103
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	197	-	-	-	-	-	-	-	-	197
Transformation of wellbeing; ASC Restructure	Transformation Project Manager 2	112	-	-	-	-	-	-	-	-	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	144	-	-	-	-	-	-	-	-	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	102	-	-	-	-	-	-	-	-	102
Review and Right Sizing Care Packages & Stretch Targets Investment to secure ongoing savings	Social Workers X6 (S117, LDX2, MH, OP, PD)	676	-	-	-	-	-	-	-	-	676
Review and Right Sizing Care Packages & Stretch Targets Investment to secure ongoing savings	Social Workers X6 (S117, LDX2, MH, OP, PD) extension	20	-	-	-	-	-	-	-	-	20
Reducing Adult Social Care contracts spend	Commissioning Capacity at Senior Level	191	-	-	-	-	-	-	-	-	191
Delivery Models for Commissioning, Prevention & Quality Services	Consultancy advice - accommodation pathway	79	-	-	-	-	-	-	-	-	79
Delivery Models for Commissioning, Prevention & Quality Services	Consultancy advice for service shaping	30	-	-	-	-	-	-	-	-	30

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Delivery Models for Commissioning, Prevention & Quality Services	Senior Transformation Manager	129	48	-	48	-	-	-	-	-	177
	Workforce consultancy & Training Programmes (Partners for change)	123	-	-	-	-	-	-	-	-	123
	Transitions - operational consultant	21	-	-	-	-	-	-	-	-	21
	Direct Payments - 2x PA Officers	13	81	(36)	45	36	-	36	-	-	94
	Locum Social Workers x4 Reviewing Team Project	9	243	(115)	128	115	-	115	-	-	252
Investment in Technology Enabled Care at home	Funding for TECH Team	-	139	-	139	-	-	-	-	-	139
Enhanced reablement for mental health and learning disability service users	Transformation Partner MH/LD	-	60	(60)	-	60	-	60	-	-	60
	Transitions Top Up - Transitions Practitioner	-	31	-	31	-	-	-	-	-	31
	Outcome based Service Delivery - Locum Worker and OT	-	133	(93)	40	93	-	93	-	-	133
	PM for outcomes, decision making and outreach.	-	48	(33)	15	97	-	97	16	-	128
	PM for Front Door, Reading Services Guide and Digital Front Door.	-	48	(33)	15	49	-	49	-	-	64
	Reducing the number of overdue reviews	-	143	(87)	56	87	-	87	-	-	143
	Reduce people waiting for Mental Capacity Assessments to move from Appointee to Court Appointed Deputy	-	49	(49)	-	49	-	49	-	-	49
	Physiotherapist for community rehabilitation post rapid hospital discharge	-	57	(29)	28	29	-	29	-	-	57

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	Relaunch & expand NHS Health Checks Programme	-	56	(50)	6	50	-	50	-	-	56
	CHC Resource	-	87	-	87	-	-	-	-	-	87
	Commissioning Quality Assurance	-	44	(44)	-	44	-	44	-	-	44
Total: Directorate of Adults Social Care and Health (DACHS)		2,226	1,267	(629)	638	709	-	709	16	-	3,589

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Changes to Delivery Fund Projects Since February 2022

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Working across workstream of Corporate Change Programme to deliver savings and transformation	Project Officer 1	51	-	-	-	-	-	-	-	-	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	189	-	-	-	-	-	-	-	-	189
Review option of trust model for Arts	Consultancy costs	29	-	-	-	-	-	-	-	-	29
Maximising Income from the Town Hall & Museum	Consultancy support to provide commercial advice on business plan and associated staffing structures	26	-	-	-	-	-	-	-	-	26
Review existing Parking Permit	Comms Support, IT Support	11	-	-	-	-	-	-	-	-	11
Extend residents parking permit areas	Consultant support	89	-	-	-	-	-	-	-	-	89
Introduce Bus Lane Enforcement on Kings Road and Forbury Road bus lanes	DLO support to introduce new parking schemes	1	-	-	-	-	-	-	-	-	1
Close half of public conveniences - costs related to carrying out a review of the provision	Consultancy costs and costs to improve remaining facilities	12	-	-	-	-	-	-	-	-	12
	Consultancy costs and costs to improve remaining facilities	-	-	-	-	-	-	-	-	-	-
Develop and implement a new borough-wide Car Parking Strategy and associated action plan	Project Manager	53	-	-	-	-	-	-	-	-	53
	Communications Officer	10	-	-	-	-	-	-	-	-	10
	Consultant Support	11	-	-	-	-	-	-	-	-	11
	Consultant Support (Car park surveys / database set-up)	107	-	-	-	-	-	-	-	-	107
	Project Delivery	273	-	-	-	-	-	-	-	-	273
Make theatres break even through working with other operators	Independent consultants to market test (establish feasibility / business case)	23	-	-	-	-	-	-	-	-	23
	Project management (consultant) of procurement process (if it goes ahead based on 1st stage)	34	17	(17)	-	17	-	17	-	-	51

Annex A to Flexible Capital Receipts Strategy - Delivery Fund changes

Changes to Delivery Fund Projects Since February 2022

Saving Description	Resource Required	Prior Year Actuals (£,000's)	2021/22 Budget (£,000's)	2021/22 Change (£,000's)	2021/22 Actual (£,000's)	2022/23 Budget (£,000's)	2022/23 Change (£,000's)	2022/23 Forecast (£,000's)	2023/24 Proposed Budget (£,000's)	2024/25 Proposed Budget (£,000's)	2017-25 Total (£,000's)
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	216	-	-	-	-	-	-	-	-	216
	Project Manager	37	-	-	-	-	-	-	-	-	37
	Cost Consultant	-	-	-	-	-	-	-	-	-	-
	Consultancy - report writing	20	-	-	-	-	-	-	-	-	20
The project will focus on delivery of the former Civic Site and other key sites achieving capital receipts	Strategic Project Manager	148	-	-	-	-	-	-	-	-	148
Car Park management processes through IT improvements and staff reductions	Car parking equipment and capital	409	-	-	-	-	-	-	-	-	409
		-	-	-	-	-	-	-	-	-	-
Review enforcement contract	Consultancy support	-	-	-	-	-	-	-	-	-	-
	Project Manager	83	-	-	-	-	-	-	-	-	83
	Consultants to carry out modelling	8	-	-	-	-	-	-	-	-	8
Food Waste	Stickers and Leaflets (Phases 1 & 2)	25	11	(11)	-	11	-	11	-	-	36
	Mailout to all residents	22	10	(10)	-	10	-	10	-	-	32
	Communications time and production	32	15	(15)	-	15	-	15	-	-	47
	Marketing	85	24	(21)	3	21	-	21	-	-	109
Maximising Income from the Town Hall & Museum	One-off investment - equipment, marketing, consultancy	-	41	-	41	-	-	-	-	-	41
Transport and Parking Review	Consultant Support	157	-	-	-	-	-	-	-	-	157
Total: Directorate of Economic Growth and Neighbourhoods (DEGNS)		2,161	118	(74)	44	74	-	74	-	-	2,279
Capacity to manage and support Corporate Programme of Change	Managing Change - unallocated funding	-	519	(519)	-	2,360	(1,543)	817	138	1,342	2,297
Total: Unallocated / Contingency		-	519	(519)	-	2,360	(1,543)	817	138	1,342	2,297

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Procurement Training & Support	Support for current and future savings delivery related to Procurement & Contracts	-		-			207	207	68	-	275
Increase in Reviews completed in DACHS	Increase in Reviews Completed in DACHS (6x Experienced Social Workers, 3x Social Workers, 1 Commissioning Officer, 1 Business Support)	-	-	-			338	338			338
Increase in number of CHC Joint Funded cases	Increasing the number of Continuing Healthcare and Joint Funding cases processed for submission to the CCG.	-		-			73	73	-	-	73
Social Care Reform	Prog Man, Proj Man & Fin Analyst					-	248	248	-	-	248
CQC Assurance	Sen. Commissioning Officer, Care Gov. Officer, Senior Performance Analyst, Business Analyst, Guidance Tool					-	342	342		-	342
DACHS VCS Front Door and Online Signposting/Self-Serve Tool							117	117	285	-	402
Mosaic Development							-		390		390
Maximising DACHS Income	Additional Debt Recovery staff in ASC, Finance and Legal.						63	63	253	23	339
PMO Team							-		300	300	600
Strengthen Financial Support	Strategic Finance Business Partner for 2 Years fixed term						15	15	91	77	183
Traded Services within HR&OD	BACS Bureau set up costs						5	5	-		5
Events & Engagement Income generation	Events Assistant						-	-	30		30
Parking Asset Review							95	95	35		130
Adult LD/MH Reablement		-				-	70	70	60	-	130
Culture Fundraising Campaign	Consultant					-	20	20	-	-	20
Whitespace system for Streetscene	Hardware, software licences and implementation costs.					-	-	-	132	40	172
Total: New Projects		-	-	-	-	-	1,593	1,593	1,644	440	3,677
Total: All Projects		11,044	4,979	(1,940)	3,039	4,066	-	4,066	1,798	1,782	21,729

Funded by Revenue Resources											692	692
Funded/to be Funded by Capital Resources		11,044				2,347	4,066		4,066	1,798	1,782	21,037