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## Projects to be funded from flexible use of capital receipts

The County Council intends to apply the capital receipts in 2019/20 to fund the following transformation projects for which it has received robust business cases.

The total capital receipts proposed for flexible use in 2019/20 gives some headroom to allow for accelerated spending on service transformation projects.

### Table 1: Children First Improvement Plan

(the investment and work is wholly transformational to improve the service)

<b>Qualifying expenditure</b>	<b>Forecast expenditure (2019-20) £000</b>	<b>Savings forecast<sup>1</sup> £000</b>	<b>Payback period</b>
Short period of investment in targeted improvement including:			
• Senior Improvement Leads	454		
• Programme Management and support	473		
• Practice Improvement and Behaviour Change Programme	900		
• Leadership Development Programme	250		
• Specific Project Consultancy	167		
• Communications Lead	27		
• Complaints Officer	27		
• Neglect Strategy work	33		
• Casework Audits	155		
<b>Total</b>	<b>2,486</b>	<b>Nil</b>	<b>N/A</b>

### Table 2: Fire & Rescue Improvement Plan

(the investment and work is wholly transformational to improve the service)

<b>Qualifying expenditure</b>	<b>Forecast expenditure (2019-20) £000</b>	<b>Savings forecast<sup>1</sup> £000</b>	<b>Payback period</b>
Short period of investment in targeted improvement including:			
• equality and inclusion workshops and report	30		
• data cleansing and analysis	55		
• business analysis and insight for prevention and fire safety transformation	74		
• fire safety and improvement plan project support	47		
<b>Total</b>	<b>206</b>	<b>Nil</b>	<b>N/A</b>

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<sup>1</sup> In most instances the on-going savings do not depend solely on this investment. Delivering the forecast savings will also require the focus of other, existing resources

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**Table 3: Service transformation**

	<b>Forecast expenditure (2019-20) £000</b>	<b>Savings forecast £000</b>	<b>Payback period</b>
<b>Qualifying expenditure</b>			
Short period of investment in transformation across the whole council, including:			
• unlocking the power of the community and community hubs	216		
• improving the customer experience <sup>2</sup>	1,560		
• enabling One Council working	381		
• Waste strategy	150		
• programme support	340		
<b>Total</b>	<b>2,647</b>	<b>5,300</b>	<b>2 to 3 years</b>

	<b>Forecast expenditure (2019-20) £000</b>	<b>Savings forecast £000</b>	<b>Payback period</b>
<b>Total transformation expenditure</b>	<b>5,339</b>	<b>5,300</b>	<b>2 to 3 years</b>

### **Impact on affordability of Prudential Borrowing**

The capital receipts the County Council intends to use towards funding its transformation programme are in excess of those included in its Medium Term Financial Strategy. Therefore, as it had not planned to use them to fund the capital programme, there will be no impact on the Council's budgeted prudential borrowing for the years 2019/20 to 2021/22 and the associated Prudential Indicators. Nor is there any impact on the Council's budgeted capital financing costs. Based on the current forecast outturn, the Council's overall capital expenditure will however increase by £5.3m, so the Capital Expenditure Prudential Indicator will increase accordingly.

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<sup>2</sup> Improving the customer experience budget includes £2,889,000 for improving the digital customer interface and £1,243,000 for improving customer-facing work processes