

Appendix 5 - Transformational Expenditure Funded through Flexible Use of Capital Receipts 2023/24

Project	Further Details	Originally planned to be funded from	PLANNED	ACTUAL	Difference	Projects originally planned to be funded from Change Fund (figures shown are based on original estimated)				
			USE*	USE		Originally planned to be funded from Change Fund	Funding switched to FUoCR	No spend incurred	Other - (funded from Service budgets / spend incurred less than estimated cost)	Reduction in Change Fund support required
			£m	£m	£m	£m	£m	£m	£m	£m
Legal & Governance										
Transformation	Development and implementation of a Corporate Finance Dashboard to support more effective budgetary control - Qlikview migration from Alteryx to Power BI and Purchase of Power BI Licences	Corporate Contingency	0.026	0.026	-					
	Support to deliver corporate transformation savings programme	Change Fund	0.040	-	(0.040)	0.040	-	-	(0.040)	(0.040)
	HR - additional Business Partner to drive transformation by providing additional capacity to support service redesign and restructuring	Change Fund	0.013	-	(0.013)	0.013	-	(0.013)	-	(0.013)
	Data and analytics - additional resources to support transformation	Change Fund	0.060	-	(0.060)	0.060	-	(0.060)	-	(0.060)
	Short term project resource and expertise to develop and source transformation opportunities	Change Fund	0.060	-	(0.060)	0.060	-	(0.060)	-	(0.060)
	Interim ICT specialist to progress digital transformation	Change Fund	0.072	-	(0.072)	0.072	-	(0.072)	-	(0.072)
			0.271	0.026	(0.245)	0.245	-	(0.205)	(0.040)	(0.245)
Finance										
Transformation	Additional cost of Interim Section 151 Officer post above budget to drive transformation in Council's financial management arrangements and deliver financial recovery	Corporate Contingency	0.095	-	(0.095)					
	Consultancy support to establish comprehensive policy and methodology for setting and review of fees and charges to optimise income	Corporate Contingency	0.029	0.029	0.000					
	Middlesbrough Independent Advisory Improvement Board costs to support delivery of improved culture, governance, and financial recovery	Corporate Contingency	0.022	0.023	0.001					
	Consultancy to support corporate level transformation - Stage 1	Change Fund	0.040	0.040	0.000	0.040	(0.040)	-	-	(0.040)
	Consultancy to support corporate level transformation - Stage 2	Change Fund	0.150	0.199	0.049	0.150	(0.150)	-	-	(0.150)
	Financial improvement - Interim finance lead - financial strategy, business partnering to improve VFM and support transformation programme	Corporate Contingency	0.103	0.104	0.001					
	Finance specialist finance improvement to provide additional capacity to support transformation within directorates	Change Fund	0.064	-	(0.064)	0.064	-	(0.064)	-	(0.064)
Transformational Support	Specialist Children's Services Financial Consultant drive transformation and cost reductions	Corporate Contingency	0.098	0.084	(0.014)					
Placements	Dedicated Placement Manager to drive transformation in placements	Children's Care	0.052	0.060	0.008					
Procurement compliance	Additional resource to support the enforcement of compliance in procurement to achieve cost efficiency in supplies and services to address statutory recommendations of external auditor	Change Fund	0.025	0.011	(0.014)	0.025	(0.011)	-	(0.014)	(0.025)
Debt Review	Additional resource in Resident and Business Support to target reduction in aged debt and increase income of Council Tax, Business Rates and Sundry Debt	Change Fund	0.169	-	(0.169)	0.169	-	(0.169)	-	(0.169)
			0.847	0.549	(0.298)	0.448	(0.201)	(0.233)	(0.014)	(0.448)
Children's Services										
Family Support	Family Support - set up and lead in costs for the creation of in-house team and reduction in the use of high cost external provision	Children's Care	0.300	-	(0.300)					
Internal residential	Set up costs for the implementation of various projects to increase the in-house residential offer to reduce expenditure on external placements by purchase and/or refurbishment of additional properties to develop additional bedspaces.	Children's Care	0.100	-	(0.100)					
Staffing	Integration of specialist agency team required in Safeguarding & Care Planning to improve "Children in Need and Child Protection", and transition into business as usual. This has led to the removal of 2 of 3 managed teams and will lead to the eventual removal of the remaining managed team by May 2024 using current staff to provide the Review of staffing establishment	Children's Care	0.800	0.886	0.086					
	Use of market weighted allowances for a fixed period to attract permanent staff to reduce use of agency staff.	Change Fund	0.070	-	(0.070)	0.070	-	-	(0.070)	(0.070)
	Recruitment costs to attract permanent staff to reduce use of agency staff	Children's Care	0.813	0.739	(0.074)					
Transformational Support	Specialist Children's Services manager to drive service improvement	Children's Care	0.007	-	(0.007)					
Placements	Improvement Lead for Review of Placements	Children's Care	0.080	-	(0.080)					
Internal fostering	Increase capacity by increase in fees to internal carers to allow for existing carers to increase places and attract more to take up as a career, in order to reduce need for Independent Fostering Agency (IFA) placements and any subsequent External residential placements	Change Fund	0.060	-	(0.060)	0.060	-	-	(0.060)	(0.060)
		Children's Care	0.750	0.143	(0.607)					
			2.980	1.769	(1.211)	0.130	-	-	(0.130)	(0.130)
Education & Partnerships										
Integrated Transport Unit	Integrated Transport Unit - external resource for review	Change Fund	-	-	-	-	-	-	-	-
Adult Social Care										
Transformation review	Transformation Lead and 5 reviewing staff to undertake reviews and transformation project including activity identified in Assistive Technology Transformation, developing the prevention hub, and review of the Connect Service	Change Fund	0.201	0.055	(0.146)	0.201	(0.055)	(0.146)	-	(0.201)
			0.201	0.055	(0.146)	0.201	(0.055)	(0.146)	-	(0.201)
TOTAL			4.299	2.399	(1.900)	1.024	(0.256)	(0.584)	(0.184)	(1.024)

* As per Flexible Use of Capital Receipts Policy report to Council 17/01/24