

Appendix A1 – Flexible Use of Capital Receipts Outcomes for 2018/19

	Budget Expenditure on Transformation	Budget Expenditure on Transformation	Cumulative Budget Expenditure on Transformation	Actual Expenditure on Transformation	Actual Expenditure on Transformation	Cumulative Actual Expenditure on Transformation	Variance	Project Cumulative Savings or Transformation Results
	2016-17 to 2017-18	2018-19	2016-17 to 2018-19	2016-17 to 2017-18	2018-19	2016-17 to 2018-19		
	£'m	£'m	£'m	£'m	£'m	£'m	£'m	
Corporate Redundancy	4.000	1.500	5.500	2.408	0.268	2.676	-2.824	From 2016-17 to 2018/19 the Council incurred £2.676m of costs whilst the total cumulative payback is £6.451m. This is a more positive payback than the rate assumed.
Service changes and reductions (including redundancies)	4.000	1.500	5.500	2.408	0.268	2.676	-2.824	
Bluelight Project	0.878	0.000	0.878	0.720	0.176	0.896	0.018	This will support the Blue Light Programme, which is a collection of projects run by Lincolnshire Police, Lincolnshire Fire and Rescue and East Midlands Ambulance Service (EMAS) designed to: 1. Provide a modern and fit for purpose estate which meets the needs of each party into the future. 2. Optimise savings and reduce the running costs for all Parties. 3. Maintain and improve service delivery and public confidence in emergency services in Lincolnshire. 4. Continue to build upon existing collaboration and partnership working between Lincolnshire's emergency services. 5. Maximise interoperability and integration opportunities for Lincolnshire emergency services in the future. The programme will soon see the completion of the purpose built premises at South Park.
Strategic Asset Management	1.047	0.520	1.567	1.436	0.547	1.982	0.416	The work done by the team supports the programme of rationalisation, supports the transformation programme that the various services are undertaking to ensure that the property portfolio is being utilised effectively. This includes further collaboratory working with other government departments and local authorities, e.g. Lincolnshire Police, East Midlands Ambulance Service, Health Authorities and District Councils
Lancaster House	0.150	0.000	0.150	0.104	0.024	0.128	-0.022	The refurbishment of Lancaster House resulted from a move by staff from Witham House whereby the lease for c£216k per year at the time was surrendered.
Property rationalisation and collaboration	2.075	0.520	2.594	2.259	0.746	3.006	0.412	
Record Management Project	0.318	0.000	0.318	0.173	0.000	0.173	-0.145	The project ran for 2 years and resulted in the destruction of over 7,500 boxes of records with more than 12,500 boxes reviewed. The work will provide the basis of the next approach the Council needs to adapt to improve the way it manages its records, reduce its holdings, and mitigate the risks currently presented. This will address the outdated practices that results in inconsistencies and inefficiencies, and a lack of ownership and accountability leading to unnecessary retention of a significant number of records.

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	£'m	£'m	£'m	£'m	£'m	£'m	£'m	
Commercial Projects and Performance	2.377	1.006	3.383	1.800	0.873	2.673	-0.710	<p>The team has supported the following projects that will transform the delivery of services:</p> <ol style="list-style-type: none"> 1. FixMyStreet Implementation - Provision of a fault reporting solution for the Council. This will improve engagement with the public and will enable them to report problems relating to Highways online. 2. Bluelight Collaboration in order to deliver a joint Lincolnshire Fire and Rescue (LFR) and Police HQ at Nettleham; co-locate LFR, Police Command and Control Room at Nettleham happened in March 2018; Bluelight campus at South Park with LFR, East Midlands Ambulance Service and Police is nearing completion and expecting the move to take place in June 2019. 3. Implementation of the Apprenticeship Reforms which maximised the use of the levy for apprenticeship cost. The project resulted in the consistent take up of apprenticeship training from September 2018 to end of January 2019 including higher level training (Degree and Post Graduate), recruitment of 10 staff to undertake the Social Worker apprenticeship training with Sheffield University, the Occupational Therapist apprenticeship approved and plans to take up in September 2019. <p>At the end of March 2019, there are 145 employees undertaking training funded by the Apprenticeship levy. Prior to the introduction of the levy, there was a maximum of 35 employees at any one time in the Council undertaking apprenticeship training via the Adult Education Budget.</p> <ol style="list-style-type: none"> 4. Integration of Locality Working Programme aims to deliver a more integrated workforce and review working practices to identify where processes can be more streamlined, removing unnecessary duplication of contacts with families. This project resulted in Children Safe and Healthy savings of £0.218m from 2017-18 budget. 5. The successful implementation of the new Shared Lives contract within limited timescales. 6. The creation of an IMT Board that will be responsible for delivering, championing and driving improvement to the Council IMT delivery. It will ensure that IMT work programme follows the Council's existing formal decision making governance arrangements and monitoring the delivery of that programme.
Commissioning - Strategic Commissioning Shared Services	0.715	0.379	1.094	0.674	0.373	1.047	-0.047	<p>Savings are achieved through reducing costs but also keeping future contract costs as low as possible (i.e. ensuring that growth in costs is kept to a minimum).</p> <p>In 2016-17 the team delivered the County Planning Software application producing savings of £45k; introduced the SEN Transport Dynamic Purchasing system, which fundamentally changed the procurement strategy and market engagement resulting in a reduction of contracts from 100's to just 18.</p> <p>One of the works completed by the team in 2017/18 is the re-procurement of the new Best Start Lincolnshire early years service model. From the re-procurement of the new service model, the expected saving was 75% achieved in 2017/18 which is £0.588m and fully achieved £0.783m per year from 2018/19.</p> <p>Another is the new model of Children's 0-19 Health Services which is the result of decommissioning the Family Nurse Partnership. The savings of £0.350m anticipated was achieved by Children Safe and Healthy as part of their budget reduction from 2017-18.</p> <p>They were also involved in developing a procurement strategy relating to Apprenticeship Training Providers. This provided a level of flexibility in both the Council's requirements and providers to deliver against the Council's needs.</p> <p>In 2018/19 they worked with ICT to re-procure the Microsoft licenses the Council use and this provided a savings of £547k over 3 years. This will support the planned move to Office 365 in 2019/20. They are also involved in the procurement of the new Council's website to support the transformation programme ICT.</p>

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	£'m	£'m	£'m	£'m	£'m	£'m	£'m	
Commissioning - Strategic Commissioning LCC	0.580	0.186	0.767	0.662	0.371	1.033	0.267	<p>The team concluded procurement of the following encompassing 2016-17 to 2018-19 that transformed the way the service will be provided:</p> <ol style="list-style-type: none"> 1. Carers Support Service - consolidated multiple independent arrangement across multiple providers to a single contract and lead providers for specialist support to carers in Lincolnshire, including provision of information advice and signposting, face to face assessment, guidance and various other measures. 2. Sensory Impairment Support Service - the new contract offers an improved person centred service delivery, providing flexible and innovative solutions within a fixed budget that offers value for money year on year. 3. A substance misuse delivery model that is holistic and aims to provide an integrated treatment system for drugs and alcohol which will effectively meet the needs of the local population. 4. The re-designed Wellbeing Service 'Wellbeing Lincs' will give people empowerment to live healthy independent lives, provide preventative service that delays escalation to more costly health and care services, increase accessibility to support, improvement in health and wellbeing and an individual's ability to self-care and tailor to ensure the individual gets the right support at the right time. 5. The new Telecare Service is more than a delivery and installation of equipment and monitoring of Telecare systems. It will work effectively to support the people to remain at home ensuring that the new provider understands the targeted outcomes along with a positive and flexible approach supporting the service user, carers and trusted assessors. 6. A new innovative cost model for Learning Disability residential services to support the vulnerable adults with learning disabilities that will represent a significant step forward in how the Council commissions residential care. 7. Currently working on a new Integrated Lifestyle Service that will focus on improving levels of physical activity, reducing weight and BMI, quitting smoking and drinking within safe limits. It is aimed for this new service to commence on 1st July 2019 and will replace the current Stop Smoking service. 8. A new framework for day care to address the mixture of spot contracts, which commenced at different times and for varying durations, based on different pricing and in some cases with different specifications and contract terms. This provided a new buildings based day care contracts for older people and people with learning disabilities, maximised the choice of services, ensured consistency in service quality and introduced transparency and control to service costs.
Efficiencies through contracting and procurement	3.990	1.572	5.562	3.309	1.617	4.926	-0.635	
ICT Project Work	0.772	0.392	1.164	0.745	0.507	1.253	0.089	<p>Improvements and efficiencies here may not easily convert directly into a reduction in spending, however, they will increase capacity and allow other savings to be delivered across other areas of the Council. A number of IMT projects to improve the ICT infrastructure of the Council.</p> <p>During 2017-18 work has been undertaken on several schemes including: the design and installation of an IT network and security on the Lancaster House Campus; projects to migrate the IMP content platform to Open Text Cloud and the legacy Achieve Forms software to the new Firmstep replacement as both the current versions are coming to the end of their life.</p>
Electronic Data Warehousing (EDW)	0.270	0.000	0.270	0.442	0.026	0.468	0.198	This is a transformational project which aims to locate key Council's datasets in a central database.

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Transformation Enabling Technologies		3.000	3.000		0.000	0.000	-3.000	Technology Enables to improve IMT supporting the Council's services. Although this was planned to be done in 2018-19, it has been deferred.
Financial Strategy Staff Time - Mosaic Project and Agresso Upgrade	0.247		0.247	0.283		0.283	0.036	The Council is replacing the current Care Management system with Mosaic in order that all data are kept in one place and will include a finance module. This will help improve the efficiency in dealing with cases and transform the service processes resulting in efficiency. The Council's financial system Agresso was upgraded and provided an up to date, supported system that could be used as a platform for future transformation improvements.
Confirm on Demand								
Transforming information technology	1.289	3.392	4.681	1.471	0.533	2.004	-2.677	
Counter Fraud Investigations	0.402	0.220	0.622	0.426	0.280	0.707	0.084	The authority is developing ways in order to benchmark against the 6 strategy themes to tackle fraud and corruption in local government for 2016-2018. This will provide strong, harder hitting deterrence factor and fraud awareness, reduce levels of fraud in key service areas will help mitigate the impact of reducing budgets, and maintain an anti-fraud culture and reduce fraud to an absolute minimum. Recoveries increased to over £0.068m in 2016/17 compared to £0.031m reported in 2015/16. The work in 2016/17 identified scope for further recoveries of £0.083m, which was pursued in 2017/18. The team's data analysis skills have also played a major role in the identification and recovery of £1.600m in duplicate payments made to suppliers. The team also delivered fraud awareness sessions and liaised with the Serco Masterdata Team. As a direct result of this work and strengthened internal controls, the Serco Team successfully stopped an attempted bank mandate fraud. This prevented a payment of £0.107m from being made to the fraudsters. Recoveries increased to over £0.124m in 2017/18 compared to £0.068m reported in 2016/17. The team's work in 2017/18 also identified further potential recoveries of £55k in current live cases that were investigated in 2018/19. For 2018/19 the team had recovered £13.6k from fraud investigation. The partnership work with other council had resulted in c£1.4m removal of false single person discount, which will result in higher council tax income to the Council; £9.7k from fraud recoveries; and £15.2k fraud payment stopped due to fraud awareness.
Preventing and detecting fraud	0.402	0.220	0.622	0.426	0.280	0.707	0.084	
TOTAL	11.755	7.204	18.959	9.873	3.446	13.318	-5.641	

Appendix A2 – Flexible Capital Receipts Strategy 2019-20 Amended

	Original Planned Budget 2019-20 £'m	Revised Planned Budget 2019-20 £'m	Expected Savings or Transformation
Corporate Redundancy	1.500	1.500	The Council tracks the payback period for redundancy costs. It is estimated that for every £1 spent on redundancy costs within a 9 month period the Council saves £1.25. This year the Council incurred £0.556m of costs.
Service changes and reductions (including redundancies)	1.500	1.500	
Strategic Asset Management	1.054	0.223	The team will continue to support the programme of rationalisation which will see the delivery of the new integrated service based in South Park. They are also expecting some savings from the move of staff from the leased Richmond House in 2020 to Lexicon House. It is too early to confirm any figures as the detailed analysis of the costs of relocation hasn't been concluded and the income expected from other organisation may not be realised due to the increased number of the Council staff that may now have to occupy the building.
Children's Supported Accommodation	0.181	0.181	In order to safeguard and promote the welfare of all young people by providing supported accommodation for those young people of 16 and 17 years at risk of homelessness, Children's Services will be providing new accommodation pathway for those who require support or are experiencing homelessness. A pilot involving in-house provision as a pathway into other accommodation is anticipated to deliver value for money and improved individual outcomes, and the service is planning to roll this out further across the Council, as further properties become available. The pilot is expected to realise savings of £0.300k from 2019-20.
Property rationalisation and collaboration	1.235	0.404	
Commercial Projects and Performance	1.159	1.006	<p>The team will continue to support the following projects that will transform the delivery of services.</p> <ol style="list-style-type: none"> 1. Bluelight Collaboration - the South Park construction is entering into the final stages. 2. Heritage Service Operating Model Change Programme that will aim to create multi-purpose commercially operated progressive sites to showcase the county's heritage through all engagement mediums. 3. Zipporah Migration and Upgrade of the Council's online booking and e-commerce system. 4. Strategic Waste Programme will provide a robust and affordable solution to the management of the Mixed Dry Recycling. This will include liaison with District Councils regarding recycling requirements and food waste trials. 5. Shared Training Facility - This will explore the case for creating one solution to meet all of the training facilities needs for all of the Blue Light Programme partners. This will likely create cashable benefits through terminating leases on buildings and the need to train at out of county facilities. 6. Safer Together - This will develop and improve collaboration between the Council, the Police and other partners by working to promote safer communities across the county through - Project 1 - Establish a multi-discipline, co-located Council and Police team working together on priority themes relating to crime prevention and responses; and Project 2 - New partnership models and working practices to improve outcomes for cohorts with complex and multiple needs and their families. 7. Personalised Care Demonstrator Programme aims to embed the personalised care operating model into standard operating practice across the integrated health and care system. 8. Procurement of a new digital/web platform together with design and implementation services. The new website will provide a wide range of digital transactions, along with a new look and feel, and reduced content. 9. HR Transformation Programme - aims to further develop a transformed and integrated HR Service, which will encourage greater customer self-service through improved access to advice, information and services. The key focus is to ensure Managers become more self-sufficient as people managers and for the HR service to support them to achieve this. 10. Supported Housing/ Extra Care Housing Programme will aim to deliver additional extra care provision in Lincolnshire in line with, and in support of the Council's Homes for Independence Supported Accommodation Strategy, which is currently being developed. It aims to support the development of accommodation that promotes wellbeing and independence through a range of housing options that will provide choice for older people and reduce the long term costs of care provision as cost avoidance. The provision is not aiming to generate profitable income. 11. Budget 2020 will aim to deliver a balanced budget from 2020-21 onwards through a range of initiatives and transformation.

	Original Planned Budget	Revised Planned Budget	Expected Savings or Transformation
	2019-20	2019-20	
	£'m	£'m	
Commissioning - Strategic Commissioning Shared Services	0.368	0.379	<p>In 2019-20 the team has various planned activities in 2019-20 and some are listed below. These will transform the way these services will be delivered in the future -</p> <ol style="list-style-type: none"> 1. Support the Highways 2020 that will review the service provision for the Alliance, Professional Services and Traffic signals. The contract will be comprehensive and wide ranging to reflect the current strategy for Highways. 2. Waste - Mixed Dry Recyclables Agreement. The current contract is let to a single contractor which is due to expire in April 2020. The Council is exploring a number of alternative possibilities such as a provision of mixed recycling facility. 3. Household Waste Recycling Centre (HWRC) - Materials Reception (DPS). This is a mid-term refresh to the existing dynamic purchasing system for the reception and treatment of materials recycled by citizens at the Council's Household Waste Recycling Centres. 4. Electricity Contract - To procure the supply of electricity to the Council's corporate portfolio of Property and Highways with consideration to the Council's social value agenda (Environmental) and in support of the Council's Carbon Management Action Plan. 5. Adult Skills and Family Learning Services - The Adult Skills and Family Learning Services raises achievements and aspirations of Lincolnshire residents by providing high quality learning opportunities. Provision is planned to support the delivery of key strategic priorities of the Council as well as alignment to the Greater Lincolnshire Local Enterprise Partnership's (GLLEP) priority of increasing skills in Lincolnshire and driving economic growth.
Commissioning - Strategic Commissioning LCC	0.193	0.373	<p>During 2019-20 the team has various planned activities in 2019-20 and some of these are listed below. These will transform the way these services will be delivered in the future. -</p> <ol style="list-style-type: none"> 1. The conclusion of the Integrated Lifestyle Service that started in 2018-19 that will provide an new service. 2. A full Home Care Review to enable decision on the future model and procurement late summer 2019. 3. Home Based Reablement Review to enable decision as to the most effective model, to be considered alongside Home Care. 4. A full Housing Related Support and Crisis Housing review of available options and strategy development in advance of the current contract coming to and end in July 2020. 5. To complete a full review of the current Community Supported Living Framework to ensure that the team are in an optimum position to begin a procurement process if required. 6. Review and potential re-procurement of the Domestic Abuse Outreach and Independent Domestic Violence Advice contracts. 7. A full review of Direct Payments Support Service to enable a decision on the future model ahead of re-procurement towards end of 2019. 8. Review of Transitional Care Beds current contract arrangements to enable service improvements to be incorporated into a future re-procurement.
Efficiencies through contracting and procurement	1.720	1.757	

	Original Planned Budget 2019-20 £'m	Revised Planned Budget 2019-20 £'m	Expected Savings or Transformation
ICT Project Work	0.114	0.114	This will be used to meet the requirements in of ad-hoc projects. It will ensure that the Council will be able to provide continuation of services and to undertake investigations leading to corrective actions.
Transformation Enabling Technologies	3.000	2.995	There are various IMT projects planned that will significantly improve the IT of the Council. These include support for the following 1. Office 365 project will see the latest way in the delivery of Excel, Word and PowerPoint, including other tools such as 'Skype for Business' video conferencing and Teams, which is a collaboration workspace. Office 365 will provide enhanced document management features such as real-time co-authoring - multiple people can work on the same document at the same time - intelligent search capability, and sharing options for both internal and external collaborators. Document compatibility will be no longer an issue as the web apps in Office 365 are compatible with Office file types back to Windows XP. This will support the Council's flexible workforce. 2. LCC Telephony Upgrade - the software for the Council's Avaya telephone system used by staff and the CSC will be upgraded. This will improve supportability and provide additional features for the CSC such as voice recognition, which enables callers to verbally answer a number of system generated questions so that they can be quickly routed to the information or support they need. This will extend the working life of the Council's investment in telephone hardware. 3. Network Improvement - This will refresh or replace the ageing network equipment to increase resiliency, and to ensure we have the network performance necessary to access the IT service of the future. This will ensure the network is secure, resilient and has the performance to serve today's business demands as well as providing the bandwidth and speed needed to access the IT services in the future, particularly those hosted in the Cloud. 4. Internet Upgrade - Along with the network upgrade, this will give users improved performance and stability when accessing IT services, whether one is based in the office or working remotely.
Confirm on Demand	0.210	0.210	This is to upgrade the current highways works ordering software (Confirm) to a hosted service. This will make for more efficient and effective works ordering leading to better value for money in the delivery of highways work.
Transforming information technology	3.324	3.320	
Counter Fraud Investigations	0.220	0.220	The team aims to generate £30k savings as a result of their fraud work during 2019/20. As part of their partnership work and based on the work recently completed for the Single Person Discount, they are exploring to continue this work as a yearly activity rather than every 2 years. The recent estimate will generate c£10.5m over 5 years. This is based on an annual single person discount savings of £2.2m based on their work since 2015.
Preventing and detecting fraud	0.220	0.220	
TOTAL	8.000	7.201	

Appendix B – Proposed Directorate Bids for Use of 1% Underspend

Proposed Directorate Use of 1% Underspend 2018/19

Ref	Service Area	Planned use of Carry Forward (please provide a short explanation)	Required for one off scheme/pressure, on-going pressure.	For on-going budget pressures how does the service plan on resolving these beyond this funding?	Amount (£)
Directorate		Children's Services	Up to 1% Carry Forward		1,046,246
Ch1	School Improvement	Small schools project - the aim is to support small schools, with mixed age classes and leadership, in developing a research informed curriculum that supports all pupils to achieve highly, particularly disadvantaged pupils and pupils with SEND.	One-off		144,129
Ch2	School Improvement	The City of Lincoln Project is aimed at improving outcomes for children at Key Stage 2 and Key Stage 4, particularly those who are disadvantaged. The approach will use toolkits, reviews and research to improve the quality of teaching, teacher expertise, quality of assessment and use of resource to improve experiences and outcomes of the learners through working across the City collaboratively.	One-off		180,000
Ch3	School Improvement	Early Years : A number of projects aimed at improving outcomes for children, targeted at schools with the greatest need in terms of disadvantaged children. These will aim to : - develop reading and writing strategies in Reception classes by implementing a range of research recommendations on how to accelerate progress in the early years in reading and writing. - support bespoke moderation for those schools most significantly adrift from National who will be supported directly with their assessments through termly moderation and support to ensure accuracy and improvement is embedded. - extend the Lincolnshire Approach to Reviewing the Curriculum (LARC) to Early Years. LARC will provide a framework and opportunity to work together to ensure that Early Years settings are confident in how they have designed their curriculum. - develop high quality transition between Reception and Year 1.	One-off		360,000
Ch4	School Improvement	An educational consultant undertaking a review by drawing on local and national perspectives within this field across schools, Trusts, LAs and Teaching schools to review the current approach to school improvement in Lincolnshire. This review must include the role of the Teaching Schools, the LA and Multi Academy Trusts and include the view of Headteachers.	One-off		48,000
Ch5	Commissioned Arrangements	Bereavement Service - funding provided to support young people through difficult times of grief and loss.	One-off (agreed for 2 years)	Dependent on DMT future decision making	50,000

Ch6	Supported Accommodation	Youth Housing contract – the extension of the contract agreed to underwrite voids due to being 75-80% units utilised based on 72 units. A number of mitigating actions are being explored (past 18 years), but referrals are demand-led. It is hoped Future4Me will bring the numbers down further; therefore discussions are taking place with the provider in reducing the number of units.	One-off (agreed until July 2020)	Dependent on DMT future decision making of new contract arrangements	75,000
Ch7	Provision Planning	General School Reorganisation – costs associated with the former Mablethorpe Tennyson site (till end of Aug 2019)	One-off		41,667
Ch8	HR Service	Finalise and implement Employee Value Proposition work by the external provide, 33, including all social media marketing material for apprenticeships. This Council wide programme aims to improve our recruitment to the hard to recruit areas.	One-off		80,000
Ch9	HR Service	Cleansing of school files in readiness to send to Restore for storage. These files are for schools that are no longer Serco customers and those who have become Academies	One off		20,000
Ch10	HR Service	To provide HR Consultancy and staff training to enhance our approach to apprenticeships and capacity to work with education providers as well as supporting skills development in the area of Recruitment and Resourcing.	One-off		47,450
		TOTAL			1,046,246

In excess of 1% level

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A1	Specialist Adult Services	The Code of Practice that will operationalise the Liberty Protection Standards (LPS) is currently being drafted. The LPS Code of Practice will have statutory force and is expected to be implemented sometime between Spring/Summer 2020. The development of training for AC&CW staff and the wider social care provider market and NHS staff will be a critical element ahead of the implementation date. Accordingly an awareness and training package will be needed at scale. It is expected that ongoing training costs will be of a much smaller scale and so a one-off fund will be prudent.	One Off		100,000
A2	Adult Frailty	The Occupational Therapy service has found it difficult to reduce and then maintain a position where there are no backlogs in the County. A number of initiatives have begun to show progress which includes the development Occupational Therapy assistant grades. There is also a developing dialogue with the Wellbeing Service to fasttrack lower level items of equipment thereby reducing the pressure on Occupational Therapy staff allowing them to undertake higher value work. This investment will help make a substantial inroad to improving the speed of the service impacting the backlog.	One Off		250,000
A3	Wellbeing	Extension and expansion of Digital Maturity Project with independent and 3rd sector providers to enable structured data flow between health, social care and care providers. The current programme has enabled 60 care home providers to meet the required digital and information governance standards and this would seek to increase this to 300+. This will support quicker and more effective discharge from hospital. Longer term this will allow independent providers, health and social care to access each other's data via the Care Portal and support the delivery of an Integrated Care System. The programme will also trial telehealth in a small number of care homes to allow basic observations to be recorded by care home and sent digitally to health and care to support hospital avoidance.	One Off		250,000
A4	Wellbeing	Implementation of the Virtual Wallet Solution that will allow online management of personalised budgets and provide customers with the opportunity to choose, book and buy services using their direct payment or personal health budget. The proposed solution has a direct link to Mosaic and will allow both the council and users to efficiently manage their direct payment, establishing the best way to deliver the outcome. This investment is subject to the Council's ICT system capacity being able to support the investment.	One Off		200,000

A5	Wellbeing	Mobile phone – the majority of frontline operational staff are using basic mobile phones that do not provide internet access. As we develop our suite of online products - Mosaic mobile, connect to support, online financial assessments and online policies and procedures it is important to provide our employees with the appropriate technology to access these tools. Agreed with the Executive Director with responsibility for corporate ICT. All requirements will be developed in conjunction with IMT to ensure the specification and procurement is compliant with a corporate framework.	One Off		100,000
A6	Carers	Intelligence provided via Skills for Care has indicated that the number of Adult Social Care jobs to meet projected demand for care services in Lincolnshire will need to increase from 20,500 jobs to somewhere between 29,000 and 34,000 jobs by 2030. This is an increase of jobs between 41% to 65% of existing workforce a challenge that is consolidated further by annual turnover rates of over 22% and 46% for those employees under 20 years of age. A recent workshop to consider how to address this and other workforce challenges has identified informal carers as a key cohort of people who could help to meet this significant growth in demand. The funding from 2018-19 underspend would be utilised to commission targeted recruitment and retention support and associated materials aimed at informal carers who have a need to work (in addition to their existing informal caring role) and also for those carers who have been bereaved of the person they cared for and now have time to consider a career in the care sector.	One Off		75,000
A7	Adult Safeguarding	Lincolnshire has identified the aspiration to develop a Team Around the Adult Safeguarding approach similar to the Team Around the Child approach already in place. The Team Around the Adult approach would be linked to developing common terms of reference and operating procedures for the Vulnerable Adult Panels that operate at District Council level. The underspend funding would be used to commission support to co-ordinate the development of operating procedures for VAP's and to ensure the VAPS are consistent in operation for the 2020-21 financial year.	One Off		150,000
					1,125,000
Below 1% level					- 856,931

P1	Countryside	Cover the shortfall in cost between service provision and available budget to carry out required cyclic vegetation clearance.	On-going pressure	Previous reliance had been on Waste Service underspend - increased incomes from Public Path Orders may alleviate some of the pressure but there is a reliance on the Deregulation Act.	17,397
P2	Countryside	Materials purchase - currently budget for materials stands at c.£12000 which is sufficient to repair a small number of bridges each year. There is a significant imbalance between the contractual cost of the labour and the remaining funding to provide materials for their work inclusive of statutory duties.	On-going pressure	Previous reliance had been on Waste Service underspend and income from the establishment of the English Coast Path, neither of which are sustainable sources	35,000
P3	Flood Risk	There is increased financial risk in the capital programme due to deferment of Flood Defence Grant in Aid (FDGiA) in the national Medium Term Plan. FDGiA supports LCC projects which contribute to national flood risk management targets. The LCC capital programme has been reprofiled to reflect this short-term change in FDGiA, but there is still a requirement to deliver schemes which contribute to the council's Business Plan target of 100 properties protected each year. In essence, this means 'front loading' LCC investment in projects in the capital programme in the expectation that FDGiA will become available. It is expected that if required the existing revenue reserve will be utilised to manage these on-going pressures, and the requested carry-forward will help mitigate the increased risk of indicative national funding not being received.	On-going pressure.	Maximise grant drawdown when it becomes available. Consideration of alternative funding streams. There is the possibility of increased partner contributions, including Local Levy administered by the Regional Flood & Coastal Committee, but this is by no means certain.	40,000

P4	Strategic Planning	<p>The Chief Executives Group and HIG are agreed that there is a common growth ambition across Greater Lincolnshire which needs to be reflected in the corporate plans and strategies of the Greater Lincolnshire LEP and partner authorities. The broader Planning for Growth (PfG) work, being carried out and steered by Local Partnerships and the officers group, is continuing. This is considering the Greater Lincolnshire shared ambitions for growth, the current delivery position and market, opportunities for accelerated growth along with the range of delivery approaches and vehicles that may be appropriate to deliver the ambition. It will provide an evidence base to justify the recommended approach and will start to develop the business case for these options. It was acknowledged that a strategy, and a single narrative for Greater Lincolnshire, needs to be prepared to maximise the chances that Lincolnshire continues to be successful in accessing government funding – whether through the GLLEP, Homes England or other agencies and government departments. An overall budget of £ 165k has been agreed by GL authorities. £135k has been received from the district councils to progress this work and accrued to financial year 2019/20. Upon the advice of LCC Finance, the remaining £30k (£15k budget and £15k received from LEP) is required via an underspend bid for these funds to be retained within cost code L14325.</p>	One-off project		30,000
P5	Sustainability	<p>During the last 12 months E&E Scrutiny Committee has undertaken significant work focussed on the agricultural sector, particularly in response to the Health and Harmony Command Paper and the subsequent Agriculture Bill. Current areas of work include the promotion of the needs, opportunities and challenges for the sector in Lincolnshire to policy makers and influencers, as well as working with key stakeholders such as the NFU, CLA and LRSN to ensure that the sector is ready for these major changes, which are designed to create radical change and churn to agriculture . Mental health and the resilience of the farming community to deal with these major changes (in particular the end of CAP subsidy) is an area that has been identified by scrutiny as requiring additional support. A funding opportunity is available from the Prince's Trust to draw down funding to provide a mental health specialist to be part of the Rural Support Network Team, match funding is required.</p>	one off		40,000

P6	Sustainability	In 2019 LCC, the GLLEP and a group of AD operators procured the design and build of a verge harvesting machine. The greatest challenge to the project is the permitting arrangement (overseen by the Environment Agency) for the use of the grass, to be used in the process and eventually spread as digestate. Their original concerns largely focussed on heavy metals and we have provided scientific evidence to reassure the EA. However, the rise of the microplastics agenda during the last 12 months has led to new and additional concerns from the EA: that plastic bottles and other litter are being gathered by the machine, broken down during digestion and spread onto land. The farmers involved would co-fund the development of an additional "hoover" head that would be designed to separate the plastic. Estimated costs are £40,000, the request is for a 50% contribution to this.	one off		20,000
P7	Growth	To support us with preparation for a business visit to Hunan in November 2019.	one off		15,000
P8	Growth	WSP costs for Development Management service review - agreed need for review of the function of the service to ensure clarity on purpose/ approach.	one off		15,000
P9	Highways	Programme of road sign maintenance, renewal, cleaning designed to address improved NHT survey response and enhance road user experience	One off		250,000
P10	Planning Services	To pay for bespoke modifications/developments to the Mastergov software system that supports the Highway, Planning and Enforcement functions. Several modifications and enhancements have been identified for different modules within the system which would help to improve usability and deliver efficiencies in workflow and processes. This includes amendments to facilitate better co-ordination and recording of consultation responses from different LCC departments to District planning applications; recording, monitoring and requests for S106's for developments handled by the Districts; creation of additional fields for recording information and to aid reporting. These amendments are 'bespoke' changes to the purchased product and so costs would be incurred to pay for developer time.	One off scheme		20,000
P11	Waste	Sampling of the collected dry mixed recycling is required to investigate the level of contamination that exists. This will then provide evidence of what needs to be targeted in public communication campaigns.	One off scheme		25,000
P12	Heritage	Detailed property feasibility and investigation for the Archives development	One-off		100,000

P13	Strategic Communications	To support marketing campaigns, photography and corporate branding and business support for the Strategic Communications Team	One-off		33,519
		TOTAL			765,916

Difference - none -

Directorate

Finance and Public Protection

Up to 1% Carry Forward

536,012

Cor1	Corporate Property	Corporate Landlord - Programme Manager G11	2 years. This is a two year cost pressure , so the total requirement will be £112,900 (ie £57,210 in 2020/21)		55,690
Cor2	Corporate Property	Modern day slavery response : Additional site management at Washingborough Travellers site as a result of the modern day slavery serious case review. The review has highlighted that the Washingborough site manager is the only person that has daily contact with the Travellers on the site. The manager is only on site for 3 hours per day and this time is taken up by the daily property management. Increasing the hours, or the management resource, would allow for a wider remit and enable the site manager to help LCC to fulfill our role in future detection and prevention of potential modern day slavery issues.	ongoing	Will be included in future budget bid process.	40,000
Cor3	Corporate Property	The Programmes and Project team had placed a Project Manager in Corporate Property due to an increased workload. The Project Management role delivers all of the planned and reactive office moves for the Council and this has become vital to effective service delivery. With this role being reallocated by the Programmes and Projects team the only alternative is to backfill with a consultant who is familiar with the role (to maintain business continuity). The funding is to cover these costs for 6 – 9 months until the service is restructured in the autumn, whereupon a permanent replacement will be sought.	One-off		25,806
Cor4	Corporate Property	Rectory Farm Mineral quarry - Archaeology Categorisation/logging works being undertaken on "Finds" as a result of the previous Lease. Remaining (unspent) budget required to bring to conclusion.	One-off		44,900
Cor5	Finance	To meet a need to seek specialist tax advice to review our processes and adress issues around taxation of employee expenses and benefits, a specialist advisor has been identifeid. The initial cost is likely to be £20,000 but there is an expectation there will be follow up work to undertake.	One-off	N/A	50,000
Cor6	Finance	The finance team have been working with Serco to review the aged debt recovery process, with a view to improving service ownership of debt, and reducing debts being written off. We have used one-off income in 2018/19 (from Meridian review) to use agency staff to review debt still outstanding from prior to the Serco contract, extending the agency support for 6 months will support the completion of this work.	One-off		30,000
Cor7	Finance	Additional staff resource to support Service Action Plan activities, especially Budget process	One-off	N/A	40,000

Cor8	Audit & Risk Mgt	Temporary resource was put in place to help undertake H&S inspection / audits in 2018/19 - ends June 2019. We would like to extend this project work into 2019/20. The backlog has been cleared but we continue to have sickness & capability issues in the team. The team is small and we would like to keep on top of the audits by extending the contract by 6 mths. It is anticipated that the HR issues will be resolved by December 2019.	One-off		10,000
Cor9	Audit & Risk Mgt	Audit and Risk would like to continue with the successful Intern scheme. We supported a professional practice year student - introducing them to Finance and Audit. We would like to continue with this initiative.	on-going		17,212
Cor10	Business Support	Employer Provider Centre - during 2018/19 the centre has not been able to move to the standards (from frameworks) which provides a greater financial draw down on the levy. Additional trainers have had to be recruited to support achievement of the Apprenticeship target in service.	One off	We will have moved to the standards by March 2020 at which point the EPC will become self funding based on current apprenticeship completions.	32,749
Cor11	Business Support	Transfer in of Complaints/FOI/SARS - project support is required for approx 9 months to ensure effective transition of service, review of processes and procedures in line with CMB request to bring service into LCC	One off	Required for effective transition of service into LCC and to work to new model	21,479
Cor12	Fire and Rescue	The Service continues to support the upgrading of the Asset Management System, from Brite Sparks to Red-Kite. This has encountered some IT and data retrieval issues that have required some extra funding to comply with our legal health and safety duties in the maintenance, recording of our operational equipment. The breakdown will be: 1. Extension of the current Britsparks programme and software, £7,000 2. Data retrieval and updating of the Red-Kite system, this will be 3 full time team members for a 3 month period, £21,000 3. Station training, involving Lay Trainers from the on-call / ops support on flat rate and overtime as required, £10,000	One off for FY 2019/20	Once implemented this will form part of service as usual.	38,000
Cor13	Fire and Rescue	On-going Vision 4 project resourcing (caused by delay in implementation through CAPITA). A solution has now been agreed and is being implemented from June 2019, with LFR due to migrate over late 2019, early 2020. LFR have been covering the costs of a technical post integral in the support and configuration of implementing the new solution. This post is not funded and is therefore a budget pressure. Salary costs for a former Control operator with extensive knowledge of the mobilising system. He forms part of the Technical team which is essential for our transition to Vision 4 and move to Police Control. ADDITIONAL INFO - VISION 4 should have been implemented last year but continued delays and a technical backtrack by Capita has meant a significant delay into 2019/20 Financial year. This Person is integral to the support group who are implementing the Hardware element for LFR. His removal would jeopardise both LFR's implementation as well as the partner's. The substantive post for this person is in our Ops support team that is running short but struggling as we have major projects such as 33 new fire engines to implement.	One off for FY 2019/20	Current projection is this will be resolved by year end	41,176

Cor14	Fire and Rescue	<p>The Service continues to support the upgrading of the Fire Safety Team, but with the planned shortfall in CFP Staff (retirement x1 – potential promotion out of the department x 1, Maternity Leave x 1) the proposal would be to offer a fixed term post at G5 to train the third placed candidate from the recent selection process (on call member) to a competent level. Once the year is completed we will have one member who is skilled and could be used as required or be eligible for any future positions.</p> <p>ADDITIONAL INFO . The two new prevention posts are being recruited and will bring us into line with the HMIC's expectations. However, The Protection team have a significant risk of skills loss for specialist posts (likely to lose two qualified staff this year) due to impending retirements / development. The posts have a long duration development route and so when people leave it is up to 1 year to have them auditing. This extra post on a fixed term gives us some resilience and pre planning for skills loss that is hard to replace quickly.</p>	One off for FY 2019/20, this will include the training and development costs.	No – Ongoing budget implications	30,000
Cor15	Fire and Rescue - BLUELIGHT	Continuation of Business Support for completion of South Park build Grade 3 for 6 months	One off for FY 2019/20	Not applicable	12,000
Cor16	Coroners	Archiving and rationalising of historic Coroner's paperwork to avoid storage costs , 12 month project.	One off	n/a	20,000
Cor17	Safer Communities	Support for the Safer Together Collaboration Project , includes moving team, legal costs and IT requirements.	One off	n/a	25,000
		TOTAL			536,012

Difference - none

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		GRAND TOTAL			3,473,174
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Appendix C – Capital Performance Report – Part 1

Line Number	Project	Gross Expenditure			Grants & Contributions			Net Expenditure		
		Actuals	Revised budget	Outturn Variance	Actuals	Revised budget	Outturn Variance	Actuals	Revised budget	Outturn Variance
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
1	Public Health	8	8	0	0	0	0	8	8	0
	<u>Wellbeing</u>	8	8	0	0	0	0	8	8	0
2	Adult Care	61	61	0	0	0	0	61	61	0
3	Better Care Fund - Disabled Facility Grants	5,698	5,698	0	-5,698	-5,698	0	0	0	0
	<u>Adult Frailty & Long Term Conditions</u>	5,759	5,759	0	-5,698	-5,698	0	61	61	0
	Adult Care & Community Wellbeing	5,767	5,767	0	-5,698	-5,698	0	68	68	0
4	Broadband	5,100	5,921	-821	-4,903	-4,903	0	197	1,018	-821
5	Infrastructure and Refresh Programme	426	1,087	-661	-29	0	-29	397	1,087	-690
6	Replacement ERP Finance System	1,100	1,601	-502	0	0	0	1,100	1,601	-502
7	Care Management System (CMPP)	55	66	-11	-3	0	-3	52	66	-14
8	ICT Development Fund	1,794	2,690	-895	0	0	0	1,794	2,690	-895
9	Property	2,928	3,418	-489	0	0	0	2,928	3,418	-489
10	Property Rationalisation Programme	1,080	849	231	-3	0	-3	1,078	849	228
11	Blue Light South Park	12,606	13,793	-1,186	-6,814	-8,000	1,186	5,793	5,793	0
12	Lexicon House	975	975	0	0	0	0	975	975	0
13	Windows 10 Refresh 2018	179	2,500	-2,321	0	0	0	179	2,500	-2,321
	<u>Enablers & Support To Council's Outcomes</u>	26,244	32,899	-6,655	-11,751	-12,903	1,152	14,493	19,996	-5,503
14	Fire & Rescue and Emergency Planning	433	1,495	-1,062	-5	0	-5	428	1,495	-1,067
15	Fire Fleet Vehicles and Associated Equipment	1,884	4,882	-2,998	0	0	0	1,884	4,882	-2,998
16	Registration Celebratory & Coroners Services	22	55	-33	0	0	0	22	55	-33
	<u>Protecting The Public</u>	2,339	6,432	-4,094	-5	0	-5	2,334	6,432	-4,099
	Finance & Public Protection - Commissioning	28,583	39,331	-10,749	-11,756	-12,903	1,147	16,827	26,428	-9,601
17	Devolved Capital	1,639	1,639	0	-2,817	-2,817	0	-1,178	-1,178	0
18	Provision of School Places (Basic Need)	8,893	9,138	-245	-17,371	-17,371	0	-8,478	-8,233	-245
19	School Condition / Maintenance Capital	3,152	0	3,152	0	0	0	3,152	0	3,152
20	Schools Modernisation / Condition Capital	2,013	5,176	-3,163	-5,147	-5,147	0	-3,135	28	-3,163
21	Schools Access Initiative	101	101	0	0	0	0	101	101	0
22	Other Academies	0	-8	8	0	0	0	0	-8	8
23	Other Learn & Achieve	522	1,120	-598	-862	-771	-91	-341	348	-689
	<u>Learn & Achieve</u>	16,320	17,166	-846	-26,198	-26,107	-91	-9,878	-8,941	-937
24	Universal Infant Free School Meals Capital	211	211	0	-350	-350	0	-139	-139	0
25	Foster Capital	214	586	-372	0	0	0	214	586	-372
26	Short Breaks for Disabled Children	0	20	-20	0	0	0	0	20	-20
27	Children's IT	1,691	1,855	-164	0	0	0	1,691	1,855	-164
	<u>Children are Safe & Healthy</u>	2,116	2,672	-557	-350	-350	0	1,766	2,322	-557
28	Lincolnshire Secure Unit	0	2	-2	0	0	0	0	2	-2
	<u>Readiness for Adult Life</u>	0	2	-2	0	0	0	0	2	-2
29	Early Years Sufficiency / Extended Provision	64	135	-71	0	0	0	64	135	-71
30	Other Readiness for School	217	187	30	-30	0	-30	187	187	0
	<u>Readiness for School</u>	281	322	-41	-30	0	-30	251	322	-71
	Childrens Services - Commissioning	18,716	20,162	-1,446	-26,578	-26,457	-121	-7,861	-6,295	-1,567

Appendix C – Capital Performance Report – Part 2

Line Number	Project	Gross Expenditure			Grants & Contributions			Net Expenditure		
		Actuals	Revised budget	Outturn Variance	Actuals	Revised budget	Outturn Variance	Actuals	Revised budget	Outturn Variance
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
31	Libraries	240	348	-109	0	0	0	240	348	-109
	<u>Community Resilience & Assets</u>	240	348	-109	0	0	0	240	348	-109
32	Flood Defence	0	1,100	-1,100	0	0	0	0	1,100	-1,100
33	Other Protecting & Sustaining the Environment	0	46	-46	0	0	0	0	46	-46
34	Energy from Waste	700	700	0	0	0	0	700	700	0
35	Flood & Water Risk Management	696	1,173	-477	-307	-190	-117	389	983	-594
36	Boston Household Waste Recycling Centre	526	646	-120	0	0	0	526	646	-120
37	Equipment & Vehicles at Waste Transfer Stations	186	441	-255	0	0	0	186	441	-255
38	Fire Suppression at Waste Transfer Stations	0	500	-500	0	0	0	0	500	-500
	<u>Protecting & Sustaining the Environment</u>	2,108	4,605	-2,497	-307	-190	-117	1,801	4,415	-2,614
39	Highways Asset Protection	53,983	57,903	-3,921	-46,683	-46,469	-214	7,300	11,434	-4,135
40	Integrated Transport	1,734	2,012	-278	-3,573	-3,529	-45	-1,839	-1,516	-323
41	Lincoln Eastern Bypass	26,020	47,890	-21,870	-6,461	-6,461	0	19,559	41,429	-21,870
42	Lincoln East-West Link	300	298	2	0	0	0	300	298	2
43	Spalding Relief Road (Phase I)	6	0	6	0	0	0	6	0	6
44	Grantham Southern Relief Road	4,452	2,141	2,312	0	0	0	4,452	2,141	2,312
45	A16/A1073 Spalding to Eye Road Improvement	19	33	-14	0	0	0	19	33	-14
46	Other Sustaining and Developing Prosperity Through Infrastructure	60	181	-121	-8	0	-8	52	181	-129
47	Lincoln Growth Point	626	177	449	3	0	3	629	177	452
48	Lincolnshire Waterways	2	-142	144	0	0	0	2	-142	144
49	Historic Lincoln	396	468	-72	-450	-450	0	-55	17	-72
50	Street Lighting Transformation	252	610	-358	0	0	0	252	610	-358
51	Lincolnshire Enterprise Partnership Contribution	0	3,057	-3,057	0	0	0	0	3,057	-3,057
52	Network Resilience	28	540	-512	0	0	0	28	540	-512
53	NPIF - National Productivity Investment Fund	1,896	1,896	0	-338	-338	0	1,558	1,558	0
54	A46 Welton Roundabout (Integrated Transport/NPIF)	196	400	-204	-800	-800	0	-604	-400	-204
55	Holdingham Roundabout (Sleaford Growth Schemes)	52	105	-53	0	0	0	52	105	-53
56	Other Transport Initiatives	619	1,379	-761	-549	-549	0	70	831	-761
57	Lincoln Castle Revealed phase 2	1,067	1,067	0	-640	-640	0	427	427	0
58	A46 Roundabouts	69	400	-331	0	0	0	69	400	-331
59	Countryside Rights of Way	252	250	2	0	0	0	252	250	2
60	A1084 Safer Road Fund	0	0	0	-1,245	-1,245	0	-1,245	-1,245	0
61	A631 Middle Rasen to Bishops Bridge Safer Road Fund	0	0	0	-645	-645	0	-645	-645	0
62	Gainsborough Corringham Road (Dev with WLDC)	0	216	-216	0	0	0	0	216	-216
63	Sleaford Rugby Club (Sleaford Growth Scheme)	34	200	-166	0	0	0	34	200	-166
	<u>Sustaining & Developing Prosperity Through Infrastructure</u>	92,064	121,082	-29,018	-61,390	-61,126	-263	30,674	59,956	-29,282
64	Other Sustaining and Growing Business and the Economy	613	891	-279	42	0	42	655	891	-237
65	Teal Park, Lincoln	14	5	9	0	0	0	14	5	9
66	Holbeach Food Enterprise Zone	320	390	-70	0	0	0	320	390	-70
67	LEP Skills Investment Programme	837	837	0	0	0	0	837	837	0
	<u>Sustaining & Growing Business & the Economy</u>	1,783	2,123	-340	42	0	42	1,825	2,123	-298
	Place - Commissioning	96,194	128,158	-31,964	-61,654	-61,316	-338	34,540	66,842	-32,302
68	New Developments Capital Contingency Fund	0	6,638	-6,638	0	0	0	0	6,638	-6,638
	<u>Other Capital Programmes</u>	0	6,638	-6,638	0	0	0	0	6,638	-6,638
	Other Programmes	0	6,638	-6,638	0	0	0	0	6,638	-6,638
	Total Capital Programme 2018/2019	149,260	200,056	-50,796	-105,686	-106,374	688	43,574	93,681	-50,108

Appendix D – Prudential Indicators 2018/19

PRUDENTIAL INDICATORS ACTUAL COMPARED TO ESTIMATED 2018/2019			
Original Estimate	2018/19 £000	Actuals	2018/19 £000
Capital Expenditure Net	84,677	Actual Capital Expenditure (Excl Sch RCCO & Leasing)	29,950
Capital Financing Requirement 31/3/2019	640,034	Actual Capital Financing Requirement 31/3/2019	556,484
Capital Financing Requirement Estimate at 31/3/2021	685,231	Capital Financing Requirement Estimate 31/3/2021	601,681
Gross External Borrowing	526,898	Actual Gross External Borrowing	466,972
Borrowing in Advance of Need Limit	11,299	Actual Borrowing in Advance of Need Taken	0
MRP & Interest Repayments not to exceed 10% of Net Revenue Stream Estimate	5.72%	MRP & Interest Repayments not to exceed 10% of Net Revenue Stream Actual	5.12%
Ratio of Financing Costs To Net Revenue Stream	5.62%	Actual Ratio of Financing Costs To Net Revenue Stream	5.00%
External Debt:			
<u>Authorised limit for external debt -</u>		Actual external debt at 31/3/19	
borrowing	651,751	Borrowing	466,972
other long term liabilities	12,984	Other long term liabilities(Credit Arrangements)	10,270
TOTAL	664,735	TOTAL	477,242
<u>Operational boundary -</u>			
borrowing	636,751		
other long term liabilities	10,984		
TOTAL	647,735		
Treasury Management:			
<u>Upper limit for variable rate exposure</u>		Actual exposure variable interest	
Net principal re variable rate borrowing less investments	205,569	Net Principal	-40,688
<u>Upper limit for total principal sums invested for over 364 days</u> (per maturity date)	40,000	Actual sums invested > 364 Day	12,229
<u>Maturity structure of fixed rate borrowing during 2018/19</u>	upper limit	Actual maturity structure as at 31 March 2019	
under 12 months	25%	under 12 months	3.11%
12 months and within 24 months	25%	12 months and within 24 months	3.11%
24 months and within 5 years	50%	24 months and within 5 years	6.43%
5 years and within 10 years	75%	5 years and within 10 years	13.00%
10 years and above	100%	10 years and above	74.30%

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