

## **Appendix A – Revenue and Capital Proposals**

This appendix sets out by Lead Member Portfolio the following information:

**Budget Pressures** – This table sets out details by Lead Member Portfolio of the budget pressures that have been identified and evidenced for 2023/24 and therefore additional budget will be made available

**Budget Growth** – Unlike budget pressures that are set out in Appendix A that must be funded to enable a balanced budget to be set, budget growth is additional service above what is currently provided. The current proposed areas of growth for 2023/24 are set out below.

**Budget Reductions** – The table below sets out by Lead Member portfolio all of the proposed budget reductions for 2023/24. This report launches them for consultation and the feedback will be taken into account when Leadership Team recommend the final budget to Council on 1 March 2023

EQIA – A preliminary EQIA has been completed for all savings proposals. When the impact has been assessed as negative a full EQIA will be carried out.

A Adult Social Care and Public Health

B Communities

C Economy, Employment, and Innovation

D Planning, Place and Environment

E Finance and Customer Delivery

F Children and Family Services

G Community Safety, Culture and Leisure

H Housing and Social Investment

I The Leader

J Cross Cutting/ Council Wide

## A - Cllr Sarah Addenbrooke– Adult Social Care and Public Health

### Budget Pressures

£'000	Description
<b>Adult Social Care and Public Health</b>	
470	<b>Demographic Growth</b> – Although the number of adults requiring care is not significantly increasing people are living for longer and with a greater complexity of care. The numbers requiring mental health support services is increasing and there are an increasing number of young people transitioning from Children’s to Adults services. An estimate of these increased costs for 2023/24 is £470,000
180	<b>Adult Day Centre Transport contract</b> – increase in the price as a result of market volatility and economic conditions
<b>650</b>	

### Budget Reductions

Current Budget £'000	Proposed Reduction/ Increased Income £'000	Description	EQIA
<b>Adult Social Care and Public Health</b>			
2,499	144	<p><u>Contracts and Commissioning - Realignment of Voluntary Sector contracts to ensure value for money.</u></p> <p>Over the last four years significant savings have been made through changes to contracts, including those with the voluntary sector. There are further opportunities that will become available for 2023/24, including:</p> <ul style="list-style-type: none"> <li>• Contracts for Information, Advice and Guidance</li> <li>• Some elements of Advocacy provision</li> <li>• Carers Network Services</li> </ul>	<b>Positive</b>
7,594	148	<p><u>Placements and Packages - Homecare Transformation</u></p> <p>It is proposed to implement homecare transformation through a mix of recommissioning for core contracts based on geographical patches, and piloting digital platforms that will increase personalisation and efficiency.</p> <p><u>Recommissioning</u></p> <ul style="list-style-type: none"> <li>• Retain the geographical patch model with two lead providers working per patch</li> <li>• Remove 100% referrals commitment per provider</li> </ul>	<b>Positive</b>

		<ul style="list-style-type: none"> <li>• Block contract based on floor and ceiling option of low floor and medium ceiling</li> <li>• Shift over contract lifetime to direct payments and digital systems</li> <li>• Move to outcome-based delivery offering efficiencies and improved outcomes</li> </ul> <p><u>New features and pilots</u></p> <ul style="list-style-type: none"> <li>• Working with volunteers to take-on lower level, non-complex packages that do not involve personal care, including escorting people to appointments, basic IT support, light domestic cleaning, and preparing some meals.</li> <li>• Appointing a care coordination agency, with a digital platform, connecting self-employed care workers to service users. The digital platform enables service users to interact with local care workers, select the home care and support that best meets their needs, book visits at the times which suit them, pay for care visits, build their own circles of support to monitor care, and create their own care hubs.</li> <li>• A matching platform for personal assistants will provide service users with a digital solution for finding personal assistants in their area. The provider already has over 100 personal assistants registered and ready to work in the Bi- Borough. The payment method will be via the Social Care Marketplace platform. This pilot is expected to be delivered at zero cost to the Bi- Borough.</li> </ul>	
700	70	<p><u>Placements and Packages - Reduce spot residential placement purchases for physical support clients, enhanced brokerage and void efficiency.</u></p> <p>The Brokerage function is being reviewed and restructured in 2022/23. One anticipated outcome is the creation of specialist brokerage roles for individuals with expertise in a particular care category (e.g physical disability, mental health, etc.).</p> <p>These post holders will have a detailed knowledge of the local and surrounding market, and be well-versed in using cost analysis tools, dynamic purchasing systems, and negotiation on rates in order to realise better weekly rates for spot purchased placements than are currently achieved.</p>	<b>Positive</b>
4,449	75	<p><u>Learning Disability Placements and Packages</u></p> <p>Residential care is more expensive than other types of accommodation-based support, and care provided out-of-borough is usually more expensive than local provision. Kensington and Chelsea currently uses 53 units across 42 different residential care homes that are out of the borough. There are three clear opportunities here to improve outcomes for our residents and to deliver savings:</p> <ul style="list-style-type: none"> <li>• Reduce the number of residential placements made out-of-borough</li> </ul>	<b>Positive</b>

		<ul style="list-style-type: none"> <li>• Make more use of cost analysis tools such as Care Cubed to negotiate better prices when it is necessary to place residents out-of-borough</li> <li>• Increase the number of placements in local supported accommodation, where appropriate, relative to the number of people placed in residential care.</li> </ul> <p>In many instances it is better for residents to be supported in local accommodation rather than be placed in residential care. This is in line with the ambitions of the national Transforming Care Programme and aligns to the related saving programme of “RBKC is Home”.</p>	
2,925	150	<p><u>Mental Health Placements and Packages</u></p> <p>Residential care is more expensive than other types of accommodation-based support, and care provided out-of-borough is usually more expensive than local provision. Kensington and Chelsea currently uses a significant number of units in residential care homes that are out of the borough. There are four clear opportunities here to improve outcomes for our residents and to deliver savings:</p> <ul style="list-style-type: none"> <li>• Reduce the number of residential placements made out-of-borough</li> <li>• Make more use of cost analysis tools such as Care Cubed to negotiate better prices when it is necessary to place residents out-of-borough</li> <li>• Increase the number of placements in local supported accommodation, where appropriate, relative to the number of people placed in residential care.</li> <li>• Redesign the referral pathway to increase access to general needs housing with floating support provided by commissioned carers where appropriate.</li> </ul> <p>In many instances it is better for residents to be supported in local accommodation rather than be placed in residential care. This is in line with the ambitions of the national Transforming Care Programme and aligns to the related saving programme of “RBKC is Home”.</p>	<b>Positive</b>
2,026	100	<p><u>Placements and Packages - Remodelling supported living for LD and MH.</u></p> <p>Residential care is more expensive than other types of accommodation-based support, and care provided out-of-borough is usually more expensive than local provision. There are opportunities to improve outcomes for our residents and to deliver savings that include reducing out-of-borough placements, better negotiations with providers of residential care, and making better use of alternative types of supported accommodation. This will be complemented by the introduction of a new framework contract for the provision of supported accommodation that will standardise hourly rates for all providers in borough, enabling the delivery the saving. This new framework is due to come into place during 2023/24.</p>	<b>Positive</b>
	71	<u>Staff Savings</u>	<b>Positive</b>

		<p>Over the last 5 years, ASC has delivered around £1m in staff savings, equating to 7.5% of the total staffing budget. Further savings are planned for 2023/24 through a whole system delivery change within ASC services. For example:</p> <ul style="list-style-type: none"> <li>• Day services</li> <li>• Mental health</li> <li>• Care management processes, such as Discharge to Assess (D2A)</li> </ul>	
2,239	100	<p><u>Day Services - Review of day services provision through Short-term and long-term approaches.</u>  The short-term approach is to work with existing providers of day services for older people to identify savings options between 7%-14% from 1 October 2023.  The longer-term approach is to more fully review our commissioned day service provision to continue those services which are effective in delivering outcomes and cost efficient.</p>	<b>Neutral</b>
569	300	<p><u>NHS Funding for Reablement</u>  The NHS invest in the 'Home First' discharge service (delivered by NHS providers) which reduces the number of hours of reablement required and appropriate referrals. This proposal will seek additional funding from the NHS to fund more on Home First and increase investment in Reablement to reduce the number of people going into long term care across placement and packages.</p>	<b>Positive</b>
1,100	400	<p><u>NHS Funding – Discharge to Assess</u>  Discharge to Assess is an NHS legislative framework and has added cost to the system during the pandemic. Additional acuity and activity due to elective recovery is also expected to add pressure to social care budgets. A robust system of funding is required as well as fully agreed affordable pathways that promote good outcomes. This programme of work will establish this and the correct model of care or make recommendations to move back to pre-D2A processes. An adequate funding mechanism would result in income from the NHS to social care. There are a number of interdependencies to this work:</p> <ul style="list-style-type: none"> <li>• Dependent on the outcome of the NWL review of D2A pressures.</li> </ul> <p>Robust negotiations are required to ensure D2A care funded</p>	<b>Positive</b>
	300	<p><u>Fair application of NHS CHC criteria across all client groups.</u> - Residents with continuing health care needs that reach a threshold set nationally are entitled to free care to meet their needs through the NHS or partly through a joint funding agreement with social care. The CHC improvement programme aims to improve the evidence gathering, presentation and acceptance of eligibility for service users entitled to CHC. It is proposed to ringfence specialist staff through Invest to save of £100k required to provide the additional evidence and processes and skill transfer required to embed this practice long term.</p>	<b>Positive</b>
	400	<p><u>Continuation of Promoting Independence</u></p>	<b>Positive</b>

		<p>In line with the vision for Adult Social Care, the service will be working with service users as part of their annual review to increase the focus on supporting people to live more independently, to deliver better outcomes and fulfil their aspirations. Each service user has different needs and requires different support, but there will be a focus on three main projects:</p> <ul style="list-style-type: none"> <li>- <u>Direct Payments (DP)</u> DP provides choice and control over the lives of vulnerable people to lead an independent life and is more cost effective to the Council. A programme of development of DP is underway. People will also be empowered to manage their own support and care needs through increased use of DP.</li> <li>- <u>Digital, equipment and acclimation for older people</u> Engaging with service users to provide less intrusive and more modernised ways of providing services. This will involve advanced telecare, modern occupational therapy equipment to support their disability and promote independence instead of home carers providing double-up care. It will also provide for safer and more effective working for carers. This will in turn will increase dignity, safety, empowerment and reduce hospital admission and reduce the long-term dependency on care.</li> <li>- <u>RBKC is Home</u> The Council has young physical and learning disability residents placed in supported living and residential care outside of London and some of the placements are not only expensive, but restrictive in fulfilling their aspirations and away from families and their local communities. This initiative is to bring those people closer to their loved ones and existing communities in RBKC, if that is their choice. This will improve the quality of life and care for the service users and their families.</li> </ul> <p>A cost reduction of £400k is expected for 2023/24. Successful delivery of this work will be used to anticipate whether further savings can be achieved by adopting a similar focus on independent living and supporting service users in line with the vision for Adult Social Care.</p>	
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## B - Cllr Sof McVeigh – Communities

### Budget Pressures

£'000	Description
<b>Communities</b>	
63	<b>Structural deficit in staffing budgets</b> - This will right size the budget for 2023/24 with the expectation that savings are identified for future years.
63	

### Budget Reductions

Current Budget £'000	Proposed Reduction/ Increased Income £'000	Description	EQIA
<b>Communities</b>			
49	5	<u>Citizens' Panel</u> – the budget set aside for the operation of the Council's Citizens' Panel can be reduced. Last year this budget element was underspent and it is envisaged that this will be the case again this year.	<b>Neutral</b>
504	200	<u>City Living Local Life</u> - the CLLL annual budget is split by wards on the basis of £30,000 for wards with three members and £21,000 for wards with two members. The average underspend each year has been £330,000 which is ringfenced and carried forward. This has resulted in a carry forward budget of £920k as at 1 <sup>st</sup> April 2022 and therefore future annual budgets will be reduced. An equitable solution will need to be agreed to ensure individual wards are not disadvantaged.	<b>Neutral</b>

**C - Cllr Josh Rendall - Economy, Employment and Innovation**

£'000	Description
<b>Economy, Employment and Innovation</b>	
71	<b>Libraries</b> - Income budget shortfall. This will right size the income budget for 2023/24 with the expectation that additional income opportunities are identified for future years
336	<b>Libraries</b> - Structural deficit within staffing budgets. This will right size the budget for 2023/24 with the expectation that savings are identified for future years
<b>407</b>	

**Budget Reductions**

Current Budget £'000	Proposed Reduction/ Increased Income £'000	Description	EQIA
<b>Economy, Employment and Innovation</b>			
623	25	<u>Library Services</u> - reduction in expenditure budgets on non staffing supplies and services	<b>Neutral</b>
243	62	<u>Economy Strategy</u> - When the Economy Strategy was put together in 2019 an allocation was built into the Economic Development Team's base budget to support delivery of the Strategy of £250,000. A portion of this allocation remains unspent, and it is likely that the team could secure external funding to support any future priorities.	<b>Neutral</b>



**D - Cllr Cem Kemahli - Planning, Place and Environment**

£'000	Description
<b>Planning, Place and Environment</b>	
768	<b>Commercial Waste</b> - the pandemic has resulted in a reduction in commercial waste collection and therefore income levels. It is expected that it will take a further three to five years for pre-pandemic levels to return.
29	<b>Advertising</b> - closure of bus stop advertising boards previously maintained by the contractor have come to the end of their useful life and therefore loss of income
206	<b>Structural deficit in staffing budgets</b> - This will right size the budget for 2023/24 with the expectation that savings are identified for future years.
40	Cost of additional street line marking to be maintained has increased due to the implementation of the borough wide 20mph.
<b>407</b>	

**Budget Growth**

£'000	Description
<b>Planning, Place and Environment</b>	
99	<b>Additional crew for increased street cleansing – one year pilot funded by car parking reserve</b>
78	<b>Increased graffiti removal provision – one year pilot funded by car parking reserve</b>
<b>177</b>	

**Budget Reductions**

Current Budget £'000	Proposed Reduction/ Increased Income £'000	Description	EQIA
<b>Planning, Place and Environment</b>			
86	10	<u>Garden waste income</u> - increase in the income for the year achieved by a small increase in the price of the service and also by growing the customer base.	<b>Neutral</b>
849	100	<u>Land Charges income</u> - increase in income as a result of current market conditions	<b>Neutral</b>

1,924	300	<u>Highways Maintenance programme</u> – Efficiencies identified in the Highways maintenance budget, and additional global volume discounts for a large project scheduled in 23/24 and 24/25.	<b>Neutral</b>
195	15	<u>Parking Services</u> – introduction of new processes which will undertake checks before processing cases to Registration/Warrant stage. This is expected to result in increased income collection	<b>Neutral</b>
-39,052	1,853	<u>Parking Services</u> – Over the year, proposed parking policy changes will be introduced. Work is currently underway and a separate decision report will be prepared for Leadership Team.	<b>Neutral</b>
0	5	<u>Pollution Regulatory Team</u> – Increased income received for Contaminated Land Enquiries, and Local Authority Pollution and Prevention (LAPPC) for Dry Cleaners and Petrol Stations	<b>Neutral</b>
11,607	454	<u>Staff Saving</u> - across Parking Services and Transport and Regulatory Services <ul style="list-style-type: none"> <li>• Removing posts that have been held vacant and have not impacted on operational delivery;</li> <li>• Removing posts that can be absorbed by other parts of the service without impacting operational delivery;</li> <li>• Reduction in the use of agency staff</li> </ul>	<b>Neutral</b>
55	55	<u>Supplies and Services</u> – reduction in non staffing supplied and services budgets across the Directorate.	<b>Neutral</b>

### E - Cllr Johnny Thalassites - Finance and Customer Delivery

£'000	Description
<b>Finance and Customer Delivery</b>	
1,026	<b>Digital Data &amp; Technology</b> – this expenditure was previously funded from contingency and reserves but will now be built into the base budget for the new sovereign service.
967	<b>Digital Data &amp; Technology</b> – additional budget to fund the new sovereign service – this is assumed to be one off for 2023/24 only for the initial period of the new service.
205	<b>Staffing costs for the Council’s internal recruitment team</b> - previously funded from reserves
20	Increase in maintenance costs of maintaining the Council’s fixed asset register
<b>2,218</b>	

### Budget Growth

£'000	Description
<b>Finance and Customer Delivery</b>	
30	Treasury Consultancy – Council’s contribution to external treasury advice – permanent growth built into the base budget
27	Audit, Fraud, Risk and Insurance – renewal of NFI Fraud Hub membership - permanent growth built into the base budget
<b>57</b>	

### Budget Reductions

Current Budget £'000	Proposed Reduction/ Increased Income £'000	Description	EQIA
<b>Finance and Customer Delivery</b>			
	563	<p><u>Staff Savings</u> – savings across Financial Management, Audit, Risk and Assurance and Customer Deliver will be achieved by:</p> <ul style="list-style-type: none"> <li>• Removing posts that have been held vacant and have not impacted on operational delivery;</li> <li>• Removing posts that can be absorbed by other parts of the service without impacting operational delivery;</li> </ul>	<b>Neutral</b>

		<ul style="list-style-type: none"> <li>• Reduction in the use of agency staff</li> <li>• Assumed vacancy factor across all services</li> </ul>	
	60	<u>Charges to the Pension Fund</u> – Following a detailed review, there is an increase in costs within Financial Management and Audit, Risk and Assurance that must be charged to the Pension Fund.	<b>Neutral</b>
	160	<u>Section 113</u> - Following a review of the current Section 113 arrangements, there will be a reduction in the contribution for Kensington and Chelsea for Financial Management	<b>Neutral</b>
	200	<u>Teachers' Pension</u> - Deletion of a budget that has remained unspent for the last four years and is confirmed as no longer required.	<b>Neutral</b>
	30	<u>Rationalisation of systems within Customer Delivery</u> - Customer Delivery have been using a separate system (Bright/Sabio) to receive resident feedback on the telephone service provided. This has been used as part of the Listening Project. However this same function can be provided by an alternative system the Council uses elsewhere at no additional cost (Netcall)	<b>Neutral</b>
	20	<u>Reduction of Catering Subsidy</u> - The Council has been paying a subsidy to provide catering at Kensington Town Hall. This service now sits as part of Conference and Events team and has been looking into being more commercial. There has been good progress on this and as a result the subsidy the Council pays can be reduced. This will not have any impact on the service provided.	<b>Neutral</b>

## F - Cllr Catherine Faulks - Children and Family Services

### Budget Reductions

Current Budget £'000	Proposed Reduction/ Increased Income £'000	Description	EQIA
<b>Children and Family Services</b>			
700	150	<u>Joint Funding Programme</u> - The Joint funding programme will continue to secure income from health partners for individual packages of care for children and young people (CYP) with the most complex needs. Over the past three years, we have strengthened arrangements between partners to allow for more equitable funding splits between Special Education Needs, Social Care and Health. This collaborative way of working allows local authorities and health bodies to meet their joint duty towards CYP with complex needs and ensures a holistic approach to meeting the needs of some of our most vulnerable CYP, putting them at the centre of assessment.	<b>Positive</b>
3,470	60	<u>Commissioning processes and quality assurance of placements and accommodation</u> Together with those from Bi-borough's Independent Reviewing Officer service and Placements team, this work will explore opportunities, better connect processes used when we commission, and quality assure our placements and accommodation for children and young people (CYP). Stronger collaboration between service areas will ensure commissioned packages are: <ul style="list-style-type: none"> <li>• Delivered as expected; Cross reference what's commissioned against delivery and outcomes for CYP.</li> <li>• Still required to meet needs of CYP; Identify step down opportunities at earliest and most appropriate time.</li> </ul>	<b>Neutral</b>
3,470	190	<u>Semi-independent accommodation</u> – The saving is based on the introduction of new in-house semi independent accommodation provision. Two three-bed flats have been purchased and refurbished and staff support will be delivered in-house.	<b>Neutral</b>
430	92	<u>Commercial Efficiencies</u> - Children's Services will work with existing services to deliver efficiencies to commercial and grant arrangements. This will consist of working in close partnership with providers to identify alternative income to absorb the impact or develop adjusted delivery models that minimises the impact.	<b>Neutral</b>

3,470	200	<p><u>Benefits for Care Leaver</u> – This will deliver savings by improving processes around accessing Housing Benefit for Care Leavers (CLs) in Semi-Independent Living (SIL) placements. This emerges from identification of multiple factors that have been resulting in overspend on CL SIL placements – including the complexities of the benefits system. This will be done through collaborative working across relevant teams in social care, T&amp;I, business support, and finance to address 2 areas:</p> <ol style="list-style-type: none"> <li>1. Ensuring all local CLs are claiming HB where eligible.</li> </ol> <p>Ensuring that invoices from providers are updated accordingly and that HB contributions are deducted from RBKC payments.</p>	<b>Positive</b>
300	120	<p><u>Youth Offending Service</u> - the Youth Offending Service currently operates on a single borough basis, with the exception of a three borough shared Court Team. The Youth Offending Service is part of a wider adolescence service incorporating the Detached and Outreach Team and the Targeted Prevention Team, across which management oversight is shared. The savings identified would be achieved by reducing business support (£50,000), sharing a specialist Education Training post with WCC (£20,000) and reducing management capacity (50,000).</p>	<b>Neutral</b>
27,650	250	<p><u>Staff savings</u> will be identified from across; Education, Operations and Programmes and Family Services. Savings will be achieved by:</p> <ul style="list-style-type: none"> <li>• Removing posts that have been held vacant and have not impacted on operational delivery;</li> <li>• Removing posts that can be absorbed by other parts of the service without impacting operational delivery; and</li> <li>• Removing specialist posts that can be delivered within core business.</li> </ul>	<b>Neutral</b>
500	300	<p><u>Re-designing placement provision</u> – to better meet local need, demand, and changing demographics of our young people. It will involve a service re-modelling that will provide much needed local semi-independent accommodation for young people where current provision is oversubscribed. Young people will have the opportunity to remain local and retain links and support networks in the local area.</p>	<b>Neutral</b>

## G - Cllr Emma Will - Community Safety, Culture and Leisure

### Budget Reductions

Current Budget £'000	Proposed Reduction/ Increased Income £'000	Description	EQIA
<b>Community Safety, Culture and Leisure</b>			
1,578	50	<u>Registrars</u> - Registrars aim to increase revenue from ceremony services by: (a) increasing numbers of bookings through an improved customer offer (part of a wider commercialisation plan) and increased marketing and communications, and (b) increasing fees - where appropriate - to ensure they align with the market and cover the real cost associated with delivering ceremonies	<b>Positive</b>
1,012	100	<u>Community Safety Services Savings and Transformation Programme</u> Community Safety is resident's number one concern. The current Community Safety delivery model is at capacity and resident need / want in the context of community safety outcomes is increasing. Savings can be made via recommissioning and restructuring to provide efficiencies. Reduction will be delivered through: <ul style="list-style-type: none"> <li>• £10,000 saving from Projects and Services via re-tendered Youth Violence Services.</li> <li>• £56,000 from Community Safety ASB Service Review and Transformation project</li> <li>• £10,000 from Projects Officer Post by reducing the post from 4 days per week to 3 days.</li> <li>• £5,000 from numerous small items in Community Safety Supplies budget</li> <li>• £3,000 from Community Safety contingency</li> <li>• £17,000 from the Warden budget via a management restructure.</li> </ul>	<b>Neutral</b>
139	139	<u>Leisure Centres NNDR</u> – Reduction in the business rates for leisure centres following a change in rates set by Government	<b>Neutral</b>
130	100	<u>Filming income</u> - This is a proposal to increase filming income above current annual income targets of £130,000. A change in fees and charges is being progressed to increase income and based on benchmarking with other London Councils. In addition, a review and streamlining of processes to enable a prompt, responsive and flexible filming service to be developed and promoted, which will make K&C more attractive for film makers to work in the borough.	<b>Neutral</b>
202	76	<u>Arts Grants</u> - The Arts Grants scheme supports local artists and creatives, with grants of up to £3,000 and is overseen by the Arts Service in conjunction with a resident selection panel. There are currently	<b>Neutral</b>

		two rounds of grants each year and approx. 20 grants are allocated by a resident panel (£60k). Also, there is a separate Art Grants Scheme for Black History Month, this equates to £15k per year. This proposal will stop one round of Arts grant schemes from 2023/24, retain the Black History Month grants and will look to reduce the size of the Arts Service by one officer, as the administration of the Arts Grants takes a considerable staffing resource.	
24	24	<u>Hanging baskets</u> - Hanging baskets are seasonal displays and use significant amounts of water and annual bedding which are not considered environmentally sustainable so removal of such displays would also support the Council's commitments to sustainability.	<b>Neutral</b>
320	35	<u>Museums income</u> - Following the refurbishment of Leighton House creating additional spaces and enhanced facilities, changes in the operation of Sambourne House, the introduction of a new website and online booking, ticketing and retail system across both houses is planned. The revised 5-year business plan projects increase in income across all income streams leading to annual revenue savings.	<b>Neutral</b>



## H - Cllr Kim Taylor Smith - Housing and Social Investment

### Budget Reductions

Current Budget £'000	Proposed Reduction/ Increased Income £'000	Description	EQIA
<b>Housing and Social Investment</b>			
622	175	<u>Facilities Management Capitalisation of Posts</u> - In 2021 responsibility for Facilities Management transferred to Property and Social Investment. Following the transfer of responsibilities, a review was undertaken to ascertain whether some of the posts transferred could be charged against the Council's Capital Programme. The review identified a number of posts meeting the required criteria.	<b>Neutral</b>
102	40	<u>Reductions in Adaptations Budget</u> - most expenditure on property adaptation works is met from the Council's Capital Programme, reflecting the nature of works undertaken. However, there is a revenue budget for non-capitalisable costs. This revenue budget has been underspent in recent years as the OT's costs are being capitalised.	<b>Neutral</b>
65	65	<u>Reduction of Business Support Capacity</u> - reduction in 1.5 FTE Business Support officers. One post has been used to employ a graduate which will not be continued. The other is half of the Director's Business Support person.	<b>Neutral</b>
5,400	200	<u>Reduction in staff in Housing Needs</u> - There are currently approximately 2150 households in temporary accommodation, with an average annual net expenditure of approximately £10m. In 2021/22 there were 1241 homelessness applications, with 340 social lets during the year. In addition, the service completed 213 private rented sector moves during the course of the financial year. Savings are proposed which include the reduction of staff through 4 officer posts which equate to £200,000. In addition, Housing Needs are generating income through the delivery of an external service provision and some savings will be offered through this income which will generate £19,000.	<b>Neutral</b>
690	680	<u>Income from Letting of Properties</u> Grenfell Housing - Following the Grenfell tragedy, the Council acquired a number of properties from Grainger (a property developer). Most of these are being let on social rent tenancies. However, a number are being let on assured tenancies. No revenue budgets have been set for the income arising from these lettings and therefore an income budget is now being created	<b>Neutral</b>

		<p>Pembroke Road - Following completion of the refurbishment of Pembroke Road, Housing Management will occupy the newly created office space. The current office space occupied by Housing Management is on a private sector tenancy arrangement which will end once the move to Pembroke Road takes place.</p>	
100	100	<p><u>Commercial Rent</u> - Each lease renewal or new lease for commercial premises (if not within 1954 Act) will be reviewed to maximise income generation. As leases are renewed, or new leases issued we will take the opportunity to maximise income taking into account the potential impact on the tenant which will include being flexible around the rent free periods offered to tenants at the commencement of new leases.</p> <p>A review on the operational estate is underway to identify spaces where we could generate additional revenue income or a capital receipt through disposal without negatively impacting on service delivery or community use.</p> <p>It is unlikely that we will know the full potential level of additional income expected until after the start of financial year 2023/24. Further, the need to provide rent free periods will result in rent levels in 2023/24 being significantly lower than we would anticipate in subsequent years. It is therefore difficult to predict what level of income we can assume will be achieved in 2023/24. At this stage we are assuming £100,000 which is considered prudent.</p> <p>Any capital receipts generated will be used to fund capital expenditure which in turn will reduce the Council's need to borrow.</p>	<b>Neutral</b>

I - Cllr Elizabeth Campbell - The Leader

Budget Reduction

Current Budget £'000	Proposed Reduction/ Increased Income £'000	Description	EQIA
<b>The Leader</b>			
46	46	<u>Environment and Communities Hub</u> – a review of the staffing within the Environment and Communities Hub will be undertaken and will increase the opportunities to change posts to apprenticeship posts.	<b>Neutral</b>
25	269	<u>Staff Savings</u> – Savings across the Leaders Office, Communications Team, HR, Governance and Legal Services and Emergency Resilience will be achieved by: <ul style="list-style-type: none"> <li>- Removing posts that have been held vacant and have not impacted on operational delivery;</li> <li>- Removing posts that can be absorbed by other parts of the service without impacting operational delivery;</li> </ul>	<b>Neutral</b>
	21	<u>Training and Development</u> - reduction in the corporate training budget which is currently underspending	<b>Neutral</b>
	135	<u>Legal Services</u> - Reduction in staffing costs in Legal Services by holding a vacancy factor of 3.5% which is in line with the trend in levels of vacancies within the service over the last two years.	<b>Neutral</b>
	17	<u>Members Allowances</u> – Deletion of a budget for national insurance contributions that has remained unspent for the last few years and is confirmed as no longer required.	<b>Neutral</b>
	15	<u>Charges to the Pension Fund</u> – Following a detailed review of costs within Governance and Legal Services, this is an increase in costs that must be charged to the Pension Fund.	<b>Neutral</b>

**J – Cross Cutting/Council Wide**

**Budget Reduction**

Current Budget £'000	Proposed Reduction/ Increased Income £'000	Description	EQIA
<b>Corporate Budgets</b>			
	3,309	<u>Corporate budgets</u> – reduction in corporate budgets including borrowing costs, pension fund contributions and Grenfell corporate.	<b>Neutral</b>

<b>13,333</b>	<b>TOTAL ALL SAVINGS</b>
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