

2021/22 Medium Term Financial Strategy

Capital Investment, Revenue Budget Savings, & Revenue Budget Growth

Proposals Summarised by Council Plan Priority

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Priority: A Great Place to Live Work and Learn

Capital Investment Table - A Great Place to Live Work and Learn:

Portfolio	Capital Investment Proposal	Investment Category	Capital Investment 2020/21 £'000 (Agreed by Leadership Team 11 Nov 2020)	Capital Investment 2021/22 £'000	Capital Investment 2022/23 £'000	Capital Investment 2023/24 £'000	Total Capital Investment £'000
Family & Children's Services	Schools - Strategic Planned and Reactive Maintenance - improving condition of buildings, Health & Safety compliance, energy efficiency and emergency works. (Ref CapCES1)	Future Schemes recommended for Programme inclusion	-	3,600	-	-	3,600
	Case Management System Re-provision - enabling statutory functions in Social Care to be met. (Ref Capinyear1)	Schemes with 2020/21 Investment requirement agreed by Leadership Team 11 Nov 2020	150	500	350		1,000
Finance and Customer Delivery	Project Management Tool Upgrades and Developments - enabling efficient and effective delivery of IT projects as the Council seeks to increase the digital capabilities of services. (RefR&A2)	Future Schemes recommended for Pipeline Inclusion	-	100	-	-	100
	Technology Updates - ensuring IT infrastructure is up to date and able to support efficient consistent service delivery methods across the council. (Ref R&A3)		-	150	-	-	150
	RBKC Website Development & Forms Functionality - Rationalising and improving consistency of forms to improve customer interactions with the Council. (Ref R&A8)		-	200	-	-	200
	Mosaic Hosting Environment Migration - improving the efficiency and effectiveness of service delivery through improved case management and data handling. (Ref CapR&A6)		-	50	-	-	50

Portfolio	Capital Investment Proposal	Investment Category	Capital Investment 2020/21 £'000 (Agreed by Leadership Team 11 Nov 2020)	Capital Investment 2021/22 £'000	Capital Investment 2022/23 £'000	Capital Investment 2023/24 £'000	Total Capital Investment £'000
	Corporate Booking Engine - creating a system to allow residents and businesses to buy goods, services and facilities from the council in a consistent and streamlined way. (Ref CapR&A4)		-	150	-	-	150
	Customer Access Strategy IT Components, Dynamics Development & APIs - Providing the necessary IT infrastructure to deliver the new strategy and improve customer interaction with the Council. (Ref CapR&A7)		-	925	-	-	925
	Conference and Events - Upgrade facilities to current standards, resolving Health & Safety issues and improving commercial potential.	Schemes with 2020/21 Investment requirement agreed by Leadership Team 11 Nov 2020	1,764				1,764
	IT Information Security Management - supporting digital service delivery in a secure environment. (Ref CapR&A1)		250	100	-	-	350
	End User Computing Refresh - to ensure the Council's tools and technology are kept up to date and enable productive service delivery. (Ref CapR&A9)		160	334	1,083	1,708	3,285
Grenfell, Housing and Social Investment	Additional pitches and improvements on Stable Way - essential environmental improvements and ensure compliance. (Ref CapHSI2)	Future Schemes recommended for Programme inclusion		200	-	-	200
	Redevelopment of Cheyne Nursery for a new children's service centre - much needed improvements to the structure and fabric of the building and enabling cost effective multi-purpose service delivery. (Ref CapHSI8)		-	2,450	1,650	-	4,100
Planning, Place and Environment	Maintenance of Unowned Historic Assets - to prevent decay of assets of historic and cultural value in the borough. (Ref CapECS7)	Future Schemes recommended for Pipeline Inclusion	-	50	100	50	200
A Great Place to Live, Work and Learn Capital Investment Total			2,324	8,809	3,183	1,758	16,074

Revenue Budget Savings Table - A Great Place to Live, Work and Learn:

Portfolio	Revenue Budget Savings Items	Revenue Budget Saving 2020/21 £'000 (<i>Agreed by Leadership Team 11 Nov 2020</i>)	Revenue Budget Saving 2021/22 £'000	Revenue Budget Saving 2022/23 £'000	Revenue Budget Saving 2023/24 £'000	Revenue Budget Saving Total £'000
Family and Children's Services	Additional income from traded services with schools. (Reference GPL1)	-	55	-	-	55
Planning, Place and Environment	Efficiency savings following review of the Planning legal budget. (Reference GPL3)	-	50	-	-	50
A Great Place to Live, Work and Learn Budget Savings Total		-	105	-	-	105

Revenue Budget Investment Table - A great place to live, work and learn:

Portfolio	Revenue Budget Investment Items	Budget Investment 2021/22 £'000	Budget Investment 2022/23 £'000	Budget Investment 2023/24 £'000	Budget Investment Total £'000
Communities	Strengthen the Communities Team in order to improve community engagement and ensure community investment is in line with residents' priorities. (Reference GPLa)	390	-	-	390
Planning, Place and Environment	On-going maintenance and development costs of new street works register. (Reference GPLb)	10	-	-	10
Grenfell, Housing and Social Investment	Additional staffing costs following the creation of new Housing and Social Investment Directorate. (Reference GPLd).	220	-	-	220
A Great Place to Live, Work and Learn Budget Growth Total		620	-	-	620

Priority: A Place of Culture to Visit and Explore

Capital Investment Table - A Place of Culture to visit and explore:

Portfolio	Capital Investment Proposal	Investment Category	Capital Investment 2020/21 £'000 (Agreed by Leadership Team 11 Nov 2020)	Capital Investment 2021/22 £'000	Capital Investment 2022/23 £'000	Capital Investment 2023/24 £'000	Total Capital Investment £'000
Economy, Employment and Innovation	Commercial Spaces Project: Central Library - Creating an inclusive, welcoming, and creative cultural centre providing a hub that enables greater access to opportunities and services for the community, and improving footfall and income generating opportunities to improve the sustainability of the library. (Ref CapECS5)	Future Schemes recommended for Programme inclusion	-	600	-	-	600
Finance and Customer Delivery	Business Intelligence & Data Analytics - enabling service improvements and more informed decision making across the council. (Ref Capinyear2)	Schemes with 2020/21 Investment requirement agreed by Leadership Team 11 Nov 2020	150	150	-	-	300
Grenfell, Housing and Social Investment	Holland House Repair and External Refurbishment - improving the state of repair of this Grade 1 listed building. (Ref CapHSI1)	Future Schemes recommended for Programme inclusion	-	1,700	-	-	1,700
A Place of Culture to Visit and Explore Capital Investment Total			150	2,450	-	-	2,600

Revenue Budget Savings Table - A Place of Culture to Visit and Explore:

Portfolio	Revenue Budget Saving Items	Revenue Budget Saving 2020/21 £'000 (<i>Agreed by Leadership Team 11 Nov 2020</i>)	Revenue Budget Saving 2021/22 £'000	Revenue Budget Saving 2022/23 £'000	Revenue Budget Saving 2023/24 £'000	Revenue Budget Saving Total £'000
Community Safety, Culture and Leisure	One off external funding towards staff costs at Leighton House Museum.	-	19	-19	-	-
Economy, Employment and Innovation	Additional income from opportunities for partnership working and income generation in Libraries. (Reference PoC2)	-	200	-	-	200
A Place of Culture to Visit and Explore Budget Savings Total		-	219	-19	-	200

Priority: Healthy, Clean & Safe

Capital Investment Table - Healthy, Clean & Safe:

Portfolio	Capital Investment Proposal	Investment Category	Capital Investment 2020/21 £'000 (Agreed by Leadership Team 11 Nov 2020)	Capital Investment 2021/22 £'000	Capital Investment 2022/23 £'000	Capital Investment 2023/24 £'000	Total Capital Investment £'000
Finance and Customer Delivery	Borer replacement - non-Kensington Town Hall sites - ensuring the effective security of operational Council buildings. (Ref CapR&A17)	Future Schemes recommended for Pipeline Inclusion	-	350	-	-	350
	Kensington Town Hall Carpark Concrete Spalling Repairs - essential Health & Safety requirement to remove cracked concrete and re-enforce and repair. (Ref CapR&A14)	Future Schemes recommended for Programme inclusion	-	250	-	-	250
	Kensington Town Hall Security and CCTV upgrade - To bring systems up to current standards and improve Health & Safety and security for staff and visitors. (Ref CapR&A20)		-	220	-	-	220
	Kensington Central Library Heating Solution - the current heating system is no longer fit for purpose and lack of sufficient heating may force library closures if not rectified. (Ref CapR&A18)		-	850	-	-	850
	Kensington Central Library replacement ceiling and wiring - providing a safe ceiling system with easy/safe access and provide compliant wiring. (Ref CapR&A19)		-	195	-	-	195
	Pembroke Road North Side Garages backup generator - A Health & Safety requirement to ensure operation of fire sprinklers and lighting in event of a power cut.	Schemes with 2020/21 Investment requirement agreed by Leadership Team 11 Nov 2020	100	-	-	-	100

Portfolio	Capital Investment Proposal	Investment Category	Capital Investment 2020/21 £'000 (Agreed by Leadership Team 11 Nov 2020)	Capital Investment 2021/22 £'000	Capital Investment 2022/23 £'000	Capital Investment 2023/24 £'000	Total Capital Investment £'000
Grenfell, Housing and Social Investment	Increasing Supply of Temporary Accommodation - providing good quality accommodation in a cost-effective way to address the high numbers of households awaiting housing provision. (Ref CapHSI5)	Future Schemes recommended for Pipeline Inclusion	-	20,000	20,000	-	40,000
	Housing Digital Transformation Programme - enabling residents to access services online, improve consultation and communication, and reduce carbon footprint and costs of the service. (Ref CapHSI9)	Future Schemes recommended for Programme inclusion	-	245	230	230	705
	Asbestos Removal Programme. (Ref CapR&A13/26)	Schemes with 2020/21 Investment requirement agreed by Leadership Team 11 Nov 2020	595	350	-	-	945
Planning, Place and Environment	Climate / Vision Carbon Zero Fund - to deliver projects that support the Council's ambitions to become Carbon Neutral following its climate emergency declaration. (Ref CapECS3)	Future Schemes recommended for Pipeline Inclusion	-	1,000	1,000	1,000	3,000
	Lexham Walk Highway Retaining Wall - replacement of damaged wall for Health & Safety. (Ref CapECS1)	Schemes with 2020/21 Investment requirement agreed by Leadership Team 11 Nov 2020	5	30	-	-	35
Healthy, Clean & Safe Capital Investment Total			700	23,490	21,230	1,230	46,650

Revenue Budget Savings Table - Healthy, Clean & Safe:

Portfolio	Revenue Budget Saving Items	Revenue Budget Saving 2020/21 £'000 (Agreed by Leadership Team 11 Nov 2020)	Revenue Budget Saving 2021/22 £'000	Revenue Budget Saving 2022/23 £'000	Revenue Budget Saving 2023/24 £'000	Revenue Budget Saving Total £'000
Community Safety, Culture and Leisure	Additional income from filming and events in parks and leisure centres. (Reference HCS17)	-	10	-	-	10
Planning, Place and Environment	New waste and Street Cleansing contract procured at lower cost following re-tendering exercise whilst still retaining quality. (Reference HCS14)	-	1,605	-	-	1,605
	Additional income from changes in the structure for charging for Highways Licenses. (Reference HCS4)	-	48	-	-	48
	Additional income from changes in the structure for charging for residents permits. (Reference HCS2)	-	278	-	-	278
	Additional income from Garden Waste Service. (Reference HCS9)	-	10	-	-	10
	New Recycling Bag contract procured at lower cost following re-tendering exercise. (Reference HCS13)	-	60	-	-	60
	The Department for Transport have recently extended lane rental powers to highway authorities following trials held with Transport for London and Kent County Council. This scheme will involve work promoters having to pay a daily charge for every day they are on site carrying out street works. Income planned from 2023/24. (Reference HCS5)	-	-	-	45	45

Portfolio	Revenue Budget Saving Items	Revenue Budget Saving 2020/21 £'000 (Agreed by Leadership Team 11 Nov 2020)	Revenue Budget Saving 2021/22 £'000	Revenue Budget Saving 2022/23 £'000	Revenue Budget Saving 2023/24 £'000	Revenue Budget Saving Total £'000
	The introduction of cashless parking will bring lower maintenance costs relating to the pay-and-display machines due to reduced need for cash handling. (Reference HCS3)	-	320	-	-	320
	Other value for money and efficiency savings.	-	23	-	-	23
Communities	Savings following a review of corporate grants with a focus on clearer co-ordination with the voluntary and community sector. (Reference HCS15)	-	100	120	-	220
Healthy, Clean & Safe Budget Savings Total		-	2,454	120	45	2,619

Revenue Budget Investment Table - Healthy, Clean & Safe:

Portfolio	Revenue Budget Investment Items	Budget Investment 2021/22 £'000	Budget Investment 2022/23 £'000	Budget Investment 2023/24 £'000	Budget Investment Total £'000
Planning, Place and Environment	Increased costs as a result of an increase in recycling and waste disposal costs. (Reference HCSd)	490	400	-	890
	Longer term spending pressures are difficult to estimate but based on previous years, financial plans assume budget pressures of £500,000 in 2023/24 for the Environment and Community services. (Reference HCSe)	-	-	500	500
Planning, Place and Environment	Additional resources required to ensure Building Control meets new requirements following new regulatory regime. (Reference HCSb)	290	-	-	290
	Funding for the long-term shortfall of the planning income budget due to economic conditions and fewer applications. (Reference HCSc)	600	-	-	600
Healthy, Clean & Safe Budget Growth Total		1,380	400	500	2,280

Priority: Supporting and Safeguarding Vulnerable Residents

Capital Investment Table - Supporting and Safeguarding Vulnerable Residents:

Portfolio	Capital Investment Proposal	Investment Category	Capital Investment 2020/21 £'000 (Agreed by Leadership Team 11 Nov 2020)	Capital Investment 2021/22 £'000	Capital Investment 2022/23 £'000	Capital Investment 2023/24 £'000	Total Capital Investment £'000
Adult Social Care and Public Health	Care Information Exchange Expansion - providing real time health and social care data between providers reducing costs in delayed transfers of care. (Ref CapASC2)	Schemes with 2020/21 Investment requirement agreed by Leadership Team 11 Nov 2020	30	70	-	-	100
Family & Children's Services	Enhancing Housing Options and Support for Unaccompanied Asylum Seekers Children - to ensure quality of service delivery to meet rising demand.	Schemes with 2020/21 Investment requirement agreed by Leadership Team 11 Nov 2020	750	-	-	-	750
Finance and Customer Delivery	North Kensington Library Lift Replacement - the only access from basement to ground and first floors of the library which has surpassed its useful life. (Ref CapR&A12)	Future Schemes recommended for Programme inclusion	-	250	-	-	250
Supporting & Safeguarding Vulnerable Residents Capital Investment Total			780	320	-	-	1,100

Revenue Budget Savings Table - Supporting and Safeguarding Vulnerable Residents:

Portfolio	Revenue Budget Saving Items	Revenue Budget Saving 2020/21 £'000 (Agreed by Leadership Team 11 Nov 2020)	Revenue Budget Saving 2021/22 £'000	Revenue Budget Saving 2022/23 £'000	Revenue Budget Saving 2023/24 £'000	Revenue Budget Saving Total £'000
Adult Social Care and Public Health	The Council has block contracts for care placements. These reductions are from a more efficient use of voids within these contracts to enable allocation of spot placements and avoid additional expenditure on external provision. (Reference SSV2)	-	400	-	-	400
	This is a continuation of work that has already commenced in Mental Health facilities and some Learning Difficulty facilities in the borough. The savings are to be realised by working with existing residents to ensure they access and utilise Housing Benefit they are entitled to which will reduce the need for council expenditure. (Reference SSV3)	-	200	-	-	200
Family and Children's Services	Increased income for Joint Funding for Social Care Placements. (Reference SSV11)	-	250	-	-	250
	Contingency previously built into Youth Services budget not required. (Reference SSV5)	-	260	-	-	260
Grenfell, Housing and Social Investment	Savings on temporary accommodation costs with a focus on prevention and early intervention and supporting households moving out of temporary accommodation. (Reference SSV9)	-	706	294	-	1,000
Supporting and Safeguarding Vulnerable Residents Budget Savings Total		-	1,905	294	-	2,199

Revenue Budget Investment Table - Supporting and Safeguarding Vulnerable Residents:

Portfolio	Revenue Budget Investment Items	Budget Investment 2021/22 £'000	Budget Investment 2022/23 £'000	Budget Investment 2023/24 £'000	Budget Investment Total £'000
Adult Social Care and Public Health	Additional funding to address the increasing complexity of need of vulnerable adults and people living longer. (Reference SSVe)	500	500	500	1,500
Family and Children's Services	Additional costs for an increased number of jointly funded social care placements. (Reference SSVh)	80	90	-	170
	Additional costs for the Looked After Children budget to address greater complexity of care. (Reference SSVi)	140	150	-	290
	Increased costs from an increase in care leaver numbers. This is due to the age profile of current looked after children and the statutory extension of support provision to 25. (Reference SSVj)	230	250	-	480
	Additional costs for children's passenger transport service because of increasing numbers and more children with greater complexity of care needing transport to school. (Reference SSVg)	220	240	-	460
	Additional demand and cost of short break packages. (Reference SSVb)	130	130	-	260
	Additional staffing costs for the increasing number of referrals and greater complexity of need for respite care and short breaks for families with children with disabilities. (Reference SSVa)	130	210	-	340
	Growth to support continuation of Troubled Families service in event of grant funding being discontinued. (Reference SSVc)	-	430	-	430

Portfolio	Revenue Budget Investment Items	Budget Investment 2021/22 £'000	Budget Investment 2022/23 £'000	Budget Investment 2023/24 £'000	Budget Investment Total £'000
	Longer term spending pressures are difficult to estimate but based on previous years, financial plans assume budget pressures of £500,000 in 2023/24 for Children and Family services. (Reference SSVd)	-	-	500	500
Grenfell, Housing and Social Investment	Additional costs of supporting the increasing numbers of people in temporary accommodation. (Reference SSVf)	910	800	1,000	2,710
Supporting and Safeguarding Vulnerable Residents Budget Growth Total		2,340	2,800	2,000	7,140

Enabling Services

Revenue Budget Savings Table - Enabling Services:

Portfolio	Revenue Budget Saving Items	Revenue Budget Saving 2020/21 £'000 (Agreed by Leadership Team 11 Nov 2020)	Revenue Budget Saving 2021/22 £'000	Revenue Budget Saving 2022/23 £'000	Revenue Budget Saving 2023/24 £'000	Revenue Budget Saving Total £'000
Finance and Customer Delivery	Reviewing contracts within Customer Services for potential efficiencies. (Reference CC4)	-	100	-	-	100
	Savings through the review of the Council's spend on subscriptions. (Reference CC9)	-	100	-	-	100
	Savings through reducing the Council's external legal spend and instead growing expertise in-house. (Reference CC10)	-	37	-	-	37
	Savings on stationery and printing costs within Financial Management. (Reference CC6)	26	-	-	-	26
	Efficiency savings from implementation of single IT Service Desk Model. (Reference CC7)	40	125	39	-	204
	Financial Systems - efficiency savings on contracts. (Reference CC10)	-	36	-	-	36
Council Wide	Savings following a review of the Council's staffing model and pay and grading structure to improve the efficiency of decision making, reduce unnecessary duplication, and reduced use of agency staff.	212	4,756	-	-	4,968
Enabling Services Budget Savings Total		66	398	39	-	503

Revenue Budget Investment Table - Enabling Services:

Portfolio	Revenue Budget Investment Items	Budget Investment 2021/22 £'000	Budget Investment 2022/23 £'000	Budget Investment 2023/24 £'000	Budget Investment Total £'000
Finance and Customer Delivery	Following the centralisation of the Adult Social Care and Children's Services IT teams this will fund the historic budget shortfall. (Reference CCa)	200	-	-	200
	Funding for long term budget shortfall for trade union duties. (Reference CCb)	70	-	-	70
	Funding for long term shortfall for canvassers within the Election Service. (Reference CCc)	70	-	-	70
	Funding for the creation of the new Corporate Strategy Team which will coordinate plans, actions and delivery across the Council. (Reference CCd)	410	-	-	410
Enabling Services Budget Growth Total		750	-	-	750