Page Index

Page

Expenditure

Department	£'m
Adult Social Care	91
Children's Services	65
The Economy Department	52
Public Health	22
The Environment Department	98
Controlled Parking Account	17
Corporate	138
Housing Benefit payments	98
Total	**581**

By type of spend	£'m
Employees	125
Transfer payments (eg schools)	140
Supplies and services	59
Borrowing/miscellaneous	3
Premises	13
Transport	2
Third party payments (eg commissioned services)	141
Housing benefit payments	98
Total	**581**

Income

Department	£'m
Adult Social Care	34
Children's Services	104
The Economy Department	33
Public Health	22
The Environment Department	19
Parking	49
Corporate	37
Housing Benefit Grant	98
General Grants	20
Revenue Spport Grant	33
Council Tax	73
Business Rates	59
Total	**581**

By type of income	£'m
Business rates	59
Council tax	73
Revenue Support Grant	33
Other unringfenced grants	20
One-off funding	7
Housing benefit grant	98
Developer contributions	0
Specific grants (eg public health)	57
Education grants	104
Miscellaneous (eg recharges)	17
Fees and charges	68
Contributions (eg health)	45
Total	**581**

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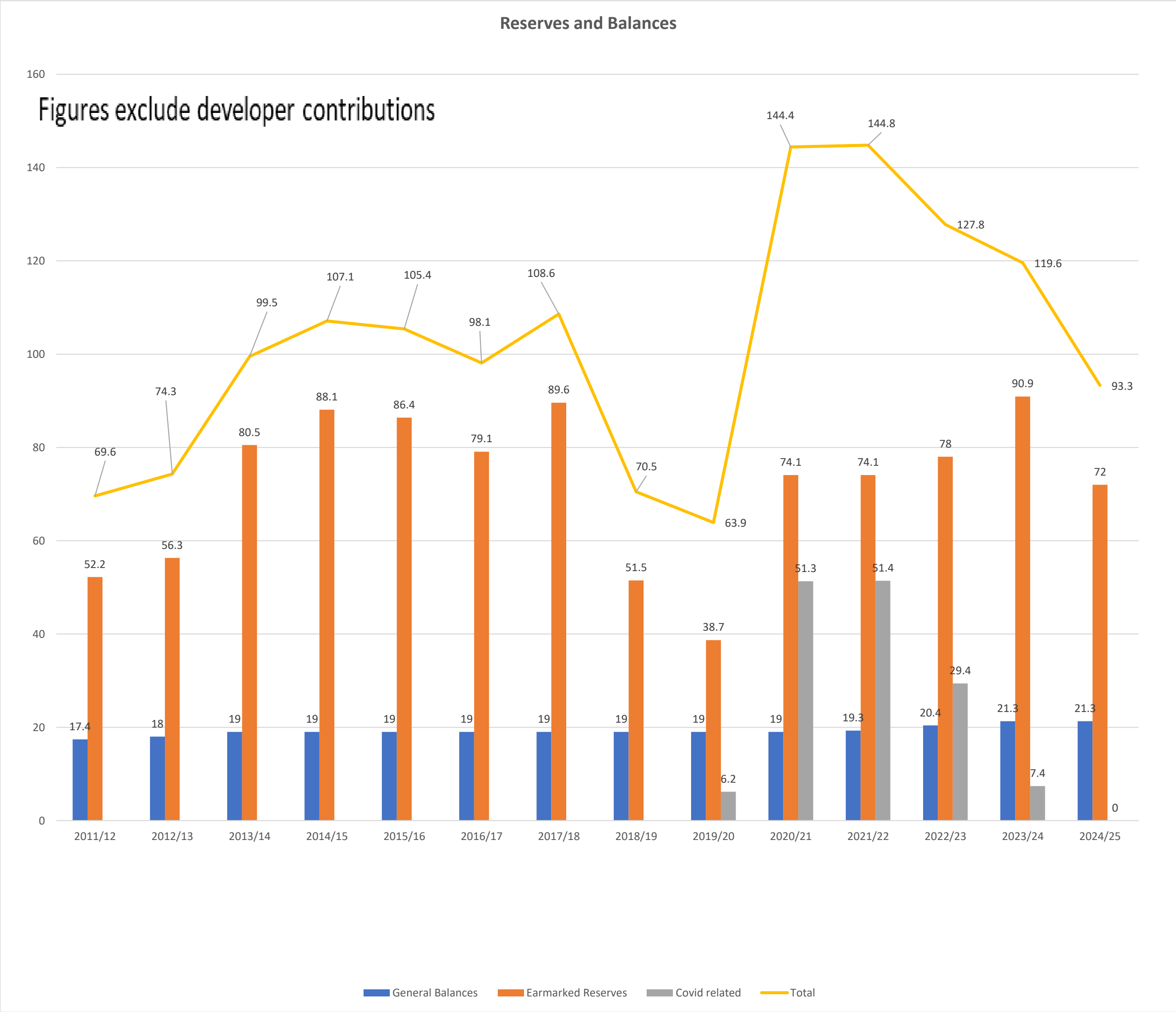

Reserves and Balances
Figures exclude developer contributions
160
140
120
100
80
60
40
20
0
69.6
74.3
99.5
107.1
105.4
98.1
108.6
70.5
63.9
144.4
144.8
127.8
119.6
93.3
52.2
56.3
80.5
88.1
86.4
79.1
89.6
51.5
38.7
74.1
74.1
78
90.9
72
51.3
51.4
29.4
6.2
7.4
0
17.4
18
19
19
19
19
19
19
19
19
19.3
20.4
21.3
21.3
2011/12
2012/13
2013/14
2014/15
2015/16
2016/17
2017/18
2018/19
2019/20
2020/21
2021/22
2022/23
2023/24
2024/25
General Balances
Earmarked Reserves
Covid related
Total

Pag

5 Year Investment & Savings by Department

Saving by Department	2020/21	2021/22	2022/23	2023/24	2024/25	Cumulative
	£000's	£000's	£000's	£000's	£000's	£000's
Children's Services	800	700	533	700	1,562	**4,295**
Corporate	7,500	1,000	1,229	20	1,435	**11,184**
Public Services Reform	300	-	-	-	-	**300**
The Economy Department	800	1,100	235	14	1,400	**3,549**
The Environment Department	1,000	1,100	1,184	520	1,550	**5,354**
Social Care and Public Health	2,500	2,800	1,670	1,670	2,122	**10,762**
Total	**12,900**	**6,700**	**4,851**	**2,924**	**8,069**	**35,444**

Investment by Department	2020/21	2021/22	2022/23	2023/24	2024/25	Cumulative
	£000's	£000's	£000's	£000's	£000's	£000's
Children's Services	5,500	1,600	534	2,597	1,531	**11,762**
Corporate	1,500	1,600	341	691	2,450	**6,582**
Public Services Reform	100	0	0	0	0	**100**
Economy	0	1,200	650	1,511	1,450	**4,811**
Environment	500	1,000	878	1,700	488	**4,566**
Social Care and Public Health	800	2,400	5,031	4,152	4,803	**17,186**
Total	**8,300**	**7,900**	**7,434**	**10,651**	**10,722**	**45,007**

Summary of net forecast outturn variances after action plans (month 6 2023/24)

Department	Forecast Outturn Variance	Potential Value of Action Plan Mitigations	Forecast Outturn Variance after Mitigations
	£m	£m	£m
Social Care	3.848	(0.930)	2.918
Children’s Services	2.474	(0.140)	2.334
The Economy Department	1.151	0	1.151
The Environment Department	1.267	0	1.267
Controlled Parking Account	0.593	0	0.593
Corporate Services	0.669	0	0.669
Finance	(0.034)	0	(0.034)
Centrally Managed Budgets	(4.869)	0	(4.869)
Total	**5.099**	**(1.070)**	**4.029**
Balance of the uncommitted unallocated contingency	(5.700)	0	(5.700)
TOTAL	**(0.601)**	**(1.070)**	**(1.671)**

Page

	2020/21	2021/22	2022/23	2023/24	DRAFT 2024/25
	£000's	**£000's**	**£000's**	**£000's**	**£000's**
Base Budget	**154,400**	**156,902**	**160,416**	**166,608**	**191,959**
Contract & Pay Inflation	4,300	4,132	10,000	17,400	13,742
Reversal of Employers National Insurance Contributions (1.25%)				(1,250)	
Investment in services	8,300	5,235	4,793	10,651	10,722
One off cost of living / Council Tax support				1,000	
Covid-19 Contingency		1,096	1,500		
Impact of Covid-19/ Economic Downturn		2,650	2,641		
Increase in Council General Contingency		0	500	0	
Net Cost of Borrowing		800	400	600	1,000
Recognition of current income projection			(3,400)	(2,000)	(2,880)
Income from investment of cash balances				(5,000)	(5,000)
One off corporate items (Concessionary fares, Collection Fund)		(1,100)	(2,300)	(2,245)	(3,480)
Employee Budget Management				(2,500)	
Contribution to reserves / contingencies	7,200	1,100	3,390	5,287	
	174,200	**170,815**	**177,940**	**188,551**	**206,063**
New Homes Bonus and Other Revenue Grants	(16,800)	(20,772)	(27,186)	(32,891)	(35,120)
Revenue Support Grant	(17,400)	(17,500)	(18,046)	(20,198)	(21,540)
Business rates	(57,200)	(57,217)	(57,217)	(59,358)	(62,509)
Council Tax Income	(63,700)	(67,331)	(68,440)	(73,180)	(78,825)
One-Off Resources/Developer Contributions	(6,300)	(1,295)	(1,700)		
Budget Gap Before Savings	**12,800**	**6,700**	**5,351**	**2,924**	**8,069**

5 Year Savings and Investment Categorisation

Savings by Category

	2020/21 Savings	2021/22 Savings	2022/23 Savings	2023/24 Savings	2024/25 Proposed Savings
	£000's	£000's	£000's	£000's	£000's
Budget reduced in line with spend	3,000	-	-	-	-
Commercialisation / Income	2,000	500	650	147	1,675
Estate rationalisation	-	-	-	-	400
Outside investment secured (i.e. Section 106, NHS)	-	-	35	-	-
Prevention	1,500	1,000	-	250	250
Procurement / Commissioning	800	1,400	1,828	880	2,125
Service reconfiguration	900	1,100	892	1,497	2,682
Staffing / Productivity	2,200	1,600	1,446	-	200
Pension triennial valuation	2,100	-	-	-	-
Debt reduction and restructuring	300	-	-	-	-
Service rationalisation / budget reduced in line with spend	-	1,100	-	150	737
Total	**12,800**	**6,700**	**4,851**	**2,924**	**8,069**

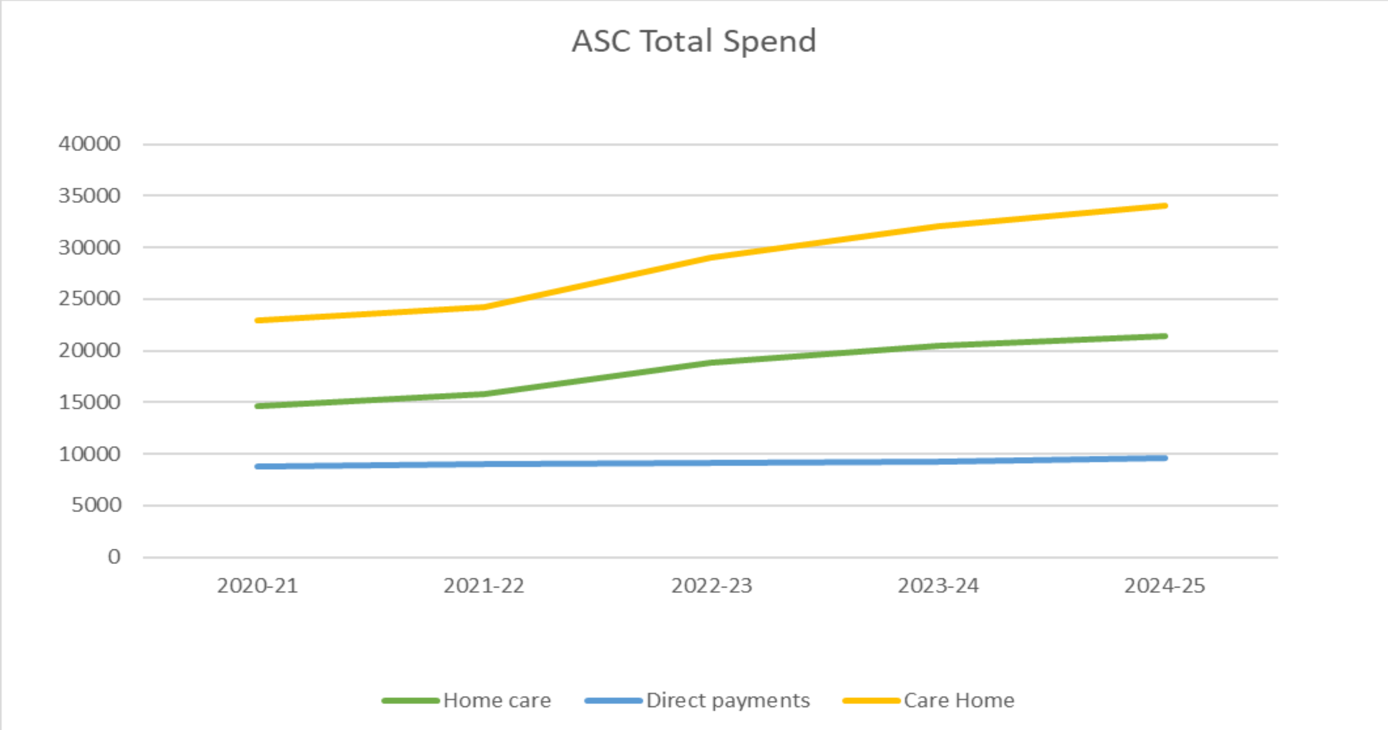
Investment by Category

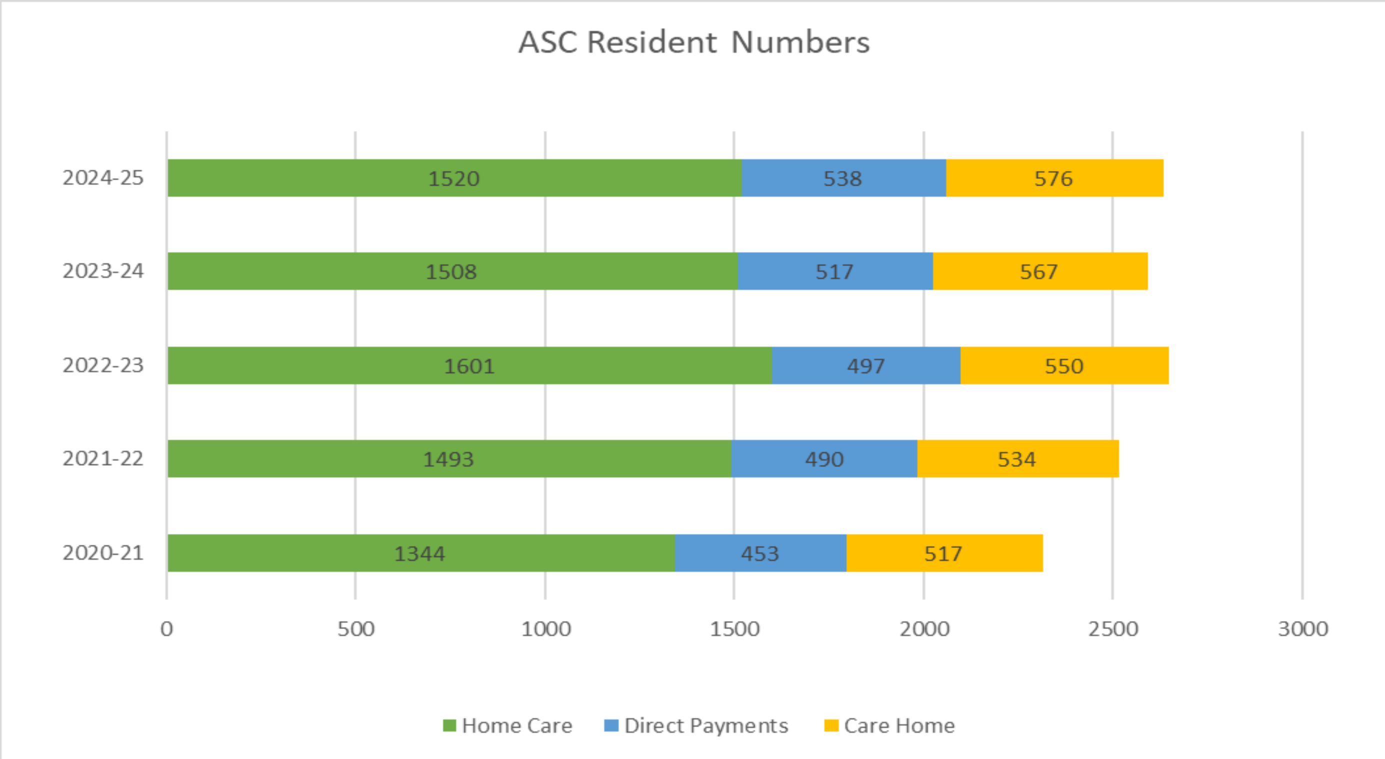
	2020/21 Investment	2021/22 Investment	2022/23 Investment	2023/24 Investment	2024/25 Proposed Investment
	£000's	£000's	£000's	£000's	£000's
Government related	-	-	1,137	441	-
Increase in demand/demographic growth	6,400	2,400	2,311	6,846	7,852
Resident priority	1,900	500	690	2,358	470
Budget pressure	-	2,300	655	1,006	2,400
Impact of Covid-19 / economic downturn	-	2,700	2,641	-	-
Total	**8,300**	**7,900**	**7,434**	**10,651**	**10,722**

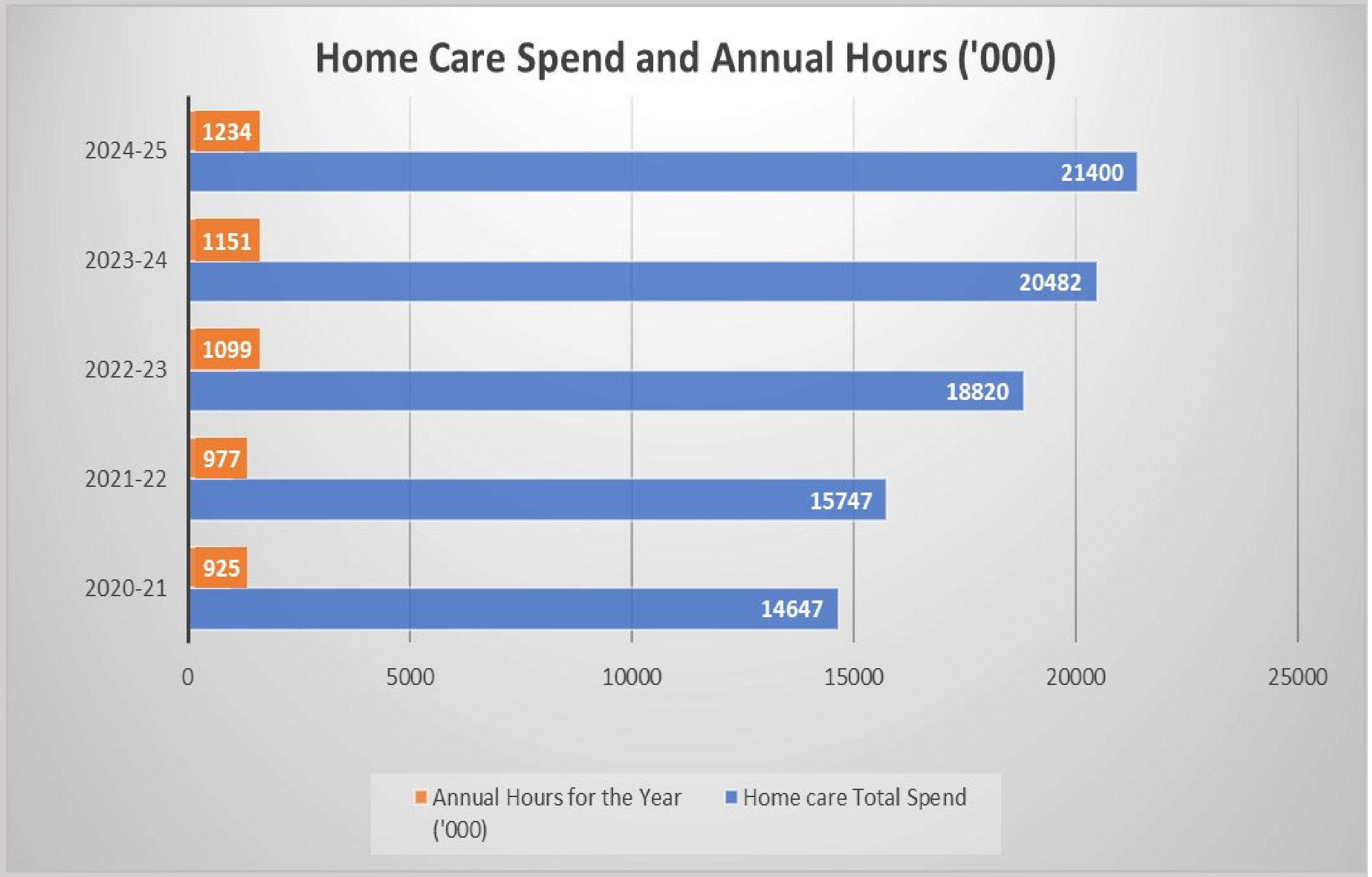
Social Care - Cost and Trend Analysis

SOCIAL CARE PERFORMANCE INDICATORS	2020-21 Outturn	2021-22 Outturn	2022-23 Outturn	2023-24 Forecast	2024-25 Estimates	Notes and Comments 2024/25
Delivery Cost						
Total Spend	**£000's**	**£000's**	**£000's**	**£000's**	**£000's**	
Home Care	14,647	15,747	18,820	20,482	21,400	The costs for 2021/22 are 7% higher than 2020/21 and in 2022/23 costs are 19% higher than in 2021/22. This is primarily due to the impact of Covid, with resident being discharged from hospital as soon as they were medically fit. Additional costs were funded from Covid grants in 2021/22 and partly from the Discharge grant in 2022/23 with the remaining costs funded by Social Care for the ongoing care of these residents. The forecast costs for 2023/24 are 9% higher than actual costs for 2022/23. In additional to the reasons mentioned above, costs have increased due the need for Social Care to move towards paying a "Fair Cost of Care" to providers, with additional costs being funded from the Market Sustainability & Improvement Fund grant. 2024/25 estimates increase is due to the higher rates to be paid to providers following the Homecare retender and the greater emphasis on the quality of service.
Direct Payment	8,799	8,960	9,180	9,263	9,634	The forecast cost for 2024/25 are 4% higher than the projected costs for 2023/24, based on budgeted inflation.
Placements	22,955	24,245	29,053	32,088	34,064	Placements costs rose by 20% from 2021/22 to 2022/23. This was post Covid where unit costs were higher, an increasing number of placements and greater acuity of need. Covid grants funded the increased costs. The forecast costs for 2023/24 is a 10% increase from 2022/23. This is due to rising placement numbers and a substantial increase in unit costs due to high inflation and the need for Social Care to move towards paying a "Fair Cost of Care" to providers. These increased costs are partly funded from the Discharge Fund and Market Sustainability & Improvement grants. The 24/25 projected costs of assumed a further 6% increase from 2023/24.
Total	**46,401**	**48,952**	**57,053**	**61,833**	**65,098**	
Unit Cost of Activity						
Home Care	17.68	17.86	18.57	19.50	20.26	Unit cost per hour - based on current residents and 2023/24 block contract rate. 2024/25 unit costs based on the weighted average patch rate.
Direct Payments	£360	£324	£335	£327	£340	The average cost per week in 2023/24 has decreased due to resizing residents packages following a reassessment of care needs. The estimate for 2024/25 is based on average costs plus an anticipated 4% inflation increase.
Placements	£968	£1,022	£1,147	£1,250	£1,300	Unit costs per week continue to rise, especially for new placements. There was a 12% increase in unit costs from 2021/22 to 2022/23 and a further 9% increase from 2022/23 to 2023/24. The estimate for 2024/25 assumes a 4% cost increase.
Resident Numbers						
Home Care	1,344	1,493	1,601	1,508	1,520	Residents supported with home care services continues and will continue to increase due to early hospital discharges of medically fit residents, to be supported primarily at home. The department must manage down demand through a range of initiatives in 2023/24 and aims to continue this approach by regular review of home care packages and review and resize double-handed care packages which have come out of hospital.
Direct Payment	453	490	497	517	538	Direct Payments numbers are expected to increase as it continues to be the primary offer to residents to manage their care and support needs, in line with the Council's independent living strategy.
Placements	517	534	550	567	576	Resident numbers have increased over the last 2 years by 6% and are projected to rise again in 2024/25 due to increased demand as a result of increase in acuity of need, Learning Disability transitions and increases in Mental Health Joint Funded residents.
Home Care Package Intensity						
Annual Hours for the Year ('000)	925	977	1,099	1,151	1,234	Home care hours continue to increase due to early hospital discharges of medically fit residents, often with complex care needs, which means social care are incurring the costs of supporting residents sooner than pre Covid. Reablement and Independent Living services have enabled residents regain independence and reduce packages, which helps mitigate demand.

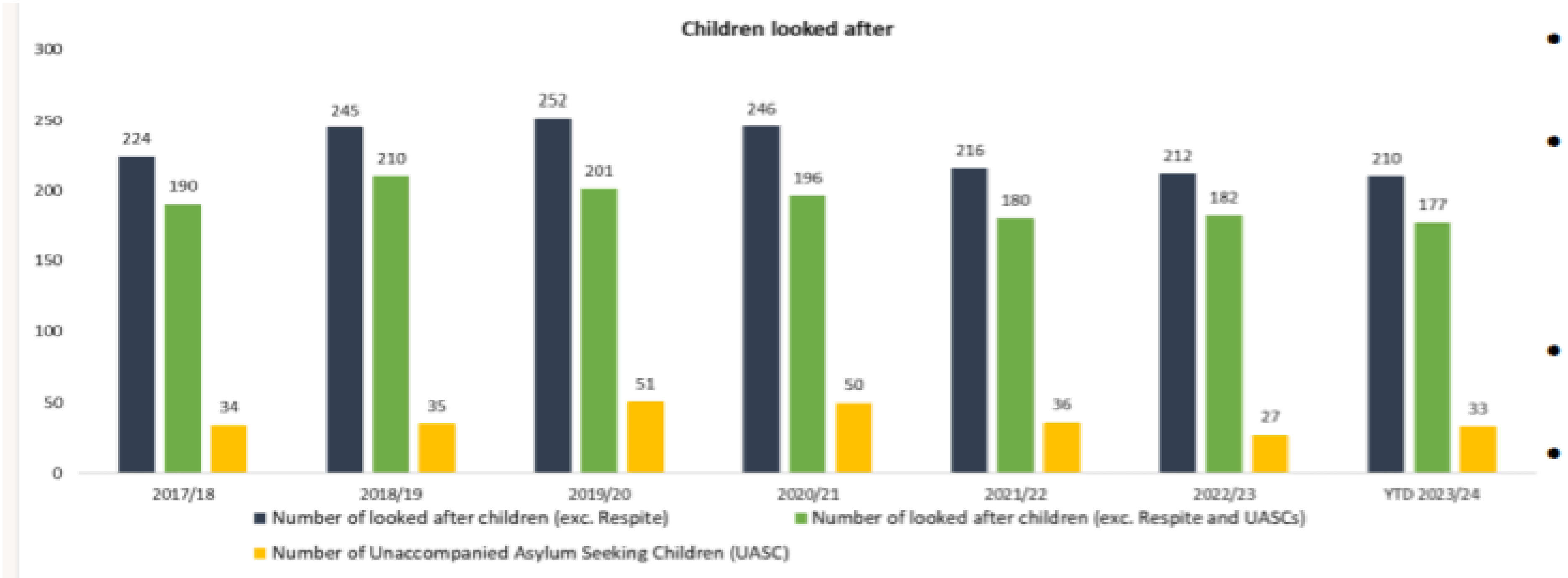
**ASC FR - Adult Social Care Finance Return*

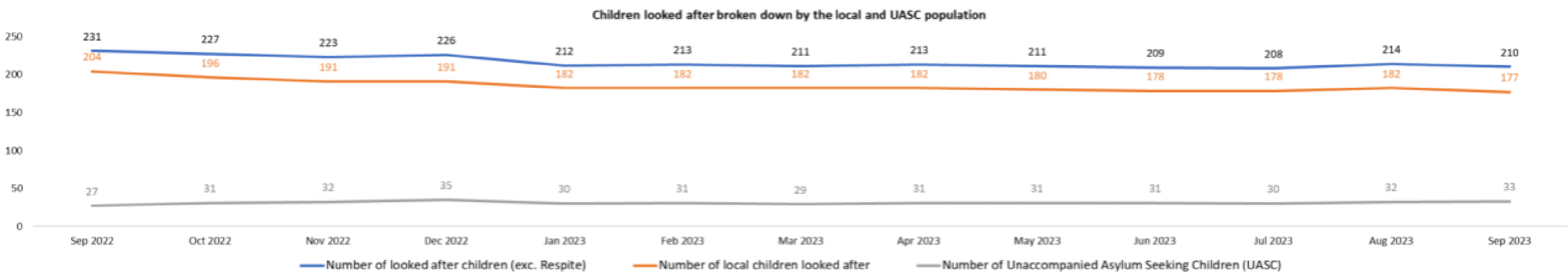

ASC Total Spend
40000
35000
30000
25000
20000
15000
10000
5000
0
2020-21
2021-22
2022-23
2023-24
2024-25
Home care
Direct payments
Care Home

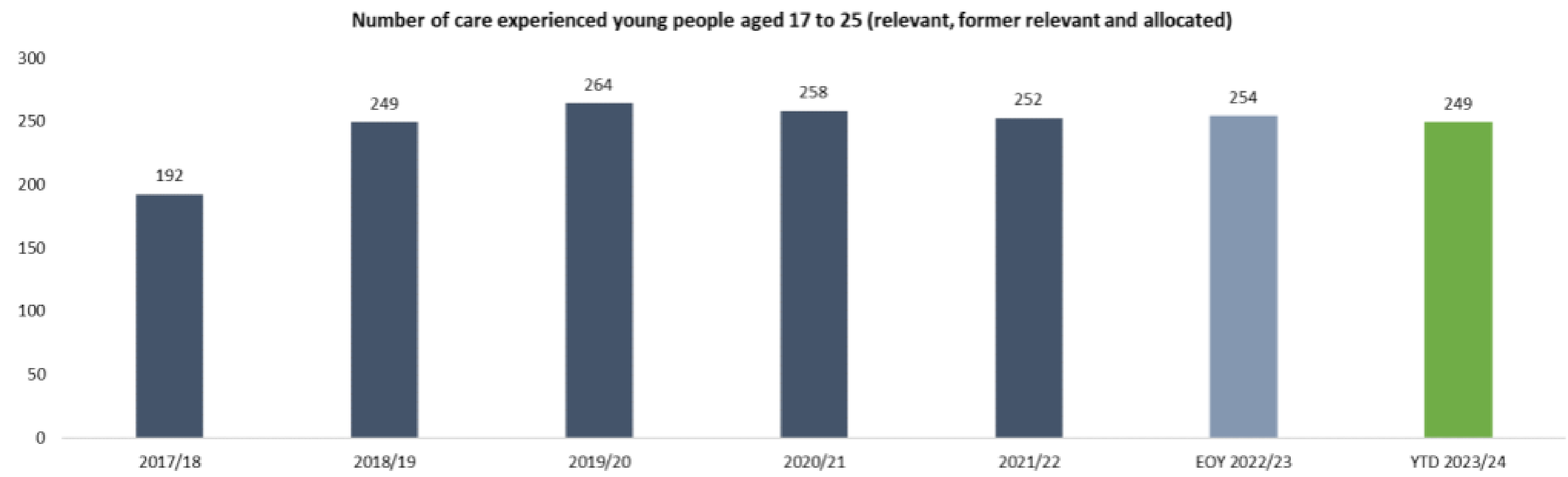

ASC Resident Numbers
2024-25
1520
538
576
2023-24
1508
517
567
2022-23
1601
497
550
2021-22
1493
490
534
2020-21
1344
453
517
0
500
1000
1500
2000
2500
3000
Home Care
Direct Payments
Care Home

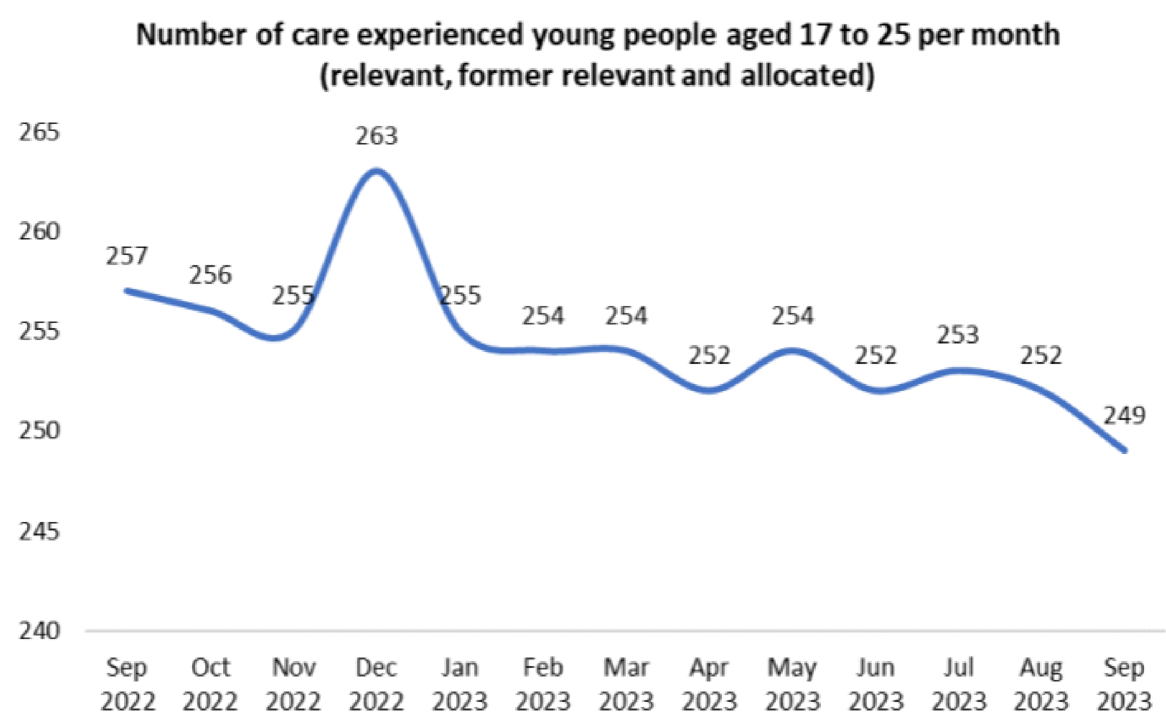

Home Care Spend and Annual Hours ('000)
2024-25
1234
21400
2023-24
1151
20482
2022-23
1099
18820
2021-22
977
15747
2020-21
925
14647
0
5000
10000
15000
20000
25000
Annual Hours for the Year ('000)
Home care Total Spend

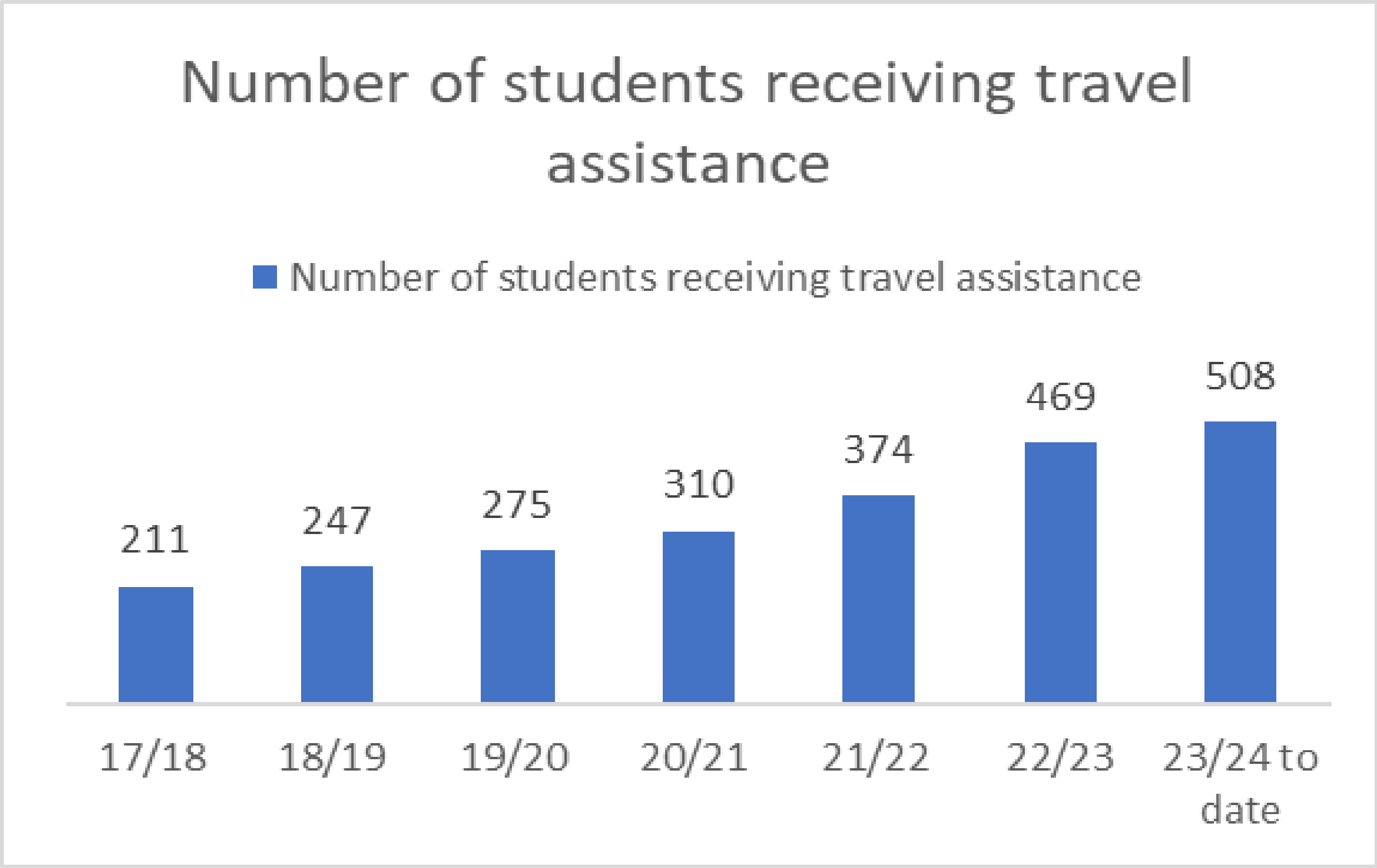
Key Activity Data -Children's Services and Education







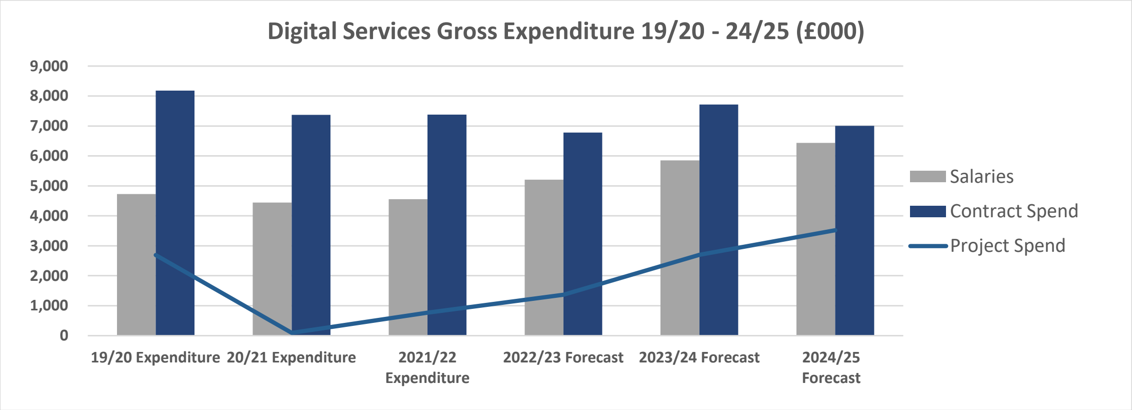



Number of students receiving travel assistance
Number of students receiving travel assistance
211
247
275
310
374
469
508
17/18
18/19
19/20
20/21
21/22
22/23
23/24 to date

Digital Services Expenditure

Type of Spend	19/20 Expenditure	20/21 Expenditure	2021/22 Expenditure	2022/23 Forecast	2023/24 Forecast	2024/25 Forecast
	£000's	£000's	£000's	£000's	£000's	£000's
Salaries	4,730	4,443	4,555	5,209	5,848	6,432
Contract Spend	8,178	7,370	7,382	6,779	7,714	7,005
Subtotal	**12,908**	**11,813**	**11,937**	**11,988**	**13,562**	**13,437**
Project Spend	2,688	93	768	1,363	2,699	3,520
Total Spend	**15,596**	**11,906**	**12,705**	**13,351**	**16,261**	**16,957**

Digital Services Spend Chart



The salaried expenditure of the service reflects an in-house delivery model since the novation of contracts and staff to the Council from the Hammersmith and Fulham Bridge Partnership (HFBP), and disaggregation from shared services with Kensington and Chelsea and Westminster Councils. A revised Target Operating Model was implemented in 21/22. A further £600k has moved from contract spend to staffing, as a result of the new Desktop Services team moving in house.

Contract spend has decreased since 19/20 after the successful delivery of the Techtonic programme (desktop strategy) to replace the former end of life desktop solution, and implement up to date laptop devices which provide better performance to staff, plus support the council's agile working strategy and delivers significant savings. Contract inflation has been factored into the 2024/25 budgets, but the overall decrease represents the move of the Desktop Services team budget.

The new desktop services strategy is underway, and project spend is included in 23/24 and 24/25. Investment to move to a modern cloud base from 23/24 onwards is continuing into 24/25. This aligns with the Council's Digital and Information strategy and provides a modern platform that is agile, easily scalable and future proof, as well as with more cost effective technical services. Project spend in 24/25 also includes investment in automation technologies as the Council looks to utilise advances in technologies like Artificial Intelligence, Robotic Process Automation and workflow automation to improve the experience for residents accessing Council services and generate financial savings.

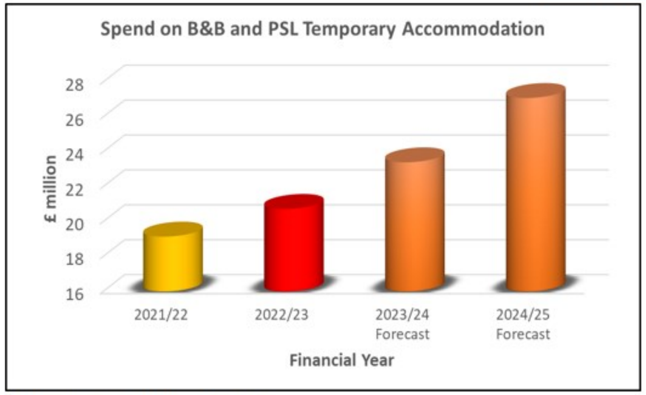
Environment and Resident Services - Unit Costs and Trend Analysis

Service Area	Service	Unit Measure	Actual 2020-21	Actual 2021/22	Actual 2022/23	Estimate 2023/24	Estimate 2024/25	Notes
Grounds Maintenance	Parks Grounds Maintenance Cost - Per Hectare	£	21,789	21,250	21,958	22,857	22,857	Annual inflationary increases. New zero inflation contract from 2022/23
Grounds Maintenance	Cemeteries Grounds Maintenance Cost - Per Hectare	£	18,782	18,898	19,226	20,013	20,013	Annual inflationary increases. New zero inflation contract from 2022/23
Sports/Leisure Centres	Number of Visits	No.	63,947	262,810	293,239	396,000	408,000	Fewer visits from 2020/21 due to Covid-19 pandemic
Waste Collection	Waste and Recycling Collection Cost - Per Domestic Dwelling	£	35.57	35.97	37.72	39.88	48.85	Annual inflationary uplifts. New contract and new waste collection services for food waste and garden waste from 2023/24
Waste Disposal	General waste tonnages collected per annum	tonnes	55,585	55,435	52,853	52,387	51,243	General positive downward trend
Waste Disposal	Recycling tonnages collected per annum	tonnes	12,573	12,030	11,149	11,345	10,877	General positive downward trend
Building Control	Number of chargeable jobs	No.	443	408	470	470		Reducing service demand due to Brexit and Covid-19 uncertainties. Difficult to predict future number of jobs due to continuing economic uncertainty.
Public Lighting	Public lighting maintenance cost - per column	£	24.47	24.62	22.56	26.39	27.44	Annual inflationary increases
Highway Maintenance	Carriageways and Footways maintenance cost - Per KM	£	8,437	12,441	14,178	15,472	15,755	Reduced spend from 2020/21 due to Covid-19 pandemic
Libraries	Visits to libraries	No.	70,248	440,106	625,581	723,491	850,000	Fewer visits in 2020/21 due to Covid-19 pandemic and temporary library closures. Visitor numbers are increasing, but have not returned to pre-pandemic levels
Libraries	Volunteer hours	No.	60	1,346	2,423	2,454	4,000	
Libraries	Event Attendance	No.	978	10,832	43,797	46,445	62,000	
Libraries	Cost Per Visit (£)	£	34.73	5.95	5.87	4.79	4.27	
Libraries	No. of physical items issued	No.	43,388	173,677	290,079	296,330	320,000	
Libraries	Active members	No.	18,594	13,701	20,465	20,418	27,000	
Resident Services	Business Rates Collection (in year as at 31st March)	%	98.70%	90.86%	95.00%	97.00%	97.00%	Covid-19 pandemic impact from 2021/22 and associated temporary suspension of debt recovery action
Resident Services	Council Tax Collection (in year as at 31st March)	%	93.00%	94.00%	93.00%	97.00%	97.00%	Covid-19 pandemic impact from 2021/22 and associated temporary suspension of debt recovery action

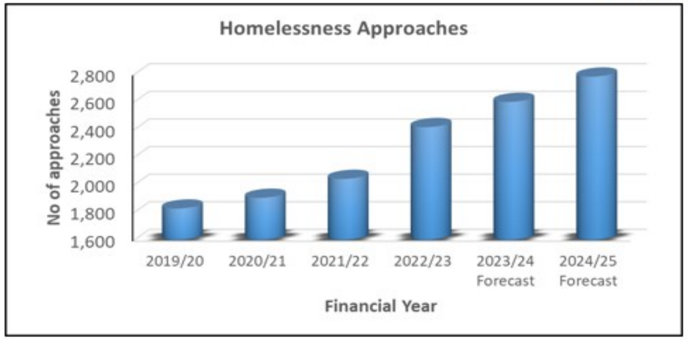
Housing Solutions trend data

National and local context

- 242,000 people will become homelessness this year, a 10% increase in 2 years
- Councils "running out of temporary accommodation" and "struggling to procure more".
- Rough sleeping in London: increase of 1,700 over last year, a 21% rise.
- 41% reduction in London properties available for private rent since the Covid-19 pandemic
- 166,000 Londoners are homeless and living in temporary accommodation, nearly entire population of H&F

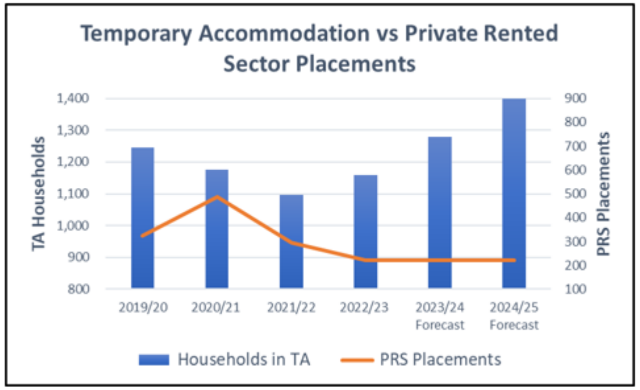


Hammersmith & Fulham Council

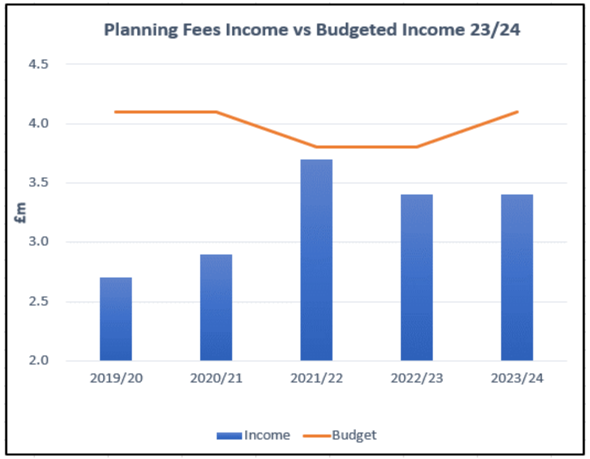


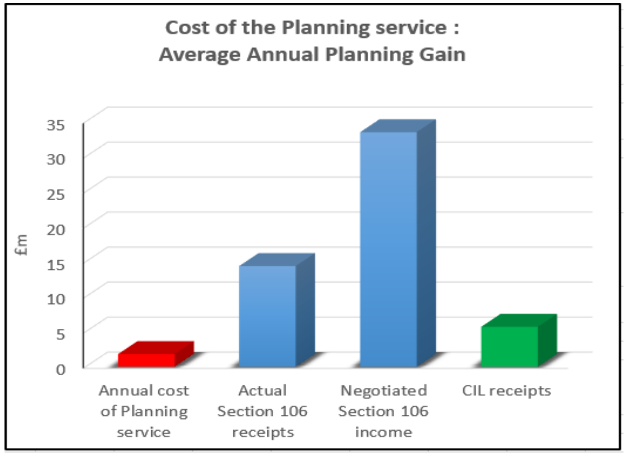
- An exceptional increase caused by many factors including the lifting of the eviction ban post-Covid, the cost of living crisis, the statutory duty towards victims of domestic violence and is at risk of worsening due to the prospect of the ending of refugee funding.

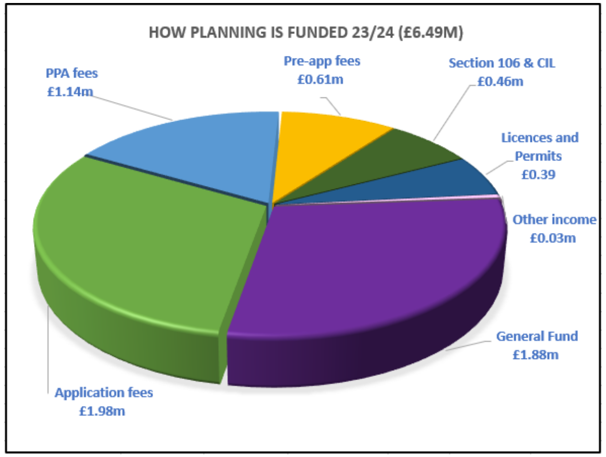
Hammersmith & Fulham Council

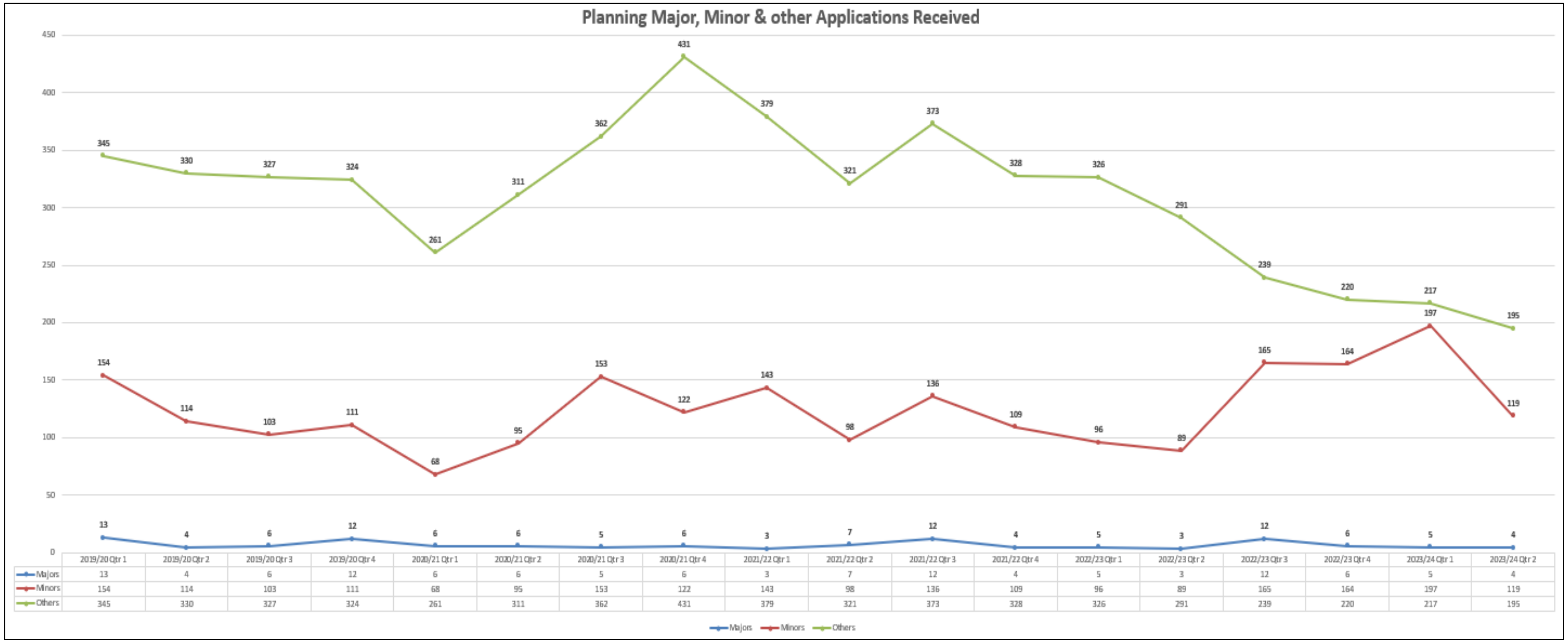


Planning services trend data









	2019/20 Qtr 1	2019/20 Qtr 2	2019/20 Qtr 3	2019/20 Qtr 4	2020/21 Qtr 1	2020/21 Qtr 2	2020/21 Qtr 3	2020/21 Qtr 4	2021/22 Qtr 1	2021/22 Qtr 2	2021/22 Qtr 3	2021/22 Qtr 4	2022/23 Qtr 1	2022/23 Qtr 2	2022/23 Qtr 3	2022/23 Qtr 4	2023/24 Qtr 1	2023/24 Qtr 2
Majors	13	4	6	12	6	6	5	6	3	7	12	4	5	3	12	6	5	4
Minors	154	114	103	111	68	95	153	122	143	98	136	109	96	89	165	164	197	119
Others	345	330	327	324	261	311	362	431	379	321	373	328	326	291	239	220	217	195