

## London Borough of Hammersmith & Fulham

**Report to:** Cabinet

**Date:** 09/09/2024

**Subject:** Revenue Budget Review 2024/25 - Month 2 (May 2024)

**Report of:** Councillor Rowan Ree, Cabinet Member for Finance and Reform

**Responsible Director:** Sukvinder Kalsi, Executive Director of Finance and Corporate Services

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### SUMMARY

This report presents the first provisional outturn position for 2024/25 at Month 2 (May 2024). The outcomes of this review reflect the extremely challenging macro-economic conditions and are based on a prudent view. The estimated financial position incorporates known and emerging budget variances and details of known risks. Overall, there is a forecast General Fund (GF) overspend of £20.480m (10% of the Council's net budget) before the use of corporate contingencies. Mitigations and action plans which could reduce this forecast are set out with each Departments commentaries and work is ongoing to deliver these.

As with many local authorities in the country, Hammersmith and Fulham continues to experience inflationary and demand pressures across adult social care, temporary accommodation, and Children's services. A combination of increasing complexity and acuity of need for those in care, an ageing population, and the ongoing cost of living crisis (exacerbated by rapid rises in inflation and interest rates) has placed the council's finances under severe pressure at this time.

This is against a backdrop of uncertainty in medium term financial funding and local authority overall core funding. Funding from central government for Hammersmith and Fulham has reduced by 54% in real terms<sup>1</sup> and 22% in cash terms, from £164m in 2010/11 to £128m in 2024/25<sup>2</sup>.

The structural budget deficit on the HRA has been eliminated and a balanced HRA Budget was set for 2024/25 (without the use of balances). The service continues to resolve prior year service issues and a prudent approach has been adopted in the forecasts for 2024/25. An in-year pressure of £5.280m is forecast (mainly the residual backlog of disrepair claims/works and decanting costs whilst repairs are completed). There are mitigation measures in place to manage this projected pressure and additional details are set out in paragraphs 13 to 15 and Appendix 2.

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<sup>1</sup> As per RPI indices - [Retail Prices Index: Long run series: 1947 to 2023: Jan 1974=100 - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/retail-prices-index)

<sup>2</sup> Funding includes Revenue Support Grant, Business Rates Funding Baseline, Social Care and other general grants.

## RECOMMENDATIONS

1. To note the General Fund financial forecast variance at Month 2 and mitigating actions to reduce the overspend forecast variance position (Table 1 and Appendix 1).
2. To note progress on delivering the 2024/25 agreed budget savings (Appendix 3)
3. To note the HRA forecast (paragraph section 13 to 15 and Appendix 2)

**Wards Affected:** All

H&F values	Summary of how this report aligns to the H&F Priorities
Being ruthlessly financially efficient	We need to always confirm that spend fits our council's priorities; challenge how much needs to be spent; and achieve results within agreed budgets. Finance is everyone's business, and every penny counts.
Creating a compassionate council	As the Council's resources have been reduced, we have protected the services on which the most vulnerable residents rely. This budget continues all our previous policies to support residents and proposes new spending on care packages for disabled children and additional resources to help residents through the cost-of-living crisis.
Building shared prosperity	A considerable proportion of services are delivered in partnership with local and national companies, and this will continue to promote all business sectors to the benefit of residents. In addition, there will be increased investment in the Industrial Strategy Delivery and the development and promotion of the STEAM sector strategy.
Doing things with residents, not to them	The use of co-production across the Council is embedded and all service matters are developed with the engagement of residents. The Council is continuing the REAP (Resident Experience and Access Programme) Programme to improve residents' access to the services.
Taking pride in H&F	The budget includes significant investment in public realm services especially waste collection, street cleaning and open/park spaces. Our new waste contract includes provisions to tackle fly-tipping and collection of food waste.
Rising to the challenge of the climate and ecological emergency	The Council has established a Climate Change Team, and the team has developed a Climate and Ecology Strategy (and is

	making a significant contribution to the international and national policy debates). It is also securing grants from national programmes to help with improvements of the thermal efficiency of Council properties and homes).
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### **Financial Impact**

All the issues set out in this report are of a financial nature.

Andre Mark, Head of Finance (Strategic planning and investment), 12 June 2024 and verified by James Newman, Assistant Director of Finance, 19 June 2024

### **Legal Implications**

The Council has a statutory duty under s151 of the Local Government Act 1972 to arrange for the proper administration of its financial affairs as well as a common law fiduciary duty to taxpayers with regards to its use of and accounting for public monies. This report assists in the discharge of those duties.

There are no other legal implications for this report.

Verified by Jade Monroe, Chief Solicitor, Legal Services, 28 August 2024

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### **Background Papers Used in Preparing This Report**

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## REVENUE SUMMARY

1. A summary position of the 2024/25 GF financial position is shown in **Table 1 and 2**, with a breakdown by individual variance in **Appendix 1**.

**Table 1 – Month 2 (May 2024): General Fund forecast (underspends in brackets)**

Directorate	Budget	Forecast Outturn Variance
	£m	£m
People	136.009	7.686
Place	28.412	9.481
Housing Solutions	13.527	7.725
Finance and Corporate Services	11.567	0.831
<b>Total Directorates:</b>	<b>189.515</b>	<b>25.723</b>
Centrally Managed Budgets	29.421	(5.243)
<b>Total General Fund Services:</b>	<b>218.936</b>	<b>20.480</b>
<i>Corporately held Contingencies</i>		(9.792)
<b>Total</b>		<b>10.688</b>

**Table 2 – Month 2 (May 2024): General Fund Forecast (by expenditure type)**

Directorate	Budget	Forecast Outturn Variance
	£m	£m
Employees	142.726	2.430
Non-employees	542.700	18.616
Income	(466.490)	(0.540)
<b>Total General Fund Services</b>	<b>218.936</b>	<b>20.480</b>

2. Following a review of the Council's corporate leadership structure, the following changes have been made to previous reporting structures:
  - The People Directorate includes services previously reported within the Childrens and Education and Social Care and Public Health Departments.
  - The Place Directorate includes services previously reported within The Economy (excluding Housing Solutions) and The Environment Departments.
  - Finance and Corporate Services Directorate includes services previously reported within the Finance and Corporate Services Departments.
3. Further management actions are required to deliver a significant downward movement in directorate overspend positions by the end of the financial year. **Potential service mitigations of £5.23m** have been identified at this stage and set out within the directorate sections below.
4. Should these and other mitigating actions not materialise, and the reported position fail to improve throughout the year through further management action, then the budget will need to be balanced using earmarked reserves. Reserves can only be used once therefore would not address any ongoing financial pressures, and any reduction in reserve balances will deteriorate the council's financial resilience for any unexpected shocks and pressures that may come.

## GENERAL FUND

### People Directorate (Adult Social Care, Children's and Education and Public Health)

The main variances for the People Directorate are summarised in the below table (and detailed in Appendix 1):

Service Area	Forecast Variance £000	Commentary
Physical Support Services	1,262	Additional residential care placements (7 new residents) and an increase of 12% in unit costs. Additional nursing care placements (6 new residents) and an increase of 16% in unit costs
Learning Disabilities Services	1,904	Additional 9 supported living placements since last financial year and an increase of over 6% in unit costs over the past year.
Mental Health Services	1,198	3 new supported living placements and 2 new large joint funded packages of care since the start of this year.
Other Social Care Services (Public Health & Commissioning)	(251)	Forecast lower volumes of activity on a number of Supported Housing and Carer contracts.
Looked After Children & Care Leavers Placements	721	Demand led pressures on placements plus staffing pressures to address capacity issues.
Other Statutory Children's Social Work	2,784	Low volume but high-cost packages of care under Section 17 for young people with complex needs (and travel packages)
Travel Care and Support	271	Cost pressures exceeding contract inflation allowance in the budget to 2024/25.
Other Children's and Education services	(203)	
<b>Total</b>	<b>7,686</b>	

The People Department is developing mitigation plans for these pressures including reviewing care packages, maximising contributions from the NHS and identifying efficiencies in externally contracted services.

The Department will also continue to face legislative/demand/cost pressures from service providers across all service areas including placements, hospital discharges, travel support, transition services, delivery of prior year savings and operational buildings

#### Dedicated Schools Grant

- Dedicated Schools Grant (DSG) is paid in support of local authority schools' and is the main source of income for the schools' budget. It is split between central expenditure and the individual schools' budget (ISB) in conjunction with the local schools' forum.
- Funding for the High Needs Block (HNB) continues to be under pressure with the latest forecast by the end of the financial year of a surplus of £0.400m which will go towards reducing the cumulative deficit, along with safety valve funding of £0.940m. The overall cumulative deficit is forecast to reduce to £1.060m by year end.

7. The additional Government funding forecast is subject to the council managing its DSG recovery plan as part of the grant conditions and close monitoring by the DfE (Department for Education). The council holds earmarked reserves against the cumulative deficit which is released as the deficit is managed down. This is set out in Table 3 below:

**Table 3 - High Needs Block (HNB) Deficit**

	<b>£000</b>
High Needs Block DSG deficit brought forward from prior years	2,400
In Year High Needs Block forecasted surplus less Early Years carry forward deficit	(400)
2024-25 High Needs Block Safety Valve funding (To be confirmed)	(940)
<b>Forecast High Needs deficit after Safety Valve funding</b>	<b>1,060</b>

This service will also continue to face risks on SEND transport, transitional services and other general tuition/therapy services.

### **Place Directorate**

The main variances for the Place Directorate are summarised in the below table:

<b>Service Area</b>	<b>Forecast Variance £000</b>	<b>Commentary</b>
Public Realm (Waste Collection, Street Cleaning, Waste Disposal, Highways)	<b>2,470</b>	Contractual pressures relating to inflations, pay and pensions. The costs of new wheeled bin waste collection services are not expected to be immediately mitigated in full by offsetting waste disposal savings (waste disposal from behavioural changes).
Parking	<b>6,712</b>	The council has waived fines and introduced business visitor permits and visitors to support the local economy. There has also been a better than anticipated change in driver behaviours leading to a reduction in traffic volumes and forecast income.
Other Place Budgets	<b>299</b>	Lower than budgeted income from corporate rental properties and revenue costs no longer chargeable to capital.
<b>Sub-Total</b>	<b>9,481</b>	

8. There are a number of potential Departmental risks including Corporate Property and Facilities Management, Parking, new green waste subscription service, reducing external funding for Highway projects and Planning fees. Mitigations will continue to be developed and implemented.

## Finance and Corporate Services (including Housing)

The main variances for Finance and Corporate Services are summarised in the below table:

Service Area	Forecast Variance £000	Commentary
Residents Services	542	Delay in the delivery of prior year employee savings targets due to increased demand and pressures on the service.
Managed Services	269	Shared Service Contract (Hampshire) for Finance and HR IT systems
Other Budgets	20	
<b>Total</b>	<b>831</b>	

## Housing Solutions

The main variances for Housing Solutions summarised in the below table:

Service Area	Forecast Variance £000	Commentary
Temporary Accommodation	7,605	Primarily an additional 162 people placed in bed and breakfast (now 317 in total) at more costly marginal rates. Out of hours (OOH) placements and pre-booked accommodation numbers have increased including use of commercial hotels.  Cost pressures on Private Sector Leasing.
Other Housing Services	120	
<b>Total</b>	<b>7,725</b>	

A Working Group has been established to develop a mitigation strategy to manage these pressures and the actions will include options to secure additional national grants, controls of operational expenditure, clear pathway and move on options, consideration of policy changes on discharge to private sector, nomination rights to RPs and out of borough placements.

## Centrally Managed Budgets

Service Area	Forecast Variance £000	Commentary
Cost of Borrowing (Net)	(5,583)	Interest on cash balances remains higher than budgeted due to continuing high interest rates (plus lower interest payments on outstanding loans). As a Ruthlessly Financially Efficient council, there has not been any new prudential borrowing undertaken
Levies	(392)	Reimbursement of concessionary fares contributions due to TfL price freeze on tube fares.
Other Services	732	Increased cost of renewing insurance premiums
<b>Total</b>	<b>(5,243)</b>	

There continue to be risks that will need to be monitored especially interest on balances and also with regard to the national pay award (the budget for 2024/25 includes a 3% provision).

### **Collection Fund**

- 9 Council Tax and National Non-Domestic Rates (NNDR) income, alongside grant funding, are the main sources of the council's overall funding. Income collected from Council tax is shared with the GLA and the council is forecast to retain 67% of this income with the GLA retaining remaining share. For NNDR, this is shared between the council, the GLA and Central Government. The council is forecast to retain 30% of this income (GLA retained 33% and central government retain 37%]
- 10 Retained income from Council Tax and NNDR together are budgeted to represent 65% of the councils net budget requirement 24/25 (£141.3m) and is held within a ring-fenced account known as the Collection Fund. The overall collection fund surplus/deficit in-year is affected by the number of variables such as movements in the gross taxbase (e.g., the number of properties in the borough and for business rates the impact on business rates appeals), offsetting deductions to bills (e.g. single person discount and Council Tax support council tax and mandatory charitable relief full business rates) and the collection rate.
- 11 Any forecast surplus or deficit on the Collection Fund will not impact the council's budget until the following financial year due to accounting regulations. An estimate of the surplus or deficit on the collection fund is made annually in January and factored into the budget setting estimates the subsequent financial year. Should the outturn position be an improvement on the estimated position, then this is factored into the in-year position for the following year.
- 12 A review of the Collection Fund is being finalised with an expectation that there will be a surplus which can mitigate the service position at Month 2. Any surplus will be reported as part of the next revenue monitor report (Month 6).

### **HOUSING REVENUE ACCOUNT (HRA)**

- 13 A balanced budget was set for the HRA for 2024/25 (and without the use of reserves).
- 14 The strategic operating environment of the Housing Revenue Account continues to be challenging (as is the General Fund) with continuing legislative/demographic pressures and high interest rates.
- 15 The overall assessment of the current forecasts is summarised in Table 4 below.



**Table 4: Housing Revenue Account Forecast Outturn**

Service Area	Forecast Variance £000	Commentary
Decants	1,286	Additional spend on decants (whilst repairs are completed) and disturbance allowance costs
Disrepair Spend	2,704	Resolution of outstanding historic claims (includes tenant compensation, all legal costs and repairs)
Voids and Repairs	1,448	Additional investment to deliver the repairs improvement plan
Other Services	(158)	A net overall underspend across all other services
<b>Total</b>	<b>5,280</b>	

A number of mitigations are being developed including the use of unallocated contingencies, spending controls, releasing reserves that may not be required (regarding the refund of water commission charges), capital programme management and potential further capitalisation.

Housing Revenue Account (General Reserve)	£m
<b>Balance as of 31 March 2024</b>	<b>(5,376)</b>
Pressures Reported at Month 2	5,280
Mitigations (as outlined above)	(5,280)
<b>Balance as of 31<sup>st</sup> March 2025</b>	<b>(5,376)</b>

### **EQUALITIES IMPLICATIONS**

As required by Section 149 of the Equality Act 2010, the Council has considered its obligations regarding the Public Sector Equality Duty and it is not anticipated that there will be any direct negative impact on groups with protected characteristics, as defined by the Act, from the adjustments to the budgets required because of this report.

If any such adjustments might lead to a service change and/or changes in staffing structures that could have a negative impact on groups with protected characteristics, then a full Equality Impact Assessment will need to be carried out.

### **RISK MANAGEMENT IMPLICATIONS**

The Council has a statutory duty to arrange for the proper administration of its financial affairs and a fiduciary duty to taxpayers with regards to its use of and accounting for public monies. This report assists in the discharge of those duties.

The report recognises the significant external pressures which are expected to bear down on the Council's costs during 2024/25, including the ongoing effect of high levels of inflation in the past two years and interest rates which are only just starting to reduce. Detailed risks are set out for departments in the appendices, and include areas overspends are being caused by increased demand for services (particularly social care and temporary accommodation) and the prospect that there is further will be further demand going forward, further increasing pressure on budgets. It is recognised that unallocated contingency has been held and will be applied to reduce the potential overspend for the year, however, this is a short-term mitigation only. Directorates and the central Finance team will need to continue to closely monitor expenditure to ensure it remains within budget and that planned savings are delivered in full or implement

alternative mitigating actions to address forecast overspends or savings targets which cannot be delivered.

The report also recognises the significant pressures facing the HRA, with a significant reduction in the HRA General Reserve being noted for the end of the year. Officers must ensure that costs and income are closely monitored and controlled and that corrective actions to protect and maintain the financial stability of the HRA are agreed and embedded.

Implications completed by: David Hughes, Director of Audit, Fraud, Risk, and Insurance,  
23 August 2024

**Appendices:**

Appendix 1 - General Fund Revenue Monitoring by Variance

Appendix 2 - HRA Revenue Monitoring by Variance

Appendix 3 - Savings Delivery Tracker

**APPENDIX 1 – GENERAL FUND AND HRA MONITORING BY VARIANCE AS AT MONTH 2**

Service Area	Total Budget £000	Actual Month 2 £000	Total Forecast Variance Month 2 £000
<b>PEOPLE - Variance by Service Area</b>			
<b>Children's and Education Services</b>			
Looked After Children & Care Leavers Placements, Client Related Non-Placement & Care Management	19,945	3,242	721
Other Statutory Social Work (CYPS)	10,566	1,625	2,784
Early Intervention Services (CYPS)	2,490	859	(47)
Other Children and Young Peoples Services	1,172	164	101
Travel Care and Support	6,917	612	271
Special Educational Needs and Disability (SEND)	7,251	7,995	(208)
Other Statutory Education Services	640	791	(15)
Schools and Early Years Funding	4	16,422	0
Strategic Commissioning and Transformation	1,228	246	20
Other Children's & Education Services Budgets	2,011	405	(55)
Adults EDT	177	(16)	0
<b>Adult Social Care and Public Health</b>			
Physical Support Services	30,108	6,995	1,262
Learning Disabilities Services	16,972	2,855	1,904
Mental Health Services	9,681	1,194	1,198
Provided Services	3,418	472	27
Commissioning and Service Delivery	7,625	1,679	(278)
Public Health	0	1,110	0
<b>Sub-total</b>	<b>120,205</b>	<b>46,650</b>	<b>7,686</b>
Non Controllable Expenditure (Corporate overheads, capital financing and other technical adjustments)	15,804	0	0
<b>Total</b>	<b>136,009</b>	<b>46,650</b>	<b>7,686</b>

Service Area	Total Budget £000	Actual Month 2 £000	Total Forecast Variance Month 2 £000
<b>PLACE – Variance by Service Area</b>			
Climate Change and Transport	1,143	873	0
Public Realm (Waste Collection, Street Cleaning, Waste Disposal, Highways)	32,799	(1,268)	2,470
Public Protection	6,983	(223)	89
Parking	(38,618)	(821)	6,712
Corporate Property and Facilities Management	7,065	1,665	91
Planning	229	341	0
Economic Development and Skills Service	51	759	0
Other Place Budgets	(451)	175	120
<b>Sub-Total</b>	<b>9,202</b>	<b>1,502</b>	<b>9,481</b>
Non Controllable Expenditure (Corporate overheads, capital financing and other technical adjustments)	19,210	0	0
<b>Total</b>	<b>28,412</b>	<b>1,502</b>	<b>9,481</b>

Service Area	Total Budget £000	Actual Month 2 £000	Total Forecast Variance Month 2 £000
<b>Housing Solutions - Variance by Service Area</b>			
Temporary Accommodation	8,463	2,203	7,605
Homelessness Prevention and Assessment	1,674	400	70
Supported Housing	1,396	51	0
Other GF Housing Budgets	504	352	50
<b>Sub-Total</b>	<b>12,037</b>	<b>3,006</b>	<b>7,725</b>
Non Controllable Expenditure (Corporate overheads, capital financing and other technical adjustments)	1,490	0	0
<b>Total</b>	<b>13,527</b>	<b>3,006</b>	<b>7,725</b>

<b>Service Area</b>	<b>Total Budget £000</b>	<b>Actual Month 2 £000</b>	<b>Total Forecast Variance Month 2 £000</b>
<b>CORPORATE - Variance by Service Area</b>			
Finance	3,735	695	37
Managed Services	2,042	1,801	269
Audit, Fraud, Risk and Insurance	1,089	96	(9)
Assurance, Programmes and Analytics	1,554	411	(53)
Corporate Procurement	653	30	(27)
Commercial Advertising	(2,475)	(621)	(45)
Digital Services	13,394	3,894	0
Legal Services	(106)	42	0
Residents Services	6,114	1,221	542
People & Talent	2,612	261	0
Communications and Communities	958	174	(50)
Democratic Services, Coroners & Mortuaries	2,822	1,015	(267)
Members Support	329	55	0
Other Finance and Corporate Budgets	449	253	432
<b>Sub-Total</b>	<b>33,169</b>	<b>9,327</b>	<b>831</b>
Non Controllable Expenditure (Corporate overheads, capital financing and other technical adjustments)	(21,602)	0	0
<b>Total</b>	<b>11,567</b>	<b>9,327</b>	<b>831</b>
<b>Directorates Total</b>	<b>189,515</b>	<b>60,485</b>	<b>25,723</b>

<b>CENTRAL ITEMS</b>			
Levies	10,494	2,075	(392)
Net Cost of Borrowing	(1,035)	(298)	(5,955)
Technical Items	(378)	5,258	0
Other and Corporate Democratic Core Services	2,419	5,057	732
<b>Sub-Total</b>	<b>26,026</b>	<b>12,091</b>	<b>(5,615)</b>
Non Controllable Expenditure (Corporate overheads, Capital Financing and other technical adjustments)	3,394	184	372
<b>Total</b>	<b>29,421</b>	<b>12,275</b>	<b>(5,243)</b>
<b>TOTAL GENERAL FUND</b>	<b>218,936</b>	<b>72,760</b>	<b>20,480</b>
<i>Less: General Corporate Contingency</i>			(9,792)
<b>NET GENERAL FUND</b>			<b>10,688</b>

## APPENDIX 2 – HOUSING REVENUE ACCOUNT (HRA) MONITORING BY VARIANCE AS AT MONTH 2

HRA - Variance by Income & Expenditure Category			
	Total Budget	Actual Month 2	Forecast Variance
	£000	£000	£000
Rental income	(83,322)	(12,964)	0
Service Charge income	(20,154)	(8,840)	0
Other Income	(3,881)	(725)	(7)
Void Rent Loss	2,040	354	0
Staff Capitalisation	(11,820)	0	(261)
Repairs and Voids	33,873	4,181	1,448
S82 Disrepairs Compensation	645	525	2,704
Housing Management	17,178	2,323	649
Decants	200	102	1,286
Estate Services	16,183	(37)	69
Depreciation	17,376	0	(1,294)
Interest Payable (Net)	13,947	0	685
Other Costs (Contingency, Finance)	11,361	697	(0)
Corporate Services	6,373	0	0
<b>Sub-Total</b>	0	(14,383)	5,280
Non-Controllable Expenditure (Corporate overheads, capital financing and other technical adjustments)	0	2	0
<b>Total</b>	<b>0</b>	<b>(14,381)</b>	<b>5,280</b>



**APPENDIX 3 – MTFS SAVINGS MONITOR – UPDATE AT MONTH 2 (May 2023)**

Directorate	Previous Dept	MTFS Reference	Description	2024-25 Expected Savings (£000's)	2024-25 Forecast Savings (£000's)	RAG Rating	Comments
People	Social Care and Public Health	Social Care and Public Health -1	Review care costs with NHS (CHC) as people with very high needs are discharged from hospital.	(200)	(200)		
People	Social Care and Public Health	Social Care and Public Health -2	Supporting resident independence though better integration of council services with community networks	(150)	(150)		
People	Social Care and Public Health	Social Care and Public Health -3	Further increased take-up of Direct Payments for choice and control for residents and increasing wellbeing and coproducing as part of the Direct Payment steering group.	(200)	(200)		
People	Social Care and Public Health	Social Care and Public Health -4	Joint commissioning steering group with Economy department on implementing the Disabled People's Housing Strategy and reducing voids. This will be done through reviewing the Extra Care Homes available for residents, ensuring new builds are co-produced with disabled residents and make good Housing voids.	(200)	(200)		
People	Social Care and Public Health	Social Care and Public Health -5	Maximising adaptations in people's homes through use of Disabled Facilities Grant. Review Occupational Therapy service delivery across the department with a view to undertake joint care assessment. This increases a person's independence and reduces the need for longer-term care.	(200)	(200)		

Directorate	Previous Dept	MTFS Reference	Description	2024-25 Expected Savings (£000's)	2024-25 Forecast Savings (£000's)	RAG Rating	Comments
People	Social Care and Public Health	Social Care and Public Health -6	Better use of equipment to improve independence of residents with sensory disability.	(100)	(100)		
People	Social Care and Public Health	Social Care and Public Health -7	Improved support and information for residents and make better use of digital technologies (such as care cubed, use of resident portal, timely return of equipment).	(250)	(250)		
People	Social Care and Public Health	Social Care and Public Health -8	Review of commissioning contracts in line with the third sector strategy. This will be managed by adjusting the available contingencies within this budget (it will not affect existing contracts or the Fast Track allocations and inflation will be allocated to contracts in 2024/25).	(100)	(100)		
People	Social Care and Public Health	Social Care and Public Health -9	Reshaping the department as an all-age adults service and over a medium term neighbourhood resident focus.	(200)	(200)		
People	Social Care and Public Health	Social Care and Public Health -10	Review of Rough Sleeper Public Health Contribution to support residents with independent living.	(100)	(100)		
People	Social Care and Public Health	Social Care and Public Health -11	Review of Environmental Health Contributions to manage and support the health protection and outbreak prevention.	(100)	(100)		
People	Social Care and Public Health	Social Care and Public Health -12	Review the impact of targeted provision with underserved groups to improve community engagement.	(72)	(72)		
People	Social Care and Public Health	Social Care and Public Health -13	Review of Community Champions Programme and Reprovision of Services to align services with resident needs and support the Councils response to the cost of living.	(250)	(250)		

Directorate	Previous Dept	MTFS Reference	Description	2024-25 Expected Savings (£000's)	2024-25 Forecast Savings (£000's)	RAG Rating	Comments
People	Children's Services	Children's Services-1	This proposal aligns the budget to the current profile of placements where there is joint health funding. There will be no impact on children and young people.	(325)	(325)		
People	Children's Services	Children's Services-2	Reform care support via a targeted line by line review to identify efficiency opportunities to secure high quality packages at optimal cost, including capitalising on opportunities for external funding to invest in creating our own provision	(100)	(100)		
People	Children's Services	Children's Services-3	Through collaboration with Housing, to enable care leavers to transition into the Housing Pathway earlier, with increased floating support to ensure the transition is successful.	(100)	(100)		
People	Children's Services	Children's Services-4	It is proposed to align the budgets to current expenditure following the recommission. There is no proposed change to delivery	(137)	(137)		
People	Children's Services	Children's Services-5	Embedding long-term holiday food provision offer using the council's bulk purchasing power to more effectively procure long-term holiday food	(900)	(900)		
Place	The Environment	The Environment-1	Non-residential fees and charges	(200)	(200)		
Place	The Environment	The Environment-2	Use of alternative funding (through developers contributions)	(200)	(200)		
Place	The Environment	The Environment-3	Further efficiencies from rollout of wheeled bins	(250)	(250)		
Place	The Environment	The Environment-4	Resident Experience and Access Programme (REAP) enabled savings	(250)	(250)		
Place	The	The	Introduction of garden waste subscription	(650)	(650)		

Directorate	Previous Dept	MTFS Reference	Description	2024-25 Expected Savings (£000's)	2024-25 Forecast Savings (£000's)	RAG Rating	Comments
	Environment	Environment-5	service (this assumes sign up of 10,000 properties)				
Place	The Economy	The Economy-1	New fee flexibilities and cost reductions from fewer volumes	(350)	(350)		
Place	The Economy	The Economy-2	Review of expenditure (6% reduction)	(200)	(200)		
Housing	The Economy	The Economy-3	Efficient commissioning of Temporary Accommodation	(100)	(100)		
Housing	The Economy	The Economy-4	Review of Housing Solutions team	(150)	(150)		
Housing	The Economy	The Economy-5	Acquisition of housing for Temporary Accommodation	(200)	(200)		
Place	The Economy	The Economy-6	Corporate Accommodation savings	(400)	(400)		
Corporate	Corporate	Corporate-1	An increase in digital advertising rental income.	(150)	(150)		
Corporate	Corporate	Corporate 2	Reduction in Internal Audit budget for contracted out audit days.	(50)	(50)		
Corporate	Corporate	Corporate 3	Reduction in LBHF share of the Hampshire Finance System costs.	(200)	-		
Corporate	Corporate	Corporate 4	Reduction in costs arising from the network and telephony procurement strategy and contract award.	(125)	(125)		
Corporate	Corporate	Corporate 5	Remove the need for server licencing and reduce support costs for smaller applications following migration to Microsoft Azure platform.	(60)	(60)		
Corporate	Corporate	Corporate 6	Additional income from contract based on RPI.	(80)	(80)		

Directorate	Previous Dept	MTFS Reference	Description	2024-25 Expected Savings (£000's)	2024-25 Forecast Savings (£000's)	RAG Rating	Comments
Corporate	Corporate	Corporate-8	An organisational review of the senior chief officer structures of the Council	(250)	(90)		
Corporate	Corporate	Corporate-9	Discontinuing annual contribution to reserves and utilising in year revenue resources	(275)	(275)		
Corporate	Corporate	Corporate-10	Discontinuing annual contribution to reserves and utilising in year revenue resources	(245)	(245)		
		<b>Overall Total</b>		<b>(8,069)</b>	<b>(7,709)</b>		