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Expenditure

Department	£'m	By type of spend	
Adult Social Care	121	Employees	148
Children's Services	177	Transfer payments (eg schools)	168
Housing Solutions	46	Supplies and services	64
Public Health	25	Borrowing/miscellaneous	4
Place	145	Premises	16
		Transport	2
Corporate	74	Third party payments (eg commissioned services)	186
Housing Benefit payments	91	Housing benefit payments	91
Total	**678**	**Total**	**678**

Income

Department	£'m	By type of income	£'m
Adult Social Care	42	Business rates	63
Children's Services	108	Council tax	85
Housing Solutions	28	Revenue Support Grant	22
Public Health	25	Other unringfenced grants	45
Place	97	One-off funding	8
Corporate	72	Housing benefit grant	91
Housing Benefit Grant	92	Specific grants (eg public health)	70
General Grants	45	Education grants	97
Revenue Spport Grant	22	Miscellaneous (eg recharges)	80
Council Tax	85	Fees and charges	68
Business Rates	63	Contributions (eg health)	50
Total	**678**	**Total**	**678**

Reserves and Balances

Legend: ■ General Balances ■ Earmarked Reserves ■ Covid related — Total
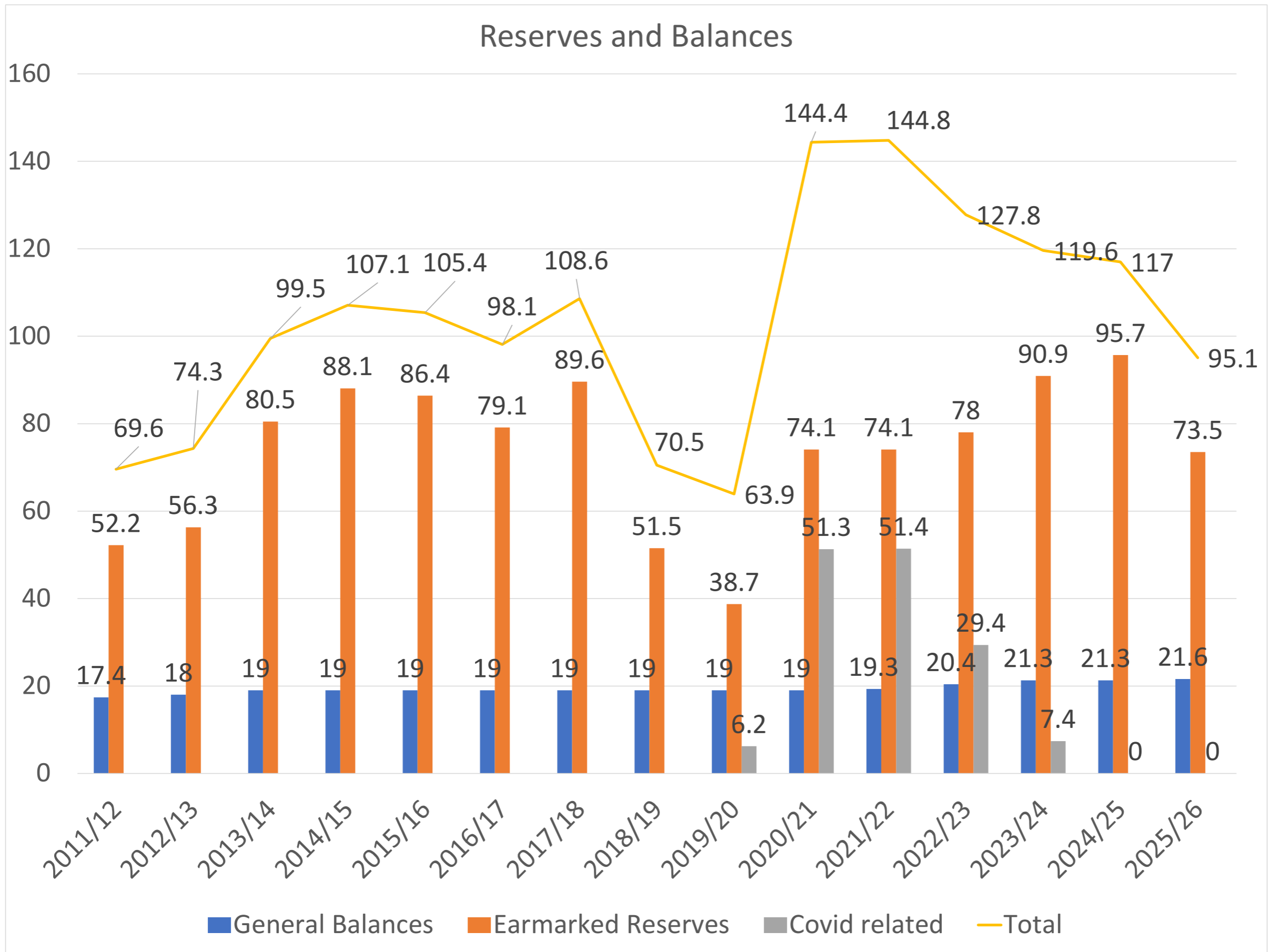
5 Year Investment & Savings by Department

Saving by Department	2021/22	2022/23	2023/24	2024/25	2025/26	Cumulative
	£000's	£000's	£000's	£000's	£000's	£000's
People Dept	3,500	2,203	2,370	3,684	1,803	**13,560**
Place	1,907	1,219	534	2,500	2,064	**8,224**
Housing Solutions	296	200	-	450	-	**946**
Corporate	1,000	1,229	20	1,435	1,260	**4,944**
Total	**6,703**	**4,851**	**2,924**	**8,069**	**5,127**	**27,674**

Investment by Department	2021/22	2022/23	2023/24	2024/25	2025/26	Cumulative
	£000's	£000's	£000's	£000's	£000's	£000's
People Dept	4,000	5,565	6,749	6,334	5,028	**22,648**
Place	1,700	1,528	2,272	438	5,530	**11,468**
Housing Solutions	540		939	1,500	1,212	**4,191**
Corporate	1,600	341	691	2,450	549	**5,631**
Total	**7,840**	**7,434**	**10,651**	**10,722**	**12,319**	**43,938**

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	2021/22	2022/23	2023/24	2024/25	2025/26
	£000's	**£000's**	**£000's**	**£000's**	**£000's**
Base Budget	**156,902**	**160,416**	**166,608**	**191,959**	**208,407**
Contract & Pay Inflation	4,132	10,000	17,400	13,742	9,297
Employee Costs (on going effect of pay award in 22/23)			(1,250)		
Growth and Investment	5,235	4,793	10,651	10,722	12,319
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			
Net Cost of Borrowing	800	400	600	1,000	3,700
Recognition of current income projection		(3,400)	(2,000)	(2,880)	(3,000)
Income from investment of cash balances			(5,000)	(5,000)	(5,000)
One off corporate items (Concessionary fares, Collection Fund Surplus/Deficit)	(1,100)	(2,300)	(2,245)	(3,480)	17
Employee Budget Management			(2,500)		
Contribution to reserves / contingencies	1,100	3,890	5,287		
	170,815	**177,940**	**188,551**	**206,063**	**225,740**
Revenue Support Grant	(17,500)	(18,046)	(20,198)	(21,540)	(21,956)
Other Revenue Grants	(20,772)	(27,186)	(32,891)	(35,120)	(44,451)
Retained Business Rates	(57,217)	(57,217)	(59,358)	(62,509)	(69,343)
Council Tax Income	(67,331)	(68,440)	(73,180)	(78,825)	(84,864)
One-Off Resources/Developer Contributions	(1,295)	(1,700)			
Budget Gap Before Savings	**6,700**	**5,351**	**2,924**	**8,069**	**5,126**

5 Year Savings and Investment Categorisation
Savings by Category

	2021/22 Savings	2022/23 Savings	2023/24 Savings	2024/25 Savings	2025/26 Proposed Savings
	£000's	£000's	£000's	£000's	£000's
Budget reduced in line with spend	-	-	-	-	
Commercialisation / Income	500	650	147	1,675	1,664
Estate rationalisation	-	-	-	400	100
Outside investment secured (i.e. Section 106, NHS)	-	35	-	-	
Prevention	1,000	-	250	250	610
Procurement / Commissioning	1,400	1,828	880	2,125	807
Service reconfiguration	1,100	892	1,497	2,682	1,750
Staffing / Productivity	1,600	1,446	-	200	116
Pension triennial valuation	-	-	-	-	
Debt reduction and restructuring	-	-	-	-	
Service rationalisation / budget reduced in line with spend	1,100	-	150	737	80
Total	**6,700**	**4,851**	**2,924**	**8,069**	**5,127**

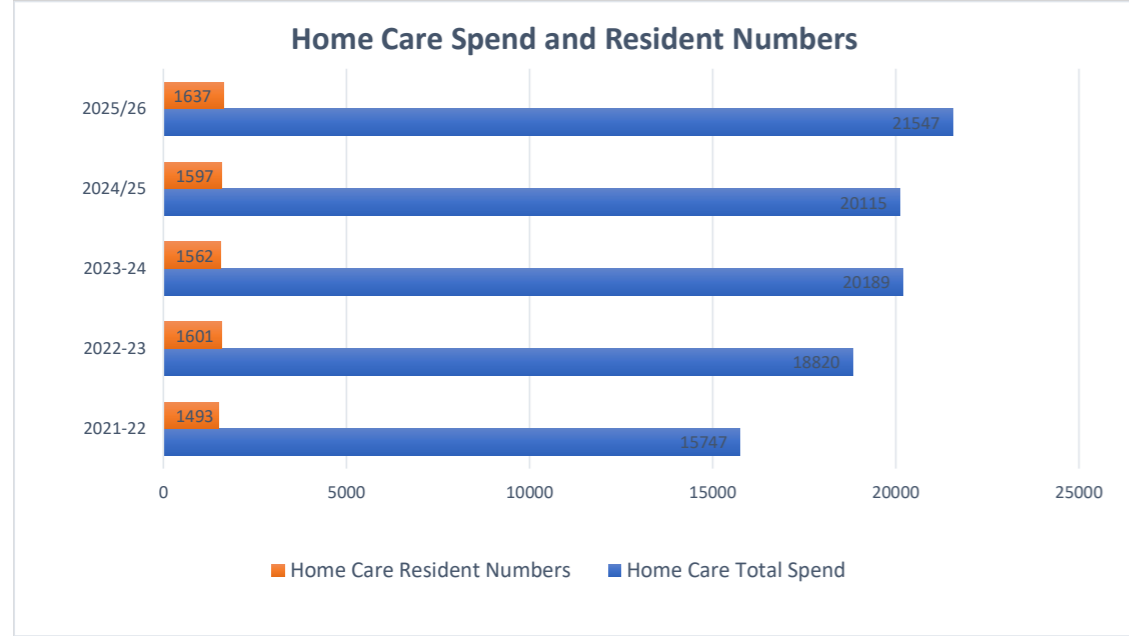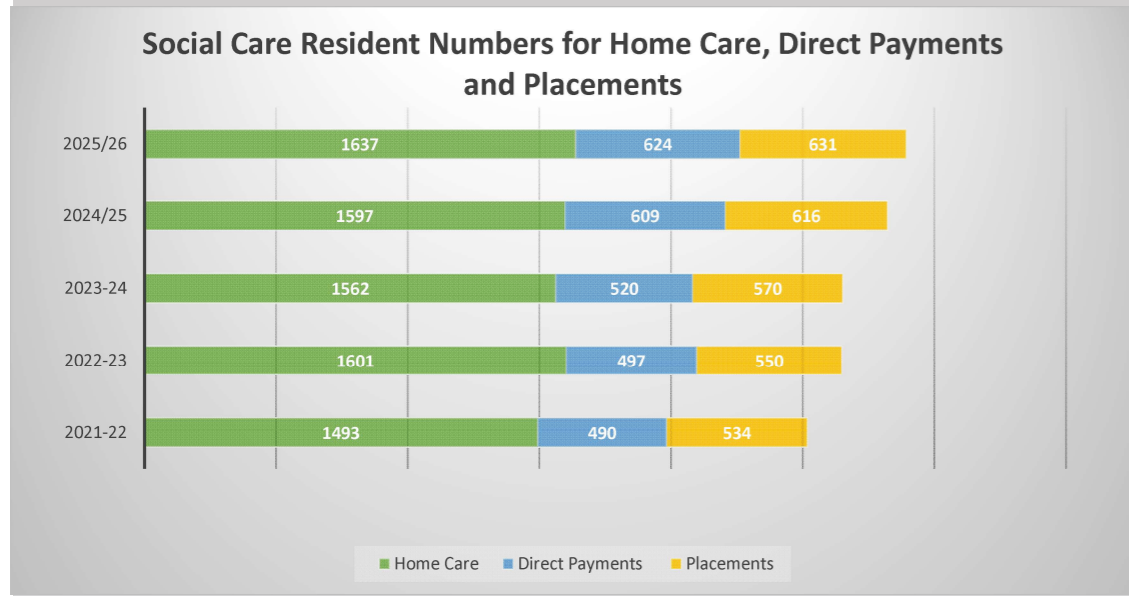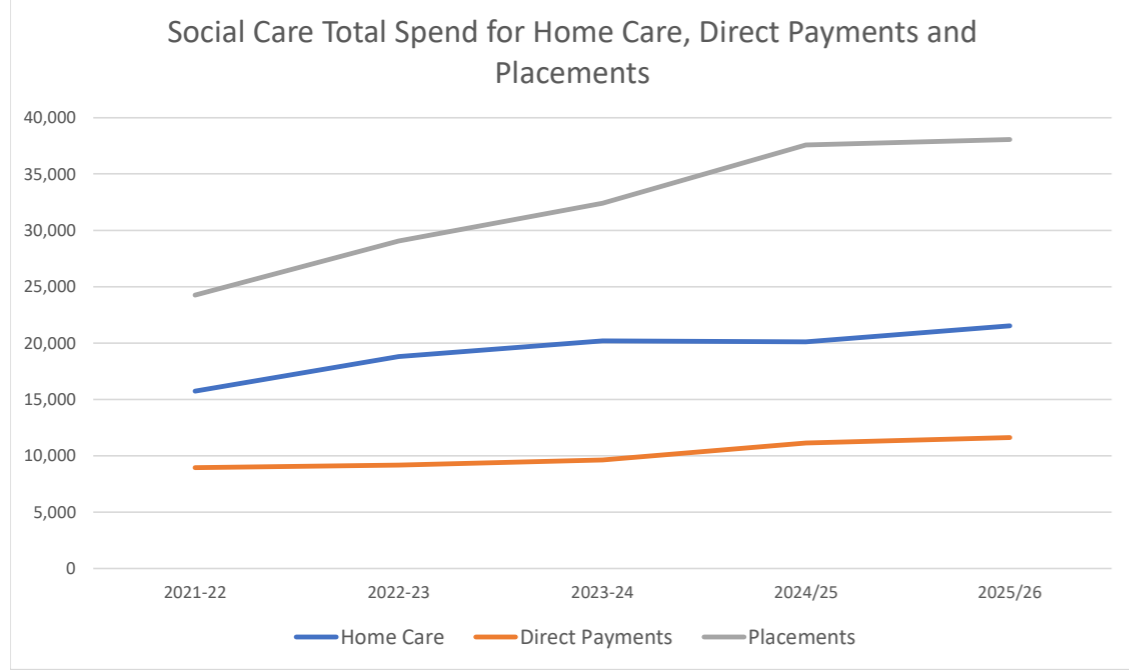**Investment by Category**

	2021/22 Investment	2022/23 Investment	2023/24 Investment	2024/25 Investment	2025/26 Proposed Investment
	£000's	£000's	£000's	£000's	£000's
Government related	-	1,137	441	-	243
Increase in demand/demographic growth	2,400	2,311	6,846	7,852	5,366
Resident priority	500	690	2,358	470	4,485
Budget pressure	2,300	655	1,006	2,400	2,225
Impact of Covid-19 / economic downturn	2,700	2,641	-	-	
Total	**7,900**	**7,434**	**10,651**	**10,722**	**12,319**

Summary of net forecast outturn variances
(month 6 2024/25)

Directorate	Budget	Forecast Outturn
	£m	£m
People	133.697	5.735
Place	32.734	7.783
Housing Solutions	13.665	6.353
Finance and Corporate Services	14.537	0.006
Total Directorates:	**194.632**	**19.877**
Centrally Managed Budgets	29.062	(4.232)
Total General Fund Services:	**223.694**	**15.645**
Corporately held Contingencies		(9.000)
Sub Total		**6.645**
Release of one-off Collection Fund surpluses		(3.200)
Total		**3.445**

Key Activities Data - Social Care

Social Care Total Spend for Home Care, Direct Payments and Placements

Legend: Home Care — Direct Payments — Placements

Social Care Resident Numbers for Home Care, Direct Payments and Placements

Year	Home Care	Direct Payments	Placements
2025/26	1637	624	631
2024/25	1597	609	616
2023-24	1562	520	570
2022-23	1601	497	550
2021-22	1493	490	534

Legend: Home Care — Direct Payments — Placements

Home Care Spend and Resident Numbers

Year	Home Care Resident Numbers	Home Care Total Spend
2025/26	1637	21547
2024/25	1597	20115
2023-24	1562	20189
2022-23	1601	18820
2021-22	1493	15747

Legend: Home Care Resident Numbers — Home Care Total Spend

Key Activity Data -Children's Services and Education

Children looked after

■ Number of looked after children (exc. Respite)   ■ Number of looked after children (exc. Respite and UASCs)   ■ Number of Unaccompanied Asylum Seeking Children (UASC)

Children looked after at the end of the month
broken down by age compared to the 2022/23 national, SN and inner London average

■ National average 2022/23   ■ SN average 2022/23   ■ Inner London Average 2022/23   ■ Sep 2024

Children looked after broken down by the local and UASC population

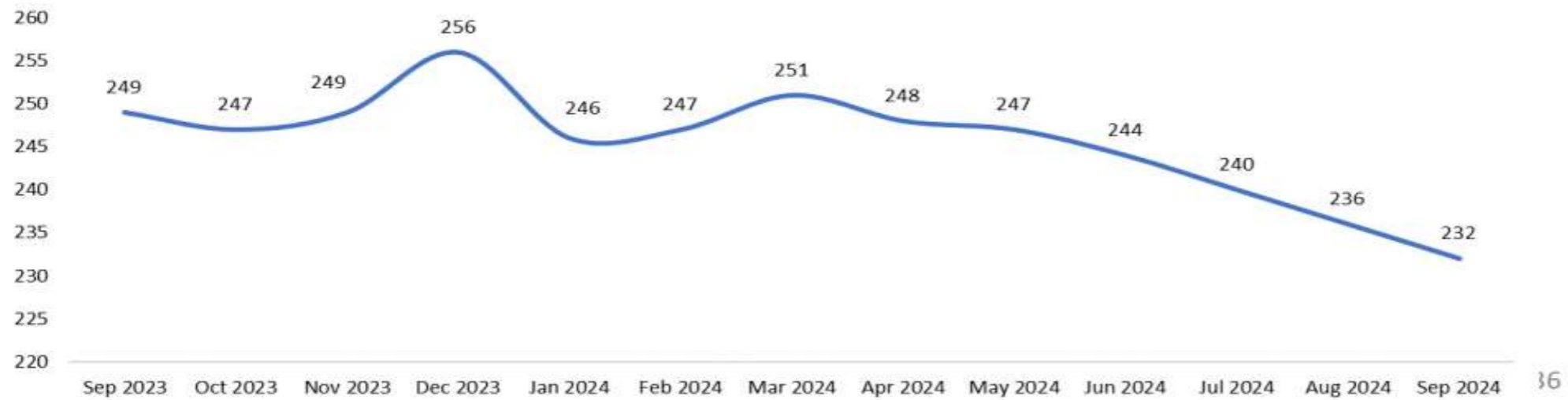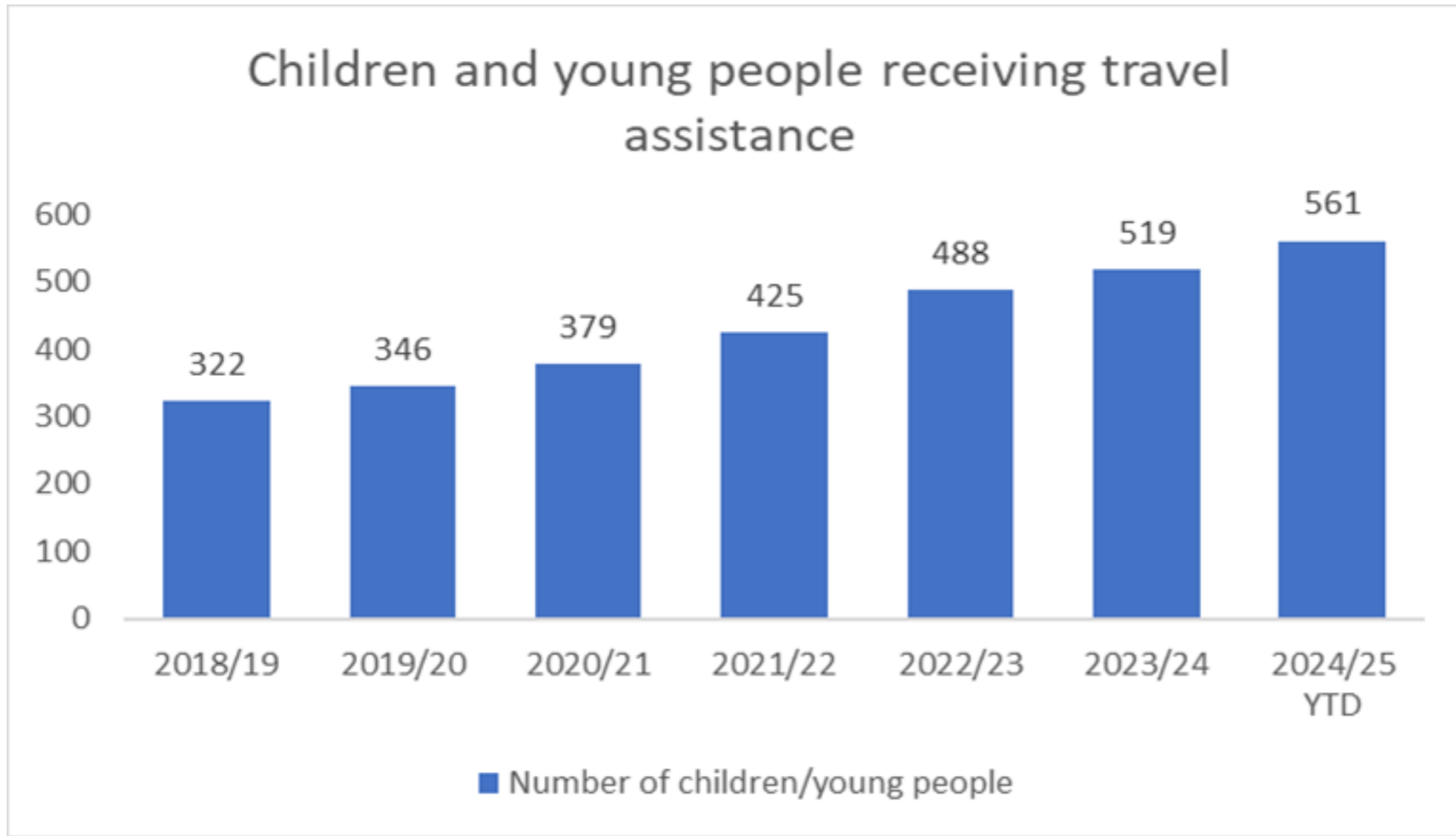|	Sep 2023	Oct 2023	Nov 2023	Dec 2023	Jan 2024	Feb 2024	Mar 2024	Apr 2024	May 2024	Jun 2024	Jul 2024	Aug 2024	Sep 2024
Number of looked after children (exc. Respite)	210	210	218	211	217	213	202	204	205	204	204	199	200
Number of local children looked after	177	176	181	176	181	178	172	174	175	173	171	167	166
Number of Unaccompanied Asylum Seeking Children (UASC)	33	34	37	35	36	35	30	30	30	31	33	32	34

Care experienced young people

Number of care experienced young people aged 17 to 25 (relevant, former relevant and allocated)
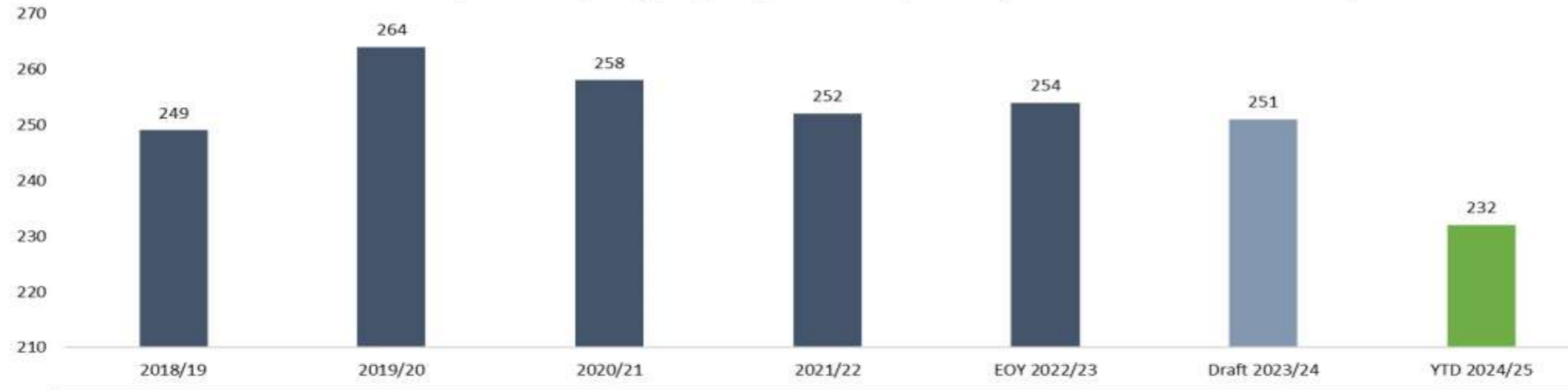
Number of care experienced young people aged 17 to 25 per month (relevant, former relevant and allocated)


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Children and young people receiving travel assistance

Place Department - Unit Costs and Trend Analysis

Service Area	Service	Unit Measure	Actual 2021/22	Actual 2022/23	Actual 2023/24	Estimate 2024/25	Estimate 2025/26	Notes
Parks & Cemeteries	Parks Grounds Maintenance Cost - Per Hectare	£	21,250	21,958	22,728	23,661	24,491	Annual inflationary increases
Parks & Cemeteries	Cemeteries Grounds Maintenance Cost - Per Hectare	£	18,898	19,226	19,901	20,721	21,448	Annual inflationary increases
Parks & Cemeteries	Number of trees planted - parks (trees 2-3m+ when planted)	No.	104	220	76	160	100	Number of standard trees planted. A combination of replacements, donated and additional canopy cover trees as part of the emerging Tree Strategy 2024-2029
Parks & Cemeteries	Number of trees planted - parks (trees 0.3-0.6m when planted)	No.	1,810	3,400	2,125	2,000	2,000	Number of tree whips planted in parks and open spaces
Parks & Cemeteries	Leisure Centres - Number of Visits	No.	262,810	262,810	396,000	408,000	416,160	Reduced visits in 2021/22 due to the continued impact of the COVID pandemic across the wider leisure industry. Visits are forecast to return to pre-pandemic levels
Waste Disposal	General waste tonnages collected per annum	tonnes	55,435	52,853	51,803	49,896	47,900	Targeting to convert 4% of general waste tonnages into recycling from 2025/26
Waste Disposal	General waste tonnages collected - annual movement	%	0%	-5%	-2%	-4%	-4%	
Waste Disposal	Recycling tonnages collected per annum	tonnes	12,030	11,149	11,950	12,919	14,915	
Waste Disposal	Recycling tonnages collected - annual movement	%	-4%	-7%	7%	8%	15%	
Building Control	Number of chargeable jobs	No.	408	465	352	450	450	Difficult to predict future number of jobs due to continuing macroeconomic uncertainty
Public Lighting	Public lighting maintenance cost - per column	£	24.62	22.56	27.34	27.44	28.13	Annual inflationary increases
Highway Maintenance	Carriageways and Footways maintenance cost - Per KM	£	12,441	14,178	18,926	15,289	15,671	Reduced spend in 2021/22 due to ongoing impact of COVID pandemic
Libraries	Visits to libraries	No.	440,106	625,581	723,491	790,000	820,000	Library usage is predicted to increase based on increased engagement with the public and stakeholders as part of the H&F Cultural Strategy
Libraries	Cost Per Visit (£)	£	5.95	5.87	5.55	5.06	4.88	
Libraries	No. of physical items issued	No.	173,677	290,079	296,330	325,000	330,000	
Libraries	Active members	No.	13,701	20,465	20,418	23,000	24,000	

Digital Services Expenditure

Type of Spend	19/20 Expenditure	20/21 Expenditure	2021/22 Expenditure	2022/23 Expenditure	2023/24 Expenditure	2024/25 Forecast	2025/26 Forecast
	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Salaries	4,730	4,443	4,555	5,209	5,848	6,458	6455
Contract Spend	8,178	7,370	7,382	6,779	7,714	7,015	7,207
Subtotal	**12,908**	**11,813**	**11,937**	**11,988**	**13,562**	**13,473**	**13,662**
Project Spend	2,688	93	768	1,363	3,091	3,002	3,852
Total Spend	**15,596**	**11,906**	**12,705**	**13,351**	**16,653**	**16,475**	**17,514**

Digital Services Spend Chart

Digital Services Gross Expenditure 19/20 - 24/25 (£000)
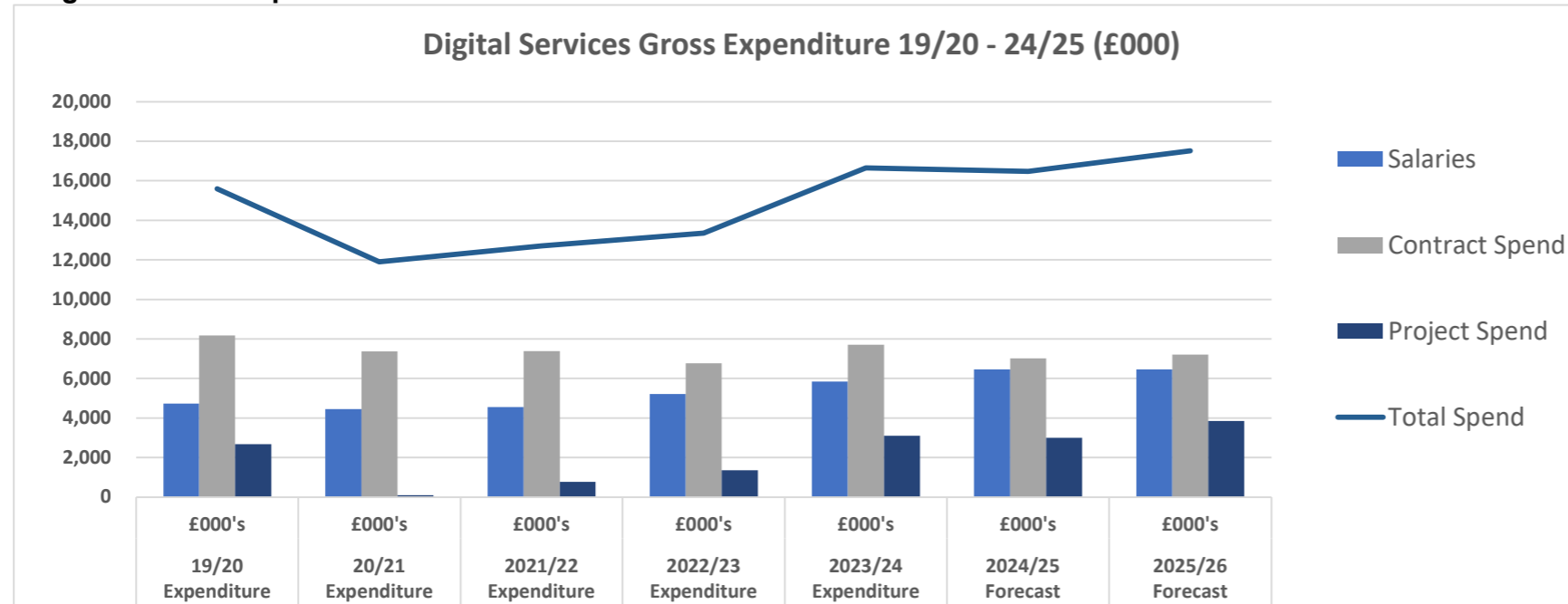
The salaried expenditure of the service reflects an in-house delivery model since the novation of contracts and staff to the Council from the Hammersmith and Fulham Bridge Partnership (HFBP), and disaggregation from shared services with Kensington and Chelsea and Westminster Councils. A further £600k was moved from contract spend to staffing in 2024/25 as a result of the new Desktop Services team moving in house. The increase in contract spend in 2025/26 is due to addition of contract inflation that has been factored into the 2025/26 budget.

The new desktop services strategy is underway,with new devices being rolled out across the Council with project spend included in 23/24 and 24/25. Investment to move to a modern cloud base from 23/24 onwards is contined into 24/25 as are ongoing investments in cybersecurity. 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 25/26 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.

Housing Solutions trend data

Homelessness Approaches

Temporary Accommodation vs Private Rented Sector Placements

Spend on B&B and PSL Temporary Accommodation