

# LONDON BOROUGH OF HAMMERSMITH & FULHAM

**Report to:** Cabinet

**Date:** 08/12/2025

**Subject:** Revenue Budget Review 2025/26 - Month 6 (September 2025)

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

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

---

## SUMMARY

The Council's Corporate Plan for 2023-26 sets out the Council's strategy for delivering on the ambitions and vision to transform its services and spend and invest money to help protect high quality essential services for its residents.

By being Ruthlessly Financially Efficient, the council will focus on its priorities to:

- Protect essential services
- Reform how the council works and
- Invest in the future

This report presents the financial performance review at Month 6 (September 2025), following the previous update provided at Month 2 (May 2025). The outcomes of this review continue to reflect the challenging macro-economic conditions and are based on a pragmatic assessment of the Council's financial performance. The estimated financial position incorporates known and emerging budget pressures and potential risks.

Overall, there is a net forecast overall General Fund (GF) overspend of £2.160m (or 1% of the Council's net budget) **after** mitigations and prior year Collection Fund income. Mitigations and action plans which could reduce this forecast further are set out with each Department commentaries and work is ongoing to deliver these.

The budget for 2025/26 included £12.3m of investment to meet demographic/legislative pressures further funding for inflationary pay/price changes. As with many local authorities in the country, Hammersmith and Fulham continues to experience 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, lack of supply of suitable accommodation and the impact of high interest rates and above target inflation continue to place pressure on the council's finances. The Council continues to retain a good level of balances/reserves to ensure future financial resilience.

A balanced HRA Budget was set for 2025/26 (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 2025/26. An in-year pressure of £2.122m is forecast (mainly the residual backlog of disrepair claims/works and decanting costs whilst repairs are completed). A number of mitigations are being implemented to manage this projected pressure, and additional details are set out in paragraphs 24 to 26 and Appendix 2.

## RECOMMENDATIONS

1. To note the General Fund financial forecast variance at Month 6 (Table 1 and Appendix 1).
2. To note progress on delivering the 2025/26 agreed budget savings (Appendix 3)
3. To note the HRA forecast (paragraph section 24 to 26 and Appendix 2)
4. To note and approve the budget movements (Appendix 4).

---

**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).
--	---

## Financial Impact

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

*Verified by James Newman, Assistant Director of Finance 31st October 2025*

## 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.

*Deg Grant, Director Legal Services/Monitoring Officer, November 2025*

---

## Background Papers Used in Preparing This Report

None.

---

## REVENUE SUMMARY

1. A summary position of the 2025/26 GF financial position is shown in **Table 1 and 2**, with a breakdown by individual variance in **Appendix 1**.

**Table 1 – Month 6 (Sept 2025): General Fund forecast (underspends in brackets)**

Directorate	Budget	Forecast Outturn Variance
	£m	£m
People	146.892	9.242
Place	37.582	4.294
Housing Solutions	16.889	3.051
Finance and Corporate Services	12.224	(0.227)
<b>Total Directorates:</b>	<b>213.587</b>	<b>16.360</b>
Centrally Managed Budgets	29.945	(3.500)
<b>Total General Fund Services:</b>	<b>243.532</b>	<b>12.860</b>
Service Mitigations		(4.700)
Collection Fund Prior Year Income		(6.000)
<b>Overall General Fund position (surplus)/deficit</b>		<b>2.160</b>
<b>Unfunded DSG Deficit</b>		<b>4.900</b>

**Table 2 – Month 6 (Sept 2025): General Fund Forecast (by expenditure type)**

Directorate	Budget	Forecast Outturn Variance
	£m	£m
Employees	157,238	0.804
Non-employees	415,345	27,840
Income	(358,994)	(12,283)
<b>Total General Fund Services</b>	<b>213,589</b>	<b>16.360</b>

2. 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 £4.7m** have been identified at this stage and set out within the directorate sections below.

### General Fund

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

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

Service Area	Forecast Variance £000	Commentary
Children & Young Peoples Placements and Client Related	1,704	Additional high needs support packages (secure welfare, independent fostering agency) there has been a reduction in budgeted health service contributions due to changes in eligibility criteria, and cost pressures for LAC Travel Care and Support.
Disabled Children's Short Breaks & Support	425	Sustained pressure on short breaks and other client support costs.
Special Educational Needs Travel Care and Support	140	Specialist and out of borough home to school transport costs for Special Educational Needs
Other Children's and Education Net Variances	(224)	Other offsetting underspends – Contract underspends and net staffing costs
Residential and Nursing Placements	511	Additional cost pressures for placements (£1.248m) offset by additional resident contributions (£0.737m) y assessed charges.
Supported Living and Extra Care	4,043	<b>Additional demand on Learning Disabilities Services</b> (£1.983m for 12 placements) <b>Mental Health Services</b> - (£1.198m for 5 new supported living placements). <b>Physical Support Services</b> (£0.958m with 9 new residents supported). Off set by (£0.096m) underspends mainly within supported people services
Home Care	899	Additional demand/cost pressures on <b>Home Care</b> of £0.899m (24 new residents)
Direct Payments	1,321	£0.844m in Physical Support services and £0.477m in Learning Disabilities relates to overall increase of 28 new residents
Other Care Services and Commissioning	423	£0.272m relates to the NRS liquidation additional costs for new contracts and legal costs.
<b>Total</b>	<b>9,242</b>	

4. Expenditure on placements for Adults, Looked After Children and care experienced young people is expected to be mitigated and reduce in quarter 1 in line with the MTFS strategy and strong social work practice and oversight.
5. Placements remain volatile with potential for significant expenditure to meet increasing complexity of needs or demand led statutory placements in the new financial year.
6. 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**

7. 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.
8. 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 deficit of £4.9m. The overall cumulative deficit is forecast to increase to £7.6m by year end (of which £2.6m is accounted for in our existing reserves, and should the remaining £4.9m continue, this will be a further commitment against those reserves or general balances).
10. The adverse forecast is after the following mitigations from other funding sources in 2025/26:
- £1.2m transfer from the schools block to High Needs Block - agreed contribution from mainstream school budgets of 1%
  - £0.3m budgeted contribution from Central Services Schools Block
  - Nil contribution from High Needs Safety Valve (was £0.9m in 24/25)
  - Nil local authority contribution budgeted in 2025/26 (was £1.4m in 24/25, £1m from general fund reserves and £0.4m investment from other council resources)

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

	<b>CRM 6 £000's</b>
High Needs Block DSG deficit brought forward from prior years	<b>2,663</b>
In Year High Needs Block forecasted surplus/deficit	<b>4,941</b>
2024-25 High Needs Block Safety Valve funding (To be confirmed)	<b>0</b>
Contributions from High Needs Block Reserve	<b>0</b>
<b>Forecast High Needs deficit after Safety Valve funding</b>	<b>7,604</b>

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

## **Place Directorate**

12. 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)	740	Contractual inflation indexation pressures
Public Realm – Waste Disposal	540	Recycling rates continue to increase with the introduction of wheeled bins (pressure due to a time lag in behavioural change)
Public Realm – Garden Waste Saving	376	Lower expected income from the new garden waste collection services (fewer than 1,000 households subscribing)

Public Realm – Grounds Maintenance	(500)	Maximise capitalisation of Highways related works spend
Parking	2,317	Lower income projected (estimated 4%)
Planning and Property Management – Property Transformation	700	Delayed corporate accommodation savings
Planning and Property Management – Reactive repairs and maintenance	400	Historic pressure on reactive repairs and maintenance budget.
Other smaller variances	(279)	
<b>Sub-Total</b>	<b>4,294</b>	

13. There are several potential risks including waste collection and street cleansing vehicle hire costs, additional maintenance of Hammersmith Bridge, potential non-delivery of savings targets and reductions in external funding of Highways and Transport projects. Mitigations will continue to be developed and implemented.

### **Finance and Corporate Services**

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

<b>Service Area</b>	<b>Forecast Variance £000</b>	<b>Commentary</b>
Residents Services	378	Delay in the delivery of prior year staffing savings (this was necessary to support the Benefit Service and REAP Programme)
Managed Services	207	Delay in the delivery of savings from the Finance and HR systems service contract with Hampshire County Council
Democratic Services, Coroners and Mortuaries	(259)	Additional income on registrars fees and charges plus lower spend on staffing
Other areas	(553)	Lower staffing and operational expenditure
<b>Total</b>	<b>(227)</b>	

### **Housing Solutions**

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

<b>Service Area</b>	<b>Forecast Variance £000</b>	<b>Commentary</b>
Bed and Breakfast	3,785	Additional demand for temporary accommodation (with greater placements in bed and breakfast)
Private Sector Leasing	(252)	Reduction in landlords providing leased accommodation
Other Variances	(482)	Additional government grants (£0.4m) and fixed penalty charge notices as part of enforcement of Private Housing Standards

<b>Total</b>	<b>3,051</b>	
--------------	--------------	--

16. Potential mitigations include a review of all households in B&B to establish duty and reduce demand to contain costs. A number of cost containment measures include temporary accommodation voids management plan, more efficient procurement and management of (nightly paid) Temporary Accommodation and improved systems and data processes.

### **Centrally Managed Budgets**

<b>Service Area</b>	<b>Forecast Variance £000</b>	<b>Commentary</b>
Cost of Borrowing (Net)	(5,000)	Forecast lower than budgeted interest payments on external borrowing due, as current strategy seeks to maximise discount available to the HRA for PWLB borrowing.
Other Corporate and Democratic Core Services	1,458	Forecast budget pressure from increased cost of insurance claims based on current run rate, budget pressures on external audit fees due to rate increases and pension cost pressures.
<b>Total</b>	<b>(3,542)</b>	

17. There continue to be risks that will need to be monitored especially interest on cash balances as wider economic stability is threatened by emerging developments across the Middle East and the Ukraine/Russia war.
18. A potential mitigation is the income yielded from the council's cash balances position, however this remains to be subject to a degree of volatility dependent on changes in the economic climate (Gilt and interest rates), plus the Council's cash flow position. This is monitored closely alongside the capital forecast and will be updated as appropriate.
19. A further mitigation is the release of corporately held contingencies. The current balance of uncommitted contingency is £7.5m and is not included in the current forecast. This will be held as appropriate contingent on management actions to mitigate existing service pressures and any emerging pressures that may arise.

### **Collection Fund**

20. 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%).
21. Retained income from Council Tax and NNDR together are budgeted to represent nearly 60% of the council's net budget requirement 25/26 (£129.7m) 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.

22. 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.
23. At month 4, the forecast collection fund surplus from prior years is £6m, considering mitigations for the cost of levies and discretionary reliefs. This has been included in the overall forecast.

### **Housing Revenue Account (HRA)**

24. A balanced budget was set for the HRA for 2025/26 (and without the use of reserves). 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.
25. The overall assessment of the current forecasts is summarised in Table 4 below.

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

<b>Service Area</b>	<b>Month 6 Variance £000</b>	<b>Departmental Division</b>
Staff Capitalisation	1,730	Lower than expected capitalisation of staffing costs
Repairs and Voids	412	Additional spend to continue our work on damp/mould repairs and day to day repairs
Disrepairs Claims	1,321	Additional expenditure to resolve historic claims
Housing Management	361	Additional spend of staff and operational costs to ensure strong resident engagement
Decants	839	Additional expenditure to support the completion of major repairs to properties
Depreciation	(1,472)	Impact of lower valuation of stock
Interest Payable (Net)	(820)	Net lower expenditure (borrowing levels and interest rates)
Other Variances	(249)	

<b>Total Variance</b>	<b>2,122</b>	
-----------------------	--------------	--

26. Several mitigations have been developed, including the use of unallocated contingencies, spending controls and capital programme management. As such, it is forecast that the HRA will be balanced at the end of the year.

**Table 5: Housing Revenue Account (General Reserve)**

	<b>£000's</b>
<b>Balance as of 31 March 2025</b>	<b>(5,852)</b>
Pressures Reported at Month 6	2,122
Mitigations (as outlined above)	(2,122)
<b>Balance as of 31<sup>st</sup> March 2026</b>	<b>(5,852)</b>

### **EQUALITIES IMPLICATIONS**

27. 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.
28. 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**

29. 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.
30. The report recognises the significant external pressures which have borne down on the Council's costs during 2025/26, including persistently high levels of inflation and increasing interest rates. Detailed risks are set out for departments in the appendices, and include areas where overspends are being caused by increased demand for services (particularly social care), a number of factors adversely affecting forecast parking income, and the prospect that there will be further demand going forward in key services (including temporary accommodation), all of which will increase 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 and one-off mitigation only. Directorates and the central Finance team will need to ensure further measures are identified to mitigate the forecast overspend position, to continue to closely monitor expenditure so 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.
31. The report also recognises the significant pressures facing the HRA, so while the structural budget deficit on the HRA has been eliminated and a balanced HRA Budget was set for 2025/26 (without the use of balances), a small in year deficit is being

forecast, with mitigations identified to maintain the same balance at year end. 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: Moira Mackie, *Head of Internal Audit* , 30 October 2025

**Appendices:**

Appendix 1 - General Fund Revenue Monitoring by Variance

Appendix 2 - HRA Revenue Monitoring by Variance

Appendix 3 - Savings Delivery Tracker

Appendix 4 – Virement Requests

## APPENDIX 1 – GENERAL FUND AND HRA MONITORING BY VARIANCE AS AT MONTH 6

Service Area	Total Budget	Actual Month 6	Total Forecast Variance Month 6	Variance to Month 2
	£000	£000	£000	£000
<b>Children's and Education Services</b>				
Strategic Commissioning and Transformation	2,234	658	(11)	9
Children Looked After & Care Leavers Placements including Client Related Non-Placement & Care Management	19,768	11,391	2,126	1,171
Other Statutory Social Work CYPS	2,918	1,763	(105)	(508)
Early Intervention Services CYPS	11,998	5,545	(456)	(415)
Other Children and Young Peoples Services	1,220	483	(41)	(171)
Other Children's & Education Services Budgets	2,983	1,691	(27)	(77)
Special Educational Needs and Disability (SEND)	8,036	23,230	504	554
Other Statutory Education Services	458	1,745	(115)	(22)
Schools and Early Years Funding	15	45,975	10	(20)
Travel Care and Support	7,695	2,674	160	19
<b>Sub-Total</b>	<b>57,325</b>	<b>95,155</b>	<b>2,045</b>	<b>540</b>
Non Controllable Expenditure (Corporate overheads, capital financing and other technical adjustments)	11,094	0	0	0
<b>Total - Children Services</b>	<b>68,419</b>	<b>95,155</b>	<b>2,045</b>	<b>540</b>

<b>Adult Social Care and Public Health</b>				
Residential and Nursing Placements	21,376	11,513	<b>511</b>	<b>525</b>
Supported Living and Extra Care	13,754	8,365	<b>4,043</b>	<b>738</b>
Home Care	21,389	8,482	<b>899</b>	<b>(739)</b>
Direct Payments	10,468	6,880	<b>1,321</b>	<b>(505)</b>
Other Care Services and Commissioning	4,021	1,813	<b>423</b>	<b>122</b>
Public Health	68	394	<b>0</b>	<b>0</b>
<b>Sub-Total - Social Care and Public Health</b>	<b>71,076</b>	<b>37,447</b>	<b>7,197</b>	<b>141</b>
Non Controllable Expenditure (Corporate overheads, capital financing and other technical adjustments)	7,397		<b>0</b>	<b>0</b>
<b>Total - Social Care and Public Health</b>	<b>78,473</b>	<b>37,447</b>	<b>7,197</b>	<b>141</b>
<b>Sub Total People</b>	<b>146,892</b>	<b>132,602</b>	<b>9,243</b>	<b>681</b>
Sub Total Non Controllable Expenditure (Corporate overheads, capital financing and other technical adjustments)	18,491	0	0	0
<b>Total People</b>	<b>165,383</b>	<b>132,602</b>	<b>9,242</b>	<b>681</b>

Service Area	Total Net Budget	Actual Month 6	Total Forecast Variance Month 6	Variance to Month 2
PLACE	£000	£000	£000	£000
Climate Change and Transport	1,545	2,347	(74)	(74)
Economic Development and Regeneration	372	3,580	131	(73)
Parking	(40,774)	(14,869)	2,317	(630)
Planning and Property Management	9,281	3,387	791	(112)
Public Realm	42,902	14,908	1,138	(916)
Other Place Budgets	(32)	182	(7)	(7)
<b>Sub-Total</b>	<b>13,294</b>	<b>9,535</b>	<b>4,296</b>	(1,645)
Support Services (Corporate overheads, capital financing and other technical adjustments)	24,289	9	(0)	(0)
<b>Total</b>	<b>37,583</b>	<b>9,544</b>	<b>4,296</b>	<b>(1,646)</b>

Service Area	Total Budget	Actual Month 6	Total Forecast Variance Month 6	Movement from Prior Period (M2)
HOUSING SOLUTIONS - Variance by Service Area	£000	£000	£000	£000
Temporary Accommodation	11,570	8,082	3,133	664
Homelessness Prevention and Assessment	1,182	2,107	0	0
Supported Housing	1,420	978	0	0
Housing Standards	577	(2,018)	(81)	(81)
Refugee Support	0	576	0	0
Other GF Housing Budgets	268	317	(1)	(1)
<b>Sub-Total</b>	<b>15,017</b>	<b>10,042</b>	<b>3,051</b>	<b>582</b>
Non Controllable Expenditure (Corporate overheads, capital financing and other technical adjustments)	1,871	0	0	0
<b>Total</b>	<b>16,888</b>	<b>10,042</b>	<b>3,051</b>	<b>582</b>

Service Area	Total Budget	Actual Month 6	Total Forecast Variance Month 6	Movement from Prior Period (M2)
<b>FINANCE AND CORPORATE SERVICES - Variance by Service Area</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Finance	4,042	2,495	109	(25)
Managed Services	2,154	1,623	207	74
Audit, Fraud, Risk and Insurance	1,188	383	(36)	(16)
Assurance, Programmes and Analytics	1,784	1,377	(148)	151
Third Sector Investment Fund	2,714	2,040	(255)	(2)
Corporate Procurement	736	429	(36)	(34)
Commercial Advertising	(2,600)	(2,069)	(98)	(65)
Digital Services	13,987	9,755	(410)	(393)
Legal Services	116	35	161	7
Residents Services	6,766	5,032	378	(80)
People & Talent	2,777	1,397	0	0
Communications and Communities	935	715	90	(77)
Democratic Services, Coroners & Mortuaries	2,961	1,479	(259)	(36)
Members Support	378	204	2	2
Other Finance and Corporate Budgets	851	574	68	104
<b>Sub-Total</b>	<b>38,789</b>	<b>25,469</b>	<b>(227)</b>	<b>(390)</b>
Non Controllable Expenditure (Corporate overheads, capital financing and other technical adjustments)	(26,565)	0	0	0
<b>Total</b>	<b>12,224</b>	<b>25,469</b>	<b>(227)</b>	<b>(390)</b>



## APPENDIX 2 – HOUSING REVENUE ACCOUNT (HRA) MONITORING BY VARIANCE AS AT MONTH 6

HRA Variance by Division				
Category	Total Budget	Actual Month 6	Total Forecast Variance Month 6	Movement from Prior Period (M2)
	£000	£000	£000	£000
Rental income	(85,190)	(41,203)	(250)	(163)
Service Charge income	(19,055)	(5,196)	(0)	13
Other Income	(4,096)	(2,491)	(111)	(117)
Void Rent Loss	1,600	700	(129)	(141)
Staff Capitalisation	(11,981)	(2,941)	1,730	1,244
Repairs and Voids	34,849	27,949	412	906
S82 Disrepairs	645	1,170	1,321	0
Housing Management	15,734	7,711	361	(329)
Decants	200	755	839	0
Estate Services	15,801	8,242	258	185
Depreciation	16,534	0	(1,472)	0
Interest Payable (Net)	20,647	0	(820)	(512)
Other Costs (Contingency, Finance)	7,491	1,844	(30)	(25)
Corporate Services	6,823	0	13	13
<b>Sub-Total</b>	<b>0</b>	<b>(3,460)</b>	<b>2,122</b>	<b>1,074</b>
Non Controllable Expenditure (Corporate overheads, capital financing and other technical adjustments)	0	3,078	0	0
<b>Total</b>	<b>0</b>	<b>(382)</b>	<b>2,122</b>	<b>1,074</b>

**APPENDIX 3 – MTFs SAVINGS MONITOR – UPDATE AT MONTH 6 (September 2025)**

Dept	Service	Summary	Savings Target (£000's)	Savings Forecast (£000's)	Variance (£000's)	Risk to Delivery (RAG rating)
People	Independent living, Quality, Performance and Safeguarding	Review care costs with NHS (CHC) as people with very high needs are discharged from hospital.	(100)	(100)	-	
People	Independent living, Quality, Performance and Safeguarding	Focus on prevention to further promote independent living including promotion of services and support provided in the local area by the voluntary and community sector.	(300)	(300)	-	
People	Independent living, Quality, Performance and Safeguarding	Further increased take-up of Direct Payments to improve choice and control for residents.	(200)	(200)	-	
People	Commissioning	In line with our choice and control principles, increasingly residents are choosing to order online or make other independent meals arrangements. This change in resident activity enables the delivery of this saving	(50)	(50)	-	
People	Care Leavers Placements	Cost avoidance through working with our block SIL provider to develop our in-borough provision to meet the needs of young people	(217)	(167)	50	
People	Care Leavers Placements	Improved support following the opening of new site to enable young people in out of borough placements to move into in-borough placements	(310)	(293)	17	
People	Staffing / Fostering Shared Service	Benefits of collaborative working and practices	(116)	(116)	-	
People	Travel Care and Support	Contract retender savings and further independent travel training	(200)	(200)	-	
People	Preventing Family Breakdown	Preventative programme, supporting families to stay together and preventing family breakdown by providing short breaks to young people at risk of coming in to care to enable de-escalation and stabilisation mitigating higher costs.	(310)	(116)	194	
People	<b>Total</b>		<b>(1,803)</b>	<b>(1,542)</b>	<b>261</b>	

Dept	Service	Summary	Savings Target (£000's)	Savings Forecast (£000's)	Variance (£000's)	Risk to Delivery (RAG rating)
Place	Council Property Development	Homebuy matching and marketing service	(75)	(75)	-	
Place	Development Management	Review discretionary Planning charges	(175)	(175)	-	
Place	Street Environment Services	Waste disposal - targeted shift from general waste tonnages to recycling	(300)	(300)	-	
Place	Street Environment Services	Introduce time banded commercial waste collections	(50)	(50)	-	
Place	Various	Review fees and charges	(500)	(500)	-	
Place	Highways	Update street lighting asset inventory	(150)	(150)	-	
Place	Highways	Additional income from highways assets	(200)	(200)	-	
Place	Highways	Enforcement of Advertising board licences (on pavements)	(50)	(50)	-	
Place	Leisure	Additional sports bookings income from enhanced facilities	(100)	(100)	-	
Place	Leisure	Review sports bookings discounts	(50)	(50)	-	
Place	Libraries	Review Home Library Service	(64)	-	64	
Place	Libraries	Café franchise in libraries	(20)	-	20	
Place	Community Safety	Enhanced specialist enforcement of environmental street scene crime	(150)	(150)	-	
Place	Community Safety	Additional external income for CCTV	(30)	(30)	-	
<b>Place</b>	<b>Total</b>		<b>(2,064)</b>	<b>(1,830)</b>	<b>234</b>	
FCS	Digital	Reduction in mobile phone contract costs	(80)	(80)	-	
FCS	Registrars	Review of fees and charges	(100)	(100)	-	
FCS	Resident Services	Local Support Payments - bringing the service in-house and reducing administration costs.	(150)	(150)	-	
FCS	Community Engagement	Removal of 2 out of 3 vacant posts	(80)	(80)	-	
FCS	ALL	An organisational review of the senior chief officer structures of the Council	(750)	(250)	500	
FCS	Procurement and Commercial	An increase in digital advertising rental income based on inflation included in Two Towers contract.	(100)	(100)	-	
<b>FCS</b>	<b>Total</b>		<b>(1,260)</b>	<b>(760)</b>	<b>500</b>	
<b>Grand Total</b>			<b>(5,127)</b>	<b>(4,132)</b>	<b>995</b>	

#### **APPENDIX 4 – Virements AT MONTH 6 (September 2025)**

	<b>Opening Budget (£m)</b>	<b>In-year growth (£m)</b>	<b>Redirected resources across departments (£m)</b>	<b>Other Movements and Technical Adjustments (£m)</b>	<b>Budget as at Month 6 (£m)</b>
<b>Place</b>	<b>35.99</b>	-	1.84	(0.25)	<b>37.58</b>
<b>People</b>	<b>143.51</b>	0.90	2.50	-	<b>146.91</b>
<b>Finance and Corporate</b>	<b>10.54</b>	-	1.69	-	<b>12.23</b>
<b>Housing Solutions</b>	<b>16.56</b>	-	0.12	0.20	<b>16.88</b>
<b>Central Items</b>	<b>36.94</b>	(0.90)	(5.44)	(0.65)	<b>29.95</b>
<b>Corporate Budget</b>	<b>(243.54)</b>	-	-	(0.10)	<b>(243.54)</b>
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Explanations of budget virements to date:

##### In Year Growth

- £0.900m CHS Prevention Grant (Central Items to People)

##### Redirected Resources Across Departments

- £2.100m Employers NI Contribution Funding (Central Items to all other services)
- £0.688m Land Charges (Central Items to Place)
- £3.558m Pay award funding 3.2% (Central Items to all other services)
- £0.158m Grounds maintenance contract inflation (Central items to Place)

##### Other Movements and Technical Adjustments

- £0.250m Corporate Redesign savings delivery (Place to Central Items)
- £0.066m Drawdown from Homelessness Prevention earmarked reserve to fund private rented sector cost avoidance payments to prevent rough sleepers from homelessness (Corporate Budget to Housing Solutions)