

Medium Term Budget Requirement

	Year 1 2015/16 £'000	Year 2 2016/17 £'000	Year 3 2017/18 £'000	Year 4 2018/19 £'000
2014/15 Net General Fund Base Budget	178,929	178,929	178,929	178,929
Non-domestic rates tariff payment to Government	2,937	3,010	3,086	3,163
One off budget adjustments	(385)	(385)	(385)	(385)
2014/15 Net General Fund Base Budget	181,481	181,554	181,630	181,707
New Burdens	840	840	840	840
Contract and Income Inflation	2,518	5,318	8,118	10,918
Growth	4,033	6,257	6,802	6,802
General Contingency (pay)	1,283	3,032	5,282	7,532
Efficiency Savings (1)	(23,816)	(40,890)	(56,068)	(69,695)
Contingency for CCTV for Parking Enforcement	1,000	1,000	1,000	1,000
Current headroom / contribution to reserves	1,332	1,156	2,356	3,556
Gross Budget Requirements	168,671	158,267	149,960	142,660
Less				
New Homes Bonus Grant and Other Revenue Grants	(9,220)	(9,447)	(9,403)	(9,374)
Revenue Grants	(9,220)	(9,447)	(9,403)	(9,374)
Net Budget Requirement	159,451	148,820	140,556	133,286
Funded By				
Revenue Support Grant	47,429	36,446	26,389	17,162
Localised Element of Non Domestic Rates	57,802	60,669	63,624	66,708
Council Tax Income	52,390	51,706	50,543	49,415
One off drawdown from collection fund and reserves	1,830	0	0	0
Gross Resources	159,451	148,820	140,556	133,286
Adjusted Net Budget Gap	0	0	0	0

(1) In addition, efficiencies of £360k has been built in to the Council Tax Base relating to Single Person Discount (£340k) and Council tax premium on long term empty property savings (£20k).

Adult Social Care Budget Proposals

Service	Description	2015-16 Budget Change (£,000's)	2016-17 Budget Change Cumulative (£,000's)	2017-18 Budget Change Cumulative (£,000's)	2018-19 Budget Change Cumulative (£,000's)
Operations & Integration	Transformation Projects Prevention strategy with the aim to reduce costs by investing in assistive technology	(206)	(481)	(825)	(825)
Operations & Integration and Mental Health Partnerships	Procurement & Contract Efficiencies Re procurement of contracts with a view to manage prices in residential & nursing placements & care at home.	(597)	(1,344)	(1,923)	(1,923)
Operations & Integration	Transformation Projects Customer Journey Operations Alignment 1. Operations integration (non Health) with the aim of implementation a single target operating model as well as management & team restructure, changes to systems to standardise processes 2 Implementation of a self assessment model. 3. Radical mobile working through the application of technology with a view to enhance productivity. 4. Review of Occupational Therapy service delivery model.	(615)	(1,948)	(1,948)	(1,948)
Finance	Public Health Investment Identify contracts that would benefit from investment from Public Health funding / Third Sector	(94)	(94)	(94)	(94)
Finance	Public Health Investment Identify contracts that would benefit from investment from Public Health funding / supporting people	(551)	(551)	(551)	(551)
Commissioning	Procurement & Contract Efficiencies Reprocurement of supporting people contracts and contract negotiations with a view to manage prices within budget.	(843)	(1,033)	(1,033)	(1,033)
Finance	Shared Services Client Affairs service (Year 2 savings)	(17)	(17)	(17)	(17)
Operations & Integration	Investment from Health Funding from NHS England to Improve outcomes and reduce dependency amongst residents through better joint services.	(157)	(157)	(157)	(157)
Operations & Integration	Investment from Health Parkview additional income from rents to be derived from the Central London Communities Health Care from sharing of accommodation facilities with the Learning Disabilities team	(100)	(100)	(100)	(100)

Adult Social Care Budget Proposals

Service	Description	2015-16 Budget Change (£,000's)	2016-17 Budget Change Cumulative (£,000's)	2017-18 Budget Change Cumulative (£,000's)	2018-19 Budget Change Cumulative (£,000's)
Provided Services & Mental Health	Other Efficiencies Joint work to be undertaken with Children's and Housing Departments on no recourse to public fund clients	(100)	(100)	(100)	(100)
Finance	Other Efficiencies Review of supplies and services budget	(90)	(90)	(90)	(90)
Operations & Integration	Reconfiguration of services Reducing the need for expensive Learning Disability out of Borough supported accommodation for Learning Disability through the delivery of new and remodelled in Borough housing and support options	(89)	(178)	(178)	(178)
Operations & Intergration	Reconfiguration of Services Review of high cost and high placements for continuing health funding.	(106)	(106)	(106)	(106)
Operations & Intergration	Investment from Health More Investment from health through the Better Care Fund by encouraging community independence, enhancement of home care services to reduce the need to acute hospital care.	(2,000)	0	0	0
Commissioning & Finance	Shared Services Efficiencies proposed from the amalgamation of back office finance functions, review of senior management and the review of training programme	(260)	(260)	(260)	(260)
Training & Project Management	Shared Services Efficiencies proposed from the amalgamation from back office functions in Workforce development, planning and business support	(187)	(187)	(187)	(187)
Whole systems	Investment from Health More Investment from health through the Better Care Fund by encouraging community independence, enhancement of home care services to reduce the need to acute hospital care.	0	(200)	(750)	(750)
Operations & Mental Health	Procurement & Contract Efficiencies To be achieved from the home care procurement exercise and new operating model.	(118)	(118)	(118)	(118)
Operations	Reconfiguration of Services Medium term project to Increase capacity in extra care and sheltered accommodation by delivery of new housing support options for people and avoiding the need for out of borough residential placements	0	0	(400)	(400)
Operations	Reconfiguration of Services Substitution of external day care providers by maximising in-house day care provision.	(87)	(87)	(87)	(87)

Adult Social Care Budget Proposals

Service	Description	2015-16 Budget Change (£,000's)	2016-17 Budget Change Cumulative (£,000's)	2017-18 Budget Change Cumulative (£,000's)	2018-19 Budget Change Cumulative (£,000's)
Provided Services & Mental Health	Reconfiguration of Services Review of Learning Disability care home	(37)	(37)	(37)	(37)
Commissioning	Investment From Health Integrated Commissioning between Health and Adult Social Care	(260)	(260)	(260)	(260)
Total Efficiencies		(6,514)	(7,348)	(9,221)	(9,221)
Growth	Demand Pressures Increase in demand for learning disabled people placements and care packages.	205	205	205	205
Growth	Manifesto Meals on Wheels Review Fees	70	70	70	70
Growth	Manifesto Home Care Fees	324	324	324	324
Growth	Legislation Funding of care and support (Care Act)	0	450	450	450
Growth totalled		599	1049	1049	1049

Children's Services Budget Proposals

Service	Description	Budget Change			
		2015-16 Budget Change Cumulative (£,000's)	2016-17 Budget Change Cumulative (£,000's)	2017-18 Budget Change Cumulative (£,000's)	2018-19 Budget Change Cumulative (£,000's)
Family Services	More home support for disabled children with less residential and foster care placements	(260)	(260)	(260)	(260)
Family Services	Use Haven for specialist residential support and also home support	(125)	(125)	(125)	(125)
Family Services	More in house foster carers recruited so that less independent fostering placements needed	(250)	(250)	(250)	(250)
Family Services	Increase the number of children placed with relatives	(70)	(70)	(70)	(70)
Family Services	Increased recruitment of permanent carers so that carers are available immediately when children need them and therefore spend less time in care	(125)	(125)	(125)	(125)
Family Services	Better support to foster carers to reduce residential need	(250)	(250)	(250)	(250)
Family Services	Increase the number of Housing Benefit claims and therefore reduce costs for young people leaving care	(100)	(100)	(100)	(100)
Family Services	Seek to draw in funding for specific expenditure - on children's education and on families with attendance and employment issues	(400)	(400)	(400)	(400)
Family Services	Reduce back office staffing	(60)	(60)	(60)	(60)
Family Services	Reduce Looked After Children (LAC) service staffing in line with the reduction in Looked after children numbers.	(300)	(300)	(300)	(300)
Family Services	Reduced need for security when the service moves to a building where it is already provided.	(30)	(30)	(30)	(30)
Family Services	Legal expenditure reduced as care proceedings length reduces	(110)	(110)	(110)	(110)
Family Services	Staffing - Reduction in locality team staff costs through Early Help review.	(200)	(400)	(600)	(600)
Family Services	New support service to families where children have been removed will reduce the number of new care proceedings needed.	(60)	(60)	(60)	(60)
Family Services	Entry to Care - reduce young people entering care by 5 per annum	(100)	(200)	(200)	(200)
Education	School Standards - Increase buyback charges to part-fund lead advisers and provide additional Dedicated Schools Grant funding to support the delivery of statutory duties to maintain high standards and intervene where necessary	(150)	(150)	(200)	(200)

Children's Services Budget Proposals

Service	Description	Budget Change			
		2015-16 Budget Change Cumulative (£,000's)	2016-17 Budget Change Cumulative (£,000's)	2017-18 Budget Change Cumulative (£,000's)	2018-19 Budget Change Cumulative (£,000's)
Education	Education Data Team - Increase buyback charges to part-fund an education data officer	0	(20)	(20)	(20)
Finance	Finance reorganisation	(250)	(250)	(250)	(250)
Commissioning	School catering - Review funding arrangements for school meals to respond to changes in statutory responsibilities for schools and Local Authorities	(347)	(347)	(347)	(347)
Commissioning	Children's Centres - Re-commission as part of wider early intervention strategy with Public Health investment in Early Years priorities	(368)	(368)	(368)	(368)
Commissioning	Children's Centres - spot purchasing	(36)	(36)	(36)	(36)
Commissioning	Commissioning staff reduction	(140)	(194)	(211)	(211)
Commissioning	Speech & language - Renegotiation of contract terms to improve value for money and joint commissioning with Clinical Commissioning Groups (CCG).	0	(30)	(30)	(30)
Safeguarding & LSCB	Safeguarding & Local Safeguarding Children Board (LSCB) service configuration and rationalisation.	(121)	(121)	(121)	(121)
Corporate Finance	Grant realignment	(219)	(219)	(219)	(219)
	Total Efficiencies	(4,071)	(4,475)	(4,742)	(4,742)

Children's Services Budget Proposals

Service	Description	Budget Change			
		2015-16 Budget Change Cumulative (£,000's)	2016-17 Budget Change Cumulative (£,000's)	2017-18 Budget Change Cumulative (£,000's)	2018-19 Budget Change Cumulative (£,000's)
	No Recourse to Public Funds	200	200	200	200
Family Services	Remand to LAC increase	200	200	200	200
Family Services	Southwark Judgement	375	375	375	375
Family Services	21+ Increase in Education	70	70	70	70
Family Services	Staying Put	71	71	71	71
Family Services	Consequential Costs of Staying Put Arrangements	25	25	25	25
Family Services	18+ CWD not meeting ASC criteria	80	80	80	80
Family Services	Increasing Adoption Arrangements	117	117	117	117
Family Services	Increasing Special Guarding Arrangements	254	254	254	254
	Growth totalled	1,392	1,392	1,392	1,392

Environment, Leisure & Residents' Services Budget Proposals

Service		Budget Change			
		2015-16 Budget Change (£,000's)	2016-17 Budget Change Cumulative (£,000's)	2017-18 Budget Change Cumulative (£,000's)	2018-19 Budget Change Cumulative (£,000's)
Commercial Waste	Growth in Commercial Waste income through increased market share.	(40)	(40)	(40)	(40)
Business development	Income from Duct Asset Concession	(160)	(160)	(160)	(160)
Mortuary	Expansion of the Mortuary facility and service through selling service to other boroughs	(25)	(25)	(25)	(25)
Enhanced Policing	Make Enhanced Policing Zero cost to the General Fund - Substitute revenue budget with alternative external funding and/or s.106	(578)	(578)	(578)	(578)
Parks	Grounds maintenance contract - small efficiencies identified in contract.	(55)	(55)	(55)	(55)
Leisure	Alternative delivery of sports functions	(15)	(15)	(15)	(15)
Parks Police	Efficiencies from Bi-borough parks police management structure	(60)	(60)	(60)	(60)
Leisure	Make Phoenix Centre Zero cost to the General Fund - Substitute revenue budget with alternative external funding	(350)	(350)	(350)	(350)
Leisure	Adjust sports booking income budgets to reflect existing income levels	(65)	(65)	(65)	(65)
Culture	Completion of three year funding commitment to Hurlingham and Chelsea Library	(17)	(17)	(17)	(17)
Culture	Create a bi-borough Filming and Events service	(30)	(30)	(30)	(30)
Total Efficiencies		(1,395)	(1,395)	(1,395)	(1,395)

Environment, Leisure & Residents' Services Budget Proposals

Service		Budget Change			
		2015-16 Budget Change (£,000's)	2016-17 Budget Change Cumulative (£,000's)	2017-18 Budget Change Cumulative (£,000's)	2018-19 Budget Change Cumulative (£,000's)
	Growth				
Waste Management	Increased Waste Disposal Spend	84	558	1,103	1,103
Waste Management	Net Growth in Waste Management Contract Agreed by Cabinet	185	185	185	185
Waste Management	Household Bulky Waste Collections – Reduce charge by 10%	16	16	16	16
Transport	Budget Gap as a result of the reducing in house Fleet	313	313	313	313
Coroners & Mortuary	Shortfall on Coroners & Mortuary Recharge income	89	89	89	89
	Growth totalled	687	1,161	1,706	1,706

Libraries Budget Proposals

Service	Description of Budget Change	Budget Change			
		2015-16 Budget Change (£,000's)	2016-17 Budget Change Cumulative (£,000's)	2017-18 Budget Change Cumulative (£,000's)	2018 -19 Budget Change Cumulative (£,000's)
Libraries & Archives	Inter-library transport arrangements including scope for Tri-borough service	(34)	(34)	(34)	(34)
Libraries & Archives	Rentals for space hire and leasing	(5)	(5)	(5)	(5)
Libraries & Archives	Resourcing review of reference and stock teams drawing on administrative process efficiencies.	(16)	(23)	(23)	(23)
Libraries & Archives	Reduction in spend on new stock facilitated by improved supplier discount and shift to e-books	(60)	(80)	(80)	(80)
Libraries & Archives	ICT infrastructure budget efficiencies	(10)	(10)	(10)	(10)
Libraries & Archives	Library Management System contract and HFBP support efficiencies	(37)	0	0	0
Libraries & Archives	Coffee cart income from leasing space/time or profit share	0	(10)	(10)	(10)
	Total Efficiencies	(162)	(162)	(162)	(162)

Public Health Budget Proposals

Service	Description of Budget Change	Budget Change			
		2015-16 Budget Change (£,000's)	2016-17 Budget Change Cumulative (£,000's)	2017-18 Budget Change Cumulative (£,000's)	2018-19 Budget Change Cumulative (£,000's)
Public Health	Saving in H&F contribution to Public Health	(350)	(350)	(350)	(350)
	Total Efficiencies	(350)	(350)	(350)	(350)

Finance & Corporate Services Budget Proposals

Service	Description	Budget Change			
		2015-16 Budget Change (£,000's)	2016-17 Budget Change Cumulative (£,000's)	2017-18 Budget Change Cumulative (£,000's)	2018-19 Budget Change Cumulative (£,000's)
Communications, Policy & Performance	Bi-Borough Business intelligence (staffing contribution)	(30)	(30)	(30)	(30)
Communications, Policy & Performance	Communications Manager	(60)	(60)	(60)	(60)
Communications, Policy & Performance	Communications Director	(120)	(120)	(120)	(120)
Communications, Policy & Performance	Web-site staff reorganisation	(45)	(45)	(45)	(45)
Communications, Policy & Performance	Other publications cuts (plus £34k shown in Centrally Managed Budget and £15k shown in Housing Revenue Account HRA)	(100)	(100)	(100)	(100)
Communications, Policy & Performance	Third Sector Investment from Public Health	(150)	(500)	(500)	(500)
Corporate Human Resources	Managed Services Savings from downsizing - reduction in Human Resources (volume)	(50)	(50)	(50)	(50)
Corporate Human Resources	HR Staffing reorganisation	(80)	(80)	(80)	(80)
Finance	Reduction in External Audit Fee	(80)	(80)	(80)	(80)
Finance	Debt Restructuring	(200)	(200)	(200)	(200)
Finance	Managed Services - Negotiated price reduction	(300)	(300)	(300)	(300)
H+F Direct	Business Intelligence / New Homes Bonus pending final confirmation from the Department for Communities and Local Government (DCLG)	(500)	(500)	(500)	(500)
H+F Direct	Business Intelligence - Freedom Passes (phase 2)	(170)	(270)	(270)	(270)
H+F Direct	Realignment of Social Fund (in line with spend)	(20)	(20)	(20)	(20)
Innovation and Change Management	Commercialisation of Innovation and Change Management division	(50)	(50)	(50)	(50)
Procurement and ICT Strategy	ICT: Childrens Framework-I (£87k) Libraries (£44k) Adult Learning (£5k) Idox hosting (£15k)	(151)	(151)	(151)	(151)

Finance & Corporate Services Budget Proposals

Service	Description	Budget Change			
		2015-16 Budget Change (£,000's)	2016-17 Budget Change Cumulative (£,000's)	2017-18 Budget Change Cumulative (£,000's)	2018-19 Budget Change Cumulative (£,000's)
Procurement and ICT Strategy	Stationery contract savings	(60)	(60)	(60)	(60)
All Divisions	Workforce reduction - proportionate saving in maternity budgets	(75)	(75)	(75)	(75)
Shared Services	Shared Services Programme (less savings passed to HRA) Legal (£234.6k) Human Resources (£124.8k) Revenues and Benefits (£72k)	(431)	(431)	(431)	(431)
Executive Services	Executive Services Efficiencies	(90)	(90)	(90)	(90)
	Total Efficiency Savings	(2,762)	(3,212)	(3,212)	(3,212)
H&F Direct	Concessionary Fares Growth	200	600	600	600
Procurement & IT Strategy	Budget pressures	100	100	100	100
	Growth totalled	300	700	700	700

Notes

(1) In addition, efficiencies of £360k have been built in to the Council Tax Base relating to Single Person Discount (£340k) and Council tax premium on long term empty property savings (£20k).

Housing and Regeneration Department Budget Proposals

Service		2015-16 Budget Change (£,000's)	2016-17 Budget Change Cumulative (£,000's)	2017-18 Budget Change Cumulative (£,000's)	2018-19 Budget Change Cumulative (£,000's)
Housing Options, Skills & Economic Development	Review of income generation opportunities-in Adult Learning & Skills Service	0	(140)	(140)	(140)
Housing Options, Skills & Economic Development	Reduction in Temporary Accommodation number and cost based on 1 April 2014 data	(500)	(500)	(500)	(500)
Housing Options, Skills & Economic Development	Housing Association Leasing Scheme saving on rent loss	(20)	(20)	(20)	(20)
Housing Options, Skills & Economic Development	Income from DWP Universal Credit for One Place team	(25)	(25)	(25)	(25)
Housing Options, Skills & Economic Development	S106 funding for One Place Team	(54)	(54)	(54)	(54)
Housing Options, Skills & Economic Development	Deletion of 1 FTE from ALSS	(40)	(40)	(40)	(40)
Housing Options, Skills & Economic Development	Reduction in Private Sector Leased (PSL) Temporary Accommodation Bad Debt Provision by 2% in line with performance	(200)	(200)	(200)	(200)
Housing Options, Skills & Economic Development	Reduction in PSL operational costs	(48)	(48)	(48)	(48)
Housing Options, Skills & Economic Development	Reduction in no recourse to public funds costs	(20)	(20)	(20)	(20)
Housing Options, Skills & Economic Development	Reduction in the cost of Rent Deposit Guarantee Scheme, including dilapidation as a result of a reduction in the costs experienced (no reduction in volumes)	(31)	(31)	(31)	(31)
Housing Options, Skills & Economic Development	Reduction in amenity recharge from the HRA	(30)	(30)	(30)	(30)
Housing Options, Skills & Economic Development	Reduction in general running costs	(14)	(14)	(14)	(14)
	Total Efficiencies	(982)	(1,122)	(1,122)	(1,122)
Housing Options, Skills & Economic Development	Inflation on PSL/B&B payments to landlords driven by increases in rental market	130	130	130	130
	Growth totalled	130	130	130	130

Transport & Technical Services Budget Proposals

Service	Description	2015-16 Budget Change (£,000's)	2016-17 Budget Change Cumulative (£,000's)	2017-18 Budget Change Cumulative (£,000's)	2018-19 Budget Change Cumulative (£,000's)
Building & Property Management	Total Facilities Management (TFM) savings	(316)	(316)	(316)	(316)
Transforming Business	Accommodation Savings	(1,089)	(1,089)	(1,089)	(1,089)
Tri Borough	Shared Service review of Transport & Technical Services (TTS)	(237)	(237)	(237)	(237)
Parking	Parking office savings	(43)	(244)	(244)	(244)
Planning	Applications income initiatives	(200)	(300)	(300)	(300)
Parking	Recognition of existing parking variances	(893)	(893)	(893)	(893)
Parking	Release of IT Budget	(100)	(100)	(100)	(100)
Parking	Release of budget for CCTV Vehicle	(100)	(100)	(100)	(100)
Parking	Contract cost reductions for cash collection and vehicle removals services	(60)	(60)	(60)	(60)
Building and Property Management	More flexible use of Grant Income	(15)	(15)	(15)	(15)
Planning	Shift to on line communication channels	(20)	(20)	(20)	(20)
Transport and Highways	LED lighting and Column replacement maintenance budgets	(100)	(100)	(100)	(100)
Transport and Highways	Accelerating and optimising use of s106 funding designated for Transport schemes	(50)	(50)	(50)	(50)
Transport and Highways	Sponsored information boards on the highway	(50)	(50)	(50)	(50)
Transport and Highways	Advertising on Bike Stands	(10)	(10)	(10)	(10)
Transport and Highways	Bi Borough Transport and Highways - Better Pricing	(150)	(150)	(150)	(150)
Transport and Highways	Football Traffic Management	(130)	(130)	(130)	(130)
Building and Property Management	Additional Income Advertising Hoardings	(200)	(200)	(200)	(200)
Building and Property Management	Technical Support Supplies and Services Budget	(80)	(80)	(80)	(80)
Building and Property Management	Utilities Budget	(200)	(200)	(200)	(200)

Transport & Technical Services Budget Proposals

Service	Description	2015-16 Budget Change (£,000's)	2016-17 Budget Change Cumulative (£,000's)	2017-18 Budget Change Cumulative (£,000's)	2018-19 Budget Change Cumulative (£,000's)
Environmental Health	Environmental Health Management budget saving	(104)	(104)	(104)	(104)
Planning	Charges for Letters to Solicitors	(10)	(10)	(10)	(10)
Planning	Pre-application income from households	(50)	(50)	(50)	(50)
Building and Property Management	Additional Income from accommodation income charged to new tenants	(100)	(100)	(100)	(100)
	Total Efficiency Savings	(4,307)	(4,608)	(4,608)	(4,608)
Transport and Highways	Pavement Advertising - Unrealised income target	250	250	250	250
Transport and Highways	Reduced recovery of professional fees on Transport and Highways projects	88	88	88	88
Cross Department	People Portfolio Budget Pressure	200	200	200	200
Cross Department	IT Budget pressure Storage projects etc.	175	175	175	175
Cross Department	Corporate Claw back of Redundancy Budget	130	130	130	130
Environmental Health	Loss of Earl's Court licencing income	82	82	82	82
	Growth totalled	925	925	925	925

Centrally Managed Budgets Budget Proposals

Service	Description	2015-16 Budget Change (£,000's)	2016-17 Budget Change Cumulative (£,000's)	2017-18 Budget Change Cumulative (£,000's)	2018-19 Budget Change Cumulative (£,000's)
Capital Debt Reduction	Debt Reduction Strategy	(550)	(1,100)	(1,350)	(1,600)
Corporate Finance	Cease contribution to dliaps/ property moves reserve	(949)	(949)	(949)	(949)
Corporate Finance	Release back provision for inflation	(400)	(400)	(400)	(400)
Corporate Finance	Saving in Redundancy Costs	(200)	(200)	(200)	(200)
Corporate Finance	Increase in investment income	(500)	(1,000)	(1,500)	(2,000)
Corporate Finance	Land Charges	(200)	(200)	(200)	(200)
Corporate Finance	Communications Efficiencies	(34)	(34)	(34)	(34)
Corporate Finance	Further productivity and other efficiencies from new ways of working	0	(13,895)	(26,183)	(39,059)
	Total Efficiency Savings	(2,833)	(17,778)	(30,816)	(44,442)
Corporate Finance	Pensions Act Reform - Loss of NI Rebate -	0	900	900	900
	Total Growth	0	900	900	900

New Transformational Savings

Service		2015-16 Budget Change (£,000's)	2016-17 Budget Change Cumulative (£,000's)	2017-18 Budget Change Cumulative (£,000's)	2018-19 Budget Change Cumulative (£,000's)
People Portfolio	Changing working patterns	(105)	(105)	(105)	(105)
People Portfolio	Graduate Attachments.	(235)	(235)	(235)	(235)
People Portfolio	Pay Strategy	(100)	(100)	(100)	(100)
	Total Efficiency Savings	(440)	(440)	(440)	(440)

Departmental Risk/Challenges

Division	Short Description of Risk	Risk			Comment
		2015/16 Value £000k	2016/17 Value £000k	2017/18 Value £000k	
Environment, Leisure and Residents Services					
Cleaner, Greener & Cultural Services	Sustained waste disposal tonnage increases over and above growth request.	405	405	405	
All	Potential changes to waste disposal legislation resulting in increased collection costs	TBC	TBC	TBC	
All	Additional financial burden on services from growing borough/new regeneration	TBC	TBC	TBC	
Safer Neighbourhoods	Hammersmith All Weather Pitch Lease Income - Potential Impact of new contract arrangements	70	70	70	
Environment, Leisure and Residents Services Total		475	475	475	
Tri - Bi Borough Libraries & Archives Service					
Lending Library services	Fees and charges income from obsolete audio visual formats	10	20	30	The risk increases with growing obsolescence over time
Library services	Premises cost pressures	15	20	30	Utilities and service charges, above inflation cost pressures
Tri - Bi Borough Libraries & Archives Service Total		25	40	60	
Transport and Technical Services					
Transport and Highways	Wi Fi Concession Income - the council is reliant on a share of the variable income	300	300	300	
Building and Property Management	Advertising Hoardings income can vary in accordance with the economic cycle	200	200	200	
Building and Property Management	Pausing advertising hoardings on council housing estates	26	26	26	
Parking	Parking Bay Suspensions - the receipts from this are largely dependent on the amount of development going on in the borough	539	539	539	
Parking	Change in legislation to not allow the use of CCTV for Parking Enforcement	1,300	1,300	1,300	
Transport and Technical Services Total		2,365	2,365	2,365	

Departmental Risk/Challenges

Division	Short Description of Risk	Risk			Comment
		2015/16 Value £000k	2016/17 Value £000k	2017/18 Value £000k	
Finance and Corporate Services					
Finance	Transfer of Tri-borough Fraud staff to DWP Single Fraud Investigation Service	121	274	274	
Housing Benefits	Transfer of Housing Benefits to DWP's Universal Credit	TBC	TBC	TBC	
H+F Direct	Risk that H+F Direct budgets are underfunded.	295	295	295	
Finance and Corporate Services Total		416	569	569	
Housing & Regeneration					
Temporary Accommodation	Impact of the benefit cap and direct payments on bad debt charges	362	589	1,097	
Temporary Accommodation	Welfare reform - potential impact on B&B costs	799	1,055	1,311	
Temporary Accommodation	Welfare reform: potential impact of changes to Local Housing Allowances on bad debt charges		323	348	
Temporary Accommodation	Greater than expected increase in Private Sector Leasing/Bed and Breakfast costs	305	793	1,298	This is the residual risk after deducting the £130k Growth bid included in this years budget.
Housing & Regeneration Total		1,466	2,760	4,054	
Children's' Services					
Social Care	Staying Put and consequential costs of staying put arrangements	44	313	313	
Social Care	Youth Offending Service, children on remand becoming looked after. Impact on looked after and leaving care service provision	44	44	44	
Social Care	No Recourse To Public Funds	16	16	16	
Social Care	Kinship Fees related to the Tower Hamlets Judgement	315	481	481	
Social Care	Rising cost of support to care leavers in education over 21	18	127	127	
Social Care	18+ CWD not meeting ASC criteria	-	80	80	
Social Care	Transfer of the Health Visiting Service for children aged 0-5 yrs from NHS England to Local Authorities (from October 2015)	375	750	750	
Social Care	Passenger Transport	400	400	400	
Children's' Services Total		1,212	2,211	2,211	

Departmental Risk/Challenges

Division	Short Description of Risk	Risk			Comment
		2015/16 Value £000k	2016/17 Value £000k	2017/18 Value £000k	
Adult Social Care					
Operations	There is an aging population, in London Borough of Hammersmith & Fulham growth is expected to be 1% per annum. We are currently experiencing increases in numbers during this financial year.	450	900	900	
Operations	Increase in demand for Older People, Physical Disabilities & Learning disabled people placements and care packages.	620	620	620	
Operations	Increase in demand Learning disabled transitions placements and care packages.	700	700	700	
Operations	The Care at Home new outcome based Service is out to tender and an estimated price has been modelled.	1,610	1,610	1,610	
Independent Living Fund	Changes to the Independent Living Fund (ILF) with potential shortfall in funding not passported to ASC	697	929	929	
Operations	Investment from health through the Better Care Fund has been agreed for 2015/16 only. There is uncertainty over future years funding.	-	2,000	2,000	
Adult Social Care Total		4,077	6,759	6,759	
Centrally Managed Budgets					
Corporate	Asset Disposal Programme - delay	60	120	120	
Corporate	Contract Inflation -Above expectation	900	1,800	1,800	Risk that contract inflation is more (1%) than allowed for.
Corporate	Pay inflation - Above expectation	-	2,250	2,250	
Corporate	Pensions Auto Enrolment Oct 2017	-	-	2,380	
Corporate	Potential transfer of Land Charges to Land Registry	TBC	TBC	TBC	
Corporate	Investment income	900	900	900	
Centrally Managed Budgets Total		1,860	4,170	6,550	
Grand Total		11,896	19,349	23,043	