Appendix 3 – New Service and Corporate Pressures 2027/28 to 2031/31

Summary

Directorates	2027/28	2028/29	2029/30	2030/31	2031/32	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Children's Services	5,063	-	-	-	-	**5,063**
Adult & Social Services	8,861	4,779	12,513	-	-	**26,153**
Housing Demand	11,374	41	43	-	-	**11,458**
Culture, Strategy and Communities	300	118	48	26	1	**494**
Environment & Resident Experience	1,968	252	261	39	40	**2,560**
Finance & Resources	745	17	(497)	-	-	**265**
Corporate Budgets	(24,427)	(25,079)	(24,976)	(9,841)	6,261	**(78,061)**
Total	**3,884**	**(19,871)**	**(12,608)**	**(9,775)**	**6,302**	**(32,069)**

Children's Services

Description	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	2031/32 £'000	Total £'000	O&S Panel
Early Help Locality Model – increased Early Help Practitioner capacity	220	-	-	-	-	220	CYPS
Extension of Steps to Adulthood Programme Team	1,300	-	-	-	-	1,300	CYPS
Extension of the Children's Services Programme Management Office team, also supporting delivery of Commissioning Modernisation Programme	312	-	-	-	-	312	CYPS
Increase in children social care placements costs – demand and price	2,675	-	-	-	-	2,675	CYPS
Home to School Transport – increase in costs due to a change in responsibilities for LAs and funding of children in care who are placed out of borough	556	-	-	-	-	556	CYPS
Overall Total	**5,063**	**-**	**-**	**-**	**-**	**5,063**	

Adult Social Care

Description	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	2031/32 £'000	Total £'000	O&S Panel
Adult Social Care placement costs increase due to demand	6,124	4,779	12,513	-	-	23,416	Adults and Health
Adult Social Care placement costs increase due to inflation	2,737	-	-	-	-	2,737	Adults and Health
Overall Total	**8,861**	**4,779**	**12,513**	**-**	**-**	**26,153**	

Housing Demand

Description	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	2031/32 £'000	Total £'000	O&S Panel
High Cost Move on from Temporary Accommodation (TA) - investment required to deliver management efficiency	318	-	-	-	-	318	HP&D
Increase in demand and price of temporary accommodation	2,410	-	-	-	-	2,410	HP&D
Income recovery services costs and building capacity in the Rehousing Service	755	22	23	-	-	800	HP&D
Unavoidable consequence of increasing Temporary Accommodation income due to increased demand as well as increases in rent collection. This results in Housing Benefit Subsidy loss increases due to: • Housing Benefit subsidy calculations remain subject to statutory caps and restrictions. • The Department for Work and Pensions does not reimburse the full Temporary Accommodation rent charged by the Council. • As rents increase, the subsidy shortfall also increases. • Higher rents therefore generate both additional income and additional subsidy costs.	7,741	19	20	-	-	7,780	HP&D
Legal charges increase	150	-	-	-	-	150	HP&D
Overall Total	**11,374**	**41**	**43**	**-**	**-**	**11,458**	

Culture, Strategy and Communities

Description	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	2031/32 £'000	Total £'000	O&S Panel
Human Resources Contracts - increased inflation costs	9	10	1	1	1	22	O&S
Increase in resourcing in the Coroners Court	35	-	-	-	-	35	O&S
Metropolitan Police Service Coroners Officers transfer to the Council	4	21	25	51	-	102	O&S
Electoral Registration capacity during major electoral events	18	31	(23)	(26)	-	-	O&S
Electoral Services - increased postal costs	3	36	45	-	-	84	O&S
Correction of current shortfall in budget requirement for the Leaders Office	47	-	-	-	-	47	O&S
Libraries – correction of current staffing budget pressure	87	-	-	-	-	87	CCSE
Libraries - increase in Digital Infrastructure and Technology costs	97	-	-	-	-	97	CCSE
Forecast increase in subscription fee for Central London Forward	-	20	-	-	-	20	O&S
Overall Total	**300**	**118**	**48**	**26**	**1**	**494**	

Environment & Resident Experience

Description	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	2031/32 £'000	Total £'000	O&S Panel
Increased capacity in Council Tax team to maintain service levels and responses in a timely manner	427	-	-	-	-	427	O&S
Anti-Social Behaviour & Enforcement Team increased costs due to increase in activity	176	-	-	-	-	176	CCSE
Loss of income from Government cap introduced at £100 for court costs (loss of £32)	300	-	-	-	-	300	CCSE
Maintenance for redeployable cameras for fly tipping	36	37	38	38	39	188	CCSE
Contractual increases for Stray Dogs contract	16	1	1	1	1	20	CCSE
Correction for unachieved assumed additional income from HGVs	90	-	-	-	-	90	CCSE
Royal mail postage and printing increase for parking correspondence	374	60	63	-	-	497	CCSE
Harmonisation costs for leisure workforce	149	154	159	-	-	462	CCSE
Income lost from outstanding property leases within Active Wellbeing – this will be short term as the Council continues to work through backlog of rent and leases.	200	-	-	-	-	200	CCSE
Correction for events income previously assumed in parks (excluding Finsbury Park)	200	-	-	-	-	200	CCSE
The Resident Support Service is an area where the Council has historically made large cost savings without introducing the digital infrastructure that will move digitally-able customers away from telephones and face to face, onto online access. The consequence is an extremely poor experience for residents wanting to access some of our core services. The service will therefore need additional funding in 2027/28. The precise requirement is being developed and will be set out in the February budget papers.	TBC	TBC	TBC	TBC	TBC		
Overall Total	**1,968**	**252**	**261**	**39**	**40**	**2,560**	

Finance and Resources

Description	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	2031/32 £'000	Total £'000	O&S Panel
Audio and Video support for Civic Centre - fixed on site team to support the corporate events and external events in addition to standard support required	230	-	-	-	-	230	O&S
Increased costs of Civico Public Webcasting Platform	35	-	-	-	-	35	O&S
Cost of holding 48 Station Road, Alexandra House and River Park House void properties until 2029	480	17	(497)	-	-	-	CCSE
Overall Total	**745**	**17**	**(497)**	**-**	**-**	**265**	

Corporate Budgets

Description	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	2031/32 £'000	Total £'000	O&S Panel
Removal of Assumed replenishment of Budget Planning Reserve and Reversal of 25/26 drawdown from Collection Fund Smoothing reserve	(3,000)					(3,000)	O&S
Adjustments for forecast Pay Inflation - 3.5% in 2027/28 and 3% 2028/29 onwards	(1,369)	(387)	(268)	(146)	4,316	2,145	O&S
Total increase for forecast Price Inflation – average of 15%	1,217	308	292	306	1,945	4,067	O&S
Reduction in General Fund contingency requirement - to be maintained at £25m	(21,274)	(25,000)	(25,000)	(10,000)		(81,274)	O&S
Overall Total	**(24,427)**	**(25,079)**	**(24,976)**	**(9,841)**	**6,261**	**(78,061)**	