

Financial Monitoring Task Group

Date: 6 March 2018

Subject: Financial Report 2017/18 – December 2017

Lead officer: Roger Kershaw

Lead member: Mark Allison

Recommendations:

- A. That Cabinet note the financial reporting data relating to revenue budgetary control, showing a forecast net overspend at year end of £0.6million, 0.4% of the gross budget.
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1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This is the financial monitoring report for period 9, 31st December 2017 presented in line with the financial reporting timetable.

This financial monitoring report provides:-

- The income and expenditure at period 9 and a full year forecast projection.
- An update on the capital programme and detailed monitoring information;
- An update on Corporate Items in the budget 2017/18;
- Progress on the delivery of the 2017/18 revenue savings

2. THE FINANCIAL REPORTING PROCESS

- 2.1 The budget monitoring process in 2017/18 will continue to focus on adult social care and children's social care as these areas overspent in 2016/17 and continue to have budget pressures.

- 2.2 Chief Officers, together with budget managers and Service Financial Advisers are responsible for keeping budgets under close scrutiny and ensuring that expenditure within budgets which are overspending is being actively and vigorously controlled and where budgets are underspent, these underspends are retained until year end. Any final overall overspend on the General Fund will result in a call on balances as has been the case for the last two financial years, however this action is not sustainable longer term.

2.3 2017/18 FORECAST OUTTURN BASED UPON LATEST AVAILABLE DATA

Executive summary – At period 9 to 31st December 2017, the year end forecast is a net £0.6m overspend compared to the current budget or 0.4% of the gross budget.

**Summary Position as at 31st
December 2017**

| | Current Budget 2017/18 £000s | Full Year Forecast (Dec) £000s | Forecast Variance at year end (Dec) £000s | Forecast Variance at year end (Nov) £000s | Outturn variance 2016/17 £000s |
|-------------------------------------|---------------------------------------|---|---|---|---|
| Department | | | | | |
| 3A. Corporate Services | 11,582 | 11,048 | (533) | (417) | (1,287) |
| 3B. Children, Schools and Families | 53,915 | 56,049 | 2,134 | 2,000 | 1,154 |
| 3C. Community and Housing | 64,424 | 65,506 | 1,082 | 1,351 | 10,124 |
| 3D. Public Health | 0 | (0) | (0) | 0 | 16 |
| 3E. Environment & Regeneration | 23,379 | 22,567 | (812) | (775) | 1,011 |
| Overheads | 0 | 0 | 0 | 0 | 12 |
| NET SERVICE EXPENDITURE | 153,301 | 155,170 | 1,869 | 2,159 | 11,030 |
| 3E. Corporate Items | | | | | |
| Impact of Capital on revenue budget | 13,415 | 13,398 | (17) | (150) | 193 |
| Other Central budgets | (21,583) | (22,911) | (1,327) | (914) | (8,329) |
| Levies | 933 | 933 | 0 | 0 | 0 |
| TOTAL CORPORATE PROVISIONS | (7,235) | (8,580) | (1,344) | (1,064) | (8,136) |
| | | | | | |
| TOTAL GENERAL FUND | 146,065 | 146,590 | 525 | 1,095 | 2,894 |
| FUNDING | | | | | |
| Revenue Support Grant | (15,520) | (15,520) | 0 | 0 | 0 |
| Business Rates | (35,483) | (35,483) | 0 | 0 | 0 |
| Other Grants | (10,733) | (10,651) | 82 | 0 | (537) |
| Council Tax and Collection Fund | (84,329) | (84,329) | 0 | 0 | 0 |
| FUNDING | (146,065) | (145,983) | 82 | 0 | (537) |
| | | | | | 0 |
| NET | 0 | 607 | 607 | 1,095 | 2,357 |

The current level of GF balances is £12.778m and the minimum level reported to Council for this is £12.27m. This means that another reserve or further savings will need to be found to offset the remaining £0.1m overspend.

Chart 1 below shows the forecast year end variance for departmental expenditure with a comparison against prior years.

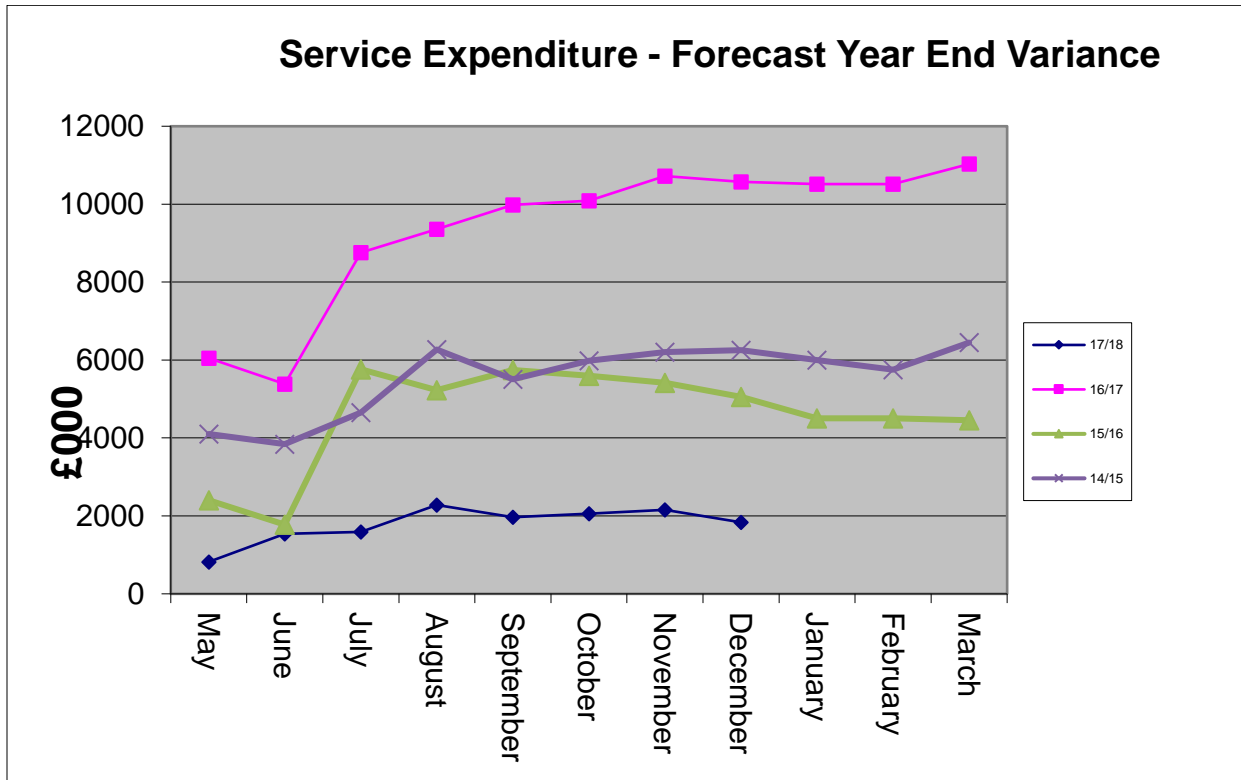
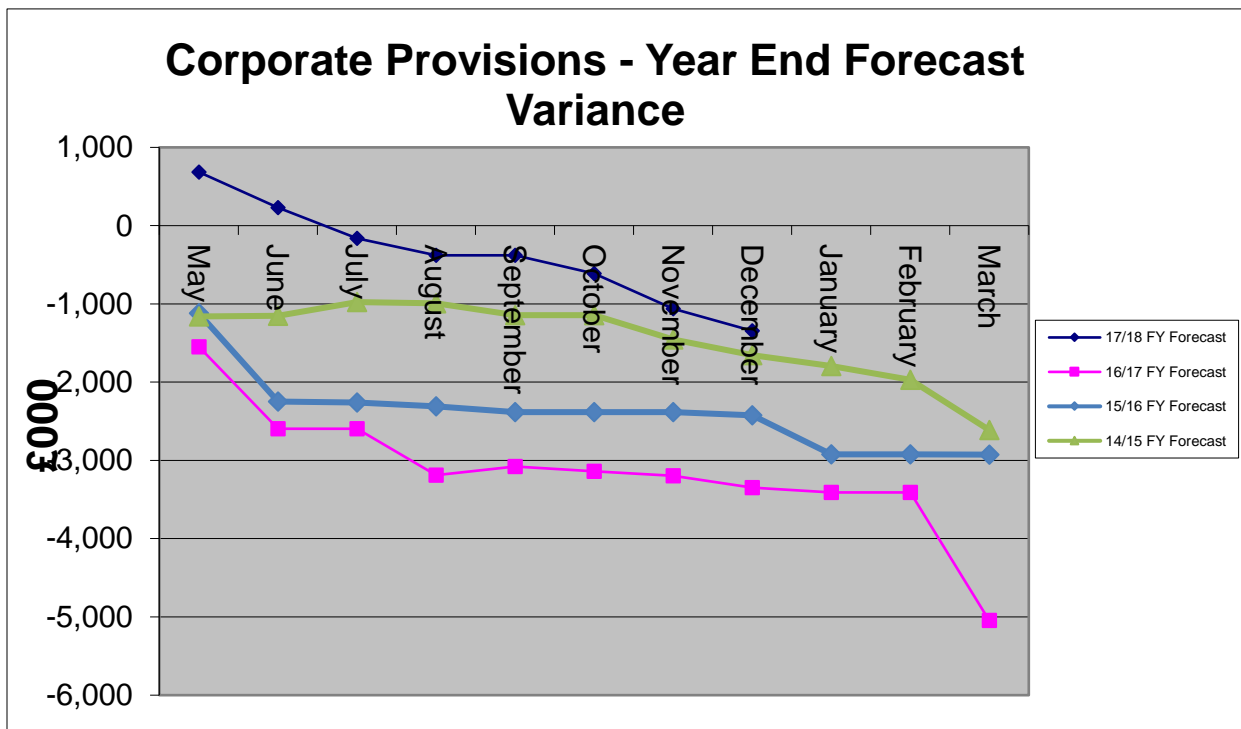


Chart 2 shows the forecast year end variance for corporate provisions with a comparison against prior years.



2.4 Commitment Update

There have been ongoing issues with commitments within e5 since Go Live which needed fixes by the supplier, Advanced. There has been significant progress in identifying and fixing the problems and the e5 team are working with Advanced to understand the underlying issue.

The issues with commitments may cause some variances in period 10 monitoring which will be reviewed and reported.

3. DEPARTMENTAL SUMMARY OF CURRENT POSITION

Corporate Services

| | 2017/18 Current Budget | Full year Forecast December | Forecast variance at year end December | Forecast variance at year end November | 2016/17 Outturn Variance |
|--|------------------------------|-----------------------------------|--|--|--------------------------------|
| | £000 | £000 | £000 | £000 | £000 |
| Business Improvement | 3,129 | 3,099 | -30 | -42 | -54 |
| Infrastructure & Transactions | 9,544 | 9,608 | 64 | 45 | -431 |
| Resources | 6,496 | 6,522 | 26 | 178 | -314 |
| Human Resources | 1,948 | 1,923 | -26 | -38 | -34 |
| Corporate Governance | 2,491 | 2,408 | -83 | -86 | -330 |
| Customer Services | 2,328 | 2,040 | -288 | -241 | -164 |
| Corporate Items including redundancy costs | 1,002 | 806 | -196 | -233 | 40 |
| Total (controllable) | 26,939 | 26,406 | -533 | -417 | -1,287 |

Overview

At the end of period 9 (December) the Corporate Services (CS) department is forecasting an underspend of £533k at year end. This is an increase of £116k from the underspend reported at the end of November. The increase is mainly due to a reduction in the forecast for the costs of support to the new financial system and a reduction in the forecast salary costs of benefit administration.

Business Improvement - £30k under

The systems and projects team is forecasting an underspend of £54k. This is due to vacant posts and recharges to CHAS. This underspend is offset by a projected shortfall on saving CSD42 which is not expected to be fully achieved in 17/18.

Infrastructure & Transactions - £64k over

There are budget pressures in several teams.

The professional development centre (Chaucer Centre) is expected to under-achieve on income by £100k. The number of bookings so far this year is lower than in previous years.

The transactional services team are forecasting an overspend of £115k mainly because saving CS70 which is to charge for paper copies of invoices is unachievable due to delays in the implementation of e5, SharePoint and EDRMS.

The Garth Road income target is forecast to under-achieve by approximately £60k and there is a projected overspend in the Commercial Services team on staffing costs of £80k. This team is currently being restructured and therefore agency staff are in post until the vacant posts are recruited into. This team is essential in driving and delivering procurement savings across the Council.

These forecast overspends are partly offset by income relating to the new rental agreement with CHAS 2013 Limited for occupancy of half of the 14th floor in the Civic Centre.

Resources - £26k over

The forecast overspend has reduced significantly from period 8 due to a reassessment of the likely costs for support to the new financial system and the deletion of the business partner roles in advance of the agreed saving for 2018/19.

The forecast overspend is due to staffing, including one case of long term sickness. There are ongoing additional staffing costs of e5 being funded within the division as system changes are identified and implemented. Some additional support days were necessary from the provider for system changes. The bank reconciliation function has also had additional consultancy days from the provider to increase automation.

There were some additional costs for the external audit which were due to the implementation of the new financial system, as discussed at the Standards & General Purposes Committee in September. The closing of accounts process for 2016/17 and the external auditors have highlighted a few areas of concern in meeting the early closure deadlines for next year. Some additional short-term resources are required to address these issues and a project plan has been developed.

Human Resources – £26k under

There are a number of vacant posts within the division.

Corporate Governance - £83k under

The forecast underspend is partly due to a £21k underspend in Internal Audit and £23k in Benefits Investigation where a 18/19 saving has been captured early.

There are other forecast underspends on non salary budgets across the division.

The South London legal partnership (SLLp) has budget pressures on staffing costs but this is being recovered by hard charging to the five boroughs in the partnership. There are numerous agency staff as recruitment is becoming increasingly difficult in certain teams. This is being closely monitored and is reported to all partnership boroughs.

Customer Services - £288k under

The Merton Bailiff Service is forecasting over-achieving income by £350k but this is offset by a forecast £70k under-achievement of income in the Shared Bailiff Service.

The Communications Service is under-achieving on the advertising income target which is partially offset by underspends elsewhere in the service. The team are working to address the likely failure to achieve income targets through a review of the strategy. A task and finish group has been established to take this forward with the aim of a refreshed strategy and agreed targets being drafted by the financial year end.

Corporate Items - £196k under

Redundancy costs are forecast to be approximately £400k over budget based on year to date actuals. This is being offset by a reduction in the housing benefit provision.

Merton’s share of the coroners’ court is expected to overspend by £150k. Further information has been requested from Westminster, the lead borough.

Unbudgeted expenditure of £60k is forecast to address cyber security issues following recent security threats. Credit card charges which are currently passed on to customers will also cease in January 2018 and the forecast part year costs are approx. £25k. The additional cost of Microsoft Enterprise licenses of £140k is also being met from this budget.

The budget monitoring process will focus on pressures to ensure remedial action is taken and underspends can be held to offset any overspends.

Environment & Regeneration

| Environment & Regeneration | 2017/18 Current Budget | Full year Forecast (Dec) | Forecast Variance at year end (Dec) | Forecast Variance at year end (Nov) | 2016/17 Outturn Variance |
|---------------------------------------|-------------------------------|---------------------------------|--|--|---------------------------------|
| | £000 | £000 | £000 | £000 | £000 |
| Public Protection | (10,514) | (12,225) | (1,711) | (1,646) | 1,290 |
| Public Space | 15,232 | 16,072 | 840 | 753 | 510 |
| Senior Management | 1,015 | 1,016 | 1 | (3) | (44) |
| Sustainable Communities | 12,221 | 12,279 | 58 | 121 | (745) |
| Total (Controllable) | 17,954 | 17,142 | (812) | (775) | 1,011 |

| Description | 2017/18 Current Budget | Forecast Variance at year end (Dec) | Forecast Variance at year end (Nov) | 2016/17 Variance at year end |
|---|------------------------------|--|---|---------------------------------------|
| | £000 | £000 | £000 | £000 |
| Overspend within Regulatory Services | 627 | 172 | 182 | (34) |
| Underspend within Parking & CCTV Services | (11,617) | (1,849) | (1,787) | 1,442 |
| Underspend within Safer Merton | 476 | (34) | (41) | (118) |
| Total for Public Protection | (10,514) | (1,711) | (1,646) | 1,290 |
| Overspend within Waste Services | 13,979 | 327 | 259 | 168 |
| Underspend within Leisure & Culture | 898 | (127) | (85) | (72) |
| Overspend within Greenspaces | 1,307 | 552 | 386 | 206 |
| Overspend within Transport Services | (952) | 88 | 193 | 342 |
| Total for Public Space | 15,232 | 840 | 753 | 510 |
| Overspend within Senior Management & Support | 1,015 | 1 | (3) | (44) |
| Total for Senior Management | 1,015 | 1 | (3) | (44) |
| Underspend within Property Management | (2,604) | (272) | (267) | (564) |
| Overspend within Building & Development Control | (332) | 370 | 434 | (157) |
| Underspend within Future Merton | 15,157 | (40) | (46) | (158) |
| Total for Sustainable Communities | 12,221 | 58 | 121 | (789) |
| | | | | |
| Total Excluding Overheads | 17,954 | (812) | (775) | 1,011 |

Overview

The department is currently forecasting an underspend of £812k at year end. The main areas of variance are Regulatory Services, Parking Services, Waste Services, Greenspaces, Property Management, and Building & Development Control.

Public Protection

Regulatory Services overspend of £172k

The forecast overspend is as a result of a few factors. Firstly, a 2017/18 saving (E&R14) of £100k relating to further expansion of the Regulatory Services Partnership to include the London Borough of Wandsworth, will not be achieved this year, as it is expected that the expansion will not commence until April 2018. Secondly, it was necessary for the Partnership to engage the services of a project manager to develop the expanded Shared service business model. The funding of this was split between the participating authorities and Merton's share of this was £28k. Thirdly, an underachievement of Licensing income of £27k is forecast, which is associated with a 2016/17 saving (E&R13) of £50k. Finally, the section is liable for any Mortuary costs, which is not within their control. An overspend of £27k related to this service is being forecast.

Parking & CCTV Services underspend of £1,849k

The underspend is mainly as a result of the protracted timeframe for the implementation of the ANPR system across the borough. The section did not have a fully functional system until February 2017, but the necessary upgrades and camera performance reviews conducted by the contractor and officers from the team have now been completed. The positive effects of this fully functional system e.g.

improved traffic flow are expected to be realised during the year. The later start of the ANPR enforcement has resulted in a delay in motorist compliance with traffic regulations and the revenue generated reflecting this. It is difficult to predict when compliance will begin to set in and how this will affect revenue but this will be closely monitored and future forecasts amended accordingly.

Included within this forecast is an employee related overspend of c£346k due to a combination of savings not yet implemented and increased demand. Due to the implementation of the diesel surcharge and the delay in fully implementing ANPR the section has been forced to delay implementing certain savings, whilst needing to recruit additional agency staff to manage PCN and permit demands. This pressure is being offset by an over-recovery in permit revenue (£314k).

Public Space

Waste Services overspend of £327k

The forecast overspend relates mainly to the Phase C contract (£645k), which has been rolled out successfully delivering in the region of £1.3m savings. However, as part of the approved MTFS savings, the budget has been reduced by in excess of £1.9m. This budget pressure is mitigated next year when the new wheelie bin service is rolled out along with reduced frequency of collection, which will deliver additional savings in the contract cost for the service.

As with any contract of this size and complexity, there are still some elements of the service, and related costs, which are being discussed with the contractor. This also includes the costs associated with transferred staff from LBM to the contractor. Depending on the outcome of these discussions, there may be additional one-off or annual on-going costs. These will be confirmed as they become clear.

This overspend is being partially mitigated from in-year underspends on disposal costs (£363k).

Greenspaces overspend of £552k

Although significant savings have already been realised, owing to one-off redundancy costs in this first year of the contract and costs relating to the tree service, the section is forecasting to overspend on its Phase C contract by around £200k. This overspend is not expected to repeat next year. The redundancy costs to LBM are part of the procurement process; these calculations, and subsequent discussions with the contractor, are currently being undertaken. The final costs are not yet known but will be confirmed as soon as they become clear.

The arboriculture service is forecast to overspend by c£171k as a result of work required on the borough's trees in order to avoid accidents or damage. The team is undertaking a review of work to ensure only essential work is completed for the remainder of the year. From April next year, this work is expected to be carried out by IDVerde and will benefit from the lower rates available through the Phase C arrangements.

The section is also currently forecasting to underachieve on its income expectations in the following areas. Firstly, on events related income (£66k), whereby related savings of £170k have been implemented in the last two years, and whilst one event boosted the income, work continues to identify how income from events in parks, including developing working partnerships with external event production companies, can be generated.

Secondly, due to a delay in the implementation of 2016/17 saving E&R26 (£60k) i.e. P&D within certain parks. This is due to be partially implemented this autumn leading to an expectation that only £1k of the associated saving will be achieved this year. The revised income figure is, in part, a

consequence of the outcome of the formal consultation on the parking scheme that occurred during summer 2017. The consequence of this consultation was that the parking charge proposals at one location, and at all other locations on Saturdays, were dropped by the Council, meaning that the initial income expectations of £60k thereby became unrealistic.

These forecast overspends are being partially mitigated from other grants and contributions.

Sustainable Communities

Building & Development Control overspend of £370k

The section is forecasting to underachieve on income by £443k, in particular within Building Control. This reflects the continued reduction in the Authority's market share. This downward trend has also impacted on the section's ability to meet some of its associated 2017/18 savings, notably ENV20, D&BC1, D&BC2, D&BC3, D&BC5, and D&BC6 i.e. Increased income from building control services, fast tracking of householder applications, commercialisation of the service, and removal of the Planning Duty service. Replacement savings have been agreed by Cabinet that will help mitigate this pressure from 2018/19.

The section is also forecasting a reduction, when compared to 2016/17, in development control income of around £406k due to a downturn of around 10% in planning applications and fewer planning performance agreements being secured so far this year. This results in only an underachievement against budget of £20k, but is a considerable decrease in expected income levels.

The planning fees were increased by 20% on 17th January in line with the Government's regulations. This increase has been included within the above income projections. However, given the limited remainder of the financial year, it will not have a significant impact this financial year.

Property Management underspend of £272k

The main reason for the forecast underspend is as a result of exceeding their commercial rental income expectations by £437k mainly due to conducting the back log of rent reviews in line with the tenancy agreements. £316k relates to ongoing rental income but £121k is back rent due this year only.

This overachievement of income is being partially offset by an overspend within Employees (£29k), buildings and grounds maintenance (£66k), and supplies & services (£72k).

Children Schools and Families

| Children, Schools and Families | 2017/18 Current Budget £000 | Full year Forecast (Dec) £000 | Forecast Variance at year end (Dec) £000 | Forecast Variance at year end (Nov) £000 | 2016/17 Variance at year end £000 |
|---------------------------------------|--|--|---|---|--|
| Education | 16,431 | 15,963 | (468) | (498) | (874) |
| Social Care and Youth Inclusion | 20,752 | 23,809 | 3,057 | 2,924 | 3,259 |
| Cross Department budgets | 1,668 | 1,590 | (78) | (78) | (271) |
| PFI | 7,916 | 7,693 | (223) | (193) | (549) |
| Redundancy costs | 2,083 | 1,928 | (155) | (155) | (411) |
| Total (controllable) | 48,850 | 50,983 | 2,133 | 2,000 | 1,154 |

Overview

At the end of December Children Schools and Families had a forecast overspend of £2.133m on local authority funded services. Although the department received £1m growth which was allocated against placement budgets, there were pressures over and above the growth allocated to the department some of which were offset by planned underspends and management action in year. Whilst some planned underspends continued, the majority of the underspend used to offset cost pressures last year were either non-recurrent management action or one-off windfalls which are not guaranteed or expected in the current financial year.

The forecast overspend also includes the cost for agency staff (£480k) which was funded from the Corporate Contingency for the last three years to enable the department to maintain safe caseloads as part of our agreed approach and service model.

Due to the volatile nature of placement and SEN transport budgets and the current volume of CSC activity and EHCP requests we are exercising appropriate demand management balancing our education and social care statutory duties with careful and considered oversight of spend.

Local Authority Funded Services

Significant cost pressures and underspends identified to date are detailed below:

| Description | Budget £000 | Dec £000 | Nov £000 | 2016/17 £000 |
|--|----------------|--------------|--------------|-----------------|
| Procurement & School organisation | 592 | (334) | (361) | (448) |
| SEN transport | 4,131 | 567 | 591 | 394 |
| Early achievement of savings | 200 | (200) | (200) | 0 |
| SEN statement support team | 394 | (82) | (78) | (7) |
| My futures team | 517 | (109) | (110) | (35) |
| Staffing underspends across Early Years services | 1,477 | (147) | (170) | (333) |
| Other small over and underspends | 9,120 | (163) | (170) | (445) |
| Subtotal Education | 16,431 | (468) | (498) | (874) |
| Fostering and residential placements (ART) | 5,226 | 443 | 419 | 611 |
| Supported lodgings/housing | 1,645 | 154 | 111 | 1,110 |
| Un-accompanied asylum seeking children (UASC) | 626 | 767 | 826 | 579 |
| Community Placement | 0 | 500 | 500 | 0 |
| No Recourse to Public Funds (NRPF) | 21 | 345 | 345 | 484 |
| Social Work staffing | 4,714 | 595 | 549 | 282 |
| Family and Adolescent Services | 43 | 31 | 31 | 0 |
| MOSAIC implementation support | 0 | 86 | 86 | 0 |
| Other small over and underspends | 8,477 | 136 | 57 | 288 |
| Subtotal Children's Social Care and Youth Inclusion | 20,752 | 3,057 | 2,924 | 3,259 |

Education Division

Procurement and school organisation budgets are forecast to underspend by £334k as a result of lower spend on re-venue-isation budgets. This budget relates to construction projects that cannot be classified as capital. The majority of this is required for temporary classrooms due to rising pupil demand when it is not viable to provide permanent buildings.

The SEN transport budget is forecasting to overspend by £567k at the end of the financial year. A full review of the routes purchased from taxi providers was conducted prior to the summer procurement programme and this identified routes to be prioritised for tendering. Those where it was considered not to be sensible to re-procure at the time for reasons related to the needs of the individual service user or where savings could be achieved by re-negotiating the existing service agreement e.g. by adding or removing clients and adjusting the cost accordingly. A further full review is being undertaken in January to determine whether existing routes should be re-tendered although any benefit would largely be in the next financial year.

Education savings was brought forward by a year which will result in a one-off in-year underspend of £200k.

The SEN support team is forecasting a £82k underspend on staffing due to difficulties in recruiting appropriate staff to vacancies. Recruitment continues to ensure we can meet our statutory duties in relation to EHCP timeliness.

The My Futures team is estimated to underspend by £109k due to vacancies held during the year while team was restructured.

As part of management action, where possible, recruitment to vacancies in some early years service areas was delayed with the aim to reduce the overall in-year departmental overspend. This is estimated to result in an overall underspend of £147k.

There are various other small over and underspends forecast across the division netting to a £163k underspend. These combine with the items described above to arrive at the total reported divisional underspend of £468k.

Children’s Social Care and Youth Inclusion Division

While the numbers of Looked after Children (LAC) remain relatively stable, and indeed Merton maintains relatively low levels of children in care, the complexity of a significant proportion of cases is causing cost pressures as detailed below. Placement costs are reviewed on a monthly basis and assumptions reviewed quarterly to ensure that projections of spend are as accurate as possible.

| Service | Budget £000 | Forecast spend £000 | Variance | | Placements | |
|------------------------------|----------------|---------------------------|-------------|-------------|------------|------------|
| | | | Dec £000 | Nov £000 | Dec Nr | Nov Nr |
| Residential Placements | 2,239 | 2,302 | 63 | (5) | 11 | 12 |
| Independent Agency Fostering | 1,789 | 1,885 | 96 | 107 | 45 | 46 |
| In-house Fostering | 964 | 1,165 | 201 | 217 | 57 | 59 |
| Secure accommodation | 134 | 4 | (130) | (130) | 0 | 0 |
| Mother and baby | 100 | 313 | 213 | 230 | 2 | 2 |
| Total | 5,226 | 5,669 | 443 | 419 | 113 | 119 |

The ART service seeks to make placements with in-house foster carers wherever possible and in line with presenting needs, however, the needs of some looked after children mean that placements with residential care providers or independent fostering agencies are required. Some specific provision is mandated by the courts.

- The residential placement expenditure is forecast to overspend by £63k. The increase from last month relates to new respite placements which increases the cost but not the number of placements being provided.

- The agency fostering placement expenditure is expected to overspend by £96k. This change is due to a placement reduction of 1. This is a very volatile budget and therefore subject to fluctuation during the year.
- The in-house foster carer expenditure is forecast to overspend by £201k. This is a reduction from last month resulting from a net reduction in cases with 3 new cases and 5 placements ending.
- We had one young person in secure accommodation for a few days. He has now left.
- There were no new Mother and Baby placement in December but one placement will leave earlier than previously forecast.

The budget for semi-independent and supported lodgings/housing placements are estimated to overspend by £154k. The cost increase is due to 4 new cases supported during December. These are for young people who require semi-independent provision and for Care Leavers through to independence or, in some cases, through to the age of 21 (older in exceptional circumstances), as part of our statutory duties. There were 68 semi-independent placements for young people at the end of December 2017.

The UASC placements are expected to overspend by £767k this year.

| Service | Budget £000 | Forecast spend £000 | Variance | | Placements | |
|------------------------------|----------------|---------------------------|-------------|-------------|------------|-----------|
| | | | Dec £000 | Nov £000 | Dec Nr | Nov Nr |
| Independent Agency Fostering | 369 | 189 | (180) | (138) | 7 | 8 |
| In-house Fostering | 0 | 407 | 407 | 365 | 18 | 15 |
| Supported lodgings/housing | 257 | 797 | 540 | 599 | 29 | 29 |
| Total | 626 | 1,393 | 767 | 826 | 54 | 52 |

At the end of December we had 54 UASC placements with a number of young people aged 18+ with no recourse to public funds in semi-independent accommodation. The cost reduction is due to additional grant announced by Central Government for UASC.

We are forecasting an additional £500k overspend on a community placement from this month. This provision relates to a complex case currently under discussion between the CCG and the local authority. Although we have been aware of this case since late last year, we have to date only been including costs for adaptations, equipment, a commissioning officer and direct payments paid by Merton. The forecast overspend relate to nursing care which has recently been claimed for by the CCG at a much higher cost than originally expected and is currently being disputed. The figure is our best estimate at this stage but is subject to change.

The NRPF budget is expected to overspend by £345k in the current financial year. The NRPF worker is working closely with housing colleagues to manage cases as they arise and is also reviewing historic cases to identify ones where claimant circumstances has changed and can therefore be stepped down from services. We continue to use the Connect system to progress cases and continue to review open cases with the aim to limit the cost pressure on the council.

The Director and AD continue to forensically scrutinise activity in this area. Strong gate keeping has resulted in a reduction of overall numbers from a peak of about 30 to an estimated case load of 15 at the end of this financial year which should impact positively on next year's overspend.

The Central Social Work, MASH, First Response, CASA, Bond Road and CWD team's staffing costs are expected to overspend by £595k. The majority of this is due to additional social work capacity

required to manage safe caseloads, previously funded by the council's contingency, and are kept under regular review as they are covered by agency. On top of the additional staff, the team also has to cover vacancies with agency staff due to difficulty in recruiting permanent members of staff.

The Family and Adolescent Services staffing budget is expected to overspend by £31k. This is due to the head of service post which had been deleted as part of the 2017/18 savings being covered by an agency member of staff due to short term service requirements. These arrangements ceased in September.

Following the implementation of MOSAIC, some changes and service support is still required which is now funded from the departmental budgets rather than from the project. The support is expected to be required until the end of December and the estimated cost of £86k is expected to increase towards year-end.

There are various other small over and underspends forecast across the division netting to a £106k overspend. These combine with the items described above to arrive at the total reported divisional overspend of £3,027k.

Dedicated Schools Grant

DSG funded services is forecast to overspend by £2.289m. These budgets are not within the council's general fund and cannot be offset against the local authority funded budgets. Any overspend will be funded from the DSG reserve and applied after consultation with Schools Forum. Variances between individual subjectives have been shown in the overall departmental analyses.

The main reasons for the forecast relates to an estimated overspend of £1.156m on Independent Day School provision, £116k on Independent residential School provision, £363k on EHCP allocations to maintained primary and secondary schools and £521k on additional school business rate adjustments primarily due to the revaluation of properties in the beginning of 2017.

The main reason for the increase in forecast from last month was due to the increase in independent residential SEN provision. This was due to a forecasting error and the December forecast is now back in line with the previous forecast. However, in light of the error, a more forensic exercise is being undertaken on this area of expenditure.

There are various other smaller over and underspends forecast across the DSG netting to a £133k overspend which, combined with the items above, equates to the net overspend of £2.289m.

We continue to keep abreast of proposed changes to the National Funding Formula, especially in relation to risks associated with services currently funded by de-delegated elements of the DSG.

Management Action

New burdens

There are a number of duties placed on the Local Authority which have not been fully funded or not funded at all through additional burdens funding from Central Government. £1m growth was added by the council in 2017/18 to the supported housing/lodgings budget. Excluding the cost of these duties would leave a net departmental overspend of £718k, however that figure masks substantial once off windfalls and non-recurrent and recurrent management action. The table below highlights the continued estimated overspends relating to these unfunded duties:

| Description | Budget £000 | Dec overspend forecast £000 | Nov overspend forecast £000 |
|---|----------------|--------------------------------------|--------------------------------------|
| Supported lodgings/housing | 1,645 | 154 | 111 |
| Un-accompanied asylum seeking children (UASC) | 626 | 767 | 826 |
| No Recourse to Public Funds (NRPF) | 21 | 345 | 345 |
| Total | 2,292 | 1,266 | 1,282 |

Following changes introduced through the Children & Social Work Act, local authorities will take on new responsibilities in relation to children in care and care leavers. Local authorities will be required to offer support from a Personal Adviser to all care leavers to age 25. New burdens funding will be provided to support implementation of this change.

Further new burdens are expected for 2018/19 including:

- Social Care Act requirement for new assessment process for all social workers
- SEND tribunals will cover elements of children care packages and therefore cost
- New requirement of social work visits to children in residential schools and other provision.

Staffing

Agency cost continues to be a cost pressure for the department as permanent social worker recruitment continues to be challenging. We are operating, however at our lowest level of agency staff in 3 years. The continued recruitment drive including recruitment of NQSWs, temporary to permanent initiatives and retention payments will all have a positive impact on the current financial year and we will continue to take action to bring down anticipated overspends on agency/staffing costs. We are expecting ten permanent appointments between now and the end of the financial year which should positively impact on next year's costs.

Placements

Our strong management oversight enables us to ensure that an appropriate entry to care threshold is well-maintained. The impact of increased numbers of UASC is in particular affecting our LAC and care leaver numbers and we remain in the lowest rate of care range in London.

Work continues to ensure we lever in appropriate health contribution to children with complex needs and our ART service is driving down placement costs including through regional partnership commissioning.

Our ART Fostering Recruitment and Assessment team is continuing to recruit new foster carers who will offer locally based placements. This continues to enable a reduction in more expensive agency foster placements, but there is a time lag.

Our ART Placement service is working with providers to establish more local provision and offer better value placements to the Council. There is now an established agreed cost framework for semi-independent providers and this has resulted in more appropriately priced placements for Care Leavers and older LAC.

We have contracted with a provider to block purchase five independent units for care leavers aged 18+. This will act as a step down into permanent independent living. For the total 5 placements in the provision, this cost is £1,400 per week. This is a significantly better financial deal than using the semi-independent market for our care leavers. We have three young people already living there and a fourth

joined in December. The fifth young person will join early in the New Year. Many of these young people will also be eligible to claim Housing Benefit.

We have updated our Staying Put policy for young people aged 18+ to enable them to remain with their foster carers as recommended following our Ofsted inspection. We currently have 6 young people remaining with in house foster carers. Financially this is a more cost effective offer than semi-independent provision. However, the increased use of Staying Put for young people aged 18+ impacts on available placements for younger teenagers and therefore there is a likelihood of an increase in the use further IFA placements in the near future. We continue to focus our foster carer recruitment on carers for teenagers to mitigate these potential additional costs.

All semi-independent placements are being reviewed over the coming weeks and all residential placements are regularly reviewed. The fostering recruitment strategy is being refreshed in light of the new Staying Put requirement.

General

The department continues to scrutinise all budgets to see how we can offset the above costs pressures and others created by growing demographics and new burdens. Where possible we will use grant and income flexibly to bring our anticipated spend in line with available budgets.

Community and Housing Current Summary Position

Overview

Community and Housing is now forecasting an overspend of £1.1m as at December 2017. This is a reduction of £270k since period 8 (November). This is due to a reduction in activity in Adult Social Care during December and the impact of the recently formed outcomes forum.

The main variances are in the Adult Social Care and Housing divisions. As previously reported, part of the Adult Social Care pressure arose in the last quarter of 2016/17 when placements costs rose by £700k and the impact of the 2016/17 Better Care Fund risk share (£275k).

The Better Care Fund agreement with the CCG, which contributes £5.5m to social care budgets, was dependent on a further risk share agreement.

Negotiations and our improved performance have removed the threat of hospital fines and are continuing with regard to the risk share. The risk share is based on the performance on non-elective admission of people over 55. However, the cancellation of some elective surgery before Christmas and all non-urgent elective since changes the landscape compared to the original agreement. The context now is there is nothing the council can do to improve performance. The discussions are unlikely to be resolved until year end.

| Community and Housing | 2017/18 Current Budget | Full Year Forecast (Dec) | Forecast Variance (Dec) | Forecast Variance (Nov) | 2016/17 Outturn Variance |
|------------------------------|---------------------------------------|---|--|--|---|
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| Access and Assessment | 46,799 | 47,813 | 1,014 | 1,227 | 9,432 |
| Commissioning | 4,233 | 4,225 | (8) | (20) | 67 |
| Direct Provision | 4,373 | 4,157 | (216) | (203) | (169) |

| | | | | | |
|---|---------------|---------------|--------------|--------------|---------------|
| Directorate | 755 | 874 | 119 | 110 | (274) |
| Adult Social Care | 56,160 | 57,069 | 909 | 1,114 | 9,056 |
| Libraries and Heritage | 1,975 | 1,988 | 13 | (4) | (88) |
| Merton Adult Education | 0 | 0 | 0 | 0 | 501 |
| Merton Adult Education-Commissioning Model | 48 | 42 | (6) | (6) | 0 |
| Housing General Fund | 1,937 | 2,102 | 165 | 249 | 655 |
| Sub-total | 60,120 | 61,201 | 1,081 | 1,352 | 10,124 |
| | | | | | |
| Public Health | 0 | 0 | 0 | 0 | 16 |
| Grand Total | 60,120 | 61,201 | 1,081 | 1,352 | 10,140 |

Adult Social Care

The collaborative focus on spend has continued to stabilise and improve the forecast outturn. Spend is being pulled wherever this is possible, which has resulted in a further £205k reduction in the forecasted outturn. Planned meeting with Mental Health is due to take place shortly to address current placement overspend issues.

Access & Assessment - £1m overspend

The forecast outturn has reduced by £213k. The key reason for this is the newly formed Outcome Forum having an impact. Placements spend has reduced by a further £80k as a result. The Outcome Forum focusses on challenging and improving practice in assessment and support planning. A full review of staff costs has resulted in some changes in the forecast, and funding from the Better Care Fund (agreed with Merton CCG) has been applied to local budgets.

This section is forecasting an over spend which made up of under and overspends as follows:-

| Access & Assessment | Forecast Variances (Dec) £00 | Forecast Variances (Nov) £000 |
|--|-------------------------------------|--------------------------------------|
| Underspend on Concessionary Fares | (92) | (92) |
| Overspend on Better Care Fund Risk Share for 2016/17 | 275 | 275 |
| Other | (139) | (4) |
| Placements | 2,354 | 2,434 |
| Income | (1,384) | (1,386) |
| Total | 1,014 | 1,227 |

Commissioning - £8k underspend

The forecast outturn as worsened by £10k due to the costs of implementing a new direct payment card.

Direct Provision - £216k underspend

The over spend on residential staff is decreasing and there is a continued focus on reducing this further. Work is taking place to change rotas and working arrangements at Riverside Drive.

Directorate - £119k overspend

The directorate forecasted expenditure has increased by £9k due to the extension of current contracts to facilitate the completion of the procurement project.

C&H-Other Services

Libraries- £13k overspend

The library service is currently forecasting an over spend by £13k. This is an increase since November due to increase in utilities cost and an issue surrounding miscoded income which require further investigation.

The newly refurbished (Donald Hope) about to be re-named as Colliers Wood Library is about to be opened shortly.

Merton Adult Learning - £6k underspend

The Adult Learning forecast remained unchanged since September budget monitoring report.

The £6k underspend is from fees collected by the service for the in house Learning Difficulties and Disabilities provision provided.

Housing - £165k overspend

Housing expenditure continues to be contained, numbers presenting recently has decreased.

This is a statutory led service and is demand led. There continues to be budget pressures on the service and an over spend is currently forecast reflective of continued cost pressures, including temporary accommodation subsidy arrangement.

However, despite this being such a volatile service the service continues to prevent homelessness, thus avoiding expensive placements into temporary accommodation and as at the end of December there had been a slight reduction of the numbers placed. There were 175 Households in Temporary Accommodation as at the end of December compared to 178 in November.

The service also continues to maximise income collection for clients living in temporary accommodation by collecting personal contributions from clients, Housing Benefit and Universal Credit. A total of £585K has been collected directly from clients. This does not include Housing Benefit contributions

The service is currently working towards implementing the Homeless Reduction Act and will proceed with a planned restructure to meet the new legislative requirements, duties and any savings which are required

| Housing | Forecast Variances (Dec) £'000 | Forecast Variances (Nov) £'000 | Forecast Variances (Oct) £'000 |
|--|---------------------------------------|---------------------------------------|---------------------------------------|
| Temporary Accommodation-Expenditure | 812 | 992 | 981 |
| Temporary Accommodation-Client Contribution | (585) | (611) | (611) |
| Temporary Accommodation-Housing Benefit Income | (350) | (361) | (361) |
| Temporary Accommodation-Subsidy Shortfall | 593 | 582 | 582 |

| | | | |
|----------------------------------|------------|------------|------------|
| Temporary Accommodation- Grant | (406) | (406) | (406) |
| Total Temporary Accommodation | 64 | 196 | 185 |
| Housing Other- Over(under)spends | 101 | 53 | 78 |
| Total | 165 | 249 | 263 |

Public Health – Forecasting a breakeven position

Public Health is reporting a cost neutral position as at December 2.

Corporate Items

The details comparing actual expenditure up to 31 December 2017 against budget are contained in Appendix 2. The main areas of variance as at 31 December 2017 are:-

| Corporate Items | Current Budget 2017/18 £000s | Full Year Forecast (Dec.) £000s | Forecast Variance at year end (Dec.) £000s | Forecast Variance at year end (Nov.) £000s | 2016/17 Year end Variance £000s |
|--|------------------------------------|--|---|---|---|
| Impact of Capital on revenue budget | 13,415 | 13,398 | (17) | (150) | 193 |
| Investment Income | (1,186) | (784) | 402 | 386 | (176) |
| Pension Fund | 3,350 | 3,350 | 0 | 0 | (498) |
| Pay and Price Inflation | 736 | 386 | (350) | (250) | (739) |
| Contingencies and provisions | 4,406 | 3,026 | (1,379) | (1,050) | (3,495) |
| Income Items | (1,152) | (1,152) | 0 | 0 | (330) |
| Appropriations/Transfers | (5,419) | (5,419) | 0 | 0 | (3,091) |
| Central Items | 735 | (593) | (1,327) | (914) | (8,329) |
| Levies | 933 | 933 | 0 | 0 | 0 |
| Depreciation and Impairment | (22,318) | (22,318) | 0 | 0 | 0 |
| TOTAL CORPORATE PROVISIONS | (7,235) | (8,580) | (1,344) | (1,064) | (8,136) |

There are several changes in the forecast since November:-

- Capital financing and investment income forecasts have been amended following a review of the capital programme and treasury management strategy.
- With three quarters of the year gone and a review of contingencies against expected requirements, it is anticipated that £50k from the provision for excess inflation, £50k from the utilities inflation provision and £250k from the corporate contingency can be released.
- It is anticipated that the balance of £79k set aside for potential loss of Housing Benefit Administration Grant can be released..

The net impact of these proposed changes is an increase in the projected underspend on corporate items of £280k since November.

4. CAPITAL PROGRAMME 2017-21

- 4.1 The table below summarises the position in respect of the Capital Programme as at December 2017. The detail is shown in Appendix 5a

Merton Summary Capital Report – December 2017 Monitoring

| Departments | Actuals to December | Profiled Budget to December | Variance | Final Budget | Final Forecast | Full Year Variance |
|------------------------------|---------------------|-----------------------------|---------------------|-------------------|-------------------|--------------------|
| Corporate Services | 1,799,087 | 3,398,461 | (1,599,374) | 13,468,250 | 13,615,015 | 146,765 |
| Community and Housing | 581,113 | 980,219 | (399,106) | 1,801,580 | 1,734,590 | (66,990) |
| Children Schools & Families | 3,968,583 | 6,612,340 | (2,643,757) | 7,062,350 | 7,037,350 | (25,000) |
| Environment and Regeneration | 9,659,997 | 15,225,358 | (5,565,360) | 17,707,050 | 16,886,242 | (820,808) |
| Total | 16,008,780 | 26,216,378 | (10,207,597) | 40,039,230 | 39,273,197 | (766,033) |

- a) Corporate Services – Currently officers are projecting an overspend on Customer Contact /EDRMS of £713k, Social Care IT System £173k. The split between capital and revenue budgets is currently being finalised. There are currently five projected underspends/slippage, the Acquisitions Budget (£500k), ePayments System (£83k), (£41k) SCIS/FIS Scanning Solution, (£90k) on IT Systems Projects and (£25k) on Works to Other Buildings.
- b) Community and Housing – Officers are projecting a full spend on all remaining budgets except on Disabled Facilities Grant (DFG) with a projected underspend of (£62k) and (£5k) on ASC IT Equipment.
- c) Children, Schools and Families – This department is showing a £25k slippage on Children’s Safeguarding. Full spend projected on remaining budgets.
- d) Environment and Regeneration – There are currently four projected underspends/slippage, (Mitcham regeneration) Canons - Parks for People of (£639k), (£176k) on (Parks) Canons - Parks for People, (£26k) Tackling Traffic Congestion and (£13k) on CCTV Investment. Officers are projecting overspends on three areas, Colliers Wood Area regeneration £14k, £13k GPS Vehicle tracking Equipment and £6k Alley Gating Scheme.

4.2 The table below compares capital expenditure (£000s) to December 2017 to that achieved over the last few years:

| Depts. | Spend To December 2014 | Spend To December 2015 | Spend To December 2016 | Spend to December 2017 | Variance 2014 to 2017 | Variance 2015 to 2017 | Variance 2016 to 2017 |
|--------|------------------------|------------------------|------------------------|------------------------|-----------------------|-----------------------|-----------------------|
| CS | 458 | 713 | 348 | 1,799 | 1,341 | 1,086 | 1,451 |
| C&H | 1,041 | 1,345 | 1,386 | 581 | (460) | (764) | (805) |
| CSF | 14,568 | 11,159 | 9,684 | 3,969 | (10,599) | (7,191) | (5,715) |
| E&R | 3,415 | 5,553 | 7,834 | 9,660 | 6,245 | 4,107 | 1,826 |

| | | | | | | | |
|----------------------|---------------|---------------|---------------|---------------|----------------|----------------|----------------|
| Total Capital | 19,482 | 18,770 | 19,252 | 16,009 | (3,473) | (2,761) | (3,243) |
|----------------------|---------------|---------------|---------------|---------------|----------------|----------------|----------------|

| | | | | |
|--|--------|--------|--------|--------|
| Outturn £000s | 36,869 | 29,327 | 30,626 | |
| Budget £000s | | | | 40,039 |
| Projected Spend November 2017 £000s | | | | 39,241 |
| Percentage Spend to Budget | | | | 39.98% |
| % Spend to Outturn/Projection | 52.84% | 64.00% | 62.86% | 40.80% |
| Monthly Spend to Achieve Projected Outturn £000s | | | | 5,808 |

4.3 The table shows that spend during December 2017 was considerably below this target. Officers will be undertaking a detailed review of profiles and year end projections as part of December Monitoring to improve in year budget profiling and year end projection:

| Department | Spend To November 2017 £000s | Spend To December 2017 £000s | Increase £000s |
|----------------------|------------------------------|------------------------------|----------------|
| CS | 1,538 | 1,799 | 261 |
| C&H | 473 | 581 | 109 |
| CSF | 3,575 | 3,969 | 394 |
| E&R | 7,768 | 9,660 | 1,892 |
| Total Capital | 13,354 | 16,009 | 2,655 |

4.4 The figures in the above table exclude £5m spend in December 2017 on the purchase of Battle Close. Currently budget managers are projecting a £39m outturn requiring an average £5.8m monthly spend to year-end. Compiling the MTFs, Financial Officers are expecting a financial outturn of circa £31.5m. This assumes a more realistic £2.2m accruals and a monthly spend of approximately £2.7m.

5. DELIVERY OF SAVINGS FOR 2017/18

| Department | Target Savings 2017/18 | Projected Savings 2017/18 | Period 9 Forecast Shortfall | Period 8 Forecast Shortfall | Period Forecast Shortfall (P9) | 2018/19 Expected Shortfall |
|-------------------------------|------------------------|---------------------------|-----------------------------|-----------------------------|--------------------------------|----------------------------|
| | £000 | £000 | £000 | £000 | % | £000 |
| Corporate Services | 1,484 | 1,248 | 236 | 236 | 15.9% | 158 |
| Children Schools and Families | 1,110 | 1,079 | 31 | 31 | 2.8% | 0 |
| Community and Housing | 2,673 | 1,997 | 676 | 655 | 25.3% | 250 |
| Environment and Regeneration | 3,050 | 1,408 | 1,642 | 1,642 | 53.8% | 0 |

| | | | | | | |
|--------------|--------------|--------------|--------------|--------------|--------------|------------|
| | | | | | | |
| Total | 8,317 | 5,732 | 2,585 | 2,564 | 31.1% | 408 |

Appendix 6 details the progress on savings for 2017/18 by department.

Progress on savings 2016/17

| Department | Target Savings 2016/17 | 2016/17 Shortfall | 2017/18 Projected shortfall | 2018/19 Projected shortfall |
|-------------------------------|-------------------------------|--------------------------|--|------------------------------------|
| | £000 | £000 | £000 | £000 |
| Corporate Services | 2,316 | 288 | 30 | 30 |
| Children Schools and Families | 2,191 | 0 | 0 | 0 |
| Community and Housing | 5,379 | 1,727 | C&H Savings in 16/17 is mitigated by growth received in 17/18. | 0 |
| Environment and Regeneration | 4,771 | 2,269 | 643 | 240 |
| | | | | |
| Total | 14,657 | 4,284 | 673 | 270 |

Appendix 7 details the progress on savings for 2016/17 by department and the impact on the current year.

6. CONSULTATION UNDERTAKEN OR PROPOSED

6.1 All relevant bodies have been consulted.

7. TIMETABLE

7.1 In accordance with current financial reporting timetables.

8. FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

8.1 All relevant implications have been addressed in the report.

9. LEGAL AND STATUTORY IMPLICATIONS

9.1 All relevant implications have been addressed in the report.

10. HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

10.1 Not applicable

11. CRIME AND DISORDER IMPLICATIONS

11.1 Not applicable

12. RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

12.1 The emphasis placed on the delivery of revenue savings within the financial monitoring report will be enhanced during 2016/17, the risk of part non-delivery of savings is already contained on the key strategic risk register and will be kept under review.

13. APPENDICES – THE FOLLOWING DOCUMENTS ARE TO BE PUBLISHED WITH THIS REPORT AND FORM PART OF THE REPORT

- Appendix 1- Detailed position table
- Appendix 2 – Detailed Corporate Items table
- Appendix 3 – Pay and Price Inflation
- Appendix 4 – Treasury Management: Outlook
- Appendix 5a – Current Capital Programme 2017/18
- Appendix 6 – Progress on savings 2017/18
- Appendix 7 – Progress on savings 2016/17
- Appendix 8 – HR Establishment Report

14. BACKGROUND PAPERS

14.1 Budgetary Control files held in the Corporate Services department.

15. REPORT AUTHOR

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APPENDIX 1

Summary Position as at 31st December 2017

| | Original Budget 2017/18 £000s | Current Budget 2017/18 £000s | Year to Date Budget (Dec) £000s | Year to Date Actual (Dec) £000s | Full Year Forecast (Dec) £000s | Forecast Varianc e at year end (Dec) £000s | Forecast Varianc e at year end (Nov) £000s | Outturn varianc e 2016/17 £000 |
|---|--|---------------------------------------|---|---|---|---|---|--|
| Department | - | - | - | - | - | - | - | - |
| 3A. Corporate Services | 10,865 | 11,582 | (3,871) | 20,294 | 11,048 | (533) | (417) | (1,287) |
| 3B. Children, Schools and Families | 52,579 | 53,915 | 138,479 | 22,154 | 56,049 | 2,134 | 2,000 | 1,154 |
| 3C. Community and Housing | - | - | - | - | - | - | - | - |
| Adult Social Care | 59,401 | 59,465 | 35,998 | 41,217 | 60,373 | 908 | 1,113 | 9,056 |
| Libraries & Adult Education | 2,693 | 2,739 | 1,449 | 1,904 | 2,747 | 8 | (11) | 413 |
| Housing General Fund | 2,222 | 2,221 | 1,410 | 1,135 | 2,386 | 166 | 249 | 655 |
| 3D. Public Health | 0 | 0 | (84) | (1,964) | (0) | (0) | 0 | 16 |
| 3E. Environment & Regeneration | 23,183 | 23,379 | 13,164 | (6,309) | 22,567 | (812) | (775) | 1,011 |
| Overheads | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 12 |
| NET SERVICE EXPENDITURE | 150,942 | 153,301 | 186,547 | 78,432 | 155,170 | 1,869 | 2,159 | 11,030 |
| 3E. Corporate Items | - | - | - | - | - | - | - | - |
| Impact of Capital on revenue budget | 13,415 | 13,415 | 5,027 | 4,172 | 13,398 | (17) | (150) | 193 |
| Other Central items | (19,224) | (21,583) | (6,046) | 2,542 | (22,911) | (1,327) | (914) | (8,329) |
| Levies | 933 | 933 | 769 | 769 | 933 | 0 | 0 | 0 |
| TOTAL CORPORATE PROVISIONS | (4,876) | (7,235) | (250) | 7,484 | (8,580) | (1,344) | (1,064) | (8,136) |
| TOTAL GENERAL FUND | 146,066 | 146,065 | 186,297 | 85,916 | 146,590 | 525 | 1,095 | 2,894 |
| Funding | - | - | - | - | - | - | - | - |
| - Business Rates | (35,483) | (35,483) | (7,060) | (7,060) | (35,483) | 0 | 0 | 0 |
| - RSG | (15,520) | (15,520) | (12,908) | (12,908) | (15,520) | 0 | 0 | 0 |
| - Section 31 Grant | (1,035) | (1,035) | (932) | (932) | (1,035) | 0 | 0 | 5 |
| - New Homes Bonus | (4,150) | (4,150) | (3,131) | (3,131) | (4,068) | 82 | 0 | (542) |
| - PFI Grant | (4,797) | (4,797) | (3,598) | (3,598) | (4,797) | 0 | 0 | 0 |
| - Adult Social Care Grant 2017/18 | (751) | (751) | (874) | (874) | (751) | 0 | 0 | 0 |
| Grants | (61,736) | (61,736) | (28,503) | (28,503) | (61,654) | 82 | 0 | (537) |
| Collection Fund - Council Tax Surplus(-)/Deficit | (1,386) | (1,386) | 0 | 0 | (1,386) | 0 | 0 | 0 |
| Collection Fund - Business Rates Surplus(-)/Deficit | (380) | (380) | 0 | 0 | (380) | 0 | 0 | 0 |
| Council Tax | | | | | | | | |
| - General | (82,244) | (82,244) | 0 | 0 | (82,244) | 0 | 0 | 0 |
| - WPCC | (318) | (318) | 0 | 0 | (318) | 0 | 0 | 0 |
| Council Tax and Collection Fund | (84,329) | (84,329) | 0 | 0 | (84,329) | 0 | 0 | 0 |
| FUNDING | (146,065) | (146,065) | (28,503) | (28,503) | (145,983) | 82 | 0 | (537) |
| NET | 1 | 0 | 157,794 | 57,412 | 607 | 607 | 1,095 | 2,357 |

Appendix 2

| 3E. Corporate Items | Council 2017/18 £000s | Original Budget 2017/18 £000s | Current Budget 2017/18 £000s | Year to Date Budget (Dec.) £000s | Year to Date Actual (Dec.) £000s | Full Year Forecast (Dec.) £000s | Forecast Variance at year end (Dec.) £000s | Forecast Variance at year end (Nov.) £000s | Outturn Variance 2016/17 £000s |
|--|-----------------------------|--|---------------------------------------|---|--|---|---|---|---|
| Cost of Borrowing | 13,415 | 13,415 | 13,415 | 5,027 | 4,172 | 13,398 | (17) 0 | (150) 0 | 193 0 |
| Impact of Capital on revenue budget | 13,415 | 13,415 | 13,415 | 5,027 | 4,172 | 13,398 | (17) | (150) | 193 |
| Investment Income | (1,186) | (1,186) | (1,186) | (890) | (346) | (784) | 402 | 386 | (176) |
| Pension Fund | 3,350 | 3,350 | 3,350 | 0 | 3,338 | 3,350 | 0 | 0 | (498) |
| Provision for excess inflation | 451 | 451 | 436 | | 0 | 286 | (150) | (100) | (439) |
| Utilities Inflation Provision | 300 | 300 | 300 | | 0 | 100 | (200) | (150) | (300) |
| Pay and Price Inflation | 751 | 751 | 736 | 0 | 0 | 386 | (350) | (250) | (739) |
| Contingency | 1,500 | 1,500 | 1,500 | | 0 | 750 | (750) | (500) | (821) |
| Single Status/Equal Pay | 100 | 100 | 100 | | 4 | 100 | 0 | 0 | (60) |
| Bad Debt Provision | 500 | 500 | 500 | | 0 | 500 | 0 | 0 | (271) |
| Loss of income arising from P3/P4 | 400 | 400 | 400 | | 0 | 0 | (400) | (400) | (400) |
| Loss of HB Admin grant | 200 | 200 | 179 | | 0 | 0 | (179) | (100) | (200) |
| Reduction in Education Services Grant | 819 | 819 | 0 | | 0 | 0 | 0 | 0 | 0 |
| Apprenticeship Levy | 450 | 450 | 450 | 263 | 195 | 400 | (50) | (50) | 0 |
| Revenuisation and miscellaneous | 889 | 889 | 1,276 | | 661 | 1,276 | 0 | 0 | (1,743) |
| Contingencies and provisions | 4,858 | 4,858 | 4,406 | 263 | 860 | 3,026 | (1,379) | (1,050) | (3,495) |
| Other income | 0 | 0 | 0 | 0 | (12) | 0 | 0 | 0 | (280) |
| CHAS IP/Dividend | (1,152) | (1,152) | (1,152) | | 0 | (1,152) | 0 | 0 | (50) |
| Income items | (1,152) | (1,152) | (1,152) | 0 | (12) | (1,152) | 0 | 0 | (330) |
| Appropriations: CS Reserves | (667) | (667) | (1,328) | (1,328) | (661) | (1,328) | 0 | 0 | 0 |
| Appropriations: E&R Reserves | 4 | 4 | (450) | (450) | (143) | (450) | 0 | 0 | 2 |
| Appropriations: CSF Reserves | 283 | 283 | 2 | 2 | 2 | 2 | 0 | 0 | 0 |
| Appropriations: C&H Reserves | (104) | (104) | (150) | (150) | (46) | (150) | 0 | 0 | 0 |
| Appropriations: Public Health Reserves | (600) | (600) | (600) | (600) | 0 | (600) | 0 | 0 | 0 |
| Appropriations: Corporate Reserves | (2,443) | (2,443) | (2,893) | (2,893) | (450) | (2,893) | 0 | 0 | (3,093) |
| Appropriations/Transfers | (3,528) | (3,528) | (5,419) | (5,419) | (1,298) | (5,419) | 0 | 0 | (3,091) |
| Depreciation and Impairment | (22,318) | (22,318) | (22,318) | 0 | 0 | (22,318) | 0 | 0 | 0 |
| Central Items | (5,809) | (5,809) | (8,168) | (1,019) | 6,715 | (9,513) | (1,344) | (1,064) | (8,136) |
| Levies | 933 | 933 | 933 | 769 | 769 | 933 | 0 | 0 | 0 |
| TOTAL CORPORATE PROVISIONS | (4,876) | (4,876) | (7,235) | (250) | 7,484 | (8,580) | (1,344) | (1,064) | (8,136) |

Pay and Price Inflation as at December 2017

In 2017/18, the budget includes 1% for increases in pay and 1.5% for increases in general prices, with an additional amount of £0.451m which is held to assist services that may experience price increases greatly in excess of the inflation allowance provided when setting the budget. With CPI inflation currently at 3.0% and RPI at 3.9% this budget will be held and it will only be released when it is certain that it will not be required.

Pay:

The local government pay award for 2017/18 was agreed last year covering 2016/17 and 2017/18. For the lowest paid (those on spinal points 6-17) this agreed a pay rise of between 6.6% and 1.01% in the first year, and between 3.4% and 1.3% in 2017/18. Those on spinal points 18-49 received 1% in year one and the same again in 2017/18. The offer also included a joint review of the NJC pay spine and term-time working for school support staff. Departmental budgets include provision for the 2017/18 pay award.

Prices:

The Consumer Prices Index (CPI) 12-month rate was 3.0% in December 2017, down from 3.1% in November 2017.

The Consumer Prices Index including owner occupiers' housing costs (CPIH) 12-month inflation rate was 2.7% in December 2017, down from 2.8% in November 2017.

The downward effect on both the CPIH and CPI rates came mainly from air fares, along with a fall in the prices of a range of recreational goods, particularly games and toys.

The downward contributions were partially offset by an increase in tobacco prices, reflecting duty increases that came into effect following the Autumn Budget, along with an increase in petrol and diesel prices.

The RPI 12-month rate for December 2017 stood at 4.1%, up from 3.9% in November 2017.

Outlook for inflation:

The Bank of England's Monetary Policy Committee (MPC) sets monetary policy to meet the 2% inflation target and in a way that helps to sustain growth and employment. At its meeting ending on 13 December 2017, the MPC voted unanimously to maintain Bank Rate at 0.5%. The Committee voted unanimously to maintain the stock of sterling non-financial investment-grade corporate bond purchases, financed by the issuance of central bank reserves, at £10 billion. The Committee also voted unanimously to maintain the stock of UK government bond purchases, financed by the issuance of central bank reserves, at £435 billion. The November 2017 Inflation Report was published on the 2 November 2017. The next announcement on the Bank Base Rate will be on 4 February 2018.

In the November 2017 Inflation Report, the MPC noted that "CPI inflation rose to 3.0% in September. It is expected to peak at 3.2% in October, as increases in imported costs — stemming from the past fall in sterling and a more recent pickup in global energy prices — are passed on to consumer prices. Inflation is then expected to fall back as past rises in energy prices drop out of the annual comparison and as the pass-through of rises in other import

prices progresses. Alongside that moderation in external pressures, however, domestic inflationary pressures are likely to build to more normal levels.”

In the minutes to its December 2017 meeting the MPC commented that “CPI inflation was 3.1% in November. It remains the case that inflation has been pushed above the target by the boost to import prices that resulted from the past depreciation of sterling. The MPC judges that inflation is likely to be close to its peak, and will decline towards the 2% target in the medium term. In line with the procedure set out in the MPC’s remit, the Governor will be writing an open letter to the Chancellor of the Exchequer, accounting for the overshoot relative to the target and explaining the MPC’s policy strategy to return inflation sustainably to the target. This letter will be published alongside the minutes of the February 2018 MPC meeting and the accompanying Inflation Report.”

The latest inflation and unemployment forecasts for the UK economy, based on a summary of independent forecasts are set out in the following table:-

Table 11: Forecasts for the UK Economy

| Source: HM Treasury - Forecasts for the UK Economy (January 2018) | | | |
|---|----------|-----------|-----------|
| | Lowest % | Highest % | Average % |
| 2017 (Quarter 4) | | | |
| CPI | 2.7 | 3.2 | 3.0 |
| RPI | 3.6 | 4.0 | 3.9 |
| LFS Unemployment Rate | 3.9 | 4.4 | 4.3 |
| | | | |
| 2018 (Quarter 4) | | | |
| CPI | 1.8 | 3.0 | 2.4 |
| RPI | 2.6 | 3.9 | 3.2 |
| LFS Unemployment Rate | 3.8 | 4.9 | 4.4 |
| | | | |

Clearly where the level of inflation during the year exceeds the amount provided for in the budget, this will put pressure on services to stay within budget and will require effective monitoring and control.

Independent medium-term projections for the calendar years 2017 to 2021 are summarised in the following table:-

| Source: HM Treasury - Forecasts for the UK Economy (November 2017) | | | | | |
|--|------|------|------|------|------|
| | 2017 | 2018 | 2019 | 2020 | 2021 |
| | % | % | % | % | % |
| CPI | 2.7 | 2.6 | 2.2 | 2.1 | 2.0 |
| RPI | 3.6 | 3.5 | 3.1 | 3.2 | 3.1 |
| LFS Unemployment Rate | 4.4 | 4.4 | 4.5 | 4.4 | 4.5 |

Treasury Management: Outlook

At its meeting ending on 13 December 2017, the MPC voted unanimously to maintain Bank Rate at 0.5%. The Committee voted unanimously to maintain the stock of sterling non-financial investment-grade corporate bond purchases, financed by the issuance of central bank reserves, at £10 billion. The Committee also voted unanimously to maintain the stock of UK government bond purchases, financed by the issuance of central bank reserves, at £435 billion. The next announcement on the Bank Base Rate will be on 4 February 2018.

In the minutes to the December meeting, the MPC noted that it “remains of the view that, were the economy to follow the path expected in the November Inflation Report, further modest increases in Bank Rate would be warranted over the next few years, in order to return inflation sustainably to the target. Any future increases in Bank Rate are expected to be at a gradual pace and to a limited extent. The Committee will monitor closely the incoming evidence on the evolving economic outlook, including the impact of last month’s increase in Bank Rate, and stands ready to respond to developments as they unfold to ensure a sustainable return of inflation to the 2% target.”

The MPC also commented that “although it was too early to arrive at a comprehensive view of the effect of November’s rise in Bank Rate on the economy, the impact on interest rates faced by households and firms had been consistent with previous experience. The latest Bank of England/TNS Inflation Attitudes Survey, which had been conducted in the days immediately following the November rate increase, had contained encouraging signs that the general public accepted the case for higher interest rates, and believed that interest rates were likely to rise further. “

In the Bank of England’s quarterly Inflation report for November 2017, the MPC set out its most recent assessment of the outlook for inflation and activity and outlined its view on the long-term outlook for interest rates. The MPC’s view is that the Brexit negotiations are weighing heavily on the UK economic outlook and that “the overshoot of inflation throughout the forecast predominantly reflects the effects on import prices of the referendum-related fall in sterling. Uncertainties associated with Brexit are weighing on domestic activity, which has slowed even as global growth has risen significantly. And Brexit-related constraints on investment and labour supply appear to be reinforcing the marked slowdown that has been increasingly evident in recent years in the rate at which the economy can grow without generating inflationary pressures.”

In terms of prospects for future changes to the Bank Base Rate the MPC in the November 2017 Inflation Report state that “Over the past few months, market expectations for the path of Bank Rate have risen. The MPC’s projections are conditioned on a path that implies a gradual rise in Bank Rate to 1.0% by the end of 2020, and is around ¼ percentage point higher than that in the August 2017 Report.”

Any future increases in Bank Rate are expected to be at a gradual pace and to a limited extent. The MPC’s forecasts of Bank Base Rate in recent Quarterly Inflation Reports which were made pre-Brexit up to May 2016 are summarised in the following table:-

| | End Q.4 2017 | End Q.1 2018 | End Q.2 2018 | End Q.3 2018 | End Q.4 2018 | End Q.1 2019 | End Q.2 2019 | End Q.3 2019 | End Q.4 2019 | End Q.1 2020 | End Q.2 2020 | End Q.3 2020 | End Q.4 2020 |
|----------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Nov.'17 | 0.4 | 0.5 | 0.6 | 0.7 | 0.7 | 0.8 | 0.8 | 0.8 | 0.9 | 0.9 | 0.9 | 1.0 | 1.0 |
| Aug.'17 | 0.3 | 0.4 | 0.4 | 0.5 | 0.5 | 0.5 | 0.6 | 0.6 | 0.7 | 0.7 | 0.7 | 0.8 | |
| May '17 | 0.2 | 0.3 | 0.3 | 0.3 | 0.3 | 0.4 | 0.4 | 0.4 | 0.5 | 0.5 | 0.5 | | |
| Feb.'17 | 0.3 | 0.3 | 0.4 | 0.4 | 0.4 | 0.5 | 0.5 | 0.6 | 0.6 | 0.7 | | | |
| Nov.'16 | 0.2 | 0.2 | 0.2 | 0.3 | 0.3 | 0.3 | 0.3 | 0.4 | 0.4 | | | | |
| Aug.'16 | 0.1 | 0.1 | 0.1 | 0.1 | 0.2 | 0.2 | 0.2 | 0.2 | | | | | |
| May '16 | 0.5 | 0.6 | 0.6 | 0.6 | 0.7 | 0.7 | 0.8 | | | | | | |
| Feb. '16 | 0.8 | 0.8 | 0.9 | 1.0 | 1.0 | 1.1 | | | | | | | |
| Nov '15 | 1.0 | 1.1 | 1.1 | 1.2 | 1.3 | | | | | | | | |
| Aug.'15 | 1.5 | 1.6 | 1.7 | 1.7 | | | | | | | | | |
| May '15 | 1.3 | 1.3 | 1.4 | | | | | | | | | | |
| Feb.'15 | 1.1 | 1.1 | | | | | | | | | | | |
| Nov '14 | 1.7 | | | | | | | | | | | | |

Source: Bank of England Inflation Reports

The MPC makes its decisions in the context of the monetary policy forward guidance announced alongside the publication of the August 2013 Inflation Report. This guidance was summarised and reported in the July 2013 monitoring report.

The Inflation Report for February 2014 provided a summary of the Bank of England's approach to its proposed monetary policy as the economy recovers and once the unemployment threshold has been reached:-

- The MPC sets policy to achieve the 2% inflation target, and, subject to that, to support the Government's economic policies, including those for growth and employment.
- Despite the sharp fall in unemployment, there remains scope to absorb spare capacity further before raising Bank Rate.
- When Bank Rate does begin to rise, the appropriate path so as to eliminate slack over the next two to three years and keep inflation close to the target is expected to be gradual.
- The actual path of Bank Rate over the next few years will, however, depend on economic developments.
- Even when the economy has returned to normal levels of capacity and inflation is close to the target, the appropriate level of Bank Rate is likely to be materially below the 5% level set on average by the Committee prior to the financial crisis.
- The MPC intends to maintain the stock of purchased assets at least until the first rise in Bank Rate.
- Monetary policy may have a role to play in mitigating risks to financial stability, but only as a last line of defence if those risks cannot be contained by the substantial range of policy actions available to the Financial Policy Committee and other regulatory authorities.

Changes to the Bank Base Rate will depend on how quickly the economy recovers and will be set to achieve the inflation target of 2%.

The MPC sets monetary policy to meet the 2% target in the medium term and in a way that helps to sustain growth and employment.

Capital Budget Monitoring December 2017

Please note totals are now at the top of activity rather than the bottom

| Description | Year to Date | | | Final Budget | Full Year Forecast | |
|--|-------------------|-------------------|---------------------|-------------------|--------------------|--------------------|
| | Actuals | Budget | Variance | | Final Forecast | Full Year Variance |
| Capital | 16,008,780 | 26,216,378 | (10,207,597) | 40,039,230 | 39,273,197 | (766,033) |
| Corporate Services | 1,799,087 | 3,398,461 | (1,599,374) | 13,468,250 | 13,615,015 | 146,765 |
| Business Improvement | 287,663 | 613,692 | (326,029) | 1,810,280 | 2,606,315 | 796,035 |
| Customer Contact Programme | 34,390 | | 34,390 | 1,006,420 | 1,719,435 | 713,015 |
| IT Systems Projects | 165,441 | 294,537 | (129,096) | 405,460 | 315,000 | (90,460) |
| Social Care IT System | 87,831 | 319,155 | (231,324) | 398,400 | 571,880 | 173,480 |
| Facilities Management Total | 727,917 | 487,499 | 240,418 | 2,658,030 | 2,633,030 | (25,000) |
| Works to other buildings | 201,739 | 367,500 | (165,761) | 457,500 | 432,500 | (25,000) |
| Civic Centre | 938 | 174,999 | (174,061) | 275,000 | 275,000 | 0 |
| Invest to Save schemes | 506,871 | (335,000) | 841,871 | 1,478,720 | 1,478,720 | 0 |
| Water Safety Works | 20,539 | 105,000 | (84,461) | 153,990 | 153,990 | 0 |
| Asbestos Safety Works | (2,170) | 175,000 | (177,170) | 292,820 | 292,820 | 0 |
| Infrastructure & Transactions | 781,358 | 1,200,000 | (418,642) | 2,268,190 | 2,268,190 | 0 |
| Disaster recovery site | 93,030 | 315,000 | (221,970) | 513,790 | 513,790 | 0 |
| Planned Replacement Programme | 687,328 | 885,000 | (197,672) | 1,754,400 | 1,754,400 | 0 |
| Room and Space Management | 1,000 | | 1,000 | | | 0 |
| Resources | 2,150 | 147,800 | (145,650) | 165,870 | 41,600 | (124,270) |
| Financial System | (1,450) | | (1,450) | 18,070 | 18,070 | 0 |
| ePayments System | 3,600 | 106,800 | (103,200) | 106,800 | 23,530 | (83,270) |
| Invoice Scanning SCIS/FIS | | 41,000 | (41,000) | 41,000 | 0 | (41,000) |
| Corporate Items | | 949,470 | (949,470) | 6,565,880 | 6,065,880 | (500,000) |
| Acquisitions Budget | | | 0 | 5,580,410 | 5,080,410 | (500,000) |
| Housing Company | | 949,470 | (949,470) | 949,470 | 949,470 | 0 |
| Multi Functioning Device (MFD) | | | 0 | 36,000 | 36,000 | 0 |
| Description | Year to Date | | | Final Budget | Full Year Forecast | |
| | Actuals | Budget | Variance | | Final Forecast | Full Year Variance |
| Community and Housing | 581,113 | 980,219 | (399,106) | 1,801,580 | 1,734,590 | (66,990) |
| Adult Social Care | 22,483 | 70,258 | (47,775) | 39,850 | 35,350 | (4,500) |
| ASC IT Equipment | 22,483 | 26,508 | (4,025) | 39,850 | 35,350 | (4,500) |
| Telehealth | | 43,750 | (43,750) | | | 0 |
| Housing | 518,999 | 208,761 | 310,238 | 962,490 | 900,000 | (62,490) |
| Disabled Facilities Grant | 519,215 | 208,761 | 310,454 | 962,490 | 900,000 | (62,490) |
| Major Projects - Social Care H | (216) | | (216) | | | 0 |
| Libraries | 39,631 | 701,200 | (661,569) | 799,240 | 799,240 | 0 |
| Library Enhancement Works | 12,964 | 200,000 | (187,036) | 200,000 | 200,000 | 0 |
| Major Library Projects | 26,387 | 551,200 | (524,813) | 599,240 | 599,240 | 0 |
| Libraries IT | 280 | (50,000) | 50,280 | | | 0 |

Capital Budget Monitoring December 2017

Please note totals are now at the top of activity rather than the bottom

| Description | Year to Date | | | Final Budget | Full Year Forecast | |
|--|------------------|------------------|--------------------|------------------|--------------------|--------------------|
| | Actuals | Budget | Variance | | Final Forecast | Full Year Variance |
| Children Schools & Families | 3,968,583 | 6,612,340 | (2,643,757) | 7,062,350 | 7,037,350 | (25,000) |
| Primary Schools | 130,615 | 873,920 | (743,305) | 1,188,140 | 1,188,140 | 0 |
| West Wimbledon | 45,379 | 43,910 | 1,469 | 50,000 | 50,000 | 0 |
| Hatfeild | 13,205 | 29,870 | (16,665) | 43,200 | 43,200 | 0 |
| Hillcross | 35,559 | 40,310 | (4,751) | 40,310 | 40,310 | 0 |
| Joseph Hood | 11,337 | 21,000 | (9,663) | 23,720 | 23,720 | 0 |
| Dundonald | (120,771) | 70,000 | (190,771) | 136,070 | 136,070 | 0 |
| Merton Abbey | 45 | | 45 | | | 0 |
| Merton Park | 10,469 | 10,900 | (431) | 10,900 | 10,900 | 0 |
| Pelham | (18,780) | 41,800 | (60,580) | 41,800 | 41,800 | 0 |
| Poplar | (8,569) | | (8,569) | 1,000 | 1,000 | 0 |
| Wimbledon Chase | 69,654 | 82,600 | (12,946) | 82,600 | 82,600 | 0 |
| Wimbledon Park | | 24,500 | (24,500) | 24,500 | 24,500 | 0 |
| Malmesbury | | 32,000 | (32,000) | 32,000 | 32,000 | 0 |
| Morden | 82,310 | 110,000 | (27,690) | 110,000 | 110,000 | 0 |
| Liberty | | 16,360 | (16,360) | 16,360 | 16,360 | 0 |
| Links | 16,103 | 16,050 | 53 | 16,050 | 16,050 | 0 |
| Singlegate | 136,448 | 3,710 | 132,738 | 153,000 | 153,000 | 0 |
| St Marks | 87,712 | 93,300 | (5,588) | 105,900 | 105,900 | 0 |
| Lonesome | 57,682 | 38,400 | 19,282 | 99,900 | 99,900 | 0 |
| Sherwood | 5,167 | 82,510 | (77,344) | 82,510 | 82,510 | 0 |
| Stanford | 14,319 | 48,000 | (33,681) | 48,000 | 48,000 | 0 |
| William Morris | 26,000 | 40,200 | (14,200) | 41,820 | 41,820 | 0 |
| Unlocated Primary School Proj | (316,315) | | (316,315) | | | 0 |
| St Mary's (RC) | (16,338) | 28,500 | (44,838) | 28,500 | 28,500 | 0 |
| Secondary School | 2,646,538 | 4,261,870 | 1,615,332 | 3,621,700 | 3,621,700 | 0 |
| Harris Academy Merton | 2,286,193 | 2,104,400 | 181,793 | 2,840,940 | 2,840,940 | 0 |
| Rutlish | 71,910 | (8,000) | 79,910 | 80,000 | 80,000 | 0 |
| Harris Academy Wimbledon | 288,435 | 2,165,470 | (1,877,035) | 700,760 | 700,760 | 0 |
| SEN | 918,509 | 1,191,370 | (272,861) | 1,758,630 | 1,758,630 | 0 |
| Perseid | 729,447 | 930,300 | (200,853) | 1,377,560 | 1,377,560 | 0 |
| Cricket Green | 159,701 | 273,140 | (113,439) | 273,140 | 273,140 | 0 |
| Secondary School Autism Unit | | 20,000 | (20,000) | 30,000 | 30,000 | 0 |
| Unlocated SEN | 29,361 | (32,070) | 61,431 | 77,930 | 77,930 | 0 |
| CSF Schemes | 272,921 | 272,580 | 341 | 493,880 | 468,880 | (25,000) |
| Children's Safeguarding | | 30,000 | (30,000) | 30,000 | 5,000 | (25,000) |
| School Equipment Loans | | | 0 | 100,000 | 100,000 | 0 |
| Devolved Formula Capital | 272,921 | 242,580 | 30,341 | 363,880 | 363,880 | 0 |

Capital Budget Monitoring December 2017

Please note totals are now at the top of activity rather than the bottom

| Description | Year to Date | | | Final Budget | Full Year Forecast | |
|---------------------------------------|------------------|-------------------|--------------------|-------------------|--------------------|--------------------|
| | Actuals | Budget | Variance | | Final Forecast | Full Year Variance |
| Environment and Regeneration | 9,659,997 | 15,225,358 | (5,565,360) | 17,707,050 | 16,886,242 | (820,808) |
| Public Protection and Developm | 182,132 | 145,718 | 36,414 | 203,240 | 190,000 | (13,240) |
| CCTV Investment | 171,172 | 134,218 | 0 | 191,740 | 179,000 | (12,740) |
| Public Protection and Developm | 10,960 | 11,500 | 36,954 | 11,500 | 11,000 | (500) |
| Street Scene & Waste | (70,887) | 1,574,580 | (540) | 1,498,080 | 1,517,080 | 19,000 |
| Fleet Vehicles | 142,302 | 350,000 | (1,645,467) | 208,000 | 208,000 | 0 |
| GPS Vehical Tracking Equipment | 71,778 | 109,990 | (207,698) | 159,990 | 172,990 | 13,000 |
| Alley Gating Scheme | 31,444 | 30,000 | (38,212) | 40,000 | 46,000 | 6,000 |
| Smart Bin Leases - Street Scen | | | 1,444 | 5,500 | 5,500 | 0 |
| Waste SLWP | (316,412) | 1,084,590 | 0 | 1,084,590 | 1,084,590 | 0 |
| Sustainable Communities | 9,548,752 | 13,505,060 | (3,956,307) | 16,005,730 | 15,179,162 | (826,568) |
| Street Trees | 7,656 | 52,300 | (44,644) | 60,000 | 60,000 | 0 |
| Highways & Footways | 3,370,145 | 4,535,167 | (1,165,022) | 4,507,430 | 4,507,430 | 0 |
| Cycle Route Improvements | 487,686 | 676,420 | (188,734) | 972,090 | 971,640 | (450) |
| Mitcham Transport Improvements | 2,735 | 182,023 | (179,288) | 233,880 | 233,880 | 0 |
| Electric Vehicle Infrastructur | | 15,000 | (15,000) | 15,000 | 15,000 | 0 |
| Tackling Traffic Congestion | 335,016 | 345,256 | (10,240) | 410,950 | 385,000 | (25,950) |
| Industrial Estates | 689 | (225,870) | 226,559 | | | 0 |
| Colliers Wood Area Regeneratio | 161,124 | 188,610 | (27,486) | 188,610 | 202,960 | 14,350 |
| Mitcham Area Regeneration | 1,410,378 | 1,174,052 | 236,326 | 2,082,260 | 1,443,480 | (638,780) |
| Borough Regeneration | 91,441 | 114,870 | (23,429) | 557,960 | 557,960 | 0 |
| Morden Leisure Centre | 3,437,460 | 5,646,782 | (2,209,322) | 6,068,350 | 6,068,348 | (2) |
| Sports Facilities | 32,054 | 365,960 | -333,906 | 424,460 | 424,460 | 0 |
| Parks | 212,369 | 380,600 | -168,231 | 430,850 | 255,114 | (175,736) |
| Mortuary Provision | | 53,890 | -53,890 | 53,890 | 53,890 | 0 |

APPENDIX 6

| Department | Target Savings 2017/18 | Projected Savings 2017/18 | Period 9 Forecast Shortfall | Period 8 Forecast Shortfall | Period Forecast Shortfall (P9) | 2018/19 Expected Shortfall |
|-------------------------------|------------------------|---------------------------|-----------------------------|-----------------------------|--------------------------------|----------------------------|
| | £000 | £000 | £000 | £000 | % | £000 |
| Corporate Services | 1,484 | 1,248 | 236 | 236 | 15.9% | 158 |
| Children Schools and Families | 1,110 | 1,079 | 31 | 31 | 2.8% | 0 |
| Community and Housing | 2,673 | 1,997 | 676 | 655 | 25.3% | 250 |
| Environment and Regeneration | 3,050 | 1,408 | 1,642 | 1,642 | 53.8% | 0 |
| Total | 8,317 | 5,732 | 2,585 | 2,564 | 31.1% | 408 |

DEPARTMENT: COMMUNITY & HOUSING SAVINGS PROGRESS 2017/18-Dec 2017

| Ref | Description of Saving | 2017/18 Savings Required £000 | 2017/18 Expected Savings £000 | Shortfall £000 | RAG | 2017/18 Mitigated by Growth £000 | 2018/19 Savings Expected £000 | 2018/19 Expected Shortfall £000 | 18/19 RAG | Responsible Officer | Comments | R /A Included in Forecast Over/Underspend ? Y/N |
|-------------------------------|---|-------------------------------|-------------------------------|----------------|-----|----------------------------------|-------------------------------|---------------------------------|-----------|---------------------|---|---|
| Adult Social Care | | | | | | | | | | | | |
| CH38, CH1 | Placements (replaces three original savings proposals). Given ongoing market pressures and extensive work already undertaken to review OP packages, the savings can only be achieved by more targeted work to manage demand. There will be a focus on three areas: 1) demand coming through transition into adulthood, 2) maximising reablement opportunities to reduce long term needs, 3) Reviewing equity of access and resource in areas such as 1:1 care, night cover, double-up care, 15 min daytime visits and multiple provisions. | 827 | 827 | 0 | G | | 827 | 0 | G | Richard Ellis | There is a focus on learning disabilities where package costs tend to be much higher and direct payments. 622 reviews have been carried out across all care package groups, savings £523k to the end of October. The Outcomes Forum is now also reviewing all requests for package increases. | Y |
| CH20, CH58, CH54, CH 37, CH59 | Staff savings: most were brought forward to 2016/17. These represent the residual savings in Direct provision | 100 | 100 | 0 | G | | 100 | 0 | G | Andy Ottaway-Searle | Achieved | Y |
| CH57 | Staff savings: transfer of savings from housing | 50 | 0 | 50 | R | | 0 | (50) | R | Richard Ellis | deferred | Y |
| CH2, CH3 | Contracts: re-commissioning of home care contracts. Moving packages from high cost spot purchased care to contract rate. | 215 | 97 | 118 | A | | 215 | 0 | G | Richard Ellis | The new contracts will be in place by February 2018. The ability to transfer current spot purchased packages depends on the ability of the new providers to recruit carers. Issues with the call monitoring system have been resolved | Y |
| CH35, CH36, CH52 | Supporting People: re-commissioning of former Supporting People contracts. Savings can be achieved by removing funding from community alarms and reducing the capacity for housing support (including single homeless, mental health and young people at risk) | 100 | 0 | 100 | R | | 0 | (100) | R | Richard Ellis | Further work on the options and impacts of changes to the housing support model will be undertaken in the light of the Homelessness Reduction Act requirements. | Y |

DEPARTMENT: COMMUNITY & HOUSING SAVINGS PROGRESS 2017/18-Dec 2017

| Ref | Description of Saving | 2017/18 Savings Required £000 | 2017/18 Expected Savings £000 | Shortfall £000 | RAG | 2017/18 Mitigated by Growth £000 | 2018/19 Savings Expected £000 | 2018/19 Expected Shortfall £000 | 18/19 RAG | Responsible Officer | Comments | R /A Included in Forecast Over/Underspend ? Y/N |
|------------------|---|-------------------------------|-------------------------------|----------------|-----|----------------------------------|-------------------------------|---------------------------------|-----------|---------------------|--|---|
| CH35, CH36, CH52 | Supporting People: re-commissioning of former Supporting People contracts. Savings can be achieved by removing funding from community alarms and reducing the capacity for housing support (including single homeless, mental health and young people at risk) | 356 | 0 | 356 | A | (356) | 356 | 0 | G | Richard Ellis | Further work on the options and impacts of changes to the housing support model will be undertaken in the light of the Homelessness Reduction Act requirements. | Y |
| CH53 | Vol orgs Grant | 600 | 669 | (69) | G | | 600 | 0 | G | Richard Ellis | Achieved Additional savings have been identified from reductions in demand led budgets. | Y |
| | Subtotal Adult Social Care | 2,248 | 1,693 | 555 | | (356) | 2,098 | (150) | | | | |
| | Library & Heritage Service | | | | | | | | | | | |
| CH7 | Introduce self-serve libraries at off peak times: Smaller libraries to be self-service and supported only by a security guard during off peak times (nb. Saving would be reduced to £45k if Donald Hope and West Barnes libraries are closed). 3.5FTE at risk | 90 | 47 | 43 | R | | 90 | 0 | G | Anthony Hopkins | These savings were partly delivered as part of a full organisational review, which has reduced the workforce by approx. 33%. The new delivery model has been in place since 1 May 2017. Current issue with agency spend but working to deliver savings | Y |
| CH49 | Additional staff savings (Deletion of 1.5xFTE) | 38 | 38 | 0 | G | | 38 | 0 | G | Anthony Hopkins | | Y |
| CH50 | Deletion of Projects & Procurement Manager post (Deletion of 0.6xFTE) | 22 | 22 | 0 | G | | 22 | 0 | G | Anthony Hopkins | | Y |
| CH70 | Additional staffing efficiencies and consolidation of branch managers | 63 | 63 | 0 | G | | 63 | 0 | G | Anthony Hopkins | | |
| CH71 | Reduction in People's Network costs | 40 | 40 | 0 | G | | 40 | 0 | G | Anthony Hopkins | | Y |
| | Housing Needs & Enabling | | | | | | | | | | | |
| CH9 | Rationalisation of admin budget : | 36 | 36 | 0 | G | | 36 | 0 | G | Steve Langley | Service currently restructuring to achieve savings. Service is awaiting information on HRA settlement in November | Y |
| CH10 | Deletion of one staffing post | 36 | 36 | 0 | G | | 36 | 0 | G | Steve Langley | | Y |
| CH43 | Further Staff reductions. This will represent a reduction in staff from any areas of the HNES & EHH : | 100 | 22 | 78 | R | | 0 | (100) | A | Steve Langley | | Y |

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - PROGRESS ON SAVINGS 17-18

| Ref | Description of Saving | 2017/18 Savings Required £000 | 2017/18 Savings Expected £000 | Shortfall | 17/18 RAG | 2018/19 Savings Expected £000 | 2018/19 Expected Shortfall £000 | 18/19 RAG | Responsible Officer | Comments | R /A Included in Forecast Over/Underspend? Y/N |
|------------|---|-------------------------------|-------------------------------|-----------|-----------|-------------------------------|---------------------------------|-----------|---------------------|---|--|
| | <u>Cross cutting</u> | | | | | | | | | | |
| CSF2016-01 | Deletion of Assistant Director, Service Manager and half an admin support posts as part of phased restructure of the department. | 224 | 193 | 31 | A | 224 | 0 | G | Paul Angeli | Due to the number of management changes affecting social care and the preparation required for the OFSTED inspection, it is required to provide cover for the Service Manager reduction in the short term. Quantification of this shortfall is reviewed monthly. | Y |
| | <u>Contracts and School Organisation</u> | | | | | | | | | | |
| CSF2015-05 | 1 FTE staff saving in property and contracts team. | 65 | 65 | 0 | G | 65 | 0 | G | Jane McSherry | | |
| | <u>Early Years</u> | | | | | | | | | | |
| CSF2013-01 | Substantial reduction in EY budgets whilst retaining existing Children's Centres targeted work in areas of higher deprivation (up to 10% reduction overall to Children's Centre services). Reduction in funding and in kind contributions to voluntary sector organisations | 250 | 250 | 0 | G | 250 | 0 | G | Jane McSherry | | |
| CSF2014-09 | We are working on the detailed proposals which will in essence reduce the service to paid-for childcare (parents and DSG) with a very limited targeted service for highly vulnerable families. | 296 | 296 | 0 | G | 296 | 0 | G | Jane McSherry | Consulted on and implemented changes to the Children's Centre model, focusing on first time parents and babies & vulnerable families. Rationalised the childcare service, reducing the number of sites delivered from and a review of fee structure/pricing policy. | |
| | <u>School Standards and Quality</u> | | | | | | | | | | |
| CSF2013-02 | Reduced service offer from School improvement service. | 75 | 75 | 0 | G | 75 | 0 | G | Jane McSherry | | |
| | <u>Schools</u> | | | | | | | | | | |
| CSF2015-03 | Increased income from schools and/or reduced LA service offer to schools. | 200 | 200 | 0 | G | 200 | 0 | G | Jane McSherry | | |
| | Total Children, Schools and Families Department Savings for 2017/18 | 1,110 | 1,079 | 31 | | 1,110 | 0 | | | | |

DEPARTMENT: CORPORATE SERVICES - PROGRESS ON SAVINGS 17-18

| Ref | Description of Saving | 2017/18 Savings Required £000 | 2017/18 Savings Expected £000 | Shortfall | 17/18 RAG | 2018/19 Savings Expected £000 | 2018/19 Expected Shortfall £000 | 18/19 RAG | Responsible Officer | Comments | R /A Included in Forecast Over/Underspend? Y/N |
|-----------------------------|---|-------------------------------|-------------------------------|-----------|-----------|-------------------------------|---------------------------------|-----------|---------------------------|--|--|
| Customer Services | | | | | | | | | | | |
| CS60 | Deletion of Assistant Director post | 109 | 109 | | G | 109 | | G | Caroline Holland | | N |
| CSD17 | Reduce Marketing budget - Increase self service by using Panacea - marketing solution software in order to reduce designer costs for smaller marketing jobs | 73 | 73 | | G | 73 | | G | Sophie Poole | | N |
| CS2015-04 | Increase in Registrars income | 25 | 25 | | G | 25 | | G | Sean Cunniffe/Tomas Dyson | | N |
| CS2016 -04 | Increase income through Registrars service | 15 | 15 | | G | 15 | | G | Sean Cunniffe/Tomas Dyson | | N |
| Business Improvement | | | | | | | | | | | |
| CS63 | Reorganisation of systems development and support arrangements. | 74 | 74 | | G | 74 | | G | Clive Cooke | | N |
| CSD42 | Restructure functions, delete 1 AD and other elements of management | 170 | 100 | 70 | R | 100 | 70 | R | Sophie Ellis | | Y |
| CS2015-08 | Staffing support savings | 13 | 0 | 13 | R | 0 | 13 | R | Sophie Ellis | | N |
| I & T | | | | | | | | | | | |
| CS70 | Apply a £3 administration charge to customers requesting a hard copy paper invoice for services administered by Transactional Services team | 35 | 0 | 35 | R | 0 | 35 | R | Pam Lamb | Due to delays in implementation of e5, Sharepoint and EDRMS there will be a delay in achieving this. Alternative to be identified within the division. | N |
| CS71 | Delete two in house trainers posts | 42 | 42 | | G | 42 | | G | Richard Warren | | N |
| CS72 | Consolidation of Infrastructure & Transactions revenue budgets | 34 | 34 | | G | 34 | | G | Tina Dullaway | | N |
| CS2015-09 | Restructure of Safety Services & Emergency Planning team | 18 | 18 | | G | 18 | | G | Adam Vicarri | | N |
| CS2016-00 | Potential income derived from letting two floors of vacant office space within the Civic centre to external/partner organisations. | 90 | 90 | | G | 90 | | G | Mark Humphries | | N |
| CEX | | | | | | | | | | | |
| CS2015-07 | Reduction in running cost budgets | 28 | 28 | | G | 28 | | G | Sophie Jones | | N |
| Resources | | | | | | | | | | | |
| CS46 | Resources -Deletion of 3 Posts within the Division | 78 | 78 | | G | 78 | | G | R Kershaw | | N |
| CS66 | Review recharges of Resources support function to pension fund | 47 | 47 | | G | 47 | | G | R Kershaw/Paul Audu | | N |
| CSD20 | Increased income | 16 | 16 | | G | 16 | | G | R Kershaw | | N |
| CSD23 | Cut running costs budgets | 3 | 3 | | G | 3 | | G | Bindi Lakhani | | N |
| CSD26 | Delete 1 Business Partner | 78 | 0 | 78 | R | 78 | | G | Caroline Holland | Due to delays in projects this saving will not be achieved until 18/19 | N |
| CSD46 | Reduce budget for LCGS to match actual contribution | 81 | 81 | | G | 81 | | G | John Dimmer | | N |
| CS2016-01 | Reduction in contribution to insurance fund | 100 | 100 | | G | 100 | | G | R Kershaw/Paul Audu | | N |
| Human Resources | | | | | | | | | | | |
| CSD34 | Learning and Development admin support | 18 | 18 | | G | 18 | | G | Kim Brown | | N |
| CSD35 | Learning and Development Budget | 134 | 134 | | G | 134 | | G | Kim Brown | | N |
| Corporate Governance | | | | | | | | | | | |
| CS73 | Saving from 4 borough shared legal service | 20 | 20 | | G | 20 | | G | Fiona Thomsen | | N |
| CSD43 | Share FOI and information governance policy with another Council | 40 | 0 | 40 | R | 0 | 40 | R | Graham Owen | | N |
| CSD45 | Share audit and investigation service | 20 | 20 | | G | 20 | | G | Margaret Culleton | | N |

DEPARTMENT: CORPORATE SERVICES - PROGRESS ON SAVINGS 17-18

| Ref | Description of Saving | 2017/18 Savings Required £000 | 2017/18 Savings Expected £000 | Shortfall | 17/18 RAG | 2018/19 Savings Expected £000 | 2018/19 Expected Shortfall £000 | 18/19 RAG | Responsible Officer | Comments | R /A Included in Forecast Over/Underspend? Y/N |
|-----------|---|-------------------------------|-------------------------------|------------|-----------|-------------------------------|---------------------------------|-----------|---------------------|----------|--|
| CS2015-13 | Reduction in capacity and service efficiency in Investigation service | 40 | 40 | | G | 40 | | G | Margaret Culleton | | |
| CS2015-14 | Reduction in capacity and service efficiency in Audit service | 33 | 33 | | G | 33 | | G | Margaret Culleton | | |
| CS2016-03 | Supplies & Services | 50 | 50 | | G | 50 | | G | Julia Regan | | |
| | Total Corporate Services Department Savings for 2017/18 | 1,484 | 1,248 | 236 | | 1,326 | 158 | | | | |

DEPARTMENT: ENVIRONMENT & REGENERATION SAVINGS PROGRESS: 2017-18

| Ref | Description of Saving | 2017/18 Savings Required £000 | 2017/18 Savings Expected £000 | Shortfall | 17/18 RAG | 2018/19 Savings Expected £000 | 2018/19 Expected Shortfall £000 | 18/19 RAG | Responsible Officer | Comments | R/A Included in Forecast Over/Underpend? Y/N |
|--------------------------------|--|-------------------------------|-------------------------------|-----------|-----------|-------------------------------|---------------------------------|-----------|---------------------|--|--|
| SUSTAINABLE COMMUNITIES | | | | | | | | | | | |
| ER23b | Restructure of team to provide more focus on property management and resilience within the team. | 18 | 0 | 18 | R | 18 | 0 | A | James McGinlay | Business Case for restructure in progress, but due to the delay it's unlikely to be fully achieved this financial year. Saving being achieved through rents (reported through monthly budget return). | Y |
| E&R5 | Team transformation and asset review | 82 | 82 | 0 | A | 82 | 0 | A | James McGinlay | Business Case for restructure in progress, but expecting to achieve this saving once implemented. Saving being achieved through rents (reported through monthly budget return). | Y |
| D&BC1 | Fast track of householder planning applications | 55 | 0 | 55 | R | 55 | 0 | G | James McGinlay | This saving is not currently being achieved. The team is extremely short of management support and has no resource available to launch this complex new service. A replacement saving, to be implemented in 2018/19, was agreed by Cabinet in November 2017. | Y |
| D&BC2 | Growth in PPA and Pre-app income | 50 | 0 | 50 | R | 50 | 0 | G | James McGinlay | Monitor throughout the year. A replacement saving, to be implemented in 2018/19, was agreed by Cabinet in November 2017. | Y |
| D&BC3 | Commercialisation of building control | 50 | 0 | 50 | R | 50 | 0 | G | James McGinlay | This saving is not currently being achieved. A replacement saving, to be implemented in 2018/19, was agreed by Cabinet in November 2017. | Y |
| D&BC4 | Deletion of 1 FTE (manager or deputy) within D&BC | 45 | 45 | 0 | G | 45 | 0 | G | James McGinlay | | N |
| D&BC5 | Eliminate the Planning Duty service (both face to face and dedicated phone line) within D&BC | 35 | 0 | 35 | R | 35 | 0 | G | James McGinlay | A replacement saving, to be implemented in 2018/19, was agreed by Cabinet in November 2017. | Y |
| D&BC6 | Stop sending consultation letters on applications and erect site notices | 10 | 0 | 10 | R | 10 | 0 | G | James McGinlay | Not implemented. Linked to national planning fee increase. A replacement saving, to be implemented in 2018/19, was agreed by Cabinet in November 2017. | Y |
| E&R32 | Income from wifi concessionary contract to be let from 2015/16 | 5 | 0 | 5 | R | 5 | 0 | G | James McGinlay | Not yet fully installed - lamp post issues. Income in 2018/19 | Y |
| ENV20 | Increased income from building control services. | 35 | 0 | 35 | R | 35 | 0 | G | James McGinlay | A replacement saving, to be implemented in 2018/19, was agreed by Cabinet in November 2017. | Y |
| ENV24 | Case subscription to Urban London and Future London Leaders | 10 | 10 | 0 | G | 10 | 0 | G | James McGinlay | | N |
| ENV34 | Increased income from the non-operational portfolio. | 8 | 8 | 0 | G | 8 | 0 | G | James McGinlay | | N |
| PUBLIC PROTECTION | | | | | | | | | | | |
| EV11 | Increase all pay and display charges for on and off street parking by 10%. it should be noted that no allowance has been made for elasticity of demand this figure could reduce by 25% | 125 | 125 | 0 | G | 125 | 0 | G | John Hill | | N |
| E&R7 | Due to additional requests from residents, the budget will be adjusted to reflect the demand for and ongoing expansion of Controlled Parking Zone coverage in the borough. | 163 | 163 | 0 | A | 163 | 0 | A | John Hill | The 2017/18 saving is expected to be achieved based on the latest CPZ forecast. | N |
| E&R8 | In response to residents concerns about traffic congestion, enforcement of moving traffic contraventions, following the Implementation of ANPR. | -1,540 | -1,540 | 0 | G | -1540 | 0 | G | John Hill | | N |
| E&R14 | Further expansion of the Regulatory shared service. | 100 | 0 | 100 | R | 100 | 0 | A | John Hill | Wandsworth staff will transfer under TUPE to Merton on 1st November with the new expanded service formally going live on 1st April 2018. | Y |
| E&R43 | Reprofiling how Safer Merton will achieve savings of £70,000 in 2017-18. The reprofiling will see staff levels maintained and budget reductions met through cutting back on non statutory budgetary spend. | 70 | 70 | 0 | G | 70 | 0 | G | John Hill | Due to the delay in recruiting the Integrated Offender Management co-ordinator this saving will not be met in full during 2017/18. The shortfall relates to the IOM salary. | Y |
| ENV02 | Review the current CEO structure, shift patterns and hours of operation with the intention of moving toward a two shift arrangement based on 5 days on/2 days off. | 190 | 0 | 190 | R | 190 | 0 | A | John Hill | This saving is not currently being achieved as there has been slippage in the timetable for the restructure. Mitigation could come from increased revenue. | Y |
| ENV03 | Reduction number of CEO team leader posts from 4 to 3 | 45 | 0 | 45 | R | 45 | 0 | A | John Hill | This saving is not currently being achieved for the same reasons as those given in respect of ENV02. | Y |
| ENV04 | Improved management of traffic flows/congestion and availability of parking space through Increase compliance | 250 | 250 | 0 | A | 250 | 0 | A | John Hill | Saving expected to be achieved but too early in the year to be certain. | N |
| ENV05 | Review the back office structure based upon the anticipated tailing off of ANPR activity and the movement of CCTV into parking services. | 70 | 0 | 70 | R | 70 | 0 | A | John Hill | The implementation of this saving has been delayed by the slower than anticipated implementation of ANPR and its effect on the back office function. The review can take place when a full year's ANPR impact can be measured (which will be late Autumn 2017) | Y |

DEPARTMENT: ENVIRONMENT & REGENERATION SAVINGS PROGRESS: 2017-18

| Ref | Description of Saving | 2017/18 Savings Required £000 | 2017/18 Savings Expected £000 | Shortfall | 17/18 RAG | 2018/19 Savings Expected £000 | 2018/19 Expected Shortfall £000 | 18/19 RAG | Responsible Officer | Comments | R/A Included in Forecast Over/Under spend? Y/N |
|---|--|-------------------------------|-------------------------------|--------------|-----------|-------------------------------|---------------------------------|-----------|---------------------|---|--|
| ENV06 | Reduction in transport related budgets | 46 | 0 | 46 | R | 46 | 0 | G | John Hill | A replacement saving, to be implemented in 2018/19, was agreed by Cabinet in November 2017. | Y |
| ENV09 | Investigate potential commercial opportunities to generate income | 50 | 25 | 25 | R | 50 | 0 | A | John Hill | Although early in the process, there may be difficulty in achieving the full year effect for 2017/18. The income generating RSP Business Development team is scheduled to become operational in September 2018. | Y |
| ENV10 | Reduction in Transport/Supplies and Services budget through greater efficiency | 10 | 10 | 0 | G | 10 | 0 | G | John Hill | | N |
| ENV33 | Development of emissions based charging policy for resident/business permits recognising the damage particularly from diesel engine motor vehicles | 250 | 250 | 0 | G | 250 | 0 | G | John Hill | | N |
| ENR3 | Increase the cost of existing Town Centre Season Tickets in Morden, Mitcham and Wimbledon. | 16 | 16 | 0 | G | 16 | 0 | G | John Hill | | N |
| SENIOR MANAGEMENT | | | | | | | | | | | |
| ENV01 | Reduce the level of PA support to Heads of Service by 0.6fte. | 19 | 19 | 0 | G | 19 | 0 | G | Chris Lee | | N |
| PUBLIC SPACE | | | | | | | | | | | |
| E&R1 | Arts Development - further reduce Polka Theatre core grant | 5 | 5 | 0 | G | 5 | 0 | G | Graeme Kane | | N |
| E&R2 | Water sports Centre - Additional income from new business - Marine College & educational activities. | 10 | 10 | 0 | G | 10 | 0 | G | Graeme Kane | | N |
| E&R3 | Various Budgets - Reduction in supplies & services &/or increased income over expenditure | 16 | 16 | 0 | G | 16 | 0 | G | Graeme Kane | | N |
| E&R16 | joint procurement of waste, street cleansing, winter maintenance and fleet maintenance services (Phase C) | 1,500 | 1,100 | 400 | R | 1500 | 0 | G | Graeme Kane | Full savings not achieved in Year 1 of contract. Actual savings delivered are being monitored closely | Y |
| E&R20 | To contribute to a cleaner borough, enforcement of litter dropping under EU/ASB legislation with FPN fines for contraventions. | -3 | -3 | 0 | G | -3 | 0 | G | Graeme Kane | | Y |
| E&R25 | Joint procurement of greenspace services as part 2 of the Phase C SLWP procurement contract with LB Sutton | 160 | 160 | 0 | G | 160 | 0 | G | Graeme Kane | | N |
| ENV11 | Resource leisure and sports activities | 59 | 59 | 0 | G | 59 | 0 | G | Graeme Kane | | N |
| ENV12 | Loss of head of section/amalgamated with head of Greenspaces | 70 | 0 | 70 | R | 70 | 0 | A | Graeme Kane | Expected to be achieved in 2018/19. | Y |
| ENV13 | Staff savings through the reorganisation of the back office through channel shift from phone and face to face contact. | 70 | 0 | 70 | R | 70 | 0 | G | Graeme Kane | Saving forms part of Phase C, but may not be achieved this financial year. | Y |
| ENV18 | Decreased income from events in parks | 100 | 0 | 100 | R | 100 | 0 | G | Graeme Kane | This saving is not currently being achieved. A replacement saving, to be implemented in 2018/19, was agreed by Cabinet in November 2017. | Y |
| ENV19 | Planned re-distribution of North East Surrey Crematorium funds | 90 | 90 | 0 | G | 90 | 0 | G | Graeme Kane | | N |
| ENV21 | Reduction in the grant to Wandle Valley Parks Trust | 6 | 0 | 6 | R | 6 | 0 | G | Graeme Kane | Cut now deferred for 2017/18 | Y |
| ENV22 | Reduction in grant to Mitcham Common Conservators. | 24 | 24 | 0 | G | 24 | 0 | G | Graeme Kane | | N |
| ENV23 | Further savings from the phase C procurement of Lot 2. | 160 | 89 | 71 | R | 160 | 0 | A | Graeme Kane | Saving forms part of Phase C, but may not be achieved this financial year. | Y |
| ENV25 | Department restructure of the waste section | 191 | 0 | 191 | R | 191 | 0 | G | Graeme Kane | Saving forms part of Phase C, but may not be achieved this financial year. | Y |
| ENV26 | Re-balancing of rounds | 20 | 20 | 0 | G | 20 | 0 | G | Graeme Kane | Saving forms part of Phase C, but may not be achieved this financial year. | Y |
| ENV27 | Remove free provision of food waste liners | 66 | 66 | 0 | G | 66 | 0 | G | Graeme Kane | Saving forms part of Phase C, but may not be achieved this financial year. | Y |
| ENV28 | Divert gully waste and mechanical Street sweepings from landfill through pre-treatment and recycling | 37 | 37 | 0 | A | 37 | 0 | A | Graeme Kane | Working closely with SLWP to prioritise this project. | Y |
| ENV29 | Realign budget to reflect actual income achieved through sale of textiles | 20 | 20 | 0 | A | 20 | 0 | A | Graeme Kane | Price of textiles continue to fall. Income levels to be monitored closely. | Y |
| ENV30 | Increase annual Garden Waste subscription fees by £5 p.a. | 30 | 30 | 0 | G | 30 | 0 | G | Graeme Kane | Saving forms part of Phase C, but may not be achieved this financial year. | Y |
| ENV31 | Commencing charging schools for recyclable waste (17/18) and food waste (18/19) collection | 102 | 102 | 0 | G | 102 | 0 | G | Graeme Kane | Saving forms part of Phase C, but may not be achieved this financial year. | Y |
| ENV36 | Review and removal of NRCs | 50 | 50 | 0 | G | 50 | 0 | G | Graeme Kane | | Y |
| Total Environment and Regeneration Savings 2017/18 | | 3,050 | 1,408 | 1,642 | | 3,050 | 0 | | | | |

APPENDIX 7

| Department | Target Savings 2016/17 | 2016/17 Shortfall | 2017/18 Projected shortfall | 2018/19 Projected shortfall |
|-------------------------------|------------------------|-------------------|--|-----------------------------|
| | £000's | £000's | £000's | £000's |
| Corporate Services | 2,316 | 288 | 0 | 30 |
| Children Schools and Families | 2,191 | 0 | 0 | 0 |
| Community and Housing | 5,379 | 1,727 | C&H Savings in 16/17 is mitigated by growth received in 17/18. | 0 |
| Environment and Regeneration | 4,771 | 2,269 | 643 | 240 |
| Total | 14,657 | 4,284 | 643 | 270 |

| Ref | Description of Saving | 2016/17 Savings Required £000 | 2016/17 Expected Savings £000 | Shortfall £000 | RAG |
|------|--|-------------------------------|-------------------------------|----------------|-----|
| | Adult Social Care | | | | |
| CH02 | Promoting Independence - Public Value Review - Efficiencies to be found in hospital discharge process and by enabling customers to regain and maintain independence | 100 | 79 | 22 | G |
| CH29 | Older People - Managing Crisis (including hospital discharge) admissions to residential care. This would include a number of activities designed to reduce admissions to residential care placements. We would be looking to families to continue to support people at home for longer. This would fit in with our overall approach to enable independence. | 125 | 0 | 125 | R |
| CH34 | Substance Misuse Placements - Actively manage throughput in residential rehab placements - A reduction in the placements available for Substance misuse clients | 6 | 0 | 6 | R |
| CH05 | Realise benefits of new prevention programme in terms of reduced demand for statutory services, or alternatively if these benefits have not occurred then to reduce investment in the prevention programme through reduced grants to Voluntary Organisations. -Reduced demand for statutory services or reduced level of preventative services. In the latter case people would lose some of the services which make their life fuller. | 500 | 500 | 0 | G |
| CH04 | Reduce Management costs and reduction in staffing costs Access & Assessment- Staffing restructure to deliver efficient processes, and building on planned shift of some customers to manage their own processes. | 100 | 100 | 0 | G |

| Ref | Description of Saving | 2016/17 Savings Required £000 | 2016/17 Expected Savings £000 | Shortfall £000 | RAG |
|------|--|-------------------------------|-------------------------------|----------------|-----|
| CH20 | Access and Assessment Employees - Staff Savings 12 FTE to be deleted in 2016/17 12 FTE in 17/18, 12 FTE in 18/19 - These savings will come from across Access and Assessment, covering all service areas. - Reduction in the ability to carry out assessments and reviews, social work support, safeguarding activities, DOLs responsibilities and financial assessments. | 511 | 511 | 0 | G |
| CH58 | Access and Assessment Employees - Staff Savings | 700 | 700 | 0 | G |
| CH22 | Commissioning Employees- Staff Savings- 4 FTE to be deleted- Reduced capacity to monitor quality within provider services, reduced capacity to monitor performance within services and a reduced capacity to proactively work to sustain and develop a local provider market. | 156 | 156 | 0 | G |
| CH21 | Direct Provision Employees - Staff Savings 11FTE to be deleted- Less activities available both at day centres and in the community. Clients would spend more time in larger congregated settings with less choice of activities. These savings would be made across the three LD and PD day centres. | 274 | 274 | 0 | G |
| CH59 | Direct Provision Residential and supported living management -staff reductions- We would expect to keep front line support staff but reduce management. This would mean less resource to provide outreach and the emphasis would primarily on providing core services (Bring forward savings -CH37) 2 FTEs | 100 | 100 | 0 | G |
| CH23 | Directorate- Staff Savings - 0.46 FTE to be deleted- None, post now funded by Public Health | 21 | 21 | 0 | G |
| CH64 | Directorate- Staff Savings - (Budget contribution to Joint Public Health consultant post to be deleted)- None, post now funded by Public Health | 30 | 30 | 0 | G |

| Ref | Description of Saving | 2016/17 Savings Required £000 | 2016/17 Expected Savings £000 | Shortfall £000 | RAG |
|------|---|-------------------------------|-------------------------------|----------------|-----|
| CH24 | Learning Disabilities- High Cost Packages - Review of High Cost Packages with a view to promoting independence This would be a holistic review of 17 identified high cost placements (i.e. those receiving packages of care over £1,500 per week and not health funded). We will use promoting Independence as the basis of these reviews. We are designing these figures based on a 6% reduction in support for the identified client group. | 100 | 0 | 100 | R |
| CH25 | Learning Disabilities- Medium Cost Packages- Review of medium cost packages with a view of promoting independence -This would be a holistic review of identified medium cost placements of care of between £400 -£1,500 per week and not health funded). We will use the promoting independence model as the basis for these reviews. We are designing these figures based on a 10% reduction in support for the relevant clients within the identified group. | 400 | 0 | 400 | R |
| CH26 | Learning Disabilities - Direct Payments- Review of all Direct Payments in Learning Disabilities with a view to promoting independence .We will review the Direct Payments received by clients to assess whether it is still set at the appropriate level for their needs and whether the full payment is being utilised. We will use the promoting independence model as the basis of these reviews. We anticipate this being a reduction of 7% for the individual support packages within this client group. There are currently 98 packages in this group. | 50 | 50 | 0 | R |

| Ref | Description of Saving | 2016/17 Savings Required £000 | 2016/17 Expected Savings £000 | Shortfall £000 | RAG |
|------|---|-------------------------------|-------------------------------|----------------|-----|
| CH27 | Mental Health- Care Packages - Review of support packages within all areas of Mental Health services. - We anticipate this being a reduction of 5% across all support packages and will include a review of Direct Payments within this area. Options include less use of residential placements and quicker reviews as part of a recovery model. | 76 | 0 | 76 | R |
| CH28 | Older People- Home Care Review of Home Care within support packages. There are currently 596 Older People within Merton receiving home care within their support packages. This represents an average reduction of 9% in home care support packages. | 387 | 0 | 387 | R |
| CH30 | Older People - Review of Direct Payments support packages -Review of Direct Payments in Older People using the enablement model. We will review the Direct Payments received by clients to assess whether the full payment is being utilised. We will use the enablement model as the basis of these reviews. We anticipate this being an average reduction of 15% for individual support packages within this client group. There are currently 225 packages. | 345 | 345 | 0 | G |
| CH31 | Physical Disabilities- Review of all Direct Payments for clients with physical disabilities using promoting independence. -We will review the Direct Payments received by clients to assess whether it is still set at the appropriate level for their needs and whether the full payment is being utilised. We will use the promoting independence model as the basis of these reviews. We anticipate this being a reduction of 10% for the individual support packages within this client group. There are currently 150 packages in this group. | 134 | 0 | 134 | R |

DEPARTMENT: COMMUNITY & HOUSING SAVINGS PROGRESS 2016/17- Dec2017

APPENDIX 7

| Ref | Description of Saving | 2016/17 Savings Required £000 | 2016/17 Expected Savings £000 | Shortfall £000 | RAG |
|------|---|-------------------------------|-------------------------------|----------------|-----|
| CH32 | Physical Disabilities - Home Care -The saving would be delivered through a review of home care provision within support packages. There are currently 89 Physical Disabilities clients within Merton receiving home care within their support packages. The proposed savings represents an average reduction of 8% in home care for this group. | 48 | 0 | 48 | R |
| CH33 | Physical Disabilities- High Cost Packages - Review of PD Residential and 1-1 packages .This saving would be delivered through a targeted review of a small number of PD customers in residential care. These reviews would look at renegotiating unit costs, transferring users to other types of accommodation in the community and reducing or removing 1-1 costs. | 60 | 0 | 60 | R |
| CH60 | South Thames Crossroads : Decommission the crossroads service for carers. Replace with domiciliary care service/ Direct Payment offer and commissioned holistic carers support service from voluntary sector. | 294 | 294 | 0 | G |
| CH61 | Meals on Wheels (Sodexo) : Decommissioning service and embed support within community, neighbourhood and voluntary support infrastructure | 153 | 48 | 105 | R |
| CH62 | Supported accommodation mental health : Decommission service as a result of Provider notice to cease service in Merton | 106 | 106 | 0 | G |
| CH63 | Day support Imagine Independence : Decommission service and recommission cost effective peer led day opportunities for people with mental health | 84 | 84 | 0 | G |
| CH51 | NHS Income :Negotiate extra NHS funding for extra costs of Hospital Discharges - Circa £150k on packages, £50k on staff. | 200 | 0 | 200 | R |
| | <u>Library & Heritage Service</u> | | | | |
| CH44 | Deletion of all administrative support (Deletion of 1 x FTE) | 26 | 26 | 0 | G |
| CH45 | Reduction in activities programme | 2 | 2 | 0 | G |

DEPARTMENT: COMMUNITY & HOUSING SAVINGS PROGRESS 2016/17- Dec2017

APPENDIX 7

| Ref | Description of Saving | 2016/17 Savings Required £000 | 2016/17 Expected Savings £000 | Shortfall £000 | RAG |
|------|---|-------------------------------|-------------------------------|----------------|-----|
| CH46 | Withdrawal from annual CIPFA public library user survey (PLUS) | 3 | 3 | 0 | G |
| CH47 | Reduction in volunteering contract | 20 | 20 | 0 | G |
| CH48 | Reduction in media fund | 45 | 45 | 0 | G |
| | <u>Merton Adult Education</u> | | | | |
| CH15 | MAE :Staffing cost reductions -Delivery utilising the use of Information Technology and other efficiencies | 8 | 0 | 8 | R |
| | <u>Housing Needs & Enabling</u> | | | | |
| CH8 | Reduction of Homelessness Prevention Grant: | 56 | 0 | 56 | R |
| CH9 | Rationalisation of admin budget : | 30 | 30 | 0 | G |
| CH40 | Housing Strategy officer - deletion of 1 FTE : | 43 | 43 | 0 | G |
| CH41 | Environmental health Technical officer deletion of 1 FTE: | 33 | 33 | 0 | G |
| CH42 | Housing options adviser deletion of 1.5 FTE : | 53 | 53 | 0 | G |
| | Total Community & Housing Department Savings for 2016/17 | 5,379 | 3,653 | 1,727 | |

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - PROGRESS ON SAVINGS 16-17

| Ref | Description of Saving | 2016/17 Savings Required £000 | 2016/17 Savings Expected £000 | 2016/17 Expected Shortfall £000 | 2017/18 Savings Expected £000 | 2017/18 Expected Shortfall £000 | 17/18 RAG | 2018/19 Savings Expected £000 | 2018/19 Expected Shortfall £000 | 18/19 RAG | Responsible Officer |
|------------|---|-------------------------------|-------------------------------|---------------------------------|-------------------------------|---------------------------------|-----------|-------------------------------|---------------------------------|-----------|---------------------|
| CSF2012-07 | <p><u>Children Social Care</u></p> <p>Family and Adolescent Services Stream - Transforming Families (TF), Youth Offending Team (YOT) and in Education, Training and Employment (ETE). 2016/17 savings will be achieved by the closure of Insight and deletion of YJ management post.</p> | 100 | 100 | 0 | 100 | 0 | A | 100 | 0 | G | Paul Angeli |

DEPARTMENT: CORPORATE SERVICES - PROGRESS ON SAVINGS 16-17

| Ref | Description of Saving | 2016/17 Savings Required £000 | 2016/17 Shortfall | 16/17 RAG | 2017/18 Savings Expected £000 | 2017/18 Expected Shortfall £000 | 17/18 RAG | 2018/19 Savings Expected £000 | 2018/19 Expected Shortfall £000 | 18/19 RAG | Responsible Officer | Comments |
|------|---|-------------------------------|-------------------|-----------|-------------------------------|---------------------------------|-----------|-------------------------------|---------------------------------|-----------|-----------------------------|--|
| CS39 | Impact of Customer Service Review | 30 | 30 | R | 0 | R | A | 0 | 30 | A | David Keppler/Sean Cunniffe | Has not be achieved due to delay in Customer Contact Implementation. |
| CS63 | Reorganisation of systems development and support arrangements. | 88 | 88 | R | 88 | 0 | G | 88 | 0 | G | Sophie Ellis | |
| CS10 | Outsourcing - Service Desk | 20 | 20 | R | 20 | 0 | G | 20 | 0 | G | Mark Humphries | Alternative Saving found from supplies budget |
| CSD2 | Energy Savings (Subject to agreed investment of £1.5m) | 150 | 150 | R | 150 | 0 | G | 150 | 0 | G | Mark Humphries | Alternative Saving found from supplies budget |
| | Total Corporate Services Department Savings for 2016/17 | 288 | 288 | | 258 | 0 | | 258 | 30 | | | |

DEPARTMENT: ENVIRONMENT & REGENERATION SAVINGS PROGRESS: 2016-17

| Ref | Description of Saving | 2016/17 Savings Required £000 | 2016/17 Savings Achieved £000 | Shortfall | 16/17 RAG | 2017/18 Savings Expected £000 | 2017/18 Expected Shortfall £000 | 17/18 RAG | 2018/19 Savings Expected £000 | 2018/19 Expected Shortfall £000 | 18/19 RAG | Responsible Officer | Comments | R /A Included in Forecast Over/Underspend? Y/N |
|--------------------------------|--|-------------------------------|-------------------------------|-----------|-----------|-------------------------------|---------------------------------|-----------|-------------------------------|---------------------------------|-----------|---------------------|---|--|
| SUSTAINABLE COMMUNITIES | | | | | | | | | | | | | | |
| ER23a | Staff savings from 6th month review following the merger of the traffic and highways and the FutureMerton team in to one team and further budget savings/adjustments within the controllable expenditure budgets | 130 | 130 | 0 | G | 130 | 0 | G | 130 | 0 | G | James McGinlay | | N |
| ER23b | Restructure of team to provide more focus on property management and resilience within the team. | 52 | 0 | 52 | R | 40 | 12 | R | 52 | 0 | A | James McGinlay | Business Case for restructure in progress, but due to the delay it's unlikely to be fully achieved this financial year. Saving being achieved through rents (reported through monthly budget return). | Y |
| EN27 | Reduction in the Lining Budget | 10 | 10 | 0 | G | 10 | 0 | G | 10 | 0 | G | James McGinlay | | N |
| EN30 | Reduction in supplies and Services Costs | 20 | 20 | 0 | G | 20 | 0 | G | 20 | 0 | G | James McGinlay | | N |
| EN31 | Reduction in energy costs | 30 | 30 | 0 | G | 30 | 0 | G | 30 | 0 | G | James McGinlay | LED Rollout - savings generated | N |
| EN32 | Renegotiation of J C Deceaux Contract | 10 | 10 | 0 | G | 10 | 0 | G | 10 | 0 | G | James McGinlay | Extra income generated | N |
| EN42 | Consultancy Income. This is based on an average daily rate of £300 per day (15/16 equates to 7 days per year for each chargeable member of staff and 16 days in 16/17) based on the consultancy project management working practices adopted by FutureMerton team. | 50 | 50 | 0 | G | 50 | 0 | G | 50 | 0 | G | James McGinlay | Income achieved via Estates Regeneration income from CHMP. | N |
| E&R6 | Reduced costs incurred as a result of sub-leasing Stouthall until 2024. | 39 | 39 | 0 | G | 39 | 0 | G | 39 | 0 | G | James McGinlay | | N |
| E&R32 | Wifi Concessionary Contract-Income from wifi concessionary contract to be let from 2015/16 | 20 | 20 | 0 | G | 0 | 20 | R | 0 | 20 | R | James McGinlay | Phase one has been successfully implemented, and phase two will be implemented in 17/18. | N |
| E&R33a | Various D&BC Budgets - Increase in income from commercialisation of services | 75 | 75 | 0 | G | 0 | 75 | R | 75 | 0 | G | James McGinlay | A replacement saving, to be implemented in 2018/19, was agreed by Cabinet in November 2017. | Y |
| E&R35 | Reduce street lighting contract costs | 25 | 25 | 0 | G | 25 | 0 | G | 25 | 0 | G | James McGinlay | Contract renegotiated | N |
| E&R36 | Reduction in reactive work budget | 60 | 0 | 60 | R | 60 | 0 | G | 60 | 0 | G | James McGinlay | Budget taken - saving achieved | N |
| E&R38 | Income from Section 278/Developers agreements where traffic works are required as part of development . Charging for work currently not charged | 50 | 50 | 0 | G | 15 | 35 | R | 50 | 0 | A | James McGinlay | Development site review underway. Implemented 2018. | Y |
| E&R39 | Pre-application income. This is in addition to any previous pre-app savings proposal. | 50 | 50 | 0 | G | 0 | 50 | R | 50 | 0 | G | James McGinlay | Monitored throughout the year. A replacement saving, to be implemented in 2018/19, was agreed by Cabinet in November 2017. | Y |
| E&R40 | Consultancy income. This is in addition to any previous savings proposal. | 60 | 60 | 0 | G | 60 | 0 | G | 60 | 0 | G | James McGinlay | Income achieved via Estates Regeneration income from CHMP, GLA and OPE | N |
| E&R42 | Align Vestry Hall income budget with current levels of income being achieved. | 20 | 20 | 0 | G | 20 | 0 | G | 20 | 0 | G | James McGinlay | | N |
| SENIOR MANAGEMENT | | | | | | | | | | | | | | |
| E&R31 | Senior management and support-Deletion of the 2 management support posts and absorption into existing resources. | 70 | 70 | 0 | G | 70 | 0 | G | 70 | 0 | G | Chris Lee | | N |
| PUBLIC PROTECTION | | | | | | | | | | | | | | |
| EN02 | Introduction of unattended automatic number plate recognition CCTV parking enforcement cameras at fixed locations. | 226 | 226 | 0 | G | 226 | 0 | G | 226 | 0 | G | John Hill | | N |
| EV11 | Increase all pay and display charges for on and off street parking by 10%. it should be noted that no allowance has been made for elasticity of demand this figure could reduce by 25% | 125 | 125 | 0 | G | 125 | 0 | G | 125 | 0 | G | John Hill | | N |
| E&R7 | Due to additional requests from residents, the budget will be adjusted to reflect the demand for and ongoing expansion of Controlled Parking Zone coverage in the borough. | 260 | 260 | 0 | G | 260 | 0 | A | 260 | 0 | A | John Hill | | N |
| E&R8 | In response to residents concerns about traffic congestion, enforcement of moving traffic contraventions, following the Implementation of ANPR. | 1,700 | 0 | 1,700 | R | 1700 | 0 | G | 1700 | 0 | G | John Hill | | N |
| E&R9 | Change in on-street bay suspension pricing structure. | 500 | 219 | 281 | R | 250 | 250 | R | 250 | 250 | R | John Hill | The pricing regime has reduced demand to a greater extent than previously expected. However, income resulting from E&R11 should help to offset this shortfall. | Y |
| E&R10 | Back office reorganisation | 80 | 0 | 80 | R | 0 | 80 | R | 80 | 0 | G | John Hill | Savings will not be achieved this year as the reorganisation is based on staff numbers required upon completion of ANPR implementation. Excess income could mitigate this saving. A replacement saving, to be implemented in 2018/19, was agreed by Cabinet in November 2017. | Y |

DEPARTMENT: ENVIRONMENT & REGENERATION SAVINGS PROGRESS: 2016-17

| Ref | Description of Saving | 2016/17 Savings Required £000 | 2016/17 Savings Achieved £000 | Shortfall | 16/17 RAG | 2017/18 Savings Expected £000 | 2017/18 Expected Shortfall £000 | 17/18 RAG | 2018/19 Savings Expected £000 | 2018/19 Expected Shortfall £000 | 18/19 RAG | Responsible Officer | Comments | R /A Included in Forecast Over/Underspend? Y/N |
|---------------------|--|-------------------------------|-------------------------------|-----------|-----------|-------------------------------|---------------------------------|-----------|-------------------------------|---------------------------------|-----------|---------------------|---|--|
| E&R11 | Enforcement of pavement parking | 60 | 147 | -87 | G | 120 | -60 | G | 120 | -60 | G | John Hill | Expected to exceed target and will be used to help offset shortfall on E&R9. | Y |
| E&R12 | End lease of Wycliffe Road | 14 | 14 | 0 | G | 14 | 0 | G | 14 | 0 | G | John Hill | | N |
| E&R13 | Increase income from discretionary fees & charges | 50 | 10 | 40 | R | 15 | 35 | R | 50 | 0 | A | John Hill | Work underway, but potential for slippage and subsequent failure to achieve full year effect in 2017/18. The expanded RSP (includes Wandsworth) becomes operational in April 2018 and the income generating Business Development team becomes operational in September 2018. | Y |
| E&R15 | Alter funding of post dedicated to investigating potential recovery of funds under the POCA, to be funded from costs recovered. | 50 | 50 | 0 | G | 50 | 0 | A | 50 | 0 | A | John Hill | Income is subject to legal process through the courts and defendants' payments. | N |
| PUBLIC SPACE | | | | | | | | | | | | | | |
| EN14 | Mobile technology including GPS and in cab monitors. Once implemented will reduce back office staff numbers as a result of reducing reliance on paper schedules and in addition the GPS vehicle tracking system will lead to improved service and fuel efficiency. | 100 | 0 | 100 | R | 100 | 0 | G | 100 | 0 | G | Graeme Kane | This saving is linked to new CRM project and Environmental asset Management Business case. GPS and vehicle tracking was not delivered in 2016 / 17. This will be delivered as part of Phase C project in 2017 18. | N |
| EN35 | Various Budgets - Increased Income through various charging increases where the service provided will still be purchased eg Increases % commercial uplift from 30% to 50% per hr; increases in charges in halls and at watersports centre, etc | 14 | 14 | 0 | G | 14 | 0 | G | 14 | 0 | G | Graeme Kane | | N |
| EN36 | Various Budgets - Increased Income through sale of advice & guidance from senior professional officers and sale of specialist arts & leisure developed service packages to groups and organisations e.g. private care homes, etc | 10 | 10 | 0 | G | 10 | 0 | G | 10 | 0 | G | Graeme Kane | | N |
| EN37 | Merton Active Plus - Increased Income | 5 | 5 | 0 | G | 5 | 0 | G | 5 | 0 | G | Graeme Kane | | N |
| EN45 | Further commercialisation and development of sports and allied parks services (eg. increase in fees and charges (3.75%); cost recovery plus; service bundling; sponsorship of bedding plants, etc), aligned to the emerging strategy for sports. | 13 | 0 | 13 | R | 13 | 0 | G | 13 | 0 | G | Graeme Kane | | N |
| E&R1 | Arts Development - further reduce Polka Theatre core grant | 5 | 5 | 0 | G | 5 | 0 | G | 5 | 0 | G | Graeme Kane | | N |
| E&R2 | Water sports Centre - Additional income from new business - Marine College & educational activities. | 10 | 10 | 0 | G | 10 | 0 | G | 10 | 0 | G | Graeme Kane | | N |
| E&R17 | To reduce the costs of the service and maintain current standards of cleaning within Merton it is proposed to alter how we deploy our resources by reducing residential solo sweepers and alter the use of mechanical sweepers by investing in electric sweepers | 157 | 157 | 0 | G | 157 | 0 | G | 157 | 0 | G | Graeme Kane | COMPLETED - Service now provided by Contractor from April 2017. | N |
| E&R18 | Cease the distribution of food caddy liners | 70 | 70 | 0 | G | 70 | 0 | G | 70 | 0 | G | Graeme Kane | COMPLETED . Service removed April 16, Residents able to collect liners free of charge from libraries 2016 / 17. Full service removed April 2017 | N |
| E&R19 | Align income budget to levels of income being generated from the sale of Textiles. | 50 | 50 | 0 | G | 50 | 0 | G | 50 | 0 | G | Graeme Kane | COMPLETED Revenue budget has been amended to reflect additional income target. | N |
| E&R20 | To contribute to a cleaner borough, enforcement of litter dropping under EPA/ ASB legislation with FPN fines for contraventions. | 20 | 20 | 0 | G | 20 | 0 | G | 20 | 0 | G | Graeme Kane | COMPLETED current projection indicates that this income will be exceeded. Income shown in budget forecast | Y |
| E&R21 | HRRC Site operations procured to external provider. Contractual savings. | 30 | 0 | 30 | R | 0 | 30 | R | 30 | 0 | G | Graeme Kane | Although procurement led to significant cost reduction, it was not sufficient enough to reduce below existing budget level. A replacement saving, to be implemented in 2018/19, was agreed by Cabinet in November 2017. | Y |
| E&R22 | Removal of borough wide dog bins including Parks | 42 | 42 | 0 | G | 42 | 0 | G | 42 | 0 | G | Graeme Kane | COMPLETED Full savings achieved. | Y |
| E&R24 | Reduction in current levels of staffing in the Greenspaces grounds maintenance and horticulture and sports teams. | 130 | 0 | 130 | R | 130 | 0 | G | 130 | 0 | G | Graeme Kane | | N |
| E&R26 | Introduction of P&D within certain parks responding to demand for the management of parking and controlling excess demand for spaces/ commuter parking | 60 | 0 | 60 | R | 1 | 59 | R | 30 | 30 | R | Graeme Kane | It is currently expected to go live during February 2018. As a result of the outcome of the formal consultation on the scheme the parking charge proposals at one location, and at all other locations on Saturdays, were dropped by the Council thereby reducing the original annual income expectations | Y |
| E&R27 | Additional property rental income | 44 | 0 | 44 | R | 2 | 42 | R | 44 | 0 | A | Graeme Kane | New and reviewed tenancies are expected to be implemented during 2017/18 that will help meet this saving. One property is currently on the market at £20-£25k p.a. Others have hit | Y |
| E&R33b | Various Greenspaces Budgets - Increase in income from commercialisation of services | 70 | 0 | 70 | R | 55 | 15 | R | 70 | 0 | A | Graeme Kane | Work continues with achieving the £70k saving related to events. | Y |

DEPARTMENT: ENVIRONMENT & REGENERATION SAVINGS PROGRESS: 2016-17

| Ref | Description of Saving | 2016/17 Savings Required £000 | 2016/17 Savings Achieved £000 | Shortfall | 16/17 RAG | 2017/18 Savings Expected £000 | 2017/18 Expected Shortfall £000 | 17/18 RAG | 2018/19 Savings Expected £000 | 2018/19 Expected Shortfall £000 | 18/19 RAG | Responsible Officer | Comments | R /A Included in Forecast Over/Underpend? Y/N |
|---|---|-------------------------------|-------------------------------|--------------|-----------|-------------------------------|---------------------------------|-----------|-------------------------------|---------------------------------|-----------|---------------------|--|---|
| E&R33c | Various Commercial Waste Budgets - Increase in income from commercialisation of services | 75 | 75 | 0 | G | 75 | 0 | G | 75 | 0 | G | Graeme Kane | Commercial services now provided by Contractors. | N |
| E&R33d | Various leisure & Culture Budgets - Increase in income from commercialisation of services | 30 | 30 | 0 | G | 30 | 0 | G | 30 | 0 | G | Graeme Kane | | N |
| Total Environment and Regeneration Savings 2016/17 | | 4,362 | 2,093 | 2,269 | | 4,128 | 643 | | 4,531 | 240 | | | | |

| | | |
|---|--|-------------------|
| Date of meeting: 6 March 2018 | | Appendix 8 |
| Title of report: | Establishment Control and Vacancy reporting | |
| Lead Director: | Caroline Holland | |
| Lead Officer: | Kim Brown | |
| To which strategic theme(s) does this item relate? | Sustainable communities | |
| | Safer & Stronger communities | |
| | Healthier Communities | |
| | Older People | |
| | Children & Young People | |
| | Corporate Capacity | Yes |
| Is this item for: | Information only? | |
| | Discussion? | Yes |
| | Decision? | |
| If this report is for decision, please list the recommendations that you are making to CMT | 1. | |
| | 2. | |
| | 3. | |
| | 4. | |
| | 5. | |
| Is this report intended to... | Come back to CMT? | No |
| | Go to Leader's Policy Group? | No |
| | Go to Cabinet? | No |
| | Go to Council? | No |
| | Go to Overview & Scrutiny? | No |
| | Go to the LSP? | No |

Committee: Financial monitoring scrutiny task group

Date: 6 March 2018

Agenda item:

Wards:

Subject: Establishment Control and Vacancy reporting

Lead officer: Kim Brown – interim HR lead

Lead member: Councillor Mark Allison

Contact officer: Kim Brown ext 3152

Recommendations:

A. To note the contents of this report

1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1. The last report to this committee reported data as at Q2 2017/18, 30 September 2017.
- 1.2. This report provides data as at 3rd quarter 2017/18, with data as at 31 December 2017. Subject to timing of committee dates it is intended to provide a quarterly update in future, tied to the financial quarters of 30 June, 30 September, 31 December and 31 March.
- 1.3. The data also reflects further work to align on iTrent agency workers and interims with the established posts they are covering.
- 1.4. A mechanism is in place to convert agency workers to Employees, subject to safeguards to ensure there is no conflict of interest and that named individuals are not hired via agency on an interim basis and then offered direct employment with no competitive selection.

2 DETAILS

- 2.1. Appendix A shows the positions as at 31 December 2017. The appendix shows vacancies not filled by direct employees, and vacancies not filled by either a direct employee or an agency worker/consultant. The size of establishment is measured in terms of authorised Full Time Equivalents, rather than numbers of posts, and therefore the appendix totals FTEs for budgeted posts, employees, agency workers and vacancies.
- 2.2. A change has been made this quarter to also show the budgeted FTEs at time of revenue budget setting alongside the actual FTE establishment, based on iTrent data, as at 31 December 2017. The two figures can vary due, for example, to

in-year changes and reorganisations, and due to external funding of posts and posts funded from capital.

- 2.3. Work continues to ensure the accuracy of the data including close liaison with Heads of Service to review the detailed establishment for their areas.
- 2.4. The establishment can vary for a number of reasons, including planned budget changes, TUPE transfers in and out of groups of employees, and in-year adjustments due to reorganisations.
- 2.5. Apprentice data has been excluded as in most cases they are at present centrally funded on a case by case basis and do not form part of the formal establishment.
- 2.6. The base data behind these statistics is now being circulated to DMT officers on a monthly basis so that they are up to date on the current establishment and vacancy position, and have the opportunity to address any errors or corrections. Subject to the timing of committee dates it is then intended to provide a quarterly update in future, tied to the financial quarters of 30 June, 30 September, 31 December and 31 March.
- 2.7. HR provides information to Standards and General Purposes Committee on agency and interim usage.
- 2.8. HR has strategies in place to address recruitment to hard to fill roles, reduce dependency on agency staff. There will be situations where certain specialist roles can only be covered by agency, and shorter term usage of agency to cover vacancies during periods of planned organisational change.
- 2.9. A Temp to Perm mechanism is in place whereby agency workers or interims can be converted to direct employment, subject to safeguards to ensure there is no conflict of interest and that named individuals are not hired via agency or an interim basis and then offered direct employment with no competitive selection. Appointment to senior roles which require member-level involvement will continue to be dealt with in the normal way. The aim is to encourage agency workers, particularly those in hard to fill roles, to become Employees. Any such conversions will only be to posts that have been subject to full establishment control processes.

3 ALTERNATIVE OPTIONS

Without accurate establishment data, the Authority cannot appropriately plan for the future service or workforce needs. There is also a need to be able to report on unfilled substantive posts, and to monitor and control the use of agency workers to cover unfilled vacancies.

4 CONSULTATION UNDERTAKEN OR PROPOSED

- 4.1. Merton Improvement Board and the Workforce Strategy Board are kept up to date on work to refine the technical establishment and ensure robust establishment controls remain in place.

5 TIMETABLE

- 5.1. Subject to the timing of committee dates it is proposed to provide a quarterly update to this committee, based on data as at 31st March, 30th June, 30th September and 31st December each year. Heads of Service will receive a monthly update of establishment details in their area so that they can address any corrections required.

6 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

- 6.1. Employees account for 25% of the gross General Fund spend in the authority. Having an accurate establishment helps managers plan their service and financial implications.
- 6.2. As a result of the earlier technical establishment exercise and ongoing establishment controls, each post will be linked to appropriate budgetary provision.

7 LEGAL AND STATUTORY IMPLICATIONS

- 7.1. There are no specific legal implications arising from this report.

8 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

- 8.1. There are no specific human rights, equalities or community cohesion implications arising from this report.

9 CRIME AND DISORDER IMPLICATIONS

- 9.1. There are no crime disorder implications arising from this report.

10 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

- 10.1. There are no specific risk or health and safety issues arising from this report.

11 APPENDICES – THE FOLLOWING DOCUMENTS ARE TO BE PUBLISHED WITH THIS REPORT AND FORM PART OF THE REPORT

- Appendix A – establishment analysis including FTE agency workers and vacancies as at 31 December 2017

12 BACKGROUND PAPERS

- 12.1. 1 July 2015 report to Financial monitoring scrutiny task group on Update on Staffing Position

| Column | Explanatory Notes |
|---|---|
| | The tables have been simplified to focus on FTE establishment, FTE employees and agency workers and FTE vacancies - with the aim of making them easier to read and understand. The data excludes Schools and Apprentices |
| Budgeted FTE Establishment | The total budget FTE |
| FTE Employees | Total FTE employees |
| Vacancies: Budgeted FTE less FTE Employees | Budgeted FTE less FTE employees, i.e. the vacancies before accounting for agency workers |
| FTE vacancies covered by agency workers | Total FTE agency workers |
| Unfilled vacancies | Total FTE vacancies not filled by an employee or covered by an agency worker |

| Department | Original Budget FTE | Budget FTE Variance | iTrent FTE Establishment | FTE Employees | Vacancies: iTrent Estab FTE less FTE Employees | FTE vacancies covered by agency workers | Unfilled vacancies |
|-------------------------------|---------------------|---------------------|--------------------------|----------------|--|---|--------------------|
| Corporate Services | 502.18 | 20.56 | 525.74 | 420.59 | 105.15 | 56.89 | 48.26 |
| Children Schools and Families | 523.59 | 43.43 | 567.02 | 453.89 | 113.13 | 73.67 | 39.46 |
| Community and Housing | 404.34 | 15.41 | 419.75 | 332.00 | 87.75 | 23.53 | 64.22 |
| Environment and Regeneration | 312.60 | -129.85 | 442.45 | 335.28 | 107.17 | 58.06 | 49.11 |
| Total | 1742.71 | -50.45 | 1954.96 | 1541.76 | 413.20 | 212.15 | 201.05 |

| Department / Team | Sub Team (if any) | Original Budget FTE | Budget FTE Variance | iTrent FTE Establishment | FTE Employees | Vacancies: iTrent Estab FTE less FTE Employees | FTE vacancies covered by agency workers | Unfilled vacancies |
|--|--|---------------------|---------------------|--------------------------|---------------|--|---|--------------------|
| Chief Exec - Management | | 2 | 0.00 | 2.00 | 2.00 | 0.00 | 0.00 | 0.00 |
| Chief Exec - Management Total | | | | 2.00 | 2.00 | 0.00 | 0.00 | 0.00 |
| Business Improvement (Corporate Services) | | | | | | | | |
| Business Systems Team | | 24.20 | 5.80 | 30.00 | 22.20 | 7.80 | 7.00 | 0.80 |
| Communications | | 5.00 | 0.00 | 5.00 | 2.80 | 2.20 | 0.00 | 2.20 |
| | Community Engagement | 2.00 | 0.00 | 2.00 | 1.50 | 0.50 | 0.00 | 0.50 |
| Continuous Improvement | | 5.00 | -0.50 | 4.50 | 4.00 | 0.50 | 0.00 | 0.50 |
| Customer Contact Programme | | 5.00 | 0.00 | 5.00 | 1.00 | 4.00 | 1.00 | 3.00 |
| Social Care Information System Project (SCIS) | | 9.40 | -7.40 | 2.00 | 0.00 | 2.00 | 2.00 | 0.00 |
| Management | | 2.50 | -0.50 | 2.00 | 1.80 | 0.20 | 0.00 | 0.20 |
| Business Improvement (Corporate Services) Total | | 53.10 | -2.60 | 50.50 | 33.30 | 17.20 | 10.00 | 7.20 |
| Corporate Governance | | | | | | | | |
| Democracy Services | | 13.20 | 0.00 | 13.20 | 13.14 | 0.06 | 0.00 | 0.06 |
| Electoral Services | | 5.00 | 0.00 | 5.00 | 4.50 | 0.50 | 0.00 | 0.50 |
| Information | | 10.70 | 0.31 | 11.01 | 7.39 | 3.62 | 2.00 | 1.62 |
| Legal Services | South London Legal Partnership | 108.30 | 4.06 | 112.36 | 84.85 | 27.51 | 28.69 | -1.18 |
| Management | | 1.00 | 0.00 | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| Corporate Governance Total | | 138.20 | 4.37 | 142.57 | 110.88 | 31.69 | 30.69 | 1.00 |
| Customer Services | | | | | | | | |
| Customer Contact | Reception - Contact Centre & Cash Office | 18.60 | 0.43 | 19.03 | 17.49 | 1.54 | 0.60 | 0.94 |
| | Translation | 2.00 | 0.00 | 2.00 | 1.60 | 0.40 | 0.00 | 0.40 |
| | Web Team | 2.00 | 0.00 | 2.00 | 2.00 | 0.00 | 0.00 | 0.00 |
| | Management | 1.00 | 0.00 | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| Registrars | | 9.50 | 0.80 | 10.30 | 6.20 | 4.10 | 0.00 | 4.10 |
| Revenues and Benefits | Bailiffs | 14.60 | 2.00 | 16.60 | 16.60 | 0.00 | 0.00 | 0.00 |
| | Council Tax Incl R&B | 1.00 | 0.00 | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| | Council Tax Incl R&B Team 2 | 22.70 | 0.00 | 22.70 | 21.87 | 0.83 | 0.00 | 0.83 |
| | HB Support | 11.00 | -1.00 | 10.00 | 9.80 | 0.20 | 0.00 | 0.20 |
| | Housing Benefits Incl Appeals | 37.86 | 2.00 | 39.86 | 36.03 | 3.83 | 0.00 | 3.83 |
| | Income Collection C Tax Recovery | 11.60 | 0.20 | 11.80 | 10.80 | 1.00 | 0.00 | 1.00 |
| | Management & Support | 2.00 | 0.00 | 2.00 | 2.00 | 0.00 | 0.00 | 0.00 |
| Customer Services Total | | 133.86 | 4.43 | 138.29 | 126.39 | 11.90 | 0.60 | 11.30 |
| Executive | | | | | | | | |
| Executive Assistant | | | 2.00 | 2.00 | 2.00 | 0.00 | 0.00 | 0.00 |
| Executive Total | | 0.00 | 2.00 | 2.00 | 2.00 | 0.00 | 0.00 | 0.00 |
| Human Resources | | | | | | | | |
| Human Resources | Advice and Consultancy (including Recruitment) | 12.50 | -1.00 | 11.50 | 9.81 | 1.69 | 0.00 | 1.69 |
| | HR Processing and Report | 7.00 | 0.00 | 7.00 | 6.80 | 0.20 | 0.00 | 0.20 |
| | Organisational Development & HR Strategy | 13.00 | 0.00 | 13.00 | 9.67 | 3.33 | 1.00 | 2.33 |
| | Staff Side - Merton | 2.54 | 1.00 | 3.54 | 3.26 | 0.28 | 0.00 | 0.28 |
| | Management | 1.00 | 0.00 | 1.00 | 0.00 | 1.00 | 0.00 | 1.00 |
| HR Total | | 36.04 | 0.00 | 36.04 | 29.54 | 6.50 | 1.00 | 5.50 |
| Infrastructure & Transactions | | | | | | | | |
| Client Financial Affairs Team | | 6.00 | 0.00 | 6.00 | 4.80 | 1.20 | 1.00 | 0.20 |
| Commercial Services | | 5.00 | 4.00 | 9.00 | 2.80 | 6.20 | 2.20 | 4.00 |
| Facilities Management | Compliance and Maintenance | 4.50 | 4.50 | 9.00 | 6.46 | 2.54 | 0.00 | 2.54 |
| | Energy and Sustainability | 3.90 | -0.90 | 3.00 | 2.00 | 1.00 | 0.00 | 1.00 |
| | Facilities | 5.60 | 0.00 | 5.60 | 4.60 | 1.00 | 2.00 | -1.00 |
| | Major Projects | 2.00 | 1.00 | 3.00 | 0.00 | 3.00 | 1.00 | 2.00 |
| | Post & Print | 12.07 | 0.36 | 12.43 | 9.57 | 2.86 | 1.00 | 1.86 |
| | Management | 1.00 | 0.00 | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| IT Service Delivery | Business Development and Projects | 1.00 | 2.00 | 3.00 | 3.00 | 0.00 | 0.00 | 0.00 |
| | IT Customer Support & Services | 14.00 | -3.00 | 11.00 | 9.60 | 1.40 | 1.40 | 0.00 |
| | IT Operations | 14.00 | 0.00 | 14.00 | 11.00 | 3.00 | 0.00 | 3.00 |
| | Management | 2.00 | 1.00 | 3.00 | 3.00 | 0.00 | 0.00 | 0.00 |
| Safety Services | | 4.50 | 0.00 | 4.50 | 4.00 | 0.50 | 0.00 | 0.50 |
| Transactional Services | Trans Services (Accounts) | 8.00 | 0.00 | 8.00 | 8.00 | 0.00 | 0.00 | 0.00 |
| | Trans Services (Care First) | 0.60 | 3.40 | 4.00 | 2.60 | 1.40 | 1.00 | 0.40 |
| | Vendor Maintenance Officer | 1.71 | 0.00 | 1.71 | 1.71 | 0.00 | 0.00 | 0.00 |
| | Management | 1.00 | 0.00 | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| Management | | 2.00 | 0.00 | 2.00 | 2.00 | 0.00 | 0.00 | 0.00 |
| Infrastructure & Transactions Total | | 88.88 | 12.36 | 101.24 | 77.14 | 24.10 | 9.60 | 14.50 |
| Resources | | | | | | | | |
| Accountancy | Budget Team | 14.00 | 0.00 | 14.00 | 9.40 | 4.60 | 3.00 | 1.60 |
| | Corporate Accountancy | 8.50 | 0.00 | 8.50 | 8.00 | 0.50 | 0.00 | 0.50 |
| | Service Financial Adviser CSF | 4.50 | 0.00 | 4.50 | 4.43 | 0.07 | 0.00 | 0.07 |
| | Management | 1.00 | 0.00 | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| Business Planning | | 9.00 | 0.00 | 9.00 | 5.00 | 4.00 | 0.00 | 4.00 |
| Policy Strategy & Partnerships | | 4.60 | 0.00 | 4.60 | 4.60 | 0.00 | 0.00 | 0.00 |
| Treasury & Insurance | | 4.50 | 0.00 | 4.50 | 1.00 | 3.50 | 1.00 | 2.50 |
| Business Partner C&H | | 1.00 | 0.00 | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| Business Partner CSF | | 1.00 | 0.00 | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| Business Partner E&R | | 1.00 | 0.00 | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| Management | Management | 3.00 | 0.00 | 3.00 | 1.91 | 1.09 | 1.00 | 0.09 |
| Resources Total | | 52.10 | 0.00 | 52.10 | 38.34 | 13.76 | 5.00 | 8.76 |
| Management | | | | | | | | |
| Management | | | | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| Management Total | | 0.00 | 0.00 | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| Grand Total | | 502.18 | 20.56 | 525.74 | 420.59 | 105.15 | 56.89 | 48.26 |

| Department / Team | Sub Team (if any) | Original Budget FTE | Budget FTE Variance | iTrent FTE Establishment | FTE Employees | Vacancies: iTrent Estab FTE less FTE Employees | FTE vacancies covered by agency workers | Unfilled vacancies |
|---|--|---------------------|---------------------|--------------------------|---------------|--|---|--------------------|
| Children's Social Care & Youth Inclusion | | | | | | | | |
| Access to Resources | Children with Disability Social Work Team | 10.00 | 0.00 | 10.00 | 9.80 | 0.20 | 3.00 | -2.80 |
| | Family Support Centre Bond Road | 19.40 | 0.40 | 19.80 | 13.30 | 6.50 | 4.00 | 2.50 |
| | Fostering Team | 5.60 | 0.00 | 5.60 | 5.60 | 0.00 | 0.00 | 0.00 |
| | | 12.60 | 2.00 | 14.60 | 11.10 | 3.50 | 1.00 | 2.50 |
| Family & Adolescent Services | Transforming Families Team | 11.24 | 2.00 | 13.24 | 11.60 | 1.64 | 3.00 | -1.36 |
| | Youth Offending Team | 15.60 | 4.00 | 19.60 | 19.46 | 0.14 | 0.00 | 0.14 |
| | Management | 0.00 | 1.00 | 1.00 | 0.00 | 1.00 | 1.00 | 0.00 |
| MASH & Child Protection Services | First Response Team 1 | 5.00 | 0.00 | 5.00 | 2.00 | 3.00 | 3.00 | 0.00 |
| | First Response Team 2 | 5.00 | 0.00 | 5.00 | 3.00 | 2.00 | 1.00 | 1.00 |
| | First Response Team 3 | 5.00 | 0.00 | 5.00 | 2.00 | 3.00 | 3.00 | 0.00 |
| | First Response Team 4 | 3.00 | 0.00 | 3.00 | 1.00 | 2.00 | 3.00 | -1.00 |
| | MASH | 7.60 | 0.00 | 7.60 | 4.60 | 3.00 | 5.00 | -2.00 |
| | Support Team | 7.00 | 1.00 | 8.00 | 4.20 | 3.80 | 4.00 | -0.20 |
| | Management | 1.00 | 1.00 | 2.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| Permanency, Looked after | 14+ Looked After & Leaving Care | 18.48 | 0.00 | 18.48 | 14.14 | 4.34 | 1.00 | 3.34 |
| | Adoption Team | 7.90 | 0.00 | 7.90 | 6.90 | 1.00 | 1.20 | -0.20 |
| | Permanency | 5.60 | 0.40 | 6.00 | 5.10 | 0.90 | 1.00 | -0.10 |
| | Quality Assurance & Panel | 1.00 | 0.00 | 1.00 | 0.80 | 0.20 | 0.00 | 0.20 |
| | Support Team | 8.50 | 1.00 | 9.50 | 9.00 | 0.50 | 0.00 | 0.50 |
| | Management | 2.00 | 0.00 | 2.00 | 1.00 | 1.00 | 0.00 | 1.00 |
| Quality Assurance and Practice | Support Team | 8.80 | 0.40 | 9.20 | 4.00 | 5.20 | 4.00 | 1.20 |
| | | 14.50 | -0.70 | 13.80 | 11.70 | 2.10 | 5.00 | -2.90 |
| Safeguarding and Planning | Safeguarding and Care Planning Team 1 | 5.00 | 1.00 | 6.00 | 2.00 | 4.00 | 4.00 | 0.00 |
| | Safeguarding and Care Planning Team 2 | 6.00 | 1.00 | 7.00 | 5.00 | 2.00 | 1.00 | 1.00 |
| | Safeguarding and Care Planning Team 3 | 5.00 | 1.00 | 6.00 | 7.00 | -1.00 | 1.00 | -2.00 |
| | Safeguarding and Care Planning Team 4 | 5.00 | 1.00 | 6.00 | 5.80 | 0.20 | 0.00 | 0.20 |
| | Safeguarding and Care Planning Team 5 | 5.00 | 1.00 | 6.00 | 4.00 | 2.00 | 2.00 | 0.00 |
| | Support Team | 7.00 | 0.00 | 7.00 | 7.00 | 0.00 | 0.00 | 0.00 |
| | Vulnerable Children Team | 7.60 | 0.00 | 7.60 | 6.60 | 1.00 | 0.00 | 1.00 |
| | Management | 2.00 | 2.00 | 4.00 | 2.00 | 2.00 | 0.00 | 2.00 |
| Management | Management | 1 | 0.00 | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| Children's Social Care & Youth Inclusion Total | | 218.42 | 19.50 | 237.92 | 181.70 | 56.22 | 52.20 | 4.02 |
| Joint Commissioning & Partnerships | | | | | | | | |
| Joint Commissioning & Partnerships | | 3.44 | 0.00 | 3.44 | 3.44 | 0.00 | 0.00 | 0.00 |
| Commissioning, Strategy And Performance Division Total | | 3.44 | 0.00 | 3.44 | 3.44 | 0.00 | 0.00 | 0.00 |
| Education Division | | | | | | | | |
| Contracts and School Organisations | Capital | 2.00 | 2.00 | 4.00 | 1.00 | 3.00 | 0.00 | 3.00 |
| | Contracts Management | 4.00 | 2.00 | 6.00 | 6.00 | 0.00 | 0.00 | 0.00 |
| | Schools Admissions | 5.86 | 0.00 | 5.86 | 6.00 | -0.14 | 0.00 | -0.14 |
| | | 1.00 | 0.00 | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| Early Years Childcare and Child Development | Brightwell Team | 14.97 | 0.43 | 15.40 | 9.71 | 5.69 | 2.00 | 3.69 |
| | Business, Finance and Resources | 4.11 | 0.00 | 4.11 | 2.71 | 1.40 | 0.00 | 1.40 |
| | Children's Centres | 31.00 | 0.00 | 31.00 | 26.80 | 4.20 | 4.00 | 0.20 |
| | Continuous Improvement, Inclusion, Partnership | 55.58 | 0.74 | 56.32 | 49.64 | 6.68 | 1.00 | 5.68 |
| | Early Years 0-5s Supporting Families | 16.20 | -1.00 | 15.20 | 14.46 | 0.74 | 1.00 | -0.26 |
| | Funded Places, Sufficiency and Information | 6.50 | 0.00 | 6.50 | 5.50 | 1.00 | 1.50 | -0.50 |
| | Systems and Service Development | 5.69 | 0.31 | 6.00 | 4.00 | 2.00 | 1.00 | 1.00 |
| Management | 1.00 | 0.69 | 1.69 | 1.69 | 0.00 | 0.00 | 0.00 | |
| Education Inclusion | Education Welfare Service | 9.84 | 0.51 | 10.35 | 9.59 | 0.76 | 0.40 | 0.36 |
| | Learning Behaviour & Language Team | 14.33 | 0.60 | 14.93 | 13.13 | 1.80 | 1.00 | 0.80 |
| | My Futures Team | 8.60 | 2.70 | 11.30 | 4.60 | 6.70 | 0.00 | 6.70 |
| | Parent Partnership Service | 1.00 | 1.00 | 2.00 | 2.00 | 0.00 | 0.00 | 0.00 |
| | Participation | 2.00 | 2.00 | 4.00 | 2.00 | 2.00 | 0.00 | 2.00 |
| | Virtual Behaviour Service (Youth Inclusion) | 9.93 | 0.77 | 10.70 | 9.80 | 0.90 | 0.00 | 0.90 |
| | Youth Service | 12.13 | 1.20 | 13.33 | 10.89 | 2.44 | 0.00 | 2.44 |
| Management | 1.00 | 2.00 | 3.00 | 2.00 | 1.00 | 1.00 | 0.00 | |
| Merton School Improvement | Education Support Team | 1.50 | 0.10 | 1.60 | 1.60 | 0.00 | 0.00 | 0.00 |
| | Equality & Diversity | 3.82 | 0.57 | 4.39 | 3.89 | 0.50 | 0.00 | 0.50 |
| | Educational Psychology Service | 13.75 | 2.23 | 15.98 | 14.45 | 1.53 | 0.00 | 1.53 |
| | Governance Team | 3.68 | -0.68 | 3.00 | 3.00 | 0.00 | 0.00 | 0.00 |
| | Schools ICT Support Management | 6.00 | 0.00 | 6.00 | 5.00 | 1.00 | 0.00 | 1.00 |
| | Strategic School Improvement | 4.80 | 0.40 | 5.20 | 5.20 | 0.00 | 0.00 | 0.00 |
| | Sensory Impairment Service | 5.56 | -0.50 | 5.06 | 4.90 | 0.16 | 0.00 | 0.16 |
| | Virtual Team | 5.76 | 0.11 | 5.87 | 5.30 | 0.57 | 0.57 | 0.00 |
| | Management | 1.00 | 0.00 | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| Policy, Planning & Performance | Business Support Team (CSPD) | | 4.00 | 4.00 | 4.00 | 0.00 | 1.00 | -1.00 |
| | Research & Information | 4.66 | 3.00 | 7.66 | 3.36 | 4.30 | 0.00 | 4.30 |
| | | 3.36 | 0.14 | 3.50 | 1.36 | 2.14 | 1.00 | 1.14 |
| SEN & Inclusion Service | SEN & Inclusion Service Support Team | 14.00 | -0.29 | 13.71 | 10.11 | 3.60 | 3.00 | 0.60 |
| | SEN Team | 16.27 | -2.77 | 13.50 | 13.06 | 0.44 | 1.00 | -0.56 |
| | SEND Intervention | 6.33 | 1.67 | 8.00 | 6.00 | 2.00 | 0.00 | 2.00 |
| | Management | 1.50 | 0.00 | 1.50 | 1.00 | 0.50 | 0.00 | 0.50 |
| | Management | 1.00 | 0.00 | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| Education Division Total | | 299.73 | 23.93 | 323.66 | 266.75 | 56.91 | 19.47 | 37.44 |
| CSF Grant Funded | | | | | | | | |
| CSF Grant Funded | | | 0.00 | 0.00 | 0.00 | 0.00 | 2.00 | -2.00 |
| CSF Grant Funded total | | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 2.00 | -2.00 |
| Management & Exec Assistant | | | | | | | | |
| Management & Exec Assistant | | 2.00 | 0.00 | 2.00 | 2.00 | 0.00 | 0.00 | 0.00 |
| Management & Exec Assistant total | | 2.00 | 0.00 | 2.00 | 2.00 | 0.00 | 0.00 | 0.00 |
| Grand Total | | 523.59 | 43.43 | 567.02 | 453.89 | 113.13 | 73.67 | 39.46 |

| Department / Team | Sub Team (if any) | Original Budget FTE | Budget FTE Variance | iTrent FTE Establishment | FTE Employees | Vacancies: iTrent Estab FTE less FTE Employees | FTE vacancies covered by agency workers | Unfilled vacancies |
|--|---------------------------------------|---------------------|---------------------|--------------------------|---------------|--|---|--------------------|
| Access, Assessment & Commissioning | | | | | | | | |
| Access & Assessment Team | Long Term Services | 16.00 | 25.89 | 41.89 | 35.26 | 6.63 | 4.93 | 1.70 |
| | Mental Health Team | 41.18 | -13.95 | 27.23 | 18.96 | 8.27 | 4.00 | 4.27 |
| | Prevention and Recovery | 74.96 | 11.37 | 86.33 | 68.91 | 17.42 | 5.00 | 12.42 |
| | Safeguarding Team | 5.00 | 0.00 | 5.00 | 4.00 | 1.00 | 0.00 | 1.00 |
| | Management | 2.00 | 0.00 | 2.00 | 1.00 | 1.00 | 0.00 | 1.00 |
| Commissioning | Business Intelligence | 3.00 | 0.00 | 3.00 | 2.00 | 1.00 | 0.00 | 1.00 |
| | Business Support | 3.50 | -0.50 | 3.00 | 3.00 | 0.00 | 0.00 | 0.00 |
| | Commissioning and Market Development | 2.00 | 0.00 | 2.00 | 2.00 | 0.00 | 0.00 | 0.00 |
| | Procurement and Brokerage | 15.81 | -0.56 | 15.25 | 15.41 | -0.16 | 1.00 | -1.16 |
| | Management | | 1.00 | 1.00 | 0.00 | 1.00 | 1.00 | 0.00 |
| Access, Assessment and Commissioning Total | | 163.45 | 23.25 | 186.70 | 150.54 | 36.16 | 15.93 | 20.23 |
| Housing Services | | | | | | | | |
| Housing Needs | Advice & Options | 10.50 | 1.00 | 11.50 | 11.50 | 0.00 | 0.00 | 0.00 |
| | Development | 6.80 | -2.80 | 4.00 | 4.00 | 0.00 | 0.00 | 0.00 |
| | Environmental Health (Housing) Team | 5.03 | 0.00 | 5.03 | 2.80 | 2.23 | 1.00 | 1.23 |
| | Housing Strategy | 0.00 | 1.00 | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| | Management | 3.00 | 0.00 | 3.00 | 3.00 | 0.00 | 0.00 | 0.00 |
| Housing Services Total | | 25.33 | -0.80 | 24.53 | 22.30 | 2.23 | 1.00 | 1.23 |
| Libraries, Heritage and Adult Education Service | | | | | | | | |
| Library Service | Heritage Centre | 1.00 | 0.00 | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| | Mitcham Library | 3.80 | 0.00 | 3.80 | 3.80 | 0.00 | 0.00 | 0.00 |
| | Morden Library | 5.26 | 0.20 | 5.46 | 5.46 | 0.00 | 0.00 | 0.00 |
| | Pollards Hill & Colliers Wood Library | 3.57 | 0.00 | 3.57 | 3.00 | 0.57 | 0.00 | 0.57 |
| | Raynes Park & West Barnes Library | 3.28 | 0.00 | 3.28 | 3.27 | 0.01 | 0.00 | 0.01 |
| | Resources Team | 2.00 | 0.00 | 2.00 | 2.00 | 0.00 | 0.00 | 0.00 |
| | Service Development | 2.00 | 0.00 | 2.00 | 1.00 | 1.00 | 1.00 | 0.00 |
| | Wimbledon Library | 7.43 | 0.00 | 7.43 | 6.44 | 0.99 | 1.00 | -0.01 |
| | | | 3.50 | 3.50 | 2.50 | 1.00 | 1.00 | 0.00 |
| Adult Learning | | 4.66 | 0.00 | 4.66 | 3.80 | 0.86 | 0.00 | 0.86 |
| Management | | 4.96 | -3.96 | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| Libraries, Heritage and Adult Education Service Total | | 37.96 | -0.26 | 37.70 | 33.27 | 4.43 | 3.00 | 1.43 |
| Provider Services | | | | | | | | |
| Provider Services | Management | 0.00 | 2.00 | 2.00 | 1.00 | 1.00 | 0.00 | 1.00 |
| All Saints/High Path Day Centre | All Saints | 6.00 | 3.00 | 9.00 | 7.80 | 1.20 | 0.00 | 1.20 |
| | High Path | 12.53 | -3.42 | 9.11 | 6.51 | 2.60 | 0.00 | 2.60 |
| | | | 1.00 | 1.00 | 1.00 | 0.00 | | 0.00 |
| Jan Malinowski/Eastways Centre | Eastways Day Centre | 7.68 | 0.13 | 7.81 | 7.50 | 0.31 | 0.00 | 0.31 |
| | Jan Malinowski Centre | 28.80 | -2.38 | 26.42 | 21.75 | 4.67 | 0.00 | 4.67 |
| | | | 1.00 | 1.00 | 1.00 | 0.00 | | |
| Supported Living/Mascot/Glebelands | Glebelands | 9.10 | 1.87 | 10.97 | 8.80 | 2.17 | 0.00 | 2.17 |
| | Mascot | 17.98 | 6.49 | 24.47 | 14.63 | 9.84 | 0.00 | 9.84 |
| | Support Living Services | 20.10 | 5.36 | 25.46 | 12.66 | 12.80 | 0.00 | 12.80 |
| | | | 1.00 | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| Meadowsweet/Riverside | Meadowsweet | 9.12 | -0.92 | 8.20 | 8.04 | 0.16 | 0.00 | 0.16 |
| | Riverside Drive | 13.66 | 2.80 | 16.46 | 14.66 | 1.80 | 0.00 | 1.80 |
| | | | 1.00 | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| Merton Employment Team | | 2.71 | -0.11 | 2.60 | 2.31 | 0.29 | 0.00 | 0.29 |
| Service Provision Business Support | | 3.00 | 0.00 | 3.00 | 1.60 | 1.40 | 0.00 | 1.40 |
| Provider Services Total | | 130.68 | 18.82 | 149.50 | 111.26 | 38.24 | 0.00 | 38.24 |
| Redesign | | | | | | | | |
| Redesign | | | 1.00 | 1.00 | 0.00 | 1.00 | 1.00 | 0.00 |
| Redesign Total | | 0.00 | 1.00 | 1.00 | 0.00 | 1.00 | 1.00 | 0.00 |
| Management | | | | | | | | |
| Management | | 7.54 | -5.54 | 2.00 | 2.00 | 0.00 | 0.00 | 0.00 |
| Management Total | | 7.54 | -5.54 | 2.00 | 2.00 | 0.00 | 0.00 | 0.00 |
| Adult Social Care | | | | | | | | |
| Adult Social Care | | 22.82 | -21.82 | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| Adult Social Care Total | | 22.82 | -21.82 | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| Public Health Team | | | | | | | | |
| Public Health Team | | 16.56 | 0.76 | 17.32 | 11.63 | 5.69 | 2.60 | 3.09 |
| Public Health Team Total | | 16.56 | 0.76 | 17.32 | 11.63 | 5.69 | 2.60 | 3.09 |
| Grand Total Community & Housing | | 404.34 | 15.41 | 419.75 | 332.00 | 87.75 | 23.53 | 64.22 |

| Department / Team | Sub Team (if any) | Original Budget FTE | Budget FTE Variance | iTrent FTE Establishment | FTE Employees | Vacancies: iTrent Estab FTE less FTE Employees | FTE vacancies covered by agency workers | Unfilled vacancies |
|---|--|---------------------|---------------------|--------------------------|---------------|--|---|--------------------|
| Public Protection | | | | | | | | |
| Regulatory Services Partne | Administration and Finance | 3.00 | 0.00 | 3.00 | 2.00 | 1.00 | 1.00 | 0.00 |
| | Environmental Health (Commercial) | 10.48 | -1.00 | 11.48 | 6.40 | 5.08 | 1.00 | 4.08 |
| | Environmental Health (Pollution) | 9.00 | 0.00 | 9.00 | 7.80 | 1.20 | 3.00 | -1.80 |
| | Licensing | 6.00 | -4.00 | 10.00 | 4.73 | 5.27 | 4.49 | 0.78 |
| | Trading Standards | 10.00 | -0.10 | 10.10 | 8.09 | 2.01 | 1.00 | 1.01 |
| | Wandsworth Regulatory Services Team Management | 1.00 | 0.00 | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| Parking & CCTV Services | Parking Services | 83.57 | -19.33 | 102.90 | 81.57 | 21.33 | 10.00 | 11.33 |
| Safer Merton - Strategic T | Safer Merton Strategic Team | 4.49 | -3.37 | 7.86 | 5.49 | 2.37 | 0.00 | 2.37 |
| Safer Merton Operations | ASB Team | 3.50 | 1.50 | 2.00 | 2.00 | 0.00 | 0.00 | 0.00 |
| Management | Management | 1.40 | 0.00 | 1.40 | 1.40 | 0.00 | 0.00 | 0.00 |
| Public Protection total | | 132.44 | -90.87 | 223.31 | 182.05 | 41.26 | 23.49 | 17.77 |
| Public Realm Contracting and Commissioning | | | | | | | | |
| Leisure & Culture Develop | Leisure Support Services | 3.80 | 1.00 | 2.80 | 2.80 | 0.00 | 0.00 | 0.00 |
| | Wimbledon Park Watersports Centre | 3.00 | -4.00 | 7.00 | 5.00 | 2.00 | 0.00 | 2.00 |
| | Management | 1.00 | 0.00 | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| Leisure & Culture Greensp | Arboricultural | 2.00 | 0.00 | 2.00 | 2.00 | 0.00 | 0.00 | 0.00 |
| | Events | 1.00 | -0.40 | 1.40 | 0.00 | 1.40 | 0.00 | 1.40 |
| | Greenspaces Development | 4.60 | -2.90 | 7.50 | 5.70 | 1.80 | 0.00 | 1.80 |
| | Mitcham Common | 0.00 | 0.00 | 0.00 | 2.00 | -2.00 | 0.00 | -2.00 |
| | Management | 1.00 | 0.00 | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| Strategic Partnership Team | | 4.00 | 0.00 | 4.00 | 1.00 | 3.00 | 1.00 | 2.00 |
| Waste Engagement & Enf | Community Waste Partnerships | 2.00 | 0.00 | 2.00 | 1.86 | 0.14 | 0.00 | 0.14 |
| | Enforcement and Inspection | 5.00 | -1.00 | 6.00 | 5.80 | 0.20 | 0.00 | 0.20 |
| | | 1.00 | 0.00 | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| Waste Services | Finance & Administration Support | 2.00 | 0.00 | 2.00 | 2.00 | 0.00 | 0.00 | 0.00 |
| | Finance and Performance | 3.00 | 0.00 | 3.00 | 2.96 | 0.04 | 0.00 | 0.04 |
| | Service Development & Strategy | 5.19 | 0.50 | 4.69 | 2.29 | 2.40 | 0.00 | 2.40 |
| | Training and Road Safety | 1.00 | 0.00 | 1.00 | 0.80 | 0.20 | 0.00 | 0.20 |
| | Transport and Operations | 46.32 | -0.61 | 46.93 | 39.76 | 7.17 | 0.57 | 6.60 |
| | Management | 1.00 | -1.00 | 2.00 | 2.00 | 0.00 | 0.00 | 0.00 |
| Management | Management | 2.00 | -3.00 | 5.00 | 4.71 | 0.29 | 0.00 | 0.29 |
| Public Realm Contracting and Commissioning | | 88.91 | -11.41 | 100.32 | 83.68 | 16.64 | 1.57 | 15.07 |
| Sustainable Communities | | | | | | | | |
| Business Performance (Sustainable Communities) | Business Performance | 1.00 | -0.57 | 1.57 | 1.00 | 0.57 | 0.00 | 0.57 |
| Development Control | Admin & Finance | 6.00 | 0.00 | 6.00 | 4.00 | 2.00 | 1.00 | 1.00 |
| | Building Control | 8.11 | -3.50 | 11.61 | 3.00 | 8.61 | 4.00 | 4.61 |
| | Enforcement | 2.50 | -3.00 | 5.50 | 4.50 | 1.00 | 0.00 | 1.00 |
| | Planning Mitcham & Morden | 8.00 | 0.00 | 8.00 | 3.60 | 4.40 | 6.00 | -1.60 |
| | Planning Wimbledon | 6.00 | 0.00 | 6.00 | 3.00 | 3.00 | 2.00 | 1.00 |
| | Management | 1.00 | 0.00 | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| futureMerton | Commissioning | 9.04 | -7.00 | 16.04 | 5.63 | 10.41 | 9.00 | 1.41 |
| | Economy | 3.00 | -3.00 | 6.00 | 4.46 | 1.54 | 0.00 | 1.54 |
| | Infrastructure | 24.00 | -4.50 | 28.50 | 20.16 | 8.34 | 7.00 | 1.34 |
| | Programming | 13.00 | -5.00 | 18.00 | 10.00 | 8.00 | 4.00 | 4.00 |
| | Management | 1.00 | 0.00 | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| Property Management | Estates (Property Management) | 3.00 | 0.00 | 3.00 | 2.00 | 1.00 | 0.00 | 1.00 |
| | Finance & Admin (Property Management) | 1.60 | 0.00 | 1.60 | 1.60 | 0.00 | 0.00 | 0.00 |
| | Management - | 0.00 | -1.00 | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 |
| Management | Management | 2.00 | 0.00 | 2.00 | 1.60 | 0.40 | 0.00 | 0.40 |
| Sustainable Communities Total | | 89.25 | -27.57 | 116.82 | 67.55 | 49.27 | 33.00 | 16.27 |
| Management | | | | | | | | |
| Management | | 2 | 0.00 | 2.00 | 2.00 | 0.00 | 0.00 | 0.00 |
| Management Total | | 2 | 0 | 2.00 | 2.00 | 0.00 | 0.00 | 0.00 |
| Grand Total | | 312.60 | -129.85 | 442.45 | 335.28 | 107.17 | 58.06 | 49.11 |

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