

CABINET

Date: 15 October 2018

Subject: Draft Business Plan 2019-23

Lead officer: Caroline Holland – Director of Corporate Services

Lead member: Councillor Mark Allison – Deputy Leader and Cabinet Member
for Finance

Contact Officer: Roger Kershaw

Urgent report:

Reason for urgency: The chairman has approved the submission of this report as a matter of urgency as it provides the latest available information on the Business Plan and Budget 2019/20 and requires consideration of issues relating to the Budget process and Medium Term Financial Strategy 2019-2023. It is important that this consideration is not delayed in order that the Council can work towards a balanced budget at its meeting on 6 March 2019 and set a Council Tax as appropriate for 2019/20.

Recommendations:

1. That Cabinet considers and agrees the draft savings/income proposals (Appendix 3) and associated draft equalities analyses (Appendix 5 – TO FOLLOW) put forward by officers and refers them to the Overview and Scrutiny panels and Commission in November 2018 for consideration and comment.
 2. That Cabinet agree the proposed amendments to savings set out in Appendix 2 and incorporate the financial implications into the draft MTFS 2019-23.
 3. That Cabinet agrees the latest draft Capital Programme 2019-23 detailed in Appendix 4 for consideration by scrutiny in November and notes the indicative programme for 2023-28.
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1. Purpose of report and executive summary

- 1.1 This report provides an update on progress towards preparing the Business Plan 2019-23 and requests Cabinet to consider and agree new savings proposals for 2019-23. Cabinet are also asked to consider and agree some proposed amendments to savings, including replacement savings, which have been approved previously and are incorporated into the current MTFS.
- 1.3 The report also provides details of the latest capital programme, including new bids for 2022/23 and an indicative programme for 2023- 2028.

Details

2. Medium Term Financial Strategy 2019-23

2.1 At its meeting on 17 September 2018 Cabinet considered a report which updated the Business Plan 2019-23. At the meeting it was resolved by Cabinet:-

RESOLVED:

1. That the rolled forward MTFs for 2019 – 23 be noted.
 2. That the latest position with regards to savings already in the MTFs be confirmed.
 3. That the approach to setting a balanced budget using the unmet balance of last year's savings targets as the basis for the setting of targets for 2019-23 be agreed.
 4. That the proposed savings targets be agreed.
 5. That the timetable for the Business Plan 2019-23 including the revenue budget 2019/20, the MTFs 2019-23 and the Capital Programme for 2019-23 be agreed.
 6. That the process for the Service Plan 2019-23 and the progress made so far be noted.
 7. That the information regarding the London Business Rates Pool - Strategic Investment Pot set out in Appendix 3 be noted and authority be delegated for future action regarding the London Business Rates Pool to the Director of Corporate Services in collaboration with the Deputy Leader and Cabinet Member for Finance.
- 2.2 In the September Cabinet report, the following budget gap in the MTFs was identified before identifying any new savings and income proposals:-

	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Budget Gap	791	13,731	2,433	1,774
Budget Gap (Cumulative)	791	14,522	16,955	18,729

These figures assume that there is no loss of Adult Social Care grant funding, net of Adult Social Care Council Tax hypothecation of 2% in 2019/20. If this is not the case, the budget gap is estimated to rise to £20.204m by 2022/23.

	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Budget Gap	791	15,207	2,433	1,773
Budget Gap (Cumulative)	791	15,998	18,431	20,204

2.3 Assuming the worst case scenario to include a potential shortfall in Adult Social Care funding , the targets to balance the MTFs at this stage for each department are as follows:-

Savings Targets	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Total £000
Corporate Services	138	2,650	426	379	3,593
Children, Schools & Families	143	2,740	438	299	3,620
Environment & Regeneration	263	5,066	807	495	6,631
Community & Housing	247	4,751	762	600	6,360
Total	791	15,207	2,433	1,773	20,204
Net Cumulative total	791	15,998	18,431	20,204	

2.4 In accordance with the Business Planning timetable agreed by Cabinet on 17 September 2018, service departments have been reviewing their budgets and formulating proposals to address their targets. The progress made to date is set out in this report.

2.5 The proposals submitted to this meeting by each department are summarised in the following table and set out in detail in Appendix 3. E&R will be bringing forward savings proposals to December Cabinet and January Scrutiny . Work is underway on these and in particular sustainable transport plans that will inevitably have revenue consequences . It is preferable for all of these E&R proposals to be considered together and since they are not complete yet they will be brought to the next round of the budget consideration process.

SUMMARY (cumulative)	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Total £000
Corporate Services	75	15	0	0	90
Children, Schools & Families	0	550	0	0	550
Environment & Regeneration	0	0	0	0	0
Community & Housing	0	100	0	0	100
Total	75	665	0	0	740
Net Cumulative total	75	740	740	740	

2.6 Draft Equalities Assessments where applicable are included in Appendix 5 (To follow).

3. Proposed Amendments to Previously Agreed Savings

- 3.1 In recent years, the introduction of multi-year financial planning has resulted in savings agreed in a particular financial year having an impact on future years. These have been incorporated into the Council's Medium Term Financial Strategy. The full year effect of savings in the current MTFs from 2019/20 onwards is shown in the following table:-

	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Total £000
Corporate Services	1,418	261	40	0	1,719
Children, Schools & Families	429	150	0	0	579
Environment & Regeneration	1,230	95	75	0	1,400
Community & Housing	1,387	1,100	0	0	2,487
Total	4,464	1,606	115	0	6,185
Cumulative total	4,464	6,070	6,185	6,185	

- 3.2 Monitoring of the delivery of savings is important and it is essential to recognise as quickly as possible where circumstances change and savings previously agreed are either not achievable in full or in part or are delayed. Progress on delivering savings that have been agreed by Council as part of the budget is reported to Cabinet as part of monthly monitoring. In some cases the circumstances change in relation to specific savings which mean that it is no longer possible to deliver the saving either in full or in part. In order to ensure that a balanced budget is still achieved and that it is not necessary to undertake unplanned use of reserves which puts pressure on future budget planning, departments are required to identify alternative savings proposals (replacement savings) to substitute for savings which are deemed to be unachievable. Budget management such as this is an important part of the Business Planning process.

The following changes to agreed savings are proposed in this report:-

3.2.1 Children, Schools and Families

Savings totalling £0.429m which are in the MTFs are not going to be achieved. Replacement savings totalling £0.329m are proposed, leaving a net shortfall of £0.100m for which replacement savings will be identified in a future report.

Draft Equalities Assessments will be included in the report to Cabinet where applicable.

- 3.2.2 Further details of the proposed amendments to previously agreed savings are provided in Appendix 2.

3.3 Summary

The overall effect of the proposed amendments is set out in the following table:-

	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Total £000
Corporate Services	0	0	0	0	0
Children, Schools & Families	(100)	0	0	0	(100)
Environment & Regeneration	0	0	0	0	0
Community & Housing	0	0	0	0	0
Total	(100)	0	0	0	(100)
Cumulative total	(100)	(100)	(100)	(100)	

4. Treasury Management: Capital Financing Costs and Investment income

4.1 The report to Cabinet in September 2018 provided information on the capital financing costs of the Capital Programme based on the June monitoring position.

4.2 Investment Income

There are two key factors that impact on the level of investment income that the Council can generate:-

- The amount invested
- The interest rate that is achieved

Based on latest information, the projected levels of investment income over the period of the MTFs have been revised. The following table show the latest projections compared with the amounts included in the MTFs approved by Cabinet in September 2018:-

Investment Income	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000
MTFS (Cabinet September 2018)	(584)	(449)	(395)	*(1,386)
Latest projections	(619)	(463)	(395)	*(1,383)
Change	(35)	(14)	0	3

* Includes interest on Property Company loan which is subject to review.

4.3 **Capital Programme for 2019-23**

This report includes the latest information on the draft Capital Programme 2019-23 based on August monitoring information including the addition of new schemes commencing in 2022/23. An indicative programme for 2023-28 is also provided. The draft programme is set out in Appendix 4.

- 4.4 The bidding process for 2022/23 was launched on 25 June 2018.
- 4.5 The current capital provision and associated revenue implications in the currently approved capital programme, based on August 2018 monitoring information, are as follows:-

	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Capital Programme	38,134	24,640	19,800	13,677
Revenue Implications (net of investment income)	10,125	11,438	12,814	12,933

- 4.6 The change in the capital programme since that reported to Cabinet on 17 September 2018, which was based on June 2017 monitoring information, is summarised in the following table:-

	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Capital Programme:				
- Cabinet 17 September 2018	37,247	24,378	19,808	11,743
- Revised Position with Slippage revisions and new schemes commencing in 2022/23	38,134	24,640	19,800	13,677
Change	887	262	8	1,934
<u>Borrowing Costs</u>				
Cabinet 17 September 2018	10,872	11,900	13,062	14,118
Revised	10,745	11,894	13,193	14,300
Change	(127)	(6)	131	182

- 4.6 The programme has been rigorously reviewed and reduced where appropriate. The changes made to the programme are detailed within Appendix 4, along with movements when compared to the current programme. This review is continuing and it is envisaged that further information will be presented to December 2018 Cabinet.

5. Update to MTFS 2019-23

- 5.1 If the changes outlined in this report are agreed the forecast budget gap over the MTFS period, assuming loss of Adult Social Care Funding is:-

	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Budget Gap	653	14,692	2,593	1,828
Budget Gap (Cumulative)	653	15,345	17,938	19,766

- 5.2 A more detailed MTFS is included as Appendix 1.

5.3 It is anticipated that new revenue savings/income proposals and revisions to the capital programme will continue to be identified during the business planning process and these will be included in future reports to Cabinet in accordance with the agreed timetable and these will go onto Overview and Scrutiny Panels and the Commission in January 2018.

6. Business Rates Retention in 2019/20

6.1 In 2018/19, along with all other London boroughs, Merton was part of the London Business Rates Pilot Pool which was trialling 100% Business Rates Retention. In return for a greater share of the Business Rates generated, Revenue Support Grant was foregone.

6.2 In the MTFs 2018-22 agreed by Council in February 2018, it was assumed that the pilot would only operate in 2018/19 and Merton would revert back to its previous funding basis whereby Revenue Support Grant would be received in accordance with the four-year funding guarantee set out in the Local Government Funding settlement 2016-17. On this basis the draft MTFs 2019-23 includes the following:-

DRAFT MTS 2019-23	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Revenue Support Grant	(5,076)	0	0	0
Business Rates (inc. Section 31 grant)	(35,360)	(37,726)	(38,286)	(38,501)
PFI Grant	(4,797)	(4,797)	(4,797)	(4,797)
New Homes Bonus	(2,028)	(1,304)	(1,008)	(800)
Corporate Government Grant in the MTFs	(47,261)	(43,827)	(44,091)	(44,098)

6.3 In December 2017, the government announced the aim of increasing the level of business rates retained by local government from the current 50% to the equivalent of 75% in April 2020. This is less than the 100% currently being piloted by some authorities, including the London pool.

6.4 On 18 September 2018, the Ministry of Housing, Communities and Local Government (MHCLG) published its latest guidance on Business Rates Retention pilots. In respect of the ten 100% business rates retention pilots (excluding London) that were agreed for 2018/19, the guidance states that:-

“Whilst these pilots are set to end on 31 March 2019, we are inviting the areas involved to apply to become 75% business rates retention pilots in 2019/20.”

However, in respect of the London pilot the guidance states:-

“The government will continue to have separate discussions with London about their pilot programme.”

6.5 As part of the 2018/19 pilot, London agreed a “no detriment” clause. A “no detriment” guarantee ensured that the pool, as a whole, could not be worse off than the participating authorities would have been collectively if they had not entered the pilot pool. In the unlikely event of this arising, Government would intervene to provide additional resources and as a result, London would be able to guarantee that no authority could lose out as a result of participating.

6.6 However, in the latest guidance it is stated that:-
“As the pilots are testing the pooled authorities’ approach to risk, the government has agreed that a ‘no detriment’ clause will not be applied to the 2019/20 pilots. Instead, selected areas will test a 95% safety net to reflect increased risk in the proposed increased business rates retention system. Applying a ‘no detriment’ clause to the pilots would not be reflective of the reformed business rates retention system that the government aims to introduce in 2020/21.”

6.7 The deadline for any proposals for new pilots is 25 September 2018 and within the conditions for agreeing these the Government state that:-

“The 2019/20 pilot programme will last for one year only in preparation for the full implementation of a reformed business rates retention system that the government aims to introduce on 1 April 2020 and does not prejudice the discussion the department will be continuing to have with Local Government on the future of the business rates retention system as a whole.”

6.8 Given the uncertainty currently surrounding the future of the London pool, it is not proposed to change the funding currently included in the MTFs at this stage. Details will be included in future reports as more information becomes available and a decision over the continuation of the pool has been determined.

7. Local Government Finance Settlement 2019-20

7.1 The Government has indicated its proposed approach to the 2019/20 Local Government Finance Settlement but final decisions will not be known until the Provisional Local Government Settlement is announced, usually mid-December.

- barring exceptional circumstances and subject to the normal statutory consultation process for the Local Government Finance settlement, the Government intends to use the four year offer allocations set in 2016-17 in the 2019-20 Provisional Local Government Finance Settlement following the Autumn Budget. If the London Business Rates Pilot Pool continues to 2019/20 this will not apply.
- New Homes Bonus 2019/20 - New Homes Bonus calculations are based on additional housing stock reported through the council tax base and decisions

on the baseline for 2019- 20 will be made following a review of the data when it is published in November. Any changes intended for the baseline in 2019-20 will be detailed at the time of the provisional settlement. In 2018-19 the baseline remained at 0.4%. Due to the continued upward trend for house building, the Government expects to increase the baseline in 2019- 20.

- New Homes Bonus 2020 Onward: 2019-20 represents the final year of funding agreed through the Spending Review 2015. In light of this, it is the Government's intention to explore how to incentivise housing growth most effectively, for example by using the Housing Delivery Test results to reward delivery or incentivising plans that meet or exceed local housing need. Government will consult widely on any changes prior to implementation.
- Council Tax Referendum Principles: The Government remains minded to maintain the existing core principles in 2019-20. This would mean:
 - a core principle of up to 3%.
 - a continuation of the Adult Social Care precept, with an additional 2% flexibility available for shire county councils, unitary authorities, London borough councils, the Common Council of the City of London and the Council of the Isles of Scilly. This is subject to total increases for the Adult Social Care precept not exceeding 6% between 2017-18 and 2019-20, and consideration of authorities' use of the Adult Social Care precept in the previous years.
 - the Government intends to provide an update on its proposals for council tax referendum principles including the Adult Social Care precept, alongside the provisional Local Government Finance Settlement 2019-20 which is usually announced mid-December.
- Negative Revenue Support Grant in 2019/20 – This is the name given to a downward adjustment of a local authority's business rates top-up or tariff. This occurs as a consequence of changes to the distribution methodology adopted at the 2016-17 settlement, which formed the basis of the multi-year settlement. In 2019-20 Negative RSG totals £152.9m and affects 168 authorities. Merton is not one of the authorities affected. The Government considers direct elimination of Negative RSG via forgone business rates receipts the preferred approach to resolve Negative RSG, meeting the key criteria of being both fair and affordable. This funding would be met from the Government's share of business rates.

8. Alternative Options

- 8.1 The range of options available to the Council relating to the Business Plan 2019-23 and for setting a balanced revenue budget and fully financed capital programme will be presented in reports to Cabinet and Council in accordance with the agreed timetable.

9. Consultation Undertaken or Proposed

- 9.1 All relevant bodies have been consulted.

9.2 The details in this report will be considered by the Overview and Scrutiny Panels and Commission on the following dates:-

Sustainable Communities	1 November 2018
Healthier Communities and Older People	6 November 2018
Children and Younger People	7 November 2018
Overview and Scrutiny Commission	14 November 2018

9.3 As for 2018/19, it is proposed that a savings proposals consultation pack will be prepared and distributed to all councillors at the end of December 2018 that can be brought to all Scrutiny and Cabinet meetings from 9 January 2019 onwards and to Budget Council. This makes the information more manageable for councillors and ensures that only one version of those documents is available so referring to page numbers at meetings is easier. It considerably reduces printing costs and reduces the amount of printing that needs to take place immediately prior to Budget Council.

9.4 The pack will include:

- Savings proposals
- Equality impact assessment for each saving proposal
- Service plans (these will also be printed in A3 to lay round at scrutiny meetings)

10. Timetable

10.1 In accordance with current financial reporting timetables.

10.2 The proposed timetable for developing the business plan and service plans was approved by Cabinet on 17 September 2018.

11. Financial, resource and property implications

11.1 As contained in the body of the report.

11.2 The Autumn Budget sets out the government's plans for the economy based on the latest forecasts from the Office for Budget Responsibility (OBR). Overall funding allocations for local government will be notified in the review but details of provisional funding allocations for each local authority will not be known until the provisional Local Government Finance Settlement is published in mid/late December 2018. The date of the Autumn Budget 2018 has been announced as 29 October 2018. The date will fall the week after a Brexit summit in Brussels and before another key Brussels Brexit summit mid November. It means there will likely be no Brussels deal available at the time of the budget for the Office for Budget Responsibility to assess in its economic and fiscal risks report (which is published alongside the Treasury's plans for the years ahead).

11.3 The working group being established to look at Brexit implications will feed into future iterations of the Business Plan reports.

12. Legal and statutory implications

12.1 As outlined in the report.

13. Human rights, equalities and community cohesion implications

13.1 None for the purposes of this report. These will be dealt with as the budget is developed for 2019 – 2023.

13.2 Equalities Assessments for replacement savings are provided in Appendix 5. (To follow)

14. Crime and Disorder Implications

14.1 Not applicable.

15. Risk Management and health and safety implications

15.1 There is a specific key strategic risk for the Business Plan, which is monitored in line with the corporate risk monitoring timetable.

16. Appendices – The following documents are to be published with this Report and form part of the Report.

Appendix 1 – Latest draft MTFS 2019-23

Appendix 2 – Proposed Amendments to previously agreed savings

Appendix 3 - New savings/income proposals 2019-23

Appendix 4 – Draft Capital Programme 2019-23

Appendix 5 - Equalities analyses for new and replacement savings **(TO FOLLOW)**

17. Background Papers

17.1 The following documents have been relied on in drawing up this report but do not form part of the report:

Budgetary Control and Final Accounts Working Papers in the Corporate Services Department.

Budget Monitoring working papers

MTFS working papers

18. REPORT AUTHOR

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DRAFT MTFS 2019-23:				
	2019/20	2020/21	2021/22	2022/23
	£000	£000	£000	£000
Departmental Base Budget 2018/19	149,808	149,808	149,808	149,808
Inflation (Pay, Prices)	4,436	7,479	10,522	13,565
Autoenrolment/Nat. ins changes	0	0	0	0
FYE – Previous Years Savings	(4,464)	(6,070)	(6,185)	(6,185)
FYE – Previous Years Growth	(2,506)	(2,006)	(2,006)	(2,006)
Amendments to previously agreed savings/growth	100	100	100	100
Change in Net Appropriations to/(from) Reserves	99	242	398	335
Taxi card/Concessionary Fares	450	900	1,350	1,800
Adult Social Care - Additional Spend	1,054	0	0	0
Growth	0	0	0	0
Other	2,468	4,555	4,835	4,911
Re-Priced Departmental Budget	151,445	155,008	158,822	162,328
Treasury/Capital financing	10,125	11,438	12,814	12,933
Pensions	3,552	3,635	3,718	3,801
Other Corporate items	(16,781)	(16,705)	(16,654)	(16,229)
Levies	607	607	607	607
Sub-total: Corporate provisions	(2,497)	(1,025)	485	1,112
Sub-total: Repriced Departmental Budget + Corporate Provisions	148,948	153,983	159,307	163,440
Savings/Income Proposals 2018/19	(75)	(740)	(740)	(740)
Sub-total	148,873	153,243	158,567	162,700
Appropriation to/from departmental reserves	(1,350)	(1,493)	(1,649)	(1,586)
Appropriation to/from Balancing the Budget Reserve	(6,024)	0	0	0
BUDGET REQUIREMENT	141,499	151,750	156,918	161,114
Funded by:				
Revenue Support Grant	(5,076)	0	0	0
Business Rates (inc. Section 31 grant)	(35,360)	(37,726)	(38,286)	(38,501)
Adult Social Care - Improved Better Care Fund	(1,054)	0	0	0
PFI Grant	(4,797)	(4,797)	(4,797)	(4,797)
New Homes Bonus	(2,028)	(1,304)	(1,008)	(800)
Council Tax inc. WPC	(91,789)	(94,053)	(96,365)	(98,726)
Collection Fund – (Surplus)/Deficit	(742)	0	0	0
TOTAL FUNDING	(140,846)	(137,880)	(140,456)	(142,824)
GAP including Use of Reserves (Cumulative)	653	13,869	16,462	18,290
Potential Unfunded ASC commitments due to Loss of Better Care Funding	0	3,218	3,218	3,218
GAP assuming no new ASC Government Grant (Cumulative)	653	17,087	19,680	21,508
Possible Offset if 2019/20 ASC CT hypothecation can be used to replace Better Care Funding	0	(1,742)	(1,742)	(1,742)
GAP assuming no new ASC Government Grant but 2019/20 CT hypothecation can be used(Cumulative)	653	15,345	17,938	19,766

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - SAVINGS TO BE REPLACED

Panel	Ref	Description of Saving	Baseline Budget £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
C&YP	CSF2015-09	<p><u>Service</u></p> <p>Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p> <p>TOM Implications</p>	<p><u>Cross Cutting</u></p> <p>Review of CSF staffing structure beneath management</p> <p>Deliver for September 2018 so estimated full year effect of £390k split over two years. With changes to the structure of the department, the implementation of SCIS and a focus on minimal education and social care core functions we will redesign our workforce across the smaller department. We have reviewed our workforce following our strategy to reduce agency cost and changes to team management positions. Due to less experienced staff and increased inspection burdens, we revised the risk score for this saving.</p> <p>Expect a reduction of 7 posts from a total of 65FTE.</p> <p>We will prioritise our core statutory education and social care functions.</p> <p>A smaller workforce will reduce our ability to work on cross cutting issues and new developments.</p> <p>We will use the Council's agreed HR policies and procedures for restructuring. An EA will be developed for the service change staffing proposals.</p> <p>The TOM refresh includes an increased focus on delivering the restructure as well as flexible working and the introduction of the SCIS. The CSF workforce needs to be more highly skilled and flexible. Delivery of a functioning MOSAIC product is key to delivering this saving.</p>	1,049	201				High	Medium	SS2

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - SAVINGS TO BE REPLACED

Panel	Ref	Description of Saving	Baseline Budget £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2016-02	Service	Children Social Care & Youth Inclusion							
		Description	Reduced costs/offer through the national centralised adoption initiative	509	78				High	High
		Service Implication	It is anticipated that the regional centralisation of adoption services will deliver savings through a larger commissioning base and the benefit of economies of scale.							
		Staffing Implications	Some staff may TUPE into the regional arrangements but this will not be known until later in the project							
		Business Plan implications	Will be implications with pressures on other CSF services							
		Impact on other departments	We will need to ensure the new arrangements maintain the improvement of the adoption process and post adoption support to maintain and improve outcomes for this group of vulnerable children and young people. We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs.							
		Equalities Implications	In line with CSF TOM							
		TOM Implications								
C&YP	CSF2016-03	Service	Cross Cutting							
		Description	Further staff savings to be identified across the department.	811	150				High	High
		Service Implication	This is likely to impact on managing safe service and failing to meet regulatory requirements							
		Staffing Implications	3-6 staff - we will follow our usual HR processes							
		Business Plan implications	These reductions will place additional burdens on universal targeted and specialist services							
		Impact on other departments	The majority of CSF's General Fund staff are delivering services for highly vulnerable children and young people. We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs.							
		Equalities Implications	The TOM sets out an approach to prioritisation but this level of saving will impact on those already most at risk and vulnerable young people at the top end of our Well Being Model							
		TOM Implications								
Total Children, Schools and Families Savings					429	0	0	0		

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - REPLACEMENT SAVINGS

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2018-01	Service	Children Social Care & Youth Inclusion								
		Description	Reduced costs/offer through the national centralised adoption initiative	509	30				Medium	High	SP1
		Service Implication	It is anticipated that the regional centralisation of adoption services will deliver savings through a larger commissioning base and the benefit of economies of scale.								
		Staffing Implications	Some staff may TUPE into the regional arrangements but this will not be known until later in the project								
		Business Plan implications	Certain services will cease to be provided by Merton as they will be outsourced to a Regional Adoption Agency.								
		Impact on other departments	Will be implications with pressures on other CSF services								
		Equalities Implications	We will need to ensure the new arrangements maintain the improvement of the adoption process and post adoption support to maintain and improve outcomes for this group of vulnerable children and young people. We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs.								
		TOM Implications	In line with CSF TOM								

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - REPLACEMENT SAVINGS

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2018-02	<u>Service</u> Description	<u>Children Social Care & Youth Inclusion</u> Reorganisation of the Children with Disability (CWD), Fostering and Access to Resources (ART) teams and a review of the Common and Shared Assessment (CASA) service.		130				Low/Medium	Medium/High	SS1
		Service Implication	Potential loss of management oversight and increased pressures on the team managers. Potential loss of focus and input into recruitment of foster carers and/or placements as the capacity to do both roles well will be limited. Less resource available for CASA and Early Help assessments and MSCB training budget will need to be used for training around these assessments.								
		Staffing Implications	Risk of redundancy and costs of redundancy for experienced staff. Affecting three to four posts. No specific Implications								
		Business Plan implications	Will be implications with pressures on other CSF services								
		Impact on other departments	We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs.								
		Equalities Implications	This is in line with the CSF TOM and our Child and Young Person well-being model approach.								
		TOM Implications									

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - REPLACEMENT SAVINGS

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2018-03	<u>Service</u> Description	<u>Education</u> Review Early Years : raise income or cease some services in preparation for 2020 where we'd consider withdrawing from direct provision of a childcare offer.		49				Low	Medium	SNS2
		Service Implication	We could consider a combination of both raising income and reducing some services. We will review and consider the impact of ceasing services on the service as well as service users.								
		Staffing Implications	If services are ceased this would impact on staffing. Would								
		Business Plan implications	No specific Implications								
		Impact on other departments	None								
		Equalities Implications	This will reduce support to vulnerable children and families increasing pressure on our parents/carers and universal service's capacity to manage these needs.								
		TOM Implications	The TOM sets out an approach to prioritisation but this level of saving will impact on those already most at risk and vulnerable young people at the top end of our Well Being Model.								

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - REPLACEMENT SAVINGS

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2018-04	<u>Service Description</u>	<u>Education</u> Review schools trade offer, raise charges or consider ceasing services from 2020.		30				Low/Medium	Low	SI1
		Service Implication	All CSF SLAs as well as de-delegated services with schools will be reviewed to ensure i) full cost recovery; ii) LBM charges are in line with other providers. We will also examine further opportunities to trade with schools.								
		Staffing Implications	If schools are unwilling/unable to pay for core and enhanced services this will result in approximately 2 posts deleted.								
		Business Plan implications	Should funding not be secured there will be implications for service volumes and outcomes.								
		Impact on other departments	Possible impact on child protection services if service reductions result in escalations from schools and others.								
		Equalities Implications	We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs.								
		TOM Implications	Education and Social Care services for C&YP will be reduced with higher thresholds for access. The department will continue to be reorganised to reflect downsizing. This saving is in line with TOM direction of travel to focus delivery on the council's statutory duties.								

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - REPLACEMENT SAVINGS

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2018-05	Service Description	Children Social Care Delivery of preventative services through the Social Impact Bond		45				Low	Low	SP1
		Service Implication	The LA will buy into the Pan-London Care Impact Partnership for the provision of a Social Impact Bond (SIB) to deliver services designed to work with families to keep young people out of care using the well established Multi-Systemic (MST) and Functional Family Therapy (FFT) methodologies. This work takes place in the context of a rising population with increasing complex needs.								
		Staffing Implications	None								
		Business Plan implications	No specific Implications								
		Impact on other departments	None								
		Equalities Implications	This is a service for some of our most vulnerable children and young people.								
		TOM Implications	This is in line with the CSF TOM and our Child and Young Person well-being model approach.								
C&YP	CSF2018-06	Service Description	Children Social Care South London Family Drug and Alcohol Court commissioning		45				Low	Low	SP1
		Service Implication	Enable children to return home safely, thereby reducing cost of care placements. This work takes place in the context of a rising population with increasing complex needs.								
		Staffing Implications	None								
		Business Plan implications	No specific Implications								
		Impact on other departments	Potential impact on legal department.								
		Equalities Implications	This is a service for some of our most vulnerable children and young people.								
		TOM Implications	This is in line with the CSF TOM and our Child and Young Person well-being model approach.								
Total Children, Schools and Families Savings					329	0	0	0			
Replacements still to be submitted					(100)	0	0	0			

NEW SAVINGS PROPOSALS 2019-23

SUMMARY (cumulative)	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Total £000
Corporate Services	75	15	0	0	90
Children, Schools & Families	0	550	0	0	550
Environment & Regeneration	0	0	0	0	0
Community & Housing	0	100	0	0	100
Total	75	665	0	0	740
Cumulative Total	75	740	740	740	

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Savings Type

- SS1** Staffing: reduction in costs due to efficiency
- SS2** Staffing: reduction in costs due to deletion/reduction in service
- SNS1** Non - Staffing: reduction in costs due to efficiency
- SNS2** Non - Staffing: reduction in costs due to deletion/reduction in service
- SP1** Procurement / Third Party arrangements - efficiency
- SG1** Grants: Existing service funded by new grant
- SG2** Grants: Improved Efficiency of existing service currently funded by unringfenced grant
- SPROP** Reduction in Property related costs
 - SI1** Income - increase in current level of charges
 - SI2** Income - increase arising from expansion of existing service/new service

NEW SAVINGS 2019-23

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2019/20

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	2019-20 CS01	Service/Section	Revenues and Benefits								
		Description	Amend discretionary rate relief policy	524	75				L	H	SNS2
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	Some charities, sports clubs, education establishments and non profit making organisations will have a reduction in rate relief								
		TOM Implications									

NEW SAVINGS 2019-23

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2019/20

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
	2019-20 CS02	Service/Section Description	Concessionary Travel Charge for Blue Badges			15	0		M	H	SI2
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	All surrounding LA's currently charge. Maximum of £10.00 per badge. Alrerady stated on-line but charge not enforced.								
		TOM Implications	None								
		Corporate Services: New Savings Total			75	15	0	0	90		

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2018-08	Service Description	Education Review Early Years service: radically reduce some services and/or consider withdrawing the Early Years offer.	2,071		150			Medium	High	SS2
		Service Implication	This will mean reduced support for vulnerable children and families accessing targeted services as well as the universal offer. This reduced offer could result in increased numbers needing high cost statutory intervention.								
		Staffing Implications	Majority of costs associated with direct services are staffing costs as part of this proposal. This will equate to approximately 5 members of staff.								
		Business Plan implications	No specific Implications								
		Impact on other departments	These reductions will place additional burdens on universal, targeted and specialist services.								
		Equalities Implications	This will reduce support to vulnerable children and families increasing pressure on our parents/carers and universal service's capacity to manage these needs.								
		TOM Implications	The TOM sets out an approach to prioritisation but this level of saving is likely to impact most on those already most at risk.								

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2018-09	Service Description	Education Radically reduce some statutory education functions	8,137		200			High	High	SS2
		Service Implication	We will agree with schools priorities for the use of the retained DSG to support delivery of a reduced statutory service function.								
		Staffing Implications	Majority of costs associated with direct services are staffing costs as part of this proposal. This will equate to approximately 7 members of staff								
		Business Plan implications	No specific Implications								
		Impact on other departments	No specific Implications expected although we could see some legal challenge.								
		Equalities Implications	We will use the Council's agreed HR policies and procedures for restructuring and will complete EAs. This will reduce support to vulnerable and at risk children, increasing pressure on our universal service's capacity to manage these needs.								
		TOM Implications	Statutory Education and Social Care services for C&YP will be further reduced. The department will be reorganised to reflect downsizing. This saving is in line with TOM direction of travel to focus delivery on the council's statutory duties. Detailed work will need to ensure that risk and vulnerability is prioritised and careful consideration of the ability to deliver the statutory minimum required.								

Panel	Ref	Description of Saving		Baseline Budget 18/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2018-10	Service Description	Children Social Care Radically reduce support for LAC/CSE/respite During 2019/20 we will review our eligibility criteria and service offer for some of our most vulnerable clients. This is likely to mean reduced therapeutic support to highly vulnerable children including looked after children and care leavers	10,545		200			High	High	SNS2
		Service Implication									
		Staffing Implications	These services are mainly commissioned or spot purchased. There may be staffing implications as the current contract means that some of our own staff are employed and could be eligible for redundancy.								
		Business Plan implications	No specific Implications								
		Impact on other departments	These reductions may place additional burdens on universal, targeted and specialist services.								
		Equalities Implications	This will reduce support to vulnerable and at risk children including C&YP In Need, on a Child Protection Plan, on the edge of care, Looked After C&YP, care leavers or young people with complex disabilities, young people in the youth justice system, increasing pressure on our parents/carers and universal service's capacity to manage these needs.								
		TOM Implications	The TOM sets out an approach to prioritisation but this level of saving is likely to impact on those already most at risk and vulnerable young people at the top end of our Well Being Model								
Total					0	550	0	0			

Panel	Ref	Notes	Description of Saving	Baseline Budget 18/19	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Adult Social Care											
			Service								
18/19		Mascot Telecare provides support for individuals to live at home by a combination of alarms and sensors. The service increasingly underpins packages of care provided via social work and reablement teams and can enable practitioners to be more precise with the amount of care visits required. Mascot also provides this service to a large number of self funders, as well as having contracts with Housing Associations to monitor extra care and supported living sites. A new Telecare hub is due to be installed at Mascot in late 2018 which will enable to staff to have more time and opportunity to widen the support offered and seek new commercial opportunities.	<p>Description Mascot Service(Direct Provision) We are planning to maximise income generation from Telecare in a number of ways; Increase individual paying customers Review and renegotiate existing commercial contracts with Housing Associations, and seek more similar business.</p> <p>Service Implication Compete for Telecare contracts in other boroughs. Explore commercial contracts for out of hours and concierge call handling services. Keep abreast of developments in all areas of Assistive Technology, including monitors and sensors, Telehealth, GPS, Robotics and similar. Explore benefits for ASC customers, self funders and as part of a more commercial offer to partner organisations.</p> <p>Staffing Implications There are no staffing implications.</p> <p>Business Plan implications This proposal fits in with the Adult Social Care plan, and Merton's Corporate Business Plan and MTFS</p> <p>Impact on other departments Continued support from IT services, increased liaison with Communications Team</p> <p>Equalities None identified</p> <p>Implications</p> <p>TOM Implications This is in line with the C&H TOM</p>	£470k		£100			Medium	Medium	SNS2
							100				
Total Community & Housing 2020/21							100				

Annex 1 Annex 4

Capital Investment Programme - Schemes for Approval 19-23

Merton - By Department	Proposed 2019/20	Proposed 2020/21	Proposed 2021/22	Proposed 2022/23	Movement from Indicative 2022/23
	£000	£000	£000	£000	£000
Corporate Services	26,252	3,945	12,084	2,995	345
Community and Housing	480	630	280	842	462
Children Schools & Families	16,045	3,202	650	1,900	1,250
Environment and Regeneration	8,060	7,517	7,264	4,007	(10)
Capital	50,837	15,294	20,277	9,744	2,047

Merton - By Service	Proposed 2019/20	Proposed 2020/21	Proposed 2021/22	Proposed 2022/23	Movement from Indicative 2022/23
	£000	£000	£000	£000	£000
Customers, Policy & Improvement	250	0	1,900	0	0
Facilities Management	1,250	950	950	950	0
Infrastructure & Transactions	2,027	1,060	1,012	1,345	345
Resources	0	125	0	700	0
Corporate Items	22,725	1,810	8,222	0	0
Corporate Services	26,252	3,945	12,084	2,995	345
Adult Social Care	0	0	0	0	0
Housing (1)	280	280	280	742	462
Libraries	200	350	0	100	0
Community and Housing	480	630	280	842	462
Primary Schools	650	650	650	1,900	1,250
Secondary School	8,740	2,552	0	0	0
SEN	6,550	0	0	0	0
CSF Schemes	105	0	0	0	0
Children Schools & Families (2)	16,045	3,202	650	1,900	1,250
Public Protection and Developm	60	0	35	0	0
Street Scene & Waste	340	340	340	330	(10)
Sustainable Communities	7,660	7,177	6,889	3,677	0
Environment and Regeneration (3)	8,060	7,517	7,264	4,007	(10)
Capital	50,837	15,294	20,277	9,744	2,047

(1) Excludes any grant funding from the Better Care Fund

(2) Assumed level of School Condition Grant £1.9 Million from 2019-20

(3) Excludes any grant funding from Transport for London

Detailed Capital Programme 2019-23

	Scrutiny	Proposed 2019/20	Proposed 2020/21	Proposed 2021/22	Proposed 2022/23	Movement from Indicative 2022/23
		£000	£000	£000	£000	£000
Corporate Services						
Customer Contact Programme	OSC	250	0	1,900	0	0
Customers, Policy & Improvement		250	0	1,900	0	0
Works to other buildings	OSC	650	650	650	650	0
Civic Centre	OSC	300	0	0	0	0
Invest to Save schemes	OSC	300	300	300	300	0
Water Safety Works	OSC	0	0	0	0	0
Facilities Management Total		1,250	950	950	950	0
IT Systems Projects	OSC	747	0	42	340	240
Social Care IT System	OSC	400	0	0	0	0
Planned Replacement Programme	OSC	880	1,060	970	1,005	105
Infrastructure & Transactions		2,027	1,060	1,012	1,345	345
Financial System	OSC	0	0	0	700	0
ePayments System	OSC	0	125	0	0	0
Resources		0	125	0	700	0
Acquisitions Budget	OSC	0	0	7,035	0	0
Capital Bidding Fund	OSC	0	0	1,186	0	0
Multi Functioning Device (MFD)	OSC	600	0	0	0	0
Housing Company	OSC	22,125	1,810	0	0	0
Corporate Items		22,725	1,810	8,222	0	0
Corporate Services		26,252	3,945	12,084	2,995	345
Community and Housing		£000	£000	£000	£000	£000
Disabled Facilities Grant (1)	SC	280	280	280	280	0
LD Supported Living	SC	0	0	0	462	462
Housing		280	280	280	742	462
West Barnes Library Re-Fit	SC	200	0	0	0	0
Library Self Service	SC	0	350	0	0	0
Library Management System	SC	0	0	0	100	0
Libraries		200	350	0	100	0
Community and Housing		480	630	280	842	462

(1) Excludes any grant funding from the Better Care Fund

(2) Assumed level of School Condition Grant £1.9 Million from 2019-20

(3) Excludes any grant funding from Transport for London

Detailed Capital Programme 2019-23 Continued.....

	Scrutiny	Proposed 2019/20	Proposed 2020/21	Proposed 2021/22	Proposed 2022/23	Movement from Indicative 2022/23
Children Schools & Families		£000	£000	£000	£000	£000
Schs Cap Maint & Accessibility	CYP	650	650	650	1,900	1,250
Primary Schools		650	650	650	1,900	1,250
Harris Academy Morden	CYP	3,044	0	0	0	0
St Mark's Academy	CYP	2,752	2,552	0	0	0
Harris Academy Wimbledon	CYP	2,944	0	0	0	0
Secondary School		8,740	2,552	0	0	0
Perseid	CYP	0	0	0	0	0
Cricket Green	CYP	4,002	0	0	0	0
Secondary School Autism Unit	CYP	1,360	0	0	0	0
Further SEN Provision	CYP	1,188	0	0	0	0
Melrose primary SEMH annex - 16 places	CYP	0	0	0	0	0
Primary ASD base 1 - 20 places	CYP	0	0	0	0	0
Primary ASD base 2 - 20 places	CYP	0	0	0	0	0
Secondary SEMH/medical PRU - 20 places	CYP	0	0	0	0	0
New ASD school (Haydons Road) -40 places	CYP	0	0	0	0	0
SEN		6,550	0	0	0	0
Admissions IT System	CYP	105	0	0	0	0
CSF Schemes		105	0	0	0	0
Children Schools & Families (2)		16,045	3,202	650	1,900	1,250

(1) Excludes any grant funding from the Better Care Fund

(2) Assumed level of School Condition Grant

(3) Excludes any grant funding from Transport for London

Detailed Capital Programme 2019-23 Continued.....

	Scrutiny	Proposed 2019/20	Proposed 2020/21	Proposed 2021/22	Proposed 2022/23	Movement from Indicative 2022/23
Environment & Regeneration		£000	£000	£000	£000	£000
Parking Improvements	SC	60	0	0	0	0
Public Protection and Developm	SC	0	0	35	0	0
Public Protection and Developm		60	0	35	0	0
Fleet Vehicles	SC	300	300	300	300	0
Alley Gating Scheme	SC	40	40	40	30	(10)
Smart Bin Leases - Street Scen	SC	0	0	0	0	0
Waste SLWP	SC	0	0	0	0	0
Street Scene & Waste		340	340	340	330	(10)
Street Trees	SC	60	60	60	60	0
Highways & Footways	SC	3,067	3,067	3,067	3,067	0
Mitcham Area Regeneration	SC	1,301	1,000	533	0	0
Wimbledon Area Regeneration	SC	0	0	0	0	0
Morden Area Regeneration	SC	500	2,000	2,500	0	0
Borough Regeneration	SC	0	0	0	0	0
Morden Leisure Centre	SC	242	0	0	0	0
Sports Facilities	SC	1,500	250	250	250	0
Parks	SC	991	800	479	300	0
Sustainable Communities		7,660	7,177	6,889	3,677	0
Environment and Regeneration (3)		8,060	7,517	7,264	4,007	(10)
Capital		50,837	15,294	20,277	9,744	2,047

(1) Excludes any grant funding from the Better Care Fund

(2) Assumed level of School Condition Grant

(3) Excludes any grant funding from Transport for London

Annex 5

Indicative Capital Programme 2023-28

	Scrutiny	Proposed Indicative 2023/24	Proposed Indicative 2024/25	Proposed Indicative 2025/26	Proposed Indicative 2026/27	Proposed Indicative 2027/28
Corporate Services		£000	£000	£000	£000	£000
Customer Contact Programme	OSC	0	0	1,000	1,000	1,000
Customer, Policy & Improvement		0	0	1,000	1,000	1,000
Works to other buildings	OSC	650	650	650	650	650
Invest to Save schemes	OSC	300	300	300	300	300
Facilities Management Total		950	950	950	950	950
Planned Replacement Programme	OSC	720	905	1,060	970	1,005
IT Systems Projects	OSC	625	500	325	50	425
Social Care IT System	OSC	2,100	0	0	0	0
Infrastructure & Transactions		3,445	1,405	1,385	1,020	1,430
Multi Functioning Device (MFD)		0	600	0	0	0
Corporate Items	OSC	0	600	0	0	0
Corporate Services		4,395	2,955	3,335	2,970	3,380
Community and Housing		£000	£000	£000	£000	£000
Disabled Facilities Grant (1)	SC	280	280	280	280	280
LD Supported Living	SC	145	0	0	0	0
Housing		425	280	280	280	280
Library Enhancement Works	SC	0	0	350	0	0
Library Management System	SC	0	0	0	0	100
Libraries		0	0	350	0	100
Community and Housing		425	280	630	280	380
Children Schools & Families		£000	£000	£000	£000	£000
Schs Cap Maint & Accessibility (2)	CYP	1,900	1,900	1,900	1,900	1,900
Primary Schools		1,900	1,900	1,900	1,900	1,900
Children Schools & Families		1,900	1,900	1,900	1,900	1,900
Environment and Regeneration (3)		£000	£000	£000	£000	£000
Parking Improvements	SC	0	60	0	0	0
Public Protection and Developm	SC	0	0	0	35	0
Street Scene & Waste		0	60	0	35	0
Fleet Vehicles	SC	300	300	300	300	300
Alley Gating Scheme	SC	30	30	30	30	30
Waste SLWP	SC	0	0	3,998	0	0
Street Scene & Waste		330	330	4,328	330	330
Street Trees	SC	60	60	60	60	60
Highways & Footways	SC	3,067	3,067	3,067	3,067	3,067
Sports Facilities	SC	250	250	250	250	250
Parks	SC	300	300	300	300	300
Sustainable Communities		3,677	3,677	3,677	3,677	3,677
Environment and Regeneration		4,007	4,067	8,005	4,042	4,007
Capital		10,727	9,202	13,870	9,192	9,667

(1) Excludes any grant funding from the Better Care Fund

(2) Assumed level of School Condition Grant

(3) Excludes any grant funding from Transport for London

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