

## Cabinet

**Date: 12 November 2018**

**Subject: Financial Report 2018/19 – September 2018**

Lead officer: Roger Kershaw

Lead member: Mark Allison

### Recommendations:

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- A. That Cabinet note the financial reporting data relating to revenue budgetary control, showing a forecast net overspend at year end of £1.92 million, 0.36% of gross budget.
- B. That Cabinet approve the virement of £100k between Environment & Regeneration & Corporate Services in relation to the funding of RingGo card processing charges.
- C. That Cabinet approve the virement of £302k between Community Care Placement Contingency and Housing Related Support (both in Adult Social Care placements). Savings were allocated to an incorrect cost centre at the start of the financial year.
- D. That Cabinet note the position in respect of the Capital Programme contained in Appendix 5b and approve the items in the Table below:

Scheme		2018/19 Budget	2019/20 Budget	Narrative
<b><u>Corproate Service</u></b>				
Planning and Public Protection	(1)	(199,730)	199,730	Reflects Projected Spending Pattern
Housing Company	(1)	(200,000)	200,000	Reflects Current Projected Spending Pattern
<b><u>Children, Schools and Families</u></b>				
Cricket Green expansion	(1)	(150,000)	150,000	Reflects the estimated programme post contract award
Healthy Schools	(1)	188,630	0	Funded by CSF Grant
<b><u>Environment and Regeneration</u></b>				
Highway Bridges and Structures	(1)	200,000	(200,000)	Re-profiled in accordance with projected spend
Polka Theatre	(1)	0	150,000	To achieve ongoing revenue savings
Bus Priority Scheme	(1)	(150,000)	0	Correction to TfL Schemes
Mitcham Town Centre	(1)	(435,680)	425,000	CIL scheme re-profiled
School Part Time Road Closure	(1)	74,000	0	TfL funded scheme
<b>Total</b>		<b>(672,780)</b>	<b>924,730</b>	

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## 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This is the financial monitoring report for period 6, 30<sup>th</sup> September 2018 presented in line with the financial reporting timetable.

This financial monitoring report provides:-

- The income and expenditure at period 6 and a full year forecast projection.
- An update on the capital programme and detailed monitoring information;
- An update on Corporate Items in the budget 2018/19;
- Progress on the delivery of the 2018/19 revenue savings

## 2. THE FINANCIAL REPORTING PROCESS

2.1 The budget monitoring process in 2018/19 will continue to focus on adult social care and children's social care as these areas overspent in 2017/18 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; however this action is not sustainable longer term.

## 2.3 2018/19 FORECAST OUTTURN BASED UPON LATEST AVAILABLE DATA

**Executive summary** – At period 6 to 30<sup>th</sup> September 2018, the year-end forecast is a net £1.92m overspend compared to the current budget, 0.36% of the gross revenue budget (£2.78m forecast overspend at period 5). This is a decrease of £0.86m (0.16%) compared to last month.

### Summary Position as at 30<sup>th</sup> September 2018

	Current Budget 2018/19 £000s	Full Year Forecast (Sept) £000s	Forecast Variance at year end (Sept) £000s	Forecast Variance at year end (Aug) £000s	Outturn variance 2017/18 £000s
<b>Department</b>					
3A. Corporate Services	10,585	9,295	(1,290)	(1,257)	(812)
3B. Children, Schools and Families	56,495	59,742	3,247	3,630	2,249
3C. Community and Housing	64,093	64,317	224	426	922
3D. Public Health	0	86	86	86	0
3E. Environment & Regeneration	18,550	18,168	(381)	(633)	(1,211)
Overheads	0	0	0	0	0
<b>NET SERVICE EXPENDITURE</b>	<b>149,723</b>	<b>151,609</b>	<b>1,886</b>	<b>2,253</b>	<b>1,148</b>
<b>3E. Corporate Items</b>					
Impact of Capital on revenue budget	8,404	8,930	526	527	(103)
Other Central budgets	(14,732)	(15,223)	(491)	0	(823)
Levies	938	938	0	0	0
<b>TOTAL CORPORATE PROVISIONS</b>	<b>(5,390)</b>	<b>(5,355)</b>	<b>35</b>	<b>527</b>	<b>(926)</b>
<b>TOTAL GENERAL FUND</b>	<b>144,333</b>	<b>146,254</b>	<b>1,921</b>	<b>2,780</b>	<b>222</b>
<b>FUNDING</b>					
Revenue Support Grant	0	0	0	0	1
Business Rates	(45,636)	(45,636)	0	0	182
Other Grants	(11,258)	(11,258)	0	0	(670)
Council Tax and Collection Fund	(87,439)	(87,439)	0	0	0
<b>FUNDING</b>	<b>(144,333)</b>	<b>(144,333)</b>	<b>0</b>	<b>0</b>	<b>(487)</b>
<b>NET</b>	<b>(0)</b>	<b>1,921</b>	<b>1,921</b>	<b>2,780</b>	<b>(265)</b>

The current level of GF balances is £12.778m and the minimum level reported to Council for this is £12.09m. This means that another reserve or further savings will need to be found to offset the remaining £1.233m overspend.

### 3. DEPARTMENTAL SUMMARY OF CURRENT POSITION

#### Corporate Services

Division	2018/19 Current Budget £000	2018/19 Full year Forecast (September) £000	2018/19 Full Year Forecast Variance (September) £000	2018/19 Full Year Forecast Variance (August) £000	2017/18 Outturn Variance £000
Customers, Policy & Improvement	3,567	3,592	25	61	46
Infrastructure & Technology	11,173	10,939	-234	-314	71
Corporate Governance	2,431	2,431	0	18	-229
Resources	5,997	5,703	-294	-253	-515
Human Resources	1,811	1,819	8	-2	-207
Corporate Other	796	1	-795	-767	22
<b>Total (Controllable)</b>	<b>25,775</b>	<b>24,485</b>	<b>-1,290</b>	<b>-1,257</b>	<b>-812</b>

#### Overview

At the end of period 6 (September) the Corporate Services (CS) department is forecasting an underspend of £1,290k at year end. The table above reflects the new structure within Corporate Services in 2018/19. This is an increase in the forecast underspend of £33k compared to the period 5 (August) position.

#### Customers, Policy and Improvement - £25k over

The principal reason for the forecast overspend is lower than budgeted advertising income within the Communications Service. This is partly offset by additional income within the registrars and translations service reflecting an increased level of demand and a lower than budgeted cost of the cash collection service. There has been a favourable movement of £36k from the position reported in August, mainly due to an increase in the level of income forecast for the registrars and translation services based on the current level of demand for these services.

### **Infrastructure & Technology - £234k under**

There is a forecast underspend of £147k against the corporate print strategy budget that reflects the recharge to clients for the services provided within the division. There is an underspend of £86k against the Business Systems budget principally due to vacant posts and recharge income from CHAS. There is also additional rental income compared to the budget for the Civic Centre. These underspends are partly offset by a lower than expected income from the professional development centre (Chaucer Centre) where the number of bookings is expected to be below the budgeted level. There has been an adverse movement of £80k from the position reported in August, mainly due to an increase in the salary forecast within the Business Systems budget reflecting the latest position regarding the current recruitment process.

### **Corporate Governance - no variation from budget**

Whilst the overall forecast position is on budget, the budget for the South London Legal partnership (SLLp) is forecast to overspend by £23k. The latest income projections, based on chargeable hours at the end of September, alongside the latest expenditure projections, would suggest that a significant deficit on the SLLp trading position could be incurred in 2018/19 unless action is taken. At the moment, the deficit is projected to be in the region of £123k and Merton's share of that deficit would be £23k. The income levels will continue to be assessed in the coming months and adjustments to the forecast will be made if necessary.

### **Resources - £294k under**

The Merton Bailiff Service is forecasting to underspend by £283k mainly due to income in excess of the budget. This is in line with the 2017/18 position. There is a forecast underspend of £169k within Benefits Administration principally due to additional one-off unbudgeted income from DWP for a number of schemes. There is a forecast overspend with Local Taxation Services of £50k principally due to additional IT licence and postage costs. There is a forecast underspend within the Assistant Director's budget of £57k mainly within consultancy that will be used to part fund a forecast overspend of £223k on the Financial Information System budget where some additional temporary staffing resource is required pending a request to increase the permanent establishment by one full-time equivalent post to meet additional demand. There is also a forecast overspend within the budget for external audit fees to reflect the latest agreement with Ernst & Young. The forecast for bank charges reflects an agreement from E&R to fund £100k of additional credit card charges relating to the increased volume of transactions on the RingGo contract. Cabinet will be requested to approve a virement in November. There has been a favourable movement of £41k from the position reported in August mainly due to a reduction in the forecast for agency and salary costs

### **Human Resources – £8k over**

There are a number of vacant posts within the division that are offset by a number of budget pressures including lower than budgeted income from schools as part of the buyback scheme and higher than budgeted costs of the shared payroll system and iTrent client team that are charged by the London Borough of Kingston. There has been an adverse movement of £10k from the position reported in August mainly due to an increase in the forecast cost of the payroll partly offset by a reduction in the forecast for training costs.

### **Corporate Items - £795k under**

The Housing Benefit budget shows a forecast surplus of £1.5m on the account against a budgeted surplus of £1m. The £0.5m unbudgeted surplus relates to an underspend against the budget to top-up the bad debt provision. It has been assessed that no increase to the provision will be required in 2018/19 given that the existing level of provision is prudent, subject to final audit. The remaining underspend relates to the budget held for corporately funded items which is not forecast to be required at this stage. This is partly offset by a forecast overspend on Merton's share of the coroners' court due to unbudgeted costs of the Westminster Bridge inquiry. There has been a favourable movement of £28k from the position reported in July mainly due to an increase in the forecast charge to clients for use of the Commensura agency staff service.

### **Environment & Regeneration**

<b>Environment &amp; Regeneration</b>	<b>2018/19 Current Budget</b>	<b>Full year Forecast (Sept)</b>	<b>Forecast Variance at year end (Sept)</b>	<b>Forecast Variance at year end (Aug)</b>	<b>2017/18 Outturn Variance</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Public Protection	(10,987)	(11,681)	(694)	(904)	(1,602)
Public Space	15,126	14,826	(300)	(311)	632
Senior Management	953	953	0	73	3
Sustainable Communities	8,104	8,717	613	509	(244)
<b>Total (Controllable)</b>	<b>13,196</b>	<b>12,815</b>	<b>(381)</b>	<b>(633)</b>	<b>(1,211)</b>

Description	2018/19 Current Budget	Forecast Variance at year end (Sept)	Forecast Variance at year end (Aug)	2017/18 Variance at year end
	£000	£000	£000	£000
Overspend within Regulatory Services	578	169	116	78
Underspend within Parking Services	(12,451)	(851)	(999)	(1,663)
Underspend within Safer Merton & CCTV	886	(12)	(21)	(47)
<b>Total for Public Protection</b>	<b>(10,987)</b>	<b>(694)</b>	<b>(904)</b>	<b>(1,602)</b>
Underspend within Waste Services	13,850	(660)	(682)	97
Underspend within Leisure & Culture	736	(66)	(6)	(166)
Overspend within Greenspaces	1,400	309	309	754
Overspend within Transport Services	(860)	117	68	(53)
<b>Total for Public Space</b>	<b>15,126</b>	<b>(300)</b>	<b>(311)</b>	<b>632</b>
Overspend within Senior Management & Support	953	0	73	3
<b>Total for Senior Management</b>	<b>953</b>	<b>0</b>	<b>73</b>	<b>3</b>
Overspend within Property Management	(2,901)	372	156	(422)
Overspend within Building & Development Control	(32)	225	147	397
Overspend within Future Merton	11,038	16	206	(219)
<b>Total for Sustainable Communities</b>	<b>8,104</b>	<b>613</b>	<b>505</b>	<b>(244)</b>
<b>Total Excluding Overheads</b>	<b>13,196</b>	<b>(381)</b>	<b>(633)</b>	<b>(1,211)</b>

## Overview

The department is currently forecasting an underspend of £381k at year end. The main areas of variance are Parking Services, Waste Services, Greenspaces, Property Management, and Development & Building Control.

## Public Protection

### **Parking Services underspend of £851k**

The underspend is mainly as a result of additional penalty charge notices being issued, following the implementation of the ANPR system across the borough (£1,110k). The positive effects of this fully functional system are beginning to be realised e.g. a reduction in congestion and improved traffic flow.

Included within this forecast is employee related overspend of c£182k due to a combination of savings not yet implemented and increased demand.

There have been delays in implementing all of the parking savings to date. In terms of ANPR, there was an initial assumption that there would be a peak in the processing work and, balanced with on-going compliance, the processing volume would drop. However, although the section still expects compliance to further increase, it has not yet occurred to the level expected as processing volumes remain above estimated levels, leading to the need to continue to employ additional agency staff.

Staffing restructures have been further delayed by the recent retirement of the Parking Services Manager, but these are now being revisited by the new Manager.

During December, free parking will be provided every Sunday within all town centre car parks in the run up to Christmas, as well as on Saturday 23<sup>rd</sup> and Christmas Eve. This will result in an estimated loss of income of c£25k.

### **Regulatory Services overspend of £169k**

On the 1<sup>st</sup> November 2017, Wandsworth became the third member of the Regulatory Services Partnership, joining Merton and Richmond. A management restructure is currently out for staff consultation, with an estimated go live date of 1<sup>st</sup> November. Work is also well under way with updating and agreeing a revised cost allocation methodology for the three partners, which will have an impact of the section's forecast. Therefore, a revised forecast will need to be provided as soon as this has been agreed.

### **Public Space**

#### **Waste Services underspend of £660k**

The forecast underspend is largely as a result of an in-year underspend on disposal costs of £1,064k, which can be attributed to two main factors. Firstly, the section has experienced a c11% reduction in waste being landfilled this financial year – this is fairly consistent with the c8% reduction in total waste tonnages being generated across all of the authority's waste streams. Secondly, Viridor our disposal contractor, has now begun testing the new ERF facility. During this commissioning phase, currently three months, the authority will benefit from reduced disposal costs leading to an estimated cost reduction of c£500k this financial year only.

This forecast underspend on disposal costs is being partially offset by the mobilisation costs relating to the October 2018 service change (£350k), although the section is seeking alternative funding arrangements for part of the mobilisation costs.

#### **Greenspaces overspend of £309k**

Although significant savings have been realised, the section is forecasting to overspend on the idverde parks and ground maintenance service by around £158k. Work is underway to reduce this and to resolve the overspend.

The section is also currently forecasting to underachieve on its income expectations in the following areas. Firstly, on events related income (£98k), whereby related savings of £170k have been implemented over the last few 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, it is now recognised that saving E&R26 (£60k) i.e. P&D within certain parks, will only achieve c£9k. In part, this is as a consequence of the proposal to include charging on Saturdays being dropped following consultation alongside a significant reduction in commuter (paid for) parking. Mitigating actions are being considered and will be reported accordingly.

## **Sustainable Communities**

### **Property Management overspend of £372k**

The principal reason for the forecast overspend relates to costs involved with the management of Battle Close, which is now the responsibility of the Authority following the recent departure of the leaseholder (£538k). Consideration is being given to reducing the security and holding costs for Battle Close by demolition.

The section is also forecasting to incur some significant, but essential, costs this year on several of the buildings the Authority manages, resulting in a forecast premises related overspend of £264k.

These pressures are being partially mitigated by exceeding their commercial rental income expectations by £544k mainly due to conducting the back log of rent reviews in line with the tenancy agreements. Approximately £154k relates to ongoing rental income but £390k is one-off due this year only.

### **Development & Building Control overspend by £225k**

The section is forecasting to underachieve on income by £273k, in particular within building control, which reflects the continued reduction in the Authority's market share against target.

### **Virement**

Corporate Services incur the additional card charges relating to the increased volume of transactions on the RingGo contract, and so E&R have agreed to fund these additional charges, currently estimated to be £100k. Cabinet are requested to approve this virement.



## Children Schools and Families

Children, Schools and Families	2018/19 Current Budget £000	Full year Forecast (Sep) £000	Forecast Variance at year end (Sep) £000	Forecast Variance at year end (Aug) £000	2017/18 Variance at year end £000
Education	19,301	19,843	542	621	(703)
Social Care and Youth Inclusion	21,499	24,804	3,305	3,541	3,596
Cross Department budgets	480	461	(19)	(25)	(95)
PFI	8,075	7,764	(311)	(236)	(342)
Redundancy costs	2,124	1,854	(270)	(270)	(207)
<b>Total (controllable)</b>	<b>51,479</b>	<b>54,726</b>	<b>3,247</b>	<b>3,631</b>	<b>2,249</b>

### Overview

At the end of September Children Schools and Families had a forecast overspend of £3.247m on local authority funded services; a reduction in overspend from August's forecast. The overspend is mainly due to the volatile nature of placement and SEN transport budgets, and the current volume of CSC activity and Education, Health and Care Plan (EHCP) requests. Despite an increasing population, Merton is managing to keep our number of looked after children in care stable through a combination of actions, which is detailed in the management action section below.

The CSF department received £500k growth for the current financial year that has mainly been used to fund the additional eight social workers that were previously funded through contingency for three years and were last year part of the departmental overspend. Last year's overspend also included planned underspends and non-recurring management action which, together with additional demographic growth for this year, is currently forecast to result in a higher overspend for the current financial year.

### Local Authority Funded Services

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

Description	Budget £000	Sep £000	Aug £000	2017/18 £000
Procurement & School organisation	643	(267)	(157)	(319)
SEN transport	4,133	966	962	566
Other small over and underspends	14,525	(157)	(184)	(738)
<b>Subtotal Education</b>	<b>19,301</b>	<b>542</b>	<b>621</b>	<b>(703)</b>
Fostering and residential placements (ART)	7,094	639	630	813
Un-accompanied asylum seeking children (UASC)	901	830	1,126	693
Community Placement	0	956	956	750
No Recourse to Public Funds (NRPF)	21	290	261	353
MASH & First Response staffing	1,587	234	228	403
Other small over and underspends	11,896	356	340	288
<b>Subtotal Children's Social Care and Youth Inclusion</b>	<b>21,499</b>	<b>3,305</b>	<b>3,541</b>	<b>3,596</b>

### Education Division

Procurement and school organisation budgets are forecast to underspend by £267k because of lower spend on revenue budgets, which has slipped to next year. This budget relates to the revenue cost of construction projects. 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 £966k at the end of the financial year, which includes £858k taxi cost and £165k direct payments. The forecast outturn for taxis is £3.214m, circa £442k more than last year, but a slight reduction in the reported forecast last month. The forecast overspend reflects increased demand over a number of years including the 51 extra children transported by taxi (21% increase in routes) compared to this time last year. The forecast is a slight reduction this month as over the summer substantial work was undertaken to re-tender and improve the efficiency of routes that meant that although 39 extra children are being transported compared to the spring term there are only 9 extra taxi routes. The number of children needing transport has increased significantly due to the increase in EHCPs requiring a specialist placement, and there continue to be pressures. Strategies are in place to alleviate this further, including continuing to maximise any further opportunities for placing more children on the buses, re-tendering routes, considering any consolidation possible and encouraging parents to agree personal budgets to directly arrange transport. The expansion of Cricket Green School will enable extra local places from September 2019 and officers are further reviewing the range of in-borough provision to reduce the reliance on transporting significant distances to out of borough schools.

There are various other small over and underspends forecast across the division netting to a £157k underspend. These combine with the items described above to arrive at the total reported divisional overspend of £542k.

### Children's Social Care and Youth Inclusion Division

The numbers of Looked after Children (LAC) in Merton remains relatively stable and we continue to maintain relatively low levels of children in care as detailed in the table below.

Overview	2016	2017	2018
Number of children in care as at 31st March	163	152	154
Of which UASC	22	20	28
Rate per 10,000	35	33	33
London Rate	51	50	n/a
England Rate	60	62	n/a

While the numbers remain relatively stable, the complexity of a significant proportion of cases is causing cost pressures as detailed below. Placement costs are reviewed on a monthly basis to ensure that projections of spend are as accurate as possible. Between August and September the forecast placement overspend has increased slightly by £9k, as detailed in the table below.

Service	Budget £000	Forecast spend £000	Variance		Placements	
			Sep £000	Aug £000	Sep Nr	Aug Nr
Residential Placements	2,271	2,420	149	110	17	19
Independent Agency Fostering	1,816	1,958	142	150	40	41
In-house Fostering	978	1,395	417	410	61	60
Secure accommodation	136	122	(14)	(14)	2	2
Mother and baby	101	0	(101)	(101)	0	0
Supported lodgings/housing	1,792	1,838	46	76	54	54
<b>Total</b>	<b>7,094</b>	<b>7,733</b>	<b>639</b>	<b>630</b>	<b>174</b>	<b>176</b>

The ART service seeks to make placements with in-house foster carers wherever possible and in line with presenting needs, however, the capacity within our in-house provision and 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 £149k. The increase in cost is due to a new respite package, the overall numbers of young people in residential care has reduced but was included in the previous month's forecast.
- The agency fostering placement overspend has reduced by a further £8k from last month. This is due to two children leaving and one new child being placed.
- The in-house foster carer expenditure is forecast to overspend by £417k for the year. The increase of £7k from last month is due to the net increase of one child in placement.
- There has been no movement in the number of young people in secure accommodation. The forecast remains the same at £122k.
- We still have had no mother and baby assessment placements for this year and are therefore forecasting no expected spend at this stage.
- We are forecasting that the budget for semi-independent accommodation and supported lodgings/housing placements will overspend by £46k. There were 54 semi-independent placements for young people at the end of September 2018. Although numbers have stayed the same, the overall costs reduced by £30k due to a revised estimate of one placement.

At the end of September, UASC placements and previously UASC that are now care leavers are expected to overspend by £830k this year.

Service	Budget £000	Forecast spend £000	Variance		Placements	
			Sep £000	Aug £000	Sep Nr	Aug Nr
Independent Agency Fostering	372	392	20	120	9	12
In-house Fostering	362	527	165	325	21	20
Supported lodgings/housing	167	812	645	681	31	31
<b>Total</b>	<b>901</b>	<b>1,731</b>	<b>830</b>	<b>1,126</b>	<b>61</b>	<b>63</b>

- At the end of September, we had 30 placements for UASC young people under 18. We receive a proportion of the UASC grant received by the Council towards these placements, the rest being allocated to 14+. The overall cost for Fostering has reduced from £445k in August to £185k in September. £237k of this reduction relates to additional grant expected from the 2017/18 final settlement.
- We have budgeted for 31 young people aged 18+ with no recourse to public funds in semi-independent accommodation who were formerly UASC young people. Once UASC young people reach 18, we retain financial responsibility for them until their immigration status is agreed. We have included those young people currently in placement who are under 18 and who will become 18 during this financial year in the forecast.
- For 2017/18 Merton received additional UASC capacity support funding of £94k. We are expecting a higher allocation for the current financial year as we have now reached our target of UASC numbers equivalent to 0.07% of our child population on the Pan London Rota, but have not had the allocation confirmed. Once our allocation has been confirmed, we will adjust the forecast.

We are forecasting a £956k overspend on a community placement. This provision relates to a complex case currently under discussion between the CCG and the local authority. The figure is our best estimate at this stage but is subject to change. A review has been underway to change the current provision with the intention that this should reduce the cost to Merton, but unfortunately the intended provider has withdrawn from the review and as a result it will not be possible to quantify any likely reduction in costs until fresh proposals are agreed. The current position of the CCG is that this is accepted as a continuing care case and that the council should be responsible for the education cost only. Once settled it is likely to mean that the reduced cost apportioned to the council will transfer from the general fund to the DSG.

The NRPF budget is £21k this year, which is the same as last year. It is forecast to overspend by £290k in the current financial year. This is about £63k less than last year's overspend. The NRPF worker is working closely with housing colleagues to manage cases as they arise and also reviews historic cases to identify ones where claimant circumstances have 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. Strong gate keeping has resulted in a reduction of overall numbers from a peak of about 30 in 2016/17 to a current caseload of 15.

We are expecting to overspend by £234k on the MASH and First Response teams' staffing costs. This is because the team is covering 13 vacancies out of an establishment of 30 (excluding Common and Shared Assessments and management also included in this service area on iTrent) with agency staff due to difficulty in recruiting permanent members of staff. This is again a reduction from last month's overspend.

There are various other small over and underspends forecast across the division netting to a £340k overspend. These combine with the items described above to arrive at the total reported divisional overspend of £3,541k.

## Dedicated Schools Grant (DSG)

DSG funded services are forecast to overspend by £5.034m. Of this overspend £340k can be funded from the DSG reserve, but at the current estimate, the DSG will be going into a deficit position during this financial year. This will be carried forward as a negative reserve, similar to other boroughs. Variances between individual nominals have been shown in the overall departmental analyses.

The main reasons for the forecast relates to an estimated overspend of £3.755m on Independent Day School provision. It is likely that these numbers will increase slightly towards year-end. There will be a review of contributions from the CCG for placement costs.

Other pressures include £584k on EHCP allocations to Merton primary and secondary schools, £771k on EHCP allocations to out of borough maintained primary, secondary and special schools, and £750k on one-to-one support, OT/SLT and other therapies as well as alternative education. We are also forecasting a £722k underspend on independent residential placements. The table below shows the increase in number of EHCPs over the past 4 years.

+Type of Provision	Jan 2015 (Statements and EHCPs)		Jan 2016 (Statements and EHCPs)		Jan 2017 (Statements and EHCPs)		Jan 2018 (Statements and EHCPs)	
	No.	%	No.	%	No.	%	No.	%
Mainstream School (inc. Academies)	456	44%	423	39%	432	34%	526	35%
State Funded Special School	338	32%	354	33%	386	31%	415	28%
Independent/Non-Maintained Provision (including Other Independent Special Schools)	119	11%	145	13%	178	14%	217	15%
ARP (Additional Resourced Provision)	113	11%	108	10%	137	11%	116	8%
Further Education	0	0%	20	2%	97	8%	164	11%
Early Years (inc. Private & Voluntary Settings)	4	0%	5	0%	2	0%	7	0%
Other (including children Educated at Home, Pupil Referral Units and Secure Units)	15	1%	23	2%	32	3%	41	3%
<b>Total</b>	<b>1045</b>	<b>100%</b>	<b>1078</b>	<b>100%</b>	<b>1264</b>	<b>100%</b>	<b>1486</b>	<b>100%</b>

There are various other smaller over and underspends forecast across the DSG netting to a £104k underspend which, combined with the items above, equates to the net overspend of £5.034m.

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. We are also working with other authorities on the deficit DSG issue.

Although the pressures on the high needs block are clear from the budget monitoring figures highlighted above, some schools are also having trouble in setting balanced budgets with the funding provided to them through the funding formula. The number of schools setting deficit budgets has increased from five in 2017/18 to eleven in 2018/19. The main reasons for setting deficit budgets relate to a combination of factors. These include unfunded pay increases, increased cost relating to children that require additional support but do not meet statutory thresholds, reduction in pupil numbers and reduced levels of reserves that schools would previously have used to balance their budgets.

## **Management action**

### Staffing

The number of employed Social Workers dipped slightly during quarter two to 122 (115.31WTE) from 125 (117.3 WTE) in Q10, despite ongoing strong recruitment over the last 6 months. There have been 16 new starters in Q1 & Q2. Additionally, 1 Team Manager (MASH), 2 SW's and 4 NQSW's from Front line are due to start in October/November, plus offers have been made to 2 Team Manager (S&CP1 & 14+) and 3 SW's (FR). Vacancy rates increased slightly in Q2 to 22.30% (from 20.44% in Q1), which reflects the increase in leavers in the last 2 quarters (15 SW's). Turnover reduced this quarter to 17.28% (from 18.45% in Q1).

Agency social workers make up 17% of the Social Worker workforce. Agency expenditure is on a downward trend (£436,854 in Q2) and the lowest spend in many years. 38% of all agency workers are working in MASH or First Response, although strong recruitment to the vacant posts in FR is steadily reducing this figure. 36% are in Safeguarding & Care Planning. Most agency workers are covering vacant posts (81%). 19% are covering long term vacancies (mainly maternity leave cover and secondments). We are further reducing the use of agency by imposing a three month recruitment drag where appropriate.

### Placements

We have good management oversight of children coming into care and our numbers remain stable. This stability disguises a reduction in the number of local children coming into care which is offset by the number of UASC entering our care. This pattern suggests that our early help arrangements continue to be effective in reducing the need for higher level interventions in those populations where early help can have an impact. We are aiming to strengthen this demand management further by the use of panel processes going forward. We are introducing a new panel process to overview the use of IFAs as well as continuing our scrutiny on residential children's home placements.

Our ART Fostering Recruitment and Assessment team is continuing to recruit new foster carers who will offer locally based placements with a campaign targeted at attracting foster carers for teenagers and UAS young people. We have recruited four new sets of foster carers (one who has come from an IFA with three of our UAS young people in placement) and there are fifteen new sets of mainstream carers in assessment, eight of whom are interested in fostering either teenagers or UASC young people, which is our area of greatest need. Whilst there may be a drop out in these applications, we are currently confident that we will be able to approve a significant number of carers this year. These figures compare favourably with last year when at the same point, only six carers were in assessment. Our aim is to slow down the increase in more expensive agency foster placements and our use of IFA placements has decreased slightly again this month, but there will be a time lag whilst assessments are completed. In addition, we are implementing actions to retain our experienced existing foster carers such as increasing the support offer to them through the Domiciliary Care Framework to enable them to take and retain children with more challenging behaviours in placement.

We are also targeting our recruitment to increase our number of in-house mother and child foster placements. Although there is no use of parenting assessment units at present this year, we placed 8 families for parental assessments during the course of last year. We have continued to support four of those families in IFA foster placements during on-going court processes, significantly affecting our IFA costs for the past 4 months.

Our ART Placement service is working with providers to establish more local provision and offer better value placements to the Council. However, despite a reduction in numbers this month, we still have 54 young people in Semi-independent Accommodation (SIA) placements. We have reintroduced the SIA panel and will be recording cost reductions as a result of this going forward. In addition, we will be recruiting a specific BS post to chase Housing Benefit owed to the Council.

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 five placements in the provision, this cost is £1,800 per week including support costs. This is a better financial deal than using the semi-independent market for our care leavers where the average cost for five placements averages at £2,500 per week for a similar service. We have five young people living there, fully utilising these cost-effective placements. We expect to be able to procure further placements of this type over the next quarter.

Our average placements costs against each budget code are reported each month. Our biggest increase is in the unit cost for secure accommodation. We have little choice over which accommodation our young people may be remanded to and costs are set by the YJB.

Description	May	June	July	Aug	Sep	Movement from last month	Sep
	£	£	£	£	£	£	No
ART Independent Agency Fostering	925	907	905	892	887	-5	40
ART In-house Fostering	449	444	428	443	428	-14	61
UASC Independent Agency (Grant)	782	783	791	791	791	0	9
UASC In house Fostering (Grant)	504	498	498	505	505	0	15
UASC Independent Agency (Non-Grant)	766	770	761	764	764	0	0
UASC In house Fostering (Non-Grant)	485	482	437	448	455	7	6
ART Residential Placements	3,878	4,174	4,022	4,021	4,021	0	17
ART Secure Accommodation	0	0	3,752	3,918	3,918	0	2
Supported Housing & Lodgings (Art 16+ Accommodation)	605	614	627	645	634	-11	54
Supported Housing & Lodgings - UASC (Grant)	834	835	841	839	838	-1	5
Supported Housing & Lodgings - UASC (Non Grant)	480	486	520	507	505	-2	26

We have updated our Staying Put policy for young people aged 18+ to enable them to remain with their foster carers in line with statutory requirements and as recommended by Ofsted in our inspection. We currently have nine young people remaining with in house foster carers and a further four with IFAs. However, the increased use of Staying Put for young people aged 18+ impacts on available placements for younger teenagers, therefore highlighting again the need for targeted recruitment for foster carers for teenager and UAS young people. As already stated, we continue to focus our foster carer recruitment on carers for teenagers to mitigate these potential additional costs.

#### Children with additional needs

We are working with colleagues in CCGs through the tripartite process in order to secure appropriate health contribution to children with complex needs, particularly through continuing healthcare funding. This is an area we need to improve and closer working with the CCG is a focus going forward. This will mainly affect the CWD budget as many of the children discussed will be placed at home with shared packages of care. Details of any arrangements made will be recorded and reflected in budget returns.

We have tried to reduce costs associated with SEND transport through a number of strategies but this is a continuing challenge with the increasing numbers of children eligible for this service. Strategies introduced include: the introduction of a dynamic taxi purchasing system; the re-provisioning of taxi routes to ensure best value for money; the introduction of bus pick up points where appropriate; promotion of independent travel training and personal travel assistance budgets where this is option is cheaper.

We have a multi-agency SEND panel providing strategic oversight of the statutory assessment process to ensure that at both a request for assessment stage and the agreement of a final EHCP, criteria and thresholds are met and the best use of resources is agreed.

To limit the increased costs, to the DSG High Needs block, of the increased number of children with EHCPs we have expanded existing specialist provision and have recently approved a contract to expand Cricket Green special school. We have increased Additionally Resourced Provision (ARP) in Merton mainstream schools and have further plans for new ARP provision and expansion of existing bases. Additional local provision should also assist with minimising increases to transport costs.

We are also part of a South West London consortium, which uses a dynamic purchasing system for the commissioning of specialist independent places, this enables LAs together to challenge any increases in cost and ensure best value for money in the costs of these placements.

### New burdens

There are a number of duties placed on the Local Authority that have not been fully funded or not funded at all through additional burdens funding from Central Government. Excluding the cost of these duties would leave a net departmental overspend of £2.081m, 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	Sep overspend forecast £000	Aug overspend forecast £000	2017/18 over £000
Supported lodgings/housing- care leavers	1,792	46	76	156
Supported lodgings/housing- UASC	167	645	681	520
Un-accompanied asylum seeking children (UASC)	734	185	445	173
No Recourse to Public Funds (NRPF)	21	290	261	353
<b>Total</b>	<b>2,478</b>	<b>1,166</b>	<b>1,463</b>	<b>1,202</b>

Following changes introduced through the Children & Social Work Act, local authorities took on new responsibilities in relation to children in care and care leavers. Local authorities are required to offer support from a Personal Adviser to all care leavers to age 25. New burdens funding of £21k was provided to support implementation of this change. There has been no on-going funding for the additional work required.



Other unfunded burdens include:

- the increase in the age range of EHCPs, particularly for those young people aged 18-25, due to legislation changes, which are causing cost pressures in both the general fund (in education psychology and SEN transport) and the DSG (High Needs Block costs relating to most EHCP services);
- new statutory duties in relation to children missing from education has increased the cases dealt with by the Education Welfare Service by 79% (from 290 in the 6 months from September to March 2016 to 519 in the same 6 months the following year and the level of referrals has remained at this level)

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.

### **Community and Housing Current Summary Position**

**Community and Housing is currently forecasting an overspend of £310k as at period 6 September 2018.**

The department is currently forecasting an overspend of £310k as at September 2018 which is a decrease of £203k since August. Underspends are in Adult Social Care. Public Health and Merton Adult Learning remains unchanged, however the Library Service overspend has reduced. The Housing Service is currently forecasting £286k overspend which equates to 92% of Community & Housing forecasted overspend to date.

The judicial review process continues and resolution unknown at this time.

<b>Community and Housing</b>	<b>2018/19 Current Budget £000</b>	<b>Forecast (Sept'18) £'000</b>	<b>Forecast Variance (Sept'18) £000</b>	<b>Forecast Variance (Aug'18) £000</b>	<b>2017/18 Outturn Variance £000</b>
<b>Access and Assessment</b>	45,986	45,768	(218)	(84)	455
<b>Commissioning</b>	4,579	4,586	7	6	211
<b>Direct Provision</b>	4,451	4,405	(46)	(45)	(195)
<b>Directorate</b>	973	1,156	183	190	181
<b>Adult Social Care</b>	<b>55,989</b>	<b>55,915</b>	<b>(74)</b>	<b>67</b>	<b>652</b>
<b>Libraries and Heritage</b>	1,996	2,008	12	19	20
<b>Merton Adult Learning</b>	(11)	(11)	0	0	(6)
<b>Housing General Fund</b>	1,848	2,134	286	341	256
<b>Sub-total</b>	<b>59,822</b>	<b>4,131</b>	<b>298</b>	<b>427</b>	<b>922</b>
<b>Public Health</b>	(143)	(57)	86	86	0
<b>Grand Total</b>	<b>59,679</b>	<b>59,989</b>	<b>310</b>	<b>513</b>	<b>922</b>

## Access & Assessment - £218k underspend

Access and Assessment underspend has increased since the last budget monitoring process. This is due to a continued improved placements management. On the whole placements has remained stable for a number of months but it is important to note that this is a volatile budget and demand could increase due to a number of reasons, particularly as we enter the winter period. Additionally numbers of Deprivation of Liberty (Dols) has increased since April 2018 from 21 to 60 assessment per month as at September 2018.

The table below shows areas of significant expenditure

Access & Assessment	Forecast Variances Sept'18 £'000	Forecast Variances Aug'18 £000	Outturn Variances March 18 £000
Underspend on Concessionary Fares-(Postage)	(15)	(14)	(100)
Overspend on Better Care Fund Risk Share	0	0	425
Other-e.g. Deprivation of Liberty (Dols)	82	36	(307)
Placements	352	501	1,671
Income	(637)	(607)	(1,234)
<b>Total</b>	<b>(218)</b>	<b>(84)</b>	<b>455</b>

The actions set out in previous reports have continued to have a positive impact with budget now showing a small underspend. That position is before winter, which traditionally sees a spike in activity. The Government has announced additional one-off winter pressures money for local authorities, but we do not yet know the terms and conditions that will be placed on the use of those monies. With joint working with health, we are as well set to manage winter demands as we can be at this stage.

ASC savings for 2018.19 are on track to be delivered. Where savings have not been able to be delivered due to changes in circumstances, alternative efficiencies and savings will be put forward to achieve a balanced budget.

The table below sets on the movement in the number of service users in each care group between months. It shows a net increase of 13 packages since April 2018.

## Total Number of Clients with an external care package

Placements	Nos. of Clients Sept'18	Nos. of Clients Aug'18	Nos. of Client Jul'18	Nos. of Client Apr'18
Older People	1140	1142	1150	1167
Physical/Sensory	214	213	214	219
Learning Disabilities	360	350	353	356
LD Housing Support	3	3	2	2
Mental Health	135	134	130	125
MH Housing Support	13	12	11	11
Substances Misuse	3	3	2	1
<b>Grand Total</b>	<b>1868</b>	<b>1857</b>	<b>1862</b>	<b>1881</b>

### **Commissioning - £7k overspend**

The commissioning service is currently forecasting a small overspend of £7k as at September'18. Increased staff costs is offset by increased income and efficiencies.

### **Direct Provision - £46k underspend**

Direct Provision service is forecasting an under spend of £46k as at September 2018. This service continues to improve with underspends in the daycentres supporting overspend on employee cost at Riverside Drive residential home.

Management action in reviewing shifts and staff deployment on a weekly basis has led to a reduction in the level of projected underspend at Riverside. However a pay claim following on from Single Status by care staff at the home which is close to resolution will add between £10k and £15k to the annual salaries budget.

We will continue to control spending in Day Services and Supported Living to mitigate this.

### **Virement**

At the start of the year, savings of £302K were allocated to an incorrect cost centre. The savings should have come from the Community Care Placement Contingency, but were instead taken from Housing Related Support. Both costs centres come under Adult Social Care Placements. Cabinet are requested to approve this virement.

### **C&H - Other Services**

#### **Libraries - £12k overspend**

The Library & Heritage Service forecasted overspend has reduced by £7k. This forecast includes an over spend on business rates but is mitigated by underspends on rental cost, postage, equipment and increase in rental income at Mitcham and Pollards Hill libraries.

#### **Merton Adult Education – Breakeven**

The Merton Adult Learning service continues to forecast a breakeven position for 2018/19.

#### **Housing - £286k overspend**

The housing service is forecasting an over spend as at September 2018 of £286k which is a reduction of £55k. It is expected that forecast in this service will continue to vary each month due to unpredictability surrounding the shortfall on subsidy, Housing Benefit and client contributions.

The market for temporary housing is distorted by its reliance on housing benefit and the introduction of a subsidy cap on housing benefit. It bears resemblance to the wider housing market in London e.g. inexpensive accommodation is rare and in high demand, it has a key distortion which is driven by the Welfare Benefits system it supports.

Generally speaking the supply of temporary accommodation is owned by a number of private landlords with properties. The pricing of this accommodation is reliant on Welfare Benefit subsidy arrangements, rather than the more natural market pricing.

## Demand arrangement

This revolves around increasing homeless prevention activities and providing housing solutions

This service continues to maintain the lowest numbers of homeless households in temporary accommodation (TA) in London, as at the end of September 2018 there were 174, which is an increase of two household in TA accommodation.

This service is also engaged in homelessness preventative measures on a daily basis as legally required. The diagram below shows number of homelessness prevented to date.

Period	Homelessness Prevention Targets
Full Year	450
Target YTD	225
Achieved- Sept'18	243

Homeless prevention includes, legal advocacy on behalf of private tenants' rights, prevention advice against unlawful eviction and harassment, money management, housing options, relationship breakdowns, rights to homes, access to social housing, seeking accommodation in homeless hostel and/or private rented sector, and mediation with family members to prevent exclusion and homelessness.

## Analysis of Housing Temporary Accommodation Expenditure

Housing	Budget 2018/19 £000	Forecast Variance (Sept'18) £'000	Forecast Variances (Aug'18) £000	Outturn Variances (Mar'18) £000
Temporary Accommodation-Expenditure	2,330	713	752	909
Temporary Accommodation-Client Contribution	(140)	(616)	(612)	(595)
Temporary Accommodation-Housing Benefit Income	(2,000)	100	(92)	(160)
Temporary Accommodation-Subsidy Shortfall	322	375	489	517
Temporary Accommodation- Grant	-	(466)	(466)	(406)
<b>Sub-total Temporary Accommodation</b>	<b>512</b>	<b>106</b>	<b>71</b>	<b>259</b>
Housing Other Budgets- Over(under)spend	1,336	180	270	(3)
<b>Total</b>	<b>1,848</b>	<b>286</b>	<b>341</b>	<b>256</b>

### **Temporary Accommodation (TA) Movements to date**

The data below shows the number of households i.e. families and single (placements) in TA.

<b>Temporary Accommodation</b>	<b>Numbers IN</b>	<b>Numbers OUT</b>	<b>Total for the Month</b>
<b>March 2018</b>	<b>16</b>	<b>16</b>	<b>165</b>
<b>April 2018</b>	<b>22</b>	<b>17</b>	<b>170</b>
<b>May 2018</b>	<b>21</b>	<b>16</b>	<b>175</b>
<b>June 2018</b>	<b>14</b>	<b>17</b>	<b>172</b>
<b>July 2018</b>	<b>15</b>	<b>12</b>	<b>175</b>
<b>August 2018</b>	<b>16</b>	<b>15</b>	<b>176</b>
<b>September 2018</b>	<b>11</b>	<b>13</b>	<b>174</b>

### **Public Health - £86k overspend**

This service continues to forecast an overspend of £86k. It is anticipated that the outcome of the identified mitigating actions will be reported in period 7 (October).

## Corporate Items

The details comparing actual expenditure up to 30 September 2018 against budget are contained in Appendix 2. The main areas of variance as at 30 September 2018 are:-

	Current Budget 2018/19 £000s	Full Year Forecast (Sep.) £000s	Forecast Variance at year end (Sep.) £000s	Forecast Variance at year end (Aug.) £000s	2016/17 Year end Variance £000s
<b>Impact of Capital on revenue budget</b>	<b>8,403</b>	<b>8,930</b>	<b>527</b>	<b>527</b>	<b>(103)</b>
Investment Income	(759)	(900)	(141)	0	408
Pension Fund	3,346	3,346	0	0	(389)
Pay and Price Inflation	1,122	1,122	0	0	(736)
Contingencies and provisions	4,291	3,941	(350)	0	(2,447)
Income Items	(1,367)	(1,367)	0	0	(104)
Appropriations/Transfers	(2,357)	(2,357)	0	0	2,445
<b>Central Items</b>	<b>4,276</b>	<b>3,785</b>	<b>(491)</b>	<b>0</b>	<b>(823)</b>
Levies	938	938	0	0	0
Depreciation and Impairment	(19,008)	(19,008)	0	0	0
<b>TOTAL CORPORATE PROVISIONS</b>	<b>(5,391)</b>	<b>(5,355)</b>	<b>36</b>	<b>527</b>	<b>(926)</b>

Since the August update there has been a half-yearly review of the forecast income from investments and it is estimated that there will be additional income of £141,000 above the original budget. This is due to increased interest rates and amounts invested than budgeted for.

In addition, a review of contingencies and provisions indicates that based on current expenditure there will be an underspend of £100k on the Apprenticeship Levy budget and, at this half-year stage of the year, the corporate contingency budget will be underutilised by £250k.

## 4 Capital Programme 2018-22

4.1 The Table below shows the movement in the 2018/22 corporate capital programme since the last meeting of Cabinet:

Depts	Current Budget 18/19	Variance	Revised Budget 18/19	Current Budget 19/20	Variance	Revised Budget 19/20	Current Budget 20/21	Variance	Revised Budget 20/21	Revised Budget 21/22	Variance	Revised Budget 21/22
CS	9,878	(400)	9,478	26,252	400	26,652	3,945	0	3,945	12,083	0	12,083
C&H	932	0	932	480		480	630	0	630	280	0	280
CSF	9,088	39	9,127	16,045	150	16,195	3,202	0	3,202	650	0	650
E&R	20,001	(268)	19,733	8,060	375	8,435	7,517	0	7,517	7,264	0	7,264
<b>TOTAL</b>	<b>39,899</b>	<b>(630)</b>	<b>39,270</b>	<b>50,837</b>	<b>925</b>	<b>51,761</b>	<b>15,294</b>	<b>0</b>	<b>15,294</b>	<b>20,277</b>	<b>0</b>	<b>20,277</b>

4.2 The table below summarises the position in respect of the 2018/19 Capital Programme as at September 2018. The detail is shown in Appendix 5a

### Capital Budget Monitoring September 2018

Department	2018/19 Actuals £	Profiled Budget To September £	Variance £	Revised Annual Budget £	September Year End Forecast £	Forecast Full Year Variance £
Corporate Services	2,561,460	3,846,597	(1,285,137)	9,478,310	9,071,380	(406,930)
Community and Housing	411,306	508,090	(96,784)	931,990	976,482	44,492
Children Schools & Families	2,849,858	1,906,160	943,698	9,126,350	9,126,350	(0)
Environment and Regeneration	6,380,417	6,043,483	336,935	19,732,830	19,732,830	(1)
<b>Total</b>	<b>12,203,041</b>	<b>12,304,330</b>	<b>(101,289)</b>	<b>39,269,480</b>	<b>38,907,041</b>	<b>(362,439)</b>

- Corporate Services – There is currently one projected in year underspend Customer Contact (£416k). Business Systems and the Housing Company have both re-profiled £200k from 2018/19 to 2019/20.
- Community and Housing – Officers are projecting spend to budget on all schemes apart from Libraries ICT and Library Enhancement works which are projected to overspend by a total of £44k, this outturn projection is currently being finalised and will be addressed as part of the October Monitoring Report. These schemes were progressed a number of years ago at which time internal support costs were subsumed within the existing budgets. The development of a number of corporate systems at any one time requires the back filling of internal staff. The impact of these costs are two fold additional budget is required to complete the current project (estimated at £44k) and future bids to replace this system need to be adjusted to reflect the additional support required to complete the project

- c) Children, Schools and Families – One scheme has been added for Healthy Schools of £189k this will be funded by an unringfenced DofE grant. Budget virements to offset the variations shown within the budgets for primary schools will be progressed once final costs for individual schemes are established. Officers are currently projecting no underspends on other budgets. £150k of Cricket Green’s budget being re-profiled to 2019-20 from 2018-19 in accordance with anticipated spending patterns.
- d) Environment and Regeneration – Officers are currently projecting no underspends against budget. The following adjustments are being made to the budget:
- I. £200k is being re-profiled from 2019-20 to 2018-19 to undertake a large highway bridges and structure scheme
  - II. £150k is being added to Polka Theatre for capital works that will provide ongoing revenue grant savings in future years – If for any reason this scheme will not generate a continuing revenue saving it will be removed. Please note the revenue saving (including equalities impact) are being progressed as part of the budget setting process to a later Cabinet.
  - III. A TfL Bus Priority Scheme is being removed from the programme (£150k)
  - IV. £425k CIL Neighbourhood funding is being re-profiled from 2018-19 to 2019-20 and £10k TfL budget is being moved from capital to revenue.
  - V. £460 S106 funding is being added to the Wandle Project in 2018/19
  - VI. £25k Crowded Places scheme funded by Network Rail is being added to the 2018/19 programme
  - VII. £7k S106 funding is being added to Parks Investment for 2018/19
  - VIII. £26k S106 funding is being added for a new scheme for Raynes Park Station Improvements
  - IX. £15k TfL funding is being moved to revenue for the Beddington Lane Cycle Route
  - X. £74k TfL funding is being added for a new scheme for School Part Time Road Closures

4.3 Appendix 5b details the adjustments being made to the Capital Programme this month, these are summarised below.

Scheme		2018/19 Budget	2019/20 Budget	Narrative
<b><u>Corproate Service</u></b>				
Planning and Public Protection	(1)	(199,730)	199,730	Reflects Projected Spending Pattern
Housing Company	(1)	(200,000)	200,000	Reflects Current Projected Spending Pattern
<b><u>Children, Schools and Families</u></b>				
Cricket Green expansion	(1)	(150,000)	150,000	Reflects the estimated programme post contract award
Healthy Schools	(1)	188,630	0	Funded by CSF Grant
<b><u>Environment and Regeneration</u></b>				
Highway Bridges and Structures	(1)	200,000	(200,000)	Re-profiled in accordance with projected spend
Polka Theatre	(1)	0	150,000	To achieve ongoing revenue savings
Bus Priority Scheme	(1)	(150,000)	0	Correction to TfL Schemes
Mitcham Town Centre	(1)	(435,680)	425,000	CIL scheme re-profiled
Crowded Places/Hostile Vehicle Mitigation		25,000	0	Funded by Network Rail Contribution
Wandle Project		460	0	Additional S106 Funding
Parks Investment		6,700	0	Additional S106 Funding
Raynes Park Stn Public Realm Imp		26,110	0	New Scheme funded by S106
Beddington Lane Cycle Route		(15,000)	0	TfL funding classified as revenue rather than capital
School Part Time Road Closure	(1)	74,000	0	TfL funded scheme
<b>Total</b>		<b>(629,510)</b>	<b>924,730</b>	

(1) Requires Cabinet Approval



4.4 Appendix 5c details the impact all the adjustments to the Capital Programme have on the funding of the programme in 2018-22. The table below summarises the movement in 2018/19 funding since its approval in February 2018:

Depts.	Original Budget 18/19	Net Slippage 2018/19	Adjustments	New External Funding	New Internal Funding	Re-profiling	Revised Budget 18/19
Corporate Services	23,482	5,051				(19,056)	9,478
Community & Housing	773	165	(5)			0	932
Children Schools & Families	15,158	924		1,117	15	(8,087)	9,127
Environment and Regeneration	21,853	919		1,899		(4,938)	19,733
<b>Total</b>	<b>61,266</b>	<b>7,059</b>	<b>(5)</b>	<b>3,016</b>	<b>15</b>	<b>(32,081)</b>	<b>39,270</b>

4.5 The table below compares capital expenditure (£000s) to September 2018 to that achieved over the last few years:

Depts.	Spend To September 2015	Spend To September 2016	Spend To September 2017	Spend to September 2018	Variance 2015 to 2018	Variance 2016 to 2018	Variance 2017 to 2018
CS	267	215	1,182	2,561	2,294	2,346	1,379
C&H	610	916	340	411	(199)	(505)	71
CSF	7,944	2,811	2,673	2,850	(5,094)	38	177
E&R	3,006	5,930	4,598	6,380	3,374	450	1,782
<b>Total Capital</b>	<b>11,827</b>	<b>9,873</b>	<b>8,793</b>	<b>12,203</b>	<b>376</b>	<b>2,330</b>	<b>3,410</b>

Outturn £000s	29,327	30,626	32,230	
Budget £000s				39,270
Projected Spend September 2018 £000s				38,907
Percentage Spend to Budget				31.08%
% Spend to Outturn/Projection	40.33%	32.24%	27.28%	31.36%
Monthly Spend to Achieve Projected Outturn £000s				4,451

4.6 September is half way into the financial year and departments have spent just over 30% of the budget. Spend to date is higher than each of the previous financial years shown.

Department	Spend To Aug 2018 £000s	Spend To Sept 2018 £000s	Increase £000s
CS	2,039	2,561	523
C&H	408	411	3
CSF	2,066	2,850	784
E&R	5,042	6,380	1,339
<b>Total Capital</b>	<b>9,555</b>	<b>12,203</b>	<b>2,648</b>

- 4.7 During September 2018 officers spent £2.488 million. If spend can be maintained throughout the rest of the financial year then this will result in a higher outturn than the last three financial years, but not as high as the projected outturn. Finance officers will continue to work with budget managers to re-profile budgets across the approved programme.

## 5. DELIVERY OF SAVINGS FOR 2018/19

Department	Target Savings 2018/19	Projected Savings 2018/19	Period 6 Forecast Shortfall	Period 5 Forecast Shortfall	Period Forecast Shortfall (P6)	2019/20 Expected Shortfall
	£000	£000	£000	£000	%	£000
Corporate Services	2,024	1,549	475	475	23.5%	375
Children Schools and Families	489	489	0	0	0.0%	0
Community and Housing	2,198	1,968	230	302	10.5%	18
Environment and Regeneration	1,874	1,373	501	686	26.7%	80
<b>Total</b>	<b>6,585</b>	<b>5,379</b>	<b>1,206</b>	<b>1,463</b>	<b>18.3%</b>	<b>473</b>

Appendix 6 details the progress on savings for 2018/19 by department, with the position improving by £257k since last month.

### Progress on savings 2017/18

Department	Target Savings 2017/18	2017/18 Shortfall	2018/19 Period 6 Projected shortfall	2019/20 Period 6 Projected shortfall	2018/19 Period 5 Projected shortfall	2019/20 Period 5 Projected shortfall
	£000	£000	£000	£000	£000	£000
Corporate Services	2,316	196	0	0	0	0
Children Schools and Families	2,191	7	0	0	0	0
Community and Housing	2,673	201	0	0	149	49
Environment and Regeneration	3,218	2,258	791	90	1,163	45
<b>Total</b>	<b>10,398</b>	<b>2,662</b>	<b>791</b>	<b>90</b>	<b>1,312</b>	<b>94</b>

Appendix 7 details the progress on savings for 2017/18 by department and the impact on the current year and next 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 2018/19
Appendix 5b -	Detail of Virements
Appendix 5c -	Summary of Capital Programme Funding
Appendix 6 –	Progress on savings 2018/19
Appendix 7 –	Progress on savings 2017/18
Appendix 8 -`	Debt report
Appendix 9 -	Establishment Control and Vacancy reporting (2 <sup>nd</sup> Quarter)

## **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 30<sup>th</sup> September 2018

	Original Budget 2018/19 £000s	Current Budget 2018/19 £000s	Full Year Forecast (Sept) £000s	Forecast Variance at year end (Sept) £000s	Forecast Variance at year end (Aug) £000s	Outturn variance 2017/18 £000
<b>Department</b>	-	-	-	-	-	-
3A. Corporate Services	9,495	10,585	9,295	(1,290)	(1,257)	(812)
3B. Children, Schools and Families	56,145	56,495	59,742	3,247	3,630	2,249
<b>3C. Community and Housing</b>	-	-	-	-	-	-
Adult Social Care	58,778	59,258	59,185	(73)	68	646
Libraries & Adult Education	2,771	2,694	2,706	12	19	20
Housing General Fund	2,207	2,141	2,427	286	340	256
3D. Public Health	(0)	0	86	86	86	0
3E. Environment & Regeneration	17,951	18,550	18,168	(381)	(633)	-1,211
<b>NET SERVICE EXPENDITURE</b>	<b>147,345</b>	<b>149,723</b>	<b>151,609</b>	<b>1,886</b>	<b>2,253</b>	<b>1,148</b>
<b>3E. Corporate Items</b>	-	-	-	-	-	-
Impact of Capital on revenue budget	8,403	8,404	8,930	526	527	(103)
Other Central items	(12,353)	(14,732)	(15,223)	(491)	0	(823)
Levies	938	938	938	0	0	0
<b>TOTAL CORPORATE PROVISIONS</b>	<b>(3,012)</b>	<b>(5,390)</b>	<b>(5,355)</b>	<b>35</b>	<b>527</b>	<b>(926)</b>
<b>TOTAL GENERAL FUND</b>	<b>144,333</b>	<b>144,333</b>	<b>146,254</b>	<b>1,921</b>	<b>2,780</b>	<b>222</b>
<b>- Funding</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
- Business Rates	(45,636)	(45,636)	(45,636)	0	0	182
- RSG	0	0	0	0	0	1
- Section 31 Grant	(1,975)	(1,975)	(1,975)	0	0	(672)
- New Homes Bonus	(2,371)	(2,371)	(2,371)	0	0	2
- PFI Grant	(4,797)	(4,797)	(4,797)	0	0	0
- Adult Social Care Grant 2017/18	(2,115)	(2,115)	(2,115)	0	0	0
<b>Grants</b>	<b>(56,894)</b>	<b>(56,894)</b>	<b>(56,894)</b>	<b>0</b>	<b>0</b>	<b>(487)</b>
Collection Fund - Council Tax Surplus(-)/Deficit	(1,653)	(1,653)	(1,653)	0	0	0
Collection Fund - Business Rates Surplus(-)/Deficit	1,223	1,223	1,223	0	0	0
<b>Council Tax</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
- General	(86,678)	(86,678)	(86,678)	0	0	0
- WPCC	(331)	(331)	(331)	0	0	0
<b>Council Tax and Collection Fund</b>	<b>(87,439)</b>	<b>(87,439)</b>	<b>(87,439)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FUNDING</b>	<b>(144,333)</b>	<b>(144,333)</b>	<b>(144,333)</b>	<b>0</b>	<b>0</b>	<b>(487)</b>
<b>NET</b>	<b>(0)</b>	<b>(0)</b>	<b>1,921</b>	<b>1,921</b>	<b>2,780</b>	<b>(265)</b>

## Appendix 2

3E. Corporate Items	Council 2018/19 £000s	Original Budget 2018/19 £000s	Current Budget 2018/19 £000s	Year to Date Budget (Sep.) £000s	Year to Date Actual (Sep.) £000s	Full Year Forecast (Sep.) £000s	Forecast Variance at year end (Sep.) £000s	Forecast Variance at year end (Aug.) £000s	Outturn Variance 2017/18 £000s
Cost of Borrowing	8,403	8,403	8,403	3,158	2,336	8,930	527	527	(103)
<b>Impact of Capital on revenue budget</b>	<b>8,403</b>	<b>8,403</b>	<b>8,403</b>	<b>3,158</b>	<b>2,336</b>	<b>8,930</b>	<b>527</b>	<b>527</b>	<b>(103)</b>
<b>Investment Income</b>	<b>(759)</b>	<b>(759)</b>	<b>(759)</b>	<b>(380)</b>	<b>(404)</b>	<b>(900)</b>	<b>(141)</b>	<b>0</b>	<b>408</b>
<b>Pension Fund</b>	<b>3,346</b>	<b>3,346</b>	<b>3,346</b>	<b>0</b>	<b>0</b>	<b>3,346</b>	<b>0</b>	<b>0</b>	<b>(389)</b>
Corporate Provision for Pay Award	2,108	2,108	744		0	744	0	0	0
Provision for excess inflation	378	378	378		0	378	0	0	(436)
Utilities Inflation Provision	0	0	0		0	0	0	0	(300)
<b>Pay and Price Inflation</b>	<b>2,486</b>	<b>2,486</b>	<b>1,122</b>	<b>0</b>	<b>0</b>	<b>1,122</b>	<b>0</b>	<b>0</b>	<b>(736)</b>
Contingency	1,500	1,500	1,500		0	1,250	(250)	0	(1,500)
Single Status/Equal Pay	100	100	100		10	100	0	0	(96)
Bad Debt Provision	500	500	500		0	500	0	0	395
Loss of income arising from P3/P4	200	200	200		0	200	0	0	(400)
Loss of HB Admin grant	179	179	179		0	179	0	0	(179)
Apprenticeship Levy	450	450	450	150	96	350	(100)	0	(235)
Revenues and miscellaneous	1,361	1,361	1,361		351	1,361	0	0	(432)
<b>Contingencies and provisions</b>	<b>4,291</b>	<b>4,291</b>	<b>4,291</b>	<b>150</b>	<b>457</b>	<b>3,941</b>	<b>(350)</b>	<b>0</b>	<b>(2,447)</b>
Other income	0	0	0	0	(6)	0	0	0	(56)
CHAS IP/Dividend	(1,367)	(1,367)	(1,367)		0	(1,367)	0	0	(48)
<b>Income items</b>	<b>(1,367)</b>	<b>(1,367)</b>	<b>(1,367)</b>	<b>0</b>	<b>(6)</b>	<b>(1,367)</b>	<b>0</b>	<b>0</b>	<b>(104)</b>
Appropriations: CS Reserves	0	0	(648)	(648)	(648)	(648)	0	0	0
Appropriations: E&R Reserves	4	4	(361)	(361)	43	(361)	0	0	2
Appropriations: CSF Reserves	49	49	47	47	(2)	47	0	0	0
Appropriations: C&H Reserves	(104)	(104)	(104)	(104)	0	(104)	0	0	(600)
Appropriations: Public Health Reserves	(1,200)	(1,200)	(1,200)	(1,200)	0	(1,200)			600
Appropriations: Corporate Reserves	(91)	(91)	(91)	(91)	0	(91)	0	0	2,443
<b>Appropriations/Transfers</b>	<b>(1,342)</b>	<b>(1,342)</b>	<b>(2,357)</b>	<b>(2,357)</b>	<b>(607)</b>	<b>(2,357)</b>	<b>0</b>	<b>0</b>	<b>2,445</b>
<b>Depreciation / Impairment</b>	<b>(19,008)</b>	<b>(19,008)</b>	<b>(19,008)</b>	<b>0</b>	<b>0</b>	<b>(19,008)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Central Items</b>	<b>(3,950)</b>	<b>(3,950)</b>	<b>(6,329)</b>	<b>571</b>	<b>1,776</b>	<b>(6,293)</b>	<b>36</b>	<b>527</b>	<b>(926)</b>
<b>Levies</b>	<b>938</b>	<b>938</b>	<b>938</b>	<b>511</b>	<b>511</b>	<b>938</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL CORPORATE PROVISIONS</b>	<b>(3,012)</b>	<b>(3,012)</b>	<b>(5,391)</b>	<b>1,082</b>	<b>2,287</b>	<b>(5,355)</b>	<b>36</b>	<b>527</b>	<b>(926)</b>

### Pay and Price Inflation as at September 2018

In 2018/19, the budget includes 2.7% for increases in pay and 1.5% for increases in general prices, with an additional amount, currently £0.378m 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 2.4% and RPI at 3.3% this budget will only be released when it is certain that it will not be required.

### Pay:

The local government pay award for 2018/19 was agreed in April 2018 covering 2018/19 and 2019/20. For the lowest paid (those on spinal points 6-19) this agreed a pay rise of between 2.9% and 9.2%. Those on spinal points 20-52 received 2%. The Chief Officers pay award is 2% for 2018/19.

### Prices:

The Consumer Prices Index (CPI) 12-month rate was 2.4% in September 2018, down from 2.7% in August 2018. The Consumer Prices Index including owner occupiers' housing costs (CPIH) 12-month inflation rate was 2.2% in September 2018, down from 2.4% in August 2018. The largest downward contribution came from food and non-alcoholic beverages where prices fell between August and September 2018 but rose between the same two months a year ago. Other large downward contributions came from transport, recreation and culture, and clothing. The fall was partially offset by increases to electricity and gas prices.

The RPI 12-month rate for September 2018 stood at 3.3%, down from 3.5% in August 2018.

### 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 31 October 2018, the MPC voted unanimously to maintain the Bank Rate at 0.75%. 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 MPC's updated projections for inflation and activity are set out in the November Inflation Report published on 1 November 2018.

In the November Inflation Report, the MPC considers what the prospects for inflation are for the period under review. It states that "CPI inflation was 2.4% in September, in line with the MPC's expectation at the time of the August Report. Inflation has been boosted by the effects of higher energy and import prices. The contributions from these factors are projected to fade over the forecast period. UK GDP growth in 2018 Q3 is expected to be somewhat stronger than projected in August, but the outlook for growth over the forecast period is little changed. The MPC judges that supply and demand in the economy are currently broadly in balance. Conditioned on a path for Bank Rate that rises gradually over the next three years, and the assumption of a smooth adjustment to new trading arrangements with the EU, the MPC judges that a margin of excess demand is likely to build. That raises domestic inflationary pressures, which partially offset diminishing contributions from energy and import prices. CPI inflation is projected to be above the target for most of the forecast period, before reaching 2% by the end. The economic outlook will depend significantly on the nature of EU

withdrawal. The MPC judges that the monetary policy response to Brexit, whatever form it takes, will not be automatic, and could be in either direction.”

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 (October 2018)			
	Lowest %	Highest %	Average %
2018 (Quarter 4)			
CPI	1.8	2.7	2.4
RPI	2.9	3.8	3.3
LFS Unemployment Rate	3.8	4.3	4.1
2019 (Quarter 4)	Lowest %	Highest %	Average %
CPI	1.5	3.5	2.0
RPI	2.6	4.2	3.0
LFS Unemployment Rate	3.6	4.8	4.2

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 2018 to 2022 are summarised in the following table:-

Source: HM Treasury - Forecasts for the UK Economy (August 2018)					
	2018	2019	2020	2021	2022
	%	%	%	%	%
CPI	2.4	2.1	2.0	2.0	2.1
RPI	3.4	3.1	3.0	3.1	3.2
LFS Unemployment Rate	4.2	4.2	4.2	4.3	4.4

### Office for Budget Responsibility– Fiscal and economic outlook (October 2018)

The Office for Budget Responsibility (OBR) published its 2018 “Economic and fiscal outlook” at the same time as the Budget 2018 on 29 October 2018. Some of the key forecasts for the economy and public finances are included in the following table:-

	Outturn 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24
Gross Domestic Product (GDP) Growth (%)	1.7	1.3	1.6	1.4	1.4	1.5	1.6
Public Sector Net Borrowing (£bn)	39.8	25.5	31.8	26.7	23.8	20.8	19.8
Public Sector Net Borrowing (% of GDP)	1.9	1.2	1.4	1.2	1.0	0.9	0.8
Public Sector Net Debt (%)	85.0	83.7	82.8	79.7	75.7	75.0	
CPI (%)	2.7	2.6	2.0	2.0	2.1	2.1	2.0
RPI (%)	3.6	3.5	3.1	3.1	3.2	3.1	3.1
LFS Unemployment Rate (%)	4.4	4.0	3.7	3.8	3.9	3.9	4.0



### Treasury Management: Outlook

At its meeting ending on 31 October 2018, the MPC voted unanimously to maintain the Bank Rate at 0.75%. 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 Inflation Report was published on 1 November 2018 and in it the MPC note that “In August, the MPC raised Bank Rate to 0.75%. That had been anticipated well ahead of the announcement with most short-term interest rates rising earlier in 2018. The MPC voted to make no changes to monetary policy at its September meeting. In the run-up to the November Report, stronger-than-expected activity and inflation outturns, as well as increases in short-term interest rates internationally, have pushed up the market-implied path for Bank Rate. It is now expected to reach around 1.4% in three years’ time, up from 1.1% in August. Long-term UK interest rates have also risen since August, despite falling back in the run-up to the November Report. Those rates have been affected in part by the increase in long-term interest rates in other countries.”

In the minutes to its October meeting the MPC concluded that “the economic outlook will depend significantly on the nature of EU withdrawal, in particular the form of new trading arrangements, the smoothness of the transition to them and the responses of households, businesses and financial markets. The implications for the appropriate path of monetary policy will depend on the balance of the effects on demand, supply and the exchange rate. The MPC judges that the monetary policy response to Brexit, whatever form it takes, will not be automatic and could be in either direction. At this meeting the MPC judged that the current stance of monetary policy remained appropriate. The Committee also judges that, were the economy to continue to develop broadly in line with the November Inflation Report projections, an ongoing tightening of monetary policy over the forecast period would be appropriate to return inflation sustainably to the 2% target at a conventional horizon. Any future increases in Bank Rate are likely 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 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	End Q.1 2021	End Q.2 2021	End Q.3 2021	End Q.4 2021
Nov.'18	0.7	0.8	0.9	0.9	1.0	1.1	1.1	1.2	1.2	1.3	1.3	1.4	1.4
Aug.'18	0.7	0.7	0.8	0.9	0.9	1.0	1.0	1.0	1.1	1.1	1.1	1.1	
May '18	0.7	0.8	0.9	1.0	1.0	1.1	1.1	1.2	1.2	1.2	1.2		
Feb.'18	0.7	0.8	0.9	0.9	1.0	1.0	1.1	1.1	1.1	1.2			
Nov.'17	0.7	0.8	0.8	0.8	0.9	0.9	0.9	1.0	1.0				
Aug.'17	0.5	0.5	0.6	0.6	0.7	0.7	0.7	0.8					
May '17	0.3	0.4	0.4	0.4	0.5	0.5	0.5						
Feb'17	0.4	0.5	0.5	0.6	0.6	0.7							
Nov.'16	0.3	0.3	0.3	0.4	0.4								
Aug.'16	0.2	0.2	0.2	0.2									
May '16	0.7	0.7	0.8										
Feb. '16	1.0	1.1											
Nov '15	1.3												
Aug.'15													

Source: Bank of England Inflation Reports

In order to maintain price stability, the Government has set the Bank's Monetary Policy Committee (MPC) a target for the annual inflation rate of the Consumer Prices Index of 2%. Subject to that, the MPC is also required to support the Government's economic policy, including its objectives for growth and employment.

The MPC's projections are underpinned by four key judgements :-

1. global demand grows at above-potential rates
2. net trade and business investment continue to support UK activity, while consumption growth remains modest
3. demand growth outstrips subdued potential supply growth, and a margin of excess demand emerges, pushing up domestic cost growth
4. domestic inflationary pressures continue to build over the forecast period, while external cost pressures ease

## Capital Budget Monitoring September 2018

	Actuals	Budgeted Spend to Date	Variance to Date	Final Budget	Final Forecast 2018/19	Full Year Variance
<b>Capital</b>	<b>12,203,041</b>	<b>12,304,330</b>	<b>(261,289)</b>	<b>39,269,480</b>	<b>38,907,041</b>	<b>(362,439)</b>
<b>Corporate Services</b>	<b>2,561,460</b>	<b>3,846,597</b>	<b>(1,445,137)</b>	<b>9,478,310</b>	<b>9,071,380</b>	<b>(406,930)</b>
<b>Customers, Policy and Improvements</b>	<b>4,305</b>	<b>250,000</b>	<b>(245,695)</b>	<b>1,899,010</b>	<b>1,482,747</b>	<b>(416,263)</b>
Customer Contact Programme	4,305	250,000	(245,695)	1,899,010	1,482,747	(416,263)
<b>Facilities Management Total</b>	<b>1,534,821</b>	<b>1,801,077</b>	<b>(266,256)</b>	<b>3,301,220</b>	<b>3,301,220</b>	<b>0</b>
Works to other buildings	49,375	325,040	(275,665)	695,040	695,040	0
Civic Centre	146,007	311,287	(165,280)	568,430	568,430	0
Invest to Save schemes	1,339,439	1,164,750	174,689	2,037,750	2,037,750	0
<b>Infrastructure &amp; Transactions</b>	<b>797,334</b>	<b>1,596,970</b>	<b>(799,636)</b>	<b>2,319,530</b>	<b>2,328,863</b>	<b>9,333</b>
Business Systems	58,544	208,970	(150,426)	164,240	173,573	9,333
Social Care IT System	48,000	50,000	(2,000)	150,000	150,000	0
Disaster recovery site	393,638	210,000	183,638	394,290	394,290	0
Planned Replacement Programme	297,152	1,128,000	(830,848)	1,611,000	1,611,000	0
<b>Resources</b>	<b>0</b>	<b>132,050</b>	<b>(132,050)</b>	<b>132,050</b>	<b>132,050</b>	<b>0</b>
ePayments System	0	91,050	(91,050)	32,050	32,050	0
Invoice Scanning SCIS/FIS	0	41,000	(41,000)	100,000	100,000	0
<b>Corporate Items</b>	<b>65,000</b>	<b>66,500</b>	<b>(1,500)</b>	<b>526,500</b>	<b>526,500</b>	<b>0</b>
Centrally Held Budgets	65,000	66,500	(1,500)	526,500	526,500	0
Acquisitions Budget	65,000	66,500	(1,500)	66,500	66,500	0
Westminster Ccl Coroners Court	0	0	0	460,000	460,000	0
<b>Investments</b>	<b>160,000</b>	<b>0</b>	<b>0</b>	<b>1,300,000</b>	<b>1,300,000</b>	<b>0</b>
Housing Company	160,000	0	0	1,300,000	1,300,000	0
<b>Community and Housing</b>	<b>411,306</b>	<b>508,090</b>	<b>(96,784)</b>	<b>931,990</b>	<b>976,482</b>	<b>44,492</b>
<b>Adult Social Care</b>	<b>0</b>	<b>43,750</b>	<b>(43,750)</b>	<b>43,750</b>	<b>43,750</b>	<b>0</b>
Telehealth	0	43,750	(43,750)	43,750	43,750	0
<b>Housing</b>	<b>396,193</b>	<b>427,600</b>	<b>(31,407)</b>	<b>771,500</b>	<b>771,500</b>	<b>0</b>
Disabled Facilities Grant	396,193	427,600	(31,407)	771,500	771,500	0
<b>Libraries</b>	<b>15,113</b>	<b>36,740</b>	<b>(21,627)</b>	<b>116,740</b>	<b>161,232</b>	<b>44,492</b>
Library Enhancement Works	7,113	16,740	(9,627)	16,740	21,232	4,492
Libraries IT	8,000	20,000	(12,000)	100,000	140,000	40,000

# Capital Budget Monitoring September 2018

# Appendix 5a

	Actuals	Budgeted Spend to Date	Variance to Date	Final Budget	Final Forecast 2018/19	Full Year Variance
<b>Children Schools &amp; Families</b>	<b>2,849,858</b>	<b>1,906,160</b>	<b>943,698</b>	<b>9,126,350</b>	<b>9,126,350</b>	<b>(0)</b>
<b>Primary Schools</b>	<b>320,507</b>	<b>791,330</b>	<b>(470,823)</b>	<b>836,050</b>	<b>836,050</b>	<b>0</b>
Hollymount	55,166	0	55,166	59,850	59,850	0
Hatfeild	20,014	50,000	(29,986)	50,000	41,000	(9,000)
Joseph Hood	2,836	2,900	(64)	2,900	2,900	0
Dundonald	(20,395)	50,980	(71,375)	50,980	50,980	0
Poplar	(8,371)	40,000	(48,371)	40,000	47,600	7,600
Wimbledon Park	20,730	23,500	(2,770)	23,500	22,700	(800)
Abbotsbury	(628)	0	(628)	0	0	0
Morden	8,622	74,380	(65,758)	74,380	76,380	2,000
Cranmer	49,912	72,000	(22,088)	66,000	55,000	(11,000)
Gorringe Park	28,051	60,000	(31,950)	40,000	40,000	0
Haslemere	3,023	50,000	(46,977)	50,000	52,300	2,300
Liberty	55,577	70,000	(14,423)	70,000	73,530	3,530
Links	(690)	0	(690)	0	0	0
Singlegate	0	11,000	(11,000)	11,000	11,000	0
St Marks	8,396	99,240	(90,844)	99,240	121,240	22,000
Lonesome	264	55,000	(54,736)	55,000	58,000	3,000
Stanford	98,000	132,330	(34,330)	132,330	112,700	(19,630)
Unlocated Primary School Proj	0	0	0	10,870	10,870	0
<b>Secondary School</b>	<b>1,359,477</b>	<b>428,210</b>	<b>931,267</b>	<b>5,193,090</b>	<b>5,193,090</b>	<b>(0)</b>
Harris Academy Morden	0	0	0	104,000	104,000	0
Harris Academy Merton	307,970	173,130	134,840	444,090	444,090	0
St Mark's Academy	0	50,000	(50,000)	0	0	0
Raynes Park	0	0	0	574,000	574,000	0
Ricards Lodge	0	0	0	15,000	15,000	0
Rutlish	0	0	0	21,500	21,500	0
Harris Academy Wimbledon	1,051,507	205,080	846,427	4,034,500	4,034,500	(0)
<b>SEN</b>	<b>989,438</b>	<b>837,660</b>	<b>151,778</b>	<b>2,387,980</b>	<b>2,387,980</b>	<b>0</b>
Perseid	926,715	475,960	450,755	1,087,960	1,087,960	0
Cricket Green	60,351	223,770	(163,419)	1,200,000	1,200,000	0
Secondary School Autism Unit	0	30,000	(30,000)	0	0	0
Unlocated SEN	2,372	77,930	(75,558)	100,020	100,020	0
Melbury College - Smart Centre	0	30,000	(30,000)	0	0	0
<b>CSF Schemes</b>	<b>180,435</b>	<b>(151,040)</b>	<b>331,475</b>	<b>709,230</b>	<b>709,230</b>	<b>0</b>
Children's Social Care	3,735	58,310	(54,575)	58,310	58,310	0
Healthy Schools	0	0	0	188,630	188,630	0
School Equipment Loans	0	(209,350)	209,350	108,900	108,900	0
Devolved Formula Capital	176,700	0	176,700	353,390	353,390	0

## Capital Budget Monitoring September 2018

	Actuals	Budgeted Spend to Date	Variance to Date	Final Budget	Final Forecast 2018/19	Full Year Variance
<b>Environment and Regeneration</b>	<b>6,380,417</b>	<b>6,043,483</b>	<b>336,935</b>	<b>19,732,830</b>	<b>19,732,830</b>	<b>(1)</b>
<b>Public Protection and Developm</b>	<b>219</b>	<b>0</b>	<b>219</b>	<b>229,970</b>	<b>229,970</b>	<b>0</b>
CCTV Investment	219	0	219	229,970	229,970	0
<b>Street Scene &amp; Waste</b>	<b>7,861</b>	<b>368,130</b>	<b>(360,269)</b>	<b>5,947,120</b>	<b>5,947,120</b>	<b>0</b>
Fleet Vehicles	0	291,900	(291,900)	502,900	502,900	0
Alley Gating Scheme	7,861	20,000	(12,139)	38,490	38,490	0
Smart Bin Leases - Street Scen	0	0	0	5,500	5,500	0
Waste SLWP	0	56,230	(56,230)	5,400,230	5,400,230	0
<b>Sustainable Communities</b>	<b>6,372,337</b>	<b>5,675,353</b>	<b>696,984</b>	<b>13,555,740</b>	<b>13,555,740</b>	<b>(1)</b>
Street Trees	0	0	0	57,690	57,690	0
Raynes Park Area Roads	0	0	0	26,110	26,110	0
Highways & Footways	1,096,799	1,624,790	(527,991)	4,594,150	4,594,150	0
Cycle Route Improvements	204,720	280,200	(75,480)	539,830	539,830	0
Mitcham Transport Improvements	24,759	266,680	(241,921)	278,000	278,000	0
Mitcham Area Regeneration	8,210	554,360	(546,150)	186,360	186,360	0
Wimbledon Area Regeneration	0	0	0	25,000	25,000	0
Borough Regeneration	219,505	208,820	10,685	560,050	560,050	0
Morden Leisure Centre	4,502,146	2,000,000	2,502,146	6,203,360	6,203,360	0
Sports Facilities	73,643	0	73,643	446,960	446,960	0
Parks	242,554	686,613	(444,058)	584,340	584,340	0
Mortuary Provision	0	53,890	(53,890)	53,890	53,890	0

**Virement, Re-profiling and New Funding - September 2018**

		2018/19 Budget	Virements	Funding Adjustments	Reprofiling	Revised 2018/19 Budget	2019/20 Budget	Reprofiling	Revised 2019/20 Budget	Narrative
-	-	£	£		£	£	£		£	
<b>Corporate Service</b>	-									
Planning and Public Protection	(1)	337,730			(199,730)	138,000	130,000	199,730	329,730	Reflects Projected Spending Pattern
Housing Company	(1)	1,500,000			(200,000)	1,300,000	22,125,020	200,000	22,325,020	Reflects Current Projected Spending Pattern
<b>Children, Schools and Families</b>	-									
Cricket Green expansion	(1)	1,350,000			(150,000)	1,200,000	4,001,730	150,000	4,151,730	Reflects the estimated programme post contract award
Healthy Schools	(1)	0		188,630		(188,630)	0		0	Funded by CSF Grant
<b>Environment and Regeneration</b>										
Highway Bridges and Structures	(1)	260,000			200,000	460,000	260,000	(200,000)	60,000	Re-profiled in accordance with projected spend
Polka Theatre	(1)	149,950				149,950	0	150,000	150,000	To achieve ongoing revenue savings
Bus Priority Scheme	(1)	150,000			(150,000)	0	0		0	Correction only £15k available rather than £300k on two separate schemes
Mitcham Town Centre	(1)	499,680		(10,680)	(425,000)	64,000	0	425,000	425,000	CIL scheme re-profiled
Crowded Places/Hostile Vehicle Mitigation		0		25,000		25,000	0		0	Funded by Network Rail Contribution
Wandle Project		216,590		460		217,050	0		0	Additional S106 Funding
Parks Investment		297,390		6,700		304,090	0		0	Additional S106 Funding
Pyynes Park Stn Public Realm Imp		0		26,110		26,110	0		0	New Scheme funded by S106
Beddington Lane Cycle Route		366,000		(15,000)		351,000	0		0	TfL funding classified as revenue rather than capital
School Part Time Road Closure	(1)	0		74,000		74,000				TfL funded scheme
<b>Total</b>		5,127,340	0	295,220	(924,730)	4,120,570	26,516,750	924,730	27,441,480	

1) Requires Cabinet Approval

### Capital Programme Funding Summary 2018/19

	Funded from Merton's Resources	Funded by Grant & Capital Contributions	Total
	£000s	£000s	£000s
<b>Approved Capital Programme</b>	<b>27,244</b>	<b>12,655</b>	<b>39,899</b>
<b><u>Corporate Services</u></b>			
Planning and Public Protection System	(200)	0	(200)
Housing Company	(200)	0	(200)
<b><u>Children, Schools and Families</u></b>			
Cricket Green expansion	(150)	0	(150)
Cricket Green expansion	0	189	189
<b><u>Environment and Regeneration</u></b>			
Highway Bridges and Structures	200	0	200
Bus Priority Scheme	0	(150)	(150)
Mitcham Town Centre	(425)	(11)	(436)
Crowded Places/Hostile Vehicle Mitigation	0	25	25
Wandle Project	0	0	0
Parks Investment	7	0	7
Raynes Park Stn Public Realm Imp	26	0	26
Beddington Lane Cycle Route	0	(15)	(15)
School Part Time Road Closure	0	74	74
<b>Proposed Capital Programme</b>	<b>26,503</b>	<b>12,767</b>	<b>39,269</b>

### Capital Programme Funding Summary 2019/20

	Funded from Merton's Resources	Funded by Grant & Capital Contributions	Total
	£000s	£000s	£000s
<b>Approved Capital Programme</b>	<b>46,517</b>	<b>4,319</b>	<b>50,837</b>
<b><u>Corporate Services</u></b>			
Business Systems - Planning and Public Protection System	200	0	200
Housing Company	200	0	200
<b><u>Children, Schools and Families</u></b>			
Cricket Green expansion	150	0	150
<b><u>Environment and Regeneration</u></b>			
Highway Bridges and Structures	(200)	0	(200)
Polka Theatre	150	0	150
Mitcham Town Centre	425	0	425
<b>Proposed Capital Programme</b>	<b>47,442</b>	<b>4,319</b>	<b>51,761</b>

**DEPARTMENT: COMMUNITY & HOUSING SAVINGS PROGRESS 2018/19**

Ref	Description of Saving	2018/19 Savings Required £000	2018/19 Expected Savings £000	Shortfall £000	RAG	2019/20 Savings Expected £000	2019/20 Expected Shortfall £000	19/20 RAG	Responsible Officer	Comments	R /A Included in Forecast Over/Underspend? Y/N
<b>Adult Social Care</b>											
CH55	Less 3rd party payments through "Promoting Independence" throughout the assessment, support planning and review process and across all client groups. Aim to reduce Res Care by £650k and Dom Care by £337k.	987	987	0	G	987	0	G	John Morgan	Achieved as at period 6	Y
CH73	A review of management and staffing levels of the AMH team in line with the reductions carried out in the rest of ASC.	100	38	62	R	100	0	R	Richard Ellis	Defer balance of £62k to 2019.20	Y
CH36	Single homeless contracts (YMCA, Spear, Grenfell) - Reduce funding for contracts within the Supporting People area which support single homeless people - Reduced support available for single homeless people - both in terms of the numbers we could support and the range of support we could provide. In turn this would reduce their housing options. (CH36)	38	38	0	R	38	0	G	Steve Langley	Defer balance of £38k to 2019.20	Y
CH71	Transport: moving commissioned taxis to direct payments. Service users can purchase taxi journeys more cheaply than the council.	50	0	50	R	50	0	G	Phil Howell	Work In progress.	Y
CH72	Reviewing transport arrangements for in-house units, linking transport more directly to the provision and removing from the transport pool.	100	0	100	R	100	0	A	Richard Ellis	Defer as requires Corporate approach	Y
CH74	The implementation of the MOSAIC social care system has identified the scope to improve the identification of service users who should contribute to the costs of their care and assess them sooner, thus increasing client income. Assessed as a 3% improvement less cost of additional staffing	231	231	0	G	231	0	G	Richard Ellis	Additional income from more efficient processes. £115k achieved to date	Y
<b>Subtotal Adult Social Care</b>		<b>1,506</b>	<b>1,294</b>	<b>212</b>		<b>1,506</b>	<b>0</b>				
<b>Library &amp; Heritage Service</b>											
CH56	Introduce a coffee shop franchise across 6 libraries	30	30	0	G	30	0	G	Anthony Hopkins		Y
<b>Housing Needs &amp; Enabling</b>											
CH42	Further Staff reductions. This will represent a reduction in staff from any areas of the HNES & EHH :	62	62	0	G	62	0	G	Steve Langley	Work on demand and capacity is in progress. May be achieved through new income streams.	Y
<b>Public Health</b>											
CH75	Public Health: health related services in other budgets	600	582	18	A	582	(18)	A	Dagmar Zeuner	Further savings in non-statutory spend achieved	Y



**DEPARTMENT: COMMUNITY & HOUSING SAVINGS PROGRESS 2018/19**

Ref	Description of Saving	2018/19 Savings Required £000	2018/19 Expected Savings £000	Shortfall £000	RAG	2019/20 Savings Expected £000	2019/20 Expected Shortfall £000	19/20 RAG	Responsible Officer	Comments	R /A Included in Forecast Over/Underspend? Y/N
	<b>Total C &amp; H Savings for 2018/19</b>	2,198	1,968	230		2,180	(18)			Alternative savings of £200k have been identified and will be presented to Cabinet in due course.	

## DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - PROGRESS ON SAVINGS 18-19

Ref	Description of Saving	2018/19 Savings Required £000	Shortfall	18/19 RAG	2019/20 Expected Shortfall £000	19/20 RAG	Responsible Officer	Comments	R /A Included in Forecast Over/Underspend? Y/N
	<b><u>Schools</u></b>								
CSF2015-03	Increased income from schools and/or reduced LA service offer to schools	200	0	G	0	G	Jane McSherry		N
	<b><u>Commissioning, Strategy and Performance</u></b>								
CSF2015-04	Commissioning rationalisation	60	0	G	0	G	Leanne Wallder		N
	<b><u>Cross cutting</u></b>								
CSF2017-01	Review of non-staffing budgets across the department	106	0	G	0	G	Jane McSherry		N
CSF2017-02	Reduction in business support unit staff	33	0	G	0	G	Jane McSherry		N
	<b><u>Children Social Care</u></b>								
CSF2017-03	Delivery of preventative services through the Social Impact Bond	45	0	G	0	G	Jane McSherry		N
CSF2017-04	South London Family Drug and Alcohol Court commissioning	45	0	G	0	G	Jane McSherry		N
	<b>Total Children, Schools and Families Department Savings for 2017/18</b>	<b>489</b>	<b>0</b>		<b>0</b>				

## DEPARTMENT: ENVIRONMENT &amp; REGENERATION SAVINGS PROGRESS: 2018-19

Ref	Description of Saving	2018/19 Savings Required £000	2018/19 Savings Expected £000	Shortfall	18/19 RAG	2019/20 Savings Expected £000	2019/20 Expected Shortfall £000	19/20 RAG	Responsible Officer	Comments	R /A Included in Forecast Over/Underspend? Y/N
<b>SUSTAINABLE COMMUNITIES</b>											
E&R6	Property Management: Reduced costs incurred as a result of sub-leasing Stouthall until 2024.	18	18	0	G	18	0	G	James McGinlay		N
ENV14	Property Management: Increase in income from rent reviews of c60 properties.	100	100	0	G	100	0	A	James McGinlay	Performance dependent on full implementation of commercial property review.	N
ENV16	Traffic & Highways: Further reductions in the highways maintenance contract costs following reprourement	65							James McGinlay	For both 2018-19 and 2019-20 these savings are covered by Growth (ERG1)	N
ENV17	Traffic & Highways: Reduction in reactive works budget	35							James McGinlay	For both 2018-19 and 2019-20 these savings are covered by Growth (ERG1)	N
ENV20	D&BC: Increased income from building control services.	35	0	35	R	35	0	A	James McGinlay	This has not been possible due to staff shortages and difficulty with filling posts	Y
ENV34	Property Management: Increased income from the non-operational portfolio.	40	40	0	G	40	0	G	James McGinlay		N
ENR8	Property Management: Increased income from rent reviews	150	150	0	G	150	0	A	James McGinlay	Performance dependent on full implementation of commercial property review.	N
<b>PUBLIC PROTECTION</b>											
E&R7	Parking: 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	G	163	0	G	Cathryn James		N
ENV07	Parking: Reduction in supplies & services/third party payment budgets.	60	13	47	R	60	0	A	Cathryn James		Y
ENV08	Regulatory Services: Funding of EH FTE by public health subsidy. As agreed between DPH and Head of PP .	40	0	40	R	0	40	R	Cathryn James	Alternative saving required	Y
ENV09	Regulatory Services: Investigate potential commercial opportunities to generate income	50	0	50	R	50	0	A	Cathryn James	This saving is conditional on income being generated from chargeable business advice/consultancy. A new income generating Business Development team is proposed as part of the 2018/19 restructure of the Regulatory Services Partnership.	Y
ENR2	Parking & CCTV: Pay & Display Bays (On and off street)	44	22	22	R	44	0	G	Cathryn James	Implementation of saving delayed. Proposal now needs to urgently be put to new Cabinet member for approval. As a result, it is unlikely that any revenue effect will be seen before Oct 18. The shortfall will be mitigated by over-achievement in other revenue streams.	Y
ENR3	Parking & CCTV: Increase the cost of existing Town Centre Season Tickets in Morden, Mitcham and Wimbledon.	17	0	17	R	17	0	G	Cathryn James	Any increase in season tickets will form part of the extensive work currently underway, reviewing permit prices for all parking activities. Once complete, it is unlikely that any price increases will be implemented before April 2019. Shortfall will be mitigated by over-achievement in other revenue streams	Y
ALT1	Parking: The further development of the emissions based charging policy by way of increased charges applicable to resident/business permits as a means of continuing to tackle the significant and ongoing issue of poor air quality in the borough.	440	440	0	G	440	0	G	Cathryn James		N

## DEPARTMENT: ENVIRONMENT &amp; REGENERATION SAVINGS PROGRESS: 2018-19

Ref	Description of Saving	2018/19 Savings Required £000	2018/19 Savings Expected £000	Shortfall	18/19 RAG	2019/20 Savings Expected £000	2019/20 Expected Shortfall £000	19/20 RAG	Responsible Officer	Comments	R /A Included in Forecast Over/Underspend? Y/N
<b>PUBLIC SPACE</b>											
E&R1	Leisure Services: Arts Development - further reduce Polka Theatre core grant	4	4	0	G	4	0	G	Anita Cacchioli		N
E&R2	Leisure Services: Water sports Centre - Additional income from new business - Marine College & educational activities.	5	5	0	G	5	0	G	Anita Cacchioli		N
E&R4	Leisure Services: Morden Leisure Centre	100	100	0	G	100	0	G	Anita Cacchioli		N
E&R20	Waste: To contribute to a cleaner borough, enforcement of litter dropping under EPA/ ASB legislation with FPN fines for contraventions.	-2	-2	0	G	-2	0	G	Anita Cacchioli	The level of income from the successful issuing and processing of FPN has remained constant. High payment rates are being achieved supported by the prosecution of non payment with full cost being award	N
ENV18	Greenspaces: Increased income from events in parks	100	50	50	R	100	0	A	Anita Cacchioli	Works on going to secure additional income from events.	Y
ENV31	Waste: Commencing charging schools for recyclable waste (17/18) and food waste (18/19) collection	9	9	0	G	9	0	G	Anita Cacchioli	garanteed income being achieved. Risk is now manged by our collections contractor.	N
ENV32	Transport: Review of Business Support requirements	30	0	30	R	0	30	R	Anita Cacchioli	Alternative saving required	Y
ENV35	Waste: Efficiency measures to reduce domestic residual waste rounds by 1 crew following analysis of waste volumes and spread across week	150	150	0	G	150	0	A	Anita Cacchioli	Saving forms part of Phase C.	Y
ENV36	Transport workshop: develop business opportunities to market Tacho Centre to external third parties	35	35	0	G	35	0	A	Anita Cacchioli	Saving forms part of Phase C.	Y
ENV37	Transport Services: Delete 1 Senior Management post	76	76	0	G	76	0	G	Anita Cacchioli	Completed - establishment and budget has been amended to reflect the reduction of post.	Y
ENV38	Waste: Wider Department restructure in Waste Services	200	0	200	R	200	0	A	Anita Cacchioli	This will not be delivered in 2018. Review and restructure still outstanding	Y
ENV39	Transport Services: Shared Fleet services function with LB Sutton	10	0	10	R	0	10	R	Anita Cacchioli	Alternative saving required	Y
<b>Total Environment and Regeneration Savings 2018/19</b>		<b>1,874</b>	<b>1,373</b>	<b>501</b>		<b>1,794</b>	<b>80</b>				

## DEPARTMENT: CORPORATE SERVICES - PROGRESS ON SAVINGS 18-19

Ref	Description of Saving	2018/19 Savings Required £000	Shortfall	18/19 RAG	2019/20 Expected Shortfall £000	19/20 RAG	Responsible Officer	Comments	R /A Included in Forecast Over/Underspend?
<b>Customers, Policy &amp; Improvement</b>									
CSD19	Staff reductions - Delete 1 FTE	49	0	G	0	G	James Flynn		Y
CS2015-11	Reduction in corporate grants budget	19	0	G	0	G	John Dimmer		Y
CSREP 2018-19 (7)	Translation - increase in income	10	0	A	0	A	Sean Cunniffe	The decision of existing customers to refer work elsewhere, within other organisations i.e. LB Sutton using RBK translation Services.	N
CSREP 2018-19 (16)	Operating cost reduction	11	0	G	0	G	Sophie Ellis		Y
<b>Infrastructure &amp; Technology</b>									
CS71	Delete two in house trainers posts	43	0	G	0	G	Richard Warren		Y
CSD2	Energy Savings (Subject to agreed investment of £1.5m)	150	0	G	0	G	Richard Neal		Y
CS2015-09	Restructure of Safety Services & Emergency Planning team	30	0	G	0	G	Adam Vicarri		Y
CS2015-10	FM - Energy invest to save	465	465	R	365	A	Richard Neal	The capital spend to achieve this was slipped and hence the saving will be delayed with £100k expected in 19/20 and the balance in 20/21. Shortfall to be funded by Corporate Services reserve	Y
CSREP 2018-19 (1)	Renegotiation of income generated through the corporate catering contract	20	0	G	0	G	Edwin O Donnell		Y
CSREP 2018-19 (2)	Review the specification on the corporate cleaning contract and reduce frequency of visits	15	0	G	0	G	Edwin O Donnell		Y
CS2015-01	Reduction in IT support / maintenance contracts	3	0	G	0	G	Clive Cooke		Y
CS2015-02	Expiration of salary protection	16	0	G	0	G	Clive Cooke		Y
CSREP 2018-19 (13)	Business Improvement - Business Systems maintenance and supp	10	0	A	0	G	Clive Cooke	At risk due to APR increases by some suppliers.	Y
CSREP 2018-19 (14)	M3 support to Richmond/Wandsworth	20	0	A	0	G	Clive Cooke	This is dependent on agreement with RSSP, may be at risk if they don't migrate to M3 system	Y
CSREP 2018-19 (15)	Street Naming and Numbering Fees/Charges Review	15	0	G	0	G	Clive Cooke		Y
<b>Corporate Governance</b>									
CSD43	Share FOI and information governance policy with another Council	10	10	R	10	R	Karin lane	This saving will be met in the year from other underspends in the team.	Y
CS2015-06	Delete auditor post and fees	50	0	G	0	G	Margaret Culleton		Y

## DEPARTMENT: CORPORATE SERVICES - PROGRESS ON SAVINGS 18-19

Ref	Description of Saving	2018/19 Savings Required £000	Shortfall	18/19 RAG	2019/20 Expected Shortfall £000	19/20 RAG	Responsible Officer	Comments	R /A Included in Forecast Over/Underspend?
CS2015-12	Savings in running expenses due to further expansion of SLLP	41	0	G	0	G	Fiona Thomsen		Y
<b>CSREP 2018-19 (9)</b>	Corp Gov -Reduction in running costs budgets	11	0	G	0	G	Julia Regan		Y
<b>CSREP 2018-19 (10)</b>	SLLp - Increase in legal income	25	0	G	0	G	Fiona Thomsen		Y
<b>CSREP 2018-19 (11)</b>	Audit and investigations	50	0	G	0	G	Margaret Culleton		Y
	<b><u>Resources</u></b>								
CSD20	Increased income	16	0	G	0	G	Nemashe Sivayogan		Y
CSD27	Further restructuring (2 to 4 posts)	100	0	G	0	G	Roger Kershaw		Y
CS2015-05	Staffing costs and income budgets	75	0	G	0	G	Roger Kershaw		Y
CSREP 2018-19 (6)	Reduction in running costs budgets	9	0	G	0	G	David Keppler		Y
CSREP 2018-19 (3)	Miscellaneous budgets within Resources	13	0	G	0	G	Roger Kershaw		Y
CSREP 2018-19 (4)	Recharges to pension fund	128	0	G	0	G	Nemashe Sivayogan		Y
	<b><u>Human Resources</u></b>								
CSREP 2018-19 (12)	Reduction in posts across the department	185	0	G	0	G	Kim Brown		Y
	<b><u>Corporate</u></b>								
CSREP 2018-19 (5)	Council tax and business rates credits	220	0	G	0	G	Roger Kershaw		Y
CSREP 2018-19 (8)	Dividend from CHAS 2013 Limited	215	0	G	0	G	Ian McKinnon		Y
	<b>Total Corporate Services Department Savings for 2018/19</b>	<b>2,024</b>	<b>475</b>		<b>375</b>				

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

Ref	Description of Saving	2017/18 Savings Required £000	2017/18 Expected Shortfall £000	17/18 RAG	2018/19 Expected Shortfall £000	18/19 RAG	2019/20 Expected Shortfall £000	19/20 RAG	Responsible Officer	Comments	R /A Included in Forecast Over/Underspend? Y/N
<b>CSF2012-07</b>	<b>Children Social Care</b> 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.	100	7	R	0	G	0	G	Paul Angeli	The ETE saving was delivered from July 2017 and the short for the first quarter covered through reduced grant-funding for targeted intervention services.	N
	<b>Total Children, Schools and Families Department Savings for 2017/18</b>		7		0		0				

## DEPARTMENT: CORPORATE SERVICES - PROGRESS ON SAVINGS 17-18

Ref	Description of Saving	2017/18 Savings Required £000	2017/18 Shortfall	17/18 RAG	2018/19 Expected Shortfall £000	18/19 RAG	2019/20 Expected Shortfall £000	19/20 RAG	Responsible Officer	Comments
	<b>Business improvement</b>									
CSD42	Restructure functions, delete 1 AD and other elements of management	170	70	R					Sophie Ellis	Replacement saving identified and approved for 18/19 - CSREP 2018-19 (1-16)
CS2015-	Staffing support savings	13	13	R					Sophie Ellis	Replacement saving identified and approved for 18/19 - CSREP 2018-19 (1-16)
	<b>Infrastructure &amp; transactions</b>									
CS70	Apply a £3 administration charge to customers requesting a hard copy paper invoice for services administered by Transactional Services team	35	35	R					Pam Lamb	Replacement saving identified and approved for 18/19 - CSREP 2018-19 (1-16)
	<b>Resources</b>									
CSD26	Delete 1 Business Partner	78	78	R	0	G		G	Caroline Holland	Due to delays in projects this saving was not achieved until 18/19
	<b>Total Corporate Services Department Savings for 2017/18</b>		196		0		0			



DEPARTMENT: COMMUNITY & HOUSING SAVINGS PROGRESS 2017/18										APPENDIX 7	
Ref	Description of Saving	2017/18 Savings Required £000	Shortfall £000	17/18 RAG	2018/19 Expected Shortfall £000	18/19 RAG	2019/20 Expected Shortfall £000	19/20 RAG	Responsible Officer	Comments	R / A Included in Forecast Over/Underspend ? Y/N
<b>Adult Social Care</b>											
CH57	<b>Staff savings:</b> transfer of savings from housing	50	19	R	0	G	0	G	Richard Ellis	To be met from staffing underspends	Y
CH35, CH36, CH52	<b>Supporting People:</b> 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	100	R	0	G	0	G	Richard Ellis	Work on re-commissioning in progress.	Y
<b>Library &amp; Heritage Service</b>											
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	33	R	0	G	0	G	Anthony Hopkins	The new operating model went live in May 2018 and savings will continue to be achieved ongoing. The first year's underachievement was due to the savings only being realised over 11 months and increased one off spend for agency staff.	Y
<b>Housing Needs &amp; Enabling</b>											
CH43	Further Staff reductions. This will represent a reduction in staff from any areas of the HNES & EHH :	100	49	G	0	G	0	G	Steve Langley	Staffing plan agreed for implementation	Y
<b>Total C &amp; H Savings for 2017/18</b>			<b>201</b>		<b>0</b>		<b>0</b>			<b>The department has looked at ways to mitigate unachieved savings in 18/19 by securing further under spends across C&amp;H</b>	

## DEPARTMENT: ENVIRONMENT &amp; REGENERATION SAVINGS PROGRESS: 2017-18

Ref	Description of Saving	2017/18 Savings Required £000	2017/18 Savings Achieved £000	Shortfall	17/18 RAG	2018/19 Savings Expected £000	2018/19 Expected Shortfall £000	18/19 RAG	2019/20 Savings Expected £000	2019/20 Expected Shortfall £000	19/20 RAG	Responsible Officer	Comments	R /A Included in Forecast Over/Unders pend? Y/N
<b>SUSTAINABLE COMMUNITIES</b>														
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	214										James McGinlay	For 2017/18, 2018-19 and 2019-20 this saving is covered by Growth	N
ER23b	Restructure of team to provide more focus on property management and resilience within the team.	18	0	18	R	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	G	82	0	G	82	0	G	James McGinlay		N
E&R32	Income from wifi concessionary contract to be let from 2015/16	5										James McGinlay	For 2017/18, 2018-19 and 2019-20 this saving is covered by Growth	N
E&R34	Alternative delivery model of highway safety inspection service	30										James McGinlay	For 2017/18, 2018-19 and 2019-20 this saving is covered by Growth	N
E&R35	Reduce street lighting contract costs	25	25	0	G	25	0	G	25	0	G	James McGinlay	Contract renegotiated	N
E&R37	Introduction of Lane rental approach to Highways works to assist in reducing congestion.	50										James McGinlay	For 2017/18, 2018-19 and 2019-20 this saving is covered by Growth	N
E&R41	Staff restructure	80										James McGinlay	For 2017/18, 2018-19 and 2019-20 this saving is covered by Growth	N
D&BC1	Fast track of householder planning applications	55	0	55	R							James McGinlay	A replacement saving (ALT1) implemented in 2018/19, was agreed by Cabinet in November 2017.	N
D&BC2	Growth in PPA and Pre-app income	50	0	50	R							James McGinlay	A replacement saving (ALT1) implemented in 2018/19, was agreed by Cabinet in November 2017.	N
D&BC3	Commercialisation of building control	50	0	50	R							James McGinlay	A replacement saving (ALT1) implemented in 2018/19, was agreed by Cabinet in November 2017.	N
D&BC4	Deletion of 1 FTE (manager or deputy) within D&BC	45	0	45	R	0	45	R	0	45	R	James McGinlay	Alternative saving required	Y
D&BC5	Eliminate the Planning Duty service (both face to face and dedicated phone line) within D&BC	35	0	35	R							James McGinlay	A replacement saving (ALT1) implemented in 2018/19, was agreed by Cabinet in November 2017.	N
D&BC6	Stop sending consultation letters on applications and erect site notices	10	0	10	R							James McGinlay	A replacement saving (ALT1) implemented in 2018/19, was agreed by Cabinet in November 2017.	N
ENV15	Reduction in street lighting energy and maintenance costs. Would require capital investment of c£400k, which forms part of the current capital programme - Investment in LED lights in lamp Colum stock most capable of delivering savings	148	100	48	R	148	0	G	148	0	G	James McGinlay		N
ENV16	Further reductions in the highways maintenance contract costs following reprocurement. Part year effect in 17/18 due to contract start date mid year.	65										James McGinlay	For 2017/18, 2018-19 and 2019-20 this saving is covered by Growth	N
ENV17	Reduction in reactive works budget	30										James McGinlay	For 2017/18, 2018-19 and 2019-20 this saving is covered by Growth	N
ENV20	Increased income from building control services.	35	0	35	R							James McGinlay	A replacement saving (ALT1) implemented in 2018/19, was agreed by Cabinet in November 2017.	N
ENV24	Cease subscription to Urban London and Future London Leaders	10	10	0	G	10	0	G	10	0	G	James McGinlay		N
ENV34	Increased income from the non-operational portfolio.	8	8	0	G	8	0	G	8	0	G	James McGinlay		N
<b>SENIOR MANAGEMENT</b>														
ENV01	Reduce the level of PA support to Heads of Service by 0.6fte.	19	19	0	G	19	0	G	19	0	G	Chris Lee		N
<b>PUBLIC PROTECTION</b>														
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	Cathryn James		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	G	163	0	G	163	0	G	Cathryn James		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	-1540	0	G	Cathryn James		N
E&R14	Further expansion of the Regulatory shared service.	100	0	100	R	15	85	R	100	0	A	Cathryn James	Wandsworth staff joined the RSP on 1st November 2017. This saving is linked to efficiencies associated with the current management restructure of the RSP.	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	70	0	G	Cathryn James		N

## DEPARTMENT: ENVIRONMENT &amp; REGENERATION SAVINGS PROGRESS: 2017-18

Ref	Description of Saving	2017/18 Savings Required £000	2017/18 Savings Achieved £000	Shortfall	17/18 RAG	2018/19 Savings Expected £000	2018/19 Expected Shortfall £000	18/19 RAG	2019/20 Savings Expected £000	2019/20 Expected Shortfall £000	19/20 RAG	Responsible Officer	Comments	R/A Included in Forecast Over/Underspend? Y/N
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	0	190	R	190	0	A	Cathryn James	This saving is not currently being achieved as the 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	0	45	R	0	45	R	Cathryn James	Alternative saving required	Y
ENV04	Improved management of traffic flows/congestion and availability of parking space through Increase compliance	250	250	0	G	250	0	G	250	0	G	Cathryn James		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	G	70	0	G	70	0	G	Cathryn James	Review of back office staffing complement has achieved saving required	Y
ENV06	Reduction in transport related budgets	46	0	46	R							Cathryn James	A replacement saving (ALT1) implemented in 2018/19, was agreed by Cabinet in November 2017.	N
ENV09	Investigate potential commercial opportunities to generate income	50	7	43	R	0	50	R	50	0	A	Cathryn James		Y
ENV10	Reduction in Transport/Supplies and Services budget through greater efficiency	10	10	0	G	10	0	G	10	0	G	Cathryn James		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	250	0	G	Cathryn James		N
ENR3	Increase the cost of existing Town Centre Season Tickets in Morden, Mitcham and Wimbledon.	16	16	0	G	16	0	G	16	0	G	Cathryn James		N
<b>PUBLIC SPACE</b>														
E&R1	Arts Development - further reduce Polka Theatre core grant	5	5	0	G	5	0	G	5	0	G	Anita Cacchioli		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	Anita Cacchioli		N
E&R3	Various Budgets - Reduction in supplies & services &/or increased income over expenditure	16	16	0	G	16	0	G	16	0	G	Anita Cacchioli		N
E&R16	Joint procurement of waste, street cleansing, winter maintenance and fleet maintenance services (Phase C)	1,500	795	705	R	1,382	118	R	1,500	0	A	Anita Cacchioli	Actual savings delivered are being monitored closely	N
E&R20	Contribute to a cleaner borough, enforcement of litter dropping under Litter/ASB legislation with FPN fines for contraventions.	-3	-3	0	G	-3	0	G	-3	0	G	Anita Cacchioli	The level of FPN issued and paid continue to increase. Revenue income exceeds budget	N
E&R25	Joint procurement of greenspace services as part 2 of the Phase C SWP procurement contract with LB Sutton	160	44	116	R	160	0	G	160	0	G	Anita Cacchioli		N
ENV11	Outsource leisure and sports activities	59	59	0	G	59	0	G	59	0	G	Anita Cacchioli		Y
ENV12	Roles of head of section/amalgamated with head of Greenspaces	70	0	70	R	0	70	R	70	0	A	Anita Cacchioli	Saving has been delayed but expected to be implemented in 2019/20	N
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	70	0	A	Anita Cacchioli	Saving forms part of Phase C, but may not be achieved this financial year.	N
ENV18	Increased income from events in parks	100	0	100	R							Anita Cacchioli	A replacement saving (ALT1) implemented in 2018/19, was agreed by Cabinet in November 2017.	N
ENV19	Planned re-distribution of North East Surrey Crematorium funds	90	90	0	G	90	0	G	90	0	G	Anita Cacchioli		N
ENV21	Reduction in the grant to Wandle Valley Parks Trust	6	0	6	R	6	0	G	6	0	G	Anita Cacchioli		N
ENV22	Reduction in grant to Mitcham Common Conservators.	24	24	0	G	24	0	G	24	0	G	Anita Cacchioli		N
ENV23	Further savings from the phase C procurement of Lot 2.	160	0	160	R	0	160	R	160	0	A	Anita Cacchioli	Saving forms part of Phase C, but will not be achieved this financial year.	N
ENV25	Department restructure of the waste section	191	0	191	R	191	0	G	191	0	A	Anita Cacchioli		Y
ENV26	Re-balancing of rounds	20	20	0	G	20	0	G	20	0	G	Anita Cacchioli	Saving achieved as part of Phase C procurement and outsourcing of service. Budget reduced in line with savings target	N
ENV27	Remove free provision of food waste liners	66	66	0	G	66	0	G	66	0	G	Anita Cacchioli	Saving achieved as part of Phase C procurement and outsourcing of service. Budget reduced in line with savings target	N
ENV28	Divert gully waste and mechanical Street sweepings from landfill through pre-treatment and recycling	37	37	0	G	37	0	G	37	0	G	Anita Cacchioli	On going street sweeping are being diverted from landfill and disposal savings achieved. More work to be done in relation to gully waste to generate additional disposal savings.	N
ENV29	Realign budget to reflect actual income achieved through sale of textiles	20	20	0	G	10	10	R	20	0	A	Anita Cacchioli	This budget income is under pressure due to the fall in textile prices. This is currently mitigated by increased savings on disposal costs.	N
ENV30	Increase annual Garden Waste subscription fees by £5 p.a.	30	30	0	G	30	0	G	30	0	G	Anita Cacchioli	Completed - Income guaranteed by waste contractor	N
ENV31	Commencing charging schools for recyclable waste (17/18) and food waste (18/19) collection	102	102	0	G	102	0	G	102	0	G	Anita Cacchioli	Completed - Income guaranteed by waste contractor	N
ENV36	Review and removal of NRCs	50	50	0	G	50	0	G	50	0	G	Anita Cacchioli	Savings being delivered through the disposal cost to landfill.	N
<b>Total Environment and Regeneration Savings 2016/17</b>		<b>3,218</b>	<b>960</b>	<b>2,258</b>		<b>2,046</b>	<b>791</b>		<b>2,747</b>	<b>90</b>				

## Appendix 8

### Subject: Miscellaneous Debt Update September 2018

#### 1. LATEST ARREARS POSITION – MERTON'S AGED DEBTORS REPORT

1.1 A breakdown of departmental net miscellaneous debt arrears, as at 30 September 2018, is shown in column F of the table below.

1.2 Please note that on the 6 February 2017 the new financial computer system E5 went live and this included the raising and collection of invoices and the debt recovery system.

Sundry Debtors aged balance – 30 September 2018 – not including debt that is less than 30 days old (Please note the new system reports debt up to 30 days whereas previously we reported up to 39 days)

Department a	30 days to 6 months b	6 months to 1 year c	1 to 2 years d	Over 2 years e	Sept 18 arrears f	June 18 Arrears	Direction of travel
	£	£	£	£	£	£	
Env & Regeneration	666,086	895,846	306,455	228,720	2,097,108	2,501,863	↓
Corporate Services	485,642	141,011	107,479	70,741	804,874	653,437	↑
Housing Benefits	547,074	809,015	952,096	2,400,197	4,708,381	4,754,665	↓
Children, Schools & Families	411,486	144,185	331,816	269,293	1,156,780	1,169,909	↓
Community & Housing	1,113,154	1,116,146	1,006,016	1,793,830	5,029,146	5,672,488	↓
Chief Executive's	0	0	0	0	-	0	↓
CHAS 2013	15,179	1,845	16,158	36,293	69,475	101,572	↓
<b>Total</b>	<b>3,238,620</b>	<b>3,108,048</b>	<b>2,720,021</b>	<b>4,799,073</b>	<b>13,865,763</b>	<b>14,853,934</b>	↓
Sep-17	5,450,519	2,100,528	2,533,659	3,612,689	13,697,395		
<b>Variance Sept 17 to Sept 18</b>	<b>-2,211,899</b>	<b>1,007,520</b>	<b>186,362</b>	<b>1,186,384</b>	<b>168,368</b>		↑

1.3 Since the position was last reported on 30 September 2018, the net level of arrears, i.e. invoices over 30 days old, has decreased by £988,171.

- 1.4 The new financial system (E5) was implemented on 6 February 2017 and there was an initial delay in raising new invoices. There was also a backlog of issuing invoices for Adult Social Care debt which was linked with the implementation of the new Social Care computer system (Mosaic). However, this backlog has now been addressed and invoicing was back on track in February 2018 as initially planned.
- 1.5 All departments debts have reduced since last reported in June except Corporate Services where the Legal Partnership debt had increased by £180,000 to £265,000. However, since the report was run and data extracted over £150,000 of this debt has been collected.
- 1.6 Actions being taken to collect housing benefit overpayments and Adult Social Care debt are detailed below in the report.

**2 THE PROCESS FOR COLLECTION OF MISCELLANEOUS DEBT**

- 2.1 In considering the current levels of debt, it is important to outline the general process Merton currently has in place to collect its arrears. In general terms the process has 5 stages, as detailed below, although processes employed vary by debt type. It is important to note that most debtors can not pay their outstanding liabilities other than by payment arrangements. Once a payment arrangement has been made it can not be changed without the debtors consent.

The process for collecting debt

Stage 1	Stage 2	Stage 3	Stage 4	Stage 5
Invoice issued to debtor with 30 days allowed for payment.	After 30 days and following two requests for payment, a final warning notice is issued and the case passed to the Debt Recovery team.	The debt and debtor is evaluated to ensure the most effective recovery action is taken. This will include contacting debtors' direct and collecting payment or agreeing repayment plans and passing the debt to collection agents to collect on our behalf, bankruptcy proceedings, attachment to benefit etc.	If the debt remains unpaid then County Court action is taken by the Debt Recovery team's solicitor who administers this process.	The final stage is consideration of the debt for write-off if all other attempts to collect the debt have failed.

**3. ACTION BEING TAKEN TO COLLECT OUTSTANDING DEBT**

- 3.1 Adult Social Care Debt

- 3.2 One of the two largest debts owed to the council is for Adult Social Care debt and the current level of this debt is £4.912 million, a reduction of £60,000 since last reported in June 2018.
- 3.3 Over the past few year's council staff have been working closely and following new processes to manage this debt. This work involves regular joint meetings between the financial assessments, social services, client financial affairs and debt recovery teams to review the debts of individual clients and establish action plans for each one.
- 3.4 These actions include, but are not limited to: early intervention from social workers to prevent debts from getting out of control and to ensure that clients are supported earlier to get their finances in order; as part of their induction all new Social Workers spend time with the Financial Assessment Team, to understand how financial assessments are carried out; social workers also check to see if there any safeguarding issues around non-payment of bills and work very closely with the Welfare Benefits Officer; there is more use of credit checks and land registry checks when assessing/investigating debt issues; increased involvement from the client financial affairs team to take appointeeship for those without capacity or appropriate deputyship; Increased identification of cases where we will consider legal action to secure the debt and generally to share information and support each other in the collection and prevention of this debt. New deferred payment arrangements are excluded from the debt position as the cases are managed separately within Community and Housing. Although the debt has grown the actions being taken are mitigating the impact.
- 3.5 A new working group chaired by the Director of Community and Housing has been set up to monitor Community Care debt and to work across departments to improve processes and ensure best practice is in place to maximise collection of debts at all stages.
- 3.6 The table below shows the breakdown of Community Care debt by recovery action

Total Community Care Debt by recovery action as at September 2018 compared to December 2016, June 2017, March 2018 and June 2018

Please note that debt at invoice stage is where the invoice is less than 30 days old so not included in table 1 above under Community and Housing.

Adult Social Care Debt	Dec 2016	% at stage	Jun 2017	% at stage	Mar-18	% at stage	Jun-18	% at stage	Sep-18	% at stage
Invoice stage	646,210	13%	1,129,190	11%	959,618	17%	360,575	7%	385,921	8%
Charge & Deferred Payment	635,671	13%	311,604	7%	258,470	5%	255,870	5%	47,673	1%
Payment arrangement	235,667	5%	273,316	6%	232,088	4%	178,224	4%	180,288	4%
Probate, DWP & Deputyship	771,456	15%	553,437	13%	491,306	9%	476,696	10%	468,353	9%
Court action	188,264	4%	184,781	3%	84,958	1%	84,598	2%	84,598	2%
Dept or service query	286,782	6%	90,530	2%	71,185	1%	25,097	1%	22,615	1%
No action secured	2,186,747	44%	1,380,647	58%	2,420,165	46%	2,271,872	45%	2,296,871	46%
J&P					920,885	17%	1,323,327	26%	1,426,309	29%
<b>Total Debt</b>	<b>4,950,797</b>		<b>3,923,505</b>		<b>5,438,675</b>		<b>4,976,259</b>		<b>4,912,628</b>	

- 3.7 There has been a reduction in the debt at Charge and deferred Payment Arrangement. This is mainly due to receiving payments of £93,000, £55,000 and £37,000 on cases where in the last quarter we have secured full payments. One of these was recovered by the specialist Adult Social Care debt collection company detailed below in 3.10.
- 3.8 Every four weeks the council raises approximately £490,000 in Adult Social Care invoices and of this collect £120,000 by direct debit.
- 3.9 This results in approximately £370,000 of debt needing to be collected each month (£1.1 million a quarter) for the level of outstanding debt to remain static.
- 3.10 In February 2018 agreement was reached with a specialist Adult Social Care debt collection company to collect some of our larger debts and debts for deceased debtors for a one year trial. In the first seven months they have received full payments on four cases totalling £128,000.
- 3.11 Housing Benefit Overpayments
- 3.12 The largest area of debt owed to the council is for housing benefit overpayments with the total level of debt being £8.19 million, which is a reduction of £200,000 since last reported at the end of June 2018.

- 3.13 The Department of Work and Pensions commenced a “Real Time” Information initiative at the end of September 2014 which was aimed at ensuring that earnings and pensions data within the housing benefit system matched that held by HMRC. At the same time they also commenced another initiative to identify fraud and error.
- 3.14 The DWP have provided additional funding to the council to undertake this work and up until March 2017 granted additional income based on targets met.
- 3.15 The Real Time information initiative continued throughout 2017/18 and will again run in 2018/19 under Verification of Earnings and Pension (VEP) initiative. The council receives notifications every week for cases where the DWP suggests we check earnings details using the real time information.
- 3.16 Since the start of the Real Time information initiative over £5.4 million of overpayments have been identified. Where possible these overpayments are being recovered from on-going benefit payments. We are entitled to deduct between £10.95 and £23.35 per week from on-going housing benefit dependant on circumstances. Where the change has resulted in housing benefit being cancelled or nil entitlement we can contact the claimants employer and are paid a percentage deduction of their salary each month.
- 3.17 Although the overall housing benefit debt has increased over the years there has also been an increase in the amount of debt either being recovered from on-going benefit or on arrangements, with £2.6 million being recovered from on going benefit by reducing current housing benefit payments. Just over £5.6 million is on a payment arrangement or recovery from on going benefit
- 3.18 The table below shows breakdown of all housing benefit overpayments by recovery action.



Total Housing Benefit Debt by recovery action from September 2016 to September 2018 by quarter

<b>Recovery Stage</b>	<b>Sep-16</b>	<b>Dec-16</b>	<b>Mar-17</b>	<b>Jun-17</b>	<b>Sep-17</b>	<b>Mar-18</b>	<b>Jun-18</b>	<b>Sep-18</b>
Invoice and Reminder stage	624,877	874,548	723,613	284,713	379,477	340,008	312,186	347,861
On-going recovery	3,048,093	3,032,558	2,928,992	3,363,611	3,354,237	3,032,656	2,775,552	2,618,115
Payment Arrangements	2,134,893	2,220,007	2,314,257	2,353,352	2,511,028	2,647,525	2,826,435	3,012,437
No Arrangements secured	2,544,392	2,162,070	2,113,587	2,665,410	2,387,794	2,427,693	2,384,329	2,216,787
<b>Total HB Debt</b>	<b>8,352,255</b>	<b>8,289,183</b>	<b>8,080,449</b>	<b>8,667,086</b>	<b>8,632,536</b>	<b>8,447,882</b>	<b>8,298,502</b>	<b>8,195,200</b>

3.19 We have continued to review and target all housing benefit debt. We have tried to improve the procedures at the beginning of the process when a debt is first identified by ensuring that invoices are raised as soon as possible to give the best chance of recovery, we are targeting debtors who are now in work and we will be applying to recover the overpayments from their employers and we are looking at the oldest debts to consider if they are still collectable. However, it should be noted that a lot of the housing benefit debt is very difficult to recover as the Council's powers of recovery are very limited unless the debtor works or owns their own property.

3.20 We commenced another new DWP initiative to assist with the collection of unpaid overpayments. On a monthly basis we provide a list of debts to the DWP who will compare it to HMRC data and highlight where customers are now working so that we can apply for an attachment to their earnings. This commenced in May 2018 and since then we have applied for an additional 290 attachment to earnings. We have also been provided with up to date contact details of debtors which has enabled us to make contact and secure further payment arrangements and payments.

3.21 Debt Written Off

3.22 The table below shows the amount of debt written off in accordance with financial regulations and scheme of management in 2014/15, 2015/16, 2016/17 and 2017/18.

### Debt written off since 2014/15 to date by debt type

	2014/15	2015/16	2016/17	2017/18	2018/19				2018/19
	Total	Total	Total	Total	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
<b>Debt type</b>									
<b>Sundry Debt</b>	£347,726	£581,419	£129,338	£443,317	£0	£124,754			£124,754
<b>Housing benefit overpayments</b>	£1,050,105	£510,352	£517,467	£512,379	£110,922	£173,825			£284,747
<b>Council Tax</b>	£526,881	£951,280	£623,486	£804,987	£0	£226,884			£226,884
<b>Business Rates</b>	£790,373	£659,514	£567,908	£378,155	£0	£0			£0
<b>Total</b>	<b>£2,715,085</b>	<b>£2,702,565</b>	<b>£1,838,199</b>	<b>£2,138,838</b>	<b>£110,922</b>	<b>£525,463</b>	<b>£0</b>	<b>£0</b>	<b>£636,385</b>

3.23 Of the business rates debt written off a large proportion relates to debts owed by businesses that went into liquidation. From 2014/15 to 2016/17 £2.017 million of business rates debt was written off and £1.071 million related to businesses that went into liquidation. In 2017/18 £378,155 was written off of which £205,000 related to businesses that went into liquidation.

3.24 Although the debt written off within any of the years does not relate to one specific year it should be noted that in 2017/18 the council was collecting a net debt of £107.1 million in council tax (this includes the GLA portion), a net debt of £93.1 million in business rates (this includes Business Rates Supplement) and approximately £44 million raised through sundry debts.

3.25 Every effort is made to collect all outstanding debts and debts are only written off as a last resort. The council is still collecting some council tax debts that are greater than 6 years old or will have secured the debts against properties where possible.

#### **4. SUNDRY DEBT COLLECTED**

4.1 Based on previous years performance (2013/14 to 2015/16) an average of £56 million invoices were raised each year and 97.9% collected. This data is based at 31 December 2016 prior to the implementation of E5.

4.2 Active recovery action continues to be undertaken on all outstanding debts. Some of the debt owed for previous years would be secured against a charge on the property or deferred payment arrangement.

## 5. PROVISION FOR BAD AND DOUBTFUL DEBTS

- 5.1 Provision has been made in the draft 2017/18 account for writing off bad and doubtful debts held within the ASH, E5 and Housing benefits systems. These provisions are £3.441m for Accounts Receivable (including former ASH) miscellaneous debt and £6.504m for debt held in the Housing Benefits system, making a total General Fund provision for bad and doubtful debts of £9.945m. Clearly, every attempt is made to collect debts before write-off is considered. The current level of General Fund provision is analysed in the table below.
- 5.2 The Council adheres to the principles of the SORP when calculating its provisions. Merton's methodology is to provide on the basis of expected non collection using estimated collection rates for individual departmental debt which take account of the age of the debt.

### Provision for Bad and Doubtful Debts

Department	Total Provision	
	At 31/03/2017	At 31/03/2018
	£000's	£000's
Env & Regeneration	294	607
Corporate Services	221	171
Housing Benefits	6,947	6,504
Children, Schools & Families	296	413
Community & Housing	2,148	2,250
<b>Total</b>	<b>9,906</b>	<b>9,945</b>

## 6. TOTAL DEBT DUE TO MERTON

The total amount due to Merton as at 30 September 2018 is detailed in the table below.

Total debt outstanding as at 30 September 2018 and compared with previous periods over the past 18 months

	<b>Mar-17</b>	<b>Jun-17</b>	<b>Sep-17</b>	<b>Mar 18</b>	<b>Jun-18</b>	<b>Sep-18</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Miscellaneous sundry debt Note 1	7,067,219	12,454,666	17,256,834	15,778,776	14,758,378	13,492,395
Housing Benefit debt	8,080,449	8,667,087	8,632,539	8,447,884	8,298,503	8,195,200
Parking Services	3,526,192	4,451,650	4,692,186	4,876,618	4,398,706	4,352,661
Council Tax Note 2	3,866,556	6,940,774	6,262,466	7,601,390	7,340,722	6,587,840
Business Rates Note 3	654,794	2,558,946	2,160,057	2,857,363	2,806,594	2,099,948
<b>Total</b>	<b>23,195,210</b>	<b>35,073,123</b>	<b>39,004,082</b>	<b>39,562,031</b>	<b>37,602,903</b>	<b>34,728,044</b>

Note 1 The amount shown against miscellaneous sundry debt above differs from the amount shown in table 1 as it shows all debt, including debt which is less than 30 days old and table 1 only includes debt over 30 days old and also includes housing benefit overpayments which is shown separate in the table above.

Note 2 Council tax debt now includes unpaid council tax for 2017/18 in March 18 figures hence the increase.

Note 3 Business rates debt now includes unpaid business rates for 2017/18 in March 18 figure hence the increase.

Note 4 From April 2017 council tax and business rates debt is being reported and monitored different. From April 2017 we report the gross debt position whereas previously we have reported the net debt position (netting off credits on accounts).

- 6.1 The overall debt outstanding has reduced by £2,874,859 since last reported at the end of June 2018.
- 6.2 The overall level of debt has reduced by £4.27 million since September 2017. Just over £3.7 million of this reduction is related to sundry debt.
- 6.3 Included in the £13.4 million sundry debt outstanding is £4.3 million of invoices that are less than 30 days old.

6.4 Detailed breakdowns of the Council Car Parking figures are shown in the table below:

**Car Parking Aged Debtors – 30 September 2018**

<b>Age of Debt</b>	<b>Outstanding £</b>	<b>Number of PCNs</b>	<b>Average Value £</b>
<b>0-3 months</b>	<b>1,556,748</b>	<b>13,141</b>	<b>118</b>
<b>3-6 months</b>	<b>755,231</b>	<b>4,632</b>	<b>163</b>
<b>6-9 months</b>	<b>550,444</b>	<b>3,198</b>	<b>172</b>
<b>9-12 months</b>	<b>482,768</b>	<b>2,699</b>	<b>178</b>
<b>12-15 months</b>	<b>476,768</b>	<b>2,667</b>	<b>178</b>
<b>Older than 15 months</b>	<b>530,702</b>	<b>3,223</b>	<b>164</b>
<b>Total September 2018</b>	<b>4,352,661</b>	<b>29,560</b>	<b>147</b>

**Total June 2018**                      **£4,398,706**                      **29,325**

**Increase/-decrease**                      **-£46,045**                      **-235**

**APPENDIX AUTHOR - David Keppler (020 8545 3727/[david.keppler@merton.gov.uk](mailto:david.keppler@merton.gov.uk))**

## **Committee: Financial monitoring scrutiny task group**

**Date: 13 November 2018**

Agenda item:

Wards:

**Subject: Establishment Control and Vacancy reporting (2<sup>nd</sup> Quarter)**

Lead officer: Kim Brown – interim HR lead

Lead member: Councillor Mark Allison

Contact officer: Kim Brown ext 3152

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### **Recommendations:**

A. To note the contents of this report

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## **1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY**

- 1.1. The last report to this committee reported data as at Q4 2017/18 - 31 March 2018 and as at Q1 2018/19 – 30 June 2018.
- 1.2. This report provides data as at 2<sup>nd</sup> quarter 2018/19 (data as at 30 September 2018). Subject to timing of committee dates updates are provided quarterly, tied to the financial quarters of 30 June, 30 September, 31 December and 31 March.
- 1.3. The data reflects further work to align 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 30 September 2018. The appendices show 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. As requested at the last meeting, the summary now also shows the figures for the previous quarters in the financial year.

- 2.3. A change was made in the last reported quarter to also show the budgeted FTEs at time of revenue budget setting alongside the actual FTE establishment, based on iTrent data the report dates. 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.
- 2.4. Work continues to ensure the accuracy of the data including close liaison with Heads of Service to review the detailed establishment for their areas.
- 2.5. 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.
- 2.6. 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.
- 2.7. 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.
- 2.8. HR provides information to Standards and General Purposes Committee on agency and interim usage.
- 2.9. 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 updates are provided to this committee quarterly, based on data as at 31<sup>st</sup> March, 30<sup>th</sup> June, 30<sup>th</sup> September and 31<sup>st</sup> December each year. Heads of Service 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 30 September

## **12 BACKGROUND PAPERS**

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

OVERALL SUMMARY

APPENDIX B VACANCY DATA FOR MERTON - as at 30th September 2018

As at 30th September 2018

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	503.41	19.35	522.76	433.98	88.78	56.69	32.09
Children Schools and Families	526.03	37.12	567.65	459.43	108.22	65.20	43.02
Community and Housing	421.38	4.71	426.09	340.64	85.45	28.60	56.85
Environment and Regeneration	306.31	139.24	445.55	329.88	115.67	54.60	61.07
<b>Total</b>	<b>1757.13</b>	<b>200.42</b>	<b>1962.05</b>	<b>1563.93</b>	<b>398.12</b>	<b>205.09</b>	<b>193.03</b>

As at 30th June 2018

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	503.41	18.63	522.04	427.73	94.31	59.29	35.02
Children Schools and Families	526.03	37.06	563.09	457.95	105.14	67.40	37.74
Community and Housing	421.38	-1.39	419.99	343.01	76.98	23.60	53.38
Environment and Regeneration	306.31	131.74	438.05	330.73	107.32	56.17	51.15
<b>Total</b>	<b>1757.13</b>	<b>186.04</b>	<b>1943.17</b>	<b>1559.42</b>	<b>383.75</b>	<b>206.46</b>	<b>177.29</b>

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
<b>Chief Exec - Management Total</b>		<b>2.00</b>	<b>0.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Corporate Governance</b>								
Democracy Services		13.20	0.50	13.70	13.64	0.06	0.00	0.06
Electoral Services		5.50	1.00	6.50	4.50	2.00	0.00	2.00
Information		10.13	0.60	10.73	11.44	-0.71	1.00	-1.71
South London Legal Partnership		113.59	-2.83	110.76	83.59	27.17	24.09	3.08
Management		1.00	0.00	1.00	1.00	0.00	0.00	0.00
<b>Corporate Governance Total</b>		<b>143.42</b>	<b>-0.73</b>	<b>142.69</b>	<b>114.17</b>	<b>28.52</b>	<b>25.09</b>	<b>3.43</b>
<b>Customers, Policy and Improvement</b>								
Communications		4.00	2.00	6.00	2.80	3.20	2.00	1.20
	Community Engagement	2.00	0.00	2.00	1.50	0.50	0.00	0.50
Continuous Improvement		4.00	0.00	4.00	4.00	0.00	0.00	0.00
Customer Contact	Reception - Contact Centre & Cash Office	19.08	-0.05	19.03	17.29	1.74	4.60	-2.86
	Registrars	10.30	0.00	10.30	5.20	5.10	0.00	5.10
	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	1.00	2.00	2.00	0.00	0.00	0.00
Customer Contact Programme		4.00	0.00	4.00	0.00	4.00	1.00	3.00
Policy Strategy & Partnerships		4.60	0.00	4.60	4.60	0.00	0.00	0.00
Management		2.00	1.00	3.00	2.71	0.29	0.00	0.29
<b>Business Improvement (Corporate Services) Total</b>		<b>54.98</b>	<b>3.95</b>	<b>58.93</b>	<b>43.70</b>	<b>15.23</b>	<b>7.60</b>	<b>7.63</b>
<b>Executive</b>								
Executive Assistant		1	0.00	1.00	1.00	0.00	0.00	0.00
<b>Executive Total</b>		<b>1.00</b>	<b>0.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Human Resources</b>								
Human Resources	Advice and Consultancy	11.00	-2.50	8.50	6.61	1.89	0.00	1.89
	HR Processing and Report	6.00	1.00	7.00	5.80	1.20	0.00	1.20
	Organisational Development & HR Strategy	11.00	5.00	16.00	13.67	2.33	1.00	1.33
	Staff Side - Merton	2.50	1.04	3.54	3.14	0.40	0.00	0.40
	Management	1.00	0.00	1.00	0.00	1.00	0.00	1.00
<b>HR Total</b>		<b>31.50</b>	<b>4.54</b>	<b>36.04</b>	<b>29.22</b>	<b>6.82</b>	<b>1.00</b>	<b>5.82</b>
<b>Infrastructure &amp; Technology</b>								
Business Systems Team		27.20	3.00	30.20	23.20	7.00	6.00	1.00
Client Financial Affairs Team		6.00	0.00	6.00	4.80	1.20	1.00	0.20
Commercial Services		9.00	0.00	9.00	8.00	1.00	0.00	1.00
Facilities Management	Compliance and Maintenance	9.00	0.00	9.00	7.66	1.34	1.00	0.34
	Energy and Sustainability	3.00	0.00	3.00	3.00	0.00	0.00	0.00
	Facilities	5.46	0.14	5.60	4.60	1.00	2.00	-1.00
	Major Projects	3.00	0.00	3.00	0.00	3.00	2.00	1.00
	Post & Print	12.43	0.00	12.43	10.57	1.86	0.00	1.86
	Management	1.00	0.00	1.00	1.00	0.00	0.00	0.00
IT Service Delivery	Business Development and Projects	3.00	0.00	3.00	3.00	0.00	0.00	0.00
	IT Customer Support & Services	10.00	2.60	12.60	10.60	2.00	0.00	2.00
	IT Operations	12.00	2.00	14.00	9.00	5.00	3.00	2.00
	Management	3.00	0.00	3.00	3.00	0.00	0.00	0.00
Safety Services		5.00	-1.00	4.00	4.00	0.00	0.00	0.00
Transactional Services	Trans Services (Accounts)	8.00	0.00	8.00	8.00	0.00	0.00	0.00
	Trans Services (Care First)	2.60	0.00	2.60	2.60	0.00	0.00	0.00
	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
<b>Infrastructure &amp; Technology Total</b>		<b>124.40</b>	<b>6.74</b>	<b>131.14</b>	<b>107.74</b>	<b>23.40</b>	<b>15.00</b>	<b>8.40</b>
<b>Resources</b>								
Accountancy	Budget Team	14.08	0.92	15.00	11.00	4.00	3.00	1.00
	Corporate Accountancy	7.50	0.50	8.00	8.00	0.00	1.00	-1.00
	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		10.00	0.00	10.00	8.00	2.00	2.00	0.00
Revenues and Benefits	Bailiffs	16.60	0.00	16.60	18.60	-2.00	0.00	-2.00
	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	23.27	-0.57	22.70	21.39	1.31	0.00	1.31
	HB Support	11.00	-1.00	10.00	9.80	0.20	0.00	0.20
	Housing Benefits Incl Appeals	36.86	3.00	39.86	34.13	5.73	0.00	5.73
	Income Collection C Tax Recovery	11.80	0.00	11.80	10.80	1.00	0.00	1.00
	Management & Support	1.00	1.00	2.00	2.00	0.00	0.00	0.00
Treasury & Insurance		4.50	1.00	5.50	3.00	2.50	2.00	0.50
Management	Management	2.00	0.00	2.00	2.00	0.00	0.00	0.00
<b>Resources Total</b>		<b>145.11</b>	<b>4.85</b>	<b>149.96</b>	<b>135.15</b>	<b>14.81</b>	<b>8.00</b>	<b>6.81</b>
<b>Management</b>								
Management		1.00	0.00	1.00	1.00	0.00	0.00	0.00
<b>Management Total</b>		<b>1.00</b>	<b>0.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Grand Total</b>		<b>503.41</b>	<b>19.35</b>	<b>522.76</b>	<b>433.98</b>	<b>88.78</b>	<b>56.69</b>	<b>32.09</b>

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
<b>Children's Social Care &amp; Youth Inclusion</b>								
Access to Resources	Children with Disability Social Work Team	10.00	1.00	11.00	8.00	3.00	2.00	1.00
	Family Support Centre Bond Road	20.40	-1.00	19.40	16.30	3.10	3.00	0.10
	Fostering Team	6.60	-1.00	5.60	5.00	0.60	0.00	0.60
		12.10	2.00	14.10	10.10	4.00	2.00	2.00
Adolescent and Family Serv	Support Team	4.00	0.00	4.00	2.80	1.20	0.00	1.20
	Tackling Exploitation Team	3.00	0.00	3.00	3.00	0.00	0.00	0.00
	Transforming Families Team	11.00	2.24	13.24	10.60	2.64	3.00	-0.36
	Youth Justive Team (Risk and Court)	7.00	-2.00	5.00	5.40	-0.40	0.00	-0.40
	Youth Justice Team (Safeguarding and Part)	6.60	0.00	6.60	5.60	1.00	0.00	1.00
	Management	1.00	0.00	1.00	1.00	0.00	0.00	0.00
Children's Social Care Busin	Finance Team - Children's Social Care			3.50	0.00	3.50	1.00	2.50
				1.00	0.00	1.00	0.00	1.00
MASH & Child Protection S	First Response Team 1	5.00	0.00	5.00	3.00	2.00	1.00	1.00
	First Response Team 2	5.00	1.00	6.00	3.00	3.00	3.00	0.00
	First Response Team 3	5.00	0.00	5.00	5.00	0.00	2.00	-2.00
	First Response Team 4	2.00	0.00	2.00	4.00	-2.00	0.00	-2.00
	MASH	7.60	0.00	7.60	3.60	4.00	4.00	0.00
	Support Team	8.00	0.00	8.00	3.00	5.00	4.00	1.00
	Management	1.00	0.00	1.00	1.00	0.00	0.00	0.00
Permanency, Looked after	14+ Looked After & Leaving Care	15.91	2.38	18.29	15.06	3.23	0.00	3.23
	Adoption Team	7.90	0.00	7.90	6.50	1.40	1.00	0.40
	Permanency	6.10	-0.10	6.00	6.10	-0.10	0.00	-0.10
	Quality Assurance & Panel	1.00	0.00	1.00	0.80	0.20	0.00	0.20
	Support Team	8.48	0.03	8.51	8.50	0.01	0.00	0.01
	Management	2.00	0.00	2.00	1.00	1.00	0.00	1.00
Quality Assurance and Prac	Support Team	7.60	0.00	7.60	4.00	3.60	4.00	-0.40
		13.60	0.10	13.70	13.21	0.49	2.00	-1.51
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	5.00	2.00	7.00	5.00	2.00	1.00	1.00
	Safeguarding and Care Planning Team 3	6.00	0.00	6.00	3.00	3.00	3.00	0.00
	Safeguarding and Care Planning Team 4	6.00	0.00	6.00	6.00	0.00	1.00	-1.00
	Safeguarding and Care Planning Team 5	5.00	1.00	6.00	6.80	-0.80	0.00	-0.80
	Support Team	7.00	0.00	7.00	5.20	1.80	1.00	0.80
	Vulnerable Children Team	7.60	0.00	7.60	7.00	0.60	0.00	0.60
	Management	2.00	1.00	3.00	2.00	1.00	0.00	1.00
Management	1.00	0.00	1.00	1.00	0.00	0.00	0.00	
<b>Children's Social Care &amp; Youth Inclusion Total</b>		<b>222.49</b>	<b>9.65</b>	<b>236.64</b>	<b>183.57</b>	<b>53.07</b>	<b>42.00</b>	<b>11.07</b>
<b>Education Division</b>								
Contracts and School Organ	Capital	2.00	0.00	2.00	1.00	1.00	0.00	1.00
	Contracts Management	6.00	0.00	6.00	6.00	0.00	0.00	0.00
	Schools Admissions	5.86	-0.86	5.00	5.00	0.00	0.00	0.00
		1.00	0.00	1.00	1.00	0.00	0.00	0.00
Early Years Childcare and C	Brightwell Team	13.04	1.72	14.76	12.89	1.87	1.00	0.87
	Business, Finance and Resources	3.00	1.11	4.11	2.71	1.40	1.00	0.40
	Children's Centres	31.00	0.00	31.00	26.40	4.60	3.00	1.60
	Continuous Improvement, Inclusion, Portag	56.24	2.68	58.92	46.60	12.32	1.00	11.32
	Early Years 0-5s Supporting Families	15.06	-0.06	15.00	15.00	0.00	1.00	-1.00
	Funded Places, Sufficiency and Information	5.50	1.00	6.50	4.50	2.00	2.00	0.00
	Systems and Service Development	4.00	0.00	4.00	3.00	1.00	1.00	0.00
	Management	1.69	0.00	1.69	1.91	-0.22	0.00	-0.22
Education Inclusion	Education Welfare Service	9.83	0.52	10.35	9.41	0.94	2.20	-1.26
	Learning Behaviour & Language Team	14.53	2.50	17.03	15.63	1.40	1.00	0.40
	Merton Advice and Support	1.00	1.00	2.00	1.00	1.00	0.00	1.00
	MIASS		1.00	1.00	1.00	0.00	0.00	0.00
	My Futures Team	10.60	-1.60	9.00	5.80	3.20	2.00	1.20
	Participation	2.00	0.69	2.69	2.00	0.69	0.00	0.69
	Virtual Behaviour Service (Youth Inclusion)	10.17	0.53	10.70	9.80	0.90	0.00	0.90
	Youth Service	12.27	0.84	13.11	10.01	3.10	0.00	3.10
	Management	1.00	2.00	3.00	2.00	1.00	1.00	0.00
Merton School Improve	Education Support Team	1.50	0.10	1.60	1.60	0.00	0.00	0.00
	Equality & Diversity	2.83	1.56	4.39	3.89	0.50	0.00	0.50
	Governance Team	2.79	0.21	3.00	3.00	0.00	0.00	0.00
	Schools ICT Support Management	5.84	0.76	6.60	5.00	1.60	0.00	1.60
	Strategic School Improvement	6.20	0.00	6.20	6.20	0.00	0.00	0.00
	Virtual Team	5.87	0.00	5.87	5.97	-0.10	0.00	-0.10
	Management	1.00	0.00	1.00	1.00	0.00	0.00	0.00
Policy, Planning & Perform	Business Support Team (CSPD)	3.00	1.00	4.00	2.00	2.00	1.00	1.00
	MCSB	3.00	-0.40	2.60	2.60	0.00	0.00	0.00
	Research & Information	6.66	0.00	6.66	3.36	3.30	1.00	2.30
		1.36	2.00	3.36	2.36	1.00	1.00	0.00
SEN & Inclusion Service	0-25 SEND Intervention Team	3.33	2.67	6.00	4.00	2.00	0.00	2.00
	Assesment, Planning and Resource Team	9.00	3.53	12.53	8.20	4.33	3.00	1.33
	Educational Psychology Service	15.85	2.13	17.98	16.06	1.92	0.00	1.92
	SEN Team	13.47	0.99	14.46	12.46	2.00	1.00	1.00
	Sensory Impairment Service	5.61	-0.55	5.06	4.70	0.36	0.00	0.36
	Short Breaks Team	3.00	0.00	3.00	3.00	0.00	0.00	0.00
	Management	1.00	0.00	1.00	1.00	0.00	0.00	0.00
	Management	1.00	0.00	1.00	1.00	0.00	0.00	0.00
<b>Education Division Total</b>		<b>298.10</b>	<b>27.07</b>	<b>325.17</b>	<b>270.06</b>	<b>55.11</b>	<b>23.20</b>	<b>31.91</b>
<b>Joint Commissioning &amp; Partnerships</b>								
Joint Commissioning & Partnerships		3.44	0.40	3.84	3.80	0.04	0.00	0.04
<b>Commissioning, Strategy And Performance Division Total</b>		<b>3.44</b>	<b>0.40</b>	<b>3.84</b>	<b>3.80</b>	<b>0.04</b>	<b>0.00</b>	<b>0.04</b>
<b>Management &amp; Exec Assistant</b>								
Management & Exec Assistant		2.00	0.00	2.00	2.00	0.00	0.00	0.00
<b>Management &amp; Exec Assistant total</b>		<b>2.00</b>	<b>0.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Grand Total</b>		<b>526.03</b>	<b>37.12</b>	<b>567.65</b>	<b>459.43</b>	<b>108.22</b>	<b>65.20</b>	<b>43.02</b>

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
<b>Adult Social Care</b>								
Adult Social Care	Long Term Services	38.38	1.51	39.89	34.30	5.59	6.00	-0.41
	Mental Health Team	41.18	-14.95	26.23	18.51	7.72	5.00	2.72
	Operations and Commissioning	27.81	4.00	31.81	24.27	7.54	3.00	4.54
	Prevention and Recovery	72.96	13.37	86.33	66.44	19.89	7.00	12.89
	Safeguarding Team	5.00	0.60	5.60	5.60	0.00	1.00	-1.00
	Management	4.00	0.00	4.00	3.00	1.00	0.00	1.00
<b>Adult Social Care Total</b>		<b>189.33</b>	<b>4.53</b>	<b>193.86</b>	<b>152.12</b>	<b>41.74</b>	<b>22.00</b>	<b>19.74</b>
<b>Housing Services</b>								
Housing Needs	Advice & Options	1.50	12.00	13.50	11.50	2.00	1.00	1.00
	Development	6.00	-1.00	5.00	4.00	1.00	0.00	1.00
	Environmental Health (Housing) Team	5.03	0.00	5.03	3.80	1.23	0.00	1.23
	Housing Strategy	0.00	1.00	1.00	1.00	0.00	0.00	0.00
	Management	12.50	-7.50	5.00	3.00	2.00	0.00	2.00
<b>Housing Services Total</b>		<b>25.03</b>	<b>4.50</b>	<b>29.53</b>	<b>23.30</b>	<b>6.23</b>	<b>1.00</b>	<b>5.23</b>
<b>Libraries, Heritage and Adult Education Service</b>								
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	1.00	-1.00
	Morden Library	5.46	0.00	5.46	5.46	0.00	0.00	0.00
	Pollards Hill & Colliers Wood Library	3.57	0.00	3.57	3.57	0.00	0.00	0.00
	Raynes Park & West Barnes Library	3.27	0.01	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	2.00	0.00	0.00	0.00
	Wimbledon Library	7.45	-0.02	7.43	7.44	-0.01	0.00	-0.01
Adult Learning		2.00	0.00	2.00	2.00	0.00	0.00	0.00
Management		3.75	-0.15	3.60	3.80	-0.20	1.00	-1.20
Management		0.80	0.20	1.00	1.00	0.00	0.00	0.00
<b>Libraries, Heritage and Adult Education Service Total</b>		<b>35.10</b>	<b>0.04</b>	<b>35.14</b>	<b>35.34</b>	<b>-0.20</b>	<b>2.00</b>	<b>-2.20</b>
<b>Provider Services</b>								
All Saints/High Path Day Centre	All Saints	9.50	-0.50	9.00	8.80	0.20	0.00	0.20
	High Path	8.70	-0.99	7.71	6.51	1.20	0.00	1.20
			1.00	1.00	1.00	0.00	0.00	0.00
Jan Malinowski/Eastways Centre	Eastways Day Centre	8.12	-0.48	7.64	7.50	0.14	0.00	0.14
	Jan Malinowski Centre	30.13	-0.92	29.21	25.15	4.06	0.00	4.06
			1.00	1.00	1.00	0.00	0.00	0.00
Supported Living/Mascot/Glebelands	Glebelands	9.97	1.00	10.97	6.60	4.37	0.00	4.37
	Mascot	19.27	3.40	22.67	14.06	8.61	0.00	8.61
	Support Living Services	27.76	-0.16	27.60	14.71	12.89	0.00	12.89
			1.00	1.00	1.00	0.00	0.00	0.00
Meadowsweet/Riverside	Meadowsweet	11.20	-3.16	8.04	8.12	-0.08	0.00	-0.08
	Riverside Drive	15.15	0.51	15.66	14.66	1.00	0.00	1.00
			1.00	1.00	1.00	0.00	0.00	0.00
Merton Employment Team		3.00	-0.40	2.60	2.31	0.29	0.00	0.29
Service Provision Business Support		3.00	0.00	3.00	1.60	1.40	1.00	0.40
Provider Services	Management		1.00	1.00	1.00	0.00	0.00	0.00
<b>Provider Services Total</b>		<b>145.80</b>	<b>3.30</b>	<b>149.10</b>	<b>115.02</b>	<b>34.08</b>	<b>1.00</b>	<b>33.08</b>
<b>Public Health Team</b>								
Public Health Team		18.66	-4.20	14.46	11.86	2.60	1.60	1.00
<b>Public Health Team Total</b>		<b>18.66</b>	<b>-4.20</b>	<b>14.46</b>	<b>11.86</b>	<b>2.60</b>	<b>1.60</b>	<b>1.00</b>
<b>Management</b>								
Management		7.46	-3.46	4.00	3.00	1.00	1.00	0.00
<b>Management Total</b>		<b>7.46</b>	<b>-3.46</b>	<b>4.00</b>	<b>3.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>
<b>Grand Total Community &amp; Housing</b>		<b>421.38</b>	<b>4.71</b>	<b>426.09</b>	<b>340.64</b>	<b>85.45</b>	<b>28.60</b>	<b>56.85</b>

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
<b>Public Protection</b>								
Parking & CCTV Services	Parking Services	84.57	6.83	91.40	71.34	20.06	8.00	12.06
Regulatory Services Partner	Administration and Finance	3.00	0.00	3.00	2.00	1.00	1.00	0.00
	Environmental Health (Commercial)	9.98	0.50	10.48	6.40	4.08	3.00	1.08
	Environmental Health (Pollution)	8.50	1.50	10.00	7.44	2.56	4.00	-1.44
	Licensing	8.18	1.82	10.00	4.73	5.27	3.60	1.67
	Trading Standards	10.09	0.01	10.10	8.09	2.01	0.00	2.01
	Wandsworth Regulatory Services Team Management	0.00	70.57	70.57	57.17	13.40	5.00	8.40
Safer Merton	CCTV		9.00	9.00	8.00	1.00	0.00	1.00
		7.49	1.37	8.86	8.49	0.37	0.00	0.37
Management	Management	1.40	0.00	1.40	0.40	1.00	1.00	0.00
<b>Public Protection total</b>		<b>134.21</b>	<b>91.60</b>	<b>225.81</b>	<b>175.06</b>	<b>50.75</b>	<b>25.60</b>	<b>25.15</b>
<b>Public Realm Contracting and Commissioning</b>								
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	6.00	1.00	0.00	1.00
	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	4.70	1.60	6.30	6.10	0.20	0.00	0.20
	Mitcham Common	0.00	2.00	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
<b>Strategic Partnership Team</b>		<b>2.00</b>	<b>-1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
Waste Engagement & Info	Community Waste Partnerships	2.00	0.00	2.00	1.86	0.14	0.00	0.14
	Enforcement and Inspection	2.00	4.00	6.00	4.40	1.60	0.00	1.60
		1.00	0.00	1.00	0.60	0.40	0.00	0.40
Waste Services	Finance & Administration Support	2.00	0.00	2.00	2.00	0.00	0.00	0.00
	Finance and Performance	1.50	1.50	3.00	1.96	1.04	1.00	0.04
	Service Development & Strategy	2.69	2.00	4.69	2.29	2.40	0.00	2.40
	Training and Road Safety	1.00	0.00	1.00	0.50	0.50	0.00	0.50
	Transport and Operations	42.84	4.09	46.93	40.51	6.42	0.00	6.42
	Management	2.00	0.00	2.00	2.00	0.00	0.00	0.00
Management		4.40	2.60	7.00	3.71	3.29	2.00	1.29
<b>Public Realm Contracting and Commissioning</b>		<b>79.93</b>	<b>20.19</b>	<b>100.12</b>	<b>81.73</b>	<b>18.39</b>	<b>3.00</b>	<b>15.39</b>
<b>Sustainable Communities</b>								
Business Performance (Sustainable Communities)	Business Performance	1.00	0.57	1.57	1.00	0.57	0.00	0.57
Development Control	Admin & Finance	5.00	1.00	6.00	5.00	1.00	2.00	-1.00
	Building Control	11.61	0.00	11.61	3.00	8.61	2.00	6.61
	Enforcement	3.50	2.00	5.50	3.50	2.00	0.00	2.00
	Planning Mitcham & Morden	5.50	5.50	11.00	7.20	3.80	3.00	0.80
	Planning Wimbledon	6.00	0.00	6.00	4.00	2.00	1.00	1.00
	Management	1.00	0.00	1.00	1.00	0.00	0.00	0.00
futureMerton	Commissioning	7.44	8.60	16.04	5.43	10.61	7.00	3.61
	Economy	3.46	2.54	6.00	4.46	1.54	0.00	1.54
	Infrastructure	25.06	5.24	30.30	21.30	9.00	7.00	2.00
	Programming	13.00	1.00	14.00	8.60	5.40	4.00	1.40
	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	1.00	0.60	0.00	0.60
	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
<b>Sustainable Communities Total</b>		<b>90.17</b>	<b>27.45</b>	<b>117.62</b>	<b>71.09</b>	<b>46.53</b>	<b>26.00</b>	<b>20.53</b>
<b>Management</b>								
Management		2	0.00	2.00	2.00	0.00	0.00	0.00
<b>Management Total</b>		<b>2</b>	<b>0</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Grand Total</b>		<b>306.31</b>	<b>139.24</b>	<b>445.55</b>	<b>329.88</b>	<b>115.67</b>	<b>54.60</b>	<b>61.07</b>