

Children and Young People Overview and Scrutiny Panel

15 November 2011

Healthier Communities and Older People Overview and Scrutiny Panel

16 November 2011

Sustainable Communities Overview and Scrutiny Panel

17 November 2011

Overview and Scrutiny Commission

24 November 2011

Budget and Budget Options 2012-16 – update

Report published on Wednesday 9 November
Revised appendices attached

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ALL OPTIONS BY PANEL

| | 2012/13 £000s | 2013/14 £000s | 2014/15 £000s | 2015/16 £000s |
|---|------------------|------------------|------------------|------------------|
| Children and Young People Overview and Scrutiny Panel | | | | |
| Level 1 | 759 | 505 | 440 | 0 |
| Level 2 | 342 | 187 | 100 | 0 |
| Level 3 | 750 | 410 | 270 | 0 |
| Children and Young People Overview and Scrutiny Panel | 1,851 | 1,102 | 810 | 0 |
| Sustainable Communities Overview and Scrutiny Panel | | | | |
| Level 1 | 3,358 | 1,293 | 1,888 | 0 |
| Level 2 | 1,747 | 967 | 321 | 0 |
| Level 3 | 890 | 477 | 556 | 0 |
| Sustainable Communities Overview and Scrutiny Panel | 5,995 | 2,737 | 2,765 | 0 |
| Healthier Communities and Older People Overview and Scrutiny Panel | | | | |
| Level 1 | 162 | 0 | 23 | 0 |
| Level 2 | 5,800 | 300 | 1,350 | 0 |
| Level 3 | 1,137 | 862 | 866 | 0 |
| Healthier Communities and Older People Overview and Scrutiny Panel | 7,099 | 1,162 | 2,239 | 0 |
| Overview and Scrutiny Commission | | | | |
| Level 1 | 0 | 0 | 0 | 0 |
| Level 2 | 0 | 0 | 0 | 0 |
| Level 3 | 15 | 218 | 174 | 0 |
| Overview and Scrutiny Commission | 15 | 218 | 174 | 0 |
| TOTAL: OPTIONS FROM SERVICE REVIEWS | 14,960 | 5,219 | 5,988 | 0 |
| TOTAL: OPTIONS FROM SERVICE REVIEWS (Cumulative) | 14,960 | 20,179 | 26,167 | 26,167 |
| Overview and Scrutiny Commission | | | | |
| Corporate Services - Options | 2,484 | 596 | 696 | 0 |
| Corporate Services - Options (Cumulative) | 2,484 | 3,080 | 3,776 | 3,776 |
| TOTAL: OPTIONS | 17,444 | 5,815 | 6,684 | 0 |
| TOTAL: OPTIONS (Cumulative) | 17,444 | 23,259 | 29,943 | 29,943 |

OPTIONS PUT FORWARD BY CABINET TO SCRUTINY

| | 2012/13 £000s | 2013/14 £000s | 2014/15 £000s | 2015/16 £000s |
|---|------------------|------------------|------------------|------------------|
| Children and Young People Overview and Scrutiny Panel | | | | |
| Level 1 | 759 | 505 | 440 | 0 |
| Level 2 | 342 | 187 | 100 | 0 |
| Level 3 | 590 | 210 | 170 | 0 |
| Children and Young People Overview and Scrutiny Panel | 1,691 | 902 | 710 | 0 |
| Sustainable Communities Overview and Scrutiny Panel | | | | |
| Level 1 | 2,612 | 1,293 | 1,888 | 0 |
| Level 2 | 1,037 | 932 | 41 | 0 |
| Level 3 | 246 | 477 | 267 | 0 |
| Sustainable Communities Overview and Scrutiny Panel | 3,895 | 2,702 | 2,196 | 0 |
| Healthier Communities and Older People Overview and Scrutiny Panel | | | | |
| Level 1 | 162 | 0 | 23 | 0 |
| Level 2 | 5,800 | 300 | 1,350 | 0 |
| Level 3 | 1,137 | 862 | 866 | 0 |
| Healthier Communities and Older People Overview and Scrutiny Panel | 7,099 | 1,162 | 2,239 | 0 |
| Overview and Scrutiny Commission | | | | |
| Level 1 | 0 | 0 | 0 | 0 |
| Level 2 | 0 | 0 | 0 | 0 |
| Level 3 | 15 | 218 | 0 | 0 |
| Overview and Scrutiny Commission | 15 | 218 | 0 | 0 |
| TOTAL: OPTIONS FROM SERVICE REVIEWS | 12,700 | 4,984 | 5,145 | 0 |
| TOTAL: OPTIONS FROM SERVICE REVIEWS (Cumulative) | 12,700 | 17,684 | 22,829 | 22,829 |
| Overview and Scrutiny Commission | | | | |
| Corporate Services - Options put forward by Cabinet | 2,484 | 596 | 696 | 0 |
| Corporate Services - Options put forward by Cabinet (Cumulative) | 2,484 | 3,080 | 3,776 | 3,776 |
| TOTAL: OPTIONS PUT FORWARD BY CABINET | 15,184 | 5,580 | 5,841 | 0 |
| TOTAL: OPTIONS PUT FORWARD BY CABINET (Cumulative) | 15,184 | 20,764 | 26,605 | 26,605 |

OPTIONS NOT SUPPORTED BY CABINET

| | 2012/13 £000s | 2013/14 £000s | 2014/15 £000s | 2015/16 £000s |
|---|------------------|------------------|------------------|------------------|
| Children and Young People Overview and Scrutiny Panel | | | | |
| Level 1 | 0 | 0 | 0 | 0 |
| Level 2 | 0 | 0 | 0 | 0 |
| Level 3 | 160 | 200 | 100 | 0 |
| Children and Young People Overview and Scrutiny Panel | 160 | 200 | 100 | 0 |
| Sustainable Communities Overview and Scrutiny Panel | | | | |
| Level 1 | 746 | 0 | 0 | 0 |
| Level 2 | 710 | 35 | 280 | 0 |
| Level 3 | 644 | 0 | 289 | 0 |
| Sustainable Communities Overview and Scrutiny Panel | 2,100 | 35 | 569 | 0 |
| Healthier Communities and Older People Overview and Scrutiny Panel | | | | |
| Level 1 | 0 | 0 | 0 | 0 |
| Level 2 | 0 | 0 | 0 | 0 |
| Level 3 | 0 | 0 | 0 | 0 |
| Healthier Communities and Older People Overview and Scrutiny Panel | 0 | 0 | 0 | 0 |
| Overview and Scrutiny Commission | | | | |
| Level 1 | 0 | 0 | 0 | 0 |
| Level 2 | 0 | 0 | 0 | 0 |
| Level 3 | 0 | 0 | 174 | 0 |
| Overview and Scrutiny Commission | 0 | 0 | 174 | 0 |
| TOTAL: OPTIONS FROM SERVICE REVIEWS NOT SUPPORTED | 2,260 | 235 | 843 | 0 |
| TOTAL: OPTIONS FROM SERVICE REVIEWS NOT SUPPORTED (Cumulative) | 2,260 | 2,495 | 3,338 | 3,338 |
| Overview and Scrutiny Commission | | | | |
| Corporate Services - Options Not Supported | 0 | 0 | 0 | 0 |
| Corporate Services - Options Not Supported (Cumulative) | 0 | 0 | 0 | 0 |
| TOTAL: OPTIONS NOT SUPPORTED | 2,260 | 235 | 843 | 0 |
| TOTAL: OPTIONS NOT SUPPORTED (Cumulative) | 2,260 | 2,495 | 3,338 | 3,338 |

| Officer Options | | Savings | | | | |
|--|---------------|--|------------------|------------------|------------------|------------------|
| Options pack | Savings Level | Service Items | 2012/13 £000s | 2013/14 £000s | 2014/15 £000s | 2015/16 £000s |
| Children and Young People Overview and Scrutiny Panel | | | | | | |
| Page 27 | 1 | Early Years | 207 | 0 | 0 | 0 |
| Page 31 | 1 | Childrens' Social Care | 70 | 125 | 0 | 0 |
| Page 38 | 1 | School Improvement | 50 | 0 | 0 | 0 |
| Page 41 | 1 | Children with Disabilities and Special Educational Needs | 70 | 0 | 0 | 0 |
| Page 44 | 1 | School Organisation | 30 | 40 | 0 | 0 |
| Page 47 | 1 | Youth including Educational Welfare Services | 82 | 0 | 0 | 0 |
| Page 53 | 1 | Commissioning and Procurement | 200 | 240 | 100 | 0 |
| Page 57 | 1 | Policy, Planning and Performance | 0 | 0 | 40 | 0 |
| Page 58 | 1 | SEN Transport | 50 | 100 | 100 | 0 |
| | 1 | Management Efficiencies | 0 | 0 | 200 | 0 |
| | | Options - Level 1 | 759 | 505 | 440 | 0 |
| Page 28 | 2 | Early Years | 100 | 0 | 0 | 0 |
| Page 33 | 2 | Childrens' Social Care | 97 | 100 | 100 | 0 |
| Page 38 | 2 | School Improvement | 50 | 0 | 0 | 0 |
| Page 44 | 2 | School Organisation | 0 | 40 | 0 | 0 |
| Page 49 | 2 | Youth including Educational Welfare Services | 95 | 47 | 0 | 0 |
| | | Options - Level 2 | 342 | 187 | 100 | 0 |
| Page 35 | 3 | Childrens' Social Care | 30 | 0 | 0 | 0 |
| Page 29 | 3 | Early Years | 160 | 200 | 100 | 0 |
| Page 39 | 3 | School Improvement | 0 | 100 | 100 | 0 |
| Page 42 | 3 | Children with Disabilities and Special Educational Needs | 0 | 70 | 70 | 0 |
| Page 51 | 3 | Youth including Educational Welfare Services | 60 | 40 | 0 | 0 |
| Page 54 | 3 | Commissioning and Procurement | 500 | 0 | 0 | 0 |
| | | Options - Level 3 | 750 | 410 | 270 | 0 |
| Total Options - Children and Young People Overview and Scrutiny Panel | | | 1,851 | 1,102 | 810 | 0 |

Key: Shaded options are not supported by Cabinet

| Options pack | Savings Level | Officer Options | Savings | | | | |
|--------------|---------------|--|------------------|------------------|------------------|------------------|--|
| | | | 2012/13 £000s | 2013/14 £000s | 2014/15 £000s | 2015/16 £000s | |
| | | Service Items | | | | | |
| | | Sustainable Communities Overview and Scrutiny Panel | | | | | |
| Page 15 | 1 | Libraries | 84 | 13 | 10 | 0 | |
| Page 18 | 1 | Housing | 37 | 0 | 0 | 0 | |
| Page 22 | 1 | Merton Adult Education | 30 | 68 | 110 | 0 | |
| Page 66 | 1 | Parks, Greenspaces and Cemeteries | 459 | 89 | 0 | 0 | |
| Page 67 | 1 | Leisure and Culture | 35 | 55 | 29 | 0 | |
| Page 70 | 1 | Development Control and Building Control | 300 | 0 | 0 | 0 | |
| Page 73 | 1 | Environment Health/Trading Standards/Licensing(Regulatory) | 0 | 400 | 0 | 0 | |
| Page 79 | 1 | Parking | 720 | 0 | 0 | 0 | |
| Page 83 | 1 | Street Cleaning | 746 | 0 | 0 | 0 | |
| Page 87 | 1 | Waste & Recycling | 219 | 191 | 1489 | 0 | |
| Page 91 | 1 | Traffic and Highways | 185 | 327 | 0 | 0 | |
| Page 95 | 1 | Future Merton and Property | 414 | 0 | 0 | 0 | |
| Page 97 | 1 | Transport | 129 | 0 | 0 | 0 | |
| Page 100 | 1 | Commercial Services | 0 | 150 | 250 | 0 | |
| | | Options - Level 1 | 3,358 | 1,293 | 1,888 | 0 | |
| Page 16 | 2 | Libraries | 0 | 160 | 0 | 0 | |
| Page 19 | 2 | Housing | 0 | 42 | 0 | 0 | |
| Page 22 | 2 | Merton Adult Education | 0 | 32 | 26 | 0 | |
| Page 65 | 2 | Parks, Greenspaces and Cemeteries | 86 | 35 | 0 | 0 | |
| Page 68 | 2 | Leisure and Culture | 10 | 103 | 15 | 0 | |
| Page 70 | 2 | Development Control and Building Control | -300 | 231 | 0 | 0 | |
| Page 74 | 2 | Environment Health/Trading Standards/Licensing(Regulatory) | 0 | -155 | 0 | 0 | |
| Page 80 | 2 | Parking | 532 | 248 | 0 | 0 | |
| Page 84 | 2 | Street Cleaning | 624 | 0 | 0 | 0 | |
| Page 88 | 2 | Waste & Recycling – (Part) | 0 | 0 | 280 | 0 | |
| Page 88 | 2 | Waste & Recycling (Part) | 271 | 271 | 0 | 0 | |
| Page 91 | 2 | Traffic and Highways | 524 | 0 | 0 | 0 | |
| | | Options - Level 2 | 1747 | 967 | 321 | 0 | |
| Page 16 | 3 | Libraries | 239 | 0 | 0 | 0 | |
| Page 24 | 3 | Merton Adult Education | 0 | 0 | 267 | 0 | |
| Page 66 | 3 | Parks, Greenspaces and Cemeteries | 62 | 0 | 289 | 0 | |
| Page 69 | 3 | Leisure and Culture | 240 | 0 | 0 | 0 | |
| Page 71 | 3 | Development Control and Building Control | 0 | 232 | 0 | 0 | |
| Page 74 | 3 | Environment Health/Trading Standards/Licensing(Regulatory) | 0 | 245 | 0 | 0 | |
| Page 89 | 3 | Waste & Recycling | 103 | 0 | 0 | 0 | |
| Page 93 | 3 | Traffic and Highways | 246 | 0 | 0 | 0 | |
| | | Options - Level 3 | 651 | 477 | 556 | 0 | |
| | | Total Options - Sustainable Communities Overview and Scrutiny Panel | 5,756 | 2,737 | 2,765 | 0 | |

Key: Shaded options are not supported by Cabinet

APPENDIX 4

| Options pack | Savings Level | Officer Options | | Savings | | | |
|---|---------------|---------------------------------|--|------------------|------------------|------------------|------------------|
| | | Service Items | Healthier Communities and Older People Overview and Scrutiny Panel | 2012/13 £000s | 2013/14 £000s | 2014/15 £000s | 2015/16 £000s |
| Page 9 | 1 | Adult Social Care Commissioning | 162 | 0 | 23 | 0 | |
| | | Options - Level 1 | 162 | 0 | 23 | 0 | |
| Page 10 | 2 | Adult Social Care Commissioning | 5,800 | 300 | 1,350 | 0 | |
| | | Options - Level 2 | 5,800 | 300 | 1,350 | 0 | |
| Page 13 | 3 | Adult Social Care Commissioning | 1,137 | 862 | 866 | 0 | |
| | | Options - Level 3 | 1,137 | 862 | 866 | 0 | |
| Total Options - Healthier Communities and Older People Overview and Scrutiny Panel | | | 7,099 | 1,162 | 2,239 | 0 | |

Key: Shaded options are not supported by Cabinet

APPENDIX 5

| Officer Options | | Savings | | | | |
|--|---------------|--|------------------|------------------|------------------|------------------|
| Options pack | Savings Level | Service Items | 2012/13 £000s | 2013/14 £000s | 2014/15 £000s | 2015/16 £000s |
| Overview and Scrutiny Commission | | | | | | |
| Page 103 | 3 | Safer Merton Option 1 | 0 | 0 | 0 | 0 |
| Page 103 | 3 | Safer Merton Option 2 | 0 | 0 | 0 | 0 |
| | | Options - Level 1 | 0 | 0 | 0 | 0 |
| Overview and Scrutiny Commission | | | | | | |
| Page 103 | 3 | Safer Merton Option 1 | 0 | 0 | 0 | 0 |
| Page 103 | 3 | Safer Merton Option 2 | 0 | 0 | 0 | 0 |
| | | Options - Level 2 | 0 | 0 | 0 | 0 |
| Page 104 | 3 | Safer Merton Option 1 | 15 | 218 | 0 | 0 |
| Page 105 | 3 | Safer Merton Option 2 | 0 | 0 | 174 | 0 |
| | | Options - Level 3 | 15 | 218 | 174 | 0 |
| Total Options from Service Reviews - Overview and Scrutiny Commission | | | | | | |
| | | | 15 | 218 | 174 | 0 |
| Overview and Scrutiny Commission | | | | | | |
| | | Corporate Services Options (See Options Pack pages 111-142 - All options put forward for scrutiny) | 2,484 | 596 | 696 | 0 |
| Total Options - Overview and Scrutiny Commission | | | | | | |
| | | | 2,499 | 814 | 870 | 0 |

Key: Shaded options are not supported by Cabinet

GLOSSARY OF TERMS USED IN BUSINESS PLAN REPORTS

| <u>Acronym</u> | <u>Definition</u> |
|-----------------------|---|
| AD | Assistant Director |
| ADASS | Association of Directors of Adult Social Services |
| Apps | Applications |
| ASB | Anti Social Behaviour |
| ASC | Adult Social Care |
| ASH | Our miscellaneous income, invoicing and recovery system |
| BC | Building Control |
| BESD | Behavioural Emotional and Social Difficulties |
| BME | Black Minority Ethnic |
| C & YP | Children and Young People |
| CAF | Common Assessment framework |
| CAMHS | Child and Adolescent Mental Health Services |
| CC | Children's Centre |
| CC | Children's Centre |
| CCTV | Close Circuit Television |
| CEN | Creative Environmental Networks |
| CEO | Civil Enforcement Officer |
| CIPFA | Chartered Institute Public Finance and Accountancy |
| CMT | Corporate Management Team |
| CNEA | Clean Neighbourhood and Environment Act |
| COM | Current Operating Model |
| CPD | Centre for Professional Development |
| CPD | Continuing Professional Development |
| CPZ | Controlled Parking Zone |
| CRB | Criminal Records Bureau |
| CRM | Customer Relationship Management |
| CSC | Children's Social Care |
| CSF | Children Schools & Families |
| CYP | Children and Young People |
| CYPP | Children and Young peoples Plan |
| DC | Development Control |
| DEFRA | Department for Environment Food and Rural Affairs |
| DFG | Disabled Facilities grant |
| DMT | Departmental Management Team |
| DSG | Dedicated Schools Grant |
| E&R | Environment and Regeneration |
| EA | Equality Analysis |
| EAL | English as an Additional Language |
| EH | Environmental Health |
| EiA | Equalities Impact Assessment |
| EIG | Early Intervention Grant |
| ERTG | Enforcement Review Task Group |
| ESOL | English for Speakers of Other Languages |
| EU | European Union |
| EY | Early Years |
| FACS | Fair Access to Care Services |
| FACS | Fair Access to Care Services |

| <u>Acronym</u> | <u>Definition</u> |
|-----------------------|--|
| FM | Facilities Management |
| FOI | Freedom Of Information |
| FPN | Fixed Penalty Notice |
| FTE | Full Time Equivalent |
| GLA | Greater London Authority |
| HB | Housing Benefits |
| HC & OP | Healthier Communities and older People |
| HCA | Homes and Community Agency |
| HNES | Housing Needs and Enabling Services |
| HRRC | Household Reuse and Recycling Centre |
| ICT | Information and Communications Technology |
| IP | Intellectual Property |
| IT | Information Technology |
| iTrent | Our new payroll system |
| JD | Job Description |
| K | £ Thousand |
| L & D | Learning and Development |
| LA | Local Authority |
| LALO | Local Authority Liaison Officer |
| LATS | Landfill Allowances and Trading Scheme |
| LB | London Borough |
| LBM | London Borough of Merton |
| LCGS | London Councils Grant Scheme |
| LDD | Learning Development and Diversity |
| LGA | Local Government Association |
| LLC | Local Land Charges |
| LSC | Learning Skills Council |
| LSCB | Local Safeguarding Children's Board |
| LSP | Local Strategic Partnership |
| MARAC/DV | Multi Agency Risk Assessment Case Conference / Domestic Violence |
| MCIL | Merton Centre for Independent Living |
| MIS | Management Information System |
| MP | Member of Parliament |
| MSLT 1 & 2 | Merton's Senior Leadership Team Levels 1 and 2 |
| NNDR | National Non Domestic Rate |
| O & S | Overview and Scrutiny |
| OJEU | Official Journal of the European Union |
| OT | Occupational Therapy |
| PATAS | Parking And Traffic Appeals Service |
| PC | Police Constable |
| PCN | Penalty Charge Notice |
| PCT | Primary Care Trust |
| PFI | Private Finance Initiative |
| PM & R | Pavement Maintenance and Repair |
| PM & R | Pavement Maintenance and Repair |
| PPD | Public Protection and Development |
| PPP | Policy Planning and Performance |
| PVI | Private Voluntary and Independent |

| <u>Acronym</u> | <u>Definition</u> |
|-----------------------|--|
| QA | Quality Assurance |
| SC | Sustainable Communities |
| SEN | Special Educational Needs |
| SEND | Special Educational Needs and Disabilities |
| SFA | Skills Funding Agency |
| SLA | Service Level Agreement |
| SLA | Service Level Agreements |
| SLWP | South West London Partnership |
| SME | Subject Matter Expert |
| SMT | Senior Management team |
| SSQ | School Standards and Quality |
| SW | South West |
| SWLSG | South West London and St George's Mental Health NHS Trust |
| TBC | To Be Confirmed |
| TEC | Transport and Environment Committee |
| TFL | Transport For London |
| TOM | Target Operating Model |
| TUPE | The Transfer of Undertaking (Protection of Employment) Regulations |
| VAT | Value Added Tax |
| VS | Voluntary Sector |
| YOT | Youth Offending Team |