

Merton Council

Overview and Scrutiny Commission - financial monitoring task group

Task group members

Councillors:

Stephen Crowe (Chair)
Nigel Benbow
Paul Kohler
Aidan Mundy
Owen Pritchard
Eleanor Stringer
Peter Southgate
David Williams

Monday 25 February 2019 at 7.15 pm
Committee rooms D & E - Merton Civic Centre, London Road,
Morden SM4 5DX

Agenda

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Agenda Item 3

All minutes are draft until agreed at the next meeting of the committee/panel. To find out the date of the next meeting please check the calendar of events at your local library or online at www.merton.gov.uk/committee.

OVERVIEW AND SCRUTINY COMMISSION - FINANCIAL MONITORING TASK GROUP

13 NOVEMBER 2018

(7.15 pm - 8.55 pm)

PRESENT: Councillor Stephen Crowe (in the Chair),
Councillor Nigel Benbow, Councillor Paul Kohler,
Councillor Aidan Mundy, Councillor Owen Pritchard,
Councillor Eleanor Stringer and Councillor Peter Southgate

ALSO PRESENT: Caroline Holland (Director of Corporate Services), Roger Kershaw (Assistant Director of Resources), Zoe Church (Head of Business Planning), David Keppler (Head of Revenues and Benefits), Bindi Lakhani (Head of Accountancy) and Julia Regan (Head of Democracy Services)

1 APOLOGIES FOR ABSENCE (Agenda Item 1)

Apologies were received from Councillor David Williams.

2 DECLARATIONS OF PECUNIARY INTEREST (Agenda Item 2)

There were no declarations of pecuniary interest.

3 MINUTES OF LAST MEETING - 30 AUGUST 2018 (Agenda Item 3)

The minutes were AGREED as an accurate record of the meeting.

Matters arising:

- Page 2 – trend analysis of departmental spending has now been produced to the task group's satisfaction
- Page 2 - an update on learning from Lean reviews will be added to the task group's work programme
- Page 2 – the Director of Corporate Services informed the task group that the accounts have now been signed off by Standards and general Purposes Committee and the external auditors
- Page 5 – vacancy trend data has now been provided in the financial monitoring report
- Page 5 - July 2019 meeting date to be arranged – Head of Democracy Services to liaise with Head of Accountancy
- Page 5 – Business Plan has been provided to some members on request and they agreed to share with other members of the task group

4 BRIEFING ON BUDGET FORECASTING (Agenda Item 4)

Bindi Lakhani, Head of Accountancy, introduced the report, drawing members' attention to the financial regulations and the processes followed to forecast, review and monitor service budgets. The finance team provide support to service managers, particularly for those with volatile budgets. The overarching aim to the balance the budget. Where there is a predicted overspend, action will be taken to find a commensurate underspend wherever possible.

Bindi Lakhani, Caroline Holland (Director of Corporate Services) and Roger Kershaw (Assistant Director of Resources) provided additional information in response to questions:

- A volatile budget is one where there is unplanned expenditure and/or new and uncontrollable demand. The Children Schools and Families budget is particularly volatile due to the unpredictable nature of placement and SEN transport budgets.
- There are contingency reserves that can be used to meet unplanned expenditure but this would be a last resort.
- Some income budgets are also at risk of overspending and finance officers are providing assistance with this.
- The e5 budgetary control package assists with spend control by blocking orders when there is no budget available for that item – this can only be overridden with the permission of the Director of Corporate Services.
- The capital budget is rolled forward by one year each year, Capital spend is modelled over a 4 year period to include information on the impact on the revenue budget

Councillor Pritchard asked to see the CSF risk register in order to deepen his understanding of how financial risks are identified and recorded. ACTION: Director of Children, Schools and Families

5 BRIEFING ON FINANCIAL RISK MANAGEMENT (Agenda Item 5)

Roger Kershaw, Assistant Director of Resources, introduced the report. He said that financial risk management is taking place in an unprecedented period of uncertainty for local government finance as well as increasing financial pressures. He drew the task group's attention to the list of factors set out on page 23 of some of the key financial pieces that are still unknown in relation to planning a balanced budget for 2019/20 and beyond. He said that the council approaches these challenges through rigorous financial monitoring, a strong budget report, oversight by internal and external audit as well as a strong internal scrutiny function, of which the task group forms part.

Roger Kershaw also drew the task group's attention to the resilience index which is being developed by CIPFA (pages 26 and 27 of the report).

Members thanked Roger Kershaw for the report and said that the management of strategic risk is done well and well assured both internally and externally. Roger Kershaw said that the key focus of the risk register is not only on identifying risk but also on mitigating action.

Members had some questions about operational risk and were informed that these are recorded on the departmental risk registers. Departments are challenged on the content of their risk registers and there is evaluation of large projects to identify lessons learned.

Roger Kershaw, Caroline Holland (Director of Corporate Services), Zoe Church (Head of Business Planning) and David Keppler (Head of Revenues and Benefits) provided additional information in response to questions:

- There is no ideal number for CIPFA indicator 3 (page 27), it is about gearing and comparison with other authorities and over time
- Croydon was visited by officers (paragraph 2.10) as it had been identified as having clear definitions of risk
- Merton enters into shared service arrangements when there is a clear benefit to the council and residents
- Pension liabilities and assets are not included on the corporate risk register because Merton's pension fund is in a good position and is an ongoing fund.

In response to a question about what lessons could be learned from Northamptonshire's predicament, Roger Kershaw said that he had identified the following aspects:

- Huge optimism bias
- Regular non-delivery of savings
- Weak budget control
- Excessive use of reserves
- Reluctance of service departments to own savings
- Historic loss of control over spending
- Poor internal and external scrutiny of the budget

Caroline Holland added that there are well-run authorities that are also at risk of running out of money.

The report was introduced by Caroline Holland, Director of Corporate Services. She drew the task group's attention to the forecast net overspend at year end of £1.92m (down from £2.78m in period 5); the detailed capital budget monitoring information in the report and in Appendix 5C; the debt report showing some reduction in debt outstanding; and the trend data that has been provided on vacancies.

The Chair said that he was pleased to see the reduction in outstanding debt and that the trend data on vacancy information (page 124) was helpful. He asked that the June and September vacancy data should be retained and shown alongside the December figures when the Quarter 3 data is reported to the task group. ACTION: Head of HR

In response to a question about pressures on the Children, Schools and Families budget and whether growth should be built in to the budget, Caroline Holland said that she would require externally validated evidence before taking that step, as this would add to the budget gap, in the same way as had been done for the adult social care budget previously.

7 DATES AND AGENDA ITEMS FOR FUTURE MEETINGS (Agenda Item 7)

The task group AGREED the work programme as set out in the report, with the addition of three new items:

- Update on learning from Lean reviews (date to be confirmed)
- Update on debt and the use of the specialist debt review company (at April or July meeting)
- Departmental risk registers (Chair to discuss with Director of Corporate Services to ascertain most appropriate approach)

FINANCIAL MONITORING TASK GROUP

Date: 25 February 2019

Subject: Financial Report 2018/19 – December 2018

Lead officer: Roger Kershaw

Lead member: Mark Allison

Recommendations:

- A. That Cabinet note the financial reporting data relating to revenue budgetary control, showing a forecast net underspend at year-end of £1.49m million, 0.28% of gross budget.
- B. That Cabinet note the adjustments to the Capital Programme contained in Appendix 5b and approve the items in the Table below:

Scheme	2018/19 Budget	Narrative
<u>Children, Schools and Families</u>		
Devolved Formula Capital	713,860	Additional Government Ringfenced Funding 2018/19
Harris Academy Wimbledon	(183,160)	Virement to cover final contractual costs
Perseid Expansion	183,160	Virement to cover final contractual costs
<u>Environment and Regeneration</u>		
Higways & Footways - Causality Reduction & Schools	145,000	Virement between TfL funded Schemes
Higways & Footways -A298/A238 Strategic Corridor	(81,000)	Virement between TfL funded Schemes
Mitcham Trans Imps - Figges March	(64,000)	Virement between TfL funded Schemes
Total	713,860	

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This is the financial monitoring report for quarter 3, 31st December 2018 presented in line with the financial reporting timetable.
This financial monitoring report provides-
- The income and expenditure at period 9 and a full year forecast projection.
 - An update on the capital programme and detailed monitoring information;
 - An update on Corporate Items in the budget 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 continues 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 9 to 31st December 2018, the year-end forecast is a net £1.49m underspend compared to the current budget, 0.28% of the gross revenue budget (£0.2m forecast overspend at period 8). The forecast position has improved by £1.7m compared to last month.

Summary Position as at 31st December 2018

	Current Budget 2018/19 £000s	Full Year Forecast (Dec) £000s	Forecast Variance at year end (Dec) £000s	Forecast Variance at year end (Nov) £000s	Outturn variance 2017/18 £000s
Department					
3A. Corporate Services	10,934	9,305	(1,629)	(1,424)	(812)
3B. Children, Schools and Families	56,540	59,627	3,088	3,341	2,249
3C. Community and Housing	64,044	63,931	(113)	(120)	922
3D. Public Health	0	(0)	(0)	0	0
3E. Environment & Regeneration	18,314	16,846	(1,468)	(844)	(1,211)
Overheads	0	0	0	0	0
NET SERVICE EXPENDITURE	149,831	149,709	(122)	954	1,148
3E. Corporate Items					
Impact of Capital on revenue budget	8,404	8,930	526	526	(103)
Other Central budgets	(14,801)	(16,694)	(1,893)	(1,265)	(823)
Levies	938	938	0	0	0
TOTAL CORPORATE PROVISIONS	(5,458)	(6,825)	(1,367)	(739)	(926)
TOTAL GENERAL FUND	144,373	142,884	(1,489)	215	222
FUNDING					
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
FUNDING	(144,333)	(144,333)	0	0	(487)
NET	40	(1,449)	(1,489)	215	(265)

The current level of GF balances is £12.778m and the minimum level reported to Council for this is £12.09m.

3. DEPARTMENTAL SUMMARY OF CURRENT POSITION

Corporate Services

Division	2018/19 Current Budget	2018/19 Full year Forecast (December)	2018/19 Full Year Forecast Variance (December)	2018/19 Full Year Forecast Variance (November)	2017/18 Outturn Variance
	£000	£000	£000	£000	£000
Customers, Policy & Improvement	3,637	3,629	-8	-72	46
Infrastructure & Technology	11,171	10,943	-228	-190	71
Corporate Governance	2,425	2,287	-138	-145	-229
Resources	6,312	5,842	-470	-408	-515
Human Resources	1,811	1,822	11	4	-207
Corporate Other	768	-27	-795	-613	22
Total (Controllable)	26,124	24,495	-1,629	-1,424	-812

Overview

At the end of period 9 (December) the Corporate Services (CS) department is forecasting an underspend of £1,629k 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 £204k compared to the period 8 (November) position.

Customers, Policy and Improvement - £8k under

The principal reason for the forecast underspend is additional income within the registrars and translations services reflecting an increased level of demand and a lower than budgeted cost of the cash collection service. There is also a forecast underspend on customer contact due to lower than budgeted support costs for the current system. These underspends are largely offset by an underachievement of advertising income within the communications service.

There has been an adverse movement of £64k from the position reported in November, mainly due to maintenance work planned at the Morden Park House registry office and reduced registrars income relating to marriage licences and identity checks. The staffing forecast has also increased within the Communications team.

Infrastructure & Technology - £228k under

There is a forecast underspend of £183k against the corporate print strategy budget that reflects the recharge to clients for the services provided within the division. There is also

additional rental income compared to the budget for the Civic Centre and further income from the recovery of expenses within transactional services. These underspends are partly offset by 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 a favourable movement of £38k from the position reported in November. This is mainly due to the corporate print strategy and high volume printing reflecting increased recharges to clients.

Corporate Governance – £138k under

Merton's legal services outside of the SLLp model is forecasting a £94k underspend due to the over achievement of income relating to property work, planning agreements and court fees. The AD budget is also forecasting an underspend in year on various small running cost budgets. There has been an adverse movement across Corporate Governance of £7k from the position reported in November due to small changes to the forecast for legal income and the Information Governance team.

Resources - £470k under

The Merton Bailiff Service is forecasting to underspend by £286k mainly due to income in excess of the budget. This is in line with the 2017/18 position. There is a forecast underspend of £232k within Benefits Administration principally due to additional one-off unbudgeted income from DWP for a number of schemes, as well as underspends across various supplies and services budgets. There is a forecast overspend within Local Taxation Services of £44k principally due to additional IT licence and postage costs.

Further underspends are forecast within the Director of Corporate Services budget (£56k) due to unused consultancy budget, Business Planning (£53k) due to vacancies and within the Assistant Director's budget (£51k) mainly within consultancy. These will be used to part fund a forecast overspend of £127k on the Financial Information System's 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 has been a favourable movement of £62k from the position reported in November, mainly due to the recognition of the underspend within the Director of Corporate Services budget.

Human Resources – £11k 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 buy back 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 £7k from the position reported in November, mainly due to estimating a lower recharge to the pension fund for payroll services pending additional information from Kingston.

Corporate Items - £795k under

The Housing Benefit budget shows a forecast surplus of £1.36m on the account against a budgeted surplus of £1m. The unbudgeted surplus relates to an underspend against the budget to top-up the bad debt provision, part offset by a reduced subsidy forecast as it is expected the lower error rate threshold will be triggered in 17/18, reducing the subsidy receivable. The amount is yet to be audited and represents an estimate at this stage which will continue to be reviewed.

The remaining underspend relates to the budget held for corporately funded items which is not currently forecast to be required and a £150k underspend on redundancy payments based on redundancy costs to date. This is partly offset by a forecast overspend on Merton's share of the coroners' court due to unbudgeted coroner costs for Grenfell and the Westminster Bridge inquest. There is also an underachievement of the budgeted charges to clients for the use of the Comensura agency staff service.

There has been a favourable movement of £182k from the position reported in November, mainly due to the forecast for redundancy payments being further decreased and income from Merantun for overhead charges being added to the forecast.

Environment & Regeneration

Environment & Regeneration	2018/19 Current Budget	Full year Forecast (Dec)	Forecast Variance at year end (Dec)	Forecast Variance at year end Oct (Nov)	2017/18 Outturn Variance
	£000	£000	£000	£000	£000
Public Protection	(11,242)	(12,192)	(950)	(998)	(1,602)
Public Space	14,982	13,652	(1,330)	(376)	632
Senior Management	1,005	969	(36)	3	3
Sustainable Communities	8,215	9,063	848	528	(244)
Total (Controllable)	12,960	11,492	(1,468)	(843)	(1,211)

Description	2018/19 Current Budget	Forecast Variance at year end (Dec)	Forecast Variance at year end (Nov)	2017/18 Variance at year end
	£000	£000	£000	£000
Overspend within Regulatory Services	578	170	186	78
Underspend within Parking Services	(12,706)	(1,166)	(1,199)	(1,663)
Overspend within Safer Merton & CCTV	886	46	15	(47)
Total for Public Protection	(11,242)	(950)	(998)	(1,602)
Underspend within Waste Services	13,790	(1,469)	(706)	97
Underspend within Leisure & Culture	736	(76)	(66)	(166)
Overspend within Greenspaces	1,363	143	277	754
Overspend within Transport Services	(907)	72	119	(53)
Total for Public Space	14,982	(1,330)	(376)	632
Underspend within Senior Management & Support	1,005	(36)	3	3
Total for Senior Management	1,005	(36)	3	3
Overspend within Property Management	(2,902)	634	265	(422)
Overspend within Building & Development Control	(32)	250	256	397
Underspend within Future Merton	11,149	(36)	7	(219)
Total for Sustainable Communities	8,215	848	528	(244)
Total Excluding Overheads	12,960	(1,468)	(843)	(1,211)

Overview

The department is currently forecasting an underspend of £1,468k at year end. The main areas of variance are Parking Services, Waste Services, Property Management, and Development & Building Control.

Public Protection

Parking Services underspend of £1,166k

The underspend is mainly as a result of additional penalty charge notices being issued, following the implementation of the ANPR system across the borough (£1,218k).

Included within this forecast is employee related overspend of c£158k 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.

The new Head of Service is looking undertake a review of the staffing requirements and budgets within the section to address the continued overspend in this area

Public Space

Waste Services underspend of £1,469k

The forecast underspend is largely as a result of an in-year underspend on disposal costs of £1,891k, which can be attributed to two main factors. Firstly, the section has continued to experience a reduction in total waste tonnages being generated across all of the authority's waste streams. Secondly, Viridor our disposal contractor, is nearing the end of testing the new ERF facility. During this commissioning phase, currently six months, the authority will benefit from reduced disposal costs leading to an estimated cost reduction of c£900k 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).

Sustainable Communities

Property Management overspend of £634k

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 departure of the leaseholder (£673k). Authority for demolition has now been agreed and so the forecast now includes the estimated demolition and associated management fee costs of £176k, which should remove most of these costs in the future.

The section is also forecasting to incur some significant, but essential, costs this year on several of the buildings the Authority manages, attributing to a forecast premises related overspend of £200k.

In addition, the section is forecasting to overspend on consultants by c£131k due to the need for independent valuations to benchmark property disposals, obtain a temporary and long term injunction, progress rent reviews due to a lack of internal resource, and on external valuations to support asset valuations.

The section is also incurring some one-off, but un-budgeted, external audit fees of c£72k as a result of additional audit work required for the 2017/18 Statement of Accounts.

These pressures are being partially mitigated by exceeding their commercial rental income expectations by £453k mainly due to conducting the back log of rent reviews in line with the tenancy agreements. Approximately £251k relates to ongoing rental income but £202k is one-off due this year only.

Development & Building Control overspend by £250k

The section is forecasting to underachieve on income by £235k, in particular within building control, which reflects the continued reduction in the Authority's market share against target.

Children Schools and Families

Children, Schools and Families	2018/19 Current Budget £000	Full year Forecast (Dec) £000	Forecast Variance at year end (Dec) £000	Forecast Variance at year end (Nov) £000	2017/18 Variance at year end £000
Education	19,345	19,725	380	457	(703)
Social Care and Youth Inclusion	21,500	24,998	3,498	3,646	3,596
Cross Department budgets	480	450	(30)	(30)	(95)
PFI	8,075	7,712	(363)	(335)	(342)
Redundancy costs	2,124	1,727	(397)	(397)	(207)
Total (controllable)	51,524	54,612	3,088	3,341	2,249

Overview

At the end of December Children Schools and Families has a forecast overspend of £3.088m on local authority funded services; a reduction in overspend from November'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 budget variances identified to date are detailed in the table below:

Description	Budget £000	Dec £000	Nov £000	2017/18 £000
Procurement & School organisation	643	(381)	(379)	(319)
SEN transport	4,133	1,017	1,017	566
Short breaks	217	207	202	64
My futures team	509	(135)	(135)	(212)
Other small over and underspends	13,843	(328)	(248)	(802)
Subtotal Education	19,345	380	457	(703)
Fostering and residential placements (ART)	7,094	1,000	1,092	813
Un-accompanied asylum seeking children (UASC)	902	851	912	693
Community Placement	0	500	500	750
No Recourse to Public Funds (NRPF)	21	294	294	353
MASH & First Response staffing	1,587	311	291	403
Legal costs	514	215	190	126
Other small over and underspends	11,382	327	367	458
Subtotal Children's Social Care and Youth Inclusion	21,500	3,498	3,646	3,596

Education Division

Procurement and school organisation budgets are forecast to underspend by £381k because of lower spend on revenue budgets. 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 £1.017m at the end of the financial year, which includes £926k maintained school taxi cost and £165k direct payments. The forecast outturn for maintained school taxis is £3.199m, circa £476k more than last year. Substantial management action was undertaken over the summer period such that at the end of October, 17 extra children were being transported compared to the end of June using the same number of taxi routes. The taxi forecast this month is the same as in November.

The overall forecast overspend reflects increased demand over a number of years although the budget for taxi commissioning has not been increased for demographic pressures since 2015/16. Over the period from September 2015 to September 2018, there has been a 30% increase in the number of children transported by taxi.

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 pressure, 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 accept personal budgets to directly arrange transport. The expansion of Cricket Green School will enable extra local places from September 2019 and the draft capital programme includes further proposals to increase the range of in-borough special educational needs provision to reduce the reliance on transporting children significant distances to out of borough special schools.

The children's short breaks budget is forecast to overspend by £207k. This relates to an increase in caseload from 398 in April 2018 to 446 in November 2018. A review of short break services delivered across the department is being carried out with the aim to reduce the overall cost pressure of short breaks. Realistically any changes resulting from this review will only impact on cost in next financial year.

The My Futures team is forecast to underspend by £135k due to vacancies held during the year as part of management action to reduce the departmental in-year overspend.

There are various other small over and underspends forecast across the division netting to a £328k underspend. These combine with the items described above to arrive at the total reported divisional overspend of £380k.

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

At the end of December we had 161 LAC. 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. The December placements forecast overspend has decreased by £158k due to a reduction in caseload across most placement groups as detailed in the table below.

Service	Budget £000	Forecast spend £000	Variance		Placements	
			Dec £000	Nov £000	Dec No	Nov No
Residential Placements	2,271	2,685	414	470	19	19
Independent Agency Fostering	1,816	1,967	151	172	36	41
In-house Fostering	978	1,418	440	411	62	59
Secure accommodation	136	129	(7)	(26)	1	1
Mother and baby	101	44	(57)	(57)	1	1
Supported lodgings/housing	1,792	1,851	59	122	50	55
Total	7,094	8,094	1,000	1,092	169	177

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 £414k. The reduction of £56k in cost in December is due to reduction in respite cost for two children.
- The agency fostering expenditure is forecast to be overspent by £151k. This agency overspend has decreased by £21k from last month. This is due to 5 placements ending.
- The in-house foster carer expenditure is forecast to overspend by £440k. The increase of £29k in December is due to a net of 3 placements (5 new placements and two placement ending).
- The secure accommodation expenditure is forecast to be underspent by £7k in December. This forecasted underspend has decreased from last month due to a placement from earlier in the financial year (September 2018 to October 2018) which is included in the forecast for December.
- The mother and baby assessment unit expenditure is forecast to underspend by £57k. There is no change from last month.

- We are forecasting that the budget for the semi-independent accommodation and supported lodgings/housing placements will overspend by £59k, which is reduction of £63k from last month. This is due to 5 placements ending.

At the end of December, UASC placements and previously UASC that are now care leavers are expected to overspend by £1,753k this year.

Service	Budget £000	Forecast spend £000	Variance		Placements	
			Dec £000	Nov £000	Dec No	Nov No
Independent Agency Fostering	372	415	43	40	10	10
In-house Fostering	363	519	156	138	21	20
Supported lodgings/housing	167	819	652	734	29	34
Total	902	1,753	851	912	60	64

- At the end of December, we had 31 placements for UASC young people under 18. Merton receives UASC grant towards these placements although it is not sufficient to cover the full cost. The overall cost for Fostering has increased from £178k in November to £199k in December while the overall cost for Semi- Independent has decreased from £734k to £652k over the same period.
- We have budgeted for 29 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 in the forecast those young people currently in placement who are under 18 and who will become 18 during this financial year.
- For 2017/18 Merton received additional UASC capacity support funding of £94k. We have been 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 Rotas. We therefore now have an allocation of 33 and at the end of December we had 31 placements.

We are forecasting a £500k 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 current estimate and is subject to change as we are still in negotiation. A review has been underway to change the current provision with the expectation that, once resolved, this should reduce the cost to Merton. Forecast costs are currently based on an interim arrangement in place while further work is undertaken to secure the right long-term support arrangements. The CCG seems to be retreating from its understood position that this is accepted as a continuing care case and that the council should be responsible for the education cost only. Once the position is finalised, education costs 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 £294k in the current financial year. This is about £59k less than last year's overspend. The NRPF worker is working closely with housing colleagues to manage cases as they arise and reviews historic cases to identify ones where claimant circumstances have changed and they 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 £311k on the MASH and First Response teams' staffing costs. This is because the team is covering 14 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.

Legal costs are expected to overspend by £215k. This cost relate to third party legal fees including Counsel, court and medical fees as well as independent expert witness and Family Drug and Alcohol Court (FDAC) costs.

There are various other small over and underspends forecast across the division netting to a £327k overspend. These combine with the items described above to arrive at the total reported divisional overspend of £3.498m.

Dedicated Schools Grant (DSG)

DSG funded services are forecast to overspend by £5.345m. 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. We are currently in discussion with our external auditors about the correct treatment of this deficit in the financial statements.

The main reasons for the forecast relates to an estimated overspend of £3.602m on Independent Day School provision. This is £105k increase from last month due to an increase in numbers although cost increases will only be pro-rata to the current financial year. At the end of December we had 194 placements, an increase of 7 since last month.

Other pressures include £658k on EHCP allocations to Merton primary and secondary schools, £820k on EHCP allocations to out of borough maintained primary, secondary and special schools, and £1.055m on one-to-one support, OT/SLT and other therapies as well as alternative education. We are also forecasting £430k overspend on post 16 further education and independent special school provision. There are underspending budgets in three areas which is reducing the overall overspend. We are forecasting a £681k underspend on independent residential placements, £305k on the growth fund and £167k on de-delegated parenting cover. The table below shows the increase in number of EHCPs over the past 4 years. At the end of December there were 1,763 EHCPs.

+Type of Provision	Jan 2015 (Statements and EHCs)		Jan 2016 (Statements and EHCs)		Jan 2017 (Statements and EHCs)		Jan 2018 (Statements and EHCs)	
	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%
Total	1045	100%	1078	100%	1264	100%	1486	100%

There are various other smaller over and underspends forecast across the DSG netting to a £67k underspend which, combined with the items above, equates to the net overspend of £5.345m.

Additional High Needs Block grant was announced in the December 2018. Initial workings suggests that this would allocate an estimated £483k of additional funding to Merton. Once the allocation has been confirmed, this will be added to the forecast to reduce the overall DSG overspend.

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 and have responded to the national consultation relating to the treatment of DSG deficits.

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. There are various reasons for schools requiring to set deficit budgets including unfunded pay increases, increased cost relating to children that require additional support but do not meet statutory thresholds for additional funding, reduction in pupil numbers and reduced levels of reserves that schools would previously have used to balance their budgets.

Management action

Quarter three staffing report

The number of employed Social Workers increased this quarter to 125 (118.20 WTE). There has been ongoing strong recruitment with 31 new starters in the last year. Additionally, there has been a number of internal transfers where staff have had opportunities for career development. Vacancy rates reduced in Q3 to 19.84% and has been on a general downward trend since September 2017. Turnover increased this quarter to 21.14%, which reflects the increase in leavers in the last 3 quarters (22 SW's).

Agency social workers make up 14% of the Social Worker workforce. Agency expenditure is on a general downward trend and the lowest spend in at least the last decade. 44% of all agency workers

are working in Safeguarding & Care Planning/ Vulnerable Children's Teams and 21% in First Response. Most agency workers are covering vacant posts (78%). 22% 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 for non-social work posts.

Placements

We have good management oversight of children coming into care. We have had 3 moves into residential care, one was to a new accommodation, one a step-up from fostering and one where we had been retaining at 50% of the cost but who is now in placement at the full rate. We continue to use the Panel processes introduced last quarter to provide an overview of 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 UASC young people. We have now recruited 13 new foster care placements of which 3 are for Supported Lodgings, 3 are for Connected Persons and 7 are new foster carers. We forecast a further 5 carers by the end of the financial year.

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 have had 3 new in-house foster placements for young people, although one has since returned home. We have had one additional IFA placement (YP who ran away as LAC from Scotland who Merton have now assumed responsibility for). We are also retaining one IFA placement with a carer identified for a child we are stepping-down from residential. All of the other ART activity has been either step-downs or like for like moves that would not have a negative budget impact.

We are also targeting our recruitment to increase our number of in-house mother and child foster placements. We have had one new Parent and child (3 children) in a residential parenting assessment. One other family remain in a residential parenting assessment over the agreed 12 week period and we have just been court directed to extend this for a further nine weeks to also accommodate and assess the father.

Our ART Placement service is working with providers to establish more local provision and offer better value placements to the Council. During December we have had 2 young people placed in SIA (Semi-Independent Accommodation), one was a new accommodation and the other is a young person who was making his own arrangements but then came back to us for accommodation. We have reintroduced the SIA Panel and will be recording cost reductions as a result of this going forward. We have commenced work to identify our Housing Benefit payments - what we should be getting and what are the actuals received. This is work in progress and we aim to be able to report on progress next month.

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 (£1400 + £400). 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 £3,200 per week for a similar service. We have five young people living there in December, 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. Due to the low numbers in secure accommodation cases, the additional cost of the placement from earlier the year has reversed some of the effect of the low cost placement from last month and resulted in an increased average weekly cost.

	Sep	Oct	Nov	Dec	Movement from last month	Dec
Description	£	£	£	£	£	No
ART Independent Agency Fostering	887	889	901	904	●	36
ART In-house Fostering	428	442	437	442	●	62
UASC Independent Agency (Grant)	791	794	797	803	●	8
UASC In house Fostering (Grant)	505	496	497	500	●	15
UASC Independent Agency (Non-Grant)	764	764	791	792	●	2
UASC In house Fostering (Non-Grant)	455	436	445	456	●	6
ART Residential Placements	4,029	4,032	4,071	4,068	●	19
ART Secure Accommodation	3,918	3,823	2,663	2,822	●	1
ART Mother & Baby Unit		3,357	3,357	3,357	●	1
Supported Housing & Lodgings (Art 16+ Accommodation)	634	644	659	664	●	50
Supported Housing & Lodgings - UASC (Grant)	838	793	788	771	●	6
Supported Housing & Lodgings - UASC (Non Grant)	505	500	499	487	●	23

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. 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 UASC 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 with 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 £1.884m, however that figure masks substantial once off windfalls and non-recurrent and recurrent management action. The table below highlights the continued estimated overspends relating to these unfunded duties:

Description	Budget £000	Dec overspend forecast £000	Nov overspend forecast £000	2017/18 over £000
Supported lodgings/housing- care leavers	1,792	59	122	156
Supported lodgings/housing- UASC	167	652	734	520
UASC	734	199	178	173
No Recourse to Public Funds (NRPF)	21	294	294	353
Total	2,478	1,204	1,328	1,202

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 under spend of £113k as at period 9 December 2018.

The department is currently forecasting an under spend of £113k as at December 2018. Adult Social Care is currently forecasting an under spend, Housing and Libraries service an over spend and Public Health and Merton Adult Learning continues to forecast a breakeven position.

Community and Housing	2018/19 Current Budget £000	Forecast (Dec'18) £'000	Forecast Variance (Dec'18) £000	Forecast Variance (Nov'18) £000	2017/18 Outturn Variance £000
Access and Assessment	45,956	45,576	(380)	(374)	455
Commissioning	4,568	4,585	17	(60)	211
Direct Provision	4,443	4,417	(26)	11	(195)
Directorate	973	1,042	69	81	181
Adult Social Care	55,940	55,620	(320)	(342)	652
Libraries and Heritage	1,996	2,018	22	13	20
Merton Adult Learning	(11)	(11)	0	0	(6)
Housing General Fund	1,848	2,033	185	209	256
Sub-total	59,773	59,660	(113)	(120)	922
Public Health	(143)	(143)	0	0	0
Grand Total	59,630	59,517	(113)	(120)	922

Access & Assessment - £380k underspend

This is due to the ongoing continued improved placements management. On the whole placements have remained stable for a number of months including over the Christmas period. Although the service is currently forecasting an under spend the full effects of increase demand from winter pressures is expected to become apparent in January/February. However, it is important to note that this is a demand led budget which could increase due to a number of reasons. The additional resources, which includes the recently announced winter pressures grant provided by the Department of Health & Social Care, are being used to increase capacity to manage any surge in winter demand, but also to try to reduce demand by working with the voluntary sector and increasing our own preventative offer, such as access to the handy person scheme.

The table below shows areas of significant expenditure in Access & Assessment

During December a refund was received for taxi-card usage and another refund is expected based on usage data provided to date.

Access & Assessment	Forecast Variances Dec'18 £'000	Forecast Variances Nov'18 £000	Outturn Variances March 18 £000
Underspend on Concessionary Fares- (Postage/taxi-cards)	(104)	(15)	(100)
Overspend on Better Care Fund Risk Share	0	0	425
Other	(483)	(255)	(307)
Placements	40	132	1,671
Income	167	(236)	(1,234)
Total	(380)	(374)	455

Adult Social Care savings for 2018-19 are on track to be delivered.

The table below sets on the movement in the number of service users in each care group between the months. It shows a net decrease of 16 packages since November 2018 and a reduction of 73 since April 2018. There is currently a downward trend in the number of packages but a spike is expected during the winter months.

Total Number of Clients with an external care package

Placements	Nos. of Clients Dec'18	Nos. of Clients Nov'18	Nos. of Client Oct'18	Nos. of Client Apr'18
Older People	1092	1104	1128	1167
Physical/Sensory	206	207	212	219
Learning Disabilities	361	363	364	356
LD Housing Support	3	3	3	2
Mental Health	129	130	132	125
MH Housing Support	14	13	13	11
Substances Misuse	3	4	4	1
Grand Total	1808	1824	1856	1881

Commissioning - £17k Overspend

The commissioning service is currently forecasting an over spend of £17k as at December'18. This area includes a number of sections such as brokerage, contracts, voluntary grants and many more. The service continues to monitor and reduce cost.

Direct Provision - £26k underspend (Internal Care Provision)

Direct Provision service is forecasting an under spend of £26k as at December 2018. This is an improvement since November and is due to an increase in the forecasted income expected from day centres. There was also an increase in some transport costs relating to vehicle maintenance.

At the same time the service is currently experiencing a high level of sickness at key sites and as such salary forecast increased slightly. However this has been mitigated by under spends in other areas and increased income.

There also been a move by the service from providing a day care service from the location of High Path to a larger location at Leyton Road which is expected to be officially open in January 2019. There is a risk that the cost of utilities may increase with a larger building, leading to additional costs on an already under-resourced budget. Analysis will be completed over the next quarter being winter months.

The Mascot Telecare service provides a 'Handyman' and a van who assists the Access & Assessment Service with the expeditious installation of equipment where required which assists in the speedy discharge of patients from hospital to home. This service was increased over the Christmas period to help the hospital discharge process.

C&H - Other Services

Libraries - £22k overspend

The Library & Heritage Service forecasted overspend has increased by £8.9K. This is due to small increases in forecasted spend on utilities, staffing, printing and telephones.

The service is continuing to work towards achieving a balanced budget by year end and is working to increase income generation to offset overspends.

Merton Adult Education – Breakeven

The forecasted year end position as at December 2018 remains unchanged. Merton Adult Learning service continues to forecast a breakeven position for 2018/19.

Housing - £185k overspend

The housing service is forecasting an over spend as at December 2018 of £185k which is a reduction on the previous month's forecast. This service forecasted overspend continues to be reduce but it is expected that this service will continue to vary each month due to unpredictability surrounding the shortfall on subsidy, Housing Benefit and client contributions.

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. The diagram below shows that the year to date target was exceeded in December and 77% of annual target has been achieved to date.

Period	Homelessness Prevention Targets
Full Year Target	450
Target YTD	338
Achieved - Sept'18	243
Achieved - Oct'18	263
Achieved - Nov'18	313
Achieved - Dec'18	346

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

The diagram below shows the forecasted variance for financial year 2018.19 of the boroughs temporary accommodation provision as at December 2018. There has been a gradual reduction in numbers of households in temporary accommodation with a corresponding reduction in expenditure.

Housing	Budget 2018/19 £000	Forecast Variance (Dec'18) £'000	Forecast Variances (Nov'18) £000	Outturn Variances (Mar'18) £000
Temporary Accommodation-Expenditure	2,330	541	627	909
Temporary Accommodation-Client Contribution	(140)	(576)	(585)	(595)
Temporary Accommodation-Housing Benefit Income	(2,000)	97	87	(160)
Temporary Accommodation-Subsidy Shortfall	322	414	414	517
Temporary Accommodation- Grant	-	(481)	(466)	(406)
Sub-total Temporary Accommodation	512	(5)	77	259
Housing Other Budgets- Over(under)spend	1,336	190	132	(3)
Total	1,848	185	209	256

Temporary Accommodation (TA) Movements to date

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

Temporary Accommodation	Numbers IN	Numbers OUT	Total for the Month
March 2017	-	-	186
March 2018	16	16	165
April 2018	22	17	170
May 2018	21	16	175
June 2018	14	17	172
July 2018	15	12	175
August 2018	16	15	176
September 2018	11	13	174
October 2018	14	20	168
November 2018	14	13	169
December 2018	11	13	167

Public Health - Forecasting a breakeven position

This service is reporting a breakeven position at as December 2018. The pressure in sexual health reported in September is being mitigated by offsetting efficiencies in staffing and other direct budgets together with savings anticipated from sexual health through residents moving from out of borough providers and channel shift for asymptomatic clients from use of clinics to on-line Pan London service

Corporate Items

The details comparing actual expenditure up to 31 December 2018 against budget are contained in Appendix 2. The main areas of variance as at 31 December 2018 are:-

Corporate Items	Current Budget 2018/19 £000s	Full Year Forecast (Dec.) £000s	Forecast Variance at year end (Dec.) £000s	Forecast Variance at year end (Nov.) £000s	2016/17 Year end Variance £000s
Impact of Capital on revenue budget	8,403	8,930	527	527	(103)
Investment Income	(759)	(1,000)	(241)	(141)	408
Pension Fund	3,346	3,346	0	0	(389)
Pay and Price Inflation	1,122	744	(378)	(150)	(736)
Contingencies and provisions	4,419	3,769	(650)	(350)	(2,447)
Income Items	(1,367)	(1,991)	(624)	(624)	(104)
Appropriations/Transfers	(2,554)	(2,554)	0	0	2,445
Central Items	4,207	2,314	(1,893)	(1,265)	(823)
Levies	938	938	0	0	0
Depreciation and Impairment	(19,008)	(19,008)	0	0	0
TOTAL CORPORATE PROVISIONS	(5,459)	(6,825)	(1,366)	(738)	(926)

There are a number of revisions to the forecast for corporate items based on spend up to December 2018:-

- The forecast for investment income has been reviewed and it is anticipated that investment income in 2018/19 will be c. £1m which is an improvement of £0.1m on the previous forecast. This is due to a small increase in investment rates and the balance under investment.
- It is anticipated that the budget provision for excess inflation will not be required in 2018/19 and the balance of £228k can be released.
- No additional requirements are anticipated against the Single Status provision and an underspend of £50k will result.
- The budget of £200k provided to cover for loss of income arising from the closure of car parking on the P3/P4 sites will not be required.
- Based on current expenditure, it is anticipated that there will be an underspend of £150k on the Apprenticeship levy budget, an increase of £50k on the previous forecast.

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*	8,636	0	8,636	27,985	0	27,985	3,945	0	3,945	12,083	0	12,083
C&H	1,118	0	1,118	480	0	480	630	0	630	280	0	280
CSF	8,620	777	9,397	16,702	(63)	16,639	3,202	0	3,202	650	0	650
E&R	18,050	(45)	18,005	10,159	0	10,159	7,517	0	7,517	7,264	0	7,264
TOTAL	36,424	732	37,156	55,325	(63)	55,262	15,294	0	15,294	20,277	0	20,277

* Includes £23 million Housing Company Expenditure which is currently being re-profiled

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

Capital Budget Monitoring December 2018

Department	Actuals	Budgeted Spend to Date	Variance to Date	Final Budget	Final Forecast 2018/19	Full Year Variance
Corporate Services	3,975,379	5,248,010	(1,272,631)	8,636,160	8,604,110	(32,050)
Community and Housing	634,666	745,090	(110,424)	1,118,010	1,117,995	(15)
Children Schools & Families	4,777,283	5,646,970	(869,687)	9,396,180	9,395,680	(500)
Environment and Regeneration	11,155,169	10,740,355	414,814	18,004,740	18,012,738	7,998
Total	20,542,497	22,380,425	(1,837,928)	37,155,090	37,130,522	(24,568)

- Corporate Services – All budget managers apart from epayments system (which is showing a £32k in year underspend) are projecting a full spend.
- Community and Housing – All budget managers are projecting a full year spend against budget.
- Children, Schools and Families – Devolved Formula Capital has been increased by £714k, funded by central government grant. This additional funding will be paid to schools within their February 2019 advances. Two virements are proposed:
 - £183k from Harris Wimbledon to Perseid Expansion to fund the final outturn on the project. There is sufficient budget within the Harris Wimbledon to meet the estimated cost of the scheme
 - £71k from the Capital Maintenance Budget (£8k from 2018/19 and £63k from 2019/20) to Merton Abbey £51k and Wimbledon Park £20k

All budget managers are projecting a full year spend against their adjusted budget. Officers are currently finalising the required stamp duty payments for the new secondary school and the final accounts on Harris Merton.

- d) Environment and Regeneration – All budget managers are projecting a full year spend against budget apart from parks which are showing a slight overspend of £9k. If necessary, this overspend will be offset against next year's budget. The following virements are proposed between TfL Schemes with £45k being transferred to Revenue:

	2018/19 Budget	Virements	Funding Adjustments	Revised 2018/19 Budget
	£	£		£
Higways & Footways - Causality Reduction & Schools	204,570	145,000		349,570
Higways & Footways -A298/A238 Strategic Corridor	81,000	(81,000)		0
Cycle Route Imps - Beddington Lane Cycle Route	351,000	(45,000)	(45,000)	261,000
Cycle Route Imps - Cycle Imps Residential Streets	180,000	45,000		225,000
Mitcham Trans Imps - Figges March	214,000	(64,000)		150,000
Total	1,030,570	0	(45,000)	985,570

- 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
<u>Children, Schools and Families</u>				
Devolved Formula Capital	(1)	713,860		Additional Government Ringfenced Funding 2018/19
Harris Academy Wimbledon	(1)	(183,160)		Virement to cover final contractual costs
Perseid Expansion	(1)	183,160		Virement to cover final contractual costs
Unallocated School Capital Maintenance		(7,640)	(63,000)	Virements to cover urgent capital maintenance work
Merton Abbey Capital Maintenance		50,560		Virements to cover urgent capital maintenance work
Wimbledon Park Capital Maintenance		20,080		Virements to cover urgent capital maintenance work
<u>Environment and Regeneration</u>				
Higways & Footways - Causality Reduction & Schools	(1)	145,000		Virement between TfL funded Schemes
Higways & Footways -A298/A238 Strategic Corridor	(1)	(81,000)		Virement between TfL funded Schemes
Cycle Route Imps - Beddington Lane Cycle Route		(90,000)		Virement between TfL funded Schemes with £45k to Revenue
Cycle Route Imps - Cycle Imps Residential Streets		45,000		Virement between TfL funded Schemes
Mitcham Trans Imps - Figges March	(1)	(64,000)		Virement between TfL funded Schemes
Total		731,860	(63,000)	

(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		88	402	(20,388)	8,636
Community & Housing	773	165	(5)	146	40	0	1,118
Children Schools & Families	15,158	924		1,831	15	(8,531)	9,397
Environment and Regeneration	21,853	919		1,895		(6,663)	18,005
Total	61,266	7,059	(5)	3,960	457	(35,581)	37,156

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

Depts.	Spend To December 2015	Spend To December 2016	Spend to December 2017	Spend to December 2018	Variance 2015 to 2018	Variance 2016 to 2018	Variance 2017 to 2018
CS	713	348	1,799	3,975	3,262	3,627	2,176
C&H	1,345	1,386	581	635	(710)	(752)	54
CSF	11,159	9,684	3,969	4,777	(6,382)	(4,907)	809
E&R	5,553	7,834	9,660	11,155	5,602	3,322	1,495
Total Capital	18,770	19,252	16,009	20,542	1,772	1,291	4,534

Outturn £000s	29,327	30,626	32,230	
Budget £000s				37,156
Projected Spend December 2018 £000s				37,131
Percentage Spend to Budget				55.29%
% Spend to Outturn/Projection	64.00%	62.86%	49.67%	55.33%
Monthly Spend to Achieve Projected Outturn £000s				5,529

4.6 December is three quarters of the way into the financial year and departments have spent just over 50% of the budget. Spend to date is higher than the three previous financial years shown.

Department	Spend To Nov 2018 £000s	Spend To Dec 2018 £000s	Increase £000s
CS	3,534	3,975	441
C&H	608	635	27
CSF	4,297	4,777	480
E&R	9,897	11,155	1,258
Total Capital	18,336	20,542	2,206

4.7 During December 2018 officers spent £2.206 million. To achieve the projected outturn officers will need to spend an average of £5.529 million per month to the financial year-end.

5. DELIVERY OF SAVINGS FOR 2018/19

Department	Target Savings 2018/19	Projected Savings 2018/19	Period 9 Forecast Shortfall	Period 8 Forecast Shortfall	Period Forecast Shortfall (P8)	2019/20 Expected Shortfall
	£000	£000	£000	£000	%	£000
Corporate Services	2,024	1,519	505	505	25.0%	385
Children Schools and Families	489	489	0	0	0.0%	0
Community and Housing	2,198	1,998	200	200	9.1%	(18)
Environment and Regeneration	1,874	1,401	473	473	25.2%	80
Total	6,585	5,407	1,178	1,178	17.9%	447

Appendix 6 details the progress on savings for 2018/19 by department.

Progress on savings 2017/18

Department	Target Savings 2017/18	2017/18 Shortfall	2018/19 Period 9 Projected shortfall	2019/20 Period 9 Projected shortfall	2018/19 Period 8 Projected shortfall	2019/20 Period 8 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	19	0	0	0	0
Environment and Regeneration	3,134	2,188	666	45	666	45
Total	10,314	2,410	666	45	666	45

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

14. BACKGROUND PAPERS

14.1 Budgetary Control files held in the Corporate Services department.

15. REPORT AUTHOR

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APPENDIX 1

Summary Position as at 31st December 2018

	Original Budget 2018/19 £000s	Current Budget 2018/19 £000s	Full Year Forecast (Dec) £000s	Forecast Variance at year end (Dec) £000s	Forecast Variance at year end (Nov) £000s	Outturn variance 2017/18 £000
Department	-	-	-	-	-	-
3A. Corporate Services	9,495	10,934	9,305	(1,629)	(1,424)	(812)
3B. Children, Schools and Families	56,145	56,540	59,627	3,088	3,341	2,249
3C. Community and Housing	-	-	-	-	-	-
Adult Social Care	58,778	59,210	58,890	(320)	(341)	646
Libraries & Adult Education	2,771	2,694	2,716	22	13	20
Housing General Fund	2,207	2,141	2,326	185	208	256
3D. Public Health	(0)	(0)	(0)	(0)	0	0
3E. Environment & Regeneration	17,951	18,314	16,846	(1,468)	(844)	-1,211
NET SERVICE EXPENDITURE	147,345	149,832	149,709	-123	953	1,148
3E. Corporate Items	-	-	-	-	-	-
Impact of Capital on revenue budget	8,403	8,403	8,930	527	527	(103)
Other Central items	(12,353)	(14,801)	(16,694)	(1,893)	(1,265)	(823)
Levies	938	938	938	0	0	0
TOTAL CORPORATE PROVISIONS	(3,012)	(5,459)	(6,825)	(1,366)	(738)	(926)
TOTAL GENERAL FUND	144,333	144,373	142,884	-1,489	215	222
Funding	-	-	-	-	-	-
- 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
Grants	(56,894)	(56,894)	(56,894)	0	0	(487)
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
Council Tax	-	-	-	-	-	-
- General	(86,678)	(86,678)	(86,678)	0	0	0
- WPC	(331)	(331)	(331)	0	0	0
Council Tax and Collection Fund	(87,439)	(87,439)	(87,439)	0	0	0
FUNDING	(144,333)	(144,333)	(144,333)	0	0	(487)
NET	(0)	40	(1,449)	(1,489)	215	(265)

Appendix 2

3E. Corporate Items	Council 2018/19 £000s	Original Budget 2018/19 £000s	Current Budget 2018/19 £000s	Year to Date Budget (Dec.) £000s	Year to Date Actual (Dec.) £000s	Full Year Forecast (Dec.) £000s	Forecast Variance at year end (Dec.) £000s	Forecast Variance at year end (Nov.) £000s	Outturn Variance 2017/18 £000s
Cost of Borrowing	8,403	8,403	8,403	4,736	4,059	8,930	527	527	(103)
Revenue Impact of Capital	8,403	8,403	8,403	4,736	4,059	8,930	527	527	(103)
Investment Income	(759)	(759)	(759)	(569)	(593)	(1,000)	(241)	(141)	408
Pension Fund	3,346	3,346	3,346	3,346	3,469	3,346	0	0	(389)
Corporate Provision for Pay Award	2,108	2,108	744		0	744	0	0	0
Provision for excess inflation	378	378	378		0	(0)	(378)	(150)	(436)
Utilities Inflation Provision	0	0	0		0	0	0	0	(300)
Pay and Price Inflation	2,486	2,486	1,122	0	0	744	(378)	(150)	(736)
Contingency	1,500	1,500	1,500		0	1,250	(250)	(250)	(1,500)
Single Status/Equal Pay	100	100	100		31	50	(50)	0	(96)
Bad Debt Provision	500	500	500		0	500	0	0	395
Loss of income arising from P3/P4	200	200	200		0	0	(200)	0	(400)
Loss of HB Admin grant	179	179	83		0	83	0	0	(179)
Apprenticeship Levy	450	450	450	338	206	300	(150)	(100)	(235)
Revenuisation and miscellaneous	1,361	1,361	1,586	1,222	393	1,586	0	0	(432)
Contingencies & provisions	4,291	4,291	4,419	1,560	629	3,769	(650)	(350)	(2,447)
Other income	0	0	0	0	(630)	(624)	(624)	(624)	(56)
CHAS IP/Dividend	(1,367)	(1,367)	(1,367)	(935)	(935)	(1,367)	0	0	(48)
Income items	(1,367)	(1,367)	(1,367)	(935)	(1,565)	(1,991)	(624)	(624)	(104)
Appropriations: CS Reserves	0	0	(815)	(815)	(815)	(815)	0	0	0
Appropriations: E&R Reserves	4	4	(361)	(361)	43	(361)	0	0	2
Appropriations: CSF Reserves	49	49	17	17	(32)	17	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)	0	0	600
Appropriations: Corporate Reserves	(91)	(91)	(91)	(91)	0	(91)	0	0	2,443
Appropriations/Transfers	(1,342)	(1,342)	(2,554)	(2,554)	(804)	(2,554)	0	0	2,445
Depreciation and Impairment	(19,008)	(19,008)	(19,008)	0	0	(19,008)	0	0	0
Central Items	(3,950)	(3,950)	(6,398)	5,584	5,195	(7,764)	(1,366)	(738)	(926)
Levies	938	938	938	775	775	938	0	0	0
TOTAL CORPORATE PROVISIONS	(3,012)	(3,012)	(5,459)	6,359	5,971	(6,825)	(1,366)	(738)	(926)

Pay and Price Inflation as at December 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 2.1% and RPI at 2.7% 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 2.1% in December 2018, down from 2.3% in November 2018. The Consumer Prices Index including owner occupiers' housing costs (CPIH) 12-month inflation rate was 2.0% in December 2018, down from 2.2% in November 2018. The largest downward contributions to change in the 12-month rate came from falls in petrol prices and from air fares, where ticket prices rose between November and December 2018, but by less than a year ago. These downward effects were offset by upward contributions from a variety of categories including accommodation services and, to a lesser extent, mobile phone charges, games, toys and hobbies, and food. The RPI 12-month rate for December 2018 stood at 2.7%, down from 3.2% in November 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 6 February 2019, the MPC voted unanimously to maintain 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.

In the minutes of the meeting the MPC state that "CPI inflation fell to 2.1% in December and is expected to decline to slightly below the MPC's 2% target in the near term, largely due to the sharp fall in petrol prices which has occurred since November. As that effect unwinds, CPI inflation rises above 2%. The MPC judges that demand and potential supply are currently broadly in balance. The weaker near-term outlook is likely to lead to a small margin of slack opening up this year. Thereafter, demand growth exceeds the subdued pace of supply growth and excess demand builds over the second half of the forecast period. As a result, domestic inflationary pressures firm, as the upward pressure on inflation of sterling's past depreciation wanes. Under the assumptions that condition the February Report, inflation settles at a rate a little above the target."

The MPC's updated projections for inflation and activity are set out in the February Inflation Report published on 7 February 2019.

In the February Inflation Report, the MPC considers what the prospects for inflation are for the period under review. It states that "inflation is expected to fall to 1.8% in January, and to remain just below the target throughout 2019. That forecast is lower than in the November Report, mainly reflecting the continued impact of lower petrol prices. It also includes the estimated impact of measures announced in Budget 2018. These measures include a freeze in the rate of fuel duty and some alcohol duties, which together reduce inflation by just under 0.1 percentage points from early 2019. Over the forecast period as a whole, external cost pressures are expected to be lower compared with recent years. Domestic cost pressures are expected to continue to strengthen. Inflation expectations, which can influence wage and price-setting decisions, remain consistent with inflation returning to the target in the medium term." The MPC recognises that UK GDP growth seems to have slowed and expect it to remain subdued during most of 2019 which reflects a weakening of global growth and "the intensification of Brexit uncertainties". The MPC concludes that "conditioned on paths for interest and exchange rates that are somewhat more stimulative than in November, UK GDP growth begins to pick up later this year and is expected to be a little stronger in the medium term than was projected three months ago. Although it remains modest by historical standards, demand growth exceeds potential supply growth on average over the forecast. As a result, excess demand builds over the second half of the forecast period, raising domestic inflationary pressures. In the near term, inflation is expected to fall to slightly below the MPC's 2% target, largely reflecting the sharp fall in oil prices which has occurred since November. As that effect unwinds, CPI inflation rises above 2%, and remains a little above the target for the rest of the forecast period."

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

Short Term Forecasts for the UK Economy

Source: HM Treasury - Forecasts for the UK Economy (January 2019)			
	Lowest %	Highest %	Average %
2018 (Quarter 4)			
CPI	2.2	2.6	2.3
RPI	3.0	3.8	3.2
LFS Unemployment Rate	3.8	4.2	4.1
2019 (Quarter 4)			
CPI	1.4	3.5	1.9
RPI	2.1	4.2	2.9
LFS Unemployment Rate	3.6	4.5	4.1

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:-

Long-term Forecasts for the UK Economy

Source: HM Treasury - Forecasts for the UK Economy (November 2018)					
	2018	2019	2020	2021	2022
	%	%	%	%	%
CPI	2.5	2.1	2.0	2.0	2.1
RPI	3.4	3.2	3.1	3.3	3.3
LFS Unemployment Rate	4.1	4.1	4.2	4.4	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:-

Table 7: OBR Fiscal and Economic Outlook for the UK Economy

	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 6 February 2019, the MPC voted unanimously to maintain 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 February Inflation Report was published on 7 February 2019. As is to be expected the outcome of the Brexit negotiations is seen as key but uncertain with the MPC noting that “The economic outlook will continue to depend significantly on the nature of EU withdrawal, in particular: the new trading arrangements between the European Union and the United Kingdom; whether the transition to them is abrupt or smooth; and how households, businesses and financial markets respond. The appropriate path of monetary policy will depend on the balance of these effects on demand, supply and the exchange rate. The monetary policy response to Brexit, whatever form it takes, will not be automatic and could be in either direction. The MPC judges at this month’s meeting that the current stance of monetary policy is appropriate. The Committee will always act to achieve the 2% inflation target.”

In terms of prospects for interest rates and economic growth, the MPC conclude that “Over the past few months, market expectations for the path of Bank Rate have fallen. That path currently implies a gradual rise in Bank Rate to around 1.1% by the end of the forecast period, around 25 basis points lower than at the time of the November 2018 Report. At the same time, UK equity prices are a little lower and corporate bond spreads higher. There have been similar developments in financial conditions in other advanced economies, which have occurred alongside the weaker outlook for global growth. The sterling exchange rate has been volatile, largely reflecting Brexit news, but starts the projection a little lower than in November. Four-quarter UK GDP growth is projected to decline in 2019, before rising to 2% by the end of the forecast period. That is lower than in the November Report in the near term, reflecting the impact of heightened uncertainty, weaker global GDP growth and tighter financial and credit conditions. Further out, UK GDP growth picks up as uncertainty wanes and as the stimulus from looser fiscal policy and lower paths for interest and exchange rates more than offsets the impact of lower global activity and tighter financial conditions. In the medium term, growth is higher than in the November Report. Over the forecast as a whole, growth remains modest by historical standards.”

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.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	End Q.1 2022
Feb.'19	0.7	0.7	0.8	0.9	0.9	0.9	1.0	1.0	1.0	1.1	1.1	1.1	1.1
Nov.'18	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	0.8	0.9	0.9	1.0	1.0	1.0	1.1	1.1	1.1	1.1		
May '18	0.8	0.9	1.0	1.0	1.1	1.1	1.2	1.2	1.2	1.2			
Feb.'18	0.8	0.9	0.9	1.0	1.0	1.1	1.1	1.1	1.2				
Nov.'17	0.8	0.8	0.8	0.9	0.9	0.9	1.0	1.0					
Aug.'17	0.5	0.6	0.6	0.7	0.7	0.7	0.8						
May '17	0.4	0.4	0.4	0.5	0.5	0.5							
Feb'17	0.5	0.5	0.6	0.6	0.7								
Nov.'16	0.3	0.3	0.4	0.4									
Aug.'16	0.2	0.2	0.2										
May '16	0.7	0.8											
Feb. '16	1.1												

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 in the February Inflation report are based on four key assumptions:-

Key Judgement 1: global GDP growth weakens further and settles at close to its potential rate.

Key Judgement 2: UK domestic demand growth is soft over much of 2019, due in part to elevated Brexit uncertainties, before picking up.

Key Judgement 3: potential supply continues to grow at subdued rates and excess demand emerges over the forecast.

Key Judgement 4: CPI inflation is supported by strengthening domestic inflation, although it falls slightly below the target temporarily due to lower energy prices

Capital Budget Monitoring December 2018

	Actuals	Budgeted Spend to Date	Variance to Date	Final Budget	Final Forecast 2018/19	Full Year Variance
Capital	20,542,497	22,380,425	(1,837,928)	37,155,090	37,130,522	(24,568)
Corporate Services	3,975,379	5,248,010	(1,272,631)	8,636,160	8,604,110	(32,050)
Customer, Policy and Improvmen	4,305	600,000	(595,695)	1,999,310	1,999,310	0
Customer Contact Programme	4,305	600,000	(595,695)	1,999,310	1,999,310	0
Facilities Management Total	2,389,138	2,380,720	8,418	3,214,220	3,214,220	0
Works to other buildings	172,612	520,040	(347,428)	695,040	647,043	(47,997)
Civic Centre	199,823	268,430	(68,607)	481,430	517,007	35,577
Invest to Save schemes	2,016,703	1,592,250	424,453	2,037,750	2,050,170	12,420
Infrastructure & Transactions	1,330,036	1,908,740	(578,704)	2,283,280	2,283,280	(0)
Business Systems	59,149	164,240	(105,091)	255,490	255,490	(0)
Social Care IT System	48,000	12,500	35,500	62,500	62,500	0
Disaster recovery site	393,638	315,000	78,638	394,290	394,290	0
Planned Replacement Programme	829,249	1,417,000	(587,751)	1,571,000	1,571,000	0
Resources	26,900	132,050	(105,150)	211,850	179,800	(32,050)
Financial System	26,900	59,000	(32,100)	97,000	97,000	0
ePayments System	0	32,050	(32,050)	32,050	0	(32,050)
Kofax Scanning	0	41,000	(41,000)	82,800	82,800	0
Corporate Items	65,000	66,500	(1,500)	66,500	66,500	0
Acquisitions Budget	65,000	66,500	(1,500)	66,500	66,500	0
Housing Company	160,000	160,000	0	861,000	861,000	0
Community and Housing	634,666	745,090	(110,424)	1,118,010	1,117,995	(15)
Adult Social Care	0	43,750	(43,750)	43,750	43,750	0
Telehealth	0	43,750	(43,750)	43,750	43,750	0
Housing	588,426	634,600	(46,174)	917,520	917,520	0
Disabled Facilities Grant	588,426	634,600	(46,174)	917,520	917,520	0
Libraries	46,239	66,740	(20,501)	156,740	156,725	(15)
Library Enhancement Works	7,388	16,740	(9,352)	16,740	16,892	152
Libraries IT	38,851	50,000	(11,149)	140,000	139,833	(167)

Capital Budget Monitoring December 2018

	Actuals	Budgeted Spend to Date	Variance to Date	Final Budget	Final Forecast 2018/19	Full Year Variance
Children Schools & Families	4,777,283	5,646,970	(869,687)	9,396,180	9,395,680	(500)
Primary Schools	638,428	725,560	(87,132)	899,050	898,550	(500)
Hollymount	55,166	0	55,166	59,000	59,000	0
Hatfeild	35,324	41,000	(5,676)	41,000	41,000	0
Joseph Hood	2,836	2,900	(64)	2,900	2,900	0
Dundonald	12,385	50,980	(38,595)	60,190	60,090	(100)
Merton Abbey	0	0	0	50,560	50,560	0
Poplar	34,910	47,590	(12,680)	47,590	47,590	0
Wimbledon Park	21,126	23,500	(2,374)	43,580	43,180	(400)
Abbotsbury	(628)	0	(628)	0	0	0
Morden	64,841	76,380	(11,539)	76,380	76,380	0
Cranmer	49,912	54,600	(4,688)	54,600	54,600	0
Gorringe Park	28,051	30,670	(2,620)	30,670	30,670	0
Haslemere	45,618	50,000	(4,382)	52,230	52,230	0
Liberty	55,577	70,000	(14,423)	74,440	74,440	0
Links	(690)	0	(690)	0	0	0
Singlegate	0	11,000	(11,000)	11,000	11,000	0
St Marks	88,311	99,240	(10,929)	100,920	100,920	0
Lonesome	47,690	55,000	(7,310)	81,290	81,290	0
Stanford	98,000	112,700	(14,700)	112,700	112,700	0
Unallocated School Capital Maint.	0	0	0	0	0	0
Secondary School	2,344,288	3,459,210	(1,114,922)	4,800,430	4,800,430	(0)
Harris Academy Morden	0	104,000	(104,000)	104,000	104,000	0
Harris Academy Merton	329,708	323,130	6,578	444,090	444,090	0
Raynes Park	0	0	0	574,000	574,000	0
Ricards Lodge	0	15,000	(15,000)	15,000	15,000	0
Rutlish	21,282	21,500	(218)	21,500	21,500	0
Harris Academy Wimbledon	1,993,298	2,995,580	(1,002,282)	3,641,840	3,641,840	(0)
SEN	1,473,004	1,403,890	69,114	2,571,140	2,571,140	0
Perseid	965,798	675,960	289,838	1,271,120	1,271,120	0
Cricket Green	500,714	650,000	(149,286)	1,200,000	1,200,000	0
Unlocated SEN	6,493	77,930	(71,437)	100,020	100,020	0
CSF Schemes	321,563	58,310	263,253	1,125,560	1,125,560	0
CSF IT Schemes	56,513	58,310	(1,797)	58,310	58,310	0
Devolved Formula Capital	265,050	0	265,050	1,067,250	1,067,250	0

Capital Budget Monitoring December 2018

	Actuals	Budgeted Spend to Date	Variance to Date	Final Budget	Final Forecast 2018/19	Full Year Variance
Environment and Regeneration	11,155,169	10,740,355	414,814	18,004,740	18,012,738	7,998
Public Protection and Developm	219	0	219	229,970	229,970	0
CCTV Investment	219	0	219	39,490	39,490	0
Public Protection and Developm	0	0	0	190,480	190,480	0
Street Scene & Waste	2,708,160	2,288,060	420,100	5,114,060	5,113,597	(463)
Fleet Vehicles		337,100	(337,100)	472,600	472,600	0
GPS Vehical Tracking Equipment	2,460	0	2,460	0	0	0
Alley Gating Scheme	8,194	10,000	(1,806)	25,000	25,000	0
Smart Bin Leases - Street Scen	6,552	0	6,552	5,500	5,500	0
Waste SLWP	2,690,954	1,940,960	749,994	4,610,960	4,610,497	(463)
Sustainable Communities	8,446,790	8,452,295	(5,505)	12,660,710	12,669,171	8,461
Street Trees	0	0	0	57,690	57,690	0
Raynes Park Area Roads	0	0	0	26,110	26,110	0
Highways & Footways	2,571,894	2,700,350	(128,456)	4,222,940	4,222,950	10
Cycle Route Improvements	315,980	385,200	(69,220)	660,980	660,980	0
Mitcham Transport Improvements	26,743	236,680	(209,938)	214,000	214,000	0
Tackling Traffic Congestion	(18)	0	(18)	0	(1)	(1)
Mitcham Area Regeneration	39,340	104,360	(65,020)	136,360	136,369	9
Wimbledon Area Regeneration	0	0	0	25,000	25,000	0
Borough Regeneration	307,505	220,820	86,685	560,050	560,050	0
Morden Leisure Centre	4,562,131	4,546,760	15,371	5,864,530	5,864,530	0
Sports Facilities	183,407	0	183,407	373,460	373,100	(360)
Parks	439,808	258,125	181,683	519,590	528,392	8,802

Virement, Re-profiling and New Funding - December 2018

Appendix 5b

		2018/19 Budget	Virements	Funding Adjustments	Reprofiling	Revised 2018/19 Budget	2019/20 Budget	Movement	Revised 2019/20 Budget	Narrative
-	-	£	£		£	£	£		£	
<u>Children, Schools and Families</u>	-									
Devolved Formula Capital	(1)	353,390		713,860		1,067,250			0	Additional Government Ringfenced Funding 2018/19
Harris Academy Wimbledon	(1)	3,825,000	(183,160)			3,641,840	3,153,510		3,153,510	Virement to cover final contractual costs
Perseid Expansion	(1)	1,087,960	183,160			1,271,120			0	Virement to cover final contractual costs
Unallocated School Capital Maintenance		7,640	(70,640)		63,000	0	650,000	(63,000)	587,000	Virements to cover urgent capital maintenance
Merton Abbey Capital Maintenance		0	50,560			50,560			0	Virements to cover urgent capital maintenance
Wimbledon Park Capital Maintenance		23,500	20,080			43,580			0	Virements to cover urgent capital maintenance
<u>Environment and Regeneration</u>										
Higways & Footways - Causality Reduction & Schools	(1)	204,570	145,000			349,570			0	Virement between TfL funded Schemes
Higways & Footways -A298/A238 Strategic Corridor	(1)	81,000	(81,000)			0			0	Virement between TfL funded Schemes
Cycle Route Imps - Beddington Lane Cycle Route		351,000	(45,000)	(45,000)		261,000			0	Virement between TfL funded Schemes with £45k to Revenue
Cycle Route Imps - Cycle Imps Residential Streets		180,000	45,000			225,000			0	Virement between TfL funded Schemes
Hitcham Trans Imps - Figges March	(1)	214,000	(64,000)			150,000			0	Virement between TfL funded Schemes
Total		6,328,060	0	668,860	63,000	7,059,920	3,803,510	(63,000)	3,740,510	

Requires Cabinet Approval

Capital Programme Funding Summary 2018/19

	Funded from Merton's Resources	Funded by Grant & Capital Contributions	Total
	£000s	£000s	£000s
Approved Capital Programme	22,076	14,347	36,423
<u>Children, Schools and Families</u>			
Devolved Formula Capital	0	714	714
Schools Capital Maintenance	63	0	63
<u>Environment and Regeneration</u>			
Cycle Route Imps - Beddington Lane Cycle Route	0	(45)	(45)
Proposed Capital Programme	22,139	15,016	37,155

Capital Programme Funding Summary 2019/20

	Funded from Merton's Resources	Funded by Grant & Capital Contributions	Total
	£000s	£000s	£000s
Approved Capital Programme	49,298	6,028	55,326
<u>Children, Schools and Families</u>			
Schools Capital Maintenance	(63)	0	(63)
Proposed Capital Programme	49,235	6,028	55,263

APPENDIX 6

Department	Target Savings 2018/19	Projected Savings 2018/19	Period 9 Forecast Shortfall	Period 8 Forecast Shortfall	Period Forecast Shortfall (P8)	2019/20 Expected Shortfall
	£000	£000	£000	£000	%	£000
Corporate Services	2,024	1,519	505	505	25.0%	385
Children Schools and Families	489	489	0	0	0.0%	0
Community and Housing	2,198	1,998	200	200	9.1%	(18)
Environment and Regeneration	1,874	1,401	473	473	25.2%	80
Total	6,585	5,407	1,178	1,178	17.9%	447

Dec-18											APPENDIX 6
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/Under spend? Y/N
Adult Social Care											
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		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	G	Richard Ellis	Balance of £62k deferred to 2019/20. Impact offset by in year budget management	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	0	38	R	38	0	G	Steve Langley	£38k deferred to 2019/20. Impact offset by in year budget management	Y
CH71	Transport: moving commissioned taxis to direct payments. Service users can purchase taxi journeys more cheaply than the council.	50	50	0	G	50	0	G	Phil Howell		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	G	Richard Ellis	£100k deferred to 2019/20. Impact offset by in year budget management	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		Y
Subtotal Adult Social Care		1,506	1,306	200		1,506	0				
Library & Heritage Service											
CH56	Introduce a coffee shop franchise across 6 libraries	30	30	0	G	30	0	G	Anthony Hopkins		Y
Housing Needs & Enabling											
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		Y
Public Health											
CH75	Public Health: health related services in other budgets	600	420	180	R	582	18	R	Dagmar Zeuner	Shortfall offset by CH85 and CH86(see below)	Y
CH85	Review of external Woodland Day Care Contract	0	30	(30)	G	30	0	G	Phil Howell	Offset CH75 above	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
CH86	The proposal is to reduce the long-term pressures that arise from winter peaks in activity and provide a period of recuperation for some residents in residential or nursing care as well as utilize this service to prevent admission to hospital if needed.	0	150	(150)	G	150	0	G	John Morgan	Offset CH75 above	Y
Total C & H Savings for 2018/19		2,198	1,998	200		2,360	18				

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
	<u>Schools</u>								
CSF2015-03	Increased income from schools and/or reduced LA service offer to schools	200	0	G	0	G	Jane McSherry		N
	<u>Commissioning, Strategy and Performance</u>								
CSF2015-04	Commissioning rationalisation	60	0	G	0	G	Leanne Wallder		N
	<u>Cross cutting</u>								
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
	<u>Children Social Care</u>								
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
	Total Children, Schools and Families Department Savings for 2017/18	489	0		0				

DEPARTMENT: ENVIRONMENT & 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
SUSTAINABLE COMMUNITIES											
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 reprocurement	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
PUBLIC PROTECTION											
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
ENV08	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	0	44	R	44	0	G	Cathryn James	Saving is being achieved from current income	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	Saving is being achieved from current income	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 & 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
PUBLIC SPACE											
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. We are currently	N
ENV18	Greenspaces: Increased income from events in parks	100	100	0	A	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	Guaranteed income being achieved. Risk is now managed by our collections contractor.	N
ENV32	Transport: Review of Business Support requirements	30	0	30	R	0	30	R	Anita Cacchioli	Alternative saving has been proposed as this saving can not be delivered. Please see E&R20	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
ENV37	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
ENR1	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
ENR2	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
ENR7	Transport Services: Shared Fleet services function with LB Sutton	10	0	10	R	0	10	R	Anita Cacchioli	Alternative saving has been proposed as this saving can not be delivered. Please see E&R20	Y
Total Environment and Regeneration Savings 2018/19		1,874	1,401	473		1,794	80				

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?
	Customers, Policy & Improvement								
CSD19	Staff reductions - Delete 1 FTE	49	0	G	0	G	James Flynn	Achieved via 0.5fte reduction in Community Engagement and remainder replaced with reduced Press & PR agency budget	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	G	0	G	Sean Cunniffe		Y
CSREP 2018-19 (16)	Operating cost reduction	11	0	G	0	G	Sophie Ellis		Y
	Infrastructure & Technology								
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 support reduction	10	10	R	10	R	Clive Cooke	This saving will be met in the year from other underspends within I&T.	Y
CSREP 2018-19 (14)	M3 support to Richmond/Wandsworth	20	20	R	0	A	Clive Cooke	This is dependent on agreement with RSSP, may be at risk in 19/20 if they don't migrate to M3 system. Saving	Y
CSREP 2018-19 (15)	Street Naming and Numbering Fees/Charges Review	15	0	G	0	G	Clive Cooke		Y
	Corporate Governance								
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 a salary underspend due to 2 staff members working slightly reduced hours. This may result in an overspend in future years if these staff wish to revert to their full time salary.	Y

CS2015-06	Delete auditor post and fees	50	0	G	0	G	Margaret Culleton		Y
CS2015-12	Savings in running expenses due to further expansion of SLLP	41	0	G	0	G	Fiona Thomsen		Y
CSREP 2018-19 (9)	Corp Gov -Reduction in running costs budgets	11	0	G	0	G	Julia Regan		Y
CSREP 2018-19 (10)	SLLp - Increase in legal income	25	0	G	0	G	Fiona Thomsen		Y
CSREP 2018-19 (11)	Audit and investigations	50	0	G	0	G	Margaret Culleton		Y
	<u>Resources</u>								
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
	<u>Human Resources</u>								
CSREP 2018-19 (12)	Reduction in posts across the department	185	0	G	0	G	Kim Brown		Y
	<u>Corporate</u>								
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
	Total Corporate Services Department Savings for 2018/19	2,024	505		385				

APPENDIX 7

Department	Target Savings 2017/18	2017/18 Shortfall	2018/19 Period 9 Projected shortfall	2019/20 Period 9 Projected shortfall	2018/19 Period 8 Projected shortfall	2019/20 Period 8 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	19	0	0	0	0
Environment and Regeneration	3,134	2,188	666	45	666	45
Total	10,314	2,410	666	45	666	45

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
CSF2012-07	Children Social Care 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
	Total Children, Schools and Families Department Savings for 2017/18		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
	Business improvement									
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)
	Infrastructure & transactions									
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)
	Resources									
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
	Total Corporate Services Department Savings for 2017/18		196		0		0			

December'18										APPENDIX 7	
DEPARTMENT: COMMUNITY & HOUSING SAVINGS PROGRESS 2017/18											
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
Adult Social Care											
CH57	Staff savings: transfer of savings from housing	50	19	G	0	G	0	G	Richard Ellis	Achievable	Y
CH35, CH36, CH52	Supporting People: re-commissioning of former Supporting People contracts. Savings can be achieved by removing funding from community alarms and reducing the capacity for housing support (including single homeless, mental health and young people at risk)	100	0	G	0	G	0	G	Richard Ellis	Work on re-commissioning in progress.	Y
Library & Heritage Service											
CH7	Introduce self-serve libraries at off peak times: Smaller libraries to be self-service and supported only by a security guard during off peak times (nb. Saving would be reduced to £45k if Donald Hope and West Barnes libraries are closed). 3.5FTE at risk	90	0	G	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
Housing Needs & Enabling											
CH43	Further Staff reductions. This will represent a reduction in staff from any areas of the HNES & EHH :	100	0	G	0	G	0	G	Steve Langley	Staffing plan agreed for implementation	Y
Total C & H Savings for 2017/18			19		0		0				

DEPARTMENT: ENVIRONMENT & 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
SUSTAINABLE COMMUNITIES														
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
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	45	0	G	45	0	G	James McGinlay		N
D&BC5	Eliminate the Planning Duty service (both face to face and dedicated phone line) within D&BC	35	0	35	R							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 only	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
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
PUBLIC PROTECTION														
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
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 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
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
PUBLIC SPACE														
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	1500	0	A	Anita Cacchioli	Actual savings delivered are being monitored closely	N
E&R25	Joint procurement of greenspace services as part 2 of the Phase C SLWP procurement contract with LB Sutton	160	44	116	R	160	0	G	160	0	G	Anita Cacchioli		N
ENV12	Loss of head of section/amalgamated with head of Greenspaces	70	0	70	R	0	70	R	70	0	A	Anita Cacchioli		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
ENV21	Reduction in the grant to Wandle Valley Parks Trust	6	0	6	R	6	0	G	6	0	G	Anita Cacchioli		N
ENV23	Further savings from the phase C procurement of Lot 2.	160	0	160	R	70	90	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
Total Environment and Regeneration Savings 2016/17		3,134	946	2,188		2,087	666		2,708	45				

Appendix 8

Subject: Miscellaneous Debt Update December 2018

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

1.1 A breakdown of departmental net miscellaneous debt arrears, as at 31 December 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 – 31 December 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	Dec 18 arrears f	Sept 18 Arrears	Direction of travel
	£	£	£	£	£	£	
Env & Regeneration	826,036	855,042	331,269	163,747	2,176,095	2,097,108	↑
Corporate Services	534,781	51,075	94,796	58,179	738,831	804,874	↓
Housing Benefits	796,524	766,723	1,063,521	2,241,832	4,868,600	4,708,381	↑
Children, Schools & Families	217,765	192,863	347,480	280,655	1,038,762	1,156,780	↓
Community & Housing	1,351,795	1,166,924	1,037,638	1,729,541	5,285,898	5,029,146	↑
Chief Executive's	0	0	0	0	-	0	↓
CHAS 2013	12,919	1,248	4,829	10,321	29,317	69,475	↓
Total	3,739,820	3,033,874	2,879,533	4,484,276	14,137,503	13,865,763	↑

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 increased by £271,740.

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 Environmental Health, Community and Housing and Housing benefit debt have all increased slightly than last reported in September 2018.
- 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 £4.906 million, a reduction of £6,000 since last reported in September 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 December 2018 compared to June 2017, March 2018, June 2018 and September 2018

Adult Social Care Debt	Jun 2017	% at stage	Mar 18	% at stage	Jun-18	% at stage	Sep-18	% at stage	Dec 18	% at stage
Invoice stage	1,129,190	11%	959,618	17%	360,575	7%	385,921	8%	547,523	11%
Charge & Deferred Payment	311,604	7%	258,470	5%	255,870	5%	47,673	1%	32,061	1%
Payment arrangement	273,316	6%	232,088	4%	178,224	4%	180,288	4%	116,261	2%
Probate, DWP & Deputyship	553,437	13%	491,306	9%	476,696	10%	468,353	9%	321,603	7%
Court action	184,781	3%	84,958	1%	84,598	2%	84,598	2%	84,598	2%
Dept or service query	90,530	2%	71,185	1%	25,097	1%	22,615	1%	60,035	1%
No action secured	1,380,647	58%	2,420,165	46%	2,271,872	45%	2,296,871	46%	2,241,334	46%
J&P			920,885	0.17	1,323,327	26%	1,426,309	29%	1,503,138	30%
Total Debt	3,923,505		5,438,675		4,976,259		4,912,628		4,906,553	

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.

- 3.7 There has been a reduction in the debt at Probate, DWP and Deputyship arrangement due to payments on several accounts.
- 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 (approximately 34%) 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 ten months they have received full payments on four cases totalling £128,000.
- 3.11 Over the next two months we will review this arrangement and the performance of the company and determine the longer term approach.
- 3.12 Housing Benefit Overpayments
- 3.13 The largest area of debt owed to the council is for housing benefit overpayments with the total level of debt being £8.047 million, which is a reduction of £147,820 since last reported at the end of September 2018.
- 3.14 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.
- 3.15 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.
- 3.16 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.
- 3.17 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.

3.18 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 £2.47 million being recovered from on going benefit by reducing current housing benefit payments. Just over £5.7 million is on a payment arrangement or recovery from on going benefit

3.19 The table below shows breakdown of all housing benefit overpayments by recovery action.

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

Recovery Stage	Dec-16	Mar-17	Jun-17	Sep-17	Mar-18	Jun-18	Sep-18	Dec-18
Invoice and Reminder stage	874,548	723,613	284,713	379,477	340,008	312,186	347,861	407,687
On-going recovery	3,032,558	2,928,992	3,363,611	3,354,237	3,032,656	2,775,552	2,618,115	2,477,390
Payment Arrangements	2,220,007	2,314,257	2,353,352	2,511,028	2,647,525	2,826,435	3,012,437	3,249,997
No Arrangements secured	2,162,070	2,113,587	2,665,410	2,387,794	2,427,693	2,384,329	2,216,787	1,912,306
Total HB Debt	8,289,183	8,080,449	8,667,086	8,632,536	8,447,882	8,298,502	8,195,200	8,047,380

3.20 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.

3.21 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 in excess of 260 new attachment to earnings. We currently have £851,301 set to recover by this method. 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.

3.22 Debt Written Off

3.23 The table below shows the amount of debt written off in accordance with financial regulations and scheme of management for the period 2014/15 to 2017/18 plus for this year.

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
Debt type									
Sundry Debt	£347,726	£581,419	£129,338	£443,317	£0	£124,754	£376,875		£501,629
Housing benefit overpayments	£1,050,105	£510,352	£517,467	£512,379	£110,922	£173,825	£75,068		£359,815
Council Tax	£526,881	£951,280	£623,486	£804,987	£0	£226,884	£55,687		£282,571
Business Rates	£790,373	£659,514	£567,908	£378,155	£0	£0	£194,942		£194,942
Total	£2,715,085	£2,702,565	£1,838,199	£2,138,838	£110,922	£525,463	£702,572	£0	£1,338,957

3.24 Of the business rates debt written off a large proportion relates to debts owed by businesses that went into liquidation. From 2014/15 to 2017/18 £2.395 million of business rates debt was written off and £1.276 million (53%) related to businesses that went into liquidation. So far in 2018/19 £194,942 has been written off of which £88,184 (45%) related to businesses that went into liquidation.

3.25 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.

3.26 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 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
Total	9,906	9,945

6. TOTAL DEBT DUE TO MERTON

The total amount due to Merton as at 31 December 2018 is detailed in the table below.

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

	Jun-17	Sep-17	Mar 18	Jun-18	Sep-18	Dec-18
	£	£	£	£	£	£
Miscellaneous sundry debt Note 1	12,454,666	17,256,834	15,778,776	14,758,378	13,492,395	14,496,116
Housing Benefit debt	8,667,087	8,632,539	8,447,884	8,298,503	8,195,200	8,047,380
Parking Services	4,451,650	4,692,186	4,876,618	4,398,706	4,352,661	4,658,685
Council Tax Note 2	6,940,774	6,262,466	7,601,390	7,340,722	6,587,840	6,127,652
Business Rates Note 3	2,558,946	2,160,057	2,857,363	2,806,594	2,099,948	1,822,228
Total	35,073,123	39,004,082	39,562,031	37,602,903	34,728,044	35,152,061

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 increased by £424,017 since last reported at the end of September 2018.
- 6.2 The debt for sundry debt has increased by just over £1 million since September 18, although the debt that is less than 30 days old, which we are unable to take proactive action on, has increased by £900,000. The only other debt to increase in the past 3 months is the parking services debt which has increased by just over £300,000.

- 6.3 Included in the £14.5 million sundry debt outstanding is £5.47 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 December 2018

Age of Debt	Outstanding £	Number of PCNs	Average Value £
0-3 months	1,658,533	14,155	117
3-6 months	763,842	4,741	161
6-9 months	569,376	3,246	175
9-12 months	457,296	2,562	178
12-15 months	450,191	2,518	179
Older than 15 months	759,447	4,546	167
Total September 2018	4,658,685	31,768	147

Total September 2018 £4,352,661 29,560

Increase/-decrease £306,024 2,208

APPENDIX AUTHOR - David Keppler (020 8545 3727/david.keppler@merton.gov.uk)

Committee: Financial monitoring scrutiny task group

Date: 25 February 2019

Agenda item:

Wards:

Subject: Establishment Control and Vacancy reporting

Lead officer: Kim Brown – interim HR lead

Lead member: Councillor Mark Allison

Contact officer: Kim Brown ext 3152

Recommendations:

A. To note the contents of this report

1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1. The last report to this committee reported data as at Q2 2018/19 – data as at 30 September 2018
- 1.2. This report provides data as at 3rd quarter 2018/19 (data as at 31 December 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. Annex A shows the positions as at 31 December 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 annex totals FTEs for budgeted posts, employees, agency workers and vacancies.
- 2.2. The budgeted FTEs at time of revenue budget setting are shown alongside the actual FTE establishment, based on iTrent data and managed through the Establishment Control process. The two figures will vary due, for example, to in-year changes and reorganisations, and due to external funding of posts (as in the case of Regulatory Services, where some

posts are funded by Wandsworth) and posts funded from capital or grants.

- 2.3. Further work has been undertaken to ensure the accuracy of the data including close liaison with Heads of Service to review the detailed establishment for their areas.
- 2.4. The establishment can vary for a number of reasons, including planned budget changes, TUPE transfers in and out of groups of employees, and in-year adjustments due to reorganisations.
- 2.5. Apprentice data has been excluded as in most cases they are at present centrally funded on a case by case basis and do not form part of the formal establishment.
- 2.6. The base data behind these statistics is 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 intended to provide a quarterly update, tied to the financial quarters of 30 June, 30 September, 31 December and 31 March.
- 2.7. HR provides information to Standards and General Purposes Committee on agency and interim usage.
- 2.8. HR has strategies in place to address recruitment to hard to fill roles, in order to 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 31st March, 30th June, 30th September and 31st 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

- Annex 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 Task Group on Update on Staffing Position

OVERALL SUMMARY

ANNEX A VACANCY DATA FOR MERTON - as at 31st December 2018

As at 31st December 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	16.53	519.94	437.23	82.71	54.29	28.42
Children Schools and Families	526.03	41.42	567.45	461.28	106.17	60.60	45.57
Community and Housing	421.38	8.57	429.95	342.38	87.57	36.60	50.97
Environment and Regeneration	306.31	134.34	440.65	330.95	109.70	53.79	55.91
Total	1757.13	200.86	1957.99	1571.84	386.15	205.28	180.87

Page 72 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	41.62	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
Total	1757.13	204.92	1962.05	1563.93	398.12	205.09	193.03

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
Total	1757.13	186.04	1943.17	1559.42	383.75	206.46	177.29

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

CORPORATE SERVICES

ANNEX A VACANCY DATA FOR MERTON - as at 31st December 2018

Department / Team	Sub Team (if any)	Original Budget FTE	Budget FTE Variance	iTrent FTE Establishment	FTE Employees	Vacancies: iTrent Estab FTE less FTE Employees	FTE vacancies covered by agency workers	Unfilled vacancies
Chief Exec - Management		2	0.00	2.00	2.00	0.00	0.00	0.00
Chief Exec - Management Total		2.00	0.00	2.00	2.00	0.00	0.00	0.00
Corporate Governance								
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	1.40	11.53	12.24	-0.71	0.00	-0.71
South London Legal Partnership		113.59	-3.25	110.34	89.09	21.25	20.69	0.56
Management		1.00	0.00	1.00	1.00	0.00	0.00	0.00
Corporate Governance Total		143.42	-0.35	143.07	120.47	22.60	20.69	1.91
Customers, Policy and Improvement								
Communications		4.00	2.00	6.00	1.80	4.20	2.00	2.20
	Community Engagement	2.00	0.00	2.00	1.50	0.50	0.00	0.50
Continuous Improvement		4.00	0.00	4.00	3.00	1.00	0.00	1.00
Customer Contact	Reception - Contact Centre & Cash Office	19.08	-0.05	19.03	17.29	1.74	6.60	-4.86
	Registrars	10.30	0.00	10.30	5.35	4.95	0.00	4.95
	Translation	2.00	0.00	2.00	1.60	0.40	0.00	0.40
	Web Team	2.00	0.00	2.00	2.00	0.00	0.00	0.00
	Management	1.00	0.00	1.00	1.00	0.00	0.00	0.00
Customer Contact Programme		4.00	-2.00	2.00	1.00	1.00	1.00	0.00
Policy Strategy & Partnerships		4.60	0.00	4.60	4.60	0.00	0.00	0.00
Management		2.00	1.00	3.00	2.80	0.20	0.00	0.20
Customers, Policy and Improvement Total		54.98	0.95	55.93	41.94	13.99	9.60	4.39
Executive								
Executive Assistant		1	0.00	1.00	1.00	0.00	0.00	0.00
Executive Total		1.00	0.00	1.00	1.00	0.00	0.00	0.00
Human Resources								
Human Resources	Advice and Consultancy	11.00	-2.50	8.50	6.61	1.89	1.00	0.89
	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	11.78	4.22	1.00	3.22
	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
HR Total		31.50	4.54	36.04	27.33	8.71	2.00	6.71

CORPORATE SERVICES

ANNEX A VACANCY DATA FOR MERTON - as at 31st December 2018

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
Infrastructure & Technology								
Business Systems Team		27.20	3.00	30.20	24.20	6.00	9.00	-3.00
Client Financial Affairs Team		6.00	0.00	6.00	4.80	1.20	0.00	1.20
Commercial Services		9.00	0.00	9.00	7.00	2.00	0.00	2.00
Facilities Management	Compliance and Maintenance	9.00	0.00	9.00	8.66	0.34	0.00	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	5.60	0.00	1.00	-1.00
	Major Projects	3.00	0.00	3.00	1.00	2.00	1.00	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	2.00	12.00	10.00	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	2.00	1.00	0.00	1.00
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
Infrastructure & Technology Total		124.40	6.14	130.54	109.14	21.40	14.00	7.40

CORPORATE SERVICES

ANNEX A VACANCY DATA FOR MERTON - as at 31st December 2018

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
Resources								
Accountancy	Budget Team	14.08	1.92	16.00	12.00	4.00	4.00	0.00
	Corporate Accountancy	7.50	0.50	8.00	7.60	0.40	0.00	0.40
	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	6.00	4.00	2.00	2.00
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	0.40	4.90	3.60	1.30	2.00	-0.70
Management	Management	2.00	0.00	2.00	2.00	0.00	0.00	0.00
Resources Total		145.11	5.25	150.36	134.35	16.01	8.00	8.01
Management								
Management		1.00	0.00	1.00	1.00	0.00	0.00	0.00
Management Total		1.00	0.00	1.00	1.00	0.00	0.00	0.00
Grand Total		503.41	16.53	519.94	437.23	82.71	54.29	28.42

CHILDREN SCHOOLS & FAMILIES

ANNEX A VACANCY DATA FOR MERTON - as at 31st December 2018

Department / Team	Sub Team (if any)	Original Budget FTE	Budget FTE Variance	iTrent FTE Establishment	FTE Employees	Vacancies: iTrent Estab FTE less FTE Employees	FTE vacancies covered by agency workers	Unfilled vacancies
Children's Social Care & Youth Inclusion								
Access to Resources	Children with Disability Social Work Team	10.00	1.00	11.00	8.60	2.40	0.00	2.40
	Family Support Centre Bond Road	20.40	-1.00	19.40	15.30	4.10	3.00	1.10
	Fostering Team	6.60	-1.00	5.60	5.00	0.60	0.00	0.60
		12.10	2.00	14.10	9.10	5.00	3.00	2.00
Adolescent and Family Serv	Support Team	4.00	0.00	4.00	3.80	0.20	0.00	0.20
	Tackling Exploitation Team	3.00	0.00	3.00	3.00	0.00	0.00	0.00
	Transforming Families Team	11.00	1.24	12.24	11.77	0.47	1.00	-0.53
	Youth Justice Team (Risk and Court)	7.00	-2.00	5.00	5.40	-0.40	0.00	-0.40
	Youth Justice Team (Safeguarding and Partn	6.60	0.00	6.60	4.60	2.00	0.00	2.00
	Management	1.00	1.00	2.00	1.00	1.00	0.00	1.00
Children's Social Care Busin	Finance Team - Children's Social Care	0.00	4.50	4.50	2.00	2.50	0.00	2.50
		0.00	1.00	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	3.00	-1.00
	First Response Team 2	5.00	1.00	6.00	4.00	2.00	3.00	-1.00
	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	3.00	-1.00	2.00	-3.00
	MASH	7.60	0.00	7.60	4.60	3.00	3.00	0.00
	Support Team	8.00	0.00	8.00	4.00	4.00	4.00	0.00
	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	15.26	3.03	1.00	2.03
	Adoption Team	7.90	0.00	7.90	6.50	1.40	1.00	0.40
	Permanency	6.10	0.90	7.00	7.10	-0.10	0.00	-0.10
	Quality Assurance & Panel	1.00	0.00	1.00	0.50	0.50	0.00	0.50
	Support Team	8.48	0.03	8.51	6.50	2.01	1.00	1.01
	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	-0.30	13.30	12.70	0.60	2.00	-1.40

CHILDREN SCHOOLS & FAMILIES

ANNEX A VACANCY DATA FOR MERTON - as at 31st December 2018

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
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	4.00	3.00	2.00	1.00
	Safeguarding and Care Planning Team 3	6.00	-1.00	5.00	5.00	0.00	2.00	-2.00
	Safeguarding and Care Planning Team 4	6.00	0.00	6.00	6.00	0.00	0.00	0.00
	Safeguarding and Care Planning Team 5	5.00	1.00	6.00	6.00	0.00	0.00	0.00
	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	5.00	2.60	3.00	-0.40
	Management	2.00	1.00	3.00	2.00	1.00	0.00	1.00
Management	Management	1.00	0.00	1.00	1.00	0.00	0.00	0.00
Children's Social Care & Youth Inclusion Total		222.49	14.75	237.24	183.93	53.31	45.00	8.31
Education Division								
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	4.91	0.09	0.00	0.09
		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	13.03	1.73	1.00	0.73
	Children's Centres	31.00	0.00	31.00	28.40	2.60	2.00	0.60
	Continuous Improvement, Inclusion, Portag	56.24	2.68	58.92	46.99	11.93	0.00	11.93
	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	0.00	5.50	3.50	2.00	1.00	1.00
	Resources, Systems and Service Developme	7.00	0.11	7.11	6.71	0.40	2.00	-1.60
	Management	1.69	0.00	1.69	2.00	-0.31	0.00	-0.31

CHILDREN SCHOOLS & FAMILIES

ANNEX A VACANCY DATA FOR MERTON - as at 31st December 2018

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
Education Inclusion	Education Welfare Service	9.83	2.12	11.95	9.59	2.36	1.40	0.96
	Learning Behaviour & Language Team	14.53	2.70	17.23	15.63	1.60	0.20	1.40
	Merton Advice and Support	1.00	0.00	1.00	1.00	0.00	0.00	0.00
	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	1.00	2.20
	Participation	2.00	4.09	6.09	2.17	3.92	0.00	3.92
	Virtual Behaviour Service (Youth Inclusion)	10.17	0.53	10.70	10.60	0.10	0.00	0.10
	Youth Service	12.27	0.84	13.11	9.59	3.52	0.00	3.52
	Management	1.00	2.00	3.00	2.00	1.00	0.00	1.00
Merton School Improvement	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	5.60	1.00	0.00	1.00
	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	5.40	0.47	1.00	-0.53
	Management	1.00	0.00	1.00	1.00	0.00	0.00	0.00
	Business Support Team (CSPD)	3.00	-1.00	2.00	1.00	1.00	0.00	1.00
Policy, Planning & Performance	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

CHILDREN SCHOOLS & FAMILIES

ANNEX A VACANCY DATA FOR MERTON - as at 31st December 2018

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
SEN & Inclusion Service	0-25 SEND Intervention Team	3.33	1.67	5.00	4.00	1.00	0.00	1.00
	Assesment, Planning and Resource Team	9.00	3.53	12.53	8.20	4.33	2.00	2.33
	Educational Psychology Service	15.85	2.13	17.98	15.66	2.32	0.00	2.32
	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	4.30	0.76	0.00	0.76
	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
Education Division Total		298.10	26.27	324.37	271.55	52.82	15.60	37.22
Joint Commissioning & Partnerships								
Joint Commissioning & Partnerships		3.44	0.40	3.84	3.80	0.04	0.00	0.04
Commissioning, Strategy And Performance Division Total		3.44	0.40	3.84	3.80	0.04	0.00	0.04
Management & Exec Assistant								
Management & Exec Assistant		2.00	0.00	2.00	2.00	0.00	0.00	0.00
Management & Exec Assistant total		2.00	0.00	2.00	2.00	0.00	0.00	0.00
Grand Total		526.03	41.42	567.45	461.28	106.17	60.60	45.57

COMMUNITY & HOUSING

ANNEX A VACANCY DATA FOR MERTON - as at 31st December 2018

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
6.59								
Adult Social Care	Commissioning & Market Development		9.00	9.00	5.00	4.00	1.00	3.00
	Long Term Services	38.38	2.51	40.89	34.01	6.88	10.00	-3.12
	Mental Health Team	41.18	-14.95	26.23	18.75	7.48	6.00	1.48
	Operations		1.00	1.00	0.00	1.00	0.00	1.00
	Operations and Commissioning	27.81	-3.00	24.81	19.71	5.10	4.00	1.10
	Prevention and Recovery	72.96	13.37	86.33	67.39	18.94	9.00	9.94
	Safeguarding Team	5.00	0.60	5.60	4.60	1.00	0.00	1.00
	Management	4.00	0.00	4.00	3.00	1.00	0.00	1.00
Adult Social Care Total		189.33	8.53	197.86	152.46	45.40	30.00	15.40
Housing Services								
Housing Needs	Advice & Options	1.50	12.00	13.50	11.50	2.00	2.00	0.00
	Development	6.00	-1.00	5.00	3.00	2.00	0.00	2.00
	Environmental Health (Housing) Team	5.03	0.00	5.03	3.80	1.23	1.00	0.23
	Housing Strategy	0.00	1.00	1.00	1.00	0.00	0.00	0.00
	Management	12.50	-8.50	4.00	3.00	1.00	0.00	1.00
Housing Services Total		25.03	3.50	28.53	22.30	6.23	3.00	3.23
Libraries, Heritage and Adult Education Service								
Library Service	Heritage Centre	1.00	0.00	1.00	1.00	0.00	0.00	0.00
	Mitcham Library	3.80	0.00	3.80	3.80	0.00	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	1.50	0.50	0.00	0.50
	Service Development	2.00	0.00	2.00	1.40	0.60	0.00	0.60
	Wimbledon Library	7.45	-0.02	7.43	7.44	-0.01	0.00	-0.01
		2.00	0.00	2.00	2.50	-0.50	0.00	-0.50
Adult Learning		3.75	-0.15	3.60	3.80	-0.20	0.00	-0.20
Management		0.80	0.20	1.00	1.00	0.00	0.00	0.00
Libraries, Heritage and Adult Education Service Total		35.10	0.04	35.14	34.74	0.40	1.00	-0.60

COMMUNITY & HOUSING

ANNEX A VACANCY DATA FOR MERTON - as at 31st December 2018

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
Provider Services								
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	-0.62	7.50	7.50	0.00	0.00	0.00
	Jan Malinowski Centre	30.13	-0.92	29.21	26.30	2.91	0.00	2.91
			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	15.91	6.76	0.00	6.76
	Support Living Services	27.76	-0.16	27.60	14.31	13.29	0.00	13.29
			1.00	1.00	1.00	0.00	0.00	0.00
Meadowsweet/Riverside	Meadowsweet	11.20	-3.28	7.92	8.00	-0.08	0.00	-0.08
	Riverside Drive	15.15	0.06	15.21	14.21	1.00	0.00	1.00
			1.57	1.57	1.57	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
Provider Services Total		145.80	3.16	148.96	117.62	31.34	1.00	30.34
Public Health Team								
Public Health Team		18.66	-4.20	14.46	12.26	2.20	0.60	1.60
Public Health Team Total		18.66	-4.20	14.46	12.26	2.20	0.60	1.60
Management								
Management		7.46	-2.46	5.00	3.00	2.00	1.00	1.00
Management Total		7.46	-2.46	5.00	3.00	2.00	1.00	1.00
Grand Total Community & Housing		421.38	8.57	429.95	342.38	87.57	36.60	50.97

ENVIRONMENT AND REGENERATION

ANNEX A VACANCY DATA FOR MERTON - as at 31st December 2018

Department / Team	Sub Team (if any)	Original Budget FTE	Budget FTE Variance	iTrent FTE Establishment	FTE Employees	Vacancies: iTrent Estab FTE less FTE Employees	FTE vacancies covered by agency workers	Unfilled vacancies
Public Protection								
Parking & CCTV Services	Parking Services	84.57	3.93	88.50	69.34	19.16	8.00	11.16
Regulatory Services Partnership	Administration and Finance	3.00	0.00	3.00	2.00	1.00	1.00	0.00
	Business Development		1.00	1.00	0.00	1.00	0.00	1.00
	Commercial Services		3.00	3.00	3.00	0.00	0.00	0.00
	Environmental Health (Commercial)	9.98	-0.50	9.48	5.40	4.08	3.00	1.08
	Environmental Health (Pollution)	8.50	-0.50	8.00	6.44	1.56	3.00	-1.44
	Licensing	8.18	1.82	10.00	4.73	5.27	3.60	1.67
	Residential & Pollution Services		4.00	4.00	3.00	1.00	1.00	0.00
	Trading Standards	10.09	0.01	10.10	8.29	1.81	0.00	1.81
	Wandsworth Regulatory Services Team	0.00	63.57	63.57	53.07	10.50	3.19	7.31
	Management	1.00	0.00	1.00	1.00	0.00	0.00	0.00
Safer Merton	CCTV		9.00	9.00	9.00	0.00	0.00	0.00
		7.49	1.37	8.86	8.86	0.00	0.00	0.00
Management	Management	1.40	0.00	1.40	0.40	1.00	1.00	0.00
Public Protection total		134.21	86.70	220.91	174.53	46.38	23.79	22.59
Public Realm Contracting and Commissioning								
Leisure & Culture Develop	Leisure Support Services	3.80	-1.00	2.80	2.80	0.00	0.00	0.00
	Wimbledon Park Watersports Centre	3.00	4.00	7.00	4.00	3.00	0.00	3.00
	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

ENVIRONMENT AND REGENERATION

ANNEX A VACANCY DATA FOR MERTON - as at 31st December 2018

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
Strategic Partnership Team		2.00	-1.00	1.00	1.00	0.00	0.00	0.00
Waste Engagement & Enforcement	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	2.00	-0.96
	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	41.66	5.27	0.00	5.27
	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	3.00	0.29
Public Realm Contracting and Commissioning		79.93	20.19	100.12	80.88	19.24	5.00	14.24
Sustainable Communities								
Business Performance (Sustainable Communities)	Business Performance	1.00	0.57	1.57	1.00	0.57	0.00	0.57
Development Control	Admin & Finance	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	1.00	7.61
	Enforcement	3.50	2.00	5.50	3.50	2.00	1.00	1.00
	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

ENVIRONMENT AND REGENERATION

ANNEX A VACANCY DATA FOR MERTON - as at 31st December 2018

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
Future Merton	Commissioning	7.44	8.60	16.04	5.43	10.61	7.00	3.61
	Economy	3.46	2.54	6.00	4.51	1.49	0.00	1.49
	Infrastructure	25.06	5.24	30.30	23.30	7.00	6.00	1.00
	Programming	13.00	1.00	14.00	9.00	5.00	4.00	1.00
	Management	1.00	0.00	1.00	1.00	0.00	0.00	0.00
Property Management	Estates (Property Management)	3.00	0.00	3.00	2.00	1.00	0.00	1.00
	Finance & Admin (Property Management)	1.60	0.00	1.60	1.00	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
Sustainable Communities Total		90.17	27.45	117.62	73.54	44.08	25.00	19.08
Management								
Management		2	0.00	2.00	2.00	0.00	0.00	0.00
Management Total		2	0	2.00	2.00	0.00	0.00	0.00
Grand Total		306.31	134.34	440.65	330.95	109.70	53.79	55.91

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Committee: Overview and Scrutiny Commission – Financial Monitoring Task Group

Date: 25th February 2019

Wards: All

Subject: Financial Mechanisms within the Waste and Street Cleaning and the Grounds Maintenance Contracts

Lead officer: Anita Cacchioli, Assistant Director Public Space

Lead member:

Cllr Mike Brunt, Cabinet Member for Environment and Street Cleanliness

Cllr Nick Draper, Cabinet Member for Community and Culture

Contact officer: Charles Baker, Doug Napier

Recommendations:

- A. That the task group discuss and comment on the contractual and financial mechanisms in place to manage the two environmental contracts for ground maintenance (idverde), waste and street cleaning (Veolia).
-

1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1. To inform the Task Group about the contractual and financial mechanisms in place to manage the contract for waste and street cleaning and the contract for grounds maintenance.
- 1.2. The report covers the financial elements of the waste and street cleaning and grounds maintenance contracts. This includes contract price, guaranteed income (revenue) and performance deductions. The report summarises how we measure the performance of the contractors and the financial mechanisms used within the contract to withhold money following reported service failures.

2 DETAILS

- 2.1. Background
- 2.2. In July 2016, Cabinet agreed to award two environmental services contracts. The contract for waste collection, street cleansing, winter maintenance, gully cleansing and fleet maintenance was awarded to Veolia and is referred to as Lot 1. The second contract covers ground maintenance of the Council's parks, open spaces, and highway verges together with the maintenance and management of allotments, playgrounds and sports pitches and other open space assets. This was awarded to idverde and is referred to in this report as Lot 2.

2.3. **Performance Monitoring**

2.4. A team of three Neighbourhood Client Officers (NCOs) forms part of the Public Space division. The NCOs are responsible for monitoring and managing the two contracts on a daily basis. Each NCO is responsible for monitoring performance and resolving issues in their allocated wards. The NCO team are familiar with their wards and the local issues within them. They know their ward Members, resident's groups and other stakeholders through regular communication and site visits. They have also built strong relationships with their counterparts within Veolia and idverde so they can resolve issues in partnership.

2.5. In addition, the NCOs are supported by two technical officers within the Greenspaces client team, who provide support and input on specialist areas within the idverde contract such as children's playgrounds.

2.6. Two temporary, additional Neighbourhood Client Officers were added to the team for the mobilisation of the new waste collection service in October 2018. In addition, as part of a pilot scheme, we are introducing additional resource in the form of three temporary Public Space Inspectors. This is a new role, created to undertake additional inspection, recording and reporting of street scene standards relating to the public realm including green spaces.

2.7. **Contract and Performance Management**

2.8. Good levels of communication between officers and managers in the client and contractor teams with a focus on continuous improvement drives the contractor/client relationship. Regular contract meetings take place, at operational and strategic levels, in addition to the daily liaison between the client teams and our contractors to resolve specific issues and continually improve working practices.

2.9. Effective contract management requires a good understanding of the contract and, in particular, the expected service standards and the incentives and disincentives for the contractor and client. Examples of those with a financial impact include -

- a) profit share once income guaranteed to the council is achieved, for example, from the commercial waste service.
- b) the potential for step-in and ultimately termination in some circumstances where contractual obligations are not met.
- c) monthly monitoring of an agreed set of service performance indicators, where deductions are applied to specified elements of service performance that fail to meet requirements, for example, missed bins and fly-tips not cleared on time.

2.10. It is important to note that not all service contracts will include performance related deductions and in any contract, punitive financial penalties are not lawful. The Lot 1 and 2 contracts we have in place provide for financial deductions up to a maximum of 10% of the contract sum per annum in recognition of some of the additional costs that incurred

by boroughs in response to specified events, for example, a missed collection or overflowing litterbins. Thus deductions are by no means the sole driver of performance improvement; other mechanisms include the issuing of improvement notices, rights under the contract to step in and offset costs, potential termination.

- 2.11. Within the SPI frame work there is a refresh period, which is applied, for a service failure not rectified within the agreed timeframe. It will have incurred a deduction as a consequence. A further period to rectify the failure is applied, should the service failure again not be addressed within the timeframe required further deductions are applied.
- 2.12. The total value of financial deductions that apply in the event of failure to achieve SPIs within the appropriate rectification period, are subject to an annual cap of 10% of the annual contract payment.
- 2.13. **Contract and Performance Management – Veolia**
- 2.14. The contract covers the provision of waste collection and street cleaning services within the London Boroughs of Merton, Croydon and Sutton and shortly Kingston. The contract is managed by the South London Waste Partnership (SLWP) in conjunction with each of the boroughs, with a centralised client function sitting in the SLWP team and a borough-led client team located in each borough. The key objective is to ensure a consistent approach to contract management across the partnership area whilst appreciating the diverse requirements of individual boroughs.
- 2.15. The contract requires Veolia to maintain a consistent standard of cleanliness across the whole borough in line with Defra’s Code of Practice on Litter and Refuse. In order to achieve the required standard, the contractor is required to apply whatever resources, at whatever frequency is required to maintain the necessary contractual standards. By way of an example in relation to street cleansing, this means, the contractor will apply more resources to town centres than residential areas even though the contract requires the streets in both areas to be maintained to the same standard.
- 2.16. The performance of the contractor is measured against a Service Performance Framework with a robust set of Service Performance Indicators (SPIs).
- 2.17. Within the SPI framework, 29 separate indicators are used to drive the performance and if necessary ensure that the contractor rectifies areas of under performance in the required timescale.
- 2.18. A full list of the SPIs and an explanation on how each of these are calculated is attached as Appendix A.
- 2.19. Financial deductions are calculated in the event of failure to achieve an SPI with the specified rectification period. The contract provides a 3-month grace period at the start of the new contract and any subsequent

service change. As such, no deductions were applied between April – June 2017 (across all areas of performance) and Oct – Dec 2018 for waste collection following the roll out of the new waste collection service.

- 2.20. The examples below illustrate how in practice the deductions are applied
- 2.21. Missed collections - A missed collection is any missed collection that is reported by the resident and failed to be rectified within one working day.
- 2.22. Fly Tip - Failure to remove 100% of reported incidents of Fly Tipped Material within 24 hours of notification excluding fly tips on private land.
- 2.23. Litter Bins - Failure to empty 100% of all street litter receptacles, to ensure that no litter receptacle is ever full or overflowing. This SPI covers all litterbins reported as overflowing, which are not rectified within 2 hours of the reported date and time.
- 2.24. Street Below Grade - Failure to maintain cleanliness of residential roads to grade B standard. This SPI is for streets below grade, which are not listed within a town centre boundary and not rectified within 24 hours of reported date and time.

It is important to note that the performance management and deduction system relies upon reports of failure and in many instances the deductions are automatic if the contractor fails to rectify the failure within a specified time period e.g. within 24 hours for a missed bin. For street cleanliness, it requires a 'qualified person' (i.e. a Neighbourhood Client Officer) to inspect the street and re-inspect after giving Veolia time to rectify before a deduction applies.

- 2.25. This reinforces the need for residents to report service requests on line or through our call centre utilising the Council's CRM system to report service failure, since only through proper evidence can performance failure be rectified and any deductions calculated.
- 2.26. **Contract and Performance Management idverde**
- 2.27. The contract covers ground maintenance of the Council's parks, open spaces, and highway verges together with the maintenance and management of allotments, playgrounds and sports pitches and other open space assets within the London Boroughs of Merton and Sutton.
- 2.28. The contract requires idverde to maintain a consistent standard of cleanliness in line with Defra's Code of Practice on Litter and Refuse and maintain its parks and green spaces so as to achieve or exceed the standard required in the Performance Quality Management System (PQMS) in place. (see paras 2.32 and 2.33 below). This approach measures the contractor based on their output rather than the resources they invest or the frequency at which they attend sites. In order to achieve the required standard, the contractor is required to apply whatever resources, at whatever frequency, are required to maintain the necessary contractual standards.

- 2.29. The performance of the contractor is measured against a Service Performance Framework with a robust set of Service Performance Indicators (SPIs).
- 2.30. Within the SPI framework, 21 separate indicators are used to drive the performance.
- 2.31. A full list of the SPIs and an explanation on how each of these are calculated is attached as Appendix B.
- 2.32. The PQMS is a telephone app-based Performance Quality Management System. This system has been developed by idverde as part of its wider portfolio of grounds maintenance contracts and tailored to ensure that green space sites in Merton are continually reviewed. It generates sites at random to be formally inspected on a weekly basis.
- 2.33. The PQMS tool provides Merton's client officers with the opportunity to assess and score the condition of parks and other open space assets and features in the field on a scale of 1 to 7, where a score of 5 represents the contract standard and 6+ exceeds it. When generating sites for inspection the app draws upon the entire list of open space assets, including cemeteries and highway verges. In an ordinary week, the Neighbourhood Client Officers would each be assigned up to four sites each to inspect, 12 inspections in total, in addition to their own proactive and reactive ad hoc inspections of green space locations. The PQMS Grading system is attached as Appendix C.
- 2.34. It is important to note that the drive in the client-contractor relationship is to improve performance across all services, with the sanction of financial deductions for poor performance being a last resort.
- 2.35. Regular contract and operational meetings are held, together with daily liaison between the client teams and the contractor to resolve specific issues and continually improve working practices. There is a strong ethos of partnership working between these teams to deliver high quality services for our residents. Financial deductions can be applied in the event of a service failure in relation to any of the established SPIs, subject to any rectification period that may apply.
- 2.36. Financial deductions equally apply for any failure to achieve the contractual expectations enshrined within the PQMS, which is, to achieve an average score of five or above, measured across the course of a 12-month period, currently February to January. The confidential report alongside this public version provides detail of the financial values of deductions associated with the SPI's. That report also provides some detail on the calculation of the deductions to date for both contracts. Members will know that until such matters are resolved, they remain commercially sensitive and are not made public.

3 ALTERNATIVE OPTIONS

- 3.1. No decisions are required as a result of this report.

4 CONSULTATION UNDERTAKEN OR PROPOSED

- 4.1. No formal consultation was undertaken to produce this report.

5 TIMETABLE

- 5.1. The contract with Veolia commenced in April 2017 and expires in March 2025 with an option to extend twice, in each case, for a further 8 years totalling a maximum contract of 24 years.
- 5.2. The contract with idverde commenced in February 2017 and expires in January 2025 with an option to similarly extend to a maximum total of 24 years.

6 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

6.1. Contract Cost - Lot 1 Veolia

- 6.2. The core cost of the contract in 2017/18 was £6.25m. For 2018/19, the cost is £5.83m.

6.3. Capital - Lot 1 Veolia

- 6.4. All capital assets remain the property of the council. Assets, such as depots and buildings are leased to Veolia, who are responsible for the rent and rates along with the maintenance cost of the buildings.
- 6.5. All vehicles are registered by Veolia and are operated under licence from the council. At the end of the contract, ownership reverts to the council.

6.6. Guaranteed Income - Lot 1 Veolia

- 6.7. The core cost of the contract is reduced by the commitment of guaranteed income from four commercial activities managed on our behalf by the contractor. As shown below:

- Garden waste (fee set by Council)
- Sale of recyclable material
- Commercial waste collection
- 3rd party vehicle maintenance

- 6.8. This incentivises the contractor to ensure effective utilisation of the assets and the business developed by the London Borough of Merton.

- 6.9. It is important to note that the contractor is acting as an agent on behalf of the council and as such, the commercial services provided are exempt from VAT.

6.10. Revenue share - Lot 1 Veolia

- 6.11. Within the contract, there are three separate annual revenue share payments due from the contractor. These are for garden waste income, recycled material income and commercial waste income. The revenue share is only applicable if the contractor exceeds the guaranteed income from each of the three commercial services. If excess revenue is

achieved, then this profit margin is split between the contractor and the council.

- 6.12 It is important to note that the profit share is calculated on the total service area income and is not borough specific. The net position needs to exceed the combined guaranteed income before each borough receives their proportion of any revenue.

6.13 **Contract Cost - Lot 2 idverde**

- 6.14 The core cost of the Lot 2 contract (including Merton & Sutton Joint Cemetery) in contract year one, 2017/18, was £1.69 million. In the second contract year, 2018/19, the contract core cost (including Merton & Sutton Joint Cemetery costs) is £1.73 million.

Capital - Lot 2 idverde

- 6.15 idverde operates its own fleet of vehicles, plant and equipment on the Lot 2 contract, save for some existing operational items that transferred to the contractor at the commencement of the contract that will revert to the council on a like-for-like basis at the end of the contract.

6.16 **Guaranteed Income - Lot 2 idverde**

As in the case of Lot 1, the core cost of the contract for Lot 2 services is reduced by the commitment of guaranteed income from commercial activities managed on our behalf by the contractor.

6.17 **Revenue Share - Lot 2 idverde**

- 6.18 There are two annual revenue share payment formulas for Lot 2 where income levels exceed the guaranteed annual income figure: general services (mainly sport) and cemeteries services.

For Lot 2, in order for both boroughs to achieve their share of any excess revenue, the income in both boroughs must exceed their individual guaranteed income targets.

In the case that the overall, combined guaranteed income target is achieved but the individual income target is not met in one borough, then only the borough that exceeded its individual target would receive a share of the excess revenue.

7 LEGAL AND STATUTORY IMPLICATIONS

- 7.1. The London Borough of Croydon as the procuring authority awarded the contracts.

- 7.2. In order to safe guard the interest of the council, each of the Partnership boroughs have signed an inter authority agreement (IAA). The main principles remain consistent with existing agreements. The main elements of the IAA agreement include:

- 7.3. No savings achieved during the life of the contract shall lead to increased costs for any of the other partnership boroughs;
- 7.4. No changes to the scope of the contract shall add to any borough's costs without that borough's agreement;
- 7.5. The split of costs and income by borough was agreed with the contractors and are the basis for the individual borough charges. These are the starting point for negotiations in how any changes to payments are to be apportioned through the life of the contract.

8 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

- 8.1. There are no human rights or equalities considerations as part of this report.

9 CRIME AND DISORDER IMPLICATIONS

- 9.1. There are no crime or disorder considerations as part of this report

10 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

- 10.1. There are no risk management or health and safety considerations as part of this report.

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

- Appendix A - Service Performance Indicators Veolia, Lot 1
- Appendix B - Service Performance Indicators idverde, Lot 2
- Appendix C - Performance Quality Management System - idverde

12 BACKGROUND PAPERS

Performance Monitoring: Grounds Maintenance, Report to Sustainable Communities Overview and Scrutiny Panel, 1 November 2018.

APPENDIX A – SERVICE PERFORMANCE INDICATORS VEOLIA, LOT 1

SPI Number	Service	Indicator	Definition	Financial Deduction Applicable
1	Waste Collection Services - All Waste collections	Failure to rectify Missed Collections within 1 working day All waste streams	A missed collection is any reported missed that is reported within two working days of the scheduled collection date. This SPI calculates all reported missed kerbside collections not rectified within 1 working day of the reported date and time. Includes all waste streams. Excludes communal and assisted collections. Excludes any 'Cancelled' cases and any 'Completed' cases where a resolved date has manually been added by a member of Merton staff. Also excludes cases without a Veolia Event ID as these cases have not been transferred into ECHO to be addressed by Veolia. Working days are Monday to Saturday and non-working days have been excluded.	YES
2	Waste Collection Services – any waste collections service	Missed Collection 30 per 100,000	Reported missed collections within 2 days of the scheduled collection date for communal, standard kerbside and assisted collection types broken down by waste stream. The missed per 100,000 figures are calculated against the total amount of scheduled collections for the appropriate month which is sourced from Veolia.	YES
3	Waste Collection Services - Communal Collections of Recyclate (including communal food waste)	Emptying of Communal Recyclate Receptacles to the required service standard Failure to achieve 100% of service standard	This SPI is measured as a missed collection. A missed collection is any reported missed that is reported within two working days of the scheduled collection date. This SPI calculates all reported missed communal recycling collections (food, container mix and paper card waste streams) not rectified within 24 hours of the reported date and time. Excludes any 'Cancelled' cases and any 'Completed' cases where a resolved date has manually been added by a member of Merton staff. Also excludes cases without a Veolia Event ID as these cases have not been transferred into ECHO to be addressed by Veolia. Working days are Monday to Saturday and non-working days have been excluded.	YES
4	Waste Collection Services – Communal Collections for residual waste	Emptying of communal residual receptacles to the required service standard	Failure to empty 100% of all communal residual receptacles at the scheduled frequency A missed collection is any reported missed that is reported within two working days of the scheduled collection date. This SPI calculates all reported missed communal refuse collections not	YES

			rectified within 24 hours of the reported date and time. Excludes any 'Cancelled' cases and any 'Completed' cases where a resolved date has manually been added by a member of Merton staff. Also excludes cases without a Veolia Event ID as these cases have not been transferred into ECHO to be addressed by Veolia. Working days are Monday to Saturday and non-working days have been excluded	
5	Waste Collection Services - Assisted Collections	Missed Collections – Assisted Collections (Residual Waste, Recyclate, Food Waste and Garden Waste)	Failure to achieve target of 100% of all Assisted Collections (with no Missed Collections) for Residual Waste, Recyclate, Food Waste and Garden Waste. A missed collection is any reported missed that is reported within two working days of the scheduled collection date. This SPI calculated all reported missed collections for assisted kerbside properties not rectified within 24 hours of the reported date and time. Includes all waste streams. Excludes non-assisted kerbside and communal properties. Excludes any 'Cancelled' cases and any 'Completed' cases where a resolved date has manually been added by a member of Merton staff. Also excludes cases without a Veolia Event ID as these cases have not been transferred into ECHO to be addressed by Veolia. Working days are Monday to Saturday and non-working days have been excluded.	YES
6	Waste Collection Services – Missed Collections	Repeated Missed Collections (Residual Waste, Recyclate, Food Waste and Garden Waste)	Repeated Missed Collections (within a rolling 6 week period) as notified to Contractor	YES
7	Waste Collection Services – Bulky Waste	Missed collections – Bulky waste	Failure to achieve 100% of all scheduled Bulky Waste collections	YES
8	Waste Collection Services – delivery of Receptacles	Failure to deliver Receptacles within the required service response times	Failure to achieve 100% delivery of all Receptacles within agreed service response times	YES
9	Waste Collection Services – removal of Fly Tipped Material	Removal of reported Fly Tipped Material	Failure to remove 100% of reported incidents of Fly Tipped Material within 24 hours of notification excluding fly tips on private land. This SPI covers all reported fly tips on public land which are not rectified within 24 hours of the	YES

			reported date and time. Excludes any 'Cancelled' cases and any 'Completed' cases where a resolved date has manually been added by a member of Merton staff. Also excludes cases without a Veolia Event ID as these cases have not been transferred into ECHO to be addressed by Veolia. A refresh is applied for every 24 hours that the issue is not rectified. The street cleansing service runs 7 days a week and non-working hours (10pm-6am) have been excluded.	
10	Waste Collection Services -- Bulky Waste	Service response time	Failure to offer 100% of appointments for Bulky Waste collection within agreed number of days	YES
11	Waste Collection Services	Collection of Recyclate, Food, Garden and Reuse items separately from Residual waste	Failure to collect material which is Reusable, Recyclable or Compostable, separately from Residual Waste	YES
12	Waste Collection Services – Recyclates	Appropriate Storage and Segregation of Recyclates	Failure to keep material collected as Recyclate appropriately stored and segregated prior to being received at a suitable re-processor (as detailed within Schedule 4 (Service Delivery Plan)).	YES
13	Waste Collection Services	Delivery of Contract Waste to the appropriate delivery point	Failure to send Contract Waste to the Nominated Delivery Point or Contingency Delivery Point (as detailed within Schedule 4 (Service delivery plan))	YES
14	Street Cleaning Services - emptying of street litter Receptacles	Emptying of street litter Receptacles to required service standard	Failure to empty 100% of all street litter Receptacles to ensure that no litter Receptacle is ever full or overflowing This SPI covers all litterbins reported as overflowing which are not rectified within 2 hours of the reported date and time. Excludes any 'Cancelled' cases and any 'Completed' cases where a resolved date has manually been added by a member of Merton staff. Also excludes cases without a Veolia Event ID as these cases have not been transferred into ECHO to be addressed by Veolia. A refresh is applied for every 2 hours that the issue is not rectified. The street cleansing service runs 7 days a week and non-working hours (10pm-6am) have been excluded.	YES
15	Street Cleaning Services -- 'Town & District Centres	Failure to maintain cleanliness of Town & District Centres as defined at paragraph 1.1 of the Contract Definitions to	Failure to maintain cleanliness of Town & District Centres to grade B standard. This SPI is for streets below grade within town centre boundaries and not rectified within 2 hours of reported time and date. Town centres streets are measured as those fully or approx. 75% within a town centre boundary (any streets that start within but finish beyond the boundary	YES

		the required service standard	are not included in SPI 15). Excludes 'Leaf Clearance' reports. Excludes any 'Cancelled' cases and any 'Completed' cases where a resolved date has manually been added by a member of Merton staff. Also excludes cases without a Veolia Event ID as these cases have not been transferred into ECHO to be addressed by Veolia. A refresh is applied for every 2 hours that the issue is not rectified. The street cleansing service runs 7 days a week and non-working hours (10pm-6am) have been excluded	
16	Street Cleaning Services - residential roads	Failure to maintain cleanliness of residential roads to the required service standard	Failure to maintain cleanliness of residential roads to grade B standard This SPI is for streets below grade which are not listed within a town centre boundary and not rectified within 24 hours of reported date and time. Excludes 'Leaf Clearance' reports. Excludes any 'Cancelled' cases and any 'Completed' cases where a resolved date has manually been added by a member of Merton staff. Also excludes cases without a Veolia Event ID as these cases have not been transferred into ECHO to be addressed by Veolia. A refresh is applied for every 24 hours that the issue is not rectified. The street cleansing service runs 7 days a week and non-working hours (10pm-6am) have been excluded	YES
17	Street Cleaning Services – all relevant land (as set out in paragraph 10.2.1 of this Specification)	Cleaning of relevant land (as set out in paragraph 10.2.1 of this Specification)	Failure to achieve grade A standard at the time of cleaning	YES
18	Street Cleaning Services – cleaning of drainage systems	Cleaning of drainage systems	Failure to carry out ad-hoc cleaning of drainage systems within 72 hours of instruction by the Authorised Officer	YES
19	Street Cleaning - Graffiti	Failure to remove offensive or racist graffiti within 24 hours of notification	Removal of offensive or racist graffiti within 24 hours of notification SPI 19 is all reported offensive or racist graffiti events which are not resolved within 24 hours. A refresh is applied for every 24 hours that the issue is not rectified. Excludes any 'Cancelled' cases and any 'Completed' cases where a resolved date has manually been added by a member of Merton staff. Also excludes cases without a Veolia Event ID as these cases have not been transferred into ECHO to be addressed by Veolia. The street cleansing service runs 7 days a week and non-working hours (10pm-6am) have been excluded.	YES

20	Street Cleaning Services – Graffiti	Failure to Remove of non-offensive graffiti	Removal of non-offensive Graffiti within 48 hours of notification SPI 20 is all reported non-offensive graffiti events which are not resolved within 48 hours. A refresh is applied for every 48 hours that the issue is not rectified. Excludes any 'Cancelled' cases and any 'Completed' cases where a resolved date has manually been added by a member of Merton staff. Also excludes cases without a Veolia Event ID as these cases have not been transferred into ECHO to be addressed by Veolia. The street cleansing service runs 7 days a week and non-working hours (10pm-6am) have been excluded	YES
21	Winter Maintenance Services – gritting	Priority routes gritting	Failure to grit agreed priority routes in accordance with prescribed timescales as set out within each Borough's Winter Maintenance Plan	YES
22	Winter Maintenance – salt bins	Salt Bin Replenishment	Failure to maintain all salt bins at 50% full during winter maintenance season	YES
23	Non-Service Vehicle Maintenance Services - fleet management	Non-Service Vehicle availability	Failure to provide a suitable replacement Non-Service Vehicle in accordance with paragraph 14.3.3 of this Specification.	YES
24	Service and Non-Service Vehicle Maintenance Services - fleet management	Number of O Licence vehicle missed inspections, MOTs and other activities as set out within Schedule 4 (Services Delivery Plan)	Failure to ensure 100% of Service and Non-Service Vehicle inspections, MOTs and other activities are undertaken for O Licence vehicles in accordance with agreed schedule as set out within Schedule 4 (Services Delivery Plan)	YES
25	Service and Non-Service Vehicle Maintenance Services - fleet management	Number of Non-O Licence vehicle missed inspections, MOTs and other activities as set out within Schedule 4 (Services Delivery Plan)	Failure to ensure 100% of Service and Non-Service Vehicle inspections, MOTs and other activities are undertaken for Non-O Licence vehicles in accordance with agreed schedule as set out within Schedule 4 (Services Delivery Plan)	YES
26	Service and Non-Service Vehicle Maintenance Services - fleet management	Regulatory compliance	Serving of PG9 Prohibition Notice (Delayed or Immediate) by DVSA	YES
27	All Services	Reporting Requirements	Failure to comply with Schedule 6 (Reporting Requirements) and provide accurate reporting	YES

28	All Services	Service Users	Failure to adhere to complaints handling process as set out within Schedule 15 (Service User Procedure)	YES
29	Communications	Accurate delivery of communication materials	Failure to deliver accurate and appropriate communications in accordance with the specification or as set out in Schedule 4 (Services Delivery Plan), or as otherwise agreed with the Authorised Officer.	YES

APPENDIX B - SERVICE PERFORMANCE INDICATORS, IDVERDE, LOT 2

Service Performance Indicators	Rectification Period
1. Customer Satisfaction and Complaints	
a The Contractor shall achieve a score in the London Borough of Merton’s Customer Satisfaction Survey that is higher than or equal to the baseline Customer Satisfaction Survey score of 72%	N/A
b The Contractor shall achieve a score in London Borough of Sutton’s Customer Satisfaction Survey that is higher than, equal to, the baseline scores which are as follows: Parks – All Residents Satisfaction (82%) Parks – Service Users Satisfaction (88%) Playgrounds – All Residents Satisfaction (71%) Playgrounds – Service Users Satisfaction (88%)	N/A
c The Contractor shall achieve an average PQMS score of 5 or above in each PQMS Year, in accordance with the process as set out in Appendix D to this Specification. The Council shall retain a sum each month as a retention amount in respect of the PQMS, and shall make an annual PQMS bonus payment to the Contractor, the amount of which shall be calculated in accordance with the average PQMS score achieved. No bonus payment shall be made if a score of 4 or below is achieved. Payments in relation to the PQMS shall be made in accordance with paragraph 17 of Schedule 5 (Payment Mechanism)	N/A

Service Performance Indicators	Rectification Period
Customer Satisfaction and Complaints continued	
d The Contractor shall achieve the baseline target score in the Perpetual Customer Survey, which shall be carried out in accordance with the specification at Appendix E to this Specification. The Council shall retain a sum each month as a retention amount in respect of the Perpetual Customer Survey score, and shall make an annual bonus payment to the Contractor, the amount of which shall be calculated in accordance with the score achieved. If the actual bonus score is 50% or less of the minimum bonus score then no payment shall be made to the Contractor. Payments in relation to the Perpetual Customer Survey shall be made in accordance with paragraph 18 of Schedule 5 (Payment Mechanism)	N/A
c The Contractor shall respond to a service request, complaint, enquiry or Request for Information as set out within Schedule 15 (Service User Procedure)	N/A
2.Safety	
a In the event of an emergency the Contractor shall redeploy all necessary resources as directed by the Authorised Officer in accordance with paragraphs 3.3.17 and 3.3.18 of this Specification	N/A
b The Contractor shall carry out a risk assessment in accordance with the Contractor's working procedures as set out in Schedule 4 (Services Delivery Plan)	N/A
c The Contractor shall carry out tasks in line with the applicable risk assessment as set out in Schedule 4 (Services Delivery Plan)	N/A
d The Contractor shall address (to the Council's reasonable satisfaction) any of the issues highlighted in any health and safety audit in accordance with the recommendations and rectification set out within the audit.	N/A
3.Environment	
a The Contractor shall use only those fertilisers, products and materials as set out in Schedule 4 (Services Delivery Plan) or as agreed with Authorised Officer	N/A

Service Performance Indicators	Rectification Period
4. Availability of Parks/Services	
The Contractor shall ensure that all gates at a Site which (in accordance with Appendix C) is to be locked overnight are Open by the Allocated Opening Time.	N/A
The Contractor shall close a Site which (in accordance with Appendix C) is to be locked overnight within two (2) hours of the agreed time.	N/A
The Contractor shall ensure that a pitch or facility is available for use by a Service User by the agreed time (or the pre-booked time, in the event of booked pitches or facilities)	N/A
5. Availability of equipment/play features	
The Contractor shall ensure that an item of equipment or a play feature (for example, a slide or set of swings) is available for use by Service Users during the specified parks operational times (In exceptional circumstances, where an item of equipment cannot be made available due to unavailability of a non-consumable part, a suitable rectification period will be agreed with the Authorised Officer	1 working day
The Contractor shall ensure that an entire facility (for example, a water play facility or playground) is available for use by Service Users during the time periods agreed with the Authorised Officer	1 working day
6. Records and reporting	
The Contractor shall comply fully with its obligations set out in paragraphs 1, 2, 3, 7, 8 and 9 of Schedule 6 (Reporting Requirements)	1 working day
The Contractor shall provide the Weekly Report in accordance with paragraph 4 of Schedule 6 (Reporting Requirements)	1 working day

Service Performance Indicators		Rectification Period
c	The Contractor shall provide the Monthly Report in accordance with paragraph 5 of Schedule 6 (Reporting Requirements)	1 working day
d	The Contractor shall provide the Annual Report in accordance with paragraph 6 of Schedule 6 (Reporting Requirements)	1 week
7.Cemeteries		
a	The Contractor shall ensure that a burial plot is prepared and available at the booked burial time in line with the Specification and Schedule 4 (Services Delivery Plan)	N/A
8.Maintaining appropriate training		
a	The Contractor shall implement an annual appraisal process for all staff. This will identify individual training needs to ensure staff are appropriately trained to deliver the service. The Contractor will arrange suitable training to address training needs identified in accordance with paragraph 3.3.3 of this Specification.	1 month
9.Stakeholders and Communication		
a	The Contractor shall adhere to the provisions and principles of Schedule 4 (Services Delivery Plan) and Schedule 16 (Communications Strategy) with regard to working with Organised Groups and stakeholders	

APPENDIX C – PERFORMANCE QUALITY MANAGEMENT SYSTEM, IDVERDE, LOT 2

KEY

GM = GROUNDS MAINTENANCE

SC = STREET CLEANING

FM = FACILITIES MANAGEMENT

CE = CIVIL ENGINEERING

[OFFICIAL]		PQMS Grading
Aim: The use of a performance management system which provides the council and the contractor with an overall assessment of the contractor's performance. It will be assessed across the full range of features within the contract specification.		
Classification of Standards: For the council to achieve a standard overall, all of the criteria within that standard must have been met or exceeded.		
A	7	GM: Feature is maintained above contract standard in all aspects (Grade A will not be achieved in most circumstances) SC: Absence of all litter, detritus, excreta, leaf fall, weeds etc. FM: Absence of all dirt, waste, cobwebs, dead insects/vermin and the facility or area is fully stocked CE: All clear no litter/debris in channel or against grille, no overhanging vegetation.
A-	6	GM: Feature is maintained above contract standard in most aspects. (Grade A- will not be achieved in most circumstances) SC: Absence of almost all litter, detritus, excreta, leaf fall etc. Substantially weed free FM: Absence of almost all dirt, waste, cobwebs, dead insects/vermin and the facility or area is fully stocked CE: Minor debris, recent deposits with no compromise in efficiency.
B	5	GM: Feature is maintained to contract standard in all aspects SC: Predominately free of litter, detritus, excreta, leaf fall etc. Predominantly weed free FM: Predominately free of all dirt, waste, cobwebs, dead insects or vermin and the facility or area is fully stocked CE: Minor debris, slight effect on efficiency.
B-	4	GM: The feature is maintained to contract standard in the majority of aspects SC: Some distribution of litter, detritus, excreta, leaf fall, etc. Some weed growth FM: Some distribution of dirt, waste, cobwebs, dead insects or vermin and the facility or area is adequately stocked. CE: Moderate debris, still working effectively
C	3	GM: The feature is maintained slightly below contract standard in some aspects SC: Widespread distribution of litter, detritus, excreta, leaf fall etc. Significant weed growth FM: Widespread distribution of dirt, waste, cobwebs, dead insects /vermin and the facility or area is inadequately stocked CE: Moderate debris, efficiency compromised.
C-	2	GM: The feature is maintained but below contract standard in most aspects SC: Widespread distribution and accumulation of litter, detritus, excreta, leaf fall etc. Considerable weed growth FM: Widespread distribution and accumulation of dirt,waste,cobwebs,dead insects or vermin and the facility or area is inadequately stocked CE: Chocked and ineffective
D	1	GM: The feature is unmaintained and considerably below contract standard in all aspect SC: Heavy distribution of litter, detritus, excreta, leaf fall etc. Heavy, widespread weed growth. FM: Heavy distribution of dirt, waste, cobwebs, dead insects or vermin and the facility or area is inadequately stocked CE: Channel/grille in filled and unidentifiable

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Committee: Overview and Scrutiny Commission – Financial Monitoring Task Group

Date: 25 February 2019

Subject: Work programme

Lead officer: Julia Regan, Head of Democracy Services

Lead member: Councillor Stephen Crowe, Chair, Financial Monitoring Task Group

Recommendations:

- A. That the task group discuss and agree agenda items for its meeting on 4 April and identify priority areas for its 2019/20 work programme.
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1 TERMS OF REFERENCE

- 1.1. The terms of reference of the financial monitoring task group are:
- I. To carry out scrutiny of the council's financial monitoring information on behalf of the Overview and Scrutiny Commission;
 - II. To advise on other agenda items as requested by the Overview and Scrutiny Commission;
 - III. To report minutes of its meetings back to the Overview and Scrutiny Commission;
 - IV. To send via the Commission any recommendations or references to Cabinet, Council or other decision making bodies.
- 1.2. The meetings of the task group are held in public and the agenda and minutes are published on the Council's website.

2 AGENDA ITEMS FOR MEETING ON 4 APRIL 2019

- 2.1. At its meeting on 13 November, the task group agreed the following items for the April meeting:
- Merantun – progress update and deepdive on the financial monitoring
 - Report on contingency funds and reserves
- 2.2. The task group also agreed to add three new items:
- an update on debt and the use of the specialist debt review company (at April or July/August meeting)
 - Update on learning from Lean reviews (date to be confirmed)
 - Departmental risk registers (Chair to discuss with Director of Corporate Services to ascertain most appropriate approach)

3 PRIORITY ITEMS FOR 2019/20 WORK PROGRAMME

- 3.1. In considering items for the 2019/20 work programme, the task group is asked to note that the Overview and Scrutiny Commission, at its meeting on

23 January, requested that the task group carry out a deep dive review of the future capital programme.

- 3.2. The 2018/19 financial outturn report will be reported to a meeting of the Standards and General Purposes Committee on 25 July 2019. If the task group wishes to consider the outturn report prior to it being received by Standards and General Purposes it is suggested that it has a meeting on 16 or 17 July.