

## **Merton Council**

### **Overview and Scrutiny Commission - financial monitoring task group**

#### **Task group members**

##### **Councillors:**

Nigel Benbow  
Stephen Crowe  
Edward Gretton  
Paul Kohler  
Owen Pritchard  
Peter Southgate

**Wednesday 17 July 2019 at 7.15 pm**  
**Committee room B - Merton Civic Centre, London Road,**  
**Morden SM4 5DX**

#### **Agenda**

- |   |  |              |
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| 1 | Election of Chair                      |              |
| 2 | Apologies for absence                  |              |
| 3 | Declarations of pecuniary interest     |              |
| 4 | Minutes of last meeting - 4 April 2019 | 1 - 6        |
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# Agenda Item 4

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](http://www.merton.gov.uk/committee).

## OVERVIEW AND SCRUTINY COMMISSION - FINANCIAL MONITORING TASK GROUP

4 APRIL 2019

(7.15 pm - 10.00 pm)

**PRESENT** Councillors Stephen Crowe(in the Chair), Nigel Benbow, Paul Kohler, Aidan Mundy, Eleanor Stringer, Peter Southgate and David Williams

James McGinlay, Managing Director, Merantun Development Ltd

Caroline Holland (Director of Corporate Services), Roger Kershaw (Assistant Director of Resources), Sophie Ellis (Assistant Director of Customers, Policy and Improvement), David Keppler (Head of Revenues and Benefits), Edmund Wildish (Head of Continuous Improvement) and Julia Regan (Head of Democracy Services)

### 1 APOLOGIES FOR ABSENCE (Agenda Item 1)

Apologies were received from Councillor Owen Pritchard.

### 2 DECLARATIONS OF PECUNIARY INTEREST (Agenda Item 2)

There were no declarations of pecuniary interest by councillor. In relation to agenda item 7, Roger Kershaw, Assistant Director of Finance, declared that he is a Director of Merantun Development Ltd.

### 3 MINUTES OF LAST MEETING - 25 FEBRUARY 2019 (Agenda Item 3)

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

Matters arising:

- Page 1 – the business plan booklet will shortly be made available to any councillor who wishes to have a copy
- Page 5 – work programme items identified at the last meeting should be considered as part of item 8 on this agenda

### 4 UPDATE ON DEBT AND THE USE OF THE SPECIALIST DEBT REVIEW COMPANY (Agenda Item 4)

The Chair invited Michael Turner, Policy and Strategy Manager at Merton Centre for Independent Living (Merton CIL), to address the task group. Merton CLI is a pan-disability user-led deaf and disabled people's organisation that provides advisory and advocacy services.

Michael Turner asked the council to take into consideration the individual situations and needs of people who owe money for social care services and the impact that being in debt may have on their health. He highlighted the requirements of the Care Act 2014 and the findings and recommendations of Merton CIL's 2018 report "choice, control and independent living: putting the Care Act into practice".

Michael Turner said that Merton CIL was keen to work with the council to implement the report's recommendations. He said that the recommendations on charging would help to prevent service users from incurring debt and that Merton CILs ultimate aim is to work towards social care being provided free at the point of use on the same basis as NHS services. He said that Hammersmith and Fulham Council does not charge for home care services.

Task group members agreed on the importance of the council working with Merton CIL to apply not just the rules but also the spirit of the Care Act.

The Director of Corporate Services, Caroline Holland, asked the task group to be mindful that some of the debt had been incurred before the Care Act was passed and that new cases are carefully reviewed by the council to make sure that the requirements of the Care Act has been taken into account.

The Head of Revenues and Benefits, David Keppler, introduced his report and explained the processes in relation to social care debt whereby each client is assessed at the entry point to receiving care, every effort is made to engage with the client to arrange for payment of debts, and assessment is made of individual circumstances prior to taking any legal action or passing the debt to an external company.

David Keppler said that the trial use of a specialist debt collection agency had been successful in collecting £272k out of the £1.8m debts passed to them, that he was assessing the best approach to collecting similar debt in future and that he is currently in discussion about the feasibility of using a company to collect some of the housing benefit and other types of debt. He was satisfied that the debts that had been passed on were the most appropriate ones.

David Keppler and Caroline Holland provided additional information in response to questions from task group members:

- A breakdown of the age of debts is provided in the quarterly report to the task group.
- Social care debts are pursued in-house wherever possible. Older debts and those from deceased clients are passed to external solicitors where appropriate, following careful consideration of circumstances.
- The introduction of Universal Credit and a number of associated initiatives to ensure that the correct level of payment is made has led to a reduction in housing benefit debt. Housing benefit debt is difficult to collect but there is a financial incentive provided by the government.

- There does not appear to be a market for selling council debts to private companies – an inquiry at a Londonwide network recently produced just one company name.

David Keppler undertook to provide an update on discussions with the external company and in-house options for recouping some of the housing benefit debt in his next quarterly report. ACTION: Head of Revenues and Benefits

## 5 REPORT ON CONTINGENCY FUNDS AND RESERVES (Agenda Item 5)

The Director of Corporate Services, Caroline Holland, introduced and summarised the content of the report.

In response to questions, Caroline Holland explained how the accounting rules on reserves and balances have changed and how the level of individual balances would change over time. She drew the task group's attention to information on the calculation of the level of balances required to cover risks each year, as set out in paragraphs 2.5.6 and 2.2.7.

In response to further questions, Caroline Holland said that there was no right or wrong level of reserves, but rather a level that the council is comfortable with. In relation to the comparative data provided on page 28 of the report, she provided some contextual information to explain the levels in some other authorities and said that the forthcoming resilience index from CIPFA may help to provide a starting point.

Caroline Holland said that the figures in Appendix 1 will change over time as new grants come on stream and other movement takes place. She said that the final position on individual reserves could not be confirmed until year end once the revenue budget outturn was known – this information will be set out in the outturn report that is received by the task group following Cabinet and by the Standards and General Purposes Committee.

## 6 UPDATE ON LEARNING FROM LEAN REVIEWS (Agenda Item 6)

The Head of Continuous Improvement, Edmund Wildish, introduced the report and explained that the responsibility for delivering service improvement rests with service managers, with support provided by the continuous improvement team.

Edmund Wildish and Sophie Ellis (Assistant Director Customers Policy and Improvement) provided additional information in response to questions:

- It is normal practice for a council to use a service improvement tool of some sort. There are a range of tools and approaches available and a choice to be made about the level of resourcing.

- In Merton every effort has been made to embed these to become part of everyday business rather than being an add-on which can be avoided. The aim is continuous service improvement.
- The target operating model (TOM) is a strategic planning tool and Plan Do Check Act is a tool to pilot a small change and evaluate the impact before making a decision on whether to roll out more widely.
- There is a balance to be struck between fully independent external perspective versus cost. Merton uses external expertise for specific projects as required but mainly draws on internal resources as this represents better value for money and makes it more likely that changes are embedded. Internal challenge is provided through oversight of the service improvement programme by the Merton Improvement Board.

## 7 MERANTUN - PROGRESS UPDATE AND DEEPCDIVE ON THE FINANCIAL MONITORING (Agenda Item 7)

James McGinlay, Managing Director of Merantun Development Ltd gave an extensive powerpoint presentation on the background, company objectives, core offer, pilot sites, progress to date and funding detail – the slides have been published alongside these minutes.

Task group members welcomed progress made and looked forward to 77+ new housing units being developed in the borough. They asked questions about the basis for land valuation and the long term financial modelling. James McGinlay said that the land value assumes planning permission, which is standard practice, and that the applications will be submitted to the Planning Applications Committee in due course. Research into the private rented market found that modelling does take place over the long term. Price Waterhouse Coopers have advised that the Merantun modelling is comparable.

In response to a question about affordable housing, James McGinlay said that Merantun would not deliver this other than through agreed planning requirements. Merantun's intention is to deliver as close to 40% affordable housing as possible.

In response to a question about possible conflicts of interest for the council, the Director of Corporate Services, Caroline Holland, said that a lot of thought had been given to this and there was transparency on governance and decision making. In particular, none of the council officers in statutory roles have directorships in Merantun.

## 8 DATES AND AGENDA ITEMS FOR FUTURE MEETINGS (Agenda Item 8)

Task group members noted their intention, agreed at the last meeting, to meet in July 2019, November 2019, February 2020 and April 2020 at dates to be arranged in consultation with the Director of Corporate Services.

ACTION: Head of Democracy Services.

Members AGREED to include the following items in the task group's 2019/20 work programme:

- a deep dive review of the future capital programme
- report on the allocation of grants through the voluntary sector strategic partners programme
- examination of the 4 largest budget variances (both over and underspends) in the 2018/19 outturn report, question the relevant officers on reasons for this and what is being done to prevent a recurrence in 2019/20

Members also AGREED that the task group Chair, Chair of the overview and Scrutiny Commission, Head of Democracy Services and Director of Corporate Services should work together to identify agenda items for the task group's July meeting. The July agenda should include an item to set the work programme for the year ahead. ACTION: Head of Democracy Services.

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## Financial Monitoring Task Group

**Date: 17 July 2019**

### **Subject: Financial Report 2018/19 – Outturn 2018-19**

Lead officer: Roger Kershaw

Lead member: Mark Allison

Please note: This report went to Cabinet on 15 July 2019 and is provided to the task group at this meeting for consideration and comment.

### **Recommendations:**

- A. That Cabinet note the revenue outturn for 2018/19
- B. That Cabinet consider the outturn position on Capital and approve the Slippage into 2019/20 and other adjustments detailed in Appendix 2C and Section 7 of the report

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

This report outlines the outturn position for the last financial year (2018/19) and the issues that arise from it.

Section 2 – Summarises the outturn position of the Authority.

Section 3 – Reviews the detailed outturn position for service departments

Section 4 – Reviews the outturn position for corporate items

Section 5 – Provides other information

Section 6 – Provides information on Reserves

Section 7 - Provides information on the capital outturn

## Section 2 – REVENUE OUTTURN 2018/19

The following table summarises the outturn position for 2018/19

18/19 OUTTURN	2018/19 Current Budget (Net)	2018/19 Current Budget (excl. overheads)	2018/19 Outturn (excl. overheads)	2018/19 Variance excl. overheads	Jan 2019 (P10) Forecast Variance	Outturn to P10 forecast variance	2017/18 variance excl. overheads
	£000s	£000s	£000s	£000s	£000s	£000s	£000s
<b>Department</b>							
Corporate Services	10,433	25,623	23,112	(2,511)	(1,958)	(553)	(812)
Children, Schools and Families	59,083	54,068	56,339	2,271	2,932	(661)	2,249
ASC	58,607	55,337	55,168	(169)	(376)	207	646
Housing	1,543	1,250	1,177	(73)	217	(290)	256
Libraries & Merton Adult Learning	2,869	2,161	2,206	45	27	19	20
Public Health	0	(143)	(143)	0	0	(0)	0
Environment & Regeneration	18,111	12,758	11,232	(1,526)	(1,294)	(232)	(1,211)
Net recharges	0	0	0	(33)	0		
<b>NET SERVICE EXPENDITURE</b>	<b>150,646</b>	<b>151,053</b>	<b>149,090</b>	<b>(1,995)</b>	<b>(452)</b>	<b>(1,510)</b>	<b>1,148</b>
Corporate Provisions	(1,889)	(2,296)	(333)	(5,661)	(2,030)	(3,631)	(926)
<b>TOTAL GENERAL FUND</b>	<b>148,757</b>	<b>148,757</b>	<b>148,757</b>	<b>(7,656)</b>	<b>(2,482)</b>	<b>(5,141)</b>	<b>222</b>

**Net underspend transferred to reserves**

**7,656**

Business Rates	(51,463)	(51,463)	(55,315)	(3,852)			
Grants	(9,855)	(9,855)	(9,855)	0			
Council Tax and Collection Fund	(87,439)	(87,439)	(87,439)	0			
<b>FUNDING</b>	<b>(148,757)</b>	<b>(148,757)</b>	<b>(152,609)</b>	<b>(3,852)</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Funding transferred to reserves**

**3,852**

At the end of the financial year 2018/19 the overall underspend was £7.656k, 1.42% of the gross budget (£222k overspend, 0.04% of the gross budget in 2017/18)

The overall underspend on the General Fund was transferred to the following reserves:

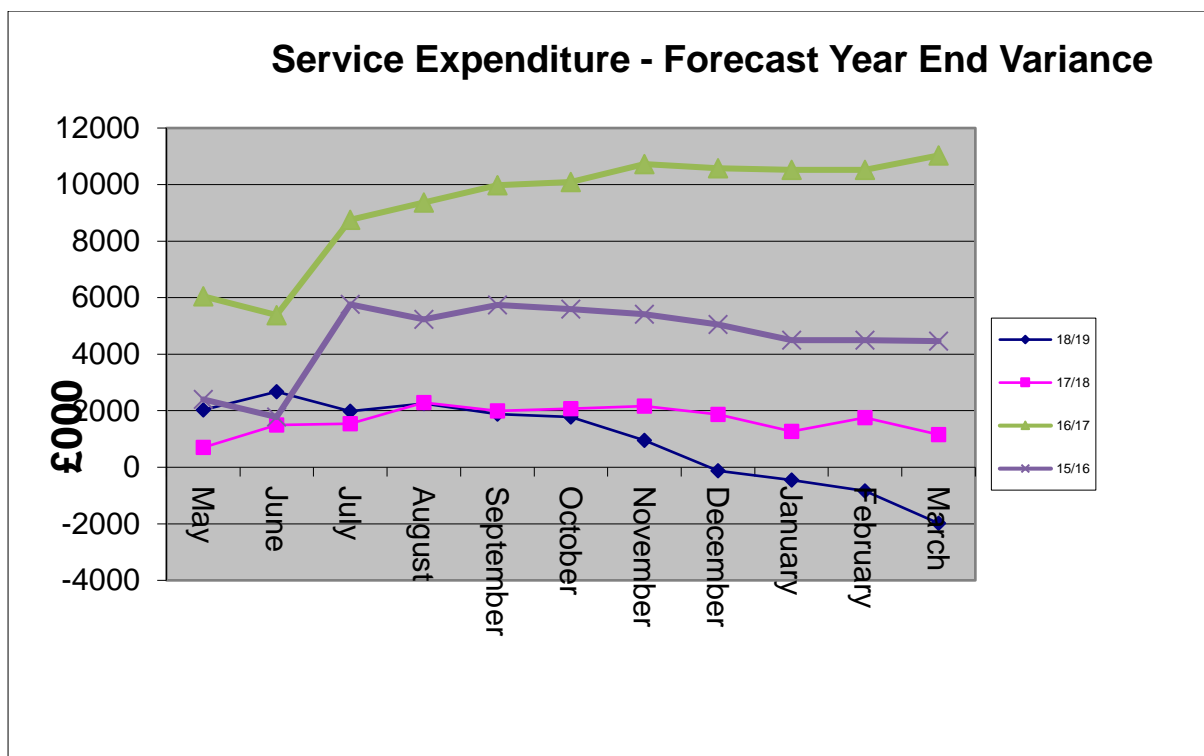
<u>Transfers to Reserves</u>	£'000
Revenue reserve for capital	1,000
Apprenticeship reserve	1,000
Repairs and Renewals	1,000
General Fund balances	1,000
Spending review reserve	3,100
OCPB Reserve	500
Balancing the Budget Reserve	56

The surplus on the business rates retention scheme of £3,852k was transferred to Balancing the Budget reserve.

Net service expenditure was underspent by £1.995m

Although there was an overall underspend, the Children's, Schools and Families department outturn position was an overspend of £2.3m. This was mainly due to placements costs as the demand for these services remains high and these pressures are expected to continue. This was offset by underspends on Corporate Services and Environment and Regeneration. The Corporate Services underspend was mainly due to a reduction in the provision for housing benefits, additional income from the Department of Works and Pensions (DWP) and an overachievement of fee income from the bailiffs service. Environment and Regeneration underspend was mainly due to higher penalty charge notice (PCN) income and a reduction in waste disposal costs.

Chief Officers and Finance Officers will need to continue monitoring budgets closely in 2019/20 to prevent overspending and calls on reserves due to budget pressures on demand led services. Equally budget monitoring will focus on accuracy of forecasting as the 2018/19 outturn underspend demonstrates some over cautious forecasting in certain services. It is equally important to forecast expected underspends as it is overspends to ensure the overall Council forecast position is accurate.



## Section 3 Detailed Service Spending

### Corporate Services

Division	2018/19 Current Budget (£000)	2018/19 Outturn (£000)	Variance (£000)	Forecast variance at year- end - January (£000)	2017/18 Outturn Variance (£000)
Customers, Policy & Improvement	3,477	3,232	(246)	(62)	46
Infrastructure & Transactions	11,305	11,241	(64)	(218)	71
Corporate Governance	2,205	1,911	(294)	(176)	(229)
Resources	6,218	5,511	(707)	(489)	(515)
Human Resources	1,978	1,994	16	14	(207)
Corporate Other	439	(777)	(1,216)	(1,027)	22
<b>Total (controllable)</b>	<b>25,623</b>	<b>23,112</b>	<b>(2,511)</b>	<b>(1,958)</b>	<b>(812)</b>

#### Overview

At the end of 2018/19, the Corporate Services (CS) department has underspent by £2,511k. This is an increased underspend of £553k from that reported at the end of January (period 10).

### **Customers, Policy and Improvement - £246k under**

Across Policy and Strategy there has been an underspend of £31k due to delays in commissioning community engagement work for the community plan offset in part by small overspends on IT and staffing costs.

Over-achievement of income in both the translation and registrars service has resulted in underspends of £110k and £92k respectively, reflecting increased demand levels.

Press and PR, combined with marketing and communication as well as community engagement, has overspent by £78k. This is principally due to the underachievement of advertising income which is partly offset by reduced staffing costs as a result of vacancies in year and lower than budgeted marketing spend.

The remaining underspend within the division is due to a vacancy in year within the programme office (£11k), less than budgeted costs for the Blue Badge service (£13k) and cash collection service (£10k). There have also been underspends across various other small running cost budgets, including within the AD's budget and Merton Link which both underspent by £27k.

### **Infrastructure & Transactions - £64k under**

There are a number of areas within I&T with significant over and underspends which largely offset one another to deliver the total £64k underspend.

Buildings management has overspent by £294k. The biggest factor in this was an unachieved energy saving of £465k (CS2015-10) due to the capital spend required to deliver the saving having been delayed. £100k of this saving is expected to be achieved in 2019/20 with the full saving expected to be achieved in 2020/21. Security services have overspent by £26k due mainly to additional security being required at the Civic Centre whilst works were being undertaken. The works have been completed and an ongoing pressure is not expected. The Professional Development Centre (Chaucer Centre) has overspent by £61k as income has been less than budgeted, owing to the number of room bookings. Offsetting these are underspends on building maintenance for E&R and leisure buildings totalling £34k and a further £197k underspend across the Civic Centre and Garth Road buildings mainly due to additional rental income achieved.

Transactional services have underspent by £56k due to the team generating income by recovering expenses from prior years. This is, in part, offset by additional costs from staff overtime. Emergency planning has underspent by £42k due to numerous small running costs being less than budgeted and staffing underspends on Local Authority Liaison Officers.

IT has underspent by £112k. £141k underspend was achieved by the corporate print strategy due to recharges to client departments and there were further underspends against IT licence budgets. These were partly offset by a £49k overspend on telecoms following delays in the implementation of new systems

and further overspends from the use of agency staff to cover vacancies in the IT service delivery team.

IT systems and projects underspent by £88k. This is due to the business systems team achieving additional income from CHAS 2013 Ltd and from address searches which were partly offset by additional costs for agency staff.

The post and print room was underspent by £46k, largely due to an underspend on staffing costs as a result of a vacancy during the year.

The remaining variance within I&T is from small underspends across commercial services, client financial affairs and the AD's budget.

### **Corporate Governance - £294k under**

The underspend within Corporate Governance is mainly due to LBM legal services income which achieved a £129k underspend from over-achievement of income relating to court costs, property, planning and schools buyback outside of the shared service model. The South London Legal Partnership (SLLp) achieved an overall surplus of £140k, of which Merton has retained £30k.

Electoral services underspent by £33k, mainly due to the household notification exercise not being carried out as no 2019 elections were planned. Information governance has underspent by £30k due to unbudgeted government grant income and underspends on running costs.

Democracy services and the AD budget have underspent by £27k and £36k respectively due to small staffing and other running costs coming in less than budgeted. Internal audit is £11k underspent on the contribution made to the shared service.

### **Resources - £707k under**

Within the Revenues and Benefits team, bailiff enforcement working across LBM and LB Sutton over-achieved on income from bailiff fees, resulting in an underspend of £335k. Recovery of costs relating to the Business Improvement Districts (BIDs) delivered a further £21k underspend. A £288k underspend came from 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. The local taxation service also underspent, by £63k, due to additional income contributing to the cost of collection for council tax and NDR which was part offset by higher postage and IT costs.

There is an underspend of £88k on the Chief Executive's budget due to lower than budgeted subscription costs. Consultancy budgets not required in year have resulted in underspends across the Director of Corporate Services and Resources AD budgets of £55k and £53k respectively.

Accountancy has overspent by £62k, mainly due to the use of agency staff within the budget management team and corporate accountancy to cover vacancies and additional work pressures. Also contributing to the overspend was an under-achievement of schools buyback income and additional banking charges.

Capital and financial strategy underspent by £57k due to vacancies in year. This in part offsets the overspend of £117k on the financial information system team for additional staffing resources required to support the system pending a business case to permanently increase budget for the team.

#### **Human Resources – £16k over**

Underspends and pressures have in HR largely offset one another, resulting in an overspend of £16k.

The AD budget has underspent by £98k due to a vacancy throughout the year and less than budgeted subscription costs. Learning and development has underspent by £16k due to lower than budgeted costs of room hire for training whilst occupational health charges were £23k less than budgeted.

Offsetting these was a £39k shortfall in income from schools as part of the buyback scheme and £94k higher than budgeted costs of the shared payroll system, iTrent client team and DBS service contribution that are charged by the London Borough of Kingston.

#### **Corporate Items - £1,216k under**

The housing benefit budget has achieved a surplus of £1.796m against a budgeted surplus of £1m. The unbudgeted surplus relates to a £500k budget to top up the bad debt provision not being required and instead the provision was reduced by £441k. This was part offset by reduced subsidy income being receivable due to the 17/18 error rate which was identified by the housing benefit audit. This resulted in a £190k clawback as the subsidy receivable on local authority overpayment errors reduced from 100% to 40%.

The remaining underspend relates to the budget held for corporately funded items which was not required in year, a £151k underspend on redundancy payments and additional unbudgeted income from the Magistrates Court grant of £32k. This is partly offset by a £235k overspend on the Coroners' Court due to the 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 as the internal administration charge was ceased in year.

## Environment & Regeneration

Description	2018/19 Current Budget £000	Outturn Variance (March) £000	Forecast Variance at year end (Jan) £000	2017/18 Variance at year end £000
Overspend within Regulatory Services	594	112	186	78
Underspend within Parking Services	(12,750)	(964)	(1,081)	(1,633)
Overspend within Safer Merton & CCTV	910	99	70	(47)
<b>Total for Public Protection</b>	<b>(11,246)</b>	<b>(753)</b>	<b>(825)</b>	<b>(1,602)</b>
Underspend within Waste Services	13,598	(1,611)	(1,668)	97
Underspend within Leisure & Culture	855	(222)	(77)	(166)
Overspend within Greenspaces	1,210	146	194	754
Overspend within Transport Services	(926)	238	210	(53)
<b>Total for Public Space</b>	<b>14,737</b>	<b>(1,449)</b>	<b>(1,341)</b>	<b>632</b>
Underspend within Senior Management & Support	1,009	(17)	(7)	3
<b>Total for Senior Management</b>	<b>1,009</b>	<b>(17)</b>	<b>(7)</b>	<b>3</b>
Overspend within Property Management	(2,961)	368	556	(422)
Overspend within Building & Development Control	(32)	275	252	397
Overspend within Future Merton	11,250	51	71	(219)
<b>Total for Sustainable Communities</b>	<b>8,257</b>	<b>694</b>	<b>879</b>	<b>(244)</b>
<b>Total Excluding Overheads</b>	<b>12,757</b>	<b>(1,525)</b>	<b>(1,294)</b>	<b>(1,211)</b>

Environment & Regeneration	2018/19 Current Budget £000	Full year Outturn (March) £000	Outturn Variance (March) £000	Forecast Variance at year end (Jan) £000	2017/18 Outturn Variance £000
Public Protection	(11,246)	(11,999)	(753)	(825)	(1,602)
Public Space	14,737	13,288	(1,449)	(1,341)	632
Senior Management	1,009	992	(17)	(7)	3
Sustainable Communities	8,257	8,951	694	879	(244)
<b>Total (Controllable)</b>	<b>12,757</b>	<b>11,232</b>	<b>(1,525)</b>	<b>(1,294)</b>	<b>(1,211)</b>

### Overview

The department has a year-end direct underspend of £1,525k. The main areas of variance are Parking Services, Waste Services, Leisure & Culture, Transport Services, Property Management, and Building & Development Control.

### Public Protection

#### **Parking Services underspend of £964k**

The underspend is mainly the result of a slower than anticipated motorist compliance rate leading to a higher rate of PCNs following the implementation of the ANPR system across the borough (£1,101k).



Included within the outturn is employee related overspend of £151k 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.

## **Public Space**

### **Waste Services underspend of £1,611k**

The underspend predominantly relates to disposal costs (£1.9m), 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, during the testing phase of the new ERF facility between July and February, the authority benefitted from reduced disposal costs leading to a cost reduction of c£1,100k this financial year only.

This forecast underspend on disposal costs was partially offset by the mobilisation costs relating to the October 2018 service change, and IT integration costs (£190k).

### **Leisure & Culture underspend of £222k**

There was a year-end underspend relating to the authority's leisure centres of £167k, mainly as a result of the improved and extended contractual arrangements with our service provider implemented part way through the year. The section also over-achieved at its watersports centre by £51k due to a very good summer and increased private school bookings. In addition to this, £14k was achieved across a variety of budgets both in increased income and reduced expenditure.

### **Transport Services overspend of £238k**

The overspend relates largely to the Operations side of the service, which ended the year with an employee overspend of £101k mainly as a result of additional agency and overtime requirements to cover sick leave and vacancies. This also caused a knock-on effect for covering core routes, whereby the only option on occasions is to utilise third party transport providers to cover the routes, which resulted in further unrecoverable costs of c£71k.

Finally, the Operations service also overspent on vehicle repairs and maintenance by £60k which reflects the ageing nature of a large portion of the current fleet. To help mitigate this cost next year the service has undertaken a vehicle replacement programme which has seen six of the older buses being replaced with new vehicles.

## **Sustainable Communities**

### **Property Management overspend of £368k**

The principal reason for the overspend relates to unavoidable and unexpected security costs involved with the management and demolition of Battle Close, which is now the responsibility of the Authority following the departure of the leaseholder (£614k).

The section also incurred some significant, but essential, costs during the year on several of the buildings the Authority manages, attributing to a premises related overspend of £136k. In addition, the section also incurred some one-off, but unbudgeted, external audit fees of c£72k as a result of additional audit work required for the 2017/18 Statement of Accounts.

These pressures were partially mitigated by exceeding their commercial rental income expectations by £525k. Approximately £323k relates to ongoing rental income but £202k is one-off due this year only.

**Building & Development Control overspend of £275k**

The section underachieved on income expectations by £343k, in particular within building control, which reflects the continued reduction in the Authority's market share (52%) against target (54%).

## Children Schools and Families

Children, Schools and Families	2018/19 Current Budget £000	Outturn (Mar) £000	Outturn Variance (Mar) £000	Forecast Variance at year end (Jan) £000	2017/18 Variance at year end £000
Education	22,180	22,143	(37)	244	(703)
Social Care and Youth Inclusion	21,408	24,619	3,211	3,574	3,596
Cross Department budgets	388	368	(20)	(34)	(95)
PFI	7,968	7,614	(354)	(353)	(342)
Redundancy costs	2,124	1,595	(529)	(499)	(207)
<b>Total (controllable)</b>	<b>54,068</b>	<b>56,339</b>	<b>2,271</b>	<b>2,932</b>	<b>2,249</b>

### Overview

At the end of March Children Schools and Families overspent by £2.271m on local authority funded services; a reduction in overspend from January's forecast of £661k. 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 2018/19 that has mainly been used to fund the additional eight social workers that were previously funded through contingency for three years and were previously part of the departmental overspend.

### Local Authority Funded Services

Significant budget variances identified to date are detailed in the table below:

Description	Budget £000	Mar £000	Jan £000	2017/18 £000
Procurement & School organisation	643	(411)	(381)	(319)
SEN transport	4,142	1,223	1,164	566
Short breaks	217	219	192	64
My futures team	509	(192)	(135)	(212)
Early Years services	3,065	(349)	(294)	(114)
Other small over and underspends	13,604	(527)	(302)	(688)
<b>Subtotal Education</b>	<b>22,180</b>	<b>(37)</b>	<b>244</b>	<b>(703)</b>
Fostering and residential placements (ART)	7,094	1,078	1,232	813
Un-accompanied asylum seeking children (UASC)	902	774	642	693
Community Placement	0	500	500	750
No Recourse to Public Funds (NRPF)	21	301	290	353
MASH & First Response staffing	1,587	354	324	403
Legal costs	514	280	298	126
Other small over and underspends	11,290	(76)	288	458
<b>Subtotal Children's Social Care and Youth Inclusion</b>	<b>21,408</b>	<b>3,211</b>	<b>3,574</b>	<b>3,596</b>

### Education Division

The procurement and school organisation budgets underspent by £411k because of lower spend on revenue budgets. This budget relates to the revenue cost of construction projects and is affected by slippage of capital schemes. 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 overspent by £1.223m at the end of the financial year, which includes £917k maintained school taxi cost and £238k direct payments. The outturn for maintained school taxis was £3.285m, circa £562k 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. At the end of March 292 children were transported using 194 taxi routes. The taxi cost at the end of March is £19k higher than forecast in January due to a small variance in forecast calculation. The direct payments is £7k less than was forecast in January. Although there continues to be significant pressure on the direct payments budget, it provides a more cost and customer effective home to school travel option for SEND children.

The overall 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 £500k growth allocated to the department in 2019/20 has been allocated against this budget.

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. A review of the in-house transport provision is also planned for 2019/20 to review the efficiency of this service.

The children's short breaks budget overspent by £219k. This relates to an increase in caseload from last year. The review of short break services delivered across the department with the aim of reducing the overall cost pressure of short breaks is expected to impact positively on cost in 2019/20.

The My Futures team underspent by £192k due to vacancies held during the year as part of management action to reduce the departmental in-year overspend.

As part of management action, where possible in the Early Years' service, recruitment to vacancies in some areas was delayed with the aim of reducing the overall in-year departmental overspend. Additional work has also been undertaken to maximise income generating opportunities. This resulted in an overall underspend of £349k, an increase over the forecast of £294k in January.

There are various other small over and underspends across the division netting to a £527k underspend. These combine with the items described above to arrive at the total divisional underspend of £37k.

### 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.

<b>Overview</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Number of children in care as at 31st March	163	152	154	160
Of which UASC	22	20	28	34
Rate per 10,000	35	33	33	tbc
London Rate	51	50	tbc	tbc
England Rate	60	62	tbc	tbc

At the end of March we had 160 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 March placements overspend has reduced by £175k, mainly due to a re-classification of some supported housing cases from indigenous care leavers to UASC resulting in an offsetting increase in UASC cost.

<b>Service</b>	<b>Budget £000</b>	<b>Outturn spend £000</b>	<b>Variance</b>		<b>Placements</b>	
			<b>Mar £000</b>	<b>Jan £000</b>	<b>Mar No</b>	<b>Jan No</b>
Residential Placements	2,271	2,621	350	391	19	18
Independent Agency Fostering	1,816	1,967	151	160	37	38
In-house Fostering	978	1,421	443	450	59	61
Secure accommodation	136	157	21	(4)	1	1
Mother and baby	101	141	40	(12)	2	1
Supported lodgings/housing	1,792	1,844	52	247	57	56
<b>Total</b>	<b>7,094</b>	<b>8,151</b>	<b>1,057</b>	<b>1,232</b>	<b>175</b>	<b>175</b>

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

- The residential placement expenditure overspent by £350k. This is a reduction of £41k in cost to January because, although the number increased, the overall cost reduced when respite take-up was lower than estimated and the unit cost of two placements reduced,
- The agency fostering expenditure overspent by £151k. The reduction of £9k in March is due to a net reduction in placements of 1.
- The in-house foster carer expenditure overspent by £443k. The reduction of £7k in March is due to a net reduction in placements of 2.

- The secure accommodation expenditure overspent by £21k in March. The increase of £25k from January is due to a refund expected in 2018/19 which will now be going through in 2019/20.
- The mother and baby assessment unit expenditure overspent by £40k. The increase of £52k is due to one new placement for three people that was funded from January.
- The budget for the semi-independent accommodation and supported lodgings/housing placements overspent by £52k in March. The reduction is mainly due to movement of costs between UASC supported housing and indigenous care leavers.

At the end of March, UASC placements and previously UASC that are now Care Leavers overspent by £774k, up from £642k in January.

Service	Budget £000	Outturn spend £000	Variance		Placements	
			Mar £000	Jan £000	Mar No	Jan No
Independent Agency Fostering	372	383	11	35	9	9
In-house Fostering	363	563	200	174	25	25
Supported lodgings/housing	167	730	563	433	24	24
<b>Total</b>	<b>902</b>	<b>1,676</b>	<b>774</b>	<b>642</b>	<b>58</b>	<b>58</b>

At the end of March, we had 34 placements for UASC young people under 18. This will increase over the next few months due to political commitment to increase our quota to 37 (0.08% of the child population). Merton receives UASC grant towards these placements although it is not sufficient to cover the full cost. The overall overspend for UASC fostering has increased from £209k in January to £211k at the end of March.

The overall cost for Semi-Independent accommodation has increased from £433k to £563k from last month. This is due to movement of costs between UASC supported housing and indigenous care leavers. At the end of March we had 24 young people aged 18+ in semi-independent accommodation who were formerly UASC in our care. Once UASC young people reach age 18, we retain financial responsibility for them as Care Leavers until their immigration status is agreed.

The UASC grant allocation is about three months in arrears. Based on the January confirmed data, a best estimate of the grant income was calculated at year-end which resulted in the grant increasing from January to March by £286k.

We accrued £500k at year-end for the un-budgeted 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 was 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.

The NRPF budget overspent by £301k in the current financial year. This is £77k less than last year's overspend. The NRPF worker is working closely with housing colleagues to manage cases as they arise and also reviews historic cases to identify ones where claimant circumstances have changed and 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 of limiting 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 overspent by £354k on the MASH and First Response teams' staffing costs. This is because the team is covering 15 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 in this area.

Legal costs overspent by £280k. This cost relates 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. The investment in the FDAC is intended to reduce placement costs due to fewer children coming into care.

There are various other small over and underspends across the division netting to a £76k underspend. These combine with the items described above to arrive at the total reported divisional overspend of £3.211m.

### **Dedicated Schools Grant (DSG)**

DSG funded services overspent by £3.523m. Of this overspend £494k was funded from the DSG reserve. The DSG ended with a deficit at year-end of £2,909k. This will be carried forward as a negative reserve, similar to other boroughs.

The main reasons for the overspend relates to £3.601m on Independent Day School provision. This is a £34k decrease from January. At the end of March we had 210 placements, an increase of 8 since January.

Other overspends include £661k on EHCP allocations to Merton primary and secondary schools, £879k on EHCP allocations to out of borough maintained primary, secondary and special schools, and £1.426m on one-to-one support, OT/SLT and other therapies as well as alternative education. We also had a £119k overspend on post 16 further education and independent special school provision. There are underspending budgets in four areas which are reducing the overall overspend. We had a £1,045k underspend on independent residential placements, £609k on the Early Years budgets, £305k on the growth fund and £186k on de-delegated parenting cover. Additional High Needs grant has also been received from the ESFA of £483k. The table below shows the increase in number of EHCPs over the past 4 years as the entitlement changed. At the end of March there were 1,729 EHCPs.

Type of provision	Jan 2016 Total Statements and EHCPs		Jan 2017 Total Statements and EHCPs		Jan 2018 Total Statements and EHCPs		Jan 2019 Total Statements and EHCPs	
	No	%	No	%	No	%	No	%
Early Years (inc. Private & Voluntary Settings)	0	0%	1	0%	7	0%	7	0%
Mainstream School (inc. Academies)	422	39%	461	37%	526	35%	584	34%
Additional Resourced Provision	110	10%	111	9%	116	8%	125	7%
State Funded Special School	358	33%	388	31%	416	27%	440	26%
Independent Schools	132	12%	153	12%	176	12%	228	13%
Post 16 College and traineeships	25	2%	93	7%	183	12%	212	12%
Post 16 Specialist	10	1%	25	2%	44	3%	37	2%
Alternative Educative	15	1%	10	1%	22	1%	28	2%
No placement (including NEET)	3	0%	0	0%	28	2%	51	3%
<b>Total</b>	<b>1075</b>	<b>100%</b>	<b>1242</b>	<b>100%</b>	<b>1518</b>	<b>100%</b>	<b>1712</b>	<b>100%</b>

There are various other smaller over and underspends forecast across the DSG netting to a £535k underspend which, combined with the items above, equates to the net overspend of £3.523m. This will be shown as a negative reserve and conversations continue with government over the funding of this.

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.

The Early Years block of the DSG is normally adjusted in the June following the end of the financial year as it is based on January census information. We processed an estimated adjustment of £332k at year-end to account for this.

Although the pressures on the high needs block are clear from the budget monitoring figures highlighted above and continue into 2019/20, 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 fourteen in 2018/19. We will not know the position for 2019/20 until June 2019. There are various reasons for schools requiring to set deficit budgets including unfunded pay increases, increased costs relating to children that require additional support but do not meet statutory thresholds for additional funding, reduction in pupil numbers and reduced levels of individual reserves that schools would previously have used to balance their budgets as the overall level of school balances has increased.

## **Management action**

### Quarter four staffing report

The number of employed Social Workers reduced slightly in Q4 to 124 (from 125 in Q3). There has been ongoing strong recruitment during 2018/19, with 28 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 increased in Q4 to 20.84% (from 19.84% in Q3) although it has been on a general downward trend since September 2017. Turnover reduced this quarter to 20.24% (from 21.14% in Q3).



Agency social workers in Q4 make up 17% of the Social Worker workforce, an increase from Q3 (14%). However, the average number of agency SW's used in 2018/19 reduced to 23.43 WTE (from 30.89 WTE in 2017/18). Agency expenditure increased this quarter to £472,368, although the annual expenditure (2018/19) decreased to £1,768,716 from £2,262,568 (2017/18). 33% (8.01 WTE) of all agency workers are working in S&CP and 29% (7.09 WTE) in First Response. Most agency workers are covering vacant posts. We have further reduced the use of agency by continuing to impose a three month recruitment drag where appropriate for non-social work posts.

### Placements

We continue to use the Panel processes 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 18 new foster care placements of which 3 are for Supported Lodgings, 3 are for Connected Persons and 12 are new foster carers. Of the 12 new foster carers, 2 have been recruited direct from an IFA and another 3 had been with an IFA but had left their employ and have now subsequently come to work for Merton.













Our aim is to slow down the increase in more expensive agency foster placements. In addition, we are implementing actions to retain our experienced existing foster carers such as increasing the support offer to them through the trauma based training and support to enable them to take and retain children with more challenging behaviours in placement and implementing the Mockingbird Model. We are also targeting our recruitment to increase our number of in-house mother and child foster placements.

Our ART Placement service is working with providers to establish more local provision and offer better value placements to the Council. We continue to convene the Semi-Independent Accommodation (SIA) Panel which will record costs incurred. We are working to identify our Housing Benefit payments and what we should be getting and what are the actuals received. This work has reduced the overspend towards year-end and we will continue to review this into 2019/20.

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 had five young people living there in March, fully utilising these cost-effective placements. We expect to be able to procure further placements of this type in 2019/20.

Our average placements costs against each budget code are reported each month. Due to the low numbers in UASC IFAs, secure accommodation and mother and baby

units, small changes in numbers result in large variations in the average weekly unit costs as detailed in the following table.

Weekly cost 2018-19							Movement from last month
Description	Oct £	Nov £	Dec £	Jan	Feb	Mar	
ART Independent Agency Fostering	889	901	904	906	907	900	 -7
ART In-house Fostering	442	437	442	445	444	440	 -4
UASC Independent Agency (Grant)	794	797	803	804	804	803	 -1
UASC In house Fostering (Grant)	496	497	500	492	494	490	 -4
UASC Independent Agency (Non-Grant)	764	791	792	548	806	237	 -569
UASC In house Fostering (Non-Grant)	436	445	456	487	484	589	 105
ART Residential Placements	4,032	4,071	4,068	3,977	3,974	3,978	 4
ART Secure Accommodation	3,823	2,663	2,822	2,841	2,841	3,374	 533
ART Mother & Baby Unit	3,357	3,357	3,357	3,516	3,749	3,589	 -160
Supported Housing & Lodgings (Art 16+ Accommodation)	644	659	677	661	640	585	 -55
Supported Housing & Lodgings - UASC (Grant)	793	788	771	772	779	782	 3
Supported Housing & Lodgings - UASC (Non Grant)	500	499	487	447	447	642	 195

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. 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 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 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 £1.144m, however that figure masks substantial one off windfalls and non-recurrent and recurrent management action. The table below highlights the continued estimated overspends relating to these unfunded duties:

<b>Description</b>	<b>Budget £000</b>	<b>Mar overspend forecast £000</b>	<b>Jan overspend forecast £000</b>	<b>2017/18 over £000</b>
Supported lodgings/housing- care leavers	1,792	52	247	156
Supported lodgings/housing- UASC	167	563	433	520
UASC	735	211	209	173
No Recourse to Public Funds (NRPF)	21	301	290	353
<b>Total</b>	<b>2,715</b>	<b>1,127</b>	<b>1,179</b>	<b>1,202</b>

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

Other unfunded burdens include:

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

Further new burdens are expected for 2019/20 including:

- Social Care Act requirement for new assessment process for all social workers
- SEND tribunals will cover all elements of children care packages, not just education, and therefore cost.
- New requirement of social work visits to children in residential schools and other provision.

## **Community and Housing**

### **Overview**

Financial year 2018-19 has proved to be a year of recovery for Community and Housing (C&H). The department improved processes and implemented various changes to not only improve service delivery but to manage their finances more efficiently. The final outturn as at March 2019 is an underspend of £195k.

Throughout the financial year the main areas of pressures were in Housing temporary accommodation and Libraries

### **Community & Housing Summary Outturn Position**

<b>Community and Housing</b>	<b>2018/19 Current Budget £000</b>	<b>2018/19 Outturn £'000</b>	<b>2018/19 Variance £000</b>	<b>Forecast Variance (Jan'19) £000</b>	<b>2017/18 Outturn Variance £000</b>
<b>Access and Assessment</b>	45,554	45,296	(258)	(275)	455
<b>Commissioning</b>	4,009	4,004	(5)	(212)	211
<b>Direct Provision</b>	4,576	4,582	6	49	(195)
<b>Directorate</b>	1,197	1,287	90	62	181
<b>Adult Social Care</b>	<b>55,336</b>	<b>55,169</b>	<b>(167)</b>	<b>(376)</b>	<b>652</b>
<b>Libraries and Heritage</b>	2,172	2,217	45	27	20
<b>Merton Adult Learning</b>	(11)	(11)	0	0	(6)
<b>Housing General Fund</b>	1,250	1,177	(73)	217	256
<b>Sub-total</b>	<b>58,747</b>	<b>58,552</b>	<b>(195)</b>	<b>(132)</b>	<b>922</b>
<b>Public Health</b>	(143)	(143)	0	0	0
<b>Grand Total</b>	<b>58,604</b>	<b>58,409</b>	<b>(195)</b>	<b>(132)</b>	<b>922</b>

### **Access & Assessment -£258k Underspend**

This service has performed as expected and this is primarily due to the effective management of the placements budgets, the imbedding of the outcomes forum and frequent budget meetings concentrating mainly on placements.

This is the most volatile area within the Community and Housing service. It is a demand led service which is affected by changes in legislation, market forces, provider failures and the high demand of an aging population with more complex needs. There is also the uncertainty regarding future central government funding for Adult Social Care.

During 2018-19 the service utilised winter pressures grant to increase bed capacity and to work with the voluntary sector to expand preventative interventions.

### **Direct Provision -£6k overspend**

The Direct Provision team performed better than forecasted despite the pressures of additional staffing, transport and utilities costs during the year.

This service received grants contributions for Mascot via the Better Care Fund (BCF) and Disabled Facilities Grant (DFG) which were utilised in line with the Better Care Fund with arrangements with Merton Clinical Commissioning Group (CCG). The DFG was used to fund a process to expedite the adaptation of customers' homes to prevent delayed discharges for hospitals.

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

#### **Libraries- Overspend £45k**

In January 2019 this service forecasted an over spend of £27k however outturn was slightly more at £45k. This is due to an expected underperformance in income collected from the Schools Library Service due to the service ceasing last summer. Additionally agency costs to cover maternity leave and the resourcing for the implementation of the new library management system.

A trend is emerging that indicates that income from the traditional sources in libraries are in decline due to improved technology which alerts users of overdue books, and thus reduces income collection from charges

### **Merton Adult Learning – Breakeven**

Merton Adult Learning performed as expected and achieved a breakeven position as forecasted.

### **Housing - £73k underspend**

The Housing Team were predicting and overspend of £217k in January 2019 but due to additional HMO (Houses in Multiple Occupation) licence fee collection from, winter pressures, reduction in expenditure on supplies and services and transfer payments resulted in an underspend of £73k.

However, despite the volatility of the temporary accommodation budget the service continues to prevent homelessness.

Homelessness prevention remains a central plank of the work of this service and continues to prevent episodes of homelessness.

The diagram below shows number of homelessness prevented for the financial year 2018-19. In the same period 1,427 households have presented to the Council as homeless or threatened with homelessness. This represents 67.5% increase in case work prior to the introduction of the Homelessness Reduction Act 2017. On a positive note and despite this increase the numbers of households in temporary accommodation have remained fairly static and for the period to 2018-19 the average

occupancy rate was 171. This compares favourably with 2017-18 when the average was 180.

Period	Homelessness Prevention Targets
<b>Full Year Target</b>	<b>450</b>
<b>Target YTD</b>	<b>375</b>
<b>Achieved - Sept'18</b>	<b>243</b>
<b>Achieved - Oct'18</b>	<b>263</b>
<b>Achieved - Nov'18</b>	<b>313</b>
<b>Achieved - Dec'18</b>	<b>346</b>
<b>Achieved - Jan'19</b>	<b>387</b>
<b>Achieved - Feb'19</b>	<b>426</b>
<b>Final for the year</b>	<b>504</b>

### Analysis of Housing and Temporary Accommodation Outturn

The diagram below shows analysis of the housing outturn for the financial year 2018-19.

Housing	Budget 2018/19 £000	Outturn Variance (Mar'19) £'000	Forecast Variances (Jan'19) £000	Outturn Variances (Mar'18) £000
Temporary Accommodation-Expenditure	2,330	562	574	909
Temporary Accommodation-Client Contribution	(140)	(518)	(532)	(595)
Temporary Accommodation-Housing Benefit Income	(2,000)	(26)	135	(160)
Temporary Accommodation-Subsidy Shortfall	322	455	388	517
Temporary Accommodation- Grant	-	(531)	(481)	(406)
<b>Subtotal Temporary Accommodation</b>	<b>512</b>	<b>(58)</b>	<b>84</b>	<b>259</b>
Housing Other Budgets- Over/(under)spend	1,336	(15)	133	(3)
<b>Total</b>	<b>1,848</b>	<b>(73)</b>	<b>217</b>	<b>256</b>

## **Temporary Accommodation (TA) movement for financial year 2018-19**

The data below shows the number of households i.e. families and single (placements) in temporary accommodation during 2018-19.

Based on data below the service had an average occupancy rate of 171 during 2018-19. This is 15 less than the average number for 2017-18. This downward trend could be due to the onset of the new prevention responsibilities on this service which means that customers are supported before they become homeless.

<b>Temporary Accommodation</b>	<b>Numbers IN</b>	<b>Numbers OUT</b>	<b>Total for the Month</b>
<b>March 2017</b>	-	-	<b>186</b>
<b>March 2018</b>	<b>16</b>	<b>16</b>	<b>165</b>
<b>April 2018</b>	<b>22</b>	<b>17</b>	<b>170</b>
<b>May 2018</b>	<b>21</b>	<b>16</b>	<b>175</b>
<b>June 2018</b>	<b>14</b>	<b>17</b>	<b>172</b>
<b>July 2018</b>	<b>15</b>	<b>12</b>	<b>175</b>
<b>August 2018</b>	<b>16</b>	<b>15</b>	<b>176</b>
<b>September 2018</b>	<b>11</b>	<b>13</b>	<b>174</b>
<b>October 2018</b>	<b>14</b>	<b>20</b>	<b>168</b>
<b>November 2018</b>	<b>14</b>	<b>13</b>	<b>169</b>
<b>December 2018</b>	<b>11</b>	<b>13</b>	<b>167</b>
<b>January 2019</b>	<b>19</b>	<b>15</b>	<b>171</b>
<b>February 2019</b>	<b>13</b>	<b>14</b>	<b>170</b>
<b>March 2019</b>	<b>15</b>	<b>11</b>	<b>174</b>

## **Public Health**

Public Health achieved a breakeven position as predicted despite a further £276k (2.6%) reduction in grant. The gap created by this loss of income has been offset through efficiencies and effective management of commissioning, supplies and services and staffing budgets

During the year Public Health identified pressures in the Sexual Health service due to an increase in activity at some South West London providers and high tariff prices in Sutton and Croydon services. These were successfully mitigated by channel shifting of asymptomatic clients from use of clinics, to online Pan London Services.

However the open access and volatile nature of Sexual Health services will continue to create pressure on future budgets.



## Section 4 Corporate Items

- These budgets cover a wide range of significant areas including treasury management, contingency, contributions to past service deficiency on the pensions fund and contributions from government grants and use of reserves. The details comparing actual expenditure with budget are contained in Appendices 1 and 2. Following the transfer of some underspends to reserves, the summary position is as follows:-

Corporate Items	Current Budget 2018/19 £000s	Full Year Forecast (March) £000s	Forecast Variance at year end (March) £000s	Forecast Variance at year end (Jan.) £000s	2017/18 Year end Variance £000s
<b>Impact of Capital on revenue budget</b>	<b>10,214</b>	<b>10,617</b>	<b>403</b>	<b>527</b>	<b>(103)</b>
Investment Income	(759)	(1,123)	(364)	(272)	408
Pension Fund	3,260	3,006	(254)	(250)	(389)
Pay and Price Inflation	378	0	(378)	(378)	(736)
Contingencies and provisions	2,092	1,078	(1,014)	(1,033)	(2,447)
Income Items	(1,367)	(1,780)	(413)	(624)	(104)
Appropriations/Transfers	6,273	6,266	(6)	0	2,445
<b>Central Items</b>	<b>9,877</b>	<b>7,548</b>	<b>(2,429)</b>	<b>(2,557)</b>	<b>(823)</b>
Levies	938	938	0	0	0
Depreciation and Impairment	(22,917)	(22,913)	4	0	0
<b>TOTAL CORPORATE PROVISIONS</b>	<b>(1,888)</b>	<b>(3,910)</b>	<b>(2,022)</b>	<b>(2,030)</b>	<b>(926)</b>
<b>Add back Transfers to Reserves</b>					
Pay inflation – Corporate			(744)		
Cyber security			(92)		
Balance of Corporate Contingency			(1,398)		
Business Rates Levy Surplus Grant			(543)		
Balance of Redundancy Strain Provision			(862)		
			<b>(5,661)</b>		

From an early stage in the financial year, it became clear that there would be severe pressures on service department budgets, particularly in demand led services such as Adult Social Care and Children's Social Care. It was therefore necessary to monitor corporate provisions carefully throughout 2018/19 in order to offset the forecast overspend as far as possible by underspends in corporate budgets, mainly in contingencies held to provide flexibility in the event of such pressures. The main variances (greater than £100k) in corporate items are:

### Capital Financing Costs (Overspend £0.403m)

There was an overspend mainly due to a change to the forecast for the contribution towards capital financing costs from the South London Waste Project (SLWP). This

reduced from the budgeted contribution of £0.835m to £0.276m in 2018/19. There was also some reprofiling of the capital programme during the year.

Investment income (Underspend £0.364m)

The increase in income is due to improved interest rates and amounts invested than assumed in the budget.

Pension Fund (Underspend £0.254m)

The underspend was mainly due to the non-utilisation of the budget for auto enrolment. These costs were met within service departments' employees budgets.

Corporate Provision for Pay Award (£0.744m)

The budget for the 2018/19 pay award provided for the national average increase of 2.8% but the Council's staffing profile resulted in a smaller average increase. The surplus amount has been taken to reserves and will provide a buffer against future year's pay for which 1% is currently provided.

Provision for Excess Inflation (Underspend £0.378m)

This provision was closely protected during the year as cover for a potential overspend in services which was effectively managed and was not applied as a result.

Corporate Contingency (Underspend £1.398m)

The Corporate Contingency of £1.5m was underutilised as it was held throughout the year as cover for a potential overspend in services which was effectively managed and was not applied as a result.

Loss of income arising from P3/P4 (Underspend £0.200m)

The level of income from these car parks was not impacted by these developments in 2018/19 and the budget was therefore not utilised.

Apprenticeship Levy (Underspend £0.217m)

Our overall pay bill was less than anticipated, therefore a lower levy was charged.

Revenuisation and Miscellaneous (Underspend £0.397m)

This underspend arises mainly from not calling upon a contingency to cover for loss of special and specific government grants.

Pension Fund Strain (Underspend £0.862m)

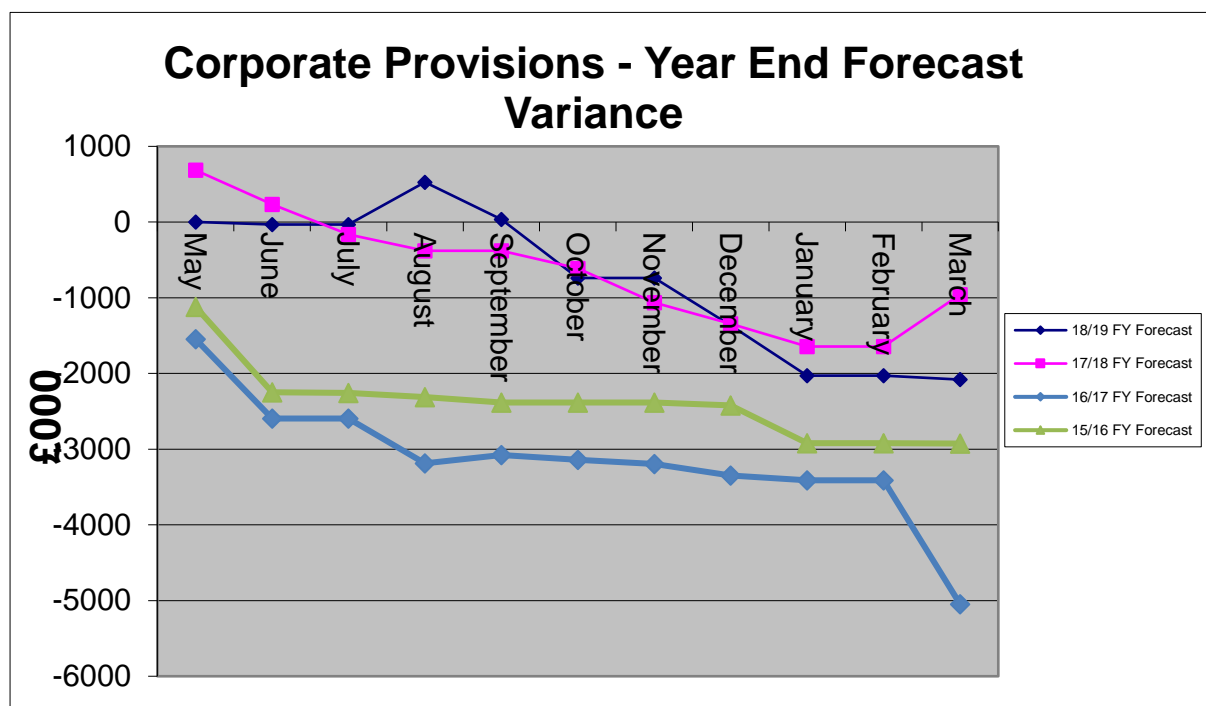
A budget of £1m was provided for the lump sum costs of potential early retirements but only £0.138m was utilised during the year due to careful management with less redundancies and early retirements.

Income items (Underspend £0.480m)

The additional income arose from a review that confirmed that there was a balance of creditors in the accounts not supported by uncleared invoices of c. £624k and it is possible to recoup this credit balance in the current financial year as reported to Standards and General Purposes Committee on 8 November 2018.

### Funding

The level of corporate funding was c. £3.3m more than budgeted. This is largely due to the benefit arising from participation in the 100% Business Rates Retention London pilot pool. As previously reported, the level of business rates income was based on a “No worse” off position but a net payment from the Pool of c £3m and additional net income from Section 31 grants of c £0.3m has resulted based on the latest estimates provided by all members of the pool from the City of London. Final figures will not be known until all borough's NNDR3 returns have been audited.



## Section 5 - Other Information

### Debt Report

The report on debt at year end is provided in Appendix 4

### Quality of forecasting

The quality of forecasting had improved significantly in recent years but the 18/19 outturn is a significant variance compared to the period 10 forecast, the last forecast reported to members. A large part of this is the central contingency which was held to offset demand led overspending but was not needed at the year end.

The forecasting by department and reasons for variances is attached as Appendix 5.

### Narrative Report

CIPFA's 2016/17 Code of Practice requires Authorities to preface Statement of Accounts with a Narrative Report which provides an overview of the performance for the year and commentary on the future strategy and developments in service delivery.

The narrative report is attached as Appendix 6 and has been presented to the External Auditors as part of our Final Accounts 2018/19.

## Section 6 Reserves Position

Usable Reserves	Balance 31st Mar 2017 £000	Transfers out 2017/18 £000	Transfers in 2017/18 £000	Balance at 31st Mar 2018 £000	Transfers out 2018/19 £000	Transfers in 2018/19 £000	Balance at 31st Mar 2019 £000
<b>General Fund:</b>							
Balances held by schools	(8,246)	426	0	(7,820)	351	(627)	(8,096)
General Fund Balances	(12,778)	0	0	(12,778)	0	(1,000)	(13,778)
Earmarked reserves	(41,105)	3,183	(2,200)	(40,122)	18,489	(23,562)	(45,195)
<b>Total General Fund</b>	<b>(62,129)</b>	<b>3,609</b>	<b>(2,200)</b>	<b>(60,720)</b>	<b>18,840</b>	<b>(25,189)</b>	<b>(67,069)</b>
<b>Capital:</b>							
Capital Receipts Reserves (CRR)	(22,986)	12,001	(4,528)	(15,513)	17,320	(11,035)	(9,228)
Capital Grants Unapplied (CGU)	(7,251)	185	(3,413)	(10,479)	7,018	(13,546)	(17,007)
<b>Total Capital</b>	<b>(30,237)</b>	<b>12,186</b>	<b>(7,941)</b>	<b>(25,992)</b>	<b>24,338</b>	<b>(24,581)</b>	<b>(26,235)</b>
<b>Total Usable Reserves</b>	<b>(92,366)</b>	<b>15,795</b>	<b>(10,141)</b>	<b>(86,712)</b>	<b>43,178</b>	<b>(49,770)</b>	<b>(93,304)</b>

Earmarked Reserve	Balance at 31st Mar 2017 £000	Net Transfer (to)/from Reserve £000	Balance at 31st Mar 2018 £000	Transfers out 2018/19 £000	Transfers in 2018/19 £000	Balance at 31st Mar 2019 £000
Outstanding Council Programme Board	(4,919)	374	(4,545)	1,019	(906)	(4,432)
For use in future years' budgets	(7,789)	(2,472)	(10,261)	11,943	(11,363)	(9,680)
Revenue Reserve for Capital/Revenuisation	(6,815)	3,317	(3,498)	0	(1,112)	(4,610)
Renewable energy reserve	(1,522)	1	(1,521)	0	0	(1,521)
Repairs and renewals fund	(1,147)	57	(1,090)	0	(1,000)	(2,090)
Pension fund additional contribution	(497)	44	(453)	0	0	(453)
Local land charges	(1,903)	(135)	(2,038)	0	(220)	(2,258)
Apprenticeships	(302)	42	(260)	167	(1,000)	(1,093)
Community care reserve	(1,386)	(1)	(1,387)	0	0	(1,387)
Local welfare support reserve	(443)	67	(376)	0	0	(376)
Economic development strategy	(101)	99	(2)	2	0	0
Corporate services reserves	(776)	(995)	(1,771)	0	(478)	(2,249)
Spending Review Reserve	0	0	0	0	(3,100)	(3,100)
Wimbledon tennis courts renewal	(127)	(23)	(150)	0	0	(150)
Governor support reserve	(42)	14	(28)	0	0	(28)
Redundancy costs reserve	(600)	600	0	0	0	0
BRS Reserve	(870)	0	(870)	0	0	(870)
New homes bonus scheme	(291)	169	(122)	0	0	(122)
Adult social care contributions	0	(2,160)	(2,160)	594	(2,627)	(4,193)
Culture & environment contributions	(14)	0	(14)	11	(400)	(403)
Culture & environment grants	(250)	(267)	(517)	382	(131)	(266)
Children & education grants	(306)	(119)	(425)	161	(210)	(474)
Housing GF grants	(106)	0	(106)	0	(598)	(704)
Public health grant reserve	(347)	347	0	0	0	0
Insurance reserves	(1,955)	0	(1,955)	0	0	(1,955)
DSG reserve	(3,664)	2,736	(928)	3,837	0	2,909
Refund of school PFI contributions	(100)	100	0	0	0	0
School standard Fund	(6)	(366)	(372)	372	0	0
Schools PFI fund	(4,827)	(421)	(5,248)	0	(382)	(5,630)
CSF Reserves	0	(25)	(25)	0	(35)	(60)
<b>Grand Total</b>	<b>(41,105)</b>	<b>983</b>	<b>(40,122)</b>	<b>18,489</b>	<b>(23,562)</b>	<b>(45,195)</b>

## Section 7 CAPITAL

### Outturn and Budget Management

The table (a) below shows that Total Capital Expenditure for 2018/19 is £31.4 million compared to the total projected by budget managers in November 2018 of £36.4 million (this equates to a negative variance of 13.7%). November is used for capital variances due to the funding decisions taken at this time of the capital programme. This variance is lower than last year and is mainly caused by the Customer Contact and Housing Company Budgets within Corporate Services.

Department	Revised Capital programme (approved November 2018 used in MTFS)	Subsequent Adjustments (taken to Cabinet)	Final Budget 2018-19	Final Outturn	Outturn Variance to Final 2018-19 Budget	November Forecast For Year	November Forecast Variance to Outturn	% Variance to November Forecast	% Variance to Final Budget
Column	£000S	£000S	£000S	£000S	£000S	£000S	£000S	£000S	£000S
	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(8)
					(2)-(4)		(1)-(4)	(5)/(4)	(6)/(4)
Corporate Services	8,636	(1,565)	7,071	4,918	(2,152)	8,632	(3,714)	(43.0)	(30.4)
Community and Housing	1,118	0	1,118	893	(225)	1,118	(225)	(20.2)	(20.2)
Children, Schools & Families	8,124	777	8,901	8,333	(568)	8,124	209	2.6	(6.4)
Environment & Regeneration	18,017	(314)	17,703	17,280	(423)	18,016	(736)	(4.1)	(2.4)
<b>Total</b>	<b>35,895</b>	<b>(1,102)</b>	<b>34,793</b>	<b>31,424</b>	<b>(3,369)</b>	<b>35,890</b>	<b>(4,466)</b>	<b>(12.4)</b>	<b>(9.7)</b>
Leasing/School Capital Loan	528	0	528	0	(528)	528	(528)	(100.0)	(100.0)
<b>Total</b>	<b>36,423</b>	<b>(1,102)</b>	<b>35,321</b>	<b>31,424</b>	<b>(3,897)</b>	<b>36,418</b>	<b>(4,994)</b>	<b>(13.7)</b>	<b>(11.0)</b>

Appendix 2a provides additional information on the individual variances on schemes.

### **Movement in the 2018/19 Original Approved Programme**

The Capital Programme for 2018/19 as approved in March 2016 was £61.3 million. Subsequently, slippage from 2017/18 of £7.1 million was added, and new funding of £16.8 million giving an effective opening programme of £72.4 million. However, during the financial year there was a net reduction in the overall programme mainly from budget being re-profiled into subsequent financial years. These movements are shown in Table (b) below. When final capital outturn is compared to the original capital programme the total slippage is 51%.

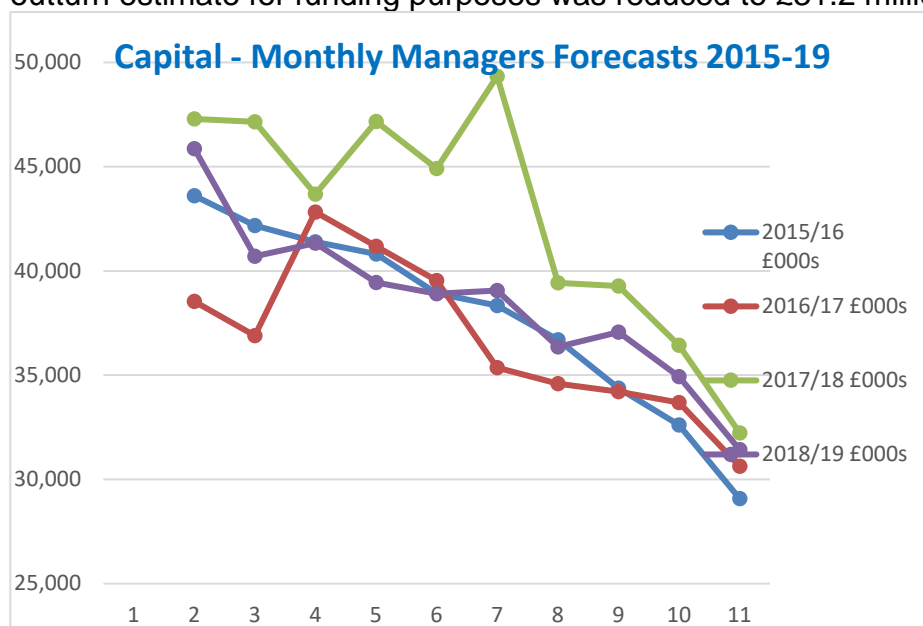
**Table (b) – Movement in the Capital Programme since Approval March 2018 (£000's)**

Depts.	Original Budget 18/19	Net Slippage 2017/18	Adjustments	New External Funding	New Internal Funding	Re-profiling	Revised Budget 2018/19
Corporate Services	23,482	5,051		88	336	*(21,887)	7,071
Community & Housing	773	165	(5)	146	40	0	1,118
Children Schools & Families	15,158	924		1,831	15	(8,532)	9,396
Environment and Regeneration	21,853	919		1,513	114	(6,663)	17,737
<b>Total</b>	<b>61,266</b>	<b>7,059</b>	<b>(5)</b>	<b>3,578</b>	<b>505</b>	<b>(37,081)</b>	<b>35,321</b>

\* Reprofiting includes Housing Company £9.7m, Acquisitions Budget £7.1m, IT Development Budgets £3.0m, and Bidding Fund £1.2m.

### **Capital - Monthly Managers Forecast Spend to Outturn**

The graph below shows the monthly forecasting by managers of the outturn spend on capital over the last 4 years. The forecasting trend during 2018/19 followed the pattern of previous years and there was a continuing problem with the quality of forecasting around November when the Medium Term Financial Strategy is being prepared. The overestimate in spending feeds through into an overestimate of the budget for capital charges in the following year. It should be noted that centrally finance officers adjust the total projected capital spend from departments downwards for optimism bias when funding the programme. This year the outturn estimate for funding purposes was reduced to £31.2 million.





Considerable time was spent with budget managers profiling their budgets in 2018-19 and this has improved the accuracy of forecasting non-corporate items at year end. This work will continue in 2019-20.

### **The Level of Re-Profiling / Slippage from 2018/19**

The table below summaries management proposals for treatment of slippage and overspends from the 2018/19 programme.

**Table (d) – Management Proposals for under/Overspends with the 2018/19 Capital Programme**

Department	Total Year End Variance 2018/19	Reprofiled in December & January	Recommend Accept Slippage	Justification Required	Surrender/ Lease/Loan	Funded from Reserves etc.	Bring Forward from 2019/20
	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Corporate Services	(3,714)	1,565	1,782	302	163	0	(96)
Community and Housing	(225)	0	225	0	0	0	0
Children, Schools & Families	209	(777)	660	0	0	0	(95)
Environment & Regeneration	(736)	314	432	0	38	(14)	(28)
Leasing/School Loans	(528)	0	0	0	528	0	0
<b>Total</b>	<b>(4,994)</b>	<b>1,102</b>	<b>3,100</b>	<b>302</b>	<b>729</b>	<b>(14)</b>	<b>(219)</b>

After offsetting minor under and overspends within the programme four schemes require clawback of budget from 2019-20, this clawback totals £219k. The four schemes are Waste Bins £28k, Cricket Green School Expansion £95k, Replacement Social Care System £62k and Invest to Save £34k. This timing difference in spending and budget provision has been offset by drawing back the budget from 2019/20.

Appendix 2B provides details of the proposed slippage into 2019/20 split by departments.

**Revised Capital Programme 2019-23:** Appendix 2C details the proposed movements in the approved Capital Programme 2019-23 for approval, this is summarised in the two tables below:

Movement in the Approved Capital Programme 2019-20

Department	Original Budget 2019-20	Changes During December 2018 and January 2019 Monitoring	Slippage (Clawback) into 2019-20 from 2018-19	Reprofiled into 2020-21	Virement	New 19-20	Revised Budget 2019-20
Corporate Services	28,857,250	1,499,010	1,685,910	0	0	0	32,042,170
Community and Housing	970,890	0	225,350	0	0	0	1,196,240
Children, Schools and Families	10,202,770	(63,000)	565,810	(1,800,000)	207,000	347,890	9,460,470
Environment and Regeneration	13,498,310	435,850	403,910	0	0	234,920	14,572,990
<b>Total</b>	<b>53,529,220</b>	<b>1,871,860</b>	<b>2,880,980</b>	<b>(1,800,000)</b>	<b>207,000</b>	<b>582,810</b>	<b>57,271,870</b>

Movement in the Approved Capital Programme 2020-23

	2020-21			2021-22			2022-23		
Department	Budget 2020-21	Reprofiled	Revised Budget 2020-21	Budget 2021-22	Reprofiled	Revised Budget 2021-22	Budget 2022-23	Reprofiled	Revised Budget 2022-23
Corporate Services	4,269,980	0	4,269,980	3,870,000	0	3,870,000	14,166,580	1,800,000	15,966,580
Community and Housing	1,118,000	0	1,118,000	913,000	0	913,000	882,000	0	882,000
Children, Schools and Families	5,618,000	0	5,618,000	3,150,000	0	3,150,000	1,900,000	0	1,900,000
Environment and Regeneration	7,782,000	0	7,782,000	7,503,790	0	7,503,790	4,400,890	0	4,400,890
<b>Total</b>	<b>18,787,980</b>	<b>0</b>	<b>18,787,980</b>	<b>15,436,790</b>	<b>0</b>	<b>15,436,790</b>	<b>21,349,470</b>	<b>1,800,000</b>	<b>23,149,470</b>

## 8 CONSULTATION UNDERTAKEN OR PROPOSED

8.1 All relevant bodies have been consulted.

## 9 TIMETABLE

9.1 In accordance with current financial reporting timetables.

## 10. FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

10.1 All relevant implications have been addressed in the report.

## 11. LEGAL AND STATUTORY IMPLICATIONS

11.1 All relevant implications have been addressed in the report.

## 12 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

12.1 Not applicable

## 13 CRIME AND DISORDER IMPLICATIONS

13.1 Not applicable

## 14. RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

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

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

Appendix 1	Corporate items
Appendix 2A	Capital Programme Outturn Position 2018/19
Appendix 2B	Proposed Budget to be Slipped to 2019/20
Appendix 2C&C1	Current Capital Programme 2019-23 including Slippage
Appendix 3	Progress on savings 18/19
Appendix 3A	Progress on savings 17/18 Debt
Appendix 4	Report
Appendix 5	Quality of 18/19 forecasting
Appendix 6	Narrative Report
Appendix 7	Establishment control

**16 BACKGROUND PAPERS**

16.1 Budgetary Control files held in the Corporate Services department.

**17. REPORT AUTHOR**

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## APPENDIX 1

3E.Corporate Items	Council 2018/19 £000s	Original Budget 2018/19 £000s	Current Budget 2018/19 £000s	Year to Date Budget (March.) £000s	Year to Date Actual (March) £000s	Full Year Forecast (March) £000s	Forecast Variance at year end (March) £000s	Forecast Variance at year end (Jan.) £000s	Outturn Variance 2017/18 £000s
Cost of Borrowing	8,403	8,403	10,214	10,214	10,617	10,617	403	527	(103)
<b>Revenue Impact of Capital</b>	<b>8,403</b>	<b>8,403</b>	<b>10,214</b>	<b>10,214</b>	<b>10,617</b>	<b>10,617</b>	<b>403</b>	<b>527</b>	<b>(103)</b>
<b>Investment Income</b>	<b>(759)</b>	<b>(759)</b>	<b>(759)</b>	<b>(759)</b>	<b>(1,123)</b>	<b>(1,123)</b>	<b>(364)</b>	<b>(272)</b>	<b>408</b>
<b>Pension Fund</b>	<b>3,346</b>	<b>3,346</b>	<b>3,260</b>	<b>3,260</b>	<b>3,006</b>	<b>3,006</b>	<b>(254)</b>	<b>(250)</b>	<b>(389)</b>
Corporate Provision -Pay	2,108	2,108	0	0	0	0	0	0	0
Excess inflation Provision	378	378	378	378	0	0	(378)	(378)	(436)
Utilities Inflation Provision	0	0	0	0	0	0	0	0	(300)
<b>Pay and Price Inflation</b>	<b>2,486</b>	<b>2,486</b>	<b>378</b>	<b>378</b>	<b>0</b>	<b>0</b>	<b>(378)</b>	<b>(378)</b>	<b>(736)</b>
Contingency	1,500	1,500	102	102	102	102	(0)	(500)	(1,500)
Single Status/Equal Pay	100	100	100	100	16	16	(84)	(50)	(96)
Bad Debt Provision	500	500	500	500	467	467	(33)	0	395
Loss of income arising from P3/P4	200	200	200	200	0	0	(200)	(200)	(400)
Loss of HB Admin grant	179	179	83	83	0	0	(83)	(83)	(179)
Apprenticeship Levy	450	450	450	450	233	233	(217)	(200)	(235)
Revenuisation/Misc.	1,361	1,361	657	657	260	260	(397)	0	(432)
<b>Contingencies/provisions</b>	<b>4,291</b>	<b>4,291</b>	<b>2,092</b>	<b>2,092</b>	<b>1,078</b>	<b>1,078</b>	<b>(1,014)</b>	<b>(1,033)</b>	<b>(2,447)</b>
Other income	0	0	0	0	(410)	(410)	(410)	(624)	(56)
CHAS IP/Dividend	(1,367)	(1,367)	(1,367)	(1,367)	(1,370)	(1,370)	(3)	0	(48)
<b>Income items</b>	<b>(1,367)</b>	<b>(1,367)</b>	<b>(1,367)</b>	<b>(1,367)</b>	<b>(1,780)</b>	<b>(1,780)</b>	<b>(413)</b>	<b>(624)</b>	<b>(104)</b>
Appropriations: CS Reserves	0	0	72	72	72	72	0	0	0
Appropriations: E&R Reserves	4	4	234	234	234	234	0	0	2
Appropriations: CSF Reserves	49	49	343	343	343	343	(0)	0	0
Appropriations: C&H Reserves	(104)	(104)	511	511	511	511	0	0	(600)
Appropriations:Public Health Reserves	(1,200)	(1,200)	0	0	0	0	0	0	600
Appropriations:Corporate	(91)	(91)	5,112	5,112	5,106	5,106	(6)	0	2,443
<b>Appropriations/Transfers</b>	<b>(1,342)</b>	<b>(1,342)</b>	<b>6,273</b>	<b>6,273</b>	<b>6,266</b>	<b>6,266</b>	<b>(6)</b>	<b>0</b>	<b>2,445</b>
<b>Depreciation/Impairment</b>	<b>(19,008)</b>	<b>(19,008)</b>	<b>(22,917)</b>	<b>(22,917)</b>	<b>(22,913)</b>	<b>(22,913)</b>	<b>4</b>	<b>0</b>	<b>0</b>
<b>Central Items</b>	<b>(3,950)</b>	<b>(3,950)</b>	<b>(2,826)</b>	<b>(2,826)</b>	<b>(4,848)</b>	<b>(4,848)</b>	<b>(2,022)</b>	<b>(2,030)</b>	<b>(926)</b>
<b>Levies</b>	<b>938</b>	<b>938</b>	<b>938</b>	<b>938</b>	<b>938</b>	<b>938</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL CORPORATE PROVISIONS</b>	<b>(3,012)</b>	<b>(3,012)</b>	<b>(1,888)</b>	<b>(1,888)</b>	<b>(3,910)</b>	<b>(3,910)</b>	<b>(2,022)</b>	<b>(2,030)</b>	<b>(926)</b>

Description	Final Budget 2017-18	Outturn 2018-19	Variance	Reason for Variance
<b>Corporate Services</b>				
<b>Customer, Policy &amp; Improvement</b>				
00000006 Customer Contact Programme	400,000	98,186.88	(301,813.12)	Actual Spend below that Forecast
00001375 Customer Contact - Echo Integr	100,300	26,647.79	(73,652.21)	Actual Spend below that Forecast
<b>Facilities Management - Works to Other Buildings</b>				
00000066 Morden Park House Courtyard	45,040	17,919.57	(27,120.43)	Actual Spend below that Forecast
00000627 Capital Building Works	216,250	163,927.81	(52,322.19)	Actual Spend below that Forecast
00000911 Asbestos Safety Works	250,000	47,279.63	(202,720.37)	Actual Spend below that Forecast
00000912 Water Safety Works	100,000	90,850.59	(9,149.41)	Actual Spend below that Forecast
<b>Facilities Management - Civic Centre</b>				
00000627 Capital Building Works	83,750	83,746.00	(4.00)	
00000019 Civic Centre Boilers	100,000	98,525.00	(1,475.00)	
00000021 Civic Centre Staff Entrance	198,610	87,153.50	(111,456.50)	Actual Spend below that Forecast
00000024 Civic Centre Block Paving	69,820	1,097.84	(68,722.16)	Actual Spend below that Forecast
00001376 Regulatory System	25,000	17,627.40	(7,372.60)	Actual Spend below that Forecast
00001395 Improve and adapt cmttee rooms	88,000	2,894.40	(85,105.60)	Actual Spend below that Forecast
<b>Facilities Management - Invest to Save</b>				
00000000 Project General	2,037,750	2,071,315.48	33,565.48	Will draw on budget for 2019-20 to fund
<b>Business Systems</b>				
00000008 Environmental Asset Management	26,240	447.00	(25,793.00)	Actual Spend below that Forecast
00000698 Planning&Public Protection Sys	138,000	117,776.17	(20,223.83)	Actual Spend below that Forecast
00001026 e-Forms Platform Transition	0	1,811.00	1,811.00	
00001376 Regulatory System	71,250	49,976.31	(21,273.69)	Actual Spend below that Forecast
00001377 Parking System	20,000	0.00	(20,000.00)	Actual Spend below that Forecast
00000011 Replacement SC System	62,500	124,757.90	62,257.90	Will draw on budget for 2019-20 to fund
<b>Infrastructure &amp; Technology</b>				
00000628 Disaster recovery	394,290	393,637.80	(652.20)	
00000000 Project General	208,570	194,581.98	(13,988.02)	Actual Spend below that Forecast
00000020 Data Centre Support Equipment	10,000	0.00	(10,000.00)	Actual Spend below that Forecast
00000032 PABX Replacement	776,000	516,924.74	(259,075.26)	Actual Spend below that Forecast
00000046 Network Switch Upgrade	0	291.35	291.35	
00000629 IT Equipment	510,000	519,827.40	9,827.40	
<b>Resources</b>				
00001370 e5.5 Project	97,000	72,029.13	(24,970.87)	Actual Spend below that Forecast
00000013 ePayments Project	32,050	0.00	(32,050.00)	Scheme delayed to May/June 2019
00000729 Kofax Scanning	82,800	54,000.00	(28,800.00)	Actual Spend below that Forecast
<b>Corporate Items</b>				
00000000 Acquisitions Budget	66,500	65,000.00	(1,500.00)	
00000000 Housing Company	861,000	0.00	(861,000.00)	£161k accounted for outside the Capital Programme, £700k Slippage on the programme
<b>Total Corporate Services</b>	<b>7,070,720</b>	<b>4,918,232.67</b>	<b>(2,152,487.33)</b>	
<b>Community and Housing</b>				
<b>Adult Social Care</b>				
00000031 Telehealth	43,750	0.00	(43,750.00)	Start of Scheme delayed to 2019-20
<b>Housing</b>				
00000000 Disabled Facilities Grant	917,520	826,251.98	(91,268.02)	Actual Spend below that Forecast
<b>Libraries</b>				
00000037 Colliers Wood Library Re-Fit	21,240	7,483.72	(13,756.28)	Actual Spend below that Forecast
00000039 Library Management System	135,500	58,869.90	(76,630.10)	Actual Spend below that Forecast
<b>Total Community and Housing</b>	<b>1,118,010</b>	<b>892,605.60</b>	<b>(225,404.40)</b>	

Description		Final Budget 2017-18	Outturn 2018-19	Variance	Reason for Variance
<b>Children, Schools and Families</b>					
<b>Primary</b>					
00000880	Hollymount - Schools Capital maint	59,000	59,004.69	4.69	
00000880	Hatfeild - Schools Capital maintena	41,000	40,842.90	(157.10)	
01200042	Hatfield School Expansion	0	0.47	0.47	
00000880	Joseph Hood - Schools Capital mai	2,900	2,835.90	(64.10)	
00000880	Dundonald - Schools Capital mainte	29,490	29,379.82	(110.18)	
01150042	Dundonald School Expansion	30,700	(445.43)	(31,145.43)	Programme slipped to Forecast
00000880	Merton Abbey - Schools Capital m	50,560	50,164.86	(395.14)	
00000880	Poplar - Schools Capital maintenanc	47,590	47,591.40	1.40	
01340042	Poplar School Expansion	0	(3,745.00)	(3,745.00)	
00000880	Wimbledon Park - Schools Capital r	43,580	41,780.64	(1,799.36)	
00000880	Morden - Schools Capital maintena	76,380	72,406.05	(3,973.95)	
00000880	Cranmer - Schools Capital maintena	54,600	54,596.45	(3.55)	
00000880	Gorrington Park - Schools Capital mai	30,670	30,655.40	(14.60)	
00000880	Haslemere - Schools Capital mainte	52,230	52,216.70	(13.30)	
00000880	Liberty - Schools Capital maintenanc	74,440	60,855.35	(13,584.65)	Programme slipped to Forecast
01370042	Singlegate School Expansion	11,000	0.00	(11,000.00)	Programme slipped to Forecast
00000880	St Marks - Schools Capital mainten	100,920	101,402.67	482.67	
00000880	Lonsome - Schools Capital mainte	81,290	79,989.41	(1,300.59)	
00000880	Stanford - Schools Capital mainten	112,700	114,406.81	1,706.81	
<b>Secondary</b>					
00000880	Harris Academy Morden - Schools	104,000	65,435.60	(38,564.40)	Programme slipped to Forecast
00000044	Harris Academy Merton	444,090	439,523.02	(4,566.98)	
00000073	Raynes Park Synthetic Pitch	495,000	0.00	(495,000.00)	Accounted for outside the Capital Programme
00000880	Raynes Park - Schools Capital main	79,000	74,105.10	(4,894.90)	
00000880	Ricards Lodge - Schools Capital ma	15,000	14,314.30	(685.70)	
00000880	Rutlish - Schools Capital maintenanc	21,500	21,281.54	(218.46)	
00000044	Harris Academy Merton	0	405.00	405.00	
00000048	Harris Academy Wimbledon	3,641,840	3,244,639.84	(397,200.16)	Programme slipped to Forecast
<b>Special</b>					
01800042	Perseid School Expansion	1,271,120	1,219,906.70	(51,213.30)	Programme slipped to Forecast
00000880	Cricket Green - Schools Capital mai	0	0.00	0.00	
01790042	Cricket Green School Expansion	1,200,000	1,294,570.57	94,570.57	Will draw on budget for 2019-20 to fund
00000697	Further SEN Provision	100,020	0.00	(100,020.00)	Programme slipped to Forecast
<b>Other</b>					
00000053	Children's Safeguarding	58,310	57,866.00	(444.00)	
00000631	Devolved Formula Capital	1,067,250	1,067,250.00	0.00	
<b>Total Children, Schools and Families</b>		<b>9,396,180</b>	<b>8,333,236.76</b>	<b>(1,062,943.24)</b>	

Description	Final Budget 2017-18	Outturn 2018-19	Variance	Reason for Variance
<b>Environmental and Regeneration</b>				
<b>Public Protection &amp; Development</b>				
00000000 On Street Parking - P&D	36,720	36,720.00	0.00	
00000000 CCTV Investment	33,730	33,725.00	(5.00)	
00000644 CCTV (match funding)	39,490	34,396.00	(5,094.00)	
00001366 Schools ANPR Project	190,480	134,021.03	(56,458.97)	Programme slipped to Forecast
<b>Street Scene &amp; Waste</b>				
00000643 Replacement of Fleet Vehicles	472,600	426,602.60	(45,997.40)	Programme slipped to Forecast
00000000 GPS Vehicle Tracking Equipment	0	2,460.24	2,460.24	
00000000 Alley Gating Scheme	25,000	18,717.27	(6,282.73)	
00000000 Smart Bin Leases - Street Scen	0	401.00	401.00	
00000127 Smart Bin Leases - Street Scen	5,500	0.00	(5,500.00)	Funded outside the Capital Programme
00000000 Waste SLWP - Project General	56,230	38,544.97	(17,685.03)	Programme slipped to Forecast
00000075 Waste Bins	1,884,730	1,913,008.55	28,278.55	Will draw on budget for 2019-20 to fund
00000643 Replacement of Fleet Vehicles	2,670,000	2,669,535.47	(464.53)	
<b>Highways</b>				
00000642 Street Tree Programme	57,690	31,656.40	(26,033.60)	Programme slipped to Forecast
00001374 Raynes Park Station Pub Realm	26,110	0.00	(26,110.00)	Programme slipped to Forecast
00000098 s106 Mawson Close (B719)	0	163.30	163.30	
00000101 Street Lighting Replacement Pr	287,070	338,290.10	51,220.10	Funded from underspends elsewhere in the programme
00000103 Accessibility Programme	166,700	155,504.16	(11,195.84)	Programme slipped to Forecast
00000105 Casualty Reduction & Schools	275,800	275,877.47	77.47	
00000117 Traffic Schemes	142,720	134,189.18	(8,530.82)	
00000144 Surface Water Drainage	69,300	53,304.26	(15,995.74)	Programme slipped to Forecast
00000149 20mph Zone - TFL	74,000	74,214.03	214.03	
00000634 Repairs to Footways	975,930	964,308.03	(11,621.97)	Programme slipped to Forecast
00000638 Maintain AntiSkid and Coloured	86,600	88,362.43	1,762.43	
00000639 Borough Roads Maintenance	1,655,290	1,654,185.49	(1,104.51)	
00000645 Highways bridges & structures	150,000	148,507.71	(1,492.29)	
00000726 TfL Principal Road Maint	100,000	100,000.00	0.00	
00000728 B706 Boxley Road	13,810	7,306.68	(6,503.32)	
00000917 Safer Walking Routes/Streets	2,000	0.00	(2,000.00)	
00000918 School part time road closure	14,000	10,579.41	(3,420.59)	
00000924 Commonsides East/Windmill Rd	28,970	32,737.63	3,767.63	
<b>Transport Improvements</b>				
00000095 TfL Cycle Quietways	60,150	9,067.40	(51,082.60)	Programme slipped to Forecast
00000104 Cycle access/parking	60,000	59,296.02	(703.98)	
00000109 Cycle Improvements	54,830	54,850.00	20.00	
00000686 Beddington Lane Cycle Route	126,000	126,395.08	395.08	
00000916 Cycle Improve Residential Stre	180,000	179,063.03	(936.97)	
00000113 Mitcham Town Centre	33,900	28,448.92	(5,451.08)	
01860000 Figges Marsh	105,000	113,007.84	8,007.84	
<b>Regeneration</b>				
00000091 Mitcham Major schemes - TfL	14,360	14,369.11	9.11	
00000689 Canons - Parks for People	122,000	103,745.90	(18,254.10)	Programme slipped to Forecast
00001372 Crowded Places-Hostile Vehicl	66,290	41,592.49	(24,697.51)	Programme slipped to Forecast
00000093 Wandle Project	217,050	196,355.48	(20,694.52)	Programme slipped to Forecast
00000102 Shop Front Improvement	343,000	250,831.00	(92,169.00)	Programme slipped to Forecast
<b>Property Management</b>				
00000000 Property Management Enhancemen	41,840	41,841.30	1.30	
<b>Leisure and Culture</b>				
00810081 Morden Leisure Centre	5,864,530	5,848,144.17	(16,385.83)	Programme slipped to Forecast
00000083 Wimbledon Park Lake De-Silting	33,000	7,145.00	(25,855.00)	Programme slipped to Forecast
00000640 Leisure Centre Plant & Machine	204,010	190,013.42	(13,996.58)	Programme slipped to Forecast
00001326 Polka Theatre S106	149,950	149,950.00	0.00	
<b>Parks Investment</b>				
00000057 Parks Bins - Finance Lease	27,500	0.00	(27,500.00)	Funded outside the Capital Programme
00000445 S106 Ravensbury Park Open Space	87,000	97,240.00	10,240.00	
00000635 Parks Investment	304,090	310,128.43	6,038.43	Funded from underspends elsewhere in the programme
00000689 Canons - Parks for People	101,000	81,244.74	(19,755.26)	
<b>Total Environmental and Regeneration</b>	<b>17,735,970</b>	<b>17,280,047.74</b>	<b>(455,922.26)</b>	
<b>Total Capital</b>	<b>35,320,880</b>	<b>31,456,757.23</b>	<b>(3,864,122.77)</b>	



## Proposed Budget to be slipped 2017/18 to 2018/19

Description	£	Justification
<b>Total Slippage</b>	<b>2,880,980</b>	
<b>Corporate Services</b>		
Customer Contact Programme	0	
Customer Contact - Echo Integr	73,650	Required to complete integration works
Asbestos	202,720	Will be used to undertake Asbestos works
Capital Building Works	52,330	Delayed results from conditions survey
Water Safety Works	9,150	Will be used to undertake Water Safety works
Morden Park House Coutyard	27,120	Spend below that forecast, scheme to be completed in 19-20
Civic Centre Boilers	1,480	Spend below that forecast, scheme to be completed in 19-20
Civic Centre Staff Entrance	111,460	Spend below that forecast, scheme to be completed in 19-20
Civic Centre Block Pavement	68,720	Spend below that forecast, scheme to be completed in 19-20
Invest to Save	(33,560)	Spend ahead of profile draw down from 19-20 Budgets
Regulatory Services	7,370	Spend below that forecast, scheme to be completed in 19-20
Improve and Adapt Committee Rooms	85,110	Spend below that forecast, scheme to be completed in 19-20
Environmental Asset Management	25,790	Spend below that forecast, scheme to be completed in 19-20
Planning&Public Protection Sys	20,220	Spend below that forecast, scheme to be completed in 19-20
Regulatory System	21,270	Spend below that forecast, scheme to be completed in 19-20
Parking System	20,000	Start of the scheme delayed to 2019-20
Replacement SC System	(62,260)	Spend ahead of profile draw down from 19-20 Budgets
Data Centre Support Equipment	10,000	Start of the scheme delayed to 2019-20
PABX Replacement	259,080	Spend below that forecast, scheme to be completed in 19-20
e5.5 Project	24,970	Spend below that forecast, scheme to be completed in 19-20
ePayments Project	32,050	Spend below that forecast, scheme to be completed in 19-20
Kofax Scanning	28,800	Spend below that forecast, scheme to be completed in 19-20
Housing Company	700,440	Spend below that forecast, scheme continues in 19-20
<b>Total Corporate Services</b>	<b>1,685,910</b>	
<b>Community and Housing</b>		
Telehealth	43,750	Start of the scheme delayed to 2019-20
Disabled Facilities Grant	91,270	Spend below that forecast, Council funding for scheme continues in 19-20
Colliers Wood Library Re-Fit	13,700	Spend below that forecast, scheme to be completed in 19-20
Library Management System	76,630	Spend below that forecast, scheme to be completed in 19-20
<b>Total Community and Housing</b>	<b>225,350</b>	
<b>Children, Schools and Families</b>		
Dundonald School Expansion	31,150	Spend below that forecast, scheme continues in 19-20
Liberty - Schools Capital maintenance	13,580	Spend below that forecast, scheme continues in 19-20
Singlegate School Expansion	11,000	Spend below that forecast, scheme continues in 19-20
Lonesome - Schools Capital maintenance	1,300	Spend below that forecast, scheme continues in 19-20
Wimbledon Park - Schools Capital maintenance	1,800	Spend below that forecast, scheme continues in 19-20
Morden - Schools Capital maintenance	3,970	Spend below that forecast, scheme continues in 19-20
Children's Safeguarding	440	Spend below that forecast, scheme continues in 19-20
Harris Academy Morden - Schools Capital maintenance	38,560	Spend below that forecast, scheme continues in 19-20
Harris Academy Merton	4,570	Spend below that forecast, scheme continues in 19-20
Raynes Park - Schools Capital maintenance	4,890	Spend below that forecast, scheme continues in 19-20
Ricards Lodge - Schools Capital maintenance	690	Spend below that forecast, scheme continues in 19-20
Harris Academy Wimbledon	397,200	Spend below that forecast, scheme continues in 19-20
Perseid School Expansion	51,210	Spend below that forecast, scheme continues in 19-20
Cricket Green School Expansion	(94,570)	Spend ahead of profile draw down from 19-20 Budgets
Further SEN Provision	100,020	Spend below that forecast, scheme continues in 19-20
<b>Total Children, Schools and Families</b>	<b>565,810</b>	



## Proposed Budget to be slipped 2017/18 to 2018/19

Description	£	Justification
<b>Environment and Regeneration</b>		
CCTV (match funding)	10,340	Section 106 Funded Scheme that has Slipped into 19-20
Schools ANPR Project	56,460	Spend below that forecast, scheme to be completed in 19-20
Replacement of Fleet Vehicles	37,660	Bailiff Vehicles ordered in 2018-19 delivered in 19-20
Waste SLWP - Project General	17,690	Required as part of SLWP Contract to be slipped into 19-20
Waste Bins	(28,280)	Spend ahead of profile draw down from 19-20 Budgets
Raynes Park Station Pub Realm	26,110	Section 106 Funded Scheme that has Slipped into 19-20
Transport for London	66,090	TfL Scheme Slipped into 19-20
Canons - Parks for People	18,250	HLF Funded Scheme which has slipped
Crowded Places-Hostile Vehicle	24,700	Funded by Network Rail - scheme has slipped into 19-20
Wandle Project	20,690	Section 106 Funded Scheme that has Slipped into 19-20
Shop Front Improvement	92,170	Neighbourhood CIL Funded Scheme
Morden Leisure Centre	16,400	Spend below that forecast, scheme to be completed in 19-20
Wimbledon Park Lake De-Silting	25,870	Spend below that forecast, scheme continues in 19-20
Canons - Parks for People	19,760	HLF Funded Scheme which has slipped
<b>Total Environment and Regeneration</b>	<b>403,910</b>	

Movement in the Approved Capital Programme 2019-20

Department	Budget 2019-20	Changes During December 2018 and January 2019 Monitoring	Slippage (Clawback) into 2019-20 from 2018-19	Reprofiled into 2020-21	Virement	New 19-20	Revised Budget 2019-20
<b>Corporate Services</b>							
Customer Contact Programme	250,000	1,499,010	0	0	0	0	1,749,010
Customer Contact - Echo Integr	0	0	73,650	0	0	0	73,650
Morden Park House Courtyard	0	0	27,120	0	0	0	27,120
Other Buildings - Capital Building Works	650,000	0	52,330	0	0	0	702,330
Other Buildings - Asbestos Safety Works	0	0	202,720	0	0	0	202,720
Other Buildings - Water Safety Works	0	0	9,150	0	0	0	9,150
Civic Centre Boilers	200,000	0	1,480	0	0	0	201,480
Civic Centre Staff Entrance	0	0	111,460	0	0	0	111,460
Civic Centre Lightning Upgrade	300,000	0	0	0	0	0	300,000
Civic Centre Block Paving	0	0	68,720	0	0	0	68,720
Regulatory System - Accommodation Works	0	0	7,370	0	0	0	7,370
Improve and adapt cmttee rooms	0	0	85,110	0	0	0	85,110
Invest to Save schemes	300,000	0	(33,560)	0	0	0	266,440
Aligned Assets	75,000	0	0	0	0	0	75,000
Environmental Asset Management	0	0	25,790	0	0	0	25,790
Revenue and Benefits	400,000	0	0	0	0	0	400,000
Capita Housing	100,000	0	0	0	0	0	100,000
ePayments Project	0	0	32,050	0	0	0	32,050
Planning&Public Protection Sys	329,730	0	20,220	0	0	0	349,950
Spectrum Spatial Analyst Repla	50,000	0	0	0	0	0	50,000
Regulatory System IT Implementation	0	0	21,270	0	0	0	21,270
Parking System	106,000	0	20,000	0	0	0	126,000
Youth Justice IT Systems	100,000	0	0	0	0	0	100,000
Replacement SC System	487,500	0	(62,260)	0	0	0	425,240
Planned Replacement programme	880,000	0	0	0	0	0	880,000
Data Centre Support Equipment	290,000	0	10,000	0	0	0	300,000
PABX Replacement	0	0	259,080	0	0	0	259,080
Network Switch Upgrade	200,000	0	0	0	0	0	200,000
IT Equipment	100,000	0	0	0	0	0	100,000
Office 365	815,000	0	0	0	0	0	815,000
Financial Systems - e5.5 Project	0	0	24,970	0	0	0	24,970
Kofax Scanning	0	0	28,800	0	0	0	28,800
Westminster Coroners Court	460,000	0	0	0	0	0	460,000
Housing Company	22,764,020	0	700,440	0	0	0	23,464,460
<b>Total Corporate Services</b>	<b>28,857,250</b>	<b>1,499,010</b>	<b>1,685,910</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>32,042,170</b>

Movement in the Approved Capital Programme 2019-20

Department	Budget 2019-20	Changes During December 2018 and January 2019 Monitoring	Slippage (Clawback) into 2019-20 from 2018-19	Reprofiled into 2020- 21	Virement	New 19-20	Revised Budget 2019-20
<b>Corporate Services</b>							
Customer Contact Programme	250,000	1,499,010	0	0	0	0	1,749,010
Customer Contact - Echo Integr	0	0	73,650	0	0	0	73,650
Morden Park House Courtyard	0	0	27,120	0	0	0	27,120
Other Buildings - Capital Building Works	650,000	0	52,330	0	0	0	702,330
Other Buildings - Asbestos Safety Works	0	0	202,720	0	0	0	202,720
Other Buildings - Water Safety Works	0	0	9,150	0	0	0	9,150
Civic Centre Boilers	200,000	0	1,480	0	0	0	201,480
Civic Centre Staff Entrance	0	0	111,460	0	0	0	111,460
Civic Centre Lightning Upgrade	300,000	0	0	0	0	0	300,000
Civic Centre Block Paving	0	0	68,720	0	0	0	68,720
Regulatory System - Accommodation Works	0	0	7,370	0	0	0	7,370
Improve and adapt cmttee rooms	0	0	85,110	0	0	0	85,110
Invest to Save schemes	300,000	0	(33,560)	0	0	0	266,440
Aligned Assets	75,000	0	0	0	0	0	75,000
Environmental Asset Management	0	0	25,790	0	0	0	25,790
Revenue and Benefits	400,000	0	0	0	0	0	400,000
Capita Housing	100,000	0	0	0	0	0	100,000
ePayments Project	0	0	32,050	0	0	0	32,050
Planning&Public Protection Sys	329,730	0	20,220	0	0	0	349,950
Spectrum Spatial Analyst Repla	50,000	0	0	0	0	0	50,000
Regulatory System IT Implementation	0	0	21,270	0	0	0	21,270
Parking System	106,000	0	20,000	0	0	0	126,000
Youth Justice IT Systems	100,000	0	0	0	0	0	100,000
Replacement SC System	487,500	0	(62,260)	0	0	0	425,240
Planned Replacement programme	880,000	0	0	0	0	0	880,000
Data Centre Support Equipment	290,000	0	10,000	0	0	0	300,000
PABX Replacement	0	0	259,080	0	0	0	259,080
Network Switch Upgrade	200,000	0	0	0	0	0	200,000
IT Equipment	100,000	0	0	0	0	0	100,000
Office 365	815,000	0	0	0	0	0	815,000
Financial Systems - e5.5 Project	0	0	24,970	0	0	0	24,970
Kofax Scanning	0	0	28,800	0	0	0	28,800
Westminster Coroners Court	460,000	0	0	0	0	0	460,000
Housing Company	22,764,020	0	700,440	0	0	0	23,464,460
<b>Total Corporate Services</b>	<b>28,857,250</b>	<b>1,499,010</b>	<b>1,685,910</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>32,042,170</b>

Movement in the Approved Capital Programme 2019-20

Department	Budget 2019-20	Changes During December 2018 and January 2019 Monitoring	Slippage (Clawback) into 2019-20 from 2018-19	Reprofiled into 2020- 21	Virement	New 19-20 incl TFL Adjustmen ts	Revised Budget 2019-20
<b>Community and Housing</b>							
Telehealth	0	0	43,750	0	0	0	43,750
Disabled Facilities Grant	735,890	0	91,270	0	0	0	827,160
Colliers Wood Library Re-Fit	0	0	13,700	0	0	0	13,700
West Barnes Library Re-Fit	200,000	0	0	0	0	0	200,000
Public Toilet Mitcham Library	35,000	0	0	0	0	0	35,000
Library Management System	0	0	76,630	0	0	0	76,630
<b>Total Community and Housing</b>	<b>970,890</b>	<b>0</b>	<b>225,350</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,196,240</b>

Department	Budget 2019-20	Changes During December 2018 and January 2019 Monitoring	Slippage (Clawback) into 2019-20 from 2018-19	Reprofiled into 2020-21	Virement	New 19-20 incl TTL Adjustments	Revised Budget 2019-20
<b>Children, Schools and Families</b>							
Hollymount - Schools Capital maintenance	0	0	0	0	16,240	0	16,240
West Wimb. - Schools Capital maintenance	0	0	0	0	70,370	0	70,370
Hatfeild - Schools Capital maintenance	0	0	0	0	87,150	0	87,150
Hillcross - Schools Capital maintenance	0	0	0	0	232,740	0	232,740
Joseph Hood - Schools Capital maintenance	0	0	0	0	21,800	0	21,800
Joseph Hood - Healthy Schools	0	0	0	0	20,000	0	20,000
Dundonald School Expansion	0	0	31,150	0	0	0	31,150
Garfield - Schools Capital maintenance	0	0	0	0	75,780	0	75,780
Merton Abbey - Schools Capital maintenance	0	0	0	0	23,790	0	23,790
Pelham - Schools Capital maintenance	0	0	0	0	37,890	0	37,890
Poplar - Schools Capital maintenance	0	0	0	0	27,070	0	27,070
Wimb. Chase - Schools Capital maintenance	0	0	0	0	75,780	0	75,780
Wimb. Park - Schools Capital maintenance	0	0	1,800	0	0	0	1,800
Abbotsbury - Schools Capital maintenance	0	0	0	0	59,540	0	59,540
Abbotsbury - Healthy Schools	0	0	0	0	12,000	0	12,000
Morden - Schools Capital maintenance	0	0	3,970	0	0	0	3,970
Bond - Schools Capital maintenance	0	0	0	0	86,600	0	86,600
Bond - Healthy Schools	0	0	0	0	30,000	0	30,000
Cranmer - Schools Capital maintenance	0	0	0	0	97,430	0	97,430
Gorrington - Healthy Schools	0	0	0	0	10,000	0	10,000
Haslemere - Schools Capital maintenance	0	0	0	0	102,840	0	102,840
Liberty - Schools Capital maintenance	0	0	13,580	0	48,720	0	62,300
Liberty - Healthy Schools	0	0	0	0	15,000	0	15,000
Links - Schools Capital maintenance	0	0	0	0	32,480	0	32,480
Links - Healthy Schools	0	0	0	0	25,000	0	25,000
Singlegate School Expansion	0	0	11,000	0	0	0	11,000
St Marks - Schools Capital maintenance	0	0	0	0	54,130	0	54,130
Lonesome - Schools Capital maintenance	0	0	1,300	0	0	0	1,300
Lonesome - Healthy Schools	0	0	0	0	20,000	0	20,000
Sherwood - Schools Capital maintenance	0	0	0	0	54,130	0	54,130
William Morris - Schools Capital maintenance	0	0	0	0	86,600	0	86,600
William Morris - Healthy Schools	0	0	0	0	15,000	0	15,000
Unallocated - Schools Capital maintenance	1,900,000	(63,000)	0	0	(1,693,840)	0	143,160
Harris Academy Morden - Schools Capital maintenance	0	0	38,560	0	0	0	38,560
Harris Academy Merton	0	0	4,570	0	0	0	4,570
Raynes Park - Schools Capital maintenance	0	0	4,890	0	62,790	0	67,680
Ricards Lodge - Schools Capital maintenance	0	0	690	0	21,000	0	21,690
Rutlish - Schools Capital maintenance	0	0	0	0	147,220	0	147,220
Harris Academy Wimbledon New School	3,153,510	0	397,200	0	0	0	3,550,710
Perseid - Schools Capital maintenance	0	0	0	0	217,000	0	217,000
Perseid School Expansion	0	0	51,210	0	0	0	51,210
Cricket Green - Schools Capital maintenance	0	0	0	0	81,750	0	81,750
Cricket Green School Expansion	4,151,730	0	(94,570)	0	0	0	4,057,160
Melrose - Healthy Schools	0	0	0	0	7,000	0	7,000
Melrose Primary SEMH annexe 16	100,000	0	0	0	0	0	100,000
Harris Morden Sec Autism Unit	272,000	0	0	0	0	0	272,000
Further SEN Provision	188,000	0	100,020	0	0	0	288,020
Primary ASD base 1-20 places	100,000	0	0	0	0	0	100,000
Secondary SEMH/medical PRU	20,000	0	0	0	0	0	20,000
Melbury College - Schools Capital maintenance	0	0	0	0	80,000	0	80,000
Melbury College - Healthy Schools	0	0	0	0	30,000	0	30,000
Melbury College - Secondary SEMH/medical PRU	20,000	0	0	0	0	0	20,000
Capital Loans to Schools	108,900	0	0	0	0	0	108,900
Unallocated Healthy Schools	188,630	0	0	0	(184,000)	0	4,630
Children's Safeguarding	0	0	440	0	0	0	440
Devolved Formula Capital	0	0	0	0	0	347,890	347,890
<b>Total Children, Schools and Families</b>	<b>10,202,770</b>	<b>(63,000)</b>	<b>565,810</b>	<b>0</b>	<b>207,000</b>	<b>347,890</b>	<b>11,260,470</b>

## Movement in the Approved Capital Programme 2019-20

Department	Budget 2019-20	Changes During December 2018 and January 2019 Monitoring	Slippage (Clawback) into 2019-20 from 2018-19	Reprofiled into 2020-21	Virement	New 19-20 incl TFL Adjustments	Revised Budget 2019-20
<b>Environmental and Regeneration</b>							
Pay and Display Machines	60,000	0	0	0	0	0	60,000
CCTV (match funding)	0	0	10,340	0	0	0	10,340
Schools ANPR Project	0	0	56,460	0	0	0	56,460
Replacement of Fleet Vehicles	300,000	0	37,660	0	0	0	337,660
Alley Gating Scheme	30,000	0	0	0	0	0	30,000
Waste SLWP IT & Premises	0	0	17,690	0	0	0	17,690
Waste Bins	789,270	0	(28,280)	0	0	0	760,990
Street Tree Programme	60,000	0	0	0	0	0	60,000
Raynes Park Station Pub Realm	0	0	26,110	0	0	0	26,110
Street Lighting Replacement Pr	290,000	0	0	0	0	0	290,000
Accessability Programme	129,000	30,980	10,670	0	0	0	170,650
Casualty Reduction & Schools	230,000	73,770	230	0	0	0	304,000
Traffic Schemes	150,000	0	0	0	0	0	150,000
Surface Water Drainage	77,000	0	0	0	0	0	77,000
20mph Zone - TFL	184,000	0	0	0	0	0	184,000
Repairs to Footways	1,000,000	0	0	0	0	0	1,000,000
Maintain AntiSkid and Coloured	90,000	0	0	0	0	0	90,000
Borough Roads Maintenance	1,700,000	0	0	0	0	0	1,700,000
Highways bridges & structures	370,000	0	0	0	0	0	370,000
Tfl Principal Road Maint	100,000	0	0	0	0	0	100,000
Safer Walking Routes/Streets	37,000	16,000	2,000	0	0	0	55,000
School part time road closure	37,000	60,000	3,420	0	0	0	100,420
Culverts Upgrade	150,000	0	0	0	0	0	150,000
Schools Superzones Proj	37,000	0	0	0	0	0	37,000
TfL Cycle Quietways	496,000	0	108,890	0	0	0	604,890
Cycle access/parking	17,000	0	0	0	0	0	17,000
Beddington Lane Cycle Route	28,000	135,000	(12,510)	0	0	60,000	210,490
Cycle Improve Residential Stre	138,000	45,000	(45,000)	0	0	0	138,000
Mitcham Town Centre	425,000	30,100	(7,880)	0	0	0	447,220
Figges Marsh	850,000	45,000	6,270	0	0	15,720	916,990
Regeneration - Canons - Parks for People	1,301,040	0	18,250	0	0	0	1,319,290
Mitcham Cricket Green Improvem	50,000	0	0	0	0	0	50,000
Crowded Places-Hostile Vehicl	300,000	0	24,700	0	0	92,800	417,500
Transportation Enhancements	500,000	0	0	0	0	0	500,000
Wandle Project	0	0	20,690	0	0	0	20,690
Shop Front Improvement	0	0	92,170	0	0	66,400	158,570
XMAS Lighting	95,000	0	0	0	0	0	95,000
42 Graham Road	50,000	0	0	0	0	0	50,000
Vacant Premises Upgrade	25,000	0	0	0	0	0	25,000
Morden Leisure Centre	580,420	0	16,400	0	0	0	596,820
Wimbledon Park Lake De-Silting	1,367,290	0	25,870	0	0	0	1,393,160
Leisure Centre Plant & Machine	250,000	0	0	0	0	0	250,000
Polka Theatre	150,000	0	0	0	0	0	150,000
Parks Investment	295,000	0	0	0	0	0	295,000
Parks - Canons - Parks for People	695,540	0	19,760	0	0	0	715,300
Merton Park Green Walks	25,000	0	0	0	0	0	25,000
Abbey Recreation Ground	39,750						39,750
<b>Total Environmental and Regeneration</b>	<b>13,498,310</b>	<b>435,850</b>	<b>403,910</b>	<b>0</b>	<b>0</b>	<b>234,920</b>	<b>14,572,990</b>
<b>Total Capital</b>	<b>53,529,220</b>	<b>1,871,860</b>	<b>2,880,980</b>	<b>(1,800,000)</b>	<b>207,000</b>	<b>582,810</b>	<b>57,271,870</b>

## Movement in the Approved Capital Programme 2020-23

2020-21			2021-22			2022-23			
Department	Budget 2020-21	Reprofiled	Revised Budget 2020-21	Budget 2021-22	Reprofiled	Revised Budget 2021-22	Budget 2022-23	Reprofiled	Revised Budget 2022-23
Corporate Services	4,269,980	0	4,269,980	3,870,000	0	3,870,000	14,166,580	1,800,000	15,966,580
Community and Housing	1,118,000	0	1,118,000	913,000	0	913,000	882,000	0	882,000
Children, Schools and Families	5,618,000	0	5,618,000	3,150,000	0	3,150,000	1,900,000	0	1,900,000
Environment and Regeneration	7,782,000	0	7,782,000	7,503,790	0	7,503,790	4,400,890	0	4,400,890
Total	18,787,980	0	18,787,980	15,436,790	0	15,436,790	21,349,470	1,800,000	23,149,470

Department	Budget 2020-21	Reprofiled	Revised Budget 2020-21	Budget 2021-22	Reprofiled	Revised Budget 2021-22	Budget 2022-23	Reprofiled	Revised Budget 2022-23
Corporate Services									
Customer Contact Programme	0	0	0	1,900,000	0	1,900,000	0	0	0
Capital Building Works	650,000	0	650,000	650,000	0	650,000	650,000	0	650,000
Project General	300,000	0	300,000	300,000	0	300,000	300,000	0	300,000
Environmental Asset Management	0	0	0	0	0	0	240,000	0	240,000
Capita Housing	0	0	0	0	0	0	100,000	0	100,000
ePayments Project	125,000	0	125,000	0	0	0	0	0	0
Schools Admission System	125,000	0	125,000	0	0	0	0	0	0
Spectrum Spatial Analyst Repla	150,000	0	150,000	0	0	0	0	0	0
Ancillary IT Systems	0	0	0	50,000	0	50,000	0	0	0
Project General	390,000	0	390,000	870,000	0	870,000	705,000	0	705,000
Network Switch Upgrade	0	0	0	0	0	0	200,000	0	200,000
IT Equipment	120,000	0	120,000	100,000	0	100,000	100,000	0	100,000
e5.5 Project	0	0	0	0	0	0	700,000	0	700,000
Acquisitions Budget	0	0	0	0	0	0	6,985,180	0	6,985,180
Capital Bidding Fund	0	0	0	0	0	0	1,186,400	0	1,186,400
Multi-Functioning Device (MFD)	600,000	0	600,000	0	0	0	0	0	0
Housing Company	1,809,980	0	1,809,980	0	0	0	0	0	0
Corporate Capital Contingency	0	0	0	0	0	0	3,000,000	1,800,000	4,800,000
Total Corporate Services	4,269,980	0	4,269,980	3,870,000	0	3,870,000	14,166,580	1,800,000	15,966,580
Community and Housing									
Telehealth	0	0	0	0	0	0	0	0	0
Disabled Facilities Grant	280,000	0	280,000	280,000	0	280,000	280,000	0	280,000
Learning Dsbility Aff Housing	488,000	0	488,000	633,000	0	633,000	462,000	0	462,000
Library Self Service	350,000	0	350,000	0	0	0	0	0	0
Library Management System	0	0	0	0	0	0	140,000	0	140,000
Total Community and Housing	1,118,000	0	1,118,000	913,000	0	913,000	882,000	0	882,000
Children, Schools and Families									
Schools Capital maintenance	1,900,000	0	1,900,000	1,900,000	0	1,900,000	1,900,000	0	1,900,000
Harris Academy Wimbledon New School	0	300,000	300,000						
Melrose Primary SEMH annexe 16	1,500,000	0	1,500,000	0	0	0	0	0	0
Harris Morden Sec Autism Unit	1,088,000	200,000	1,288,000	0	0	0	0	0	0
Primary ASD base 1-20 places	800,000	(500,000)	300,000	0	0	0	0	0	0
New ASD Provision	250,000	0	250,000	450,000	0	450,000	0	0	0
Secondary SEMH/medical PRU	80,000	0	80,000	800,000	0	800,000	0	0	0
Total Children, Schools and Families	5,618,000	0	5,618,000	3,150,000	0	3,150,000	1,900,000	0	1,900,000
Environmental and Regeneration									
Public Protection and Developm	0	0	0	35,000	0	35,000	0	0	0
Replacement of Fleet Vehicles	300,000	0	300,000	300,000	0	300,000	300,000	0	300,000
Alley Gating Scheme	30,000	0	30,000	30,000	0	30,000	30,000	0	30,000
Replacement of Fleet Vehicles	0	0	0	0	0	0	340,000	0	340,000
Street Tree Programme	60,000	0	60,000	60,000	0	60,000	60,000	0	60,000
Street Lighting Replacement Pr	290,000	0	290,000	290,000	0	290,000	290,000	0	290,000
Traffic Schemes	150,000	0	150,000	150,000	0	150,000	150,000	0	150,000
Surface Water Drainage	77,000	0	77,000	77,000	0	77,000	77,000	0	77,000
Repairs to Footways	1,000,000	0	1,000,000	1,000,000	0	1,000,000	1,000,000	0	1,000,000
Maintain AntiSkid and Coloured	90,000	0	90,000	90,000	0	90,000	90,000	0	90,000
Borough Roads Maintenance	1,200,000	0	1,200,000	1,200,000	0	1,200,000	1,200,000	0	1,200,000
Highways bridges & structures	260,000	0	260,000	260,000	0	260,000	260,000	0	260,000
Culverts Upgrade	250,000	0	250,000	250,000	0	250,000	0	0	0
Regeneration - Canons - Parks for People	1,000,000	0	1,000,000	533,020	0	533,020	0	0	0
Transportation Enhancements	2,000,000	0	2,000,000	2,500,000	0	2,500,000	0	0	0
Vacant Premises Upgrade	25,000	0	25,000	0	0	0	0	0	0
Leisure Centre Plant & Machine	250,000	0	250,000	250,000	0	250,000	250,000	0	250,000
Parks Investment	300,000	0	300,000	300,000	0	300,000	300,000	0	300,000
Parks - Canons - Parks for People	500,000	0	500,000	178,770	0	178,770	0	0	0
Mortuary Provision	0	0	0	0	0	0	53,890	0	53,890
Total Environmental and Regeneration	7,782,000	0	7,782,000	7,503,790	0	7,503,790	4,400,890	0	4,400,890
Total Capital	18,787,980	0	18,787,980	15,436,790	0	15,436,790	21,349,470	1,800,000	23,149,470

# APPENDIX 3

Department	Target Savings 2018/19	Projected Savings 2018/19	Period 12 Forecast Shortfall	Period 9 Forecast Shortfall	Period Forecast Shortfall (P12)	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	1,756	442	200	20.1%	30
Environment and Regeneration	1,874	1,351	523	473	27.9%	0
<b>Total</b>	<b>6,585</b>	<b>5,115</b>	<b>1,470</b>	<b>1,178</b>	<b>22.3%</b>	<b>415</b>

77.68%



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	REVIEWED 17/05/19										
	Mar-19										APPENDIX 3
DEPARTMENT: COMMUNITY & HOUSING SAVINGS PROGRESS 2018/19											
Ref	Description of Saving	2018/19 Savings Required £000	2018/19 Achieved Savings £000	Shortfall £000	RAG		2019/20 Savings Expected £000	2019/20 Expected Shortfall £000	19/20 RAG	Responsible Officer	Comments
	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	Achieved
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	77	23	R		100	0	G	Richard Ellis	Balance deferred to 2019/20
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
CH71	Transport: moving commissioned taxis to direct payments. Service users can purchase taxi journeys more cheaply than the council.	50	0	50	R		50	0	A	Phil Howell	Not Achieved- Overspent on Transport
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. Part of the Transport review
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	0	231	R		231	0	G	Richard Ellis	Client income did not increase. Timeliness of FA improved through additional resource funded by MIB. Earlier FA means more weeks billed. Reduction in income would have been greater without this resource.
	Subtotal Adult Social Care	1,506	1,064	442			1,506	0			
	Library & Heritage Service										
CH56	Introduce a coffee shop franchise across 6 libraries	30	30	0	G		30	0	G	Anthony Hopkins	
	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	
	Public Health										

	<b>REVIEWED 17/05/19</b>										
	<b>Mar-19</b>										<b>APPENDIX 3</b>
CH75	Public Health: health related services in other budgets	600	420	180	<b>G</b>		420	180	<b>R</b>	<b>Dagmar Zeuner</b>	Shortfall offset by CH85 and CH86 (see below)
CH85	Review of external Woodland Day Care Contract	0	30	(30)	<b>G</b>		30	(30)	<b>G</b>	<b>Phil Howell</b>	Offset CH75 above

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/Undersp end? Y/N
	<b><u>Schools</u></b>									
CSF2015-03	Increased income from schools and/or reduced LA service offer to schools	200	0	G		0	G	Jane McSherry		N
	<b><u>Commissioning, Strategy and Performance</u></b>									
CSF2015-04	Commissioning rationalisation	60	0	G		0	G	Leanne Wallder		N
	<b><u>Cross cutting</u></b>									
CSF2017-01	Review of non-staffing budgets across the department	106	0	G		0	G	Jane McSherry		N
CSF2017-02	Reduction in business support unit staff	33	0	G		0	G	Jane McSherry		N
	<b><u>Children Social Care</u></b>									
CSF2017-03	Delivery of preventative services through the Social Impact Bond	45	0	G		0	G	Allison Parkinson		N
CSF2017-04	South London Family Drug and Alcohol Court commissioning	45	0	G		0	G	Allison Parkinson		N
	<b>Total Children, Schools and Families Department Savings for 2017/18</b>	489	0			0				

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

Ref	Description of Saving	2018/19 Savings Required £000	2018/19 Savings Achieved £000	Shortfall	18/19 RAG		2019/20 Savings Expected £000	2019/20 Expected Shortfall £000	19/20 RAG	Responsible Officer	Comments	R /A Included in Forecast Over/Underspend? Y/N
<b>SUSTAINABLE COMMUNITIES</b>												
<b>E&amp;R6</b>	Property Management: Reduced costs incurred as a result of sub-leasing Stouthall until 2024.	18	18	0	G		18	0	G	James McGinlay		N
<b>ENV14</b>	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
<b>ENV16</b>	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
<b>ENV17</b>	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
<b>ENV20</b>	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
<b>ENV34</b>	Property Management: Increased income from the non-operational portfolio.	40	40	0	G		40	0	G	James McGinlay		N
<b>ENR8</b>	Property Management: Increased income from rent reviews	150	150	0	G		150	0	A	James McGinlay	Performance dependent on full implementation of commercial property review.	N
<b>PUBLIC PROTECTION</b>												
<b>E&amp;R7</b>	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
<b>ENV08</b>	Parking: Reduction in supplies & services/third party payment budgets.	60	13	47	R		60	0	A	Cathryn James	Saving is being reviewed and an alternative saving may be required.	Y
<b>ENV08</b>	Regulatory Services: Funding of EH FTE by public health subsidy. As agreed between DPH and Head of PP .	40	0	40	R					Cathryn James	Alternative saving has been agreed for 2019/20.	Y
<b>ENV09</b>	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
<b>ENR2</b>	Parking & CCTV: Pay & Display Bays (On and off street)	44	0	44	R		44	0	G	Cathryn James	Saving is being reviewed and an alternative saving may be required. However, saving is being met from other income streams.	Y
<b>ENR3</b>	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 delayed as it will now form part of the wider discussion on parking charges.	Y
<b>ALT1</b>	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	390	50	R		440	0	A	Cathryn James		N

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

Ref	Description of Saving	2018/19 Savings Required £000	2018/19 Savings Achieved £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/Unders pend? Y/N
<b>PUBLIC SPACE</b>											
E&R1	Leisure Services: Arts Development - further reduce Polka Theatre core grant	4	4	0	G	4	0	G	Anita Cacchioli		N
E&R2	Leisure Services: Water sports Centre - Additional income from new business - Marine College & educational activities.	5	5	0	G	5	0	G	Anita Cacchioli		N
E&R4	Leisure Services: Morden Leisure Centre	100	100	0	G	100	0	G	Anita Cacchioli		N
E&R20	Waste: To contribute to a cleaner borough, enforcement of litter dropping under EPA/ ASB legislation with FPN fines for contraventions.	-2	-2	0	G	-2	0	G	Anita Cacchioli	The level of income from the successful issuing and processing of FPN has remained constant . High payment rates (72-74%) are being achieved supported by the prosecution of non payment with full cost being award. We are currently forecasting an increase in the revenue recieved. This increase will be offered as a alternative saving.	N
ENV18	Greenspaces: Increased income from events in parks	100	100	0	G	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	COMPLETED - Guaranteed income being achieved. Risk is now managed by our collections contractor.	N
ENV32	Transport: Review of Business Support requirements	30	0	30	R				Anita Cacchioli	Alternative saving has been agreed for 2019/20.	Y
ENV35	Waste: Efficiency measures to reduce domestic residual waste rounds by 1 crew following analysis of waste volumes and spread across week	150	150	0	G	150	0	A	Anita Cacchioli	Saving forms part of Phase C.	Y
ENV36	Transport workshop: develop business opportunities to market Tacho Centre to external third parties	35	35	0	G	35	0	G	Anita Cacchioli	Saving forms part of Phase C.	Y
ENV37	Transport Services: Delete 1 Senior Management post	76	76	0	G	76	0	G	Anita Cacchioli	Completed - establishment and budget has been amended to reflect the reduction of post.	Y
ENV38	Waste: Wider Department restructure in Waste Services	200	0	200	R	200	0	A	Anita Cacchioli	This will not be delivered in 2018. Review and restructure still outstanding. Scheduled for May 2019	Y
ENR7	Transport Services: Shared Fleet services function with LB Sutton	10	0	10	R				Anita Cacchioli	Alternative saving has been agreed for 2019/20.	Y
<b>Total Environment and Regeneration Savings 2018/19</b>											
		1,874	1,351	523		1,794	0				

**APPENDIX 3**

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

Ref	Description of Saving	2018/19 Savings Required £000	Shortfall	18/19 RAG	2019/20 Expected Shortfall £000	19/20 RAG	Responsible Officer	Comments	R /A Included in Forecast Over/Underspend?
	<b>Customers, Policy &amp; Improvement</b>								
CSD19	Staff reductions - Delete 1 FTE	49	0	G	0	G	James Flynn	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 Cuniffe		Y
CSREP 2018-19 (16)	Operating cost reduction	11	0	G	0	G	Sophie Ellis		Y
	<b>Infrastructure &amp; Technology</b>								
CS71	Delete two in house trainers posts	43	0	G	0	G	Richard Warren		Y
CSD2	Energy Savings (Subject to agreed investment of £1.5m)	150	0	G	0	G	Richard Neal		Y
CS2015-09	Restructure of Safety Services & Emergency Planning team	30	0	G	0	G	Adam Vicarri		Y
CS2015-10	FM - Energy invest to save	465	465	R	365	A	Richard Neal	The capital spend to achieve this was slipped and hence the saving will be delayed with £100k expected in 19/20 and the balance in 20/21. Saving in 18/19 has been met from other underspends within I&T	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 in 18/19 has been met from other underspends within I&T	Y
CSREP 2018-19 (15)	Street Naming and Numbering Fees/Charges Review	15	0	G	0	G	Clive Cooke		Y
	<b>Corporate Governance</b>								

**APPENDIX 3**

**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?
CSD43	Share FOI and information governance policy with another Council	10	10	R	10	R	Karin lane	This saving was met in the year from a salary underspend due to 2 staff members working slightly reduced hours. For 19/20 onwards this will be replaced by non salary budgets in Corporate Governance AD budget.	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
<b>CSREP 2018-19 (9)</b>	Corp Gov -Reduction in running costs budgets	11	0	G	0	G	Julia Regan		Y
<b>CSREP 2018-19 (10)</b>	SLLp - Increase in legal income	25	0	G	0	G	Fiona Thomsen		Y
<b>CSREP 2018-19 (11)</b>	Audit and investigations	50	0	G	0	G	Margaret Culleton		Y
	<b><u>Resources</u></b>								
CSD20	Increased income	16	0	G	0	G	Nemashe Sivayogan		Y
CSD27	Further restructuring (2 to 4 posts)	100	0	G	0	G	Roger Kershaw		Y
CS2015-05	Staffing costs and income budgets	75	0	G	0	G	Roger Kershaw		Y
CSREP 2018-19 (6)	Reduction in running costs budgets	9	0	G	0	G	David Keppler		Y
CSREP 2018-19 (3)	Miscellaneous budgets within Resources	13	0	G	0	G	Roger Kershaw		Y
CSREP 2018-19 (4)	Recharges to pension fund	128	0	G	0	G	Nemashe Sivayogan		Y
	<b><u>Human Resources</u></b>								
CSREP 2018-19 (12)	Reduction in posts across the department	185	0	G	0	G	Kim Brown		Y
	<b><u>Corporate</u></b>								
CSREP 2018-19 (5)	Council tax and business rates credits	220	0	G	0	G	Roger Kershaw		Y
CSREP 2018-19 (8)	Dividend from CHAS 2013 Limited	215	0	G	0	G	Ian McKinnon		Y
	<b>Total Corporate Services Department Savings for 2018/19</b>	<b>2,024</b>	<b>505</b>		<b>385</b>				

# APPENDIX 3A

Department	Target Savings 2017/18	2017/18 Shortfall	2018/19 shortfall	2019/20 Projected shortfall
	£000	£000	£000	£000
Corporate Services	2,316	196	0	0
Children Schools and Families	2,191	7	0	0
Community and Housing	2,673	201	0	0
Environment and Regeneration	3,134	2,188	694	45
<b>Total</b>	<b>10,314</b>	<b>2,592</b>	<b>694</b>	<b>45</b>



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

Ref	Description of Saving	2017/18 Savings Required £000	2017/18 Expected Shortfall £000	17/18 RAG	2018/19 Shortfall £000	18/19 RAG	2019/20 Expected Shortfall £000	19/20 RAG	Responsible Officer	Comments	R /A Included in Forecast Over/Undersp end? Y/N
<b>CSF2012-07</b>	<b><u>Children Social Care</u></b> Family and Adolescent Services Stream - Transforming Families (TF), Youth Offending Team (YOT) and in Education, Training and Employment (ETE). 2016/17 savings will be achieved by the closure of Insight and deletion of YJ management post.	<b>100</b>	<b>7</b>	<b>R</b>	<b>0</b>	<b>G</b>	<b>0</b>	<b>G</b>	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.	<b>N</b>
	<b>Total Children, Schools and Families Department Savings for 2017/18</b>		<b>7</b>		<b>0</b>		<b>0</b>				

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

		Mar-19									APPENDIX 3A	
DEPARTMENT: COMMUNITY & HOUSING SAVINGS PROGRESS 2017/18												
Ref	Description of Saving	2017/18 Savings Required £000	2017/18 Shortfall £000	17/18 RAG		2018/19 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	R		0	G	0	G	Richard Ellis	Complete	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	100	R		0	G	0	G	Richard Ellis	Complete	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	33	R		0	G	0	G	Anthony Hopkins	Complete	Y
	Housing Needs & Enabling											
CH43	Further Staff reductions. This will represent a reduction in staff from any areas of the HNES & EHH :	100	49	R		0	G	0	G	Steve Langley	Complete	Y
	Total C & H Savings for 2017/18		201			0		0				

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

Ref	Description of Saving	2017/18 Savings Required £000	2017/18 Savings Achieved £000	Shortfall	17/18 RAG	2018/19 Savings Expected £000	2018/19 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/Underpend? Y/N
<b>SUSTAINABLE COMMUNITIES</b>														
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 Column 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
<b>PUBLIC PROTECTION</b>														
E&R14	Further expansion of the Regulatory shared service.	100	0	100	R	100	0	G	100	0	G	Cathryn James		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
<b>PUBLIC SPACE</b>														
E&R16	Joint procurement of waste, street cleansing, winter maintenance and fleet maintenance services (Phase C)	1,500	795	705	R	1,257	243	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	Saving has been delayed but expected to be implemented next year.	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	G	Anita Cacchioli		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	82	78	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	G	Anita Cacchioli		Y
<b>Total Environment and Regeneration Savings</b>		<b>3,134</b>	<b>946</b>	<b>2,188</b>		<b>2,059</b>	<b>694</b>		<b>2,708</b>	<b>45</b>				

## Appendix 4

### Subject: Miscellaneous Debt Update March 2019

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

- 1.1 A breakdown of departmental net miscellaneous debt arrears, as at 31 March 2019, 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 March 2019 – 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	Mar 19 arrears f	Dec 18 arrears f	Direction of travel
	£	£	£	£	£	£	
Env & Regeneration	515,895	343,505	669,050	205,987	1,734,438	2,176,095	↓
Corporate Services	608,553	17,290	103,294	86,263	815,400	738,831	↓
Housing Benefits	634,176	652,991	1,075,618	2,321,005	4,683,791	4,868,600	↓
Children, Schools & Families	282,555	157,809	355,620	308,907	1,104,890	1,038,762	↓
Community & Housing	1,263,683	797,388	1,252,969	1,835,876	5,149,915	5,285,898	↓
Chief Executive's					-	-	↓
CHAS 2013	13,300	1,609	3,661	11,012	29,583	29,317	↑
Total	3,318,163	1,970,592	3,460,212	4,769,050	13,518,017	14,137,503	↓

- 1.3 Since the position was last reported on 31 December 2018, the net level of arrears, i.e. invoices over 30 days old, has reduced by £619,486.
- 1.4 The new financial system (E5) was implemented on 6 February 2017 and there was an initial delay in raising new invoices. There was also a backlog of issuing invoices for Adult Social Care debt which was linked with the implementation of the new Social Care computer system (Mosaic). However, this backlog has now been addressed and invoicing was back on track in February 2018 as initially planned.

- 1.5 All departments debts have reduced since last reported in December 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 £4.463 million, a reduction of £443,000 since last reported in December 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 March 2019 compared to March 2018, June 2018, September 2018 and December 2019

Adult Social Care Debt	Mar 18	% at stage	Jun-18	% at stage	Sep-18	% at stage	Dec 18	% at stage	Mar-19	% at stage
Invoice stage	959,618	17%	360,575	7%	385,921	8%	547,523	11%	257,451	5%
Charge & Deferred Payment	258,470	5%	255,870	5%	47,673	1%	32,061	1%	48,496	1%
Payment arrangement	232,088	4%	178,224	4%	180,288	4%	116,261	2%	88,263	2%
Probate, DWP & Deputyship	491,306	9%	476,696	10%	468,353	9%	321,603	7%	340,580	8%
Court action	84,958	1%	84,598	2%	84,598	2%	84,598	2%	84,598	2%
Dept or service query	71,185	1%	25,097	1%	22,615	1%	60,035	1%	26,114	1%
No action secured	2,420,165	46%	2,271,872	45%	2,296,871	46%	2,241,334	46%	2,359,519	53%
J&P	920,885	0.17	1,323,327	26%	1,426,309	29%	1,503,138	30%	1,258,778	28%
Total Debt	5,438,675		4,976,259		4,912,628		4,906,553		4,463,799	

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 Every four weeks the council raises approximately £490,000 in Adult Social Care invoices and of this collect £120,000 by direct debit.
- 3.8 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.
- 3.9 For the financial year 2018/19 approximately £5.8 million in invoices for Adult Social Care charges were issued and of that amount £1.33 million (23%) remains outstanding at 31 March 2019.
- 3.10 An initiative was commenced in April 2019 to issue communication with all non direct debit payer invoices to encourage the take up of direct debit payment method.
- 3.11 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. At the end of the year we had passed 34 cases totalling £1.86 million. Of these cases 6 totalling £478,000 were returned as uncollectable after investigations. Another 4 cases totalling £153,000 were paid in full and a further 2 cases totalling £120,000 have been paid although the money has not been transferred to the council by the end of March 2019.
- 3.12 Of the remaining 22 cases they have identified 11 (£630,000) as 70% to 100% prospect of payment, 7 (£480,000) as 50% to 69% prospect of collection and the remaining 4 (£223,000) less than 50% prospect of collection.
- 3.13 Discussions are ongoing with the Shared Legal Service to undertake this work in the future.
- 3.14 Housing Benefit Overpayments
- 3.15 The largest area of debt owed to the council is for housing benefit overpayments with the total level of debt being £7.926 million, which is a reduction of £120,872 since last reported at the end of December 2018.
- 3.16 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.



- 3.17 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.
- 3.18 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.
- 3.19 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.
- 3.20 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 £2.55 million being recovered from on going benefit by reducing current housing benefit payments. Just over £5.8 million is on a payment arrangement or recovery from on going benefit
- 3.21 The table below shows breakdown of all housing benefit overpayments by recovery action.

Total Housing Benefit Debt by recovery action from March 2017 to March 2019 by quarter

<b>Recovery Stage</b>	<b>Mar-17</b>	<b>Jun-17</b>	<b>Sep-17</b>	<b>Mar-18</b>	<b>Jun-18</b>	<b>Sep-18</b>	<b>Dec-18</b>	<b>Mar-19</b>
Invoice and Reminder stage	723,613	284,713	379,477	340,008	312,186	347,861	407,687	151,889
On-going recovery	2,928,992	3,363,611	3,354,237	3,032,656	2,775,552	2,618,115	2,477,390	2,550,198
Payment Arrangements	2,314,257	2,353,352	2,511,028	2,647,525	2,826,435	3,012,437	3,249,997	3,256,461
No Arrangements secured	2,113,587	2,665,410	2,387,794	2,427,693	2,384,329	2,216,787	1,912,306	1,967,960
<b>Total HB Debt</b>	<b>8,080,449</b>	<b>8,667,086</b>	<b>8,632,536</b>	<b>8,447,882</b>	<b>8,298,502</b>	<b>8,195,200</b>	<b>8,047,380</b>	<b>7,926,508</b>

- 3.22 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.
- 3.23 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.
- 3.24 The table below shows the value of housing benefit overpayments created and collected by year in millions.

Year	2014/15	2015/16	2016/17	2017/18	2018/19
<b>Overpayments raised</b>	4.67	4.56	3.66	3.74	3.10
<b>Overpayments collected</b>	2.22	2.88	2.75	2.92	3.00
<b>Recovered from ongoing benefit</b>	1.33	1.69	1.64	1.74	1.40

- 3.25 It should be noted that in 2018/19 collection was higher than in previous years. The amount recovered from ongoing benefit is included in the overpayments collected.
- 3.26 A new initiative will commence in mid-May with an external company to review and try to collect housing benefit overpayments that have been written off by the council over the past five years. Approximately £1.8 million of debt will be incorporated in this initiative.
- 3.27 An update of this initiative will be provided in the June 2019 report.
- 3.28 Debt Written Off

- 3.29 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
<b>Debt type</b>									
<b>Sundry Debt</b>	£347,726	£581,419	£129,338	£443,317	£0	£124,754	£376,875	£70,672	£572,301
<b>Housing benefit overpayments</b>	£1,050,105	£510,352	£517,467	£512,379	£110,922	£173,825		£79,802	£364,549
<b>Council Tax</b>	£526,881	£951,280	£623,486	£804,987	£0	£226,884	£55,687	£142,365	£424,936
<b>Business Rates</b>	£790,373	£659,514	£567,908	£378,155	£0	£0	£194,942	£172,357	£367,299
<b>Total</b>	<b>£2,715,085</b>	<b>£2,702,565</b>	<b>£1,838,199</b>	<b>£2,138,838</b>	<b>£110,922</b>	<b>£525,463</b>	<b>£627,504</b>	<b>£465,196</b>	<b>£1,729,085</b>

- 3.30 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 £367,299 has been written off of which £224,656 (61%) related to businesses that went into liquidation.
- 3.31 Although the debt written off within any of the years does not relate to one specific year it should be noted that in 2018/19 the council was collecting a net debt of £111.5 million in council tax (this includes the GLA portion), a net debt of £94.3 million in business rates (this includes Business Rates Supplement) and approximately over £83 million raised through sundry debts.
- 3.32 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 Of the £83 million sundry debt raised in 2018/19 we have already collected over £76.6 million (92%)
- 4.3 Active recovery action continues to be undertaken on all outstanding debts. Some of the debt owed for previous years would be secured against a charge on the property or deferred payment arrangement.

## 5. PROVISION FOR BAD AND DOUBTFUL DEBTS

- 5.1 Provision has been made in the draft 2018/19 accounts for writing off bad and doubtful debts held within the ASH, E5 and Housing benefits systems. These provisions are £3.442m for Accounts Receivable (including former ASH) miscellaneous debt and £5,890m for debt held in the Housing Benefits system, making a total General Fund provision for bad and doubtful debts of £9,332m. 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 31/03/2018	At 31/03/2019
	£000's	£000's
Env & Regeneration	608	701
Corporate Services	171	119
Housing Benefits	6504	5890
Children, Schools & Families	413	426
Community & Housing	2249	2196
<b>Total</b>	<b>9945</b>	<b>9332</b>

## 6. TOTAL DEBT DUE TO MERTON

The total amount due to Merton as at 31 March 2019 is detailed in the table below.

Total debt outstanding as at 31 March 2019 and compared with previous periods over the past 18 months

	<b>Sep-17</b>	<b>Mar 18</b>	<b>Jun-18</b>	<b>Sep-18</b>	<b>Dec-18</b>	<b>Mar-19</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Miscellaneous sundry debt Note 1	17,256,834	15,778,776	14,758,378	13,492,395	14,496,116	17,532,710
Housing Benefit debt	8,632,539	8,447,884	8,298,503	8,195,200	8,047,380	7,926,508
Parking Services	4,692,186	4,876,618	4,398,706	4,352,661	4,658,685	4,508,378
Council Tax Note 2	6,262,466	8,239,656	7,340,722	6,587,840	6,127,652	8,157,533
Business Rates Note 3	2,160,057	2,892,639	2,806,594	2,099,948	1,822,228	2,979,843
<b>Total</b>	<b>39,004,082</b>	<b>40,235,573</b>	<b>37,602,903</b>	<b>34,728,044</b>	<b>35,152,061</b>	<b>41,104,972</b>

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

Note 2 Council tax debt now includes unpaid council tax for 2018/19 in March 19 figures hence the increase.

Note 3 Business rates debt now includes unpaid business rates for 2018/19 in March 19 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 £5,952,911 since last reported at the end of December 2018.
- 6.2 The debt for sundry debt has increased by over £3 million since December 18, although the debt that is less than 30 days old, which we are unable to take proactive action on, has increased by £3.5 million.
- 6.3 Debt under 30 days as at the end of March 2019 was £8.7 million, of this £4.8 million was for Community Infrastructure Levy and the majority of the £4.8 million was paid by the end of April 2019.
- 6.4 Both housing benefit and Parking debts have reduced since December 2018.
- 6.5 A more relevant comparison is between March 2018 and March 2019. The changes in outstanding debt are as follows

Overall £870,000 increase  
Sundry debt £1.75 million increase  
Housing Benefit £520,000 decrease

Council Tax £82,000 decrease  
 Parking £368,000 decrease  
 Business Rates £87,000 increase

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

**Car Parking Aged Debtors – 31 March 2019**

Age of Debt	Outstanding £	Number of PCNs	Average Value £
0-3 months	£1,364,992	11,683	117
3-6 months	£888,649	5,554	160
6-9 months	£620,341	3,639	170
9-12 months	£493,910	2,762	179
12-15 months	£413,744	2,317	179
Older than 15 months	£726,742	4,351	167
<b>Total</b>	<b>£4,508,378</b>	<b>30,306</b>	<b>149</b>

Total December 2018      £4,658,685      31,768

Increase/-decrease      £150,307-      1,462-

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## APPENDIX 5

### **Quality of Forecasting**

This section explains the reasons for variances between the period 10 forecast, which was the last forecast reported to Cabinet, and the final outturn.

The quality of forecasting had improved generally in recent years but the 18/19 final outturn position has resulted in a bigger underspend than the period 10 forecast. As budgets have continued to be reduced by significant savings targets delivering services within budget allocation has become more difficult. This has resulted in some budget managers being overly cautious and not declaring potential underspends in forecasting as part of the monthly budget monitoring process.

Budget monitoring and forecasting will continue to be reviewed and challenged in 19/20 to improve the quality of forecasting. There will also be a focus on identifying and reporting areas of underspends.

### **Corporate Services – Reasons for January-Outturn variances**

Division	December Forecast £'000	January Forecast £'000	February Forecast £'000	Outturn £'000	January – Outturn Variance £'000
Customers, Policy & Improvement	(8)	(62)	(91)	(246)	(184)
Infrastructure & Transactions	(228)	(218)	(291)	(64)	154
Corporate Governance	(138)	(176)	(196)	(294)	(118)
Resources	(470)	(489)	(522)	(707)	(218)
Human Resources	11	14	14	16	2
Corporate Other	(795)	(1,027)	(1,027)	(1,216)	(189)
<b>Total</b>	<b>(1,629)</b>	<b>(1,958)</b>	<b>(2,113)</b>	<b>(2,511)</b>	<b>(553)</b>

### **Customers, Policy & Improvement**

The forecast variance moved from a £62k expected underspend at period 10 to being £246k underspent at year end. £108k of this favourable movement was due to a number of supplies and services budget lines within marketing and communication & press and PR being forecast in line with budget and not reduced in year when it became apparent that the full budgets wouldn't be required. The budget monitoring of these areas will be closely monitored in the coming year to improve accuracy of forecasts.

Translations and registrars had favourable movements due to additional income relating to lengthy CSF and legal translation work and the adoption of the European settlement verification service as well as promotion of online booking systems for registrars.

Offsetting these was an adverse movement on the customer contact programme as the division funded a £75k licence which was part of the settlement agreement.

### **Infrastructure and Transactions**

The outturn position of £64k underspent moved adversely from the period 10 forecast of £218k underspent. The unachieved £465k energy saving (CS2015-10) was due to be funded by reserves but has instead been funded by the underspend within I&T.

A review of expenditure at year end resulted in the transfer of spend to revenue budgets which had been coded incorrectly to capital during the year, increasing the adverse movement further. The review identified expenditure which did not meet the definition of capital expenditure per the CIPFA code of practice.

Offsetting these items was a favourable movement of circa £100k resulting from a e5 system commitments issue which caused difficulty in producing accurate forecasts. This issue has since been addressed. Credit notes received late in the year relating to the business system team's software spend in previous years hadn't been included in the forecast and resulted in another favourable movement.

Spend on gas in corporate buildings reduced by £36k from the period 10 forecast and greater income was achieved from rental of buildings and room hire than had been forecast, contributing to a favourable movement of £33k across the Garth Road and Chaucer Centre buildings. The spend on safety services and emergency planning is £33k less than forecast due to a contingency amount being included at period 10, some of which was highlighted and released by the period 11 forecast review exercise.

### **Corporate Governance**

Corporate Governance had a £118k favourable movement since the period 10 forecast to achieve an underspend of £294k. LBM's share of the SLLp surplus increased from a £10k forecast to £30k at year end. The income forecast for SLLp at period 10 was accurate but expenditure was overstated, largely due to the forecast omitting the impact of year-end adjustments for prepayments.

Outside of the SLLp model, legal income from property, planning and court costs increased from the period 10 forecast by £37k. £20k of which had been indicated by the period 11 review exercise.

Information governance and internal audit both had favourable movements of £18k since period 10 forecasts, reflecting final information received from LB Richmond for the shared audit service and a transparency agenda grant received late in the year for information governance. Democracy services had a further favourable movement of £21k due to a number of small changes across supplies and services.

### **Resources**

The outturn in resources had a favourable movement of £218k from the period 10 forecast position. The majority of this change came from revenue and benefits, mainly due to; supplies and services being overstated in the forecast, an additional £20k income relating to grants received after period 10, £11k lower court cost and £86k higher than expected contributions towards the cost of collection for council tax and NDR. LBM bailiffs underspend by an additional £50k compared to the period 10 forecast position, in part due to additional bailiff fee income.

### **Human Resources**

The variance on HR remained in line with the forecast at period 10, with only a £2k adverse movement.

There were adverse movements on staff side as a recharge of staff time hasn't materialised as expected and higher than anticipated costs from LB Kingston for the iTrent client team. These were offset by favourable movements from lower occupational health charges and schools buyback income being slightly more than expected at period 10.

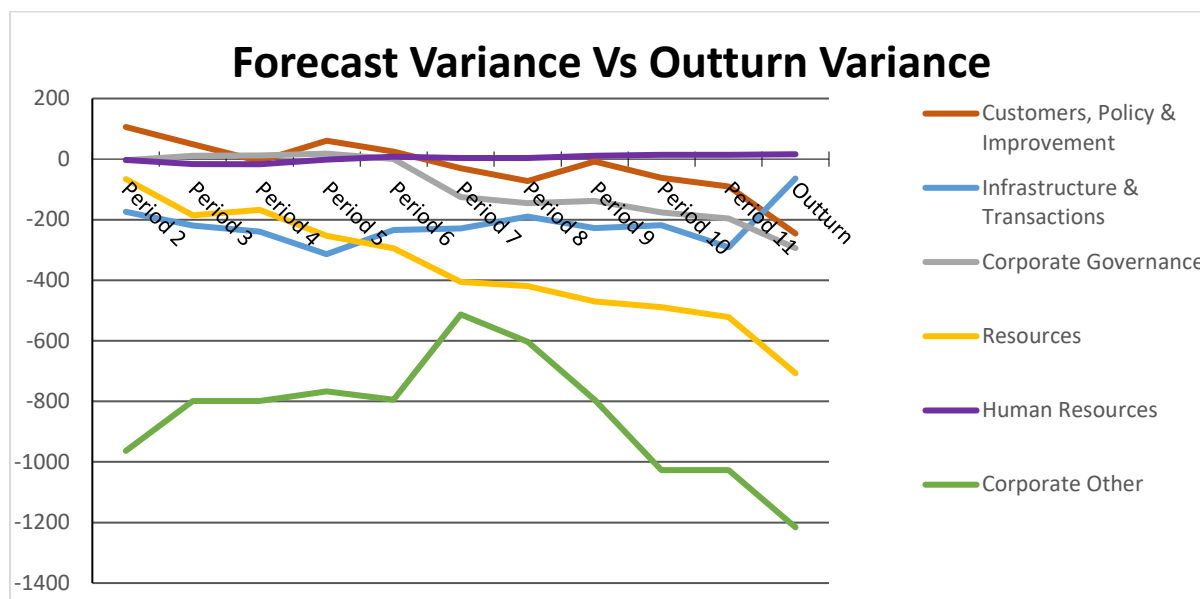


### Corporate Items

Compared to period 10, the outturn variance has moved favourably by £189k. This was caused by a favourable movement on the housing benefits account of £475k, mainly due to the reduction of the bad debt provision following the year end review of debt levels and the rate of recovery.

Offsetting this were adverse movements relating to the coroner's court due to information being received from LB Westminster late in the year.

The following graph represents the monthly forecast variances reported by each division throughout 2018/19, compared to the final outturn position:



### Environment & Regeneration – Reasons for Jan-Outturn variances

Division	December £'000	January £'000	February £'000	Outturn £'000	Jan – Outturn £'000
Public Protection	(950)	(826)	(740)	(753)	73
Public Space	(1,330)	(1,341)	(1,317)	(1,449)	(108)
Senior Management	(36)	(7)	(7)	(18)	(11)
Sustainable Communities	849	879	520	694	(185)
<b>TOTAL</b>	<b>(1,467)</b>	<b>(1,295)</b>	<b>(1,544)</b>	<b>(1,526)</b>	<b>(231)</b>

### Public Protection

The forecast variance remained relatively steady when comparing January to outturn, with a reduction in underspend of £73k. It should also be noted that the change in variance between February and outturn was only £13k.

One of the main reasons for the £73k change relates to a reduction in permit (£47k), P&D (£51k), and PCN (£21k) income within Parking Services. Due to the nature of this income, it is difficult to precisely forecast.

The Regulatory Services overspend reduced by £73k between January and Outturn. A contributing factor to this change could be the infrequency and/or accuracy of returns, as the main reasons for the change related to RSP and employee costs.

## **Public Space**

Again, the forecast variance remained relatively steady when comparing January to outturn, with an increase in underspend of £108k.

The most significant increase in underspend between January and outturn was seen within Leisure & Culture, notably leisure centre utility costs (£84k) and income (£23k). The income generated by the watersports centre was only £20k higher at outturn.

Waste Services experienced a net decrease in underspend of £57k as a result of increased disposal costs of £210k, which was largely offset by lower than expected ECHO integration costs (£142k).

Relatively minor variations were experienced within Greenspaces and Transport Service. The forecast overspend within Greenspaces reduced by £48k at outturn, whilst the overspend within Transport Services increased by £28k.

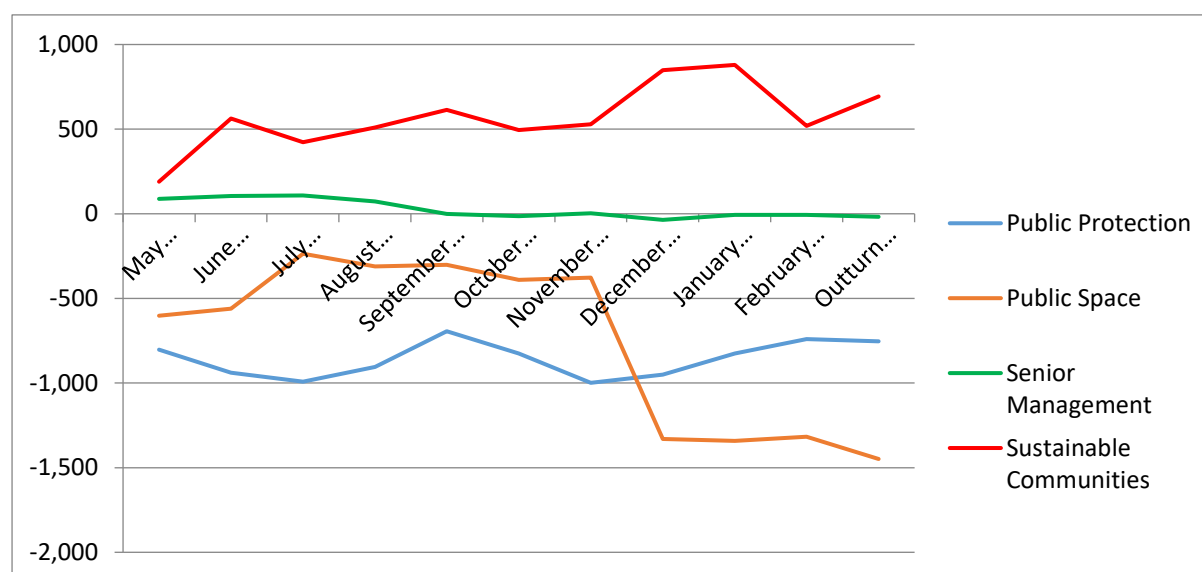
## **Sustainable Communities**

Between January and outturn the overspend reduced by £185k.

Property Management saw its forecast overspend reduce by £188k during this time, which relates to over achieving on their commercial rental income expectations over and above that forecast by £81k as a result of continuing to conduct the back log of rent reviews in line with the tenancy agreements. In addition, the unavoidable costs associated with the security and subsequent demolition of Battle Close turned out to be c£79k lower than forecast.

Relatively minor variations were experienced within D&BC and Future Merton. The forecast overspend within D&BC increased by £23k, which related to employee costs, whilst Future Merton's forecast overspend reduced by £20k mainly as a result of lower than expected CPZ costs.

The following graph represents the monthly forecast variances reported by each division throughout 2018/19, compared to the final outturn position:-



### **Children, Schools and Families – Reasons for Jan-Outturn variances**

<b>Division</b>	<b>December Forecast £'000</b>	<b>January Forecast £'000</b>	<b>February Forecast £'000</b>	<b>Outturn £'000</b>	<b>Jan – Outturn Variance £'000</b>
Education	380	244	255	(37)	(292)
Social Care & Youth Inclusion	3,498	3,574	3,569	3,211	(358)
Cross Department budgets	(30)	(34)	(34)	(20)	14
PFI	(363)	(353)	(353)	(354)	(1)
Redundancy cost	(397)	(499)	(499)	(529)	(30)
<b>Total</b>	<b>3,088</b>	<b>2,932</b>	<b>2,938</b>	<b>2,271</b>	<b>(667)</b>

#### **Education**

The education service reduced costs by £292k from the January's forecast to the year-end outturn. The majority of the change relates to staffing cost in youth services where the My Futures team had vacancies whilst restructuring (£57k) and the Education Welfare service where additional income to recover overheads through charging was not included in the forecast (£56k).

The early years underspend increased by £55k from January to outturn due to the difficulty in forecasting the facilities management costs where budgets sit with the department but actual spend is managed in the corporate centre.

There were other smaller favourable variances including the revenueisation underspend which increased by £30k and the over achievement of income and vacancies held by the Children Safeguarding Board which underspent by £34k more than forecast in January.

Although the SEN taxi transport and direct payment overspends were close to the January forecast, there was a net increase in SEN transport due to £144k escort costs which was not included in forecasts during the year as this was included in the core bus route SLA costs.

#### **Social Care and Youth Inclusion**

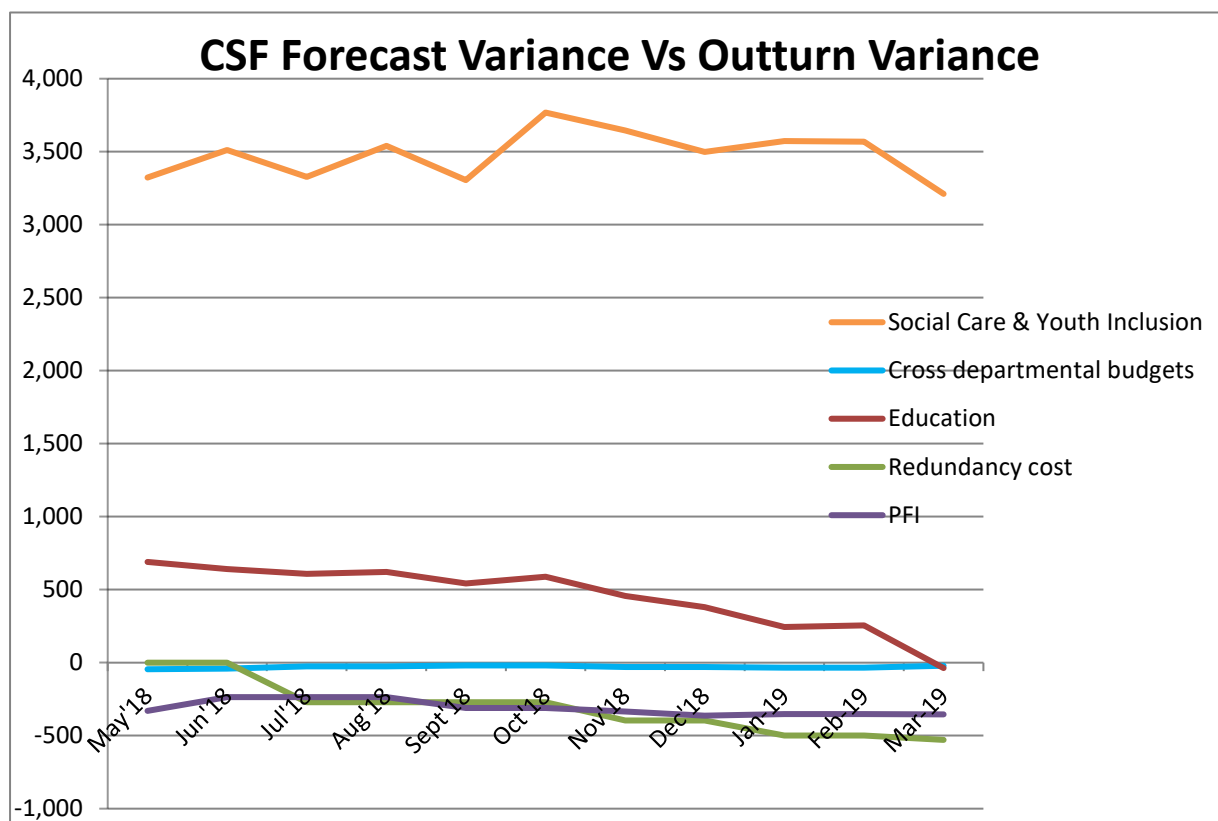
The UASC grant was forecast to budget in January. Based on the latest available information in March, the grant is expected to be £286k higher than the budget.

The safeguarding and care planning section 17 placement budget underspent by £61k compared to a forecast overspend of £10k in January.

The Children with Disabilities placements underspent increased by £93k compared to the January forecast. This was mainly due to health contributions which were invoiced in March and not included in the January forecast.

#### **Cross Departmental, PFI and Redundancy cost**

The services all had small variances due to the difference in January estimates compared to the actual outturn figures.



#### Community & Housing – Reasons for Jan'19-Outturn variances

Division	December Forecast £'000	January Forecast £'000	February Forecast £'000	Outturn £'000	Jan– Outturn Variance £'000
Adult Social Care	(320)	(375)	(167)	(167)	208
Housing	185	216	(73)	(73)	(289)
Libraries & Merton Adult Learning	22	27	45	45	18
Public Health	0	0	0	0	0
<b>TOTAL</b>	<b>(113)</b>	<b>(132)</b>	<b>(195)</b>	<b>(195)</b>	<b>(63)</b>

#### Adult Social Care

Adult Social Care began the final year forecasting an overspend of over £500k which was gradually reduced through the final year by not only careful management of the service but by a number of factors such as a better than expected winter, closer working with Merton Clinical Commissioning Group around health funded placements.

In January this service was forecasting £376k an under spend however outturn position is £167k underspend. This is due to a number of reasons such as overspend of transport, and additional staffing costs.

## Housing

The housing service outturn variance is an under spend of £73k which is much better than the £217k overspend forecasted in January. Fees from HMO (Houses in Multiple Occupation) £100k and underspend on supply and services and third party payments contributed to the improved provision.

## Libraries

This service forecasted a £27k overspend as at January however outturn was slightly more at £45k which is due to under performance in income collection , increase security costs and, agency cost for maternity cover.

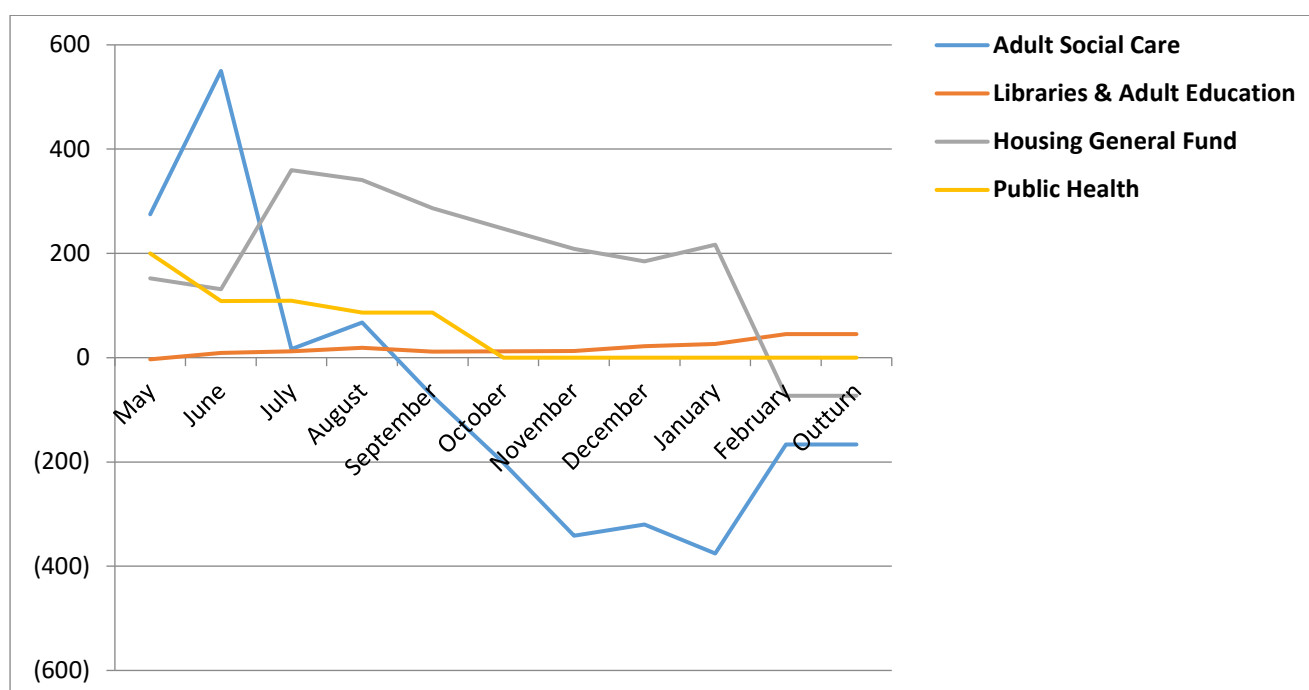
## Merton Adult Learning

Merton Adult Learning forecasted a break even position through-out the financial year and achieved a breakeven position.

## Public Health

This service commenced the financial year forecasting a £200k overspend but due to the implementation of mitigation actions surrounding a number of its contracts it was able to achieve a breakeven position.

The following graph represents the monthly forecast variances reported by each division in community & housing throughout 2018-19, compared to the final outturn position:-



## Appendix 6

### Narrative Statement

This Narrative Statement gives an overview of the Authority's financial and service delivery performance in the year.

It follows approved accounting standards and where complex language is required a glossary of key terms can be found at the end of this publication.

### Introduction

Welcome to the London Borough of Merton's 2018/19 Statement of Accounts, which reports the Authority's financial performance during the year and its financial position at 31<sup>st</sup> March 2019. The format and content of the financial statements have been prepared in line with the Code of Practice on Local Authority Accounting in the United Kingdom 2018/19 and the Service Reporting Code of practice 2018/19.

### Organisational overview

Merton Council is going through a transformation phase with a number of change projects which will maximise the use of information technology and streamline processes and service provision. Providing value for money services to residents is at the heart of Merton's business and the priority is to continue to find innovative solutions to maximise future efficiency.

Continued discussions about reshaping the way local authorities are financed, and changes to business rates retention will have a significant impact on the services that the council provides. In addition to further anticipated reduction in Government funding the Council expects to see rising demand for services from an increasing demographic in adult social care and children's services in particular.

The financial reality facing local government dominates the choices the Council will make for the future of the borough. The strategic priorities and principles are:

- To continue to provide a certain level of essential services for residents. The priorities of 'must' services are:
  - Continue to provide everything that is statutory
  - Maintain services – within limits – to the vulnerable and elderly
- After meeting these obligations Merton will do all that it can to help residents who aspire. This means addressing the following as priorities:
  - Maintain clean streets and keep council tax low.
  - Keep Merton as a good place for young people to go to school and grow up.
  - Be the best it can for the local environment.

The top priority continues to be to provide safe services of the best possible quality within financial constraints, delivering services that customers want and need.

## Key Achievements in 2018/19

Despite the financial pressures the Council have in the last financial year opened:-

- a new leisure centre in Morden,
- a new day centre for adults with learning difficulties at Leyton Road and
- the Colliers Wood library.

The new waste contract with Veolia, shared with three other boroughs, has led to an increase in recycling rates as well as saving the Council money.

Collection of council tax improved again in 2018/19 and in year collection is at a record high for Merton.

Business rates collection remained static but collectable debt for business rates increased from the prior year. This is the result of the Council's ongoing dedication to pursuing collection from the minority of taxpayers and businesses that try to avoid paying. In these circumstances the approach is to make full use of legal powers to pursue these debts.

Universal Credit has now been rolled out fully across the borough for all new claims.

CHAS 2013 Limited, wholly owned subsidiary of LB Merton, provides supply chain risk management and compliance services. The company continues to grow with an increase in turnover and profit year on year. Building on its safety pre-qualification assessments, delivered to nationally recognised standards, the company increased the number of services offered to compete in the marketplace in the face of the increasing competition.

Merantun Developments Limited is a wholly owned housing subsidiary company of LB Merton, incorporated to deliver a mix of housing on small sites to contribute to Merton's housing targets and generate a revenue return to the Council's general fund. Four sites were identified for development and the company is making good progress on the design, site capacity, planning strategy and community engagement programme.

## Operational Model

The Council delivers some services itself, commissions others to provide some services on its behalf and works in partnership with other boroughs and organisations to deliver services. The voluntary sector is a key partner in the Borough.

The Council is organised into four directorates:

- Children, Schools and Families
- Community and Housing
- Corporate Services

- Environment and Regeneration

## Financial performance

### Revenue Summary

#### Outturn

The Authority's financial performance is summarised by the table below

	2018/19 Current Budget £000	2018/19 Outturn £000	2018/19 Variance £000
<b>Department</b>			
Corporate Services	10,433	7,465	(2,968)
Children, Schools & Families	59,083	61,535	2,452
Community & Housing	63,019	62,914	(105)
Environment & Regeneration	18,111	16,737	(1,374)
<b>Net Service Expenditure</b>	<b>150,646</b>	<b>148,651</b>	<b>(1,995)</b>
Corporate Provisions	(1,889)	(7,550)	(5,661)
<b>Total General Fund</b>	<b>148,757</b>	<b>141,101</b>	<b>(7,656)</b>

<b>Net General Fund underspend</b>		<b>(7,656)</b>
<b>Net underspend transferred to Earmarked Reserves</b>		<b>7,656</b>

Grants	(9,855)	(9,855)	0
Business Rates	(51,463)	(55,315)	(3,852)
Council Tax and Collection Fund	(87,439)	(87,439)	0
<b>Funding</b>	<b>(148,757)</b>	<b>(152,609)</b>	<b>(3,852)</b>
<b>Funding transferred to Earmarked Reserves</b>			<b>3,852</b>

Net service expenditure was underspent by £1.995m. There was an overspend on children's placements costs as the demand for these services remains high and these pressures are expected to continue. This was offset by underspends on Corporate Services and Environment and Regeneration. The Corporate Services underspend was mainly due to a reduction in the provision for housing benefits, additional income from the Department of Works and Pensions (DWP) and an overachievement of fee income from the bailiffs service. Environment and



Regeneration underspend was mainly due to higher penalty charge notice (PCN) income and a reduction in waste disposal costs.

Corporate provisions underspent by £5.7m which was primarily due to underspends on contingencies set aside for unforeseen service pressures and potential overspends, the provision for the pay award, excess inflation, and pension costs of early retirement and some additional credits arising from previous years.

There was an overall underspend of £7.654m against the budget which was transferred to various earmarked reserves.

## **Reserves**

During 2018/19 the Authority's overall usable reserves increased by £6.592m. This was composed of a £6.350m increase in revenue reserves and fund balances and a £0.242m increase in capital balances.

The increase in revenue reserves was composed of a net increase in schools' general fund balances of £0.276m and a net £5.074m increase in earmarked revenue reserves. The general fund balance increased by £1m to £13.778m. The earmarked revenue reserves include the underspend of £7.656m and the additional income from the Business Rates Retention London Pilot Pool.

The net increase in capital reserves was composed of a net reduction in usable capital receipts (£6.285m) and a net increase in usable capital grants of £6.527m.

Usable Reserves	2018/19 Opening Balance £000	2018/19 Movement £000	2018/19 Closing Balance £000
General Fund Balances	12,778	1,000	13,778
General Fund Balances held by schools	7,820	276	8,096
Earmarked Revenue Reserves	40,122	5,074	45,196
<b>Sub Total-Fund Balances and Revenue Reserves</b>	<b>60,720</b>	<b>6,350</b>	<b>67,070</b>
Capital Receipts Reserve	15,513	(6,285)	9,228
Capital Grants Unapplied*	10,479	*6,527	17,006
<b>Capital Reserves</b>	<b>25,992</b>	<b>242</b>	<b>26,234</b>
<b>Total Usable Reserves</b>	<b>86,712</b>	<b>6,592</b>	<b>93,304</b>

\* Movement in 2018/19 reflects 2019/20 grants received in advance

## **Risks**

A key risk affecting the Council relates to its financial position. Local government continues to be affected by reductions in the level of funding it receives from central government. Strong financial management is vital to ensure that the Council is financially resilient and prepared to meet any future challenges.

Whilst the Council has managed to set a balanced budget for each year in accordance with statutory requirements, there continues to be a significant budget gap over the four year period of the Medium Term Financial Strategy. At the same time, delivery of the annual budget is also dependent upon the delivery of savings which have been identified and agreed by Council as part of the annual budget process.

### **Economic Outlook**

The uncertainty about future funding makes effective medium term financial planning extremely challenging.

Some government funding, often in response to particular issues identified over the short term does not enable the long term strategic planning which is essential to enable local authorities to function effectively. There is also currently a key dependence on funding sources such as the Better Care Fund but considerable uncertainty about their continuity and longevity.

Cost pressures as well as demand pressures are significant elements in local authority financial pressures.

Since 2010 local government finance issues have been dominated by cuts in government funding and pressure to keep council tax increases down with a recent change in emphasis to allow council tax increases to help alleviate service pressures, particularly in adult social care.

It is one of the Council's stated priorities to keep council tax low. To achieve this, the Council must have regard to the major risks to its financial position and in particular:

- The current economic position including future risks relating to Brexit
- Demand pressures on the budget
- Identifying and achieving cost and income improvements
- Risks to Government funding levels, particularly in light of the impending Spending Review 2019 and the Fair Funding Review currently both due to take effect in 2020/21
- Risks to other income streams including Business Rates Retention

### **Major Issues impacting over the medium term financial strategy and areas of uncertainty**

#### **Brexit**

Since the UK voted to leave the European Union in 2016 it has become clear that Brexit will create both risks and opportunities for local government but the biggest issue at the current time is the uncertainty that it is creating and the resulting pressure on all aspects of government policy. This is having an impact on future funding certainty.

With this in mind, the council is putting processes in place and has a Brexit task group who meet regularly to identify the possible issues and strengthen its resilience and develop contingency plans in key areas such as workforce, regeneration, funding, legislation and community cohesion.

#### Spending Review 2019

A Spending Review is a Treasury-led process to allocate resources across all government departments, according to the Government's priorities. Historically, Spending Reviews have usually covered a period of at least three years which are preferential as they give departments' greater certainty over their future budgets, which can aid long term planning and make for better policymaking. However, given heightened uncertainty particularly concerning the potential economic impact of Brexit, the Government may decide to have a review that covers a shorter period, perhaps even a one-year review. This lack of clarity makes forward planning extremely difficult.

#### Fair Funding Review

Central government funding for local authorities is based on an assessment of its relative needs and resources. The overarching methodology that determines how much funding each authority receives each year was introduced over ten years ago and has not been updated since funding baselines were set at the start of the 50 per cent business rates retention scheme in 2013/14.

The government is therefore undertaking the Fair Funding Review to update the needs formula and set new funding baselines for the start of the new 75 per cent business rates retention scheme, from April 2020.

#### Business Rates Baselines Reset 2020

The business rates retention system is due to be "re-set" for 2020-21.

Notwithstanding the wider reforms to the local government finance and business rates retention systems, the Government currently envisage that the re-set will establish new baseline funding levels and business rates baselines for each local authority that is party to the rates retention system.

#### Business Rates Retention

In 2018/19, Merton, along with all other London boroughs participated in the 100% London Pilot Pool. This had some financial advantages to London. However, the Government has subsequently decided to reduce the level of local government Business Rates Retention to 75% and London is piloting this in 2019/20 ahead of the Government's plan to fully implement 75% Business Rates Retention for all local authorities in 2020/21. There are risks around estimating the level of Business Rates income that can support the Council's budget. These can emanate from the pressures on the high street from online retail and possibly the repercussions from Brexit, leading to an increase in empty properties, rates relief defaults appeals and late payments.

#### Business Rates and the High Street

In the Autumn Budget 2018, the government announced a business rates discount scheme for small-sized high street properties in England which have a rateable value

below £51,000. This means that small businesses will receive a one-third discount on their rates bills from April 1 2019 for the next two years. The Government is still under pressure to reform business rates to help high streets.

### Use of Reserves

Reserves have been used to protect services and although unsustainable in the medium term, it has helped in the management of the significant underlying financial pressure and its ultimate impact on service users and residents. The Council maintains a minimum level of general fund reserves to protect against uncertainty and fluctuations in demand led budgets.

The Authority's full Business Plan including performance indicators is published at <https://www.merton.gov.uk/council-and-local-democracy/finance/budgets>

### **Capital Summary**

Capital investment amounted to £31.6m in 2018/19 (£32.7m in 2017/18), this sum comprises £31.4m capital expenditure and £0.2 million investment in a wholly owned housing company. The programme was financed through the application of capital grants/contributions (£15.1m), capital receipts (£16.4m) and revenue contributions (£0.1m). Capital receipts received in year totalled £10.1m (£4.5m in 2017/18), this included £5.9m from the Department of Education for the development of a new secondary school site.

Of the total £31.6m capital expenditure, £28.1 million was spent on the purchase/enhancement of property, plant and equipment, £0.8 million on the purchase/enhancement of intangible assets, £0.2 million investment in a wholly owned housing company and £2.5 million was revenue expenditure funded from capital under statute.

### Capital Investment Plans

The Authority's capital investment budget for the next four years, as at March 2019, is shown in the following table, alongside 2018/19 outturn. Capital investment is required both to maintain existing levels of service and to expand service provision in some areas.

Department	Outturn 2018/19 £000s**	Capital Budget (£000's)			
		2019/20*	2020/21	2021/22	2022/23
Corporate Services	4,918	28,857	4,270	3,870	14,167
Community and Housing	893	971	1,118	913	882
Children, Schools & Families	8,333	10,203	5,618	3,150	1,900
Environment & Regeneration	17,280	13,498	7,782	7,504	4,401

<b>Total</b>	<b>31,424</b>	<b>53,529</b>	<b>18,788</b>	<b>15,437</b>	<b>21,350</b>
--------------	---------------	---------------	---------------	---------------	---------------

\* Excludes any proposed slippage from 2018-19 \*\* Excludes investment in the Housing Company

The following projects, whose cost is included in the above table, are expected to expand service provision:

Capital projects aimed at service expansion	Capital Budget (£000's)			
	2019/20	2020/21	2021/22	2022/23
Secondary school expansions	3,154	6,352	2,552	0
Special Educational Needs school expansions	4,852	3,178	1,250	0
Replace Morden Leisure Centre and Lake De-silting	1,517	0	0	0
<b>Total</b>	<b>9,523</b>	<b>9,530</b>	<b>3,802</b>	<b>0</b>

Further information about capital investment plans can be found in the Authority's Business Plan, located at:

<https://www.merton.gov.uk/council-and-local-democracy/finance/budgets>

## Investments and Borrowing

The Authority's Treasury activities are managed in accordance with Councils' Treasury Management Strategy (approved by full Council in March 2019)

The Authority manages its cash in-house, placing investments for periods ranging from overnight to over 12 months depending on anticipated cash flow requirements.

As at 31 March 2019 the Authority held all its investments in short-term deposits totalling £60m (2017/18 £59m) and none in long term deposits (2017/18 £5m). In the year the Authority earned £1.123m of income from these deposits (2017/18- £0.78m). This represents a 44% increase from 2017/18 and £223k above the budgeted interest income (£900k) for the year.

As at 31<sup>st</sup> March 2019 Long-term borrowing remained at £113.0m and no short term borrowing. In the year the Authority paid £6.315m in interest (£6.420m in 2017/18) on these borrowings.

## Pensions

The Merton Pension Fund is a LGPS defined benefit pension scheme administered by London Borough of Merton. The scheme is managed in accordance with the Local Government Pension Scheme Regulations 2013. As at 31 March 2018 the Fund's net asset value was £722.1m and it had 13,668 members in total.

The Council is the largest employer of the Fund (95%) and as at 31 March 2019 there were 12,473 Council employees in the Fund. At the 2016 Triennial valuation, the Fund was 94% funded with the assets of £525m against its liability of £558m. Currently the Fund is carrying out its 2019 Triennial valuation and to be completed by 31 March 2020.

## Statement of Accounts

The Statement of Accounts is comprised of the following statements:

- **Core Financial Statements**
  - **The Comprehensive Income and Expenditure Statement (CIES)** – shows the accounting cost in the year of providing services for the functions for which the Authority is responsible and demonstrates how they have been financed.
  - **The Movement in Reserves Statement (MIRS)** – shows the movement in the year on the different reserves held by the Authority and is used to adjust the net surplus or deficit on the Comprehensive Income and Expenditure Statement (CIES) to the amount chargeable under statute to the Authority's general fund.
  - **The Balance Sheet** - summarises the Authority's financial position at year-end.
  - **The Cash Flow Statement** - summarises the inflows and outflows of cash arising from transactions with third parties for revenue and capital purposes.
- **Notes to the Core Financial Statements** - provides additional information which supports and explains the figures in the core financial statements. It also includes a technical annex which contains the accounting policies.
- **The Collection Fund** - reflects the statutory requirement for billing authorities to maintain a separate account that shows the transactions of the Authority in relation to non-domestic rates and council tax.
- **Pension Fund Accounts** - shows the contributions to and the benefits paid from the pension fund and identifies the investments which make up the assets of the fund.
- **Group Financial Statements** which combine the core financial statements of this authority with those of its subsidiaries, CHAS and Merantun Developments Limited, comprise the following -
  - **Group Comprehensive Income and Expenditure Statement**
  - **Group Movement in Reserves Statement (MIRS)**
  - **Group Balance Sheet**
  - **Group Cash Flow Statement**

- **Statements of Responsibilities for the Statement of Accounts** – sets out the different responsibilities of the Authority and the Director of Corporate Services.

<b>Date of meeting: 17 July 2019</b>		<b>Appendix 7</b>
<b>Title of report:</b>	<b>Establishment Control and Vacancy reporting – 4th quarter 2018/19</b>	
<b>Lead Director:</b>	<b>Caroline Holland</b>	
<b>Lead Officer:</b>	<b>Kim Brown</b>	
<b>To which strategic theme(s) does this item relate?</b>	Sustainable communities	
	Safer & Stronger communities	
	Healthier Communities	
	Older People	
	Children & Young People	
	Corporate Capacity	Yes
<b>Is this item for:</b>	Information only?	
	Discussion?	Yes
	Decision?	
<b>If this report is for decision, please list the recommendations that you are making to CMT</b>	1.	
	2.	
	3.	
	4.	
	5.	
<b>Is this report intended to...</b>	Come back to CMT?	No
	Go to Leader's Policy Group?	No
	Go to Cabinet?	No
	Go to Council?	No
	Go to Overview & Scrutiny?	No
	Go to the LSP?	No



**Committee: Financial monitoring scrutiny task group****Date: 17 July 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 Q3 2018/19 – data as at 31 December 2018
- 1.2. This report provides data as at 4th quarter 2018/19 (data as at 31 March 2019). Subject to timing of committee dates updates are provided quarterly, tied to the financial quarters of 30 June, 30 September, 31 December and 31 March.
- 1.3. The data reflects further work to align iTrent agency workers and interims with the established posts they are covering.
- 1.4. A mechanism is in place to convert agency workers to Employees, subject to safeguards to ensure there is no conflict of interest and that named individuals are not hired via agency on an interim basis and then offered direct employment with no competitive selection.

**2 DETAILS**

- 2.1. Appendix A shows the positions as at 31 March 2019. The appendices show vacancies not filled by direct employees, and vacancies not filled by either a direct employee or an agency worker/consultant. The size of establishment is measured in terms of authorised Full Time Equivalents, rather than numbers of posts, and therefore the appendix totals FTEs for budgeted posts, employees, agency workers and vacancies.
- 2.2. 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 many 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 31<sup>st</sup> March, 30<sup>th</sup> June, 30<sup>th</sup> September and 31<sup>st</sup> December each year. Heads of Service receive a monthly update of establishment details in their area so that they can address any corrections required.

**6 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS**

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

**7 LEGAL AND STATUTORY IMPLICATIONS**

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

**8 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS**

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

**9 CRIME AND DISORDER IMPLICATIONS**

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

**10 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS**

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

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

- Appendix A – establishment analysis including FTE agency workers and vacancies as at 31 March 2019

**12 BACKGROUND PAPERS**

- 12.1. 1 July 2015 report to Financial Monitoring Task Group on  
Update on Staffing Position

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

## OVERALL SUMMARY

## APPENDIX B VACANCY DATA FOR MERTON - as at 31st March 2019

As at 31st March 2019

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	18.03	521.44	437.49	83.95	58.59	25.36
Children Schools and Families	526.03	42.91	568.94	452.57	116.37	62.93	53.44
Community and Housing	421.38	8.53	429.91	348.34	81.57	36.60	44.97
Environment and Regeneration	306.31	134.76	441.07	329.71	111.36	56.19	55.17
<b>Total</b>	<b>1757.13</b>	<b>204.23</b>	<b>1961.36</b>	<b>1568.11</b>	<b>393.25</b>	<b>214.31</b>	<b>178.94</b>

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
<b>Total</b>	<b>1757.13</b>	<b>200.86</b>	<b>1957.99</b>	<b>1571.84</b>	<b>386.15</b>	<b>205.28</b>	<b>180.87</b>

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
<b>Total</b>	<b>1757.13</b>	<b>204.92</b>	<b>1962.05</b>	<b>1563.93</b>	<b>398.12</b>	<b>205.09</b>	<b>193.03</b>

As at 30th June 2018

Department	Original Budget FTE	Budget FTE Variance	iTrent FTE Establishment	FTE Employees	Vacancies: iTrent Estab FTE less FTE Employees	FTE vacancies covered by agency workers	Unfilled vacancies
Corporate Services	503.41	18.63	522.04	427.73	94.31	59.29	35.02
Children Schools and Families	526.03	37.06	563.09	457.95	105.14	67.40	37.74
Community and Housing	421.38	-1.39	419.99	343.01	76.98	23.60	53.38
Environment and Regeneration	306.31	131.74	438.05	330.73	107.32	56.17	51.15
<b>Total</b>	<b>1757.13</b>	<b>186.04</b>	<b>1943.17</b>	<b>1559.42</b>	<b>383.75</b>	<b>206.46</b>	<b>177.29</b>

## CORPORATE SERVICES

## APPENDIX B VACANCY DATA FOR MERTON -as at 31st March 2019

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	4.00	2.50	0.00	2.50
Information		10.13	1.40	11.53	12.04	-0.51	0.00	-0.51
South London Legal Partnership		113.59	-3.25	110.34	86.55	23.79	24.99	-1.20
Management		1.00	0.00	1.00	1.00	0.00	0.00	0.00
Corporate Governance Total		143.42	-0.35	143.07	117.23	25.84	24.99	0.85
Customers, Policy and Improvement								
Communications		4.00	2.00	6.00	3.60	2.40	0.00	2.40
Community Engagement		2.00	0.00	2.00	1.50	0.50	0.00	0.50
Continuous Improvement		4.00	0.00	4.00	4.00	0.00	0.00	0.00
Customer Contact	Reception - Contact Centre & Cash Office	19.08	-0.05	19.03	17.29	1.74	3.60	-1.86
	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	0.00	4.00	1.00	3.00	2.00	1.00
Policy Strategy & Partnerships		4.60	1.00	5.60	5.60	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	3.95	58.93	45.74	13.19	5.60	7.59
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



## CORPORATE SERVICES

## APPENDIX B VACANCY DATA FOR MERTON -as at 31st March 2019

Department / Team	Sub Team (if any)	Original Budget FTE	Budget FTE Variance	iTrent FTE Establishment	FTE Employees	Vacancies: iTrent Estab FTE less FTE Employees	FTE vacancies covered by agency workers	Unfilled vacancies
<b>Human Resources</b>								
Human Resources	Advice and Consultancy	11.00	-4.00	7.00	6.61	0.39	1.00	-0.61
	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	3.34	0.20	0.00	0.20
	Management	1.00	0.00	1.00	0.00	1.00	0.00	1.00
<b>HR Total</b>		<b>31.50</b>	<b>3.04</b>	<b>34.54</b>	<b>27.53</b>	<b>7.01</b>	<b>2.00</b>	<b>5.01</b>
<b>Infrastructure &amp; Technology</b>								
Business Systems Team		27.20	3.00	30.20	24.20	6.00	8.00	-2.00
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	5.00	4.00	0.00	4.00
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	1.14	6.60	5.60	1.00	0.00	1.00
	Major Projects	3.00	0.00	3.00	1.00	2.00	2.00	0.00
	Post & Print	12.43	0.00	12.43	10.57	1.86	1.00	0.86
	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	1.00	1.00
	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	1.00	0.00
Safety Services		5.00	-1.00	4.00	4.00	0.00	0.00	0.00
Transactional Services	Trans Services (Accounts)	8.00	0.00	8.00	8.00	0.00	0.00	0.00
	Trans Services (Care First)	2.60	0.00	2.60	2.60	0.00	0.00	0.00
	Vendor Maintenance Officer	1.71	0.00	1.71	1.71	0.00	0.00	0.00
	Management	1.00	0.00	1.00	1.00	0.00	0.00	0.00
Management		2.00	0.00	2.00	2.00	0.00	0.00	0.00
<b>Infrastructure &amp; Technology Total</b>		<b>124.40</b>	<b>7.14</b>	<b>131.54</b>	<b>107.14</b>	<b>24.40</b>	<b>16.00</b>	<b>8.40</b>

## CORPORATE SERVICES

## APPENDIX B VACANCY DATA FOR MERTON -as at 31st March 2019

Department / Team	Sub Team (if any)	Original Budget FTE	Budget FTE Variance	iTrent FTE Establishment	FTE Employees	Vacancies: iTrent Estab FTE less FTE Employees	FTE vacancies covered by agency workers	Unfilled vacancies
<b>Resources</b>								
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	2.00	-1.60
	Service Financial Adviser CSF	4.50	0.00	4.50	4.33	0.17	0.00	0.17
	Management	1.00	0.00	1.00	1.00	0.00	0.00	0.00
Financial Stragy and Capital		10.00	-1.00	9.00	6.00	3.00	2.00	1.00
Revenues and Benefits	Bailiffs	16.60	0.00	16.60	19.60	-3.00	0.00	-3.00
	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	20.99	1.71	0.00	1.71
	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	11.80	0.00	0.00	0.00
	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
<b>Resources Total</b>		<b>145.11</b>	<b>4.25</b>	<b>149.36</b>	<b>135.85</b>	<b>13.51</b>	<b>10.00</b>	<b>3.51</b>
<b>Management</b>								
Management		1.00	0.00	1.00	1.00	0.00	0.00	0.00
<b>Management Total</b>		<b>1.00</b>	<b>0.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Grand Total</b>		<b>503.41</b>	<b>18.03</b>	<b>521.44</b>	<b>437.49</b>	<b>83.95</b>	<b>58.59</b>	<b>25.36</b>

## CHILDREN SCHOOLS &amp; FAMILIES

## APPENDIX B VACANCY DATA FOR MERTON - as at 31st March 2019

Department / Team	Sub Team (if any)	Original Budget FTE	Budget FTE Variance	iTrent FTE Establishment	FTE Employees	Vacancies: iTrent Estab FTE less FTE Employees	FTE vacancies covered by agency workers	Unfilled vacancies
<b>Children's Social Care and Youth Inclusion</b>								
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	2.00	2.10
	Fostering Team	6.60	-1.00	5.60	5.00	0.60	0.00	0.60
		12.10	-0.50	11.60	8.60	3.00	2.00	1.00
Adolescent and Family Services	Support Team	4.00	-4.00	0.00	0.00	0.00	0.00	0.00
	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	0.00	0.47
	Youth Justice Team (Risk and Court)	7.00	-2.00	5.00	4.40	0.60	0.00	0.60
	Youth Justice Team (Safeguarding and Part)	6.60	0.00	6.60	5.20	1.40	0.00	1.40
	Management	1.00	1.00	2.00	1.00	1.00	0.00	1.00
Children's Social Care Business Support *	Business Support (AFS)		5.00	5.00	3.80	1.20	0.00	1.20
	Business Support (MASH/FR/Bond Road)		7.00	7.00	4.00	3.00	4.00	-1.00
	Business Support (PLACCL)		8.00	8.00	7.00	1.00	0.00	1.00
	Business Support (QAPD)		7.20	7.20	3.00	4.20	3.00	1.20
	Business Support (Safeguarding/VCT/CWD)		6.50	6.50	4.60	1.90	1.80	0.10
	Finance Team - Children's Social Care		5.50	5.50	3.50	2.00	1.00	1.00
MASH & Child Protection Services			1.00	1.00	0.00	1.00	0.00	1.00
	First Response Team 1	5.00	0.00	5.00	2.00	3.00	3.00	0.00
	First Response Team 2	5.00	1.00	6.00	3.00	3.00	3.00	0.00
	First Response Team 3	5.00	0.00	5.00	5.00	0.00	2.00	-2.00
	First Response Team 4	2.00	0.00	2.00	3.00	-1.00	1.00	-2.00
	MASH	7.60	0.00	7.60	5.00	2.60	3.00	-0.40
	Support Team	8.00	-8.00	0.00	0.00	0.00	0.00	0.00
	Management	1.00	0.00	1.00	1.00	0.00	0.00	0.00

## CHILDREN SCHOOLS &amp; FAMILIES

## APPENDIX B VACANCY DATA FOR MERTON - as at 31st March 2019

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
Permanency, Looked after Children & Care Leavers Services	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	2.00	-0.60
	Permanency	6.10	0.90	7.00	8.10	-1.10	0.00	-1.10
	Quality Assurance & Panel	1.00	0.00	1.00	0.50	0.50	0.00	0.50
	Support Team	8.48	-8.48	0.00	0.00	0.00	0.00	0.00
	Management	2.00	0.00	2.00	1.00	1.00	0.00	1.00
Quality Assurance and Practice Development	Support Team	7.60	-7.60	0.00	0.00	0.00	0.00	0.00
		13.60	0.70	14.30	12.70	1.60	3.00	-1.40
Safeguarding and Planning	Safeguarding and Care Planning Team 1	5.00	1.00	6.00	4.00	2.00	2.00	0.00
	Safeguarding and Care Planning Team 2	5.00	2.00	7.00	5.00	2.00	2.00	0.00
	Safeguarding and Care Planning Team 3	6.00	-1.00	5.00	4.00	1.00	2.00	-1.00
	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	-7.00	0.00	0.00	0.00	0.00	0.00
	Vulnerable Children Team	7.60	0.00	7.60	3.60	4.00	2.00	2.00
	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	1.00	-1.00
Children's Social Care & Youth Inclusion Total		222.49	12.84	235.33	183.43	51.90	40.80	11.10

## CHILDREN SCHOOLS &amp; FAMILIES

## APPENDIX B VACANCY DATA FOR MERTON - as at 31st March 2019

Department / Team	Sub Team (if any)	Original Budget FTE	Budget FTE Variance	iTrent FTE Establishment	FTE Employees	Vacancies: iTrent Estab FTE less FTE Employees	FTE vacancies covered by agency workers	Unfilled vacancies
<b>Education Division</b>								
Contracts and School Organisation	Capital	2.00	-2.00	0.00	0.00	0.00	0.00	0.00
	Contracts Management	6.00	3.00	9.00	7.00	2.00	0.00	2.00
	Schools Admissions	5.86	-0.86	5.00	4.91	0.09	0.00	0.09
		1.00	2.00	3.00	2.00	1.00	0.00	1.00
Early Years Childcare and Children's Centre Services	Brightwell Team	13.04	1.72	14.76	10.17	4.59	0.50	4.09
	Children's Centres	31.00	0.00	31.00	27.40	3.60	3.00	0.60
	Continuous Improvement, Inclusion, Portage	56.24	2.68	58.92	45.59	13.33	0.00	13.33
	Early Years 0-5s Supporting Families	15.06	-0.06	15.00	15.00	0.00	2.00	-2.00
	Funded Places, Sufficiency and Information	5.50	0.00	5.50	3.50	2.00	1.00	1.00
	Resources, Systems and Service Development	7.00	0.11	7.11	5.71	1.40	2.00	-0.60
	Management	1.69	0.00	1.69	2.00	-0.31	0.00	-0.31
Education Inclusion	Education Welfare Service	9.83	2.12	11.95	8.59	3.36	2.20	1.16
	Learning Behaviour & Language Team	14.53	3.70	18.23	15.83	2.40	2.00	0.40
	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	5.51	3.49	1.00	2.49
	Participation	2.00	4.09	6.09	2.94	3.15	0.00	3.15
	Virtual Behaviour Service (Youth Inclusion)	10.17	0.53	10.70	10.27	0.43	0.00	0.43
	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

## CHILDREN SCHOOLS &amp; FAMILIES

## APPENDIX B VACANCY DATA FOR MERTON - as at 31st March 2019

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
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	2.00	-2.00
	Virtual Team	5.87	0.00	5.87	5.20	0.67	0.43	0.24
	Management	1.00	0.00	1.00	1.00	0.00	0.00	0.00
Policy, Planning & Performance	Business Support Team (CSPD)	3.00	-1.00	2.00	1.00	1.00	0.00	1.00
	MCSB	3.00	-0.40	2.60	2.60	0.00	0.00	0.00
	Research & Information	6.66	0.00	6.66	0.86	5.80	4.00	1.80
		1.36	2.00	3.36	2.36	1.00	1.00	0.00
SEN & Inclusion Service	0-25 SEND Intervention Team	3.33	0.67	4.00	2.00	2.00	0.00	2.00
	Assesment, Planning and Resource Team	9.00	3.53	12.53	10.20	2.33	1.00	1.33
	Educational Psychology Service	15.85	2.13	17.98	15.86	2.12	0.00	2.12
	SEN Team	13.47	1.39	14.86	13.06	1.80	0.00	1.80
	Sensory Impairment Service	5.61	-0.55	5.06	4.90	0.16	0.00	0.16
	Short Breaks Team	3.00	0.00	3.00	2.00	1.00	0.00	1.00
	Management	1.00	0.00	1.00	1.00	0.00	0.00	0.00
	Management	1.00	0.00	1.00	1.00	0.00	0.00	0.00
Education Division Total		298.10	29.67	327.77	263.34	64.43	22.13	42.30
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	42.91	568.94	452.57	116.37	62.93	53.44

\* Children's Social Care Business Support restructured during the year - the Original Budget FTE column will reflect this change in the Q1 2019/20 report

## COMMUNITY &amp; HOUSING

## APPENDIX B VACANCY DATA FOR MERTON - as at 31st March 2019

Department / Team	Sub Team (if any)	Original Budget FTE	Budget FTE Variance	iTrent FTE Establishment	FTE Employees	Vacancies: iTrent Estab FTE less FTE Employees	FTE vacancies covered by agency workers	Unfilled vacancies
<b>Adult Social Care</b>								
Adult Social Care	Commissioning & Market Development		9.00	9.00	6.00	3.00	1.00	2.00
	Long Term Services	38.38	2.47	40.85	35.01	5.84	8.00	-2.16
	Mental Health Team	41.18	-14.95	26.23	21.51	4.72	4.00	0.72
	Operations		1.00	1.00	0.00	1.00	0.00	1.00
	Operations and Commissioning	27.81	-2.00	25.81	19.71	6.10	4.00	2.10
	Prevention and Recovery	72.96	13.37	86.33	70.96	15.37	9.00	6.37
	Safeguarding Team	5.00	0.60	5.60	3.60	2.00	1.00	1.00
	Management	4.00	0.00	4.00	4.00	0.00	0.00	0.00
<b>Adult Social Care Total</b>		<b>189.33</b>	<b>9.49</b>	<b>198.82</b>	<b>160.79</b>	<b>38.03</b>	<b>27.00</b>	<b>11.03</b>
<b>Housing Services</b>								
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	2.00	-0.77
	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
<b>Housing Services Total</b>		<b>25.03</b>	<b>3.50</b>	<b>28.53</b>	<b>22.30</b>	<b>6.23</b>	<b>4.00</b>	<b>2.23</b>
<b>Libraries, Heritage and Adult Education Service</b>								
Library Service	Heritage Centre	1.00	0.00	1.00	1.00	0.00	0.00	0.00
	Mitcham Library	3.80	0.00	3.80	2.80	1.00	1.00	0.00
	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	2.00	0.00	0.00	0.00
	Wimbledon Library	7.45	-0.02	7.43	6.84	0.59	1.00	-0.41
		2.00	0.00	2.00	1.00	1.00	0.00	1.00
Adult Learning		3.75	-0.15	3.60	3.80	-0.20	0.00	-0.20
Management		0.80	0.20	1.00	2.50	-1.50	0.00	-1.50
<b>Libraries, Heritage and Adult Education Service Total</b>		<b>35.10</b>	<b>0.04</b>	<b>35.14</b>	<b>33.74</b>	<b>1.40</b>	<b>2.00</b>	<b>-0.60</b>

## COMMUNITY &amp; HOUSING

## APPENDIX B VACANCY DATA FOR MERTON - as at 31st March 2019

Department / Team	Sub Team (if any)	Original Budget FTE	Budget FTE Variance	iTrent FTE Establishment	FTE Employees	Vacancies: iTrent Estab FTE less FTE Employees	FTE vacancies covered by agency workers	Unfilled vacancies
<b>Provider Services</b>								
All Saints/High Path Day Centre	All Saints	9.50	-0.50	9.00	8.80	0.20	0.00	0.20
	High Path	8.70	-0.99	7.71	6.51	1.20	0.00	1.20
			1.00	1.00	1.00	0.00	0.00	0.00
Jan Malinowski/Eastways Centre	Eastways Day Centre	8.12	-0.62	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	15.34	7.33	0.00	7.33
	Support Living Services	27.76	-0.16	27.60	13.51	14.09	0.00	14.09
			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	-0.94	14.21	14.21	0.00	0.00	0.00
			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
<b>Provider Services Total</b>		<b>145.80</b>	<b>2.16</b>	<b>147.96</b>	<b>116.25</b>	<b>31.71</b>	<b>1.00</b>	<b>30.71</b>
<b>Public Health Team</b>								
Public Health Team		18.66	-4.20	14.46	12.26	2.20	1.60	0.60
<b>Public Health Team Total</b>		<b>18.66</b>	<b>-4.20</b>	<b>14.46</b>	<b>12.26</b>	<b>2.20</b>	<b>1.60</b>	<b>0.60</b>
<b>Management</b>								
Management		7.46	-2.46	5.00	3.00	2.00	1.00	1.00
<b>Management Total</b>		<b>7.46</b>	<b>-2.46</b>	<b>5.00</b>	<b>3.00</b>	<b>2.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Grand Total Community &amp; Housing</b>		<b>421.38</b>	<b>8.53</b>	<b>429.91</b>	<b>348.34</b>	<b>81.57</b>	<b>36.60</b>	<b>44.97</b>



## ENVIRONMENT &amp; REGENERATION

## APPENDIX B VACANCY DATA FOR MERTON -as at 31st March 2019

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	-0.07	84.50	66.80	17.70	10.00	7.70
Regulatory Services Partner	Administration and Finance	3.00	0.00	3.00	2.00	1.00	1.00	0.00
	Business Development		1.00	1.00	1.00	0.00	0.00	0.00
	Commercial Services		3.00	3.00	3.00	0.00	0.00	0.00
	Environmental Health (Commercial)	9.98	0.50	10.48	5.40	5.08	2.00	3.08
	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	3.00	2.27
	Residential & Pollution Services		4.00	4.00	2.00	2.00	1.00	1.00
	Trading Standards	10.09	1.01	11.10	8.29	2.81	0.00	2.81
	Wandsworth Regulatory Services Team	0.00	62.57	62.57	49.07	13.50	4.19	9.31
	Management	1.00	0.00	1.00	0.00	1.00	0.00	1.00
Safer Merton	CCTV		9.00	9.00	9.00	0.00	0.00	0.00
		7.49	2.37	9.86	8.49	1.37	0.00	1.37
Management	Management	1.40	0.00	1.40	0.40	1.00	1.00	0.00
Public Protection total		134.21	84.70	218.91	166.62	52.29	25.19	27.10

## ENVIRONMENT &amp; REGENERATION

## APPENDIX B VACANCY DATA FOR MERTON -as at 31st March 2019

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 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	7.00	0.00	0.00	0.00
	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
Strategic Partnership Team		2.00	-1.00	1.00	1.00	0.00	0.00	0.00
Waste Engagement & Info	Community Waste Partnerships	2.00	0.00	2.00	1.86	0.14	0.00	0.14
	Enforcement and Inspection	2.00	4.00	6.00	4.40	1.60	0.00	1.60
		1.00	0.00	1.00	0.60	0.40	0.00	0.40
Waste Services	Finance & Administration Support	2.00	0.00	2.00	2.00	0.00	0.00	0.00
	Finance and Performance	1.50	1.50	3.00	2.16	0.84	1.00	-0.16
	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	2.51	45.35	42.13	3.22	0.00	3.22
	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	18.61	98.54	84.55	13.99	4.00	9.99

## ENVIRONMENT &amp; REGENERATION

## APPENDIX B VACANCY DATA FOR MERTON -as at 31st March 2019

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
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	4.00	7.61	1.00	6.61
	Enforcement	3.50	2.00	5.50	3.50	2.00	1.00	1.00
	Planning Mitcham & Morden	5.50	5.50	11.00	8.20	2.80	3.00	-0.20
	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
future Merton	Commissioning	7.44	8.60	16.04	6.43	9.61	7.00	2.61
	Economy	3.46	2.54	6.00	4.51	1.49	0.00	1.49
	Infrastructure	25.06	5.24	30.30	22.30	8.00	7.00	1.00
	Programming	13.00	5.00	18.00	10.00	8.00	5.00	3.00
	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	31.45	121.62	76.54	45.08	27.00	18.08
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	134.76	441.07	329.71	111.36	56.19	55.17

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## **Committee: Overview and Scrutiny Commission – Financial Monitoring Task Group**

**Date: 17 July 2019**

### **Subject: Work programme**

Lead officer: Julia Regan, Head of Democracy Services

Lead member: Councillor Peter Southgate, Chair, Overview and Scrutiny Commission

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### **Recommendations:**

- A. That the task group discuss and agree a small number of agenda items for future meetings, guided by but not limited to those set out in this report
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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 FINANCIAL MONITORING REPORTS**

- 2.1. Four dates have been identified for meetings in the 2019/20 meeting cycle for the purpose of receiving the quarterly financial monitoring reports as follows:
- 17 July 2019 – outturn report for 2018/19
  - 29 August 2019 - quarter 1 financial monitoring report 2019/20
  - 12 November 2019 - quarter 2 financial monitoring report
  - 24 February 2020 - quarter 3 financial monitoring report

## **3 OTHER WORK PROGRAMME ITEMS**

- 3.1. Task group members are requested to discuss and agree a small number of items for deep-dive review at the meetings on 29 August, 12 November and 24 February.

- 3.2. Last year the task group scrutinised budget forecasting, financial risk management, use of contingency funds and reserves, debt management, financial aspects of the Veolia and Idverde contracts, learning from Lean reviews and a progress update on Merantun Development Ltd.
- 3.3. Suggestions received to date for 2019/20 are listed below.

deep dive review of the future capital programme	Referred from the Overview and Commission at meeting on 23 Jan 2019
report on lessons learned from the customer contact contract	Referred from the Commission at its meeting on 20 March 2019
allocation of grants through the voluntary sector strategic partners programme	Identified by task group as a priority area for 2019/20
scrutinise the review of the council's passenger transport service	Suggested by the Environment and Regeneration Departmental Management Team
further work and engagement on social care charging to include the development of stronger protocols and protections for disabled people being pursued by debt recovery for social care debts.	Suggested by Merton Centre for Independent Living, following the task group's discussion on debt management.
Review of Merantun performance to date and its current and mid-term business plan	Suggested by the Conservative Group.
Review of Clarion performance against contract service levels with financial review	Suggested by the Conservative Group. The Sustainable Communities O&S Panel has agreed to invite Clarion to two meetings – one to focus on estates regeneration and the other on repairs and maintenance performance.
Full review of Veolia and Idverde every six months.	Suggested by the Conservative Group. The Sustainable Communities Panel will continue to monitor performance.
Review of borough's school PFI contracts and performance vs contract service levels plus financial review.	Suggested by the Conservative Group. The PFI contracts for a number of schools will come to an end within the next 10 years. The Director of Children Schools and Families has advised that the council would need to ensure premises were returned in good repair. The Children and Young People O&S Panel agreed to receive an update on this and then to consider inviting providers to a meeting to discuss the issues.