

AMENDMENTS TO SAVINGS DECEMBER 2015
PROPOSED DEFERRAL OF SAVING
DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

| P a n e l | Ref | Description of Saving | Baseline Budget 14/15 £000 | 2015/16 £000 | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | Risk Analysis Deliverability (L/M/H) | Risk Analysis Reputational Impact (L/M/H) | Type of Saving (see key) | |
|-----------------------|-------|--|---|-----------------|-----------------|-----------------|-----------------|---|---|--------------------------------|-----|
| | CSD43 | <u>Division</u> Description <u>Service Implication</u> <u>Staffing Implications</u> <u>Business Plan implications</u> <u>Impact on other departments</u> <u>Equalities Implications</u> | <u>Corporate Governance</u> Share FOI and information governance policy with another Council. Reduction in management capacity loss of 1FTE none reduction in capacity none | 322 | 0 | 40 | 10 | 0 | H | L | SS1 |
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| | CSD43 | <u>Division</u> Description <u>Service Implication</u> <u>Staffing Implications</u> <u>Business Plan implications</u> <u>Impact on other departments</u> <u>Equalities Implications</u> | <u>Corporate Governance</u> Share FOI and information governance policy with another Council. Reduction in management capacity loss of 1FTE none reduction in capacity none | 322 | 0 | (40) | 40 | 0 | H | L | SS1 |
| | | Net Change | | | (40) | 30 | 10 | | | | |

AMENDMENTS TO SAVINGS DECEMBER 2015

Previously Agreed Savings

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

| Ref | Description of Saving | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 |
|------|--|-----------------|-----------------|-----------------|
| ER07 | <p>Level 1</p> <p>1)</p> <p>Development & Building Control The Government are proposing changes to the current charging model for DC. This would mean that the council will be able to set its own fees (levels are currently prescribed) in order to recover the full cost of delivering a number of services in this area, although it will not be able to make a profit.</p> | 200 | | |
| EN09 | <p>Service/Section Description Building and Development Control Mobile/home working. Less commuting time for DC and enforcement officers who can go directly to site without visiting the office. Will require fully functional IT systems to be in place.</p> <p>Service Implication During the implementation period there may be a limited impact on service delivery.</p> <p>Staffing Implications reduce 1FTE</p> <p>Business Plan implications It is intended that the introduction of this initiative will allow staff to carry out site inspections in a more timely and efficient manner.</p> <p>Impact on other departments Initially a reduced ability to help coordinate wider council strategies</p> <p>Equalities Implications none</p> | 40 | | |
| EN11 | <p>Service/Section Description Building and Development Control Staff reduction. DC deputy area team leader</p> <p>Service Implication Although the loss of this post could be partially managed by reallocation of responsibilities as part of development of TOM, the loss of this post may have a significant impact on ability to meet statutory performance targets in respect of major regeneration proposals in the borough. Reduced support for team leaders and reduced mentoring support for team members.</p> <p>Staffing Implications reduce 1FTE</p> <p>Business Plan implications Impact on ability to meet major applications targets</p> <p>Impact on other departments reduced ability to help coordinate wider council regen strategies</p> <p>Equalities Implications none</p> | 52 | | |

AMENDMENTS TO SAVINGS DECEMBER 2015

Previously Agreed Savings

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

| Ref | Description of Saving | | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 |
|-------|--|--|-----------------|-----------------|-----------------|
| E&R28 | <p>Service/Section</p> <p>Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p> | <p>Building and Development Control</p> <p>Proposed shared services with Wandsworth incorporating: 1) Shared enforcement and admin teams and investigation of other shared service options 2) Increased income generation from planning performance agreements and revised pre application charging 3) Joint re-procurement of M3 Northgate systems 4) Improved efficiency and resilience with larger teams. 5) Eliminate postal consultations 6) Efficiencies delivered through Mobile and flexible working arrangement rollout and other TOM improvements 7) Potential outsourcing of admin scanning functions At this stage it would be premature to predict exactly how the savings will be delivered. However, a consultant has been appointed and is starting the assessment.</p> <p>Still to be determined as the scope of the review is still to be finalised. Shared services joint review commissioned with Wandsworth and due to be finalised early 2015. Saving spread over 2 years in same way as Shared regulatory service to allow for management restructure followed by frontline and process savings .</p> <p>Still to be determined through the shared services report. Likely impact on management levels, enforcement and admin functions and working arrangements.</p> <p>consistent with Transformation Plan</p> <p>unknown at present</p> <p>unknown at present</p> | | 157 | |

AMENDMENTS TO SAVINGS DECEMBER 2015

Previously Agreed Savings

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

| Ref | Description of Saving | | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 |
|-------|--|---|-----------------|-----------------|-----------------|
| E&R29 | <p>Service/Section</p> <p>Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p> | <p>Building & Development Control</p> <p>Enhanced pre-application process. This is in addition to previous savings proposals. Generating more additional income from Planning Performance Agreements as opposed to the normal pre-application process</p> <p>The additional work pressure may impact on performance and delivery of regeneration projects as the PPA income is meant to be reinvested in the service to deliver such projects and this will not be the case.</p> <p>No changes although there will be additional pressure on existing staff to deliver.</p> <p>Potential impact on performance figures especially in relation to major schemes. Reduced ability to deliver regeneration projects in the borough.</p> <p>none</p> <p>none</p> | 40 | | |

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| Ref | Description of Saving | | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 |
|---|---|--|-----------------|-----------------|-----------------|
| E&R30 | Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications | Building & Development Control - Planning Enforcement Reduce staffing levels within the enforcement team by 2 FTE's There are currently 4 FTE's dealing with enforcement so the team will be halved resulting in insufficient resources available to undertake the current work load. A significant backlog will quickly develop. Reduce the staff dealing with enforcement investigations in the team by 1 team leader and 1 officer. It will not be possible to investigate the current level of enforcement cases and a backlog will quickly develop resulting in more complaints and possible ombudsman awards against the Council Joint enforcement investigations will be severely hindered. none | 80 | | |
| Total Environment and Regeneration Savings | | | 412 | 157 | 0 |

Alternative Savings Proposals

| Ref | Description of Saving | | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|---|--|---|-----------------|-----------------|-----------------|---------------------------------|---|--------------------------------|
| | Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications | Building & Development Control Review of service through shared service discussions with neighbouring boroughs - delaying the imlemntation of the 2016/17 savings to 2017/18. To be determined through shared service discussions To be determined through shared service discussions To be determined through shared service discussions None. None. In line with the TOM. | | 569 | | Medium | Medium | SS2 |
| Total Environment and Regeneration Savings | | | 0 | 569 | 0 | | | |

AMENDMENTS TO SAVINGS DECEMBER 2015

Previously Agreed Savings

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

| Ref | Description of Saving | | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 |
|---|-----------------------|--|-----------------|-----------------|-----------------|
| ER23 | Level 1 | 1) Future Merton It is proposed to change working practices for the remainder of the team and charge 10% of salaries to the capital budgets. This process can also be applied to the Council's £5.2m regeneration capital programme, encompassing the town centre regeneration and economic development programmes. The ability to charge costs against disposals where the Council is not obtaining an asset are limited to 4% of the capital receipt. | 414 | | |
| Total Environment and Regeneration Savings | | | 414 | 0 | 0 |

Alternative Savings Proposals

| Ref | Description of Saving | Baseline Budget 14/15 £000 | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|---|--|---|-----------------|-----------------|-----------------|---------------------------------|---|--------------------------------|
| | Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications | Future Merton Staff savings from 6th month review following the merger of the traffic and highways and the FutureMerton team in to one team and further budget savings/adjustments within the controllable expenditure budgets 5-8 FTEs and merger of existing posts Possible reduction in the amount of external funding that the team has the capacity to bid for. None. None. In line with the TOM. | 130 | 214 | | Medium | Medium | SS2 |
| | Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications | Property Management Restructure of team to provide more focus on property management and resilience within the team. Loss of 1 FTE and the introduction of graduate trainee roles to fill vacant positions. None. None. None. In line with the TOM | 52 | 18 | | Low | Low | SS2 |
| Total Environment and Regeneration Savings | | | 182 | 232 | 0 | | | |

AMENDMENTS TO SAVINGS DECEMBER 2015

DEPARTMENT: Community and Housing

| Panel | Ref | Description of Saving | Baseline Budget 15/16 | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) | |
|--|------|---|--|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|-----------|
| Adult Social Care | | | | | | | | | | |
| HC&OP | CH65 | <p>Service Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications</p> | <p>Shared Service Arrangement Reduce management costs through "Joint Posts" in a shared service arrangement with a nearby LA/NHS Org. This opens up new possibilities for partnership working and economies of scale. It may lead to less strategic management capacity. Possible redundancies. This is consistent with aims to promote partnership working with other local authorities and integration with the NHS. Access to senior ASC Managers may be harder where cross cutting work is under consideration. As staff would be at risk there is an equalities implication. A detailed EA would be undertaken at the time of any restructure. In addition, part of the monitoring role relates to monitoring the ability of provider services to meet the needs of the diverse population and thus meeting our equalities duty. This may be impacted. This is a significant potential change to the "Organisation" Layer of the TOM.</p> | £5,031 | £0 | £0 | £400 | H | L | SS2 |
| HC&OP | CH66 | <p>Service Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications</p> | <p>Direct Provision Look at opportunities for shared services for in-house services The services would continue but would possibly be rationalised across the Organisation. Even if TUPE applies staff will need to adapt to a new organisational form and potentially terms and conditions of work could change over time. None. Minor only. Little will change except other departments will need to learn to interact formally with a separate legal entity or shared service. These changes impact on staff. A detailed EA would be undertaken at the time of any restructure. There is also an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact. This is a significant change to the "Organisation" Layer of the TOM, but the services delivered would remain essentially the same.</p> | £3,886 | 0 | £0 | £400 | H | H | SPRO/SNS1 |
| Sub-total Adult Social Care Options | | | | | £0 | £0 | £800 | | | |

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|---------------------------------------|------|--|-----------------------|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|
| Library & Heritage Service | | | | | | | | | |
| SC | CH67 | <p>Service Description Library & Heritage Service Shared Management Structure</p> <p>Service Implication This proposal would mean the merger of management teams across two boroughs. It would achieve savings that would not be achievable by continuing to run as a single authority. The saving will also enable some resilience and a level of capacity to be able to undertake key projects. The shared service structure should have minimal impact on the frontline and the customer experience.</p> <p>Staffing Implications There will be staffing reductions in the new structure that could lead to some redundancies along with some cultural change. TUPE will apply to some staff.</p> <p>Business Plan implications None.</p> <p>Impact on other departments Access to Library & Heritage Service managers may be more limited.</p> <p>Equalities Implications These changes impact on staff. A detailed EA would be undertaken at the time of the reorganisation.</p> <p>TOM Implications Identified as a key action within the new Library & Heritage Service TOM.</p> | £1,074 | 0 | 130 | 0 | H | M | SS1 |

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| Panel | Ref | Description of Saving | | Baseline Budget 15/16 | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | Risk Analysis Deliverability | Risk Analysis Reputational Impact | Type of Saving (see key) |
|--|------|------------------------------------|--|-----------------------|--------------|--------------|--------------|------------------------------|-----------------------------------|--------------------------|
| SC | CH68 | Description | Completion of Shared Library & Heritage Service Management Structure with another borough - £25k | £1,074 | 0 | 0 | 25 | H | M | SS2 |
| | | Service Implication | A Transformation Manager post has been included in the proposed management structure for a period of 2 years. It will enable full integration between services and will programme manage the proposed changes and ensure that new arrangements are in place whilst identifying other potential efficiency savings. | | | | | | | |
| | | Staffing Implications | It will affect 1 FTE post that will be recruited on a fixed term basis. | | | | | | | |
| | | Business Plan implications | None. | | | | | | | |
| | | Impact on other departments | None. | | | | | | | |
| | | Equalities Implications | None. | | | | | | | |
| | | TOM Implications | Identified within the new Library & Heritage Service TOM. | | | | | | | |
| SC | CH69 | Description | Full rationalisation of staffing structures and building usage with another borough (phase 2) – Sum to be agreed | £1,074 | 0 | 0 | 23 | H | M | SS2 |
| | | Service Implication | The saving should enable some resilience and a level of capacity to be able to undertake key projects. The shared service structure should have minimal impact on the frontline and the customer experience. | | | | | | | |
| | | Staffing Implications | These changes may impact on staff. | | | | | | | |
| | | Business Plan implications | None. | | | | | | | |
| | | Impact on other departments | Access to Library & Heritage Service managers may be more limited. | | | | | | | |
| | | Equalities Implications | These changes impact on staff. A detailed EA would be undertaken at the time of the reorganisation. | | | | | | | |
| | | TOM Implications | Identified as a key action within the new Library & Heritage Service TOM. | | | | | | | |
| Total (Libraries) | | | | | 0 | 130 | 48 | | | |
| Total C&H Replacement Savings Proposals December 2015 | | | | | 0 | 130 | 848 | | | |