

# Merton Council Children and Young People Overview and Scrutiny Panel



Date: 4 November 2014

Time: 7.15 pm

Venue: Committee rooms B & C - Merton Civic Centre, London Road, Morden SM4 5DX

## AGENDA

Page Number

1	Declarations of Interest	
2	Apologies for absence	
3	Minutes of the meeting held on 15 October 2014	1 - 6
4	Matters arising from the Minutes	
5	Looked After Children - Annual Corporate Parenting Report	7 - 46
6	Progress on safeguarding services	47 - 68
7	Local authority role on reducing particular vulnerabilities faced by girls	69 - 84
8	Budget and Business Plan 2015-2019	85 - 222
9	Performance Report	223 - 228
10	Work Programme	229 - 232
11	Glossary	233 - 248

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**This is a public meeting – members of the public are very welcome to attend.  
The meeting room will be open to members of the public from 7.00 p.m.**

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## Children and Young People Overview and Scrutiny Panel membership

### Councillors:

Jeff Hanna (Chair)  
Linda Taylor OBE (Vice-Chair)  
Charlie Chirico  
David Chung  
Edward Foley  
Fidelis Gadzama  
Joan Henry  
James Holmes  
Katy Neep  
Marsie Skeete

### Substitute Members:

Hamish Badenoch  
Michael Bull  
Sally Kenny  
Dennis Pearce  
Peter Southgate

### Co-opted Representatives

Peter Connellan, Roman Catholic diocese  
Colin Powell, Church of England diocese  
Simon Bennett, Secondary and Special  
School Parent Governor Representative  
Denis Popovs, Primary School Parent  
Governor Representative

### Note on declarations of interest

Members are advised to declare any Disclosable Pecuniary Interest in any matter to be considered at the meeting. If a pecuniary interest is declared they should withdraw from the meeting room during the whole of the consideration of that matter and must not participate in any vote on that matter. If members consider they should not participate because of a non-pecuniary interest which may give rise to a perception of bias, they should declare this, withdraw and not participate in consideration of the item. For further advice please speak with the Assistant Director of Corporate Governance.

### What is Overview and Scrutiny?

Overview and Scrutiny describes the way Merton's scrutiny councillors hold the Council's Executive (the Cabinet) to account to make sure that they take the right decisions for the Borough. Scrutiny panels also carry out reviews of Council services or issues to identify ways the Council can improve or develop new policy to meet the needs of local people. From May 2008, the Overview & Scrutiny Commission and Panels have been restructured and the Panels renamed to reflect the Local Area Agreement strategic themes.

Scrutiny's work falls into four broad areas:

- ⇒ **Call-in:** If three (non-executive) councillors feel that a decision made by the Cabinet is inappropriate they can 'call the decision in' after it has been made to prevent the decision taking immediate effect. They can then interview the Cabinet Member or Council Officers and make recommendations to the decision-maker suggesting improvements.
- ⇒ **Policy Reviews:** The panels carry out detailed, evidence-based assessments of Council services or issues that affect the lives of local people. At the end of the review the panels issue a report setting out their findings and recommendations for improvement and present it to Cabinet and other partner agencies. During the reviews, panels will gather information, evidence and opinions from Council officers, external bodies and organisations and members of the public to help them understand the key issues relating to the review topic.
- ⇒ **One-Off Reviews:** Panels often want to have a quick, one-off review of a topic and will ask Council officers to come and speak to them about a particular service or issue before making recommendations to the Cabinet.
- ⇒ **Scrutiny of Council Documents:** Panels also examine key Council documents, such as the budget, the Business Plan and the Best Value Performance Plan.

Scrutiny panels need the help of local people, partners and community groups to make sure that Merton delivers effective services. If you think there is something that scrutiny should look at, or have views on current reviews being carried out by scrutiny, let us know.

For more information, please contact the Scrutiny Team on 020 8545 4035 or by e-mail on [scrutiny@merton.gov.uk](mailto:scrutiny@merton.gov.uk). Alternatively, visit [www.merton.gov.uk/scrutiny](http://www.merton.gov.uk/scrutiny)



# Agenda Item 3

## CHILDREN AND YOUNG PEOPLE OVERVIEW & SCRUTINY PANEL 15 OCTOBER 2014

7.15PM – 9:00PM

**PRESENT:** Councillor Jeff Hanna (in the chair), Councillors Linda Taylor, Dennis Pearce (substitute for Fidelis Gadzama), James Holmes, Joan Henry, Charlie Chirico, Sally Kenny (substitute for Katy Neep), Marsie Skeete, David Chung, Edward Foley  
Co-opted members –Peter Connellan, Colin Powell, Denis Popovs, Simon Bennett

**ALSO PRESENT:** Councillor Maxi Martin (Cabinet Member for Children's Services) and Councillor Martin Whelton (Cabinet Member for Education)  
Paul Ballatt (Head of Commissioning, Strategy and Performance), Yvette Stanley (Director of Children, Schools and Families), Jan Martin (Head of Education), Tom Procter (Service Manager, contracts and school organisation), Rebecca Redman (Scrutiny Officer)

### 1 DECLARATIONS OF PECUNIARY INTEREST

None.

### 2 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Neep and Gadzama.

### 3 MINUTES OF THE MEETING HELD ON 3 JULY 2014

**RESOLVED:** The Panel agreed the minutes as a true record of the meeting subject to including a reference to Councillor Dennis Pearce being appointed the budget lead for the Panel.

### 4 MATTERS ARISING

None.

### 5 SECONDARY SCHOOL PLACES STRATEGY – UPDATE

Councillor Martin Whelton introduced the report and explained that Chapel Street and The Harris Federation had put forward Free School applications. ('Pre-opening' DfE approval has already been given to Chapel Street but no decision has yet been made on the Harris application). Cllr Martin Whelton expressed his reservations about the Chapel Street application stating that he supported Harris on the basis of their proven track record in the borough and elsewhere and existing strong relationships with Merton. The Strategy was focused on filling surplus places in the first instance, and expanding existing schools as well as having new provision. The location of demand for secondary schools shows the need to be primarily in the west of the borough. The panel is aware of the limited site options available to the council. No new proposals for church schools were being brought forward at this time; however, the council recognises the popularity and success of these schools and will keep the position under review as regular pupil projections are undertaken.

Councillor Martin Whelton also stated that value for money was of paramount concern in

1

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## **CHILDREN AND YOUNG PEOPLE OVERVIEW & SCRUTINY PANEL**

### **15 OCTOBER 2014**

considering ways of meeting the increasing demand for secondary school places over the coming years. The report also shows the need for expanding places in special schools.

Councillor Martin Whelton referenced the capital programme and the outline costs and stated that there were no additional proposals for further permanent primary school expansion at present.

Councillor James Holmes asked about the Cabinet Member's preference from the Free School applications made. Councillor Martin Whelton stated that the track record of the providers needed to be considered. Councillor James Holmes stated that it might be difficult to make a judgement about track record given that Chapel Street is still a relatively new Free School provider. Councillor Martin Whelton responded that there is also a concern regarding the model of secondary provision proposed in the Chapel Street application – a school operating over three sites as this model is unproven.

Councillor Linda Taylor stated that she supported the extension of provision in the west of the borough. If residential developments are going ahead on Plough Lane and Gap Road then we need to factor in provision of school places there and also take account of other proposals coming through. The correct infrastructure needs to be in place.

Paul Ballatt added that the more Free Schools and academies the borough has, the harder it makes pupil planning for the Local Authority as those schools are their own admissions authorities. There are two current secondary Free School applications and, if approved, they would significantly impact on the balance of provision in the borough and, therefore, on choice for pupils and parents.

Colin Powell stated that there should be consideration of further church school provision as these schools are a positive choice. The Church of England Diocese is disappointed to not have been more involved in development of the strategy despite its close working relationship with the council. He added that the Diocese would still like to work with LBM to support extension of provision.

In respect of the Chapel Street application, Colin Powell expressed the opinion that a school split over three sites would be too complex to manage. Colin Powell added that parental choice should also be an influencing factor when thinking about expanding provision. Councillor Martin Whelton explained that he was due to meet with the Diocese shortly. Councillor Dennis Pearce stated that he felt there was a duty placed on Harris first and foremost to find the site and quality premises before making an application.

Councillor Sally Kenny asked what priority there was for building/expansion in the East of borough and why only 36% of the last 30 places at faith schools were given to children from the borough. Councillor Martin Whelton informed the Panel that this was partly due to borough boundaries with Wandsworth. Tom Procter added that although catholic schools do not only have practising catholic students their admissions policies give priority to practising Catholics, in tightly defined terms.

Councillor Marsie Skeete asked about site availability for the proposed Free Schools (Chapel St Trust and Harris Federation). Councillor Martin Whelton explained that Chapel Street could decide to be based in another borough. Councillor David Chung expressed

## **CHILDREN AND YOUNG PEOPLE OVERVIEW & SCRUTINY PANEL**

### **15 OCTOBER 2014**

his concerns about agreeing Free School applications without having identified available sites first.

Councillor James Holmes stated that we should be proactively supporting both the Chapel Street and Harris applications to ensure that we can meet demand. He added that if there are reservations regarding Chapel Street then the council should be engaging with them to ensure they provide the standard of school that we would want.

Yvette Stanley explained that the decision on Free School applications was outside the hands of the council. The DfE makes these decisions supported by new schools commissioners.

Councillor Jeff Hanna asked if there was a way for the council to actively support the Harris bid. Yvette Stanley explained that the council had shared information with the Secretary of State and the schools commissioner for the region but that there was no formal influence the council could exert.

Colin Powell stated that there needed to be transparency in terms of residents knowing what was happening and also the admissions policies of these schools. Councillor Jeff Hanna asked what communication was planned or being undertaken with parents. Paul Ballatt explained that, as part of the primary school expansion strategy, the council undertook a major consultation programme involving a number of public meetings, supported by written materials. The intention is to undertake similar communication and engagement with the public in respect of additional secondary provision but the timing of these remains uncertain.

Councillor Dennis Pearce asked if sites were not identified, how far existing provision could reasonably be expanded. Paul Ballatt stated that the council recognised that some schools do not wish to expand beyond 8-10 FE. This position has been reflected in planning the strategy.

**RESOLVED:** Panel noted the report and wished to record their thanks to Tom Procter and his team for their work.

## **6 MARKETING MERTON'S SCHOOLS**

Jan Martin introduced the report and informed the Panel that a decision had been taken in 2007 to market Merton's schools and that the marketing budget was fully funded by schools, with the agreement of the schools forum.

Councillor Linda Taylor asked about the core budget and if there were additional funds put forward by the council. Jan Martin explained that all funding comes from schools, and that the council does not provide additional funding. The marketing budget is £50,000 and, in addition, individual schools fund their own marketing.

Councillor Joan Henry asked about the marketing strategy for sixth forms. Jan Martin clarified that exact plans for sixth form had not been drawn up as yet. Each school will identify a particular aspect of marketing that they will then lead on behalf of all schools in the borough. Councillor Marsie Skeete stated that My Merton might be used for marketing schools. Jan Martin explained that the marketing company used by schools engages with

## **CHILDREN AND YOUNG PEOPLE OVERVIEW & SCRUTINY PANEL**

### **15 OCTOBER 2014**

the corporate communications team and those schools would like more representation in My Merton and other corporate publications.

**RESOLVED:** Panel noted the report and asked that consideration be given to encouraging the use of My Merton to market Merton's schools.

#### **7 EXECUTIVE RESPONSE AND ACTION PLAN – SCHOOL LEADERSHIP SUCCESSION PLANNING TASK GROUP**

Councillor James Holmes thanked officers for the plan and stated that some of the work in the action plan appeared to have been underway whilst the task group review was on-going. It would be useful for future reviews to make clear what is already planned and underway so that the task group is not making recommendations that duplicate existing work streams.

Councillor James Holmes asked what was provided through governors' training. Jan Martin explained that governor training is available through the service level agreement (SLA) and that the council also offer bespoke training on request by governing bodies. Most governors would not want to attend this training until they were due to recruit a head.

Yvette Stanley added that senior officers attend the interview panels for head teachers' appointments and can use this as a training opportunity.

Councillor Sally Kenny asked how opportunities for progression were being communicated to existing teachers. Jan Martin explained that there were recommendations resulting from the review which would look to widen the publicity of opportunities for career progression to existing teachers and also to encourage the progression of those from a BME background. Data was being collected on BME recruitment, retention and progression and a report compiled that could be shared with the Panel in due course.

Peter Connellan asked what the role of governors was in recruitment. Jan Martin explained that governors have responsibility for ensuring that the correct recruitment procedures are followed.

Councillor James Holmes noted that the scope for the review should have been more focused and that this is a lesson to be learned for future reviews.

Councillor Linda Taylor asked for an update on progress with implementation of the action plan at the Panels February meeting.

Colin Powell stated that the Future Leaders programme should be localised as local knowledge was important in identifying the right people. This is also being looked at as part of the work of SWELSET.

**RESOLVED:** Panel noted the action plan and requested that:

- A copy of the report on female and BME recruitment and retention be circulated to the Panel (with a copy being provided to Councillor Akyigyina);
- A progress update be presented at the Panels February 2015 meeting

#### **8 CSF UPDATE REPORT**



## **CHILDREN AND YOUNG PEOPLE OVERVIEW & SCRUTINY PANEL**

### **15 OCTOBER 2014**

Councillor Marsie Skeete asked about the schools requiring improvement and what process is followed to ensure this (paragraph 2.8). Jan Martin explained that schools are assessed on an individual basis. Within 6 weeks of the inspection result, the school receives a visit from the HMI and then action to be taken is agreed and monitored. All schools have had subsequent HMI visits and have been judged as taking effective action. A further Ofsted inspection will then judge the school as good or still requiring improvement. Standards that schools have to meet for OFSTED keep going up every year.

Councillor Henry wished to record her congratulations to Dundonald Primary School.

Councillor Sally Kenny asked about schools requiring improvement, if the schools or council expected these to be the judgements prior to the inspection visits, and if any support is offered to schools who are expecting to receive this inspection result or any monitoring of their progress.

Jan Martin explained that there is a robust risk assessment process and for at risk schools support is offered. The HMI comment on the support provided as part of this process and has been positive about the role of the Local Authority.

Yvette Stanley added that there was an increasing trend in schools receiving 'requiring improvement' results. This is mirrored across London. There will be a refresh of the OFSTED Framework and standards are likely to be raised further. Councillor Charlie Chirico asked if new teachers not performing as well would impact and what support was being provided. Jan Martin explained that the quality of teaching was an absolute trigger and it was particularly challenging for schools inspected early in the year when they have a lot of new teachers, including newly qualified teachers. The retention of good teachers is central to ensuring schools do well and this is being looked at with the Merton Education Partnership. If any teachers were failing they would be supported in improving or taken through the necessary HR processes.

Councillor Linda Taylor wished to note her congratulations on the success of the Transforming Families Programme.

Councillor Jeff Hanna asked about safeguarding children, particularly trafficking. Yvette Stanley confirmed that a report would be brought to the next panel meeting on this. Councillor Maxi Martin added that meetings had taken place and the council were considering national data and interventions. There are a small number in Merton the council are working with.

**RESOLVED:** Panel noted the report.

## **9 PERFORMANCE MONITORING**

Councillor James Holmes asked that the department highlight areas of underperformance for further scrutiny by the Panel.

Paul Ballatt stated that the basket of indicators could be revised if the Panel wished but that all performance against the agreed indicators was shown, not just underperformance, as the department needed to be able to demonstrate that issues and improvements have been scrutinised.

## **CHILDREN AND YOUNG PEOPLE OVERVIEW & SCRUTINY PANEL**

### **15 OCTOBER 2014**

Councillor Dennis Pearce congratulated the department on the improvements made.

Councillor Charlie Chirico asked about young offenders and if there was anything that could be done to support the Youth Offending Team. Yvette Stanley explained that the team had their lowest caseload to date and that the Youth Crime Executive Board Monitor the service. This reduced cohort means that the team are supporting a small number that are likely to offend again.

**RESOLVED:** That consideration is given to revision of the current set of performance indicators as routinely reviewed by the Panel following the performance monitoring training session being delivered on 20 October 2014.

**Committee:** Children and Young People Overview and Scrutiny Panel

**Date:** 4 November 2014

Agenda item: 5

Wards: All wards

**Subject:** Corporate Parenting Report

Lead officer: Paul Angeli, Assistant Director of Children's Social Care and Youth Inclusion, Children Schools and Families

Lead member(s): Councillor Maxi Martin; Councillor Martin Whelton.

Forward Plan reference number: n/a

Contact officer: Sarah Daly, Service Manager Permanence, LAC and Care Leavers.

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**Recommendations:** That the Children and Young People's Overview and Scrutiny Panel considers the Merton Annual Corporate Parenting Report and:

- (1) Notes the roles and responsibilities of all councillors as corporate parents to children looked after and care leavers.
- (2) Notes the performance in respect of the Corporate Parenting activity in 2013-14.

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## 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report sets out an annual update on the corporate parenting arrangements in Merton. It advises members on key legislation and guidance which has seen a significant change in recent years. The report aims to strengthen the role and responsibilities of Merton's corporate parents in improving outcomes for children and young people.
- 1.2 The information presented in this report does not include all children looked after end of year figures for April 2013-14 as these were not available at the time of writing.

## 2. DETAILS

### Corporate Parenting our responsibilities – The Legal Framework

- 2.1 The Children Act 1989 and the Leaving Care Act 2000 place clear statutory duties upon the Council to protect children from suffering significant harm and to provide continued financial and transition support to care leavers aged up to 21 (or 25 if in full time education). Underpinning corporate parenting is a wide range of national policies, guidance, regulations and legislation, which are subject to change by High Court rulings, such as the Southwark ruling in 2009.
- 2.2 The revised care planning regulations and guidance, including The Children Act 1989 Guidance and Regulations Volume 2: Care Planning, Placement and Case

Review Volume 3: Planning Transition to Adulthood for Care Leavers and the Statutory Guidance on Securing Sufficient Accommodation for Looked After Children March 2010, place increased emphasis on effective care planning with a focus on the child, and are designed to improve the quality and consistency of care planning, placement and case review for looked after children. They also aim to improve the care and support provided to care leavers.

- 2.3 Central Government has made significant reforms to the youth remand framework with the implementation of the LASPO Act in December 2012. The Act implicitly attributes further responsibility to Local Authorities by means of children and young people being remanded to youth detention accommodation, being treated as children looked after and being eligible for leaving care services if they are looked after beyond 13-weeks.
- 2.4 The Volume 3: Planning Transition to Adulthood for Care Leavers (Revised May 2013) sets out expectations for local authorities in respect of planning and arranging suitable accommodation for the transition to independent living, including 'accommodation with former foster carers (Staying Put) arrangements'. The Staying Put legislation places a legal duty on local authorities to support every care leaver who wants to stay with their foster carers until their 21<sup>st</sup> birthday. The opportunity to 'stay put' should apply equally to young people that have been cared for by foster carers from the local authority or independent fostering services.
- 2.5 Effective corporate parenting requires knowledge and awareness of the needs of children and young people who are looked after and the services that they receive. This is a shared responsibility for the Council as a whole. The role of the corporate parent is:
  - a. To receive and consider accurate and timely management information reports on the numbers, characteristics and needs of looked after children and care leavers
  - b. To receive and consider reports demonstrating how effectively Merton is serving its looked after population through the provision of services and targeted initiatives
  - c. To receive briefings on new national and local initiatives designed to improve children and young people's life chances
  - d. To gain knowledge of services based on direct involvement and opportunities to meet and gain the views of stakeholders, especially listening to the views of children and young people looked after and members of the Children in Care Council
  - e. To monitor and review progress on the delivery of the Pledge to children looked after and care leavers
  - f. Ensure that decisive action is taken to address any shortcomings in the services provided to children and young people

## **Corporate Parenting Board Overview**

2.6 The Corporate Parenting Board is chaired by Merton council's Chief Executive.

2.7 The Board meets 6 times each year.

2.8 Over the past year the Board has considered reports on topics including:

- Educational progress of looked after children
- Health outcomes of looked after children
- Children's rights and advocacy
- Participation of looked after children
- Assessments of young people aged 16 & 17 years presenting as homeless
- Legal Aid, Sentencing and Punishment of Offenders Act (LASPO)
- Trends in the care population

## **Corporate Parenting in Merton**

2.9 The local Family Poverty Needs Assessment shows that Merton is a relatively affluent borough, ranking as the fourth least deprived authority of London's 33 boroughs. It is characterised by pockets of high deprivation alongside areas of high affluence. There is a stark east/west divide with the east of the borough covering the school planning areas of East and West Mitcham and East Morden being considerably more deprived than the west of the borough which includes the school planning areas of East and West Wimbledon and West Morden (London Borough of Merton Family Poverty Strategy 2011-15).

60% of the LAC population came from an area of deprivation (Indices of Deprivation Affecting Children Index bottom 30%), an increase of 9% from 2013. The majority of children looked after as at 31 March lived in wards, pre intervention, in the east and south of the borough.

2.10 Looked After Children (LAC) are those children and young people aged 0-18 years who cannot safely remain with their family and are cared for by the local authority. The local authority has continuing legal and financial responsibilities to many of these children until they are 21 (or 25 if in full time education). This includes all unaccompanied asylum seeking children (UASC) and children with disabilities who are receiving more than 75 days of respite care per year.

2.11 There are clear thresholds for admitting children into care and in all cases significant attempts should have been made to support the child or young person to remain with their family or within their community. In Merton an Edge of Care and Rehabilitation Panel has been established to ensure management oversight of care planning in the decision making to accommodate a child or rehabilitate them home.

2.12 As at 31 March 2014 there were 150 Looked After Children in Merton which represents a 7% increase from 2013 (140 children). In England and Wales there were 68,840 looked after children as at March 2014 an increase of 1% from 2013 (68,060). In addition Merton has 96 young people aged 19-25 years accessing

leaving care services, making Merton a corporate parent to over 246 vulnerable children and young people.

- 2.13 In the year 2013-14 there were 114 new admissions into care; young people aged 16 and 17 years remained the largest cohort at 34% of children entering care. This is consistent with the previous year when 41% of children entering care were aged 16 and 17 years. Overall 16 and 17 year olds make up 41% of our LAC population compared with a national figure of 21%. Whilst Merton has seen a rise in its looked after child population in the past 4 years the rates per 10,000 population remain stable and we continue have one of the lowest LAC populations when compared to our statistical neighbours. Merton has the 2<sup>nd</sup> lowest rate amongst its Statistical Neighbours. There are only eight (three in London) local authorities with a rate per 10,000 less than Merton.
- 2.14 More children ceased to be looked after in 2013-14 than in previous years. 107 care episodes ceased during the year ending 31 March 2014, an increase of 19% from 2013 and an increase of 41% from 2010. These are larger increases than those shown nationally.

The percentage of children aged 0-4 years ceasing to be looked after has increased by 136% on the 2013 numbers. This dramatic increase reflects the focus on permanence work for the cohort of children in the 0-5 year age range.

Approximately half of the children ceasing care in 2013-14 returned home to live with parents/relatives. Nationally one third ceases care and return home.

- 2.15 As at 31 March 2014 64% of our LAC cohort was male and 36% female (compared with a national return of 55% male and 45% female). The majority of children looked after in Merton are from a white background. This is a lower proportion than the general resident population (18%). There is an under representation of Asian or Asian British when compared with the Merton population. Mixed ethnic backgrounds, Black or Black British heritage and 'other ethnic groups', have looked after children proportions over represented in comparison to the resident population.
- 2.16 In 2014 there was a decrease in the percentage of looked after children cautioned or convicted during the year (6 children. 10%), however this performance was 4% above national rates. A multi-agency operational group has been set up to consider all Looked After Children where there is joint working between YOT and Children's Social Care. This group has ensured an improved overview of processes and joint care planning.
- 2.17 Children are looked after in a variety of settings; foster care, children's homes, residential special schools, Youth Offending Institutes and a small number are in hospital settings. At 31 March 2014 71% of looked after children (106 children) were placed in foster care. 33 children (49%) of our looked after children were placed with in house foster carers. This continues to be an area of scrutiny for us due to the impact on budget, but also due the fact that agency placements are often outside of the borough. The most common use of agency placements if for adolescents, as a number of our in house carers are only willing to foster children

up to the age of 10 years. The Access to Resources Team is seeking to undertake targeted recruitment of teenage carers, however there is a Pan London issue with many agencies and Local Authorities competing for a small number of carers.

- 2.18 As at 31 March 2014 17% of our Looked After Children live more than 20 miles away from their home address. For some young people placements away from their home community are a key part of the care plan as a result of anti-social behaviour/risk taking behaviours. For some the needs of the young people are such that they require specialist placements which are not available in Merton or surrounding boroughs. For all children being placed outside of the borough the DCS is required to sign off agreement for the placement. Care plans for these children and young people are reviewed to ensure that where possible young people are supported to return to their home community at the earliest opportunity. A more detailed analysis of these placements will be available in Merton's 'Securing Sufficient Accommodation for Looked After Children and Care Leavers' strategy refresh in spring 2015.
- 2.19 6 weekly visiting is a statutory requirement for all children who are in their first year of placement. This rate of visiting enables the social worker to develop a relationship with the child and ensure that the placement is able to meet the child's needs. In Merton we have applied the 6 weekly visiting rule to all children in care although there are exceptions for children in permanent placements who request for reduced visiting at the 3 monthly rate. It is therefore concerning that in 2014 we only achieved 62% of visits in timescales. During this time we were reviewing our business processes to address the issues identified relating to practice and data quality and we anticipate improved performance in the year 2014-2015.
- 2.20 Placement stability continues to be an area of focus for us as we have remained above the national average of 11% for the past 5 years. However, performance at the year-end 2014 did see the lowest percentage of three or more moves since 2010. There are still too many of our looked after children failing to find the stability of placement that will have a significant positive impact on their outcomes. Work has been undertaken to understand the cohort of children to ensure that there is learning in terms of future placement planning. This work has continued into the year 2014-15 with review of all children in the 2 and 3 moves category. The cases in currently in the 2 moves cohort will be subject to a thematic audit in November 2014 so that vulnerable placements can be identified and support interventions put in place.
- 2.21 Permanence planning for children aged 0-5 years has seen a great deal of focus over the past 18 months and as a result we have seen an increase in the number of Special Guardianship and Adoption Orders made (Ten looked after children were adopted and four made subject of a Special Guardianship Order during the year). In 2014 we also focused on progressing a number of legacy cases which were complex in nature (which is reflected in the slight increase in the 3 year rolling average). We ensure that we track each child progressing to adoption so that we can understand their journey and learn from any drift that has been experienced. There is still improvement to be made in this area; however we also

have several complex cases within our current adoptive cohort who will impact on performance when the adoption orders are made this year.

- 2.22 Substance misuse – we are working closely with Catch 22 to ensure that we meet the needs of our LAC cohort who have been identified as having a substance misuse problem. We are confident that we have a good rate of successful identification, but need to improve performance in engaging young people with interventions. It is hoped that the placement of the Catch 22 worker in the 14+ Team 1 day a week will support this improvement.
- 2.23 Health outcomes remain positive for our looked after children but there is a need to ensure a good practice focus on dental appointments and LAC health appointments (both of which should take place on a 6 monthly basis). Scrutiny has been increased on the process for securing initial health appointments and this has significantly improved outcomes in this area. The LAC review should be used to ensure that the child's health needs are being met and escalate matters of concern.
- 2.24 SDQ (Strengths and Difficulties Questionnaire) profiling is used to identify children and young people who may require support regarding their emotional wellbeing. There was an issue with the collation of this data in 2013-14 due to the restructuring of the LAC team. This has now been resolved and we will therefore see an improvement in the submission of reports for 2014-15. For those children where concerns are identified liaison takes place with CAMHS to ensure that needs are met. In some cases where children are not in settled placements the provision of support can prove challenging due to the local CAMHS policy of non-engagement with children not in permanent/long term placements. In these cases support will be considered for the carers.
- 2.25 Due to the timing of the Looked After Children Return and the academic year, education outcomes are delayed. National publication in the Adoption Score Card and Performance Tables 2014 will provide a three year average of 2011-2013. The indicators represented are calculated for all the school age children looked after continuously for 12 months in the year ending the 31 March. For a complete picture of Education outcomes of Merton's Looked After Children population please refer to 'The Virtual School Annual Report'.
- 2.26 Our care leaver cohort has seen a steady increase over the past 5 years. This is a result of an increase in our UASC cohort and young people coming into care in their teenage years due to long term neglect and parenting issues.
- 2.27 Performance in the Care Leaver area is challenging and we are therefore working with partners to develop a Care Leaver Strategy which will target issues relating to housing, employment and health. We aim to have a first draft of the strategy in place by December 2014 and initial meetings with partners have been held. In respect of accommodation performance Merton has a smaller proportion of care leavers in suitable accommodation (64%) than national (83%), but this is an issue both locally and nationally. The dip in performance in young people living in suitable accommodation reflects the fact that we had four young people (14%) in custody on or around their 19<sup>th</sup> birthday. We also had several young



people (21%) who were not in contact with the Local Authority and we were therefore unable to gather up to date information on their circumstances.

- 2.28 The Not in Education, Employment or Training (NEET)/ Education, Employment or Training (EET) figures also identify a decrease in performance in terms of outcomes for our young people. Merton's percentage of care leavers in Education, Employment or Training (EET) (60%) is above national (53%). In order to address this we had identified a My Futures worker to be based in the 14+ Team several days per week. Unfortunately this worker has been on long term sick leave since July 2014. The additional issue is that a large number of the young people in this cohort live outside of Merton and therefore do not fall under the remit of the local EET/NEET service. Meetings have recently been held with the Virtual School and the My Futures Team and it is hoped that a strategy for working with all the young people in this cohort will be agreed as part of the overall development of the Care Leaver Strategy.

### **Children in Care Council**

- 2.29 The role of the Merton Child in Care Council is as follows:

- Provide a voice for the wider population of children looked after and care leavers
- Help to monitor and implement the Lambeth Pledge
- Bring together service users and senior managers to influence positive change
- Develops skills and confidence building

- 2.30 The Children in Care Council directly supports the Corporate Parenting Board to measure and monitor the effectiveness and quality of 'Corporate Parenting' in Merton.

- 2.31 The group currently consists of 8 members who meet on a monthly basis. They have a chair and each member of the CICC has a lead area (e.g. complaints and housing). The group meet regularly with senior managers to discuss important issues affecting children and young people in care. The CICC have a standing agenda item at Corporate Parenting Board Meetings and a young person attends the Corporate Parenting Board.

### **3. ALTERNATIVE OPTIONS**

- 3.1 The Panel's scrutiny work programme is determined by the members of the Panel.

### **4. CONSULTATION UNDERTAKEN OR PROPOSED**

- 4.1 The Panel has agreed to consider the corporate parenting report on an annual basis.

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

- 5.1 Appendix 1: Research and Information Team: Statistical Report 2014/15 (October 2014)

### **6. BACKGROUND PAPERS**

- 6.1 None.

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## Research and Information Team: Statistical Report

# Merton Annual Corporate Parenting Report

Financial Year 2013-2014

Provisional Unpublished Outcomes

*Updated: October 2014*



# Contents: Looked After Children (LAC)

## References

Publications and data .....	4
-----------------------------	---

## Summary

Overall Findings .....	5
------------------------	---

## Section 1: Looked After Children Cohort Overview (Numbers and Characteristics)

### As at 31<sup>st</sup> March 2014

Numbers and rates of children looked after .....	7
Age and gender of children looked after .....	8
Ethnic origin of children looked after .....	9
Pre-intervention residence of children looked after .....	11
Looked After Children Young Offenders .....	13

### Starting to be looked after 2013-2014

Numbers of children starting to be looked after .....	14
Age of children starting to be looked after .....	14

### Ceasing to be looked after 2013-2014

Numbers of children ceasing to be looked after .....	15
Age of children ceasing to be looked after .....	15
Reason for children leaving care .....	15

## Section 2: Care Processes

Timeliness of Care Proceedings .....	16
Legal Status .....	17
Looked After Children Reviews .....	17
Social Worker visits and allocations .....	18

**Section 3: Placements**

Placement Type .....	19
Stability of Looked After Children Placements .....	20
Distance between placement and child's original address .....	20
Fostered Children .....	21

**Section 4: Permanency**

Adoptions and Special Guardianship Orders .....	22
Adoptions: 3 year average .....	22

**Section 5: Health**

Substance Misuse .....	24
Health Checks of Looked After Children .....	24
Emotional and Behavioural Health of Looked After Children .....	25

**Section 6: Education**

Key Stage 1 .....	26
Key Stage 2 .....	26
Key Stage 4 (GCSEs or Equivalent) .....	27
Social Inclusion : Exclusions .....	27
Social Inclusion : Absence from school .....	28

**Section 7: Care Leavers**

Numbers of care leavers (19 year olds) .....	29
Care Leavers in Suitable Accommodation .....	29
Care Leavers in Education, Employment or Training (EET) .....	29
Young People aged 19 (previous Looked After) who were in Higher Education .....	30

## References

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### Publications

- SFR36/2014 - Children looked after in England, including adoption. 30 September 2014  
This release provides statistics on looked-after children at both national and local authority levels for the financial year 2013 to 2014.  
<https://www.gov.uk/government/statistics>
- SFR50/2013 - Outcomes for children looked after by local authorities. 11 December 2013  
A range of outcome measures at national and local authority level in England for children continuously looked after for at least 12 months.  
<https://www.gov.uk/government/statistics>
- SFR36/2013 - Children looked after in England, including adoption. First published 26 September 2013 updated 11 December 2013  
This release provides statistics on looked-after children at both national and local authority levels.  
<https://www.gov.uk/government/statistics>
- 2013 Adoption Score Card. 14 January 2014  
Data showing the speed at which local authorities place children in need of adoption with a family.  
<https://www.gov.uk/government/publications/adoption-scorecards>
- Children in care and adoption performance tables 2013. 14 January 2014 updated 5 June 2014  
Information about the adoption and children's care services provided by every local authority in England during 2013.  
<https://www.gov.uk/government/publications>

### Data

- SSDA903 Collection - Children looked after by local authorities in England
- DfE voluntary 2014 18-year old care leavers data collection
- Cafcass reports from the Case Management System (CMS) and ECMS
- ONS Merton ethnic Population Census 2011

# Summary

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## Overall Findings

### Profile of Looked After Children at 31 March 2014

- Numbers of looked after children continue to rise. There were 150 looked after children as at 31 March 2014, an increase of 7% compared to 31 March 2013 and an increase of 9% on 2010. Merton's increase is greater than the national of 1% on 2013 and 7% on 2010.
- Merton's rate of looked after children per 10,000 is 33 compared to the national average of 60. There is a wide variation across the country, 30 to 60 rate per 10,000 range is the modal majority in London and nationally. Merton has the 2<sup>nd</sup> lowest rate amongst its Statistical Neighbours. There are only eight (three in London) local authorities with a rate per 10,000 less than Merton.
- The age profile of children looked after at 31 March in Merton varies from the national norm with Merton caring for a large number of older looked after children aged 16 and over. In Merton 41% of our looked after children are aged 16 and 17 compared to 21% nationally. The inverse trend is reflected in the 0 to 9 year olds at 28% to the national 43%.
- The majority of children looked after in Merton are from a white background. This is a lower proportion than the general resident population (18%). There are fewer Asian or Asian British than the all persons Merton population, although numbers of looked after children have risen from 2013. Mixed ethnic backgrounds, Black or Black British heritage and 'other ethnic groups' have looked after children proportions greater than the resident population.
- The report demonstrates an increase in the category of 'other ethnic groups' in 2013 and 2014 as at the 31 March, in 2014, 80% of these looked after children were known to the authority as Unaccompanied Asylum Seeking Children.
- The majority of children looked after as at 31 March previously lived in wards east and south of the borough, outside of Merton or with no address. Of those with an address, 60% came from homes located in one of the bottom 30% areas of deprivation in the Indices of Deprivation Affecting Children Index.
- 2014 has a lower percentage of looked after children cautioned or convicted during the year than in 2013. 4% above national rates.

### Starting to be looked after in 2013-2014

- More children started to be looked after in 2014 than in the previous five years, an increase of 30% on 2010 and 23% on 2013.
- A larger proportion (34%) of these starters was aged 16 and over. This is twice the size of the national proportion of starters in this age range.

### Ceasing to be looked after in 2013-2014

- More children ceased to be looked after than in previous years. 107 ceased during the year ending 31 March 2014, an increase of 19% from 2013 and an increase of 41% from 2010. These are larger increases than those shown nationally.
- The percentage of children aged 0-4 years ceasing to be looked after has increased by 136% on the 2013 numbers.
- Approximately half of children ceasing care in 2013-14 return home to live with parents/relatives. Nationally one third ceases care and return home.

### Care Processes

- Merton has a strategy in place to support us to meet the national 26 week time limit for care proceedings.
- Merton (43%) has a smaller proportion than nationally (58%) of looked after children on a care order (either an interim or full care order). The proportion of children on full care orders remain stable year on year.
- Merton accommodates more children under section 20 (47%) than nationally (28%).
- 96.5% of reviews of looked after children are completed within timescales.
- Timeliness of social worker visits has declined on previous years.



## Placements

- The number of children in foster placements rose from 2013 accounting for 71% of looked after children. This is in line with national (75%).
- Fewer children are placed with their parents than in previous years and nationally.
- Merton has a greater proportion of children placed in secure units, children's homes and hostels than nationally. A large proportion of this placement type is in reference to children and young people living in supported lodgings (55%), placements which are classified within this group.
- 12.7% of Merton looked after children had three or more placement moves during 2013/14 compared to 11% nationally.
- 58% of Merton's looked after children are in stable placements; the technical definition of stability is defined by the DfE as the percentage of looked after children aged under 16 who have been looked after continuously for at least 2.5 years who were living in the same placement for at least 2 years. Merton's performance is below the 2013 national average rate of 67%.
- 17% of Merton's looked after children are placed outside the local authority boundary and more than 20 miles from where they used to live, compared to 12% nationally. Merton is 6<sup>th</sup> amongst its 12 statistical neighbours. A more detailed analysis of these placements will be available in Merton's 'Securing Sufficient Accommodation for Looked After Children and Care Leavers' strategy refresh in spring 2015.
- 49% of foster placements are with foster families provided by the borough.

## Permanency

- Ten looked after children were adopted and four made subject of a Special Guardianship Order during the year. This is the largest number over the previous five years. Children ceasing care through this permanency route (10%) is below national (17%) but joint 4<sup>th</sup> amongst statistical neighbours.
- The projected three year rolling (2011-2014) average time (days) between a child entering care and moving in with its adoptive family, for children who have been adopted is 689.4 days, is converging on the 2010-2013 national average of 647 days.

## Health

- Merton has the lowest proportion of children looked after identified as having a substance misuse problem over the last five years at 8%. This is twice the percentage of children and young people nationally.
- Health outcomes in 2014 are above national average in all areas, immunisations, dental checks and annual health assessments.
- Emotional and behavioural health determined by the average score of children looked after children for whom a Strengths and Difficulties Questionnaire was completed is low at 12.4. A low average score is deemed 'good'. The 2014 outturn is below the 2013 national average of 14.0.

## Education

- Due to the timing of the Looked After Children Return and the academic year, education outcomes are delayed. National publication in the Adoption Score Card and Performance Tables 2014 will provide a three year average of 2011-2013. The indicators represented are calculated for all the school age children looked after continuously for 12 months in the year ending the 31 March. For a complete picture of Education outcomes of Merton's Looked After Children population please refer to 'The Virtual School Annual Report'.

## Care Leavers

- Merton has 29, 19 year old care leavers. This increase has a direct relationship with the increasing number profile of 16 and 17 year old looked after children in previous years.
- Merton has a smaller proportion of care leavers in suitable accommodation (64%) than national (83%). Both Merton and national are presenting a declining performance in this measure.
- Over a third of former care leavers are Not in Education, Employment or Training (NEET). Merton's percentage of care leavers in Education, Employment or Training (EET) (60%) is above national (53%).
- 6% of Merton and national young people aged 19 who were looked after aged 16 were in higher education (three year average 2011, 2012 and 2013).

NB: Numbers for Merton are the exact figures, whereas the numbers for our statistical neighbours released in the SSDA 903 Publication have been rounded to the nearest 5

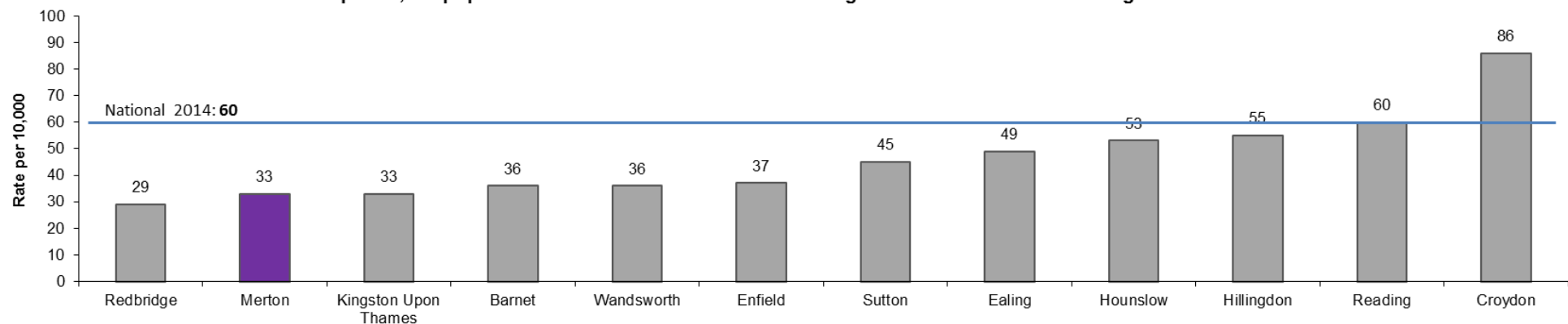
## Section 1: Looked After Children Cohort Overview (Numbers and Characteristics)

As at 31<sup>st</sup> March 2014

Numbers and rate of children looked after compared to national averages as at 31<sup>st</sup> March 2014.

	2010 (31 <sup>st</sup> March)		2011 (31 <sup>st</sup> March)		2012 (31 <sup>st</sup> March)		2013 (31 <sup>st</sup> March)		2014 (31 <sup>st</sup> March)	
	Number	Rate per 10,000	Number	Rate per 10,000	Number	Rate per 10,000	Number	Rate per 10,000	Number	Rate per 10,000
Merton	137	32	132	31	129	30	140	31	150	33
National	64,470	57	65,500	58	67,070	59	68,060	60	68,840	60

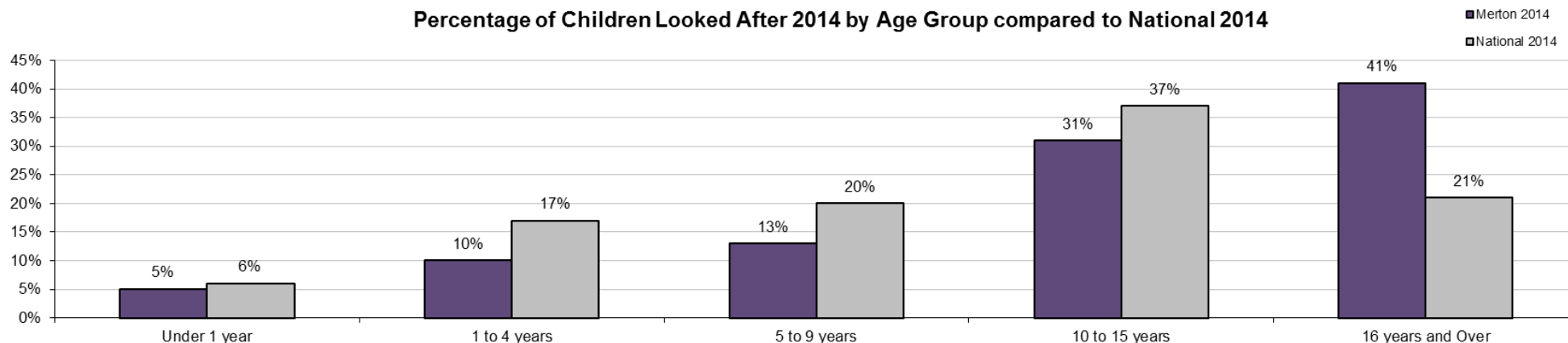
Rate per 10,000 population of Children Looked After 2014 against Merton's Statistical Neighbours 2014



### Age and Gender of child looked after compared to national averages as at 31<sup>st</sup> March 2014.

	Age Groups (percentage of Children Looked After)					Gender (percentage of Children Looked After)	
	Under 1 yr	1 to 4 yrs	5 to 9 yrs	10 to 15 yrs	16+ yrs	Male	Female
Merton 2014	5%	10%	13%	31%	41%	64%	36%
National 2014	6%	17%	20%	37%	21%	55%	45%

Percentage of Children Looked After 2014 by Age Group compared to National 2014



### Age of child looked after by year as at the year end

Merton	Age (in years) (number of Children Looked After, as at 31 <sup>st</sup> March)																	
	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
2014	8	6	4	5	0	2	5	3	2	7	5	6	8	1	15	12	22	39
2013	6	7	5	1	5	4	2	2	7	5	5	6	2	8	9	17	24	25
2012	7	4	3	4	4	1	3	7	5	2	7	2	9	8	15	13	16	19
2011	4	5	7	9	6	3	3	3	4	4	3	11	6	12	9	9	14	20
2010	8	10	9	4	2	5	3	2	3	2	8	3	7	8	7	10	21	25

Source: SSDA 903

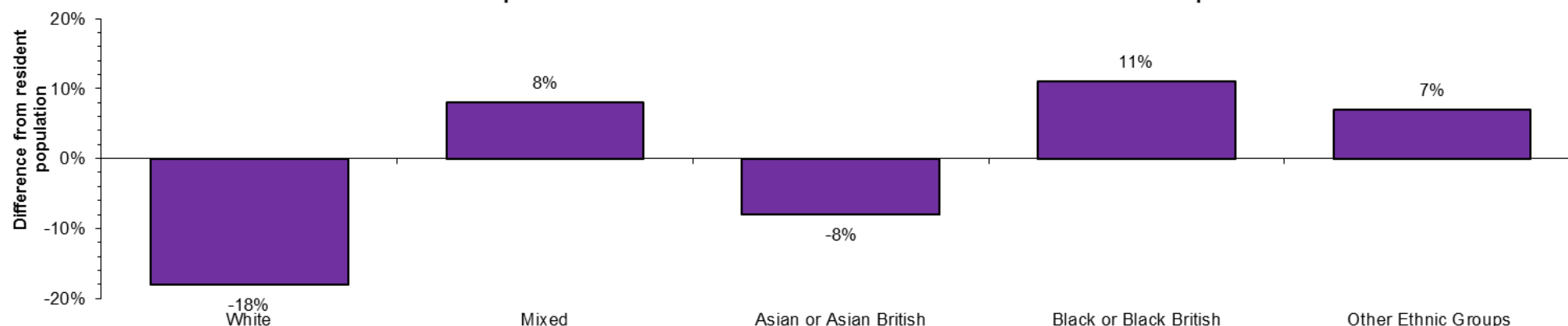
## Ethnic Origin of child looked after as at 31<sup>st</sup> March 2014 compared to Merton residence population 2011 Census.

	Ethnic Origin (percentage of children)				
	White (inc Traveller of Irish Heritage & Gypsy/Roma)	Mixed	Asian or Asian British	Black or Black British	Other Ethnic Groups (inc Unknown & Refused)
Merton Looked After Children	47%	13%	10%	21%	10%
Merton Resident Population (all ages) ONS 2011 Census	65%	5%	18%	10%	3%
<i>Difference from resident (all age) population</i>	-18%	8%	-8%	11%	7%

Source: SSDA 903

Page 24

**Ethnic Group Difference of Looked After Children from the Merton Resident Population**

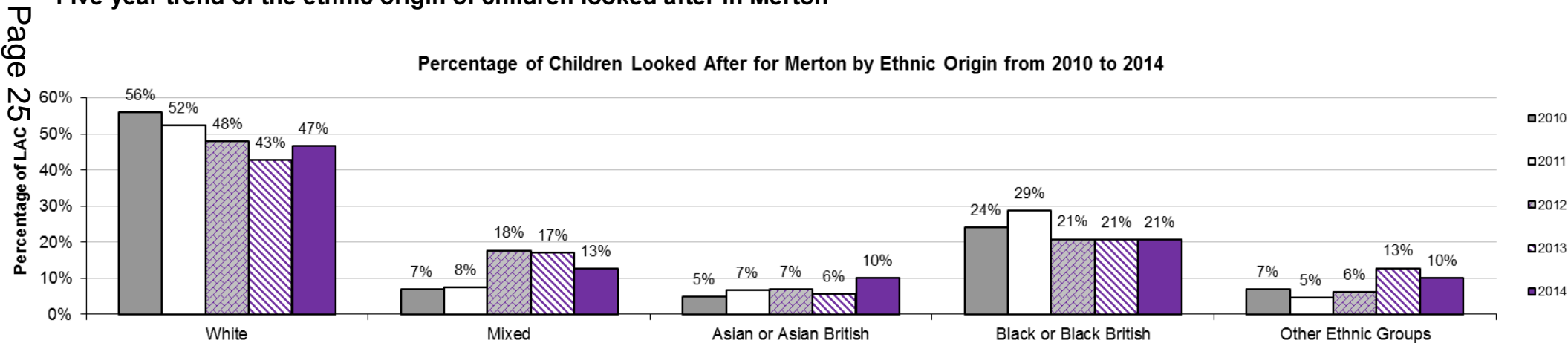


Note: Other Ethnic Groups is a census defined category and represents a number of ethnic groups where ethnic heritage cannot be defined in the Asian, Black White or Mixed groups. The category includes Afghanistani, Arab, Egyptian, Filipino, Iranian, Iraqi, Japanese, Korean, Kurdish, Latin / South / Central American, Lebanese, Malay, Moroccan, Polynesian, Thai, Vietnamese, or Yemeni.

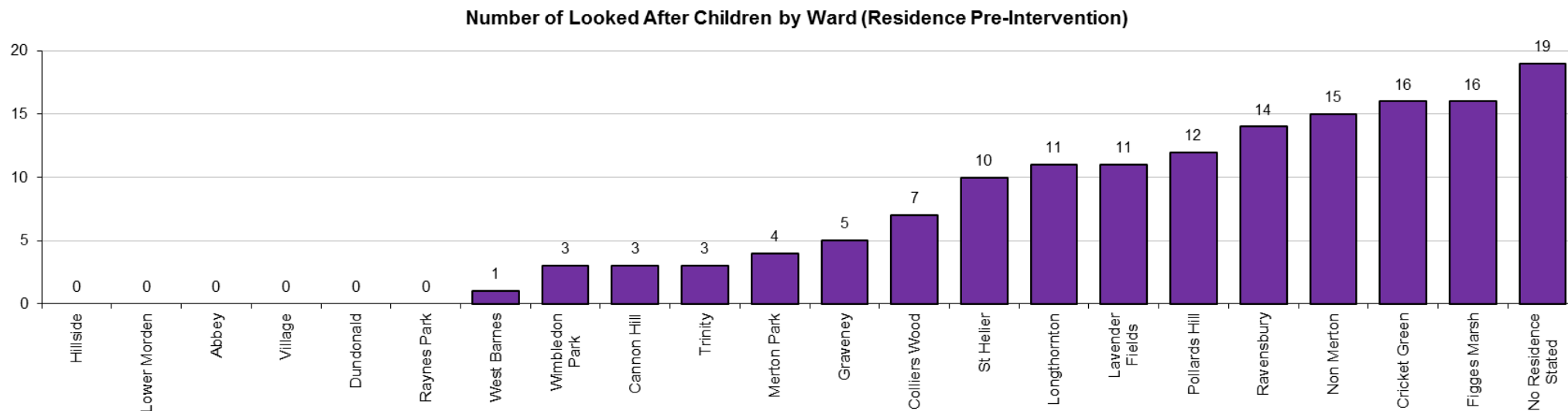
Ethnic Origin of child looked after as at 31<sup>st</sup> March 2014 compared to trend.

Merton	Ethnic Origin (number of children)															
	Asian Indian	Asian Bangladeshi	Asian Pakistani	Asian Other	Black African	Black Caribbean	Black Other	Mixed White & Black African	Mixed White & Black Caribbean	Mixed White & Asian	Mixed Other	White British	White Other	Chinese	Any Other Ethnic Group	Refused/ Unknown
2014	0	1	4	10	8	15	8	4	2	2	11	58	12	0	15	0
2013	0	1	4	3	11	10	8	3	4	3	14	51	9	0	18	1
2012	1	2	4	2	11	10	6	2	5	2	14	53	9	0	8	0
2011	3	1	3	2	18	10	10	0	5	1	4	57	12	0	6	0
2010	0	1	3	3	12	12	9	0	4	2	4	69	8	0	10	0

Five year trend of the ethnic origin of children looked after in Merton



## Looked After Children by Ward (Residence at time of Pre-Intervention) as of 31st March 2014



Page 26

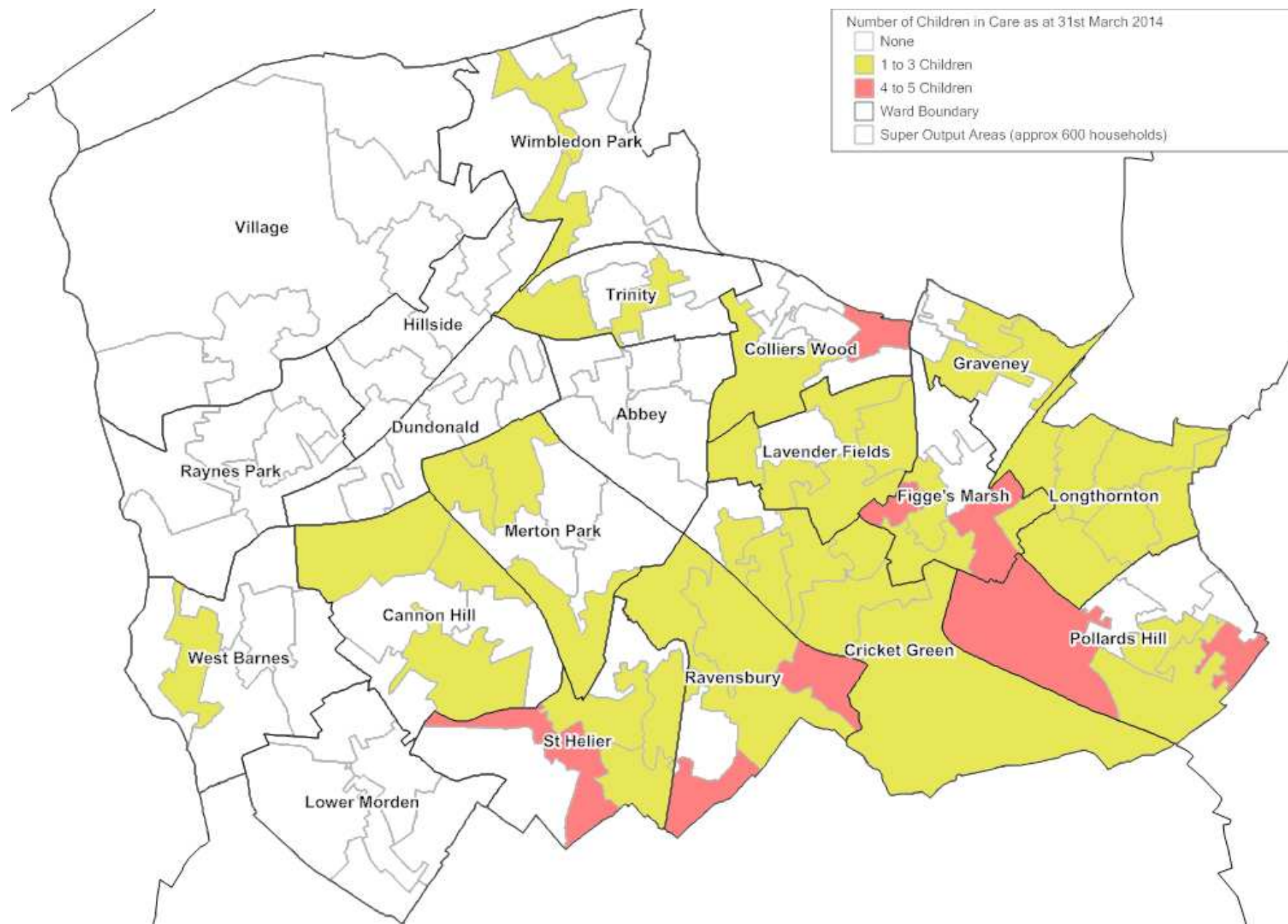
## Looked After Children who lived in an area of Deprivation Pre-Intervention (as at 31<sup>st</sup> March of each year)

Merton	2010	2011	2012	2013	2014
Number	81	75	73	71	90
Percentage*	59%	57%	57%	51%	60%

*Indices Affecting Children (IDACI) 2010.*

*\*Denominator includes unaccompanied asylum seeking children, and children with blocked records with no pre-intervention address.*

# Looked After Children by Ward (Residence at time of Pre-Intervention) (SSDA903 31<sup>st</sup> March 2014)



## Offending by Looked After Children (LAC continuously for at least twelve months, twelve months ending 31 March)

	Looked After Children		
	Number aged 10 years old or older during the year	Number cautioned or convicted during the year	Percentage cautioned or convicted during the year
2014	62	6	10%
2013	54	6	11%
2012	55	10	18%
2011	52	3	6%
2010	58	3	5%
Statistical Neighbour Average 2013*	1,300	75	6%
National (2013)	29,880	1,840	6%

Source: SSDA 903

\* Statistical Neighbours average is calculated from 8 LA's rounded numbers (4 LA data suppressed);



## Children who started to be Looked After during the year 2013/14

### Number of Children who started to be Looked After during the year ending 31<sup>st</sup> March

	2010	2011	2012	2013	2014
Merton	88	85	83	93	114

Source: SSDA 903

### Age of Children who started to be Looked After during the year ending 31<sup>st</sup> March

Merton	Age (in years) (number of children started to be Looked After, ages on entering care during 2013/14)																	
	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
2014	13	5	5	3	4	1	3	5	3	1	4	3	2	8	8	7	22	17
2013	10	2	1	1	1	3	0	3	1	0	5	1	2	4	10	11	22	16
2012	10	2	2	1	0	2	5	4	1	3	2	2	3	6	8	9	13	10
2011	6	1	4	3	2	2	2	2	3	1	4	3	3	15	7	9	11	7
2010	14	4	0	2	4	4	1	1	1	5	0	2	3	7	10	12	13	7

## Children who ceased to be Looked After during the year 2013/14

### Number of Children who ceased to be Looked After during the year ending 31<sup>st</sup> March

	2010	2011	2012	2013	2014
Merton	76	101	94	90	107

Source: SSDA 903

### Age of Children who ceased to be Looked After during the year ending 31<sup>st</sup> March

Merton	Age (in years) (number of children started to be Looked After, ages on leaving care during 2013/14)																		
	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
2014	4	5	10	4	3	5	1	5	2	3	3	1	2	5	2	9	6	9	28
2013	3	1	4	1	2	1	0	4	1	1	2	1	2	6	13	10	9	5	24
2012	3	4	4	3	8	3	1	1	2	4	1	3	2	5	10	5	6	6	23
2011	4	4	6	1	2	2	3	1	1	1	1	0	1	13	13	5	10	12	21
2010	5	5	3	2	3	4	1	0	2	1	0	2	4	5	7	8	7	4	13

### Reason for children leaving care during 2013/14

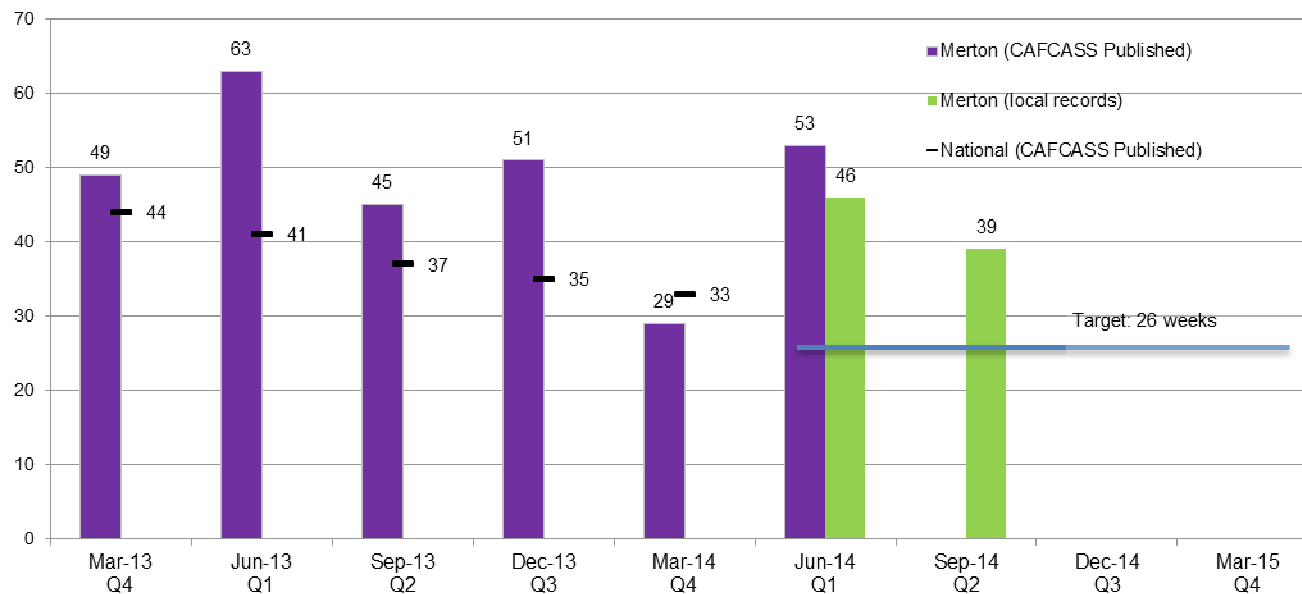
	Adoption	Care taken over by another LA in UK	Returned home to live with parents/relatives	Residence Order Granted	Special Guardianship Order	Moved to independent living	Transferred to residential care funded by Adult Social Services	Care ceased for any other reason	Sentenced to custody
2014	9	1	52	3	4	27	0	8	3
2013	5	0	48	0	3	21	2	7	4
2012	9	0	39	2	3	23	0	17	1
2011	5	0	54	1	5	18	1	15	2
2010	2	1	44	5	6	13	0	5	0

## Section 2: Care Processes

### Timeliness of Care proceedings when taking children into care

The Children's and Families Bill has proposed a 26 week limit for care and supervision proceedings.

26 week time limit for care proceedings - CAFCASS data



### Legal Status of Looked After Children (as of 31<sup>st</sup> March)

Merton	Legal Status (percentage of Children Looked After)											
	Interim Care Orders		Full Care Orders		Placement Order Granted (including freed for adoption)		Accommodated under S20		Youth Justice Legal Statuses		Detained for Child Protection (Police Protection Orders)	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
2014	17	11%	48	32%	13	9%	71	47%	1	1%	0	0%
2013	18	13%	42	30%	11	8%	66	47%	3	2%	0	0%
2012	13	10%	36	28%	11	9%	66	51%	3	2%	0	0%
2011	23	17%	44	33%	10	8%	54	41%	1	1%	0	0%
2010	27	20%	45	33%	6	4%	58	42%	1	1%	0	0%
National 2014	7,940	12%	32,000	46%	9,320	13%	19,230	28%	300	0%	50	0%

Source: SSDA 903

### Looked After Children Reviews Completed within Timescales (old National Indicator 66)

The percentage of Children Looked After who should have been reviewed during the year ending 31<sup>st</sup> March who were reviewed on time during the year

	2010 (31 <sup>st</sup> March)	2011 (31 <sup>st</sup> March)	2012 (31 <sup>st</sup> March)	2013 (31 <sup>st</sup> March)	2014 (31 <sup>st</sup> March)
Merton	97.6%	96.7%	95.9%	95.9%	96.5%
Merton's Ranking Against Statistical Neighbours (out of 11)	1 <sup>st</sup>	3 <sup>rd</sup>	not yet available	not yet available	not yet available
National	90.9%	90.5%	not yet available	not yet available	not yet available

Source: SSDA 903

Notes: The DfE do not publish national comparisons for this indicator: "The Reviews Indicator still has issues, including that it uses 20 calendar days rather than 20 working days and we will be changing this for next year's collection to take into account weekends and bank holidays. We will not be publishing any data based on reviews within timescale because the indicator still does not reflect statutory guidance."

**Percentage of Looked After Children of whom the Social Worker Visits are up-to-date (as at 31<sup>st</sup> March of each year)**

	<b>2010</b> (31 <sup>st</sup> March)	<b>2011</b> (31 <sup>st</sup> March)	<b>2012</b> (31 <sup>st</sup> March)	<b>2013</b> (31 <sup>st</sup> March)	<b>2014</b> (31 <sup>st</sup> March)
3 Monthly Visits	97%	100%	99%	91%	94%
6 Weekly Visits	77%	79%	78%	100%	62%

Source: Local monitoring

**Percentage of children looked after with an allocated Social Worker as at 31<sup>st</sup> March 2014**

	<b>2010</b> (31 <sup>st</sup> March)		<b>2011</b> (31 <sup>st</sup> March)		<b>2012</b> (31 <sup>st</sup> March)		<b>2013</b> (31 <sup>st</sup> March)		<b>2014</b> (31 <sup>st</sup> March)	
	<b>No.</b>	<b>%</b>	<b>No.</b>	<b>%</b>	<b>No.</b>	<b>%</b>	<b>No.</b>	<b>%</b>	<b>No.</b>	<b>%</b>
Merton	137	100%	132	100%	129	100%	140	100%	150	100%

## Section 3: Placements

### Placement Type for Looked After Children as at 31st March 2014

Merton	Placement Type (percentage of Children Looked After)																	
	Foster Placement		Placed for Adoption		Placement with Parents		Other Placement in the Community		Secure Units, Children's Homes and Hostels		Other Residential Settings		Residential Schools		Missing: Absent for >24 hrs from Agreed Placement		Other Placement	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
2014	106	71%	4	3%	1	1%	2	1%	31	21%	4	3%	2	1%	0	0%	0	0%
2013	86	61%	8	6%	5	4%	26	19%	9	6%	4	3%	1	1%	1	1%	0	0%
2012	80	62%	3	2%	5	4%	18	14%	8	6%	1	1%	4	3%	2	2%	9	7%
2011	96	73%	7	5%	4	3%	15	11%	6	5%	1	1%	3	2%	0	0%	0	0%
2010	98	72%	3	2%	4	3%	2	1%	28	20%	0	0%	1	1%	1	1%	0	0%
National (2014)	51,340	75%	3,580	5%	3,210	5%	2,250	3%	6,360	9%	1,050	2%	840	1%	160	0%	50	0%

Source: SSDA 903

#### Notes:

Foster placement – Foster placement with relative and friends and with in house or agency foster carer

Other placement in the community – Living independently and residential employment

Secure units, children's homes and hostels – Secure units, homes and hostels subject to Children's Homes regulations and homes and hostels not subject to Children's Homes regulations (this includes supported lodgings)

Other residential settings - Residential care homes , NHS Trust providing medical/nursing care, Family centre or mother and baby unit, and Young offenders institution or prison.

### Percentage of Looked After Children with 3 or more placements during the year 2013/14 (old National Indicator 62)

The percentage of Children Looked After at 31<sup>st</sup> March with three or more placements during the year ending 31<sup>st</sup> March

	2010 (31 <sup>st</sup> March)	2011 (31 <sup>st</sup> March)	2012 (31 <sup>st</sup> March)	2013 (31 <sup>st</sup> March)	2014 (31 <sup>st</sup> March)
Merton	11.7%*	15.2%	13.9%	15.7%	12.7%
National	11%	11%	11%	11%	11%

Source: SSDA 903 \*This was submitted to DfE but re-run of the report at 24-06-2010 showed the figure as 12.3% due to data changes on Carefirst after submission.

Notes: From 2015, children missing from placement will no longer count towards this indicator.

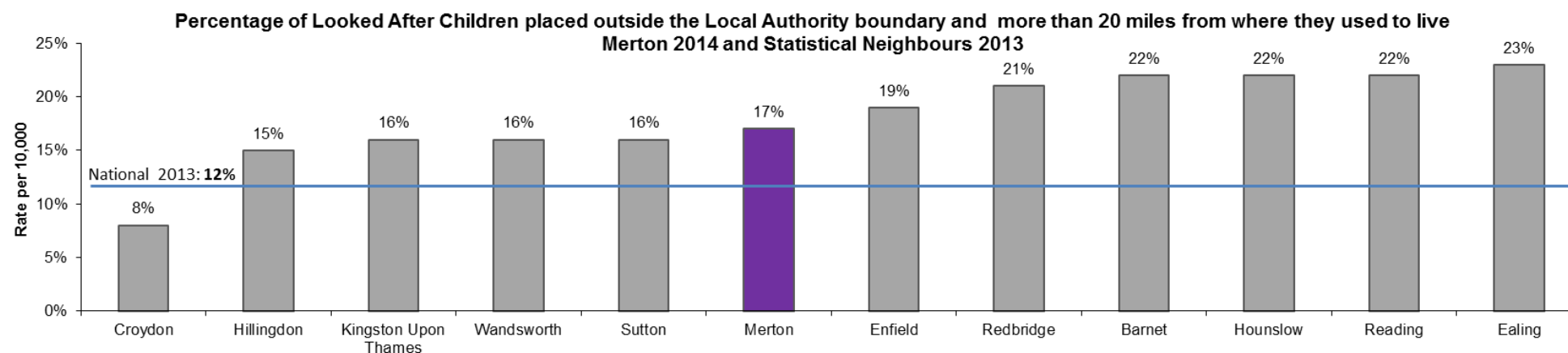
### Percentage of Looked After Children Stability in their placement during the year 2013/14 (old National Indicator 63)

The percentage of Children Looked After aged under 16 at 31<sup>st</sup> March who had been looked after continuously for at least 2½ yrs, who were living in the same placement for at least 2 yrs, or are placed for adoption and their adoption and their adoptive placement together with their previous placement last for at least 2 yrs

	2010 (31 <sup>st</sup> March)	2011 (31 <sup>st</sup> March)	2012 (31 <sup>st</sup> March)	2013 (31 <sup>st</sup> March)	2014 (31 <sup>st</sup> March)	3 year average 2011, 2012 & 2013
Merton	50%	67%	68%	64%	58%	66%
National	67%	68%	68%	67%	not available	68%

Source: SSDA 903

### Percentage of Looked After Children as at 31<sup>st</sup> March 2014 placed outside LA Boundary and more than 20 miles from where they used to live.

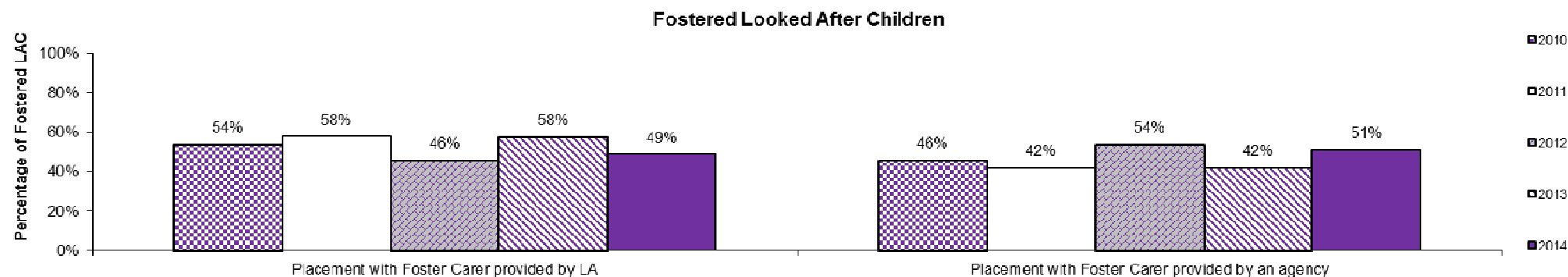


Whilst preparing our Looked After Children Sufficiency Strategy we are mindful of the exact borough in which our children are placed and our relative foster care provision and location be it provided by an in-house foster care or agency.

### Fostered Looked After Children (as of 31<sup>st</sup> March)

Merton	Fostered Looked After Children* (percentage of Fostered Looked After Children*)									
	2010 (31 <sup>st</sup> March)		2011 (31 <sup>st</sup> March)		2012 (31 <sup>st</sup> March)		2013 (31 <sup>st</sup> March)		2014 (31 <sup>st</sup> March)	
	No.	%	No.	%	No.	%	No.	%	No.	%
Placement with Foster Carer <b>provided by LA</b> within LA	42	44%	43	47%	31	37%	30	37%	33	33%
Placement with Foster Carer <b>provided by LA</b> outside LA	10	10%	10	11%	8	10%	17	21%	16	16%
Placement with Foster Carer <b>provided by an agency</b> within LA	5	5%	9	10%	5	6%	3	4%	4	4%
Placement with Foster Carer <b>provided by an agency</b> outside LA	39	41%	29	32%	40	48%	31	38%	47	47%
Placement with Foster Carer <b>provided by LA</b>	52	54%	53	58%	39	46%	47	58%	49	49%
Placement with Foster Carer <b>provided by an agency</b>	44	46%	38	42%	45	54%	34	42%	51	51%

\*Excludes children placed with friends or family





## Section 4: Permanency

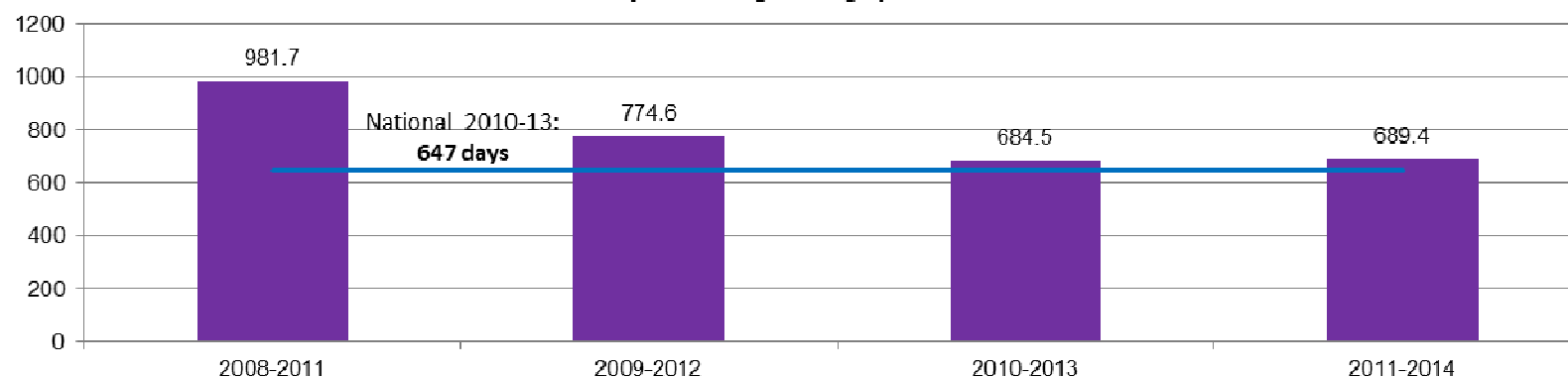
### Number of Looked After Children Who Were Adopted or made subject of a Special Guardianship Order During the Year

Ending 31 <sup>st</sup> March	2010	2011	2012	2013	2014
Adoptions	2	5	9	5	10
Special Guardianship Orders	6	5	3	3	4
Merton Total	8	10	12	8	14

Source: Children in Care and Adoption Performance Tables and SSDA 903

### National adoption scorecard A1 indicator which presents the three year rolling average during which children enter and moving in where their permanent carers

**A1: Average time (days) between entering care and moving in with adoptive family, for children who have been adopted**  
**Three year rolling average performance**



2013/14 data is provisional therefore the three year average for 2011-14 is estimated and not yet published.

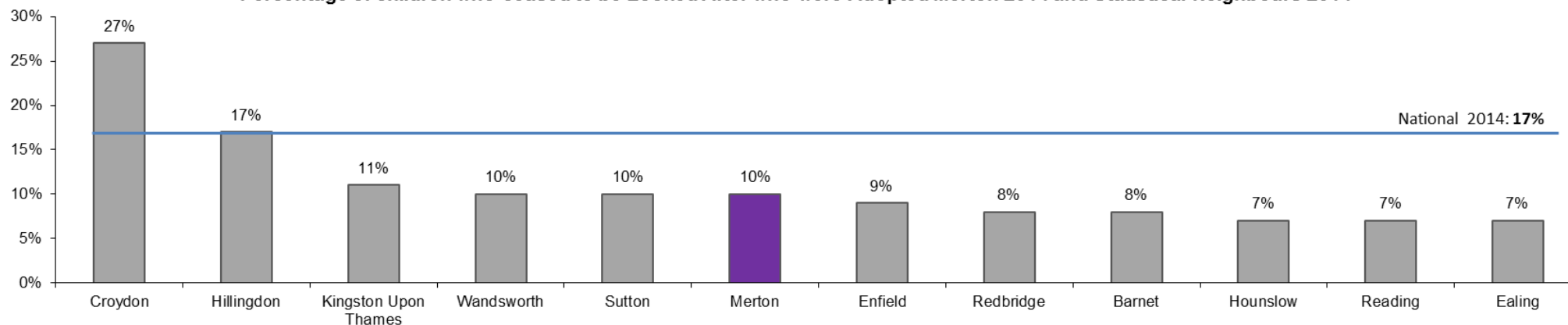
## Percentage of children who ceased to be looked after who were adopted during 2013-201

Source: Children in Care and Adoption Performance Tables

Statistical Neighbour	2014 Single Year	3 year average 2011, 2012 & 2013 (%)		
	% LAC Adopted	A1: The average time between a child entering care and moving in with its adoptive family, for children who have been adopted (days)	A2: The average time between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family (days)	A3: Percentage of children who wait less than 21 months between entering care and moving in with their adoptive family
Barnet	7%	679	130	57%
Croydon	7%	941	346	33%
Ealing	10%	520	85	56%
Enfield	11%	764	153	49%
Hillingdon	10%	708	187	54%
Hounslow	7%	672	222	54%
Kingston upon Thames	10%	555	218	51%
Merton	9%	685	256	42%
Reading	27%	625	218	46%
Redbridge	8%	627	204	47%
Sutton	17%	646	183	43%
Wandsworth	8%	792	246	45%
National	17%	647	210	55%

Page 38

Percentage of children who ceased to be Looked After who were Adopted Merton 2014 and Statistical Neighbours 2014



## Section 5: Health

### During the Year Substance Misuse of Children Looked After (LAC continuously for at least 12 months, ending 31 March 2014)

	Looked After for at least 12 months	Identified as having a substance misuse problem		Those who <u>received</u> an intervention for their substance misuse problem		Those who were <u>offered</u> an intervention but who <u>refused</u> it	
	Number	Number	Percentage	Number	Percentage	Number	Percentage
2014	83	7	8%	3	43%	4	57%
2013	84	9	11%	2	22%	7	78%
2012	75	15	19%	10	59%	n/a	n/a
2011	85	12	14%	8	67%	5	42%
2010	88	8	9%	3	38%	5	62%
National (2013)	47,200	1,660	4%	950	57%	570	34%

### Health Care of Children Looked After (LAC continuously for at least 12 months, ending 31 March 2014)

	Looked After for at least 12 months	Children whose Immunisations were up-to-date	Children who had their Teeth Checked by a Dentist	Children who had their Annual Health Assessment
	Number	Percentage	Percentage	Percentage
2014	83	95%	83%	95%
2013	84	90%	99%	98%
2012	74	89%	93%	97%
2011	85	93%	92%	88%
2010	88	93%	96%	88%
National (2013)	47,200	83%	82%	87%

Source: SSDA903

## Emotional and Behavioural Health of Looked After Children (old National Indicator 58)

### Average Score of Children Looked After for whom a Strengths & Difficulties Questionnaire (SDQ) was completed

Statistical Neighbours	As at 31 <sup>st</sup> March (Merton 2014, Statistical Neighbours and National 2013)		
	Percentage of Eligible Children for whom an SDQ score was submitted	Average Score (a low average score represents the best)	Average Score Rank (1st=Highest, 12th= Lowest)
Barnet	100%	13.0	8 <sup>th</sup>
Croydon	74%	12.6	9 <sup>th</sup>
Ealing	99%	13.3	7 <sup>th</sup>
Enfield	94%	13.4	6 <sup>th</sup>
Hillingdon	87%	11.6	12 <sup>h</sup>
Hounslow	96%	13.5	5 <sup>th</sup>
Kingston Upon Thames	94%	15.4	3 <sup>rd</sup>
Merton 2014	59%	12.4	10 <sup>th</sup>
Reading	96%	17.9	1 <sup>st</sup>
Redbridge	93%	11.9	11 <sup>th</sup>
Sutton	64%	17.6	2 <sup>nd</sup>
Wandsworth	92%	14.4	4 <sup>th</sup>
National	71%	14.0	-

Source: SSDA 903

## Section 6: Education

### Key Stage 1 (KS1)

The number of Children Looked After who were eligible to sit their Key Stage 1 assessments (at the end of Year 2) and the percentage of these children achieving at least the expected level (Level 2+)

Year	Number eligible to sit Key Stage 1 tasks and tests	Achieving Level 2+ in Reading	Achieving Level 2+ in Writing	Achieving Level 2+ in Mathematics
2013	1	100%	100%	100%
2012	1	100%	100%	100%
2011	4	75%	100%	100%
2010	1	100%	100%	100%
2009	3	67%	0%	67%
National (2013)		69%	61%	71%
All Merton Pupils (2013)		87%	81%	90%

Source: SSDA903 matched to the National Pupil Database

### Key Stage 2 (KS2)

The number of Children Looked After who were eligible to sit their Key Stage 2 assessments (at the end of Year 6) and the percentage of these children achieving at least the expected level (Level 4+). Please note that national measures were changes in 2013 to report Reading, Mathematics and Writing rather than as previously English, Mathematics and Science.

Year	Number eligible to sit Key Stage 2 tasks and tests	Achieving Level 4+ in Reading	Achieving Level 4+ in Mathematics	Achieving Level 4+ in Writing	Achieving Level 4+ in Grammar, Spelling and Punctuation
2013	3	67%	67%	67%	33%
National (2013)		63%	59%	55%	45%
All Merton Pupils (2013)		90%	86%	85%	80%
Year	Number eligible to sit Key Stage 2 tasks and tests	National Indicator 99: Achieving Level 4+ in English	National Indicator 100: Achieving Level 4+ in Mathematics	Achieving Level 4+ in Science	Achieving Level 4+ in both English and Mathematics
2012	1	100%	100%	100%	100%
2011	5	40%	20%	40%	20%
2010	2	100%*	50%	50%	50%
2009	1	100%	100%	100%	100%

Source: SSDA903 matched to the national pupil database

## GCSEs or Equivalent

The number of Children Looked After who were eligible to sit their GCSEs (at the end of Year 11) and the percentage of these children achieving GCSEs

Year	Number in Year 11	Number who sat at least one GCSE	Percentage eligible who sat at least one GCSE or equivalent	Percentage who obtained			
				Any passes	5+ GCSEs at Grade A*-G or equivalent	5+ GCSEs at Grade A*-C or equivalent	National Indicator 101: 5+ GCSEs Grade A*-C including English and mathematics
2013	13	11	85%	85%	54%	23%	23%
2012	9	8	89%	89%	67%	44%	22%
2011	3	2	67%	67%	67%	33%	0%
2010	12	10	83%	67%	50%	17%	0%
2009	15	10	67%	67%	47%	20%	13%
National (2013)				not available	not available	37%	15%
All Merton Pupils (2013)				99%	95%	86%	63%

Source: SSDA903

## Exclusions from School

The Children Looked After who had been looked after for at least 12 months

	2009	2010	2011	2012
Merton - Percentage of children permanently excluded	0.00%	0.00%	0.00%	0.00%
National - Percentage of children permanently excluded	0.37%	0.27%	0.24%	0.15%
Merton - Percentage of children with at least one fixed term exclusion	<i>Suppressed</i>	17.50%	<i>Suppressed</i>	20.93%
National - Percentage of children with at least one fixed term exclusion	13.32%	12.62%	11.81%	11.36%

*Suppressed: number less than or equal to 5 or percentage where the numerator is less than or equal to 5 or the denominator is less than or equal to 10.*

## Absence from School

The Children Looked After who had been looked after for at least 12 months

	2009		2010		2011		2012		2013	
	Percentage Absence	Percentage classed as Persistent Absence	Percentage Absence	Percentage classed as Persistent Absence	Percentage Absence	Percentage classed as Persistent Absence	Percentage Absence	Percentage classed as Persistent Absence	Percentage Absence	Percentage classed as Persistent Absence
Merton	5.0%	Suppressed	6.3%	Suppressed	3.6%	0.0%	5.5%	Suppressed	3.9%	Suppressed
National	6.2%	8.8%	5.8%	7.8%	5.5%	7.3%	4.7%	6.0%	4.4%	5.0%

Suppressed: number less than or equal to 5 or percentage where the numerator is less than or equal to 5 or the denominator is less than or equal to 10.

## Section 7: Care Leavers

### Numbers of care leavers (19 year olds)

	2010 (31 <sup>st</sup> March)	2011 (31 <sup>st</sup> March)	2012 (31 <sup>st</sup> March)	2013 (31 <sup>st</sup> March)	2014 (31 <sup>st</sup> March)
Merton	13	13	17	20	29

### Percentage of Care Leavers in Suitable Accommodation (old National Indicator 147)

The percentage of former care leavers aged 19 who were looked after on 1<sup>st</sup> April in their 17<sup>th</sup> year, who were in suitable accommodation

	2010 (31 <sup>st</sup> March)	2011 (31 <sup>st</sup> March)	2012 (31 <sup>st</sup> March)	2013 (31 <sup>st</sup> March)	2014 (31 <sup>st</sup> March)
Merton	92%	92%	88%	85%	64%
Merton's Ranking Against Statistical Neighbours (out of 11)	3 <sup>rd</sup>	2 <sup>nd</sup>	6 <sup>th</sup> (joint)	8 <sup>th</sup>	not available
National	90%	90%	90%	88%	83%

Source: SSDA 903

### Percentage of Care Leavers in Education, Employment or Training (old National Indicator 148)

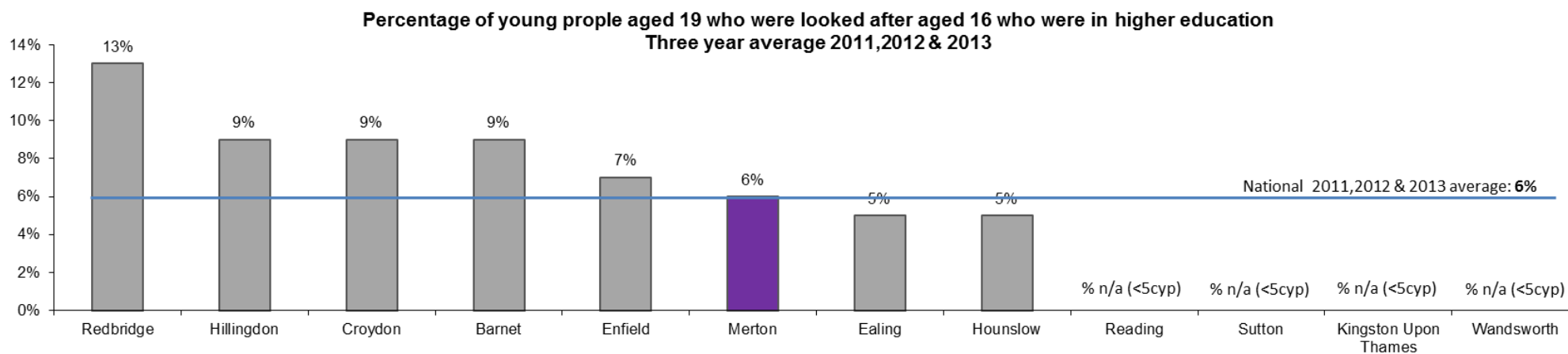
The percentage of former care leavers aged 19 who were looked after on 1<sup>st</sup> April in their 17<sup>th</sup> year, who were in education, employment or training

	2010 (31 <sup>st</sup> March)	2011 (31 <sup>st</sup> March)	2012 (31 <sup>st</sup> March)	2013 (31 <sup>st</sup> March)	2014 (31 <sup>st</sup> March)
Merton	61.5%	76.9%	70.6%	60.0%	60.0%
Merton's Ranking Against Statistical Neighbours (out of 11)	5 <sup>th</sup>	1 <sup>st</sup>	4 <sup>th</sup>	8 <sup>th</sup>	not available
National	62%	61%	58%	58%	53%
All Merton Young People	94.4%	94.6%	94.9%	95.4%	not available

Source: SSDA 903



## The percentage of young people aged 19 who were looked after aged 16 who were in higher education



### Staying Put (year ending the 31<sup>st</sup> March)

'Staying Put' relates to young people, who have turned 18 and left care in the year ending the 31<sup>st</sup> March 2014, eligible for care leaver support, i.e. those who have been looked after for a total of 13 weeks after their 14th birthday, including at least some time after their 16th birthday and remaining with their former foster carers at age 18.

One young person in 2013/14 met the criteria (4% of the eligible cohort).

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**Committee: Children and Young People Overview and Scrutiny Panel**

**Date: 4<sup>th</sup> November 2014**

Agenda item: 6

Wards: All

**Subject: Progress report on Safeguarding Services**

Lead officer: Yvette Stanley, Director of Children's Services

Lead member: Councillor Maxi Martin

Forward Plan reference number:

Contact officer: Paul Angeli, Head of Children's Social Care & Youth Inclusion

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**Recommendations:**

- A. That members consider and comment on the developments in safeguarding services in Merton.
- 

**1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY**

- 1.1 This item is intended to assist Panel in its scrutiny of the effectiveness of multi-agency partnership arrangements in Merton to safeguard and protect children from harm.

**2 DETAILS**

- 2.1 Safeguarding activity in the borough is overseen by Merton's Safeguarding Children Board (MSCB). The Board is composed of a partnership of agencies involved in working with vulnerable families in the borough. The Council has a central role in assisting the MSCB in its strategic oversight of safeguarding work for children. Merton has a well established local safeguarding children board with good engagement from the key statutory agencies and the Lead Member for Children's Services. In February 2014 the Board welcomed Keith Makin as its new Independent Chair. Safeguarding Boards are now reviewed by OFSTED as part of the Single Inspection Framework who provide an important judgement about the effectiveness of safeguarding activity in the borough. The role of the Chair in providing challenge to the whole system is seen as critical in any inspection.
- 2.2 In Merton the Board works alongside the Children's Trust and other key strategic partnership groups to ensure that children's needs are effectively met. MSCB works with a variety of partners besides the Children's Trust Board. The Director of Children's Services and the Lead Member attend the Health and Well Being Board, ensuring that there is robust representation of safeguarding issues relating to children and young people. The overarching strategic plan for children's services remains the Children & Young People Plan which was refreshed in 2012 and which MSCB has endorsed and contributed towards. Priorities include Safeguarding and these are also

reflected in the MSCB's Business Plan. A business plan for 2014-15 has recently been published setting out the board's priorities.

- 2.3 The work of the Board is managed through regular partnership meetings. The business plan for the board is laid out on an annual basis and is supported through 6 sub groups which take responsibility in key areas of the Board's work. The key groups are:

- Quality Assurance
- Policy & Communications
- Training
- Human Resources
- Promote & Protect Young People
- Child Death Overview Panel

- 2.4 Each of these groups brings together partners to provide a focus in these areas. They have work plans which are related to the MSCB's Business Plan.

### **Quality assurance and governance**

- 2.5 A revised Quality Assurance Framework has been developed which was shared with the Board in July 2014. This programme of work includes multi agency auditing and reviews of single agency audits of their safeguarding work. Multi agency auditing has strengthened during the year and there is now a regular bi monthly audit programme in place.

- 2.6 All agencies represented on the board submit annual reports (Section 11 reports) outlining how they ensure that their agencies take responsibility for safeguarding. All agencies in Merton have submitted their reports and laid out their ambitions for 2014-15. The priorities agreed by the board following the submission of Section 11 reports and internal monitoring are laid out in the Board's Annual Business Plan.

### **Performance against key indicators**

- 2.7 Safeguarding Boards nationally have been encouraged to develop a performance dataset that provides the Board with information about how agencies are working individually and collectively to maintain the safety of children in the borough. The performance information is composed of already agreed national indicators and MSCB has also developed a number of local measures. The MSCB has developed and refined this dataset and now receives key information from a range of providers and commissioners of services. The Board has used this data to challenge agencies and focus its activity.

### **Serious Case Reviews and Serious Untoward Incidents**

- 2.8 There have been no incidents which have triggered the requirement to undertake a serious case review in the last year. However during the year

- we have initiated an internal learning and improvement review on one child and jointly agreed a learning and improvement review in relation to another child in a neighbouring borough.
- 2.9 Following a serious case review in 2012-13 we have completed the implementation of the action plan surrounding Child A and developed training and a new service specifically aimed at addressing the issue of non school attendance arising from lessons learned in the serious case review.
- 2.10 We have been asked to undertake an internal review into historical involvement with children who have died in a neighbouring authority.
- 2.11 Our Child Death Overview Panel (CDOP) which reviews all deaths of children which were unexpected but not necessarily untoward has published its annual report. This has not identified any local trends of significance. The Merton CDOP is hoping to share data with colleagues in the region to consider if there may be patterns of concern across a wider geographical area.

### **Children's Social Care**

- 2.12 The lead service for the management of child protection work within the council is Children's Social Care (CSC). As effective multi agency working underpins the safe management of risk to children, CSC needs to work very closely with other agencies in the borough. In the last year CSC has had to manage a number of challenges and changes. The management of assessments was consolidated into the First Response team to ensure safe and effective practice. This has resulted in improved workflow and performance in this area. Early indications from clients' satisfaction surveys suggest overall that users of the service have been reasonably happy about the way in which the First Response team has managed their case.

### **Multi Agency Safeguarding Hub (MASH)**

- 2.13 The MASH service was established in April 2013 and has been operational for 18 months. The team is composed of managers and social workers from children's social care and representatives from agencies such as Police, Health, Youth Offending, Education, Transforming Families and Probation. The MASH is also supported by a range of voluntary agencies and is supported by administrative staff and systems.
- 2.14 The Team is located on the 12th Floor of the Civic Centre and is the single point of contact for all safeguarding concerns in respect of children and their families. The aim of the MASH is to ensure that safeguarding activity is managed effectively. In particular there is an opportunity to robustly gather information and intelligence from a wide range of agencies and services, thus improving initial responses to concerns. The MASH, through information sharing by agencies in the team, will determine whether to undertake a child protection investigation or consider intervention by an early help service.

- 2.15 The First Response Social Work Team is also based with the MASH and this team undertakes child protection investigations and the majority of the borough's single assessments. In the last year key activity has included the development of Information Sharing Protocols with Health and an increase in the number of agencies involved with the MASH. Work to strengthen data analysis is underway. The MASH team continues to develop strong relationships with early help commissioned services. A firewalled MASH Database has been developed in order for Multi Agency information to be kept securely. In 2013-14 the team received referrals on 1745 children and this led to assessments of 1696 children. Not all of these referrals would have raised issues about safeguarding matters.
- 2.16 Voluntary agencies have a key interface with MASH and the First Response team. Organisations such as Jigsaw4u and Barnardo's play a key role currently around such issues as missing children and the management of child sexual exploitation.

### **Child Protection Assessments**

- 2.17 Local Authorities initiate child protection investigations of children at risk under Section 47 (S.47) of the Children Act 1989. The London Borough of Merton has initiated approximately 500 investigations each year in the past 4-5 years. In 2013-14 there were 593 assessments undertaken. This is slightly higher than previous years and there has been an average of 40 child protection assessments initiated each month in the last year.
- 2.18 Close co-operation with colleagues in the Police is particularly required and joint working with our colleagues is generally very positive in Merton. There has been a focus on achieving the regulatory requirement of holding a child protection conference within 15 days of a child protection referral and this has resulted in improved performance.
- 2.19 When considering risk to children one of the determinations by the Police and Local Authorities is the use of emergency action to protect children. Such action to protect children is undertaken by the Police using Police powers of protection or by local authorities using Emergency Protection Orders. These have remained steady during the course of this year.

### **Children Subject to Child Protection Plans**

- 2.20 Many children assessed as being at risk of significant harm require a child protection plan. Where this occurs the lead agency for managing the plan is children's social care. Child Protection cases are primarily managed by the Central Social Work Service, with some held by the Children with Disabilities team. When the social work teams were re organised the teams managing long term work were given responsibility for children in need, children looked after as well as child protection work and so practitioners in these teams now manage a range of work. This allows children and families to receive a continuity of service from the same worker. Currently

the Central Social Work teams currently work with approximately 240 families in need, and about 170-200 children subject to child protection plans. All children subject to a child protection plan in Merton have an allocated social worker.

- 2.21 The number of children subject to a plan at the end of 2013-14 was 182. 229 children were subject to an Initial Child Protection Plan in the year with 212 children becoming subject to a plan.
- 2.22 The number of children who have been subject to a child protection plan has seen a gradual rise. This is connected with demographic changes in the borough. The rate of children subject to a child protection plan per 10,000 continues to be in line with the national average.
- 2.23 When children become subject to a child protection plan for a second time this can be a major cause for concern. In comparison to national averages fewer children in Merton have become subject to a Child Protection plan for a second time in the last 3 years. Between 2010 and 2013 8-13% of children were subject to a plan for a second time. Good performance is generally regarded as being between 10-13% in this area. Last year this was 11.3% and this was below the London and national averages for previous years.
- 2.24 The number of children who were subject to a Child Protection plan for more than 2 years remains low in Merton at 3.6% and this is below the London average of 5.8%.
- 2.25 The concerns that lead to children being subject to Child Protection Plans vary. The vast majority are subject to a plan because of concerns about child neglect and emotional abuse with domestic violence being a key factor. The majority of children subject to a plan remains the under 5 group with the next largest group being adolescents over 12.

### **Child Protection Conferences**

- 2.26 Merton has for the last two years been using the Signs Of Safety approach to managing Child Protection Conferences. This approach has been helpful in engaging parents when their children are subject to Child Protection Plans. The ability of child protection conferences to manage risk is dependent upon the availability of all agencies to attend conferences. When agencies are not available Child Protection Conferences are regarded as inquorate. The number of inquorate conferences in Merton is not high.

### **Local Authority Designated Officer (LADO)**

- 2.27 The role of the LADO in the management and oversight of individual cases of allegations against staff and volunteers working with children was set out in *Working Together to Safeguard Children, HM Government, 2010* and this remains a key aspect in the recently published revision *Working Together 2013*.

- 2.28 Referrals to the LADO have continued to rise. There has been an increase in the numbers of strategy meetings held following LADO referrals from 19 in 2011-12 to 38 in 2012-13 and 44 in 2013-14. This increase is a reflection of wider understanding of the LADO role as a great deal of training and promotional work has taken place through the Board to ensure all agencies are aware of the need to inform the LADO where there are concerns about professionals and volunteers working with children.
- 2.29 The LADO has investigated matters relating to a range of concerns. While many concerns are not substantiated it is appropriate that concern raised about conduct towards children is thoroughly investigated.

### **Children with Additional Needs**

- 2.30 Difficulties faced by parents can be a major challenge in children's lives. Problems such as parental disability, mental health problems, learning difficulties, substance misuse and domestic violence can all create risks and challenges for children's development. Domestic Violence is a particular concern for the MSCB as indicated above. The partnership has completed a review of domestic violence and this will lead to a revision of the governance of domestic violence with leadership in this area moving to Children's Services. Indications are currently that parental mental health or substance misuse features as a concern in about 25-30% of the households assessed in the last 6 months. We have completed a review of our joint working protocol with Adult Mental Health to ensure closer working with these particularly vulnerable families.
- 2.31 Other smaller cohorts of children in Merton remain at particular risk and MSCB during the course of last year has continued to review children at risk of Female Genital Mutilation, Child Trafficking and Forced Marriages. The MSCB and the Corporate Parenting Committee also retain responsibilities to consider how Looked After Children are protected from harm.

### **Private Fostering**

- 2.32 Children who are privately fostered can have heightened vulnerability as children are living apart from their parents and they may have few familial or community supports. While most arrangements can be benign some children can be at heightened risk of abuse in these arrangements. There are National Minimum Standards surrounding Private Fostering and the local authority is under a duty to promote awareness and raise understanding of the requirements to notify when such arrangements are being made. During the course of 2013-14 the private fostering team received 13 notifications. This was an increase on previous years and is in contrast to national trends where there has been a decline. 9 new arrangements were made and 8 ended. At the end of the year 11 children were subject to a private fostering arrangement. This is likely to be an underestimate of the number of children living in such arrangements.



- 2.33 Like many local authorities in London many of the children who have come to the notice of the team have come from overseas and it has not always been possible to contact parents. It has therefore not been possible to clarify some of the required aspects of the regulations in all cases.

### **Young Carers**

- 2.34 Young carers are children who because of the ill health or disability of their parents need to take on caring tasks to support their parents. These children are particularly vulnerable as they may live with parents with poor mental health, substance misuse problems or physical needs which mean children's own needs can be compromised without the right support. Support for young carers is co ordinated through the commissioned young carers project. The project supports young carers and ensures they do not take on inappropriate levels of care. A range of support and activities is provided that enable young people to identify their own needs and find ways to meet those needs. In 2013/14 the project supported over 300 young carers in Merton.

### **Children who are missing from Home**

- 2.35 In 2014 revised guidance for local authorities and partners was issued by the Department for Education (DfE). Local partnerships were asked to review and revise their local protocols and procedures. The Police and Children's Social Care have refreshed the protocol and have established a group to review children who are missing from home. Children missing from home or their placement are clearly an extremely vulnerable group. Children go missing for a variety of reasons relating to difficulties within their families and often may be attracted or coerced into dangerous activity outside of their homes.
- 2.36 Approximately 400 children go missing from home and care each year. Many children reported as missing to the Police in Merton are children in care to other boroughs. The new missing children group will monitor these children and raise concerns with home authorities where there are on going concerns.
- 2.37 Missing children in Merton are supported through the work of the missing persons team based at Wimbledon Police Station, Children's Social care and by the commissioned Jigsaw4U project whose workers visit children who are reported missing where there is believed to be heightened vulnerability.

### **Children missing Education**

- 2.38 The local authority has particular responsibilities in relation to children who are not in education. Children missing education (CME) and who have a chronic attendance problem are clearly a cause of concern but may also have heightened vulnerability if their parents are also experiencing problems related to mental health, substance misuse or learning difficulties. Chronic non attendance may also be an indicator of neglect.
- 2.39 Schools work alongside the Education Welfare Service to address the most problematic families. Key to the CME process is a multi agency panel which reviews all children who are missing education and tracks actions to return them to full time education. The Panel reviews between 180 and 200 cases

per academic year. The S2S (school to school) database is a national database where schools can place information securely for pupils who leave school and have no forwarding school address.

- 2.40 Education Welfare staff follow up cases on S2S to seek forwarding schools. A high use of S2S is encouraged by the Local Authority. In addition EWS support the home education process where families opt to educate children other than at school (EOTAS) Alternative education is a key method for ensuring that young people are in education.
- 2.41 Non school attendance was an issue identified as a potential concern in our most recent serious case review (Child A). A distinct project team to work with children in primary schools who have chronic non attendance has been established. This has been funded and will be supported by the Transforming Families Team to ensure intensive work with the families of these children can take place.

### **Key Challenges 2014-15**

- 2.42 The MSCB reviews activity and priorities on an annual basis and produces a Business Plan. The Business Plan for 2014-16 is attached as appendix one.

## **3 ALTERNATIVE OPTIONS**

- 3.1. None for the purposes of this report.

## **4 CONSULTATION UNDERTAKEN OR PROPOSED**

- 4.1. None for the purposes of this report.

## **5 TIMETABLE**

- 5.1. N/A

## **6 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS**

- 6.1. No specific implications.

## **7 LEGAL AND STATUTORY IMPLICATIONS**

- 7.1. No specific implications.

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

- 8.1. No specific implications.

## **9 CRIME AND DISORDER IMPLICATIONS**

9.1. No specific implications.

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

10.1. No specific implications.

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

11.1 MSCB Business Plan 2014-15

**12 BACKGROUND PAPERS**

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# **Merton Safeguarding Children Board**

## **Business Plan 2014 – 16**

**Agreed 16 September 2014**

**Progress of this Plan will be monitored at each MSCB Meeting**

## **Introduction**

*Merton Safeguarding Children Board aims to ensure that local services work knowledgeably, effectively and together to safeguard children and young people and to support their parents.*

*The Board is seeking to improve its Quality Assurance and Learning and Improvement System to ensure that there is clear understanding of the complexity of work to protect children at the frontline. The Board is seeking to improve its links to practitioners and their managers.*

*The Board recognises that Partner agencies have been undergoing their own changes and that the revised governance and implementation of these changes take time but that safeguarding children must remain a priority.*

*In reviewing its own effectiveness the Board is seeking to streamline its business processes to ensure SMART\* working and to prioritise and de-bureaucratise its work streams.*

*Priorities for this business year are:*

- *quality assurance and challenge to improve direct safeguarding with children, young people and their parents in all local agencies,*
- *engaging with and listening to children and young people,*
- *continuous learning and feedback,*
- *better understanding of our local needs, including children with particular vulnerabilities\*\*,*
- *greater involvement of schools and early years services as places where children and young people are best safeguarded,*
- *increasing understanding about chronic neglect and working to safeguard children who are particularly vulnerable\*\*;*
- *and better communication to the local community and to practitioners about safeguarding.*



Keith Makin  
Independent Chair, Merton Safeguarding Children Board

\*SMART Specific, Measurable, Achievable, Realistic/Resourced & Timely - also Proportionate

\*\*e.g. domestic violence, sexual exploitation, parental mental ill-health, neglect, alcohol and substance misuse, abusive cultural practices, etc.

Objectives		Actions	Outcomes	Resources		Progress Green/Amber/Red
				Who? (Work plans etc.)	When?	Comments
1. Embed the revised Learning and Improvement System agreed in July 2014 Implement the revised Performance Management Framework						
1.1	Continue to embed and strengthen multi-agency case auditing	Identify and train auditors to include wider group of agencies	Clarity about the learning and QA process, including the multi-agency workforce	QA SubGroup	Sept 2014	
1.2	Ensure Initial CP Conferences are audited within each audit and as a specific focus at least once annually	Revise themed audit schedule and ensure at least one ICPC is audited in each	LSCB will be informed about the quality of ICPCs	QA SubGroup	From Sept 2014 – 5 or 6 audits a year subsequently	Audit for Sept/Oct 2014 – focus of a range of ICPCs already agreed
	Extend auditing to include the views of practitioners and service users	Agree process for involving practitioners	Better systemic understanding of the complexity of delivering safeguarding at the frontline	QA SubGroup	Sept 2014	

Objectives		Actions	Outcomes	Resources		Progress Green/Amber/Red
				Who? (Work plans etc.)	When?	Comments
1.3	Deliver Learning & Improvement Feedback Briefings to multi-agency practitioners and first line managers	MSCB to deliver summary feedback workshops on lessons from audits, case reviews locally and wider	Front line staff aware of issue and how to improve practice	LSCB Manager & Training Officer	October - 2 sessions planned	In-planning – trialling different times of day to suit different sectors
	Use briefings to seek feedback from practitioners	Cascade materials to be provided for use within agencies	Better staff awareness of local and key lessons	Agencies to release staff and use cascade materials	Termly thereafter	
		Feedback 'system' issues and practitioner feedback to LSCB	LSCB better informed of frontline issues	Reports to QA & Training SubGroups	Termly	
1.4	Introduce revised School Safeguarding Audit process (section 11) and establish reporting back to MSCB	School HTs to be consulted on and receive the school self-audits	QA that schools meet the revised guidance	AD Education – with School LSCB reps?	Autumn Term. QA report to LSCB in Jan 2015	
1.5	Develop a multi-agency Performance Framework – to inform MSCB and partners of macro need to aid strategic planning and monitoring	Confirm draft governance processes and ensure multi-agency contribution to quarterly data monitoring	Quality data on incidence, need and service delivery	QA SubGroup	Sept 2014 and quarterly thereafter	



Objectives		Actions	Outcomes	Resources		Progress Green/Amber/Red
				Who? (Work plans etc.)	When?	Comments
Page 61	1.6 Ensure multi-agency safe recruitment and staff management	LADO review – including resources <i>Agree local guidance &amp; Audit?</i> Annual HR SubGroup and LADO reports to MSCB	Staff are aware of expectations about behaviour Safe recruitment guidance and practice is in place Agencies self-audit against agreed standards and report to LSCB LSCB and Partner agencies learn from cases of concern	AD Social Care  HR SubGroup  HR SubGroup LADO	Sept 2014   HR Nov 2014 LADO July 2015	
	Continue to improve practice and multi-agency responses to families where there is concern about domestic violence, mental health and/or alcohol or substance mis-use	Ensure priority multi-agency training Undertake multi-agency audits Increase awareness and understanding of complexity	Improved understanding Earlier recognition Effective planning Fewer children affected by	QA SubGroup & Training SubGroup Promote and Protect YP Strategic Group	Reports to LSCB in quarterly meetings	

Objectives		Actions	Outcomes	Resources		Progress Green/Amber/Red
				Who? (Work plans etc.)	When?	Comments
1.8	Ensure agency and multi-agency compliance with safeguarding standards	Continue the monitoring of agency section 11 compliance and actions through biennial section 11 audits and annual Agency QA and Performance Management Challenge Meetings (Peer review)  Safeguarding Audits of schools as equivalent to section 11 see 1.4 above to be fed back into the Performance Challenge Meetings in April 2015	An annual overview of Partner Agency safeguarding standards	LSCB Chair Board Manager All Partner agencies	April 2015	
<b>2. Participation and partnership with children and young people in safeguarding</b>						
2.1	Develop a LSCB Participation Strategy for Children and Young People	Review and map current agency systems for consulting children and young people and how safeguarding is and can be woven into that.	A clear mechanism to consult children and young people  Understanding of young people's concerns and how to respond to them	<i>Policy and Communication SubGroup?</i>	Nov 2014	
2.2	Develop a strand for children and young people into the revised Communication Strategy	Review how young people seek to communicate LSCB articles in Young Merton and other publications	Integrated communications strategy	<i>Policy and Communication SubGroup?</i>		

Objectives		Actions	Outcomes	Resources		Progress Green/Amber/Red
				Who? (Work plans etc.)	When?	Comments
2.3	To seek young people's views on safeguarding and on services to increase the LSCB's awareness – particularly in the area of increased vulnerabilities	To explore working with school councils, children in care and young people's groups to facilitate dialogue about the LSCB role and young people's views on	A network of fora where safeguarding can be explored from a young person's perspective and the LSCB can test its relevance to young people	Commission Action Research Project / BASPCAN / South Bank University Children's Social Care	Autumn Term 2014	
2.4	To invite young people to be actively involved in the LSCB Annual Conference	Invite school councils and youth groups to devise a presentation to the Conference / LSCB	Increased understanding of children and young people's concerns and perspectives on safeguarding	Training SubGroup & CSF Community Sector?	March 2015	
2.5	Feedback from young service users on the work undertaken	Involve young people in case auditing See 1.3 above	Increased awareness of young people's views about the services and their quality.	QA SubGroup	Nov 2014	
<b>3. Ensure awareness and implementation of the London Child Protection Procedures and locally agreed Procedures</b>						
3.1	Implement revised guidance for schools: 'Keeping children safe in education', April 2014	LSCB Chair to write to schools & set out LSCB expectations & seek stronger partnership	A strong link between the LSCB and schools	Chair	Sept 2014	
3.2	Strengthen school membership of the LSCB and the LSCB involvement in schools' designated persons meetings and HT's meetings	Increase school representation on MSCB  LSCB Chair to write to schools & establish a clear relationship with Heads For	Increased involvement of Head Teachers in the LSCB, increased understanding of young people's needs	AD Education  Chair	Sept 2014	

Objectives		Actions	Outcomes	Resources		Progress Green/Amber/Red
				Who? (Work plans etc.)	When?	Comments
3.3	Review and improve the multi-agency response to Domestic Violence including peer relationships	Agree revised Domestic Violence Strategy	Improved understanding across Partnerships of leadership in DV and protection of children and young people	MSCB	Sept 2014	
3.4	Review and agree the multi-agency response to Self-Harm	Agree and implement Self-Harm Protocol	Increased awareness of signs and multi-agency responses	Policy and Communications SubGroup	Nov 2014	
3.5	To agree clear multi-agency approach to parental mental-ill health	Agree and implement Mental Health Protocol	Increased awareness and understanding of the impact of mental ill-health on parenting and the inherent risks and interventions	Policy and Communications SubGroup	Nov 2014	
3.6	To introduce a multi-agency strategy to prevent Female Genital Mutilation	Agree and implement Female Genital Mutilation Strategy	Increased awareness of Female Genital Mutilation, how to recognise risk and respond sensitively and to prevent it	Policy and Communications SubGroup	March 2015	
3.7	Ensure multi-agency safe recruitment and staff management	LADO review – including resources <i>Agree local guidance &amp; Audit?</i> Annual HR SubGroup and LADO reports to MSCB	Safe recruitment is embedded into job design, selection, induction and every day staff management and agencies have clear processes to investigate allegations of concern.	AD Social Care HR SubGroup HR SubGroup LADO	Sept 2014 Nov 2014 HR SubGroup Nov 2014 LADO July 2015	

Objectives		Actions	Outcomes	Resources		Progress Green/Amber/Red
				Who? (Work plans etc.)	When?	Comments
3.8	Continue to improve practice and multi-agency responses to families where there is concern about domestic violence, mental health and/or alcohol or substance mis-use	Ensure priority multi-agency training Undertake multi-agency audits Increase awareness and understanding of complexity	Improved understanding Earlier recognition Effective planning Fewer children affected by	QA SubGroup & Training SubGroup Promote and Protect YP Strategic Group	Reports to LSCB in quarterly meetings	
3.9	Review understanding of chronic neglect, its impact and intervention	Review recent research into neglect and its impact Review local incidence Include in multi-agency briefings Include as a theme in Annual Conference	Better recognition of neglect	Training SubGroup QA SubGroup	Nov 2014  Nov 2014  Mar 2015	
3.10	Ensure that there is an agreed and operating escalation process	Draft Escalation Protocol	Greater awareness of how to challenge in case work and escalate when needed	Policy and Communication SubGroup	Nov 2014	
<b>4. Complete and implement the revision of the MSCB Governance, Structure and Board Business Processes</b>						
4.1	To have a revised MSCB Constitution, Performance Framework, Learning and Improvement System and Training Strategy and to seek Partner commitment to the work of the MSCB.	Confirm Constitution Review, MSCB Membership and structure and processes  To review Annual Business Planning and reporting cycle reducing the frequency of reports to meetings	Clarity about roles and responsibility  Possible separation of strategy and practice monitoring	MSCB Chair Board Manager All Members	Sept 2014	

Objectives		Actions	Outcomes	Resources		Progress Green/Amber/Red
				Who? (Work plans etc.)	When?	Comments
4.2	Information Sharing Protocol	To review the Information Sharing Protocol	Clarity about the governance of information sharing at strategic and case levels	Merton Council Board Manager Partner Agencies	Nov 2014	
4.3	To hold an Annual Stakeholders' Conference for practitioners and supervisors to increase awareness of the MSCB role and work programme and to increase the LSCB's awareness of the complexity of work at the frontline, in order to enhance the MSCB's role and inform its future business planning and priorities: Theme – <b>Learning from and enhancing engagement and practice at the frontline</b>	Agree themes and structure of the Conference  Seek involvement of children and young people  Seek involvement of practitioners and supervisors	Greater awareness of principles of engagement in frontline practice  Consultation between the LSCB, practitioners and service users	MSCB Business Support team Board Manager	Sept 2014   Conference March 2015	

This Business Plan contains the MSCB priority actions. The on-going work of the MSCB and its SubGroups and Task Groups continues alongside it and will be incorporated into the SubGroups' annual work plans and reporting cycle to the MSCB.

New priorities may be added during the year, including any identified risks which will be monitored in the confidential risk log below.

The Plan will be updated and presented to each MSCB meeting by the Board Manager for monitoring and exception reporting.

The plan will have two appendices:

A **rolling action plan** which will list all the agreed actions from MSCB meetings monitoring them until they are completed.

A **risk and challenge log** listing identified risks and particular challenges which may impact on the whole safeguarding system or single agencies.

**CONFIDENTIAL to MSCB Members Only****Risk & Challenge Log**

At each meeting MSCB will consider any specific risks to the local safeguarding system, either across the system or within a single agency – these may be as a result of increased or new need or demand; problems with pressures, resources or staffing, including change or identification of concerns from performance management or quality assurance reviews.

The MSCB Chair may also add to this risk log executively and/or in consultation with a Member or Members where there is a particular challenge.

SubGroup Chairs may also add to the Challenge Log where there are concerns about progress of the SubGroup WorkPlan or delivery.

The Board will consider what actions need to be taken to mitigate the risks, their priority and these actions will form an Appendix to the Business Plan for continual monitoring until the risk has been reduced to an acceptable level and can be removed

	Concern	Risk/s if not resolved	Action required	By whom?	By when	Red Amber
1	<i>No permanent LSCB Manager</i>	Board actions will not progress in a timely way Risk to formal monitoring of agency & inter-agency effectiveness	Advertising/Recruitment  Manager in place	DCS	Oct 2014  Dec 2014/ Jan 2015	A
2	<i>No Designated Nurse</i>	Risks to audits, case reviews, specialist advice and guidance within health economy	Adequate interim cover arrangements Recruitment	Director of Quality CCG	Sept 2014	G
3	<i>No Communication Strategy</i>	MSCB will not meet one of its statutory responsibilities Children and the public may not be aware of key safeguarding issues Independent, private and voluntary sector may not be aware of local requirements and expectations	Agree strategy, resources required and commence implementation	Chair of Policy and Communications SubGroup	Nov 2014	R

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## **Committee: Children and Young People Overview and Scrutiny Panel**

**Date: 4<sup>th</sup> November 2014**

Item: 7

## **Subject: Local Authority role on reducing particular vulnerabilities faced by girls**

Lead officer: Yvette Stanley, Director of Children, Schools and Families

Lead members: Cllr Maxi Martin, Cllr Martin Whelton

Forward Plan reference number: N/A

Contact officers: Promote and Protect Chair & QA & Practice development -Lee Hopkins (CSF); Education Inclusion – Keith Shipman (CSF); Mawuli Beckley-Kartey – MASH & First Response (CSF); Curtis Ashton - FAS (CSF); VAWG – Zoe Gullen, Safer Merton Kay Eilbert – Director of Public Health (C&H)

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### **Recommendations:**

A. Members of the Panel to note the contents of the report.

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

- 1.1 At the request of the Panel, this report provides members of the Panel with information on some of the work the department, schools and wider council undertakes in relation to girls and vulnerability including: violence against women and girls (VAWG); child sexual exploitation (including trafficking) (CSE); female genital mutilation (FGM); girls and the criminal justice system including girls and gangs; and forced marriage.

## **2 VIOLENCE AGAINST WOMEN AND GIRLS – STRATEGIC RESPONSE**

- 2.1 The Council has a number of statutory duties relating to tackling and effectively responding to domestic abuse and violence against women and girls, duties which are delivered across a number of departments and in partnership with a range of partners. At a partnership level the overarching historic domestic violence strategy has been led by the Safer Merton Partnership who have the lead on prevention, prosecution, overseeing and performance managing the Multi- Agency Risk assessment Committee (MARAC) and commissioning any Domestic Homicide Reviews (DHRs) agreed by the partnership including reporting to the Home Office on such matters. The Merton safeguarding Children's Board (MSCB) has statutory oversight of a range of related issues including child sexual exploitation, child trafficking; girls and gangs and the safeguarding aspects of FGM. The Health and Well Being Board also have an interest, due to their leadership of our overall Health and Wellbeing Strategy.

- 2.2 In terms of service responses, CSF department provides a broad range of services from acute end safeguarding and child protection, to work with schools around young people's wellbeing which prevent or respond to domestic violence and violence against women and girls and other related work with vulnerable girls and young women. Community and Housing commission our local refuges and have a role in relation to vulnerable adults who experience abuse including domestic violence. Safer Merton have historically led the strategic needs analysis process, commission the Independent Domestic Violence Advisor (IDVA) Service, administer the MARAC, oversee any DHR process and support the overall strategic response including governance of the strategy overall and supporting work groups such as the practitioners forum.
- 2.3 Given the need to have an up to date strategy and response to DV encompassing the various partnerships and roles of specific service departments the Director of E&R and Director of CSF commissioned an up to date needs assessment which was undertaken by a specialist consultancy during spring and summer 2014. The following paragraphs detail some of their key findings.
- 2.4 Domestic abuse is in particular a key feature of the work of the CSF departments as DV is one of the "toxic trio" featuring in the majority (60%+) of child protection cases and the department has a strong track record of working with partners tackling domestic violence within families. However, in relationships where children are not present there are limited identified resources to support the victims of abuse. The review established that the partnership's response to this small but important group is limited and less coherent than the current response to families.
- 2.5 The review noted that Merton's population has been changing rapidly over time. 35% of our adult population are BME but 55% of our child population are BME. The fastest growing populations are the overall Asian population, which grew by 6% between 2000 and 2011, specifically those with Pakistani ethnicity which increased by 1.3% and other Asian ethnicity which increased by 4.4%. The overall Black population grew by 3% over the same time period, with the Black African population growing by 1.8%. They recommend that any future service commissioning needs to respond to these changing profiles.
- 2.6 The review also looked at services available to victims of domestic abuse that are not commissioned directly by the council and are either funded by external agencies (HO and LGA) or are direct provision from the voluntary sector. The full needs assessment covers some 170 pages but is available on request. The assessment recommended that Merton in future has a Violence Against Women and Girl's Strategy incorporating domestic violence but encompassing:
- Domestic Violence (including men, same sex relationships, and people with and without children); rape and sexual violence; female genital mutilation; forced marriage; crimes in the name of "honour"; sexual harassment; stalking; trafficking; prostitution and sexual exploitation of adults; and children and young people at risk of sexual exploitation.

- 2.7 The Director of CSF has been tasked with putting in place the partnership governance arrangements to oversee this broader agenda. The board will be supported by a working group of commissioners from Public Health, CSF, C&H and partners whose task will be to ensure we have a joined up commissioning and by a practitioners forum which will share good and best practice and strengthen our risk assessment and response. The first meeting of the new board will take place before Christmas subject to partner agencies making appropriate nominations.

### **3 CHILD SEXUAL EXPLOITATION – MSCB PROMOTE & PROTECT SUB GROUP**

- 3.1 Following the recent Jay report into child sexual exploitation in Rotherham, and at the prompting of the Independent Chair of Merton's LSCB, the council's Chief Executive and the Director of CSF, agencies in Merton are reviewing the effectiveness of local arrangements to identify children at risk and to intervene robustly with both victims and perpetrators of child sexual abuse. At a national level, Ofsted has recently begun a bespoke programme of sample thematic inspections on this issue with two London boroughs so far included. The inspectorate has announced that future inspections of local children in need, looked after and safeguarding services will all include specific enquiry into the arrangements for responding to child sexual abuse.
- 3.2 The responsibility for identifying and responding to issues of known or suspected child sexual exploitation in Merton has been led by the Promote and Protect Young People steering group which reports to the Safeguarding Children's Board. Specialist services have been commissioned to support CSE victims and to support vulnerable children who go missing with the providers being Jigsaw4U and Barnardos. The following paragraphs are taken from the latest monitoring information from the group to the Chair of the MSCB and DCSF.
- 3.3 In 2013 Merton launched its first Child Sexual Exploitation (CSE) Strategy which sets out local multi-agency working arrangements under the MSCB. This strategy promotes a multi-agency approach to addressing CSE through a shared understanding which better supports prevention through information sharing and improved identification and interventions to protect those most at risk of being sexually exploited. The current CSE Strategy was refreshed and approved by the MSCB in January 2014 and incorporates the multi-agency operating protocol for identifying and responding to CSE concerns. It includes arrangements for multi-agency information sharing and collaboration. Monthly case tracking meetings are minuted and distributed to partners on a password protected document to then incorporate into relevant agency records.
- 3.4 The PPYP group has a broad multi-agency membership including representation from: Barnardos, Jigsaw4U, Catch22, Education Welfare, Youth Offending Service, Police (Missing Persons Officer and the new Central CSE team), Primary Health (School Nursing and Health Visiting), Pupil Referral Unit, MASH and the 14+ Looked After Team.

- 3.5 Over the last year we have worked with 67 cases. There are currently 30 open cases.

#### **Age at time of Referral**

<b>Age</b>	<b>Open Cases</b>	<b>Closed Cases</b>
11	1	0
12	2	1
13	3	2
14	4	8
15	11	13
16	2	11
17	7	2
18	0	0
<b>Total</b>	<b>30</b>	<b>37</b>

Of the Open cases 5 are assessed as High risk: 15 as Medium risk and 10 as Low risk.

#### **3.6 CSE Cases**

- All 30 cases are or have been open to CSC&YI.
- 1 of the open cases is male.
- 3 cases have been or are subject to a child protection plan.
- 8 cases are looked after young people 7 of which are placed out of Borough
- Ethnicity is broadly in line with the changing demographics in Merton with just over 50% from a White/British or White background
- The age distribution shows 13% of young people referred for possible sexual exploitation are aged 13 and under.
- The majority at 35% were aged 15 at the time of referral.
- Risk factors include 5 cases with drug and alcohol concerns and 6 with mental health issues.
- Routes of victimisation include 6 gang related: 14 older male and 9 victimised through peers and 1 trafficked young person.
- 5 of the cases have been identified as at risk because of images and messages posted on social media.

- 3.7 The mid-year analysis of the outcomes for the cohort of young people that received specialist support showed that:

- Satisfactory school/college attendance baseline has improved from 17% to 83%
- Episodes of missing from home/care have reduced from 77% to 11%
- Family has access to support services has been maintained at 100%
- Stable and secure accommodation has improved from 6% to 89%
- Remains in regular contact with the service has increased from 61% to 89%
- Reduced association with risky peers/adults has increased from 39% to 83%
- Recovery from sexual abuse/exploitation has increased from 33% to 83%
- Able to identify abuse/exploitative behaviour has increased from 39% to 94%

- Reduced/safer consumption of controlled substances has increased from 11% to 89%
  - Knowledge of sexual health strategies has increased from 33% to 89%
  - Enhanced parent/carer/adult – child relationships has risen from 22% to 78%
- 3.8 In recent months we have been reviewing our LAC children placed outside the borough to ensure arrangements for their support are robust. In all the cases there was evidence of the involvement and support from the specialist commissioned services Jigsaw4U and Barnardos providing direct work and consultation to address concerns as young people were reported missing through to detailed relationship based work to address self esteem and risk awareness.
- 3.9 **Police engagement.** Merton supported the draft and launch of the Metropolitan Police Pan London CSE protocol. The local PPYPO group has membership from the central CSE police team to support identification and escalation of any potential significant high profile investigations and to make sure there is effective local Borough Police action to disrupt CSE activity.
- 3.10 The Central Police CSE team are delivering a programme of briefings to local Police and multi-agency colleagues on their role in combatting CSE led by a Detective Sergeant from the service.
- 3.11 **Health and well being.** ADAD Theatre Company have presented an interactive play focussing on sex and relationships and drugs and alcohol with interactive workshops in Merton Secondary Schools and youth services. The project reached approximately 1000 young people and incorporated workshops for young people to discuss the issues arising in the play.
- 3.12 **Multi-agency training:** Up to 75 professionals have attended sexual health and drugs and alcohol related training as a part of the MSCB training programme. Evaluations were good.
- 3.13 The Teenage Pregnancy and Substance Misuse Partnership Board have agreed to continue the above projects into this year.
- 3.14 **BASHH – British Assoc. of Sexual Health & HIV** have worked on and circulated a risk assessment pro forma to support identification and referral of potential cases of CSE, to be circulated to the group for information.
- 3.15 **Education** – CSE Champions in schools were identified as a priority and the matter was taken to the secondary heads meeting in June. The CSE Champions have been identified and an induction is being planned for September 2014. There are currently 16 CSE champions located in all the special schools, all secondary schools and a number of the primary schools. Stonewall guidance has been launched to all schools and CSF have commissioned the Christopher Winter Project to deliver training to teachers and staff in schools on SRE and Drugs and Alcohol Education. The training has been prioritised and uptake has been good. They are also producing borough guidance for schools and have delivered training for governors.

- 3.16 Voluntary sector** Barnardos began its partnership with Merton in 2010 when, with funding from City Bridge Trust, offering a service to boroughs in the South West of London where services for sexually exploited children were needed. Merton became a key member of the steering group, which includes members from London Councils, the GLA and SWL&ST Mental Health Trust and neighbouring LA's including Richmond, Kingston, Sutton, Wandsworth, Croydon, Hammersmith and Fulham and Hounslow.
- 3.17 Barnardos Service operates an Assertive Outreach Approach, which is the Barnardos model of practice in our sexual exploitation services, which has been researched and evidenced as being a successful methodology in engaging with this client group (Reducing the Risk, Scott & Skidmore, Barnardos 2006). The regular consistent contact provides opportunity for the young person to develop trust with their worker, which is particularly important as this persistent engagement technique helps to counteract the influence from the abusive adults or peers. Our practitioners are skilled in working with young people and in engaging the most hard to reach.
- 3.18 Direct one on one key work with children using the core features of Barnardos evidenced and researched model of practice which can be summarized in the 4 A's:
- ❖ **Access:** provide services in a space that the child feels comfortable and safe; support young people on their own terms; build trust
  - ❖ **Attention:** give young people time and positive attention, focusing on what matters to them
  - ❖ **Assertive Outreach:** make consistent and persistent attempts to contact the young person through a range of methods
  - ❖ **Advocacy:** support young people to get the support they need from multi agency protocols
- 3.19 Jigsaw4U and Missing** – The Jigsaw4U Project Worker plays a significant and important role in safeguarding for young people in Merton who go missing and especially those experiencing sexual exploitation. This includes advocating for a child protection response, providing information to social workers which enables them to form a more coherent picture of what is happening to a young person, helping to locate and safeguard vulnerable young people who are missing. The worker also provides information and intelligence increasing the ability of the multi-agency network including the police to identify hot spots, potential perpetrators and gangs and through this the worker develops local intelligence links and supports best practice. The report on their activity for the last year shows:
- 75 young people received a service (43 young people had a 1:1 service )
  - 56 adults had a service (53 had a 1:1 service)
  - 64 independent return interviews conducted
  - 282 x 1:1 sessions were delivered to young people

- 156 x 1:1 sessions were delivered to adults
- 48 mediation sessions were delivered
- 2 group work programmes were delivered.
- 86 meetings were attended including Promote and Protect Operational and Strategic Groups, Core groups, Sexual Exploitation Strategy Meetings. Professionals meetings, LAC reviews.

### **3.20 Persons of Interest and Perpetrators**

Merton has successfully bid for MOPAC funding for a full time worker with responsibility for coordinating work to tackle child sexual exploitation by gangs and groups, support sharing information and mapping data between agencies and to help develop systems for identifying and acting against persons of interest/perpetrators.

- 3.21 The MOPAC worker supported the recent Gangs and Violence awareness raising event and the link to CSE mapping being undertaken jointly by the MOPAC Gangs and Girls worker and the Gangs workers in Merton.
- 3.22 There are a number of routes into sexual exploitation. The following figures are compiled from information of 151 individual cases (aged 11-18 yrs) that Barnardos practitioners worked with in 2012 in 23 London boroughs including Merton:
- ☐ Older boyfriend/male (face to face) – 28 (18.5%)
  - ☐ Older boyfriend/male (internet/social media) – 13 (8.5%)
  - ☐ Adult Criminal Gang – 7 (5%)
  - ☐ Street Gangs – 20 (13%)
  - ☐ Peer (face to face) - 25 (17%)
  - ☐ Peer (internet/social media) – 17 (11%)
  - ☐ Opportunistic – 24 (16%)
  - ☐ Familial – 12 (8%)
  - ☐ Trafficked – 5 (3%)
- 3.23 This data provides a useful base from which to benchmark local data on 'persons of interest or perpetrators' for Merton in conjunction with colleagues in Safer and Stronger.
- 3.24 There has also been an increase in children and young people reporting that technology was used in their exploitation. A snapshot survey of 29 Barnardos specialist services has shown that during September last year, technology was used in the exploitation of 370 children while 285 were reported missing on more than one occasion. Of the total number of children supported by the Barnardos Pan London Service for Child Sexual Exploitation, Missing and Trafficked Children, 85% reported that technology was used in their exploitation.

- 3.25 Training and awareness raising** Barnardos has provided training to a broad multi-agency audience aimed at raising awareness of the risks and prevalence of CSE and making sure partners are aware of how to refer in to the CSE services in Merton.
- 3.26 Since 2010 when Barnardos worked within Merton it has offered group work to schools and a number of schools have engaged with this service and made close links to the service often seeking support and advice.
- 3.27 During 2014 Barnardos linked with the MOPAC worker for Girls and run joint workshops within schools looking at Sexual Exploitation and Girls within Gangs. Barnardos has also provided a number of training sessions for Merton both social work focused and multi- agency. These have consisted of lunch time seminars and full day trainings. Feedback given to the Local Authority has always been of a positive and productive nature (see attached)

## **4 WORK WITH SCHOOLS**

### **4.1 Schools work with vulnerable girls**

**Safeguarding** is a key responsibility for schools and governors. The LA works to both challenge and support schools in their work on safeguarding and with vulnerable pupils including vulnerable girls. To provide schools with a robust self assessment framework the LA has refreshed the safeguarding checklist for schools to ensure that they have the correct policies and procedures to to keep their pupils safe. This includes work around CSE and other safeguarding issues. Schools complete the audit and are challenged by Governors and LA officers to ensure the subsequent actions are followed up and completed.

- 4.2 Designated Teachers:** All schools must have designated teachers for child protection and safeguarding. Termly designated teacher child protection training events are held, facilitated by the LA, and they regularly include updates on CSE, FGM and forced marriage.

- 4.3 Prevention:** Schools are involved in a range of preventative work with their whole school and targeted groups of young people as well as individual case work. This work is supported by a wide range of CSF services: education inclusion; SENDIS; school improvement; EWS; CSC, VBS and from a range of partner agencies: Police; Health, VCS.

- 4.4 Schools work with the Education Welfare Service, Virtual Behaviour Service, CAMHS, and Vulnerable Children's team to identify children at risk - this is done through school panel processes or team around the child meetings. Secondary school representatives and in particular Melbury College are well embedded in multi-agency panels such as Prevent and Protect. In addition if girls are identified as missing education they are referred to the Children Missing Education Panel.

- 4.5 Children Missing Education:** The breakdown by gender over time shows CME applies equally to boys and girls (current open cases 37 boys, 37 girls.) A new prevention pilot between the Education Welfare Service and Transforming



Families is identifying and supporting children in primary schools whose attendance has been below 90% for 3 years. The initial case loads of this new team targeting chronic absence has 26 girls against 20 boys. The aim is to change this pattern of attendance prior to transfer to secondary schools and prevent future risk.

**4.6 Personal Health and Social Education** in secondary schools covers a range of risk issues such as "sexting", e-safety and safe peer relationships. Safer Merton's annual Youth Conference was planned with secondary heads last in 2013/14 and commissioned a National Organisation Tender to work with mixed gender groups from secondary schools on safety in peer relationships and teenage domestic violence. A touring theatre company commissioned by the council has visited a number of secondary schools looking at issues of consent. Schools run targeted prevention programs such as "leading ladies" empowerment programme and aspiration.

**4.7 Growing against Gangs and Violence (GAGV):** a Met Police PSHE project has also begun to roll out whole school work on risk to girls to compliment the work that they have previously done on gangs and knife crime.

## **5 GIRLS AND GANGS**

**5.1** A recent study by the Centre for Social Justice (CSJ) said the "daily suffering" of thousands of women and girls "goes largely unnoticed" and that girls in gangs are leading "desperate lives" in which "rape is used as a weapon and carrying drugs and guns is seen as normal" and that:

- Female gang members in their teens are being pressured to have sex with boys as young as 10 to initiate males into gangs.
- Young women associated with rival gangs are targets, in some cases forced to take part in a "line up", where they are made to perform sexual acts on several men in a row.
- Girls and young women are frequently used to hide weapons and drugs - sometimes in pushchairs - because they are less likely to be stopped and searched by police.

**5.2** The research was carried out by the CSJ with London youth charity XLP. Although Merton has not experienced a large number of cases in this regard, the issue is not being ignored by the borough as it is recognised that it is an issue that is increasing London-wide and nationally. It is therefore important to ensure that the issue is recognised, tackled and prevented.

**5.3** Merton has strategies and systems in place to address the issue of gangs and girls. As detailed above our a Child Sexual Exploitation (CSE) strategy sets out local multi-agency working arrangements under the MSCB

**5.4** Our Offender Management Panel (OMP) is a monthly multi-agency meeting which tracks and monitors the highest risk adolescents in Merton. With

representation including the Police, Youth Justice/Offending Service, secondary education, the My Futures education, training and employment team, Transforming Families, colleges, housing and children's social care, the panel discusses cases in detail and decides upon the best plan of action to reduce the risk presented by each young person (and their respective gang where necessary). The OMP has a successful track record and whilst ultimately the objective is to formulate exit programmes for offenders in the community and to fuel rehabilitation plans, the panel has contributed to intelligence gathering and sharing. The local Police are very effective at increasing enforcement measures where appropriate on particular high risk young people, which disrupts youth violence and the impact of gang activity.

5.5 Merton has also recruited to some key posts within its Children's Services to assist with this agenda including that of Gangs worker and Young Women and Girls Worker which we have recruited with funding from the Mayor of London's Police and Crime Committee (MOPAC). The Young Women and Girls' Worker has been appointed and engages with a cohort of young women who are offending or who are at risk of offending behaviour. In addition, the cohort are young women who are at risk of sexual exploitation. The outcomes agreed with MOPAC in relation to the identified cohort are:

- 50% of the young women who the VAWG worker works with will report a reduction in substance and/or alcohol misuse;
- There will be a reduction in police reports in relation to 50% of the young women who the VAGW works with;
- 80% of the young women who are being worked with through VAGW will express satisfaction with the service delivery and the support that is being provided to them;
- The number of CSE borough prosecutions will increase by 20% ;
- 70% of the VAWG workers caseloads of young women will be engaged in a form of education, training and employment at the end of the period; and
- 90% of the young women who are being worked with by the VAWG worker in will receive a sexual health intervention as part of their VAWG intervention plan/package.

## **6 FEMALE GENITAL MUTILATION**

6.1 It is estimated that 60,000 girls under 14 have been born in England and Wales to mothers who have undergone FGM: a major risk factor for them becoming victims themselves. In common with other critical child safeguarding issues our response across London is agreed through pan London protocols over seen by the London Safeguarding Children's Board and our own local SCB.

6.2 Merton Children's Safeguarding Board has convened a multi-agency task and finish group comprising of partner agencies from health, children's social care, education, police and the voluntary sector to produce a multi-agency FGM policy to provide a proactive response in Merton to FGM as a child protection issue. The aim of this group is to:

- Establish community links
- Scope all agencies in MSCB to establish support services currently available for girls/women who have undergone FGM
- Raise awareness of FGM amongst professionals and the community, including the legal aspects of FGM
- Identification of young girls at risk of FGM
- Identification of women and girls having undergone FGM and the provision of appropriate health services
- Undertake a training needs analysis for professionals

6.3 A briefing produced by the task and finish group is attached as an appendix.

6.4 Numbers of FGM cases in Merton remain low. FGM is often first discovered when female adults report to maternity services when they are pregnant. Health make appropriate referrals and then Children's Social Care have to assess the risk to any female child in the family. Our response will be determined by the risk. The Police have to assess whether any offence has occurred under UK jurisdiction. An issue with mothers presenting has been that the offence took place in another country and the victim was not at the time a UK national. The Police and all partners on regional and local SCBs are committed to ensuring perpetrators are actively pursued where UK laws have been breached.

## **7       TRAFFICKING**

7.1. Merton operates within the London safeguarding Children Board Pan London protocols regarding trafficked children and young people. Most of these young people (excepting un-accompanied asylum seeking YP) are referred to us through the Police when they have taken action against a specific address/adult operation. Sometimes operations are undertaken jointly with the Police when they have a suspicion children may be involved. Examples include young people brought here to work in cannabis farms, for domestic servitude or to work in the sex industry. In all cases we would undertake a child protection investigation and normally the young person would become looked after. Numbers of children in this category have been and continue to be in single figures.

7.2. The most significant group who could be considered as trafficked would be our unaccompanied asylum seeking children. Again there are Pan London agreements and cases are allocated to boroughs on a rota basis. Merton usually gets 1 young person allocated each month and the countries of origin change reflecting the international situation. Currently we are mostly receiving Afghan and Albanian young men. Following an age assessment local authorities would accommodate a UASC as looked after and they would receive care and leaving care services. Once they reach adulthood if their status has not been agreed they are usually returned home by the UK Border Agency.

## **8       CONSULTATION UNDERTAKEN OR PROPOSED**

8.1. None for the purposes of this report.

**9 TIMETABLE**

9.1. N/A

**10 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS**

10.1. No specific implications.

**11 LEGAL AND STATUTORY IMPLICATIONS**

11.1. No specific implications.

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

12.1. No specific implications.

**13 CRIME AND DISORDER IMPLICATIONS**

13.1. No specific implications.

**14 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS**

14.1. No specific implications.

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

Appendix 1: Information on FGM

**16 BACKGROUND PAPERS**

16.1. None

## Appendix 1

The World Health Organisation (WHO) defines FGM as:

*Female genital mutilation (FGM) comprises all procedures that involve partial or total removal of the external female genitalia, or other injury to the female genital organs for non-medical reasons (WHO, UNICEF, UNFPA, 1997).<sup>i</sup>*

The practice is medically unnecessary, extremely painful and has serious physical and mental health consequences, both at the time when the mutilation is carried out and in later life. FGM is not a matter that can be left to be decided by personal preference or tradition; it is an extremely harmful practice. FGM is child abuse, a form of violence against women and girls.

FGM in England has been illegal since 1985, and in 2003 the Female Genital Mutilation Act increased the penalty for aiding, abetting or counselling to procure FGM to 14 years imprisonment.<sup>ii</sup> Despite this, it was not until April 2014 that a prosecution was brought. .

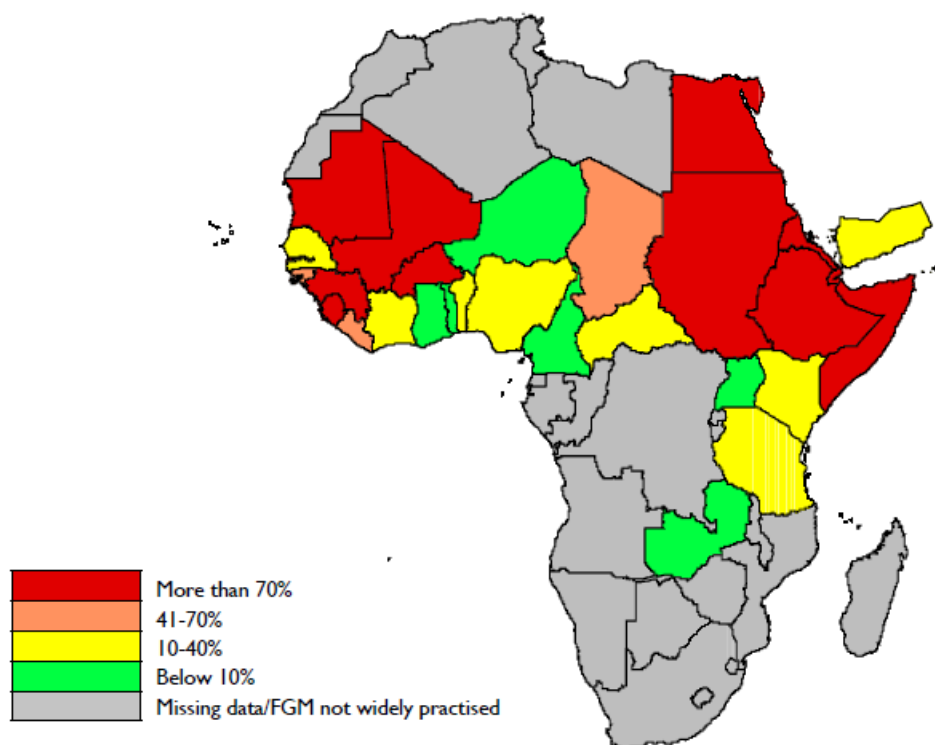
### How Widespread is FGM?

In 2013 UNICEF estimated that about 100 to 140 million women and girls have undergone FGM across the globe, and a further 3 million girls undergo FGM every year in Africa.<sup>iii</sup> The map on the next page shows that the practice is most common in 28 African countries and some parts of the Middle East and Asia. National FGM prevalence rates vary from as low as 1% to 90% or more. In the UNICEF Survey, FGM was conducted on girls under 5 years of age in half of the countries surveyed. In the rest of the countries, it was done between the ages of 5 to 14 years.

As people immigrate abroad, girls and women who have suffered FGM or are at risk are now either British citizens born to parents from FGM practising communities or girls resident in the UK who were born in countries that practice FGM.<sup>iv</sup> While the full extent of the problem in UK is not known, a 2001 estimate revealed that about 66,000 residents in England and Wales had undergone FGM and over 23,000 under the age of 15 are at risk of FGM.<sup>v</sup>

## FIGURE 1: PREVALENCE OF FGM AMONG WOMEN AGED 15-49 IN AFRICA

Source: UNICEF (October 2010), global databases based on data from Multiple Indicator Cluster Survey, Demographic and Health Survey and other national surveys, 1997–2009.



DATA YEAR	COUNTRY	FGM PREVALENCE
2006	Somalia	97.9%
2005	Guinea	95.6%
2006	Djibouti	93.1%
2008	Sierra Leone	91.3%
2008	Egypt	91.1%
2006	Sudan	89.3%
2002	Eritrea	88.7%
2006	Mali	85.2%
2005/06	The Gambia	78.3%
2005	Ethiopia	74.3%
2006	Burkina Faso	72.5%
2007	Mauritania	72.2%
2007	Liberia	58.3%
2004	Chad	44.9%
2006	Guinea-Bissau	44.5%

DATA YEAR	COUNTRY	FGM PREVALENCE
2006	Côte d'Ivoire	36.4%
2008	Nigeria	29.6%
2005	Senegal	28.2%
2008/09	Kenya	27.1%
2006	Central African Republic	25.7%
1997	Yemen	22.6%
2004/05	Tanzania	14.6%
2006	Benin	12.9%
2006	Togo	5.8%
2006	Ghana	3.8%
2006	Niger	2.2%
2004	Cameroon	1.4%
2005	Zambia	0.9%
2006	Uganda	0.6%

### Factors that Increase Risk of FGM

- Level of integration of family within UK society
- Any girl born to a woman who has been subjected to FGM and other female children in the extended family.
- Any girl who has a sister who has already undergone FGM
- Any girl withdrawn from Personal, Social and Health Education or Personal and Social Education

## **Roles of different Professionals**

- Health professionals are key to providing support to victims of FGM and intervening to prevent girls and women from being harmed.
- Police Officers have a duty to investigate any suspicion of FGM
- Children's social care has a clear duty to safeguard children and so should work to prevent FGM taking place, and offer support to any girls affected by the practice.
- Educational professionals can create an environment where students feel safe and know that their concerns, including FGM will be taken seriously.

## **What Can We Do to Reduce the Practice of FGM?**

FGM is not a matter that can be left to be decided by personal preference; it is illegal. Professionals should not let fears of being branded racist or discriminatory get in the way of their important role in protecting vulnerable girls and women. The child's safety and wellbeing is the priority.

FGM is a cultural practice, deeply embedded in communities. A community—led approach is most appropriate to reduce the practice of FGM. This approach includes not only women themselves but community leaders and male partners

The UK Intercollegiate report, launched on the 1<sup>st</sup> of November 2013, made the following recommendations for tackling FGM in the UK:

1. Treat FGM as child abuse.
2. Document and collect information on FGM.
3. Share information on FGM systematically.
4. Empower frontline professionals to ensure prevention and protection of girls at risk of FGM, and provide quality care for girls/women who suffer complications of FGM.
5. Identify girls at risk and refer them as part of child safeguarding obligations.
6. Report cases of FGM – all girls and women presenting with FGM must be considered potential victims of crime and should be referred to the police and support services.
7. Hold frontline professionals accountable.
8. Empower and support affected girls and young women - both those at risk and survivors.
9. Implement FGM awareness campaigns.

## **What We Are Doing in Merton**

Merton Children's Safeguarding Board has convened a multi agency task and finish group comprising of partner agencies from health, social care, education, police and the voluntary sector to produce a multi agency FGM policy to provide a proactive response in Merton to FGM as a child protection issue. The aim of this group is to:

- Establish community links

- Scope all agencies in MSCB to establish support services currently available for girls/women who have undergone FGM
- Raise awareness of FGM amongst professionals and the community, including the legal aspects of FGM
- Identification of young girls at risk of FGM
- Identification of women and girls having undergone FGM and the provision of appropriate health services
- Undertake a training needs analysis for professionals

If any professional have concerns that a girl/woman is at risk of FGM please contact MASH on 020 8545 4226.

The task and finish group would welcome information regarding services currently available in Merton for girls/women who have undergone FGM, including any community contacts who would like to be involved. Please contact Louise Doherty, Named Nurse Safeguarding Children, Sutton and Merton Community Services (Chair of FGM task and finish group) [louise.doherty@smcs.nhs.uk](mailto:louise.doherty@smcs.nhs.uk)

Dr Kay Eilbert, Director of Public Health, Merton

Louise Doherty, Named Nurse Safeguarding Children, Sutton and Merton Community Services

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<sup>i</sup>. **World Health Organisation (2008)**. Classification of female genital mutilation. Available at <http://www.who.int/reproductivehealth/topics/fgm/overview/en/index.html>. Accessed on 22 November 2013

<sup>ii</sup> **Multi-Agency Practice Guidelines Female Genital Mutilation** HM Government February 2011.

<sup>iii</sup>. **United Nations Children's Fund (2013)**. Female Genital Mutilation/Cutting: A statistical overview and exploration of the dynamics of change, UNICEF, New York.

<sup>iv</sup>. **Bristol Safeguarding Children Board (2011)**. FGM Multiagency Guidance. Available at: [http://www.bristol.gov.uk/sites/default/files/documents/children\\_and\\_young\\_people/child\\_health\\_and\\_welfare/DRAFT%20Revised%20%20Bristol%20FGM%20Multi%20Agency%20Guidance%20FINAL011111.pdf](http://www.bristol.gov.uk/sites/default/files/documents/children_and_young_people/child_health_and_welfare/DRAFT%20Revised%20%20Bristol%20FGM%20Multi%20Agency%20Guidance%20FINAL011111.pdf) . Accessed on 2<sup>nd</sup> October 2013.

<sup>v</sup>. **Dorkenoo, E, Morison, L, Macfarlane, A, (2007)**. A Statistical Study To Estimate the Prevalence of FGM in England and Wales. FORWARD, London



## **Committee: Children and Young People Overview and Scrutiny Panel**

4<sup>th</sup> November 2014

## **Sustainable Communities Overview and Scrutiny Panel**

11<sup>th</sup> November 2014

## **Healthier Communities & Older People Overview and Scrutiny Panel**

12<sup>th</sup> November 2014

## **Overview and Scrutiny Commission**

25<sup>th</sup> November 2014

**Agenda item:**

**Wards:**

**Subject:** Business Plan Update 2015-2019

**Lead officer:** Caroline Holland

**Lead member:** Councillor Mark Allison

**Contact officer:** Paul Dale

**Forward Plan reference number:**

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### **Recommendations:**

1. That the Panel consider the latest information in respect of the Business Plan and Budget 2015/16, including, in particular, the draft capital programme 2015-19
  2. That the Overview and Scrutiny Commission considers the comments of the Panels and provides a response on the draft capital programme 2015-19 to Cabinet when it meets on the 8 December 2014.
- 

### **1. Purpose of report and executive summary**

- 1.1 This report requests Scrutiny Panels to consider the latest information in respect of the Business Plan and Budget 2015/16, including, in particular, the draft capital programme 2015-19 and feedback comments to the Overview and Scrutiny Commission.
- 1.2 The Overview and Scrutiny Commission will consider the comments of the Panels and provide a response on the draft capital programme 2015-19 to Cabinet when it meets on the 8 December 2014.

## **2. Details - Revenue**

2.1 The Cabinet of 20 October 2014 received a report on the business plan for 2015-19. This included details of savings targets, and, in particular set out the draft Capital Programme 2015-19.

2.2 At the meeting Cabinet

RESOLVED: That

1. That Cabinet notes the rolled forward MTFS for 2015– 2019.
2. That Cabinet confirm the latest position with regards to savings already in the MTFS and agree the proposed amendments to savings set out in Appendix 6 and incorporated into the financial implications in the draft MTFS 2015-19.
3. That Cabinet agrees the approach to setting a balanced budget and the basis for the setting of targets based on weighted controllable expenditure and capacity to generate income.
4. That Cabinet agrees the proposed departmental targets to be met from savings and income
5. That Cabinet agrees the timetable for the Business Plan 2015-19 including the revenue budget 2015/16, the MTFS 2015-19 and the Capital Programme for 2015-19.
6. That Cabinet agrees the latest draft Capital Programme 2015-19 detailed in Appendix 5 for consideration by scrutiny in November and notes the indicative programme for 2020-24.
7. That Cabinet note the process for the Service Plan 2015-19 and the progress made so far.

## **3. Alternative Options**

3.1 It is a requirement that the Council sets a balanced budget. The Cabinet report on 20 October 2014 sets out the progress made towards setting a balanced budget. This identified the current budget position that needs to be addressed between now and the next report to Cabinet on 8 December 2014, with a further report to Cabinet on 16 February 2015, prior to Council on 4 March 2015, agreeing the Budget and Council Tax for 2015/16 and the Business Plan 2015-19, including the MTFS and Capital Programme 2015-19.

## **4. Capital Programme 2015-19**

4.1 Details of the draft Capital Programme 2015-19 were agreed by Cabinet on 20 October 2014 in the attached report for consideration by Overview and Scrutiny panels and Commission.

## **5. Consultation undertaken or proposed**

5.1 Further work will be undertaken as the process develops.

## **6. Timetable**

- 6.1 The timetable following this round of Scrutiny is set out in Appendix 4 of the Cabinet report.

## **7. Financial, resource and property implications**

- 7.1 These are set out in the Cabinet report for 20 October 2014. (Appendix 1)

## **8. Legal and statutory implications**

- 8.1 All relevant implications have been addressed in the Cabinet reports. Further work will be carried out as the budget and planning proceeds and will be included in the budget report to Cabinet on the 8 December 2014.
- 8.2 Detailed legal advice will be provided throughout the budget setting process further to any proposals identified and prior to any final decisions.

## **9. Human Rights, Equalities and Community Cohesion Implications**

- 9.1 All relevant implications will be addressed in Cabinet reports on the business planning process.
- 9.2 An equalities assessment has been carried out with respect to the proposed budget savings from CSF Commissioning Budgets for 2015/16 and 2016/17 and is included as Appendix 2.

## **10. Crime and Disorder implications**

- 10.1 All relevant implications will be addressed in Cabinet reports on the business planning process.

## **11. Risk Management and Health and Safety Implications**

- 11.1 All relevant implications will be addressed in Cabinet reports on the business planning process.

### **Appendices – the following documents are to be published with this report and form part of the report**

Appendix 1: Cabinet report 20 October 2014: Business Plan Update 2015-19

Appendix 2: Equalities Assessment - Proposed budget savings from CSF Commissioning Budgets for 2015/16 and 2016/17

## **BACKGROUND PAPERS**

- 12.1 The following documents have been relied on in drawing up this report but do not form part of the report:

Budget files held in the Corporate Services department.

2014/15 Budgetary Control and 2013/14 Final Accounts Working Papers in the Corporate Services Department.

Budget Monitoring working papers

MTFS working papers

13. **REPORT AUTHOR**

– Name: Paul Dale

– Tel: 020 8545 3458

**email:** [paul.dale@merton.gov.uk](mailto:paul.dale@merton.gov.uk) Budget files held in the Corporate Services department.

# Cabinet

**Date: 20 October 2014**

**Subject:** Business Plan 2015-19

**Lead officer:** Caroline Holland – Director of Corporate Services

**Lead member:** Councillor Mark Allison – Deputy Leader and Cabinet Member  
for Finance

**Contact Officer:** Paul Dale

## **Urgent report:**

Reason for urgency: The chairman has approved the submission of this report as a matter of urgency as it provides the latest available information on the Business Plan and Budget 2015/16 and requires consideration of issues relating to the Budget process and Medium Term Financial Strategy 2015-2019. It is important that this consideration is not delayed in order that the Council can work towards a balanced budget at its meeting on 4 March 2015 and set a Council Tax as appropriate for 2015/16.

## **Recommendations:**

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1. That Cabinet notes the rolled forward MTFS for 2015 - 19.
2. That Cabinet confirm the latest position with regards to savings already in the MTFS and agree the proposed amendments to savings set out in Appendix 6 and incorporated into the financial implications in the draft MTFS 2015-19.
3. That Cabinet agrees the approach to setting a balanced budget and the basis for the setting of targets based on weighted controllable expenditure and capacity to generate income.
4. That Cabinet agrees the proposed departmental targets to be met from savings and income
5. That Cabinet agrees the timetable for the Business Plan 2015-19 including the revenue budget 2015/16, the MTFS 2015-19 and the Capital Programme for 2015-19.
6. That Cabinet agrees the latest draft Capital Programme 2015-19 detailed in Appendix 5 for consideration by scrutiny in November and notes the indicative programme for 2020-24.
7. That Cabinet note the process for the Service Plan 2015-19 and the progress made so far.

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## **1. Purpose of report and executive summary**

- 1.1 This report presents an initial review of the Medium Term Financial Strategy and updates it for development as part of the business planning process for 2015/16.

- 1.2 The report sets out the approach towards setting a balanced budget for 2015-2019 and a draft timetable for the business planning process for 2015/16. It also proposes departmental targets to be met from savings and income over the four year period of the MTFS.
- 1.3 The work undertaken in respect of reviewing capital expenditure and resources is detailed and a draft capital programme 2015-19 is provided for Cabinet to consider.
- 1.4 Cabinet are also asked to agree the timetable for the business planning process for 2015/16.
- 1.5 The details in this report will be referred to the Overview and Scrutiny Panels and Commission in November to be reported back to Cabinet in December 2014.

## **Details**

## **2. Medium Term Financial Strategy 2015-19**

### **2.1 Background**

Council on 5 March 2014 agreed the Budget 2014/15 and MTFS 2014-18. Whilst a balanced budget was set for 2014/15 and indicated for 2015/16, there were gaps remaining in the other years which need to be addressed, as shown in the following table:-

(cumulative figures)	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000
Budget Gap	0	0	7,351	15,246

- 2.2 The initial phase of the business planning process is to re-price the MTFS and roll it forward for an additional year. Development of the MTFS in recent budget processes allowed for various scenarios on a range of key variables to be modelled and it is intended to do the same this year and where feasible, to improve the approach to modelling.

### **2.3 Review of Assumptions**

The pay and price calculations have been reviewed using the approved budget for 2014/15.

#### **2.3.1 Pay**

The current assumptions regarding pay inflation incorporated into the MTFS are

- 1% in 2015/16 and 1.5% in 2016/17, 2017/18 and 2018/19.

In the Spending Round 2013, the government announced that public sector pay awards will be limited to an average of up to 1 per cent in 2015-16.

In the light of this, provision for pay inflation has been recalculated using 2014/15 budgets, and the following adjustments are required:-

**Provision for Pay Inflation:**

	2015/16	2016/17	2017/18	2018/19
Pay inflation in MTFS (%)	1%	1.5%	1.5%	1.5%
Pay inflation in MTFS (cumulative £000)	807	2,018	3,228	4,439
Revised pay inflation (%)	1%	1.5%	1.5%	1.5%
Revised estimate (cumulative £000)	837	2,093	3,349	4,605
Change (cumulative £000)	30	75	121	166

It is difficult to gauge how pay awards will turn out over the business planning period. Central Government have indicated their intention to maintain the period of pay restraint until the national deficit is cleared, whilst unions have begun to take industrial action in order to seek improved pay for their members. The position will be kept under review throughout the business planning process.

**2.3.2 Prices**

The current assumptions regarding price inflation incorporated into the MTFS are

- 1.5% in 2015/16, 2016/17, 2017/18 and 2018/19.

The level of inflation has fallen below the Government's 2% target. CPI annual inflation was 1.2% in September 2014, which is down from 1.5% in August 2014. The August 2014 Inflation Report was published on 13 August. The MPC expects inflation to "remain at, or slightly below, 2%, before reaching the target at the end of the forecast period.....as the economy normalises, Bank Rate will need to start to rise in order to achieve the inflation target. But the MPC has no pre-set course. The path of Bank Rate will depend on how the expansion proceeds and how the inflation outlook evolves." In the MPC minutes published on 17 September, the MPC noted that "looking ahead, Bank staff expected twelve-month inflation to fall slightly further, reflecting the higher exchange rate, lower crude oil prices, and some utility price base effects. It was then expected to pick up a little towards the end of the year."

However, the unexpected fall to 1.2%, a five year low, may push back the timing of the anticipated increase in Bank Rate.

The provision for price inflation has been reviewed using the budgets for 2014/15 as the majority of contracts are based on RPI increases which is currently 2.3%.

The latest projections are included in the following table:-

**Provision for Price Inflation:**

	2015/16	2016/17	2017/18	2018/19
Price inflation in MTFS (%)	1.5%	1.5%	1.5%	1.5%
Price inflation in MTFS (cumulative £000)	2,250	4,500	6,750	9,000
Revised estimate (cumulative £000)	2,312	4,626	6,941	9,255
Change (cumulative £000)	62	126	191	255

**2.3.3 Inflation > 1.5%:**

There is also a corporate provision which is held to assist services that may experience price increases greatly in excess of the 1.5% inflation allowance provided when setting the budget. This will only be released for specific demonstrable demand.

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
Inflation exceeding 1.5%	880	877	873	873

The cash limiting strategy is not without risks but if the Government's 2% target levels of inflation were applied un-damped across the period then the budget gap would increase by c.£3m by 2018/19.

**2.3.4 Growth**

The amount of growth included in the budget has been substantially reduced over the past three years. The current forecast includes £1m in 2015/16 for pressures in People services but no further growth over the MTFS period. Given the scale of pressures from inflation, the capital programme and grant losses this is the maximum that can be sustained and service pressures must be managed within the base budget and any additional Government or NHS funding.

**2.4 Income**

- 2.4.1 The MTFS assumes that departments will achieve an additional 2% p.a. on their fees and charges.



Income based on 2% p.a. increase	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
Income	669	1,339	2,008	2,676

- 2.4.2 These have been reviewed using 2013/14 outturn figures and a 2% increase would be £0.732m. The new departmental totals compared to those included in the MTFS would be as follows:-

Income	Included in MTFS	Based on 2013/14 Actual	Difference
	£000	£000	£000
Community & Housing	204	220	16
Corporate Services	86	94	8
Children, Schools & Families	45	55	10
Environment & Regeneration	334	363	29
Total	669	732	63

- 2.4.3 Over the four years of the MTFS, the new cumulative totals would be

Income based on 2% p.a. increase	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
Income	732	1,464	2,196	2,928

A departmental summary is shown in paragraph 3.5 and Appendix 3 of this report.

## 2.5 Pension Fund

- 2.5.1 The Government believes that there is scope for significant savings to be achieved through reform of the Local Government Pension Scheme. The new Local Government Pension Scheme which came into effect on 1 April 2014 is the first scheme to be introduced that follows Lord Hutton's principles for reform as enacted in the Public Service Pensions Act 2013.
- 2.5.2 The Government has recently consulted local authorities and other interested parties in its consultation paper "Local government pension scheme – opportunities for collaboration cost savings and efficiencies". The consultation sets out the evidence for proposals for reforms to the Local Government Pension Scheme and opportunities to deliver savings for local taxpayers. The Government seeks respondents' views on the proposals set out and asks respondents to consider how if adopted, those reforms might be implemented most effectively. Merton is working with London Councils on the potential for Collective Investment Vehicles to gain economies of scale from pooling

investments whilst leaving local boroughs in charge of fund decision making.

2.5.3 Any potential budget implications for Merton will be advised in reports on the Business Plan when more information becomes available.

2.5.4 The next revaluation of the fund is due to be implemented in 2017/18. The impact of this will be closely monitored in the intervening period.

## **2.6 Forecast of Resources and Local Government Finance Settlement**

### **2.6.1 Background**

Prior to 2013/14 the main source of government funding was known as formula grant and comprised Revenue Support Grant, and business rates being the authority's share of the national pool. Since 2013/14, a local authority's share of the local government spending control total is referred to as its Settlement Funding Assessment (SFA). It comprises of its Revenue Support Grant and baseline funding level (Business Rates).

2.6.2 Each year in December, the Department of Communities and Local Government (DCLG) notifies local authorities of their Provisional Local Government Finance Settlement. The final Settlement figures are published the following January/February but are generally unchanged from the provisional figures. The total amount of funding available for local authorities is essentially determined by the amount of resources that Central Government has allocated as part of its annual Departmental Expenditure Limit.

2.6.3 As part of last year's Settlement, final figures were announced for 2014/15 and provisional figures provided for 2015/16. These were used in the MTFS approved by Council on 5 March 2014.

### **2.6.4 Funding Forecast for 2015/16**

On 22 July, the DCLG issued a consultation paper "Local Government Finance Settlement 2015/16 – Technical Consultation" seeking views on detailed technical proposals for the 2015/16 Settlement. The consultation period lasted for ten weeks and ended on 25 September. A summary of the paper is set out in Appendix 2.

2.6.5 To summarise, it indicates that, if the proposals are implemented, the financial effect on Merton's Settlement Funding Assessment in 2015/16 is a reduction of £74,000 on the figure included in the MTFS approved by Council in March. This is due to a reduction of £68,000 for the Carbon Reduction Commitment Adjustment and £6,000 arising from the Council Tax Freeze Grant 2014/15.

2.6.6 In the paper, the DCLG indicate that the provisional settlement for 2015-16 will be issued for consultation in the usual manner at the end

of 2014 (usually December). They will consult on proposals for the 2016-17 settlement in the light of the Budget and Spending Review so this suggests that indicative 2016/17 figures will not be provided until after the General Election in May 2015.

#### 2.6.7 Funding Forecasts for 2016/17 to 2018/19

Since Council in March, the Government has presented its Budget 2014. This gave firmer forecasts of Government spending plans up to 2018/19.

2.6.8 Forecasting resources for 2016/17 and beyond is fraught with difficulties since it requires making assumptions about a wide variety of variables which the Government are not prepared to release at the current time. These include indications of resources provided to Government Departments in their Departmental Expenditure Limits (DELs). In recent years, the Government has protected some departments (Overseas Aid, Education and Health) and this has meant that other areas such as local government have borne the brunt of the cuts in public sector funding.

2.6.9 The latest forecast of resources for 2015/16 – 2018/19 is included in the draft MTFS set out in Appendix 1. These figures assume:-

- The latest figures for 2015/16 included in the Government 's consultation paper "Local Government Finance Settlement 2015/16 – Technical Consultation"
- The total spending figures from 2015/16 to 2018/19 published by the Government in the Budget 2014
- The estimated and planned Government Departmental Expenditure Limits (Resource DELs) published for 2015/16
- Government departments that have previously been protected (i.e. overseas aid, education and health ) continue to be ring-fenced at the same level as for 2015/16 for 2016/17 to 2018/19

2.6.10 The change in the resource forecast in the MTFS since Council in March 2015 and the latest draft MTFS in Appendix 1 is set out in the following table:-

Forecast Settlement Funding Assessment	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
Council 5 March 2014	(64,171)	(60,852)	(59,556)	(58,365)
Latest Draft MTFS (Appendix 1)	(64,097)	(58,038)	(51,088)	(48,503)
Change – Reduction in funding	74	2,814	8,468	9,862

2.6.11 Officers will continue to analyse all of the available information, from sources such as the Institute of Fiscal Studies (IFS) and London Councils, to produce as accurate forecasts of resources as possible. This will entail making assumptions about the extent to which Government ring-fencing will continue. Figures will be updated

throughout the business planning process as more information becomes available.

- 2.6.12 There will continue to be uncertainty on the level of funding beyond 2015/16 until after the General Election which will take place in May 2015.

## 2.7 Council Tax and Collection Fund

### 2.7.1 Council Tax

The Council Tax income forecast in the current MTFS assumes that the Council Tax Base will increase by 0.5% per year with a collection rate 97%. It also assumes a freeze in Council Tax over the period of the MTFS. The Government have indicated that £0.868m of Council Tax Freeze Grant would be available in 2015/16 if the Council Tax is frozen, but there is no guarantee that this funding will continue beyond 2015/16. A 1% increase in Council Tax would increase yield by c. £0.750m

Based on the latest details on collection rates it is considered that an increase of 0.25% in the collection rate to 97.25% can be justified. The implications of this for the estimated council tax yields are set out in the following table:-

Council Tax Yield	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
Council 5 March based on 97% collection rate	(75,425)	(75,802)	(76,181)	(76,562)
Based on 97.25% collection rate	(75,619)	(75,997)	(76,337)	(76,759)
Change	(194)	(195)	(196)	(197)

### 2.7.2 Collection Fund

The share of the collection surplus/deficit for Council Tax and NNDR based on the estimated Collection Fund balance at 31 March 2014 are summarised in the following table:-

	Estimated surplus/ (deficit) as at 31/03/14	Estimated surplus/ (deficit) as at 31/03/14	Total surplus/ (deficit) as at 31/03/14
	Council Tax	NNDR	
	£000	£000	£000
Central Government	N/A	(620)	(620)
GLA	1,266	(248)	1,018
Merton	4,608	(372)	4,236
Total	5,874	(1,240)	4,634

2.7.3 Merton's share of the surplus (council tax) and deficit (NNDR) were built into the MTFS agreed by Council in March 2014.

2.7.4 Since then, the Council has closed its 2013/14 accounts and produced audited accounts as at 31 March 2014. The audited accounts for 2013/14 include the following surplus/deficit for Council Tax and NNDR as at 31 March 2014:-

	Surplus/ (deficit) as at 31/03/14 Outturn	Surplus/ (deficit) as at 31/03/14 Outturn	Total surplus/ (deficit) as at 31/03/14
	Council Tax	NNDR	
	£000	£000	£000
Central Government	N/A	(1,051)	(1,051)
GLA	1,222	(420)	802
Merton	4,446	(631)	3,815
Total	5,668	(2,102)	3,566

2.7.5 The overall change in shares of surpluses/deficits is:-

	Surplus/ (deficit) as at 31/03/14	Surplus/ (deficit) as at 31/03/14	Total surplus/ (deficit) as at 31/03/14
	Council Tax	NNDR	
	£000	£000	£000
Central Government	N/A	(431)	(431)
GLA	(44)	(172)	(216)
Merton	(162)	(259)	(421)
Total	(206)	(862)	(1,068)

2.7.6 The net change in Merton's share of the surplus/deficit is therefore:-

	Estimated Surplus/ (deficit) as at 31/03/14	Outturn Surplus/ (deficit) as at 31/03/14	Surplus/ (deficit) as at 31/03/14 Change
	£000	£000	£000
Council Tax	4,608	4,446	(162)
NNDR	(372)	(631)	(259)
Total	4,236	3,815	(421)

2.7.7 There is no change to the surplus/deficit figures agreed for 2014/15 as all variations are managed via the Collection Fund. However, the net deficit of £0.421m will need to be taken into account when calculating

the Merton General Fund's share of any surplus/deficit due to/from the Collection Fund in 2015/16.

- 2.7.8 The calculation of the estimated surplus/deficit on the Collection Fund as at 31 March 2015 will be made later in the budget process when key variables are firmed up and council tax base and NNDR returns have been completed. Until this time, the net deficit of £0.421m will be included in the draft MTFS for 2015/16.

## 2.8 Re-priced MTFS 2014-18

- 2.8.1 Taking into account the latest available information as summarised in this report, the opening position for the re-priced MTFS is set out in the following table:-

(cumulative figures)	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
Budget Gap	732	10,763	24,041	32,068

- 2.8.2 A more detailed MTFS is included as Appendix 1. As can be seen from paragraph 2.4 of this report, the gap in 2015/16 is equivalent to an increase in income for fees of charges of 2%. However, where departments are unable to increase income at this time, savings proposals can be substituted in their place. The extent to which income/savings cannot be raised to balance the budget in 2015/16, will be met by re-profiling reserves but clearly this is a short-term fix as they can only be used once and departments will be required to meet their targets at a later date over the period of the MTFS.
- 2.8.3 The gap over the four year period is about £32m which is substantial and reflects the latest projections of government funding. There are risks involved from the current economic situation which may increase the gap and similarly, use of reserves to fund the gap only provides one-off funding and there is still a necessity to find ongoing savings in future years to maintain a balanced budget.
- 2.8.4 The flexibility introduced to enable service departments to look at income increases and savings proposals together should result in more effective planning. It still ensures that the capacity of each department to generate income and identify expenditure reductions is reflected in the targets set.
- 2.8.5 A summary of the targets analysed over savings targets previously set but not met, new savings targets based on controllable expenditure, and income targets based on latest income capacity is included as Appendix 3.

## 2.9 Summary

- 2.9.1 There has been a substantial improvement in the council's strategic approach to business planning in recent years and it is important that this is maintained. Planning should be targeted towards the achievement of a balanced budget over the four year MTFS period rather than on a single year as has been the norm previously. The progress made in reducing the gap to more manageable levels has to be continued this year.
- 2.9.2 Progress made in recent years in identifying savings over the whole period of the MTFS has reduced pressure on services to make short-term, non-strategic cuts. However, because there is still a sizeable gap over the four year period, there is a need to set savings targets aimed at eliminating this gap.

## 3. Approach to Setting a Balanced Budget

- 3.1 This is the initial report on the business planning process for 2015/16 and there is a great deal of work to be done, including the following key areas that are expected to be at the forefront.

a) Review of Outturn 2013/14 and Current Budget and Spending 2014/15

There may be issues identified during the final accounts process and from monthly monitoring that have on-going financial implications which need to be addressed in setting the budget for 2015-19.

b) Review of Central Items

All central items will be closely reviewed to assess the implications for 2015-2019.

c) Further Departmental Savings/Income Targets

Targets will need to be set, particularly for latter years of the forecast period, for each department based upon their controllable budget and capacity to generate additional income and reflecting the scale of reduction already experienced. Draft targets are discussed in paragraph 3.5.5.

d) Review of funding

It is too soon in the financial year to accurately predict what the ongoing impact, particularly over a four year period, will be but the information will be updated during the business planning process. It is going to be difficult to forecast resources for 2016/17 and beyond because of the lack of information available, pending the General Election in 2015.

e) Capital Programme 2015-19

Changes in the capital programme may arise due to slippage, re-profiling and addition/deletion of schemes. This will have an impact on



the capital financing costs of the programme. There is a more detailed analysis and discussion of capital related issues in Section 4 of this report.

### **3.2 Formula Grant and Business Rates Retention**

- 3.2.1 Further analysis and review in the current year will be undertaken to try to improve forecasting, particularly over the longer term.

### **3.3. Localising support for Council Tax/Technical Reforms of Council Tax**

- 3.3.1 Any continuing impact of these changes will be assessed during the year and any adjustments to the MTFS will be made accordingly.

### **3.4 Approach to balancing future years budgets.**

- 3.4.1 The draft budget gap in 2015/16 is currently balanced assuming use of reserves of c.£4m and that departments achieve their income targets. However, it is also dependent on c. £13 m of pre agreed savings being achieved in 2014/15 and 2015/16. It is imperative that firm discipline is maintained in delivering these and departments should be beginning the planning for delivering 2015/16 savings now. Where difficulties are foreseen with any 2014/15 or 2015/16 savings then alternative measures must be identified before the 2015/16 budget is set.
- 3.4.2 If the outstanding savings and income targets are delivered then it may remain possible to balance 2015/16 without requiring further service savings in that year through the impact of changes in capital financing, potential grant income and adjusting profiling of planned use of reserves set aside to balance the budget. Some aspects of this have been built into the latest MTFS model but more work is required.
- 3.4.4 Savings will however be required to balance budgets from 2016/17 onwards and targets will need to be set for this and options brought forward during the budget process.
- 3.4.5 It should also be recognised that in setting the 2014/15 budget not all savings targets were achieved. Prior to modelling options against the controllable budgets will be the identification by departments of the underachieved 2014/15 and future year targets where reductions were not agreed by members.
- 3.4.6 Last year the savings targets set were:-



	<b>2014/15 £000</b>	<b>2015/16 £000</b>	<b>2016/17 £000</b>	<b>2017/18 £000</b>	<b>Total £000</b>
Corporate Services	0	296	1,507	1,265	<b>3,068</b>
Children, Schools and Families	0	265	1,344	1,129	<b>2,738</b>
Environment and Regeneration	0	645	3,276	2,752	<b>6,673</b>
Community and Housing	0	491	2,492	2,093	<b>5,076</b>
Total Savings	0	1,697	8,619	7,239	<b>17,555</b>
<b>Cumulative</b>	<b>0</b>	<b>1,697</b>	<b>10,316</b>	<b>17,555</b>	

3.4.7 Council agreed, on 5 March 2015, the following savings which were incorporated into the MTFS:-

<b>IDENTIFIED SAVINGS BY DEPARTMENT</b>	<b>2015/16 £000</b>	<b>2016/17 £000</b>	<b>2017/18 £000</b>	<b>Total £000s</b>
Corporate Services	291	412	493	<b>1,196</b>
Children, Schools and Families	150	7	325	<b>482</b>
Environment and Regeneration	535	125	125	<b>785</b>
Community and Housing	321	814	484	<b>1,619</b>
Total Savings	1,297	1,358	1,427	<b>4,082</b>
<b>Total Cumulative Savings</b>	<b>1,297</b>	<b>2,655</b>	<b>4,082</b>	

3.4.8 Therefore, targets were agreed for service departments that were not fully achieved. The initial budget balancing step is for departments to fully deliver the saving levels agreed in setting last year's budget

<b>SHORTFALL OF SAVINGS BY DEPARTMENT</b>	<b>2015/16 £000</b>	<b>2016/17 £000</b>	<b>2017/18 £000</b>	<b>Total £000s</b>
Corporate Services	5	1,095	772	<b>1,872</b>
Children, Schools and Families	115	1,337	804	<b>2,256</b>
Environment and Regeneration	110	3,151	2,627	<b>5,888</b>
Community and Housing	170	1,678	1,609	<b>3,457</b>
Total Savings	400	7,261	5,812	<b>13,473</b>
<b>Total Cumulative Savings</b>	<b>400</b>	<b>7,661</b>	<b>13,473</b>	

3.4.9 The small shortfall in 2015/16 was managed by adjusting the use of reserves profile. However, the shortfall will form part of the calculation of future year's targets.

### 3.5 Controllable budgets and Savings Targets for 2015-19

3.5.1 In addition, work has been undertaken to revise the controllable budgets for each department, based on the 2014/15 budgets set. These can be used to allocate savings to balance the budget over the MTFS period.

3.5.2 The controllable budgets for each department, including weightings used as for previous years which reduce the impact on Adult Social Care, Children's Social Care and vulnerable groups, are set out in the following table:-

<b>USING 2014/15 BUDGETS</b>	<b>Controllable</b>		
	<b>Expenditure</b>	<b>Weighting</b>	<b>Weighted</b>
	<b>2014/15</b>	<b>by dept.</b>	<b>Controllable</b>
	<b>£000</b>	<b>No.</b>	<b>£000</b>
Corporate Services	20,063	1.50	30,095
Children, Schools and Families	30,187	0.75	22,640
Environmental Services	28,744	1.50	43,116
Community and Housing	53,025	1.00	53,025
<b>Total: Controllable</b>	<b>132,019</b>		<b>148,876</b>

3.5.3 As for last year, it is expected that departments should first of all address the savings which they did not meet from the 2014/15 targets. Therefore, if £13.573m and £2.928m (4 Year income targets impact on the MTFS) are deducted from the remaining gap of £32.068m in the updated MTFS in Appendix 1, this means that a balance of £15.567m that remains has to be allocated using the new controllable budgets set out in the table in paragraph 3.5.2.

3.5.4 Including income, the total targets for each department are:-

<b>SUMMARY OF SAVINGS/INCOME TARGETS</b>	<b>Savings not found in 2014/15 Budget Round</b>	<b>New Savings</b>	<b>Sub-total: Savings Targets</b>	<b>Income Targets</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Corporate Services	1,872	3,148	5,020	376	5,396
Children, Schools and Families	*2,356	2,367	4,723	220	4,943
Environment and Regeneration	5,888	4,508	10,396	1,452	11,848
Community and Housing	3,457	5,544	9,001	880	9,881
Total Savings	13,573	15,567	29,140	2,928	32,068
Cumulative	13,573	29,140		32,068	

\* includes shortfall on replacement savings (para.3.6.3 and para.3.6.4 refer)

3.5.5 Giving departments flexibility to identify savings or increase income to meet their targets is desirable and the targets set are based on a detailed analysis of each department's capacity to generate income or find savings from budgets that they have control over. The targets in the following table reflect this:-

<b>TARGETS ALLOCATED TO DEPARMENTS TO BE MET FROM SAVINGS AND INCOME</b>	<b>2015/16 £000</b>	<b>2016/17 £000</b>	<b>2017/18 £000</b>	<b>2018/19 £000</b>	<b>Total £000</b>
Corporate Services	94	1,686	2,175	1,441	5,396
Children, Schools & Families	55	1,977	1,844	1,067	4,943
Environment & Regeneration	363	4,329	4,866	2,290	11,848
Community & Housing	220	2,935	4,136	2,590	9,881
Total Income	732	10,927	13,021	7,388	32,068
Cumulative	732	11,659	24,680	32,068	

3.5.6 An analysis of how the targets are built up is provided in Appendix 3.

### 3.6 Replacement Savings

3.6.1 In recent years, the introduction of multi-year financial planning has resulted in savings agreed in a particular financial year having an impact on future years. These have been incorporated into the Council's Medium Term Financial Strategy. The full year effect of savings in the current MTFS from 2015/16 onwards is shown in the following table:-

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Total £000
Corporate Services	1,040	1,298	493	400	3,231
Children, Schools & Families	781	257	325	0	1,363
Environment & Regeneration	1,637	978	125	0	2,740
Community & Housing	1,085	2,422	484	0	3,991
<b>Total</b>	<b>4,543</b>	<b>4,955</b>	<b>1,427</b>	<b>400</b>	<b>11,325</b>
<b>Cumulative total</b>	<b>4,543</b>	<b>9,498</b>	<b>10,925</b>	<b>11,325</b>	

3.6.2 Monitoring of the delivery of savings is important and it is essential to recognise as quickly as possible where circumstances change and savings previously agreed are either not achievable in full or in part or are delayed.

### 3.6.3 Proposed Amendments to Previously Agreed Savings

#### Children, Schools and Families

Proposed revision and replacement of savings in 2015/16. Details of these proposed changes are set out in Appendix 6.

#### Environment and Regeneration

A deferral of savings agreed previously (ER07 and EN09) is proposed. Details of these proposed changes are set out in Appendix 6.

#### Community and Housing

There will be some amendments to previously agreed savings which will come to 10 November Cabinet and to the following round of scrutiny.

Equalities impact assessments will be available for scrutiny where required.

### 3.6.4 Summary

The overall effect of the proposed amendments is set out in the following table:-

<b>Children, Schools &amp; Families</b>	<b>2015/16 £000</b>	<b>2016/17 £000</b>	<b>2017/18 £000</b>	<b>2018/19 £000</b>	<b>Total £000</b>
Savings removed	301	90	0	0	391
Replacement Savings	(201)	(90)	0	0	(291)
<b>Net CSF changes</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100</b>
<b>Environment &amp; Regeneration</b>					
Savings deferred	240	(240)	0	0	0
<b>Net E&amp;R Changes</b>	<b>240</b>	<b>(240)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Change</b>	<b>340</b>	<b>(240)</b>	<b>0</b>	<b>0</b>	<b>100</b>
<b>NET CUMULATIVE CHANGE</b>	<b>340</b>	<b>100</b>	<b>100</b>	<b>100</b>	

#### 4. Capital Programme for 2015-19

4.1 Since the capital programme was approved by Council in March 2014 and the revenue implications built into the MTFS, there have been a number of amendments arising from outturn 2013/14, monthly monitoring and a review by project holders. There has been a great deal of effort made to ensure that the capital programme set is realistic, affordable and achievable within the capacity available. This has been accompanied by improved financial monitoring and modelling of the programme's costs over the period of the MTFS which has enabled the budgets for capital financing costs to be reduced and therefore scarce resources to be utilised more effectively.

4.2 It is important to ensure that the revenue and capital budgets are integrated and not considered in isolation. The revenue implications of capital expenditure can quickly grow if the capital programme is not contained within the Council's capacity to fund it over the longer term. For example, the capital financing costs of funding £1m (on longer-life assets and short-life assets financed in 2015/16) for the next four years of the MTFS would be approximately:

Capital financing costs of £1m over the MTFS period	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
Longer life Assets	20	73	72	71
Short-life assets	20	236	228	220

4.3 The bidding process for 2018/19 was launched at the Capital Programme Board on 20 May 2014.

4.4 The current capital provision and associated revenue implications in the currently approved capital programme, based on August monitoring information, are as follows:-

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
Capital Programme	47,394	35,618	29,045	34,773
Revenue Implications	13,762	14,653	15,935	17,530

4.5 Review of Children, Schools and Families Capital Provision

4.5.1 There are potentially significant changes required to the current capital programme arising from CSF's review of the latest projections on future school provision.

4.5.2 The current capital provision for the currently approved Children, Schools and Families capital programme for primary, secondary and SEN expansion, based on August monitoring information, is as follows:-

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
Capital Programme	14,698	21,487	20,799	26,978

4.5.3 This programme is prior to the review of primary, secondary and SEN expansion provision and accompanying inflation contingency. It includes the provision of a new school costed at £26.587m. However revised projections in pupil numbers mean that 6 secondary forms and 2 primary forms have been removed.

4.6 In order to simplify the decision making process of what is a potentially complex set of scenarios, the capital and revenue implications of each, compared with the August monitoring position, are set out individually as follows:-

a) Review of CSF Expansion Programme

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
Capital Programme:				
- Change in Primary Expansions	0	(200)	(3,250)	(3,200)
-Change in Secondary Expansions	0	(100)	(2,200)	(6,399)
-Change in SEN Expansions	100	0	3,000	0
-Inflation Contingency	164	1,943	1,867	2,066
Total Capital Implications	264	1,643	(583)	(7,533)
Revenue Implications	1	15	100	(67)

The full details of the changes in capital provision required up to 2023/24 are set out in Appendix 5.

b) Non-School Expansion Schemes

The roll forward of other departments schemes has had a lower impact, and are also included in Appendix 5.

4.7 The change in the capital programme since Council in March 2015 is summarised in the following table:-

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
Capital Programme:					
- As approved by Council	54,545	38,787	33,927	29,040	34,767
- Revised Position with Slippage revisions and new schemes	49,717	48,016	37,320	28,521	29,579
Change	(4,828)	9,229	3,393	(519)	(5,188)
Revenue impact					
As approved by Council	13,581	14,208	15,838	18,042	19,901
Revised	13,473	13,764	14,679	16,061	17,555
Change	(108)	(444)	(1,159)	(1,981)	(2,346)

## **5. Service Planning for 2015-19**

- 5.1 The Service Planning process for 2015-19 has begun and a plan has been created for each council service. These plans describe what the service does, its plans for the future, its key performance indicators and how its plans will take place within the budget.
- 5.2 There will be three versions of service plans; Interim, Draft and Final.
- 5.3 Interim plans have been prepared and are attached in Appendix 8 along with a copy of the Service Planning timetable (Appendix 7).
- 5.4 Please note that this is the starting point of the service planning process and, therefore, these plans may well change considerably before draft plans are presented to Cabinet on 8 December 2014 and final plans are submitted, for approval by full Council, on 4 March 2015.
- 5.5 The budget figures currently shown on each plan for 2014/15 to 2017/18 will also be subject to amending when the final plans are prepared, which will also include 2018/19 budgetary information.

## **6. Alternative Options**

- 6.1 The range of options available to the Council relating to the Business Plan 2015-19 and for setting a balanced revenue budget and fully financed capital programme will be presented in reports to Cabinet and Council in accordance with the agreed timetable.

## **7. Consultation Undertaken or Proposed**

- 7.1 All relevant bodies have been consulted.

## **8. Timetable**

- 8.1 In accordance with current financial reporting timetables.
- 8.2 A chart setting out the proposed timetable for developing the business plan is provided as Appendix 4.

## **9. Financial, resource and property implications**

- 9.1 As contained in the body of the report.
- 9.2 The Chancellor of the Exchequer will make an Autumn Statement on 3 December 2014. It is not expected that the overall funding allocations for 2015/16 will change materially from those previously notified and used as the basis of this report.

## **10. Legal and statutory implications**

- 10.1 As outlined in the report.

## **11. Human rights, equalities and community cohesion implications**

- 11.1 None for the purposes of this report, these will be dealt with as the budget is developed for 2015 – 2019.

## **12. Crime and Disorder Implications**

- 12.1 Not applicable.

## **13. Risk Management and health and safety implications**

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

## **14. Appendices – The following documents are to be published with this Report and form part of the Report.**

Appendix 1 – Draft MTFS 2015-19: Re-priced and rolled forward

Appendix 2 – Summary of DCLG consultation paper “ Local Government Finance Settlement 2015/16 – Technical consultation”

Appendix 3 – Service Department Targets

Appendix 4 - Business Plan Timetable 2015-19

Appendix 5 – Details of Draft Capital Programme and changes from current approved programme

Appendix 6 – Replacement Savings – CSF and E&R

Appendix 7 – Service Planning Timetable

Appendix 8 – Interim Service Plans

**15. Background Papers**

- 15.1 The following documents have been relied on in drawing up this report but do not form part of the report:

2013/14 Budgetary Control and Final Accounts Working Papers in the  
Corporate Services Department.  
Budget Monitoring working papers  
MTFS working papers

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## DRAFT MTFS 2015-19: RE-PRICED AND ROLLED FORWARD

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
<b>Departmental Base Budget 2014/15</b>	<b>144,420</b>	<b>144,420</b>	<b>144,420</b>	<b>144,420</b>
Inflation (Pay, Prices)	3,179	6,778	10,380	13,979
Autoenrolment/Nat. ins changes	0	1,000	2,000	2,000
FYE – Previous Years Savings	(4,252)	(9,149)	(10,576)	(10,576)
Replacement Savings	340	100	100	100
Income – Additional Fees/Charges	0	0	0	0
Growth	1,000	1,000	1,000	1,000
Revenuisation	(510)	(612)	(612)	(612)
Taxi card/Concessionary Fares	437	887	1,337	1,787
Education Services Grant	654	654	654	654
NHS t/f of Social Care Funding	(100)	(100)	(100)	(100)
Other (inc. reduced service grants)	409	730	800	873
<b>Re-Priced Departmental Budget</b>	<b>145,577</b>	<b>145,708</b>	<b>149,403</b>	<b>153,525</b>
Treasury/Capital financing	13,764	14,679	16,061	17,555
Pensions	4,205	4,395	4,592	4,799
Other Corporate items	(11,393)	(12,098)	(12,097)	(12,097)
Levies	637	637	637	637
<b>Sub-total: Corporate provisions</b>	<b>7,213</b>	<b>7,613</b>	<b>9,193</b>	<b>10,894</b>
<b>BUDGET REQUIREMENT</b>	<b>152,790</b>	<b>153,321</b>	<b>158,596</b>	<b>164,420</b>
<b>Funded by:</b>				
Revenue Support Grant	(30,136)	(24,107)	(15,933)	(11,988)
Business Rates (inc. Section 31 grant)	(33,961)	(33,931)	(35,155)	(36,515)
C. Tax Freeze Grant 2015/16	(868)	0	0	0
PFI Grant	(4,797)	(4,797)	(4,797)	(4,797)
New Homes Bonus	(2,487)	(2,000)	(2,000)	(2,000)
Council Tax inc. WPC	(75,912)	(76,290)	(76,670)	(77,052)
Collection Fund – (Surplus)/Deficit	421	0	0	0
<b>TOTAL FUNDING</b>	<b>(147,739)</b>	<b>(141,125)</b>	<b>(134,555)</b>	<b>(132,352)</b>
<b>GAP excluding Use of Reserves (Cumulative)</b>	<b>5,051</b>	<b>12,196</b>	<b>24,041</b>	<b>32,068</b>
- Use of Reserves	(4,319)	(1,433)	0	0
<b>GAP including Use of Reserves (Cumulative)</b>	<b>732</b>	<b>10,763</b>	<b>24,041</b>	<b>32,068</b>
- Savings – 2014/15 shortfall	0	(7,661)	(13,473)	(13,473)
- Assumed income increase @ 2%	(732)	(1,464)	(2,196)	(2,928)
- New Savings	0	(1,638)	(8,372)	(15,667)
<b>Gap</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## APPENDIX 2

### **Summary of “Local Government Finance Settlement 2015-16 – Technical Consultation” published by the Department for Communities and Local Government (DCLG) in July 2014**

1. This consultation seeks views on detailed technical proposals for the local government finance settlement for 2015-16.
2. The main areas covered concerns those announced in the Spending Round 2013 for 2015-16 including:-
  - continued compensation for the reduced income from business rates as a result of the 2% cap on the small business rates multiplier announced at Autumn Statement 2013
  - continued protection for authorities which froze council tax in 2014-15
  - continued protection through Efficiency Support Grant for the small number of local authorities with revenue spending power reductions greater than 6.9% in 2014-15
  - increased additional funding for the most rural authorities
3. The consultation proposes the following detailed changes:-
  - Compensation for the 2% cap on the small business multiplier announced at the 2013 Autumn Statement to continue in 2015-16, calculated on the basis of the reduction to estimated retained income, as in 2014-15
  - Council tax freeze grant for 2014-15 to be rolled in and combined with the 2013-14 grant in a single element (in line with previous commitments to authorities which freeze council tax)
  - Efficiency Support Grant for 2014-15 to be rolled in subject to satisfactory performance, as announced at the 2014-15 settlement
  - 2014-15 Rural Services Delivery Grant (£2m) to be rolled into the settlement and combined with the existing rural funding element
  - Adjustment to funding for authorities which have fallen below the threshold for participation in the Carbon Reduction Commitment Energy Efficiency Scheme, to take account of the loss in tax revenue to the Treasury, as previously consulted on in summer 2013
4. The DCLG have provided exemplifications setting out the financial effect of these changes on each authority.
5. The DCLG have indicated that they will consult later in the year on other aspects of future local government funding, including in particular the new burdens funding for the administrative changes required by the localisation of council tax support. The Department for Health will also be formally consulting in parallel on the development of the formula for funding deferred payments for adult social care and assessment for the cap on payment for care, following the Care Act 2014.

6. The DCLG have confirmed that “the provisional settlement for 2015-16 will be issued for consultation in the usual manner at the end of 2014. We will consult on proposals for the 2016-17 settlement in the light of the Budget and Spending Review.”
7. The financial effects on Merton of the proposals are estimated to result in a reduction in funding of £74,000, arising from a Carbon Reduction Commitment Adjustment of £68,000 and a £6,000 reduction in Council Tax Freeze Grant for 2014/15.
8. The consultation ran for ten weeks from 22 July 2014 25 September 2014.

APPENDIX 3

<b>TOTAL SAVINGS REQUIRED ALLOCATED TO DEPARMENTS</b>	<b>Balance of 2014/15 Savings</b>	<b>New Savings</b>	<b>Income Targets</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Corporate Services	1,872	3,148	376	5,396
Children, Schools and Families	2,356	2,367	220	4,943
Environment and Regeneration	5,888	4,508	1,452	11,848
Community and Housing	3,457	5,544	880	9,881
<b>Total Savings</b>	<b>13,573</b>	<b>15,567</b>	<b>2,928</b>	<b>32,068</b>
<b>Cumulative</b>	<b>13,573</b>	<b>29,140</b>	<b>32,068</b>	

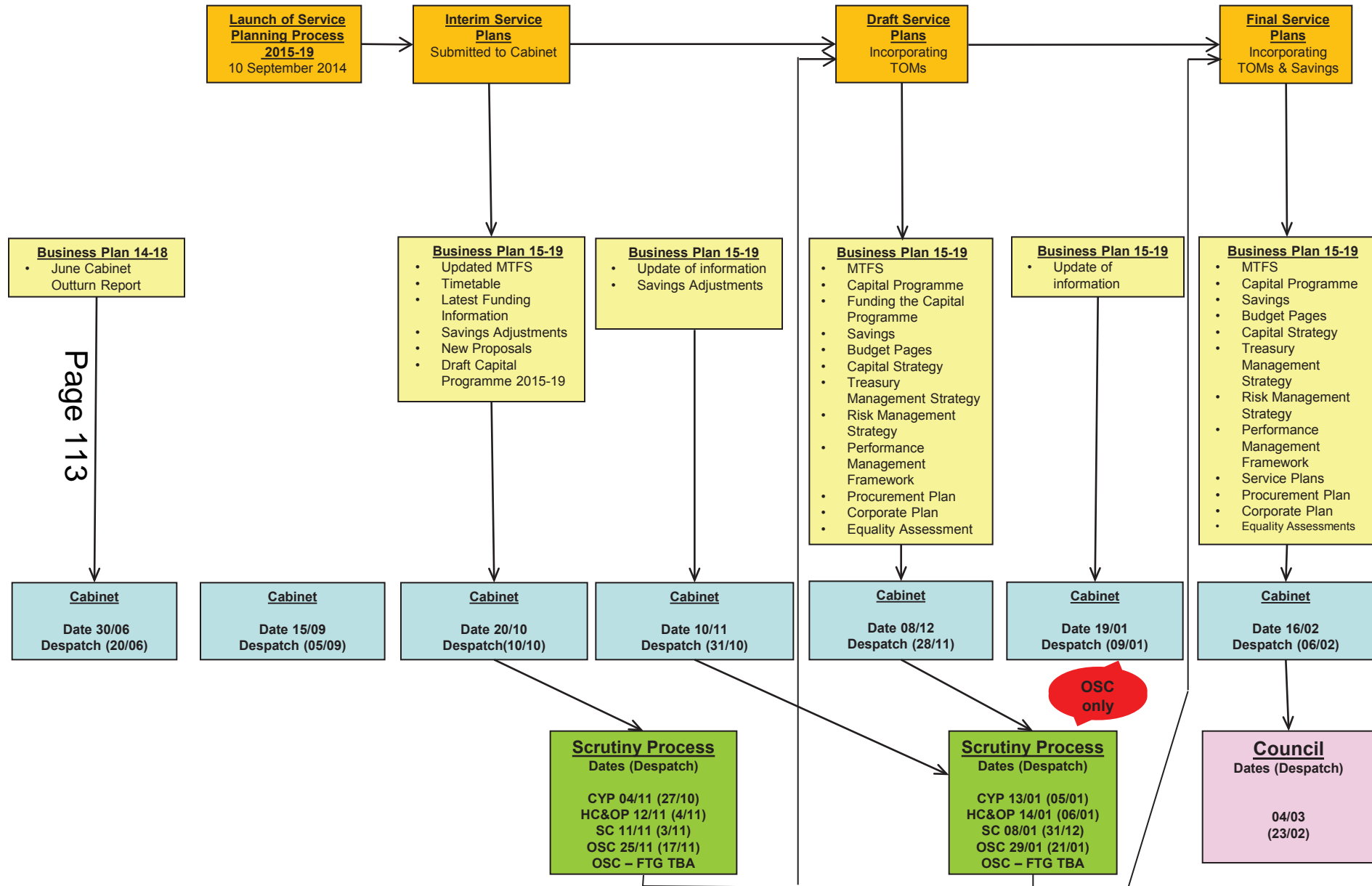
<b>BALANCE OF 2014/15 SAVINGS</b>	<b>2015/16 £000</b>	<b>2016/17 £000</b>	<b>2017/18 £000</b>	<b>2018/19 £000</b>	<b>Total £000</b>
Corporate Services	0	1,100	772	0	1,872
Children, Schools and Families	0	1,552	804	0	2,356
Environment and Regeneration	0	3,261	2,627	0	5,888
Community and Housing	0	1,848	1,609	0	3,457
<b>Total Savings</b>	<b>0</b>	<b>7,761</b>	<b>5,812</b>	<b>0</b>	<b>13,573</b>
<b>Cumulative</b>	<b>0</b>	<b>7,761</b>	<b>13,573</b>	<b>13,573</b>	

<b>NEW SAVINGS TARGETS 2015/16</b>	<b>2015/16 £000</b>	<b>2016/17 £000</b>	<b>2017/18 £000</b>	<b>2018/19 £000</b>	<b>Total £000</b>
Corporate Services	0	492	1,309	1,347	3,148
Children, Schools and Families	0	370	985	1,012	2,367
Environment and Regeneration	0	705	1,876	1,927	4,508
Community and Housing	0	867	2,307	2,370	5,544
<b>Total Savings</b>	<b>0</b>	<b>2,434</b>	<b>6,477</b>	<b>6,656</b>	<b>15,567</b>
<b>Cumulative</b>	<b>0</b>	<b>2,434</b>	<b>8,911</b>	<b>15,567</b>	

<b>INDICATIVE INCOME TARGETS ALLOCATED TO DEPARMENTS</b>	<b>2015/16 £000</b>	<b>2016/17 £000</b>	<b>2017/18 £000</b>	<b>2018/19 £000</b>	<b>Total £000</b>
Corporate Services	94	94	94	94	376
Children, Schools & Families	55	55	55	55	220
Environment & Regeneration	363	363	363	363	1,452
Community & Housing	220	220	220	220	880
<b>Total Income</b>	<b>732</b>	<b>732</b>	<b>732</b>	<b>732</b>	<b>2,928</b>
<b>Cumulative</b>	<b>732</b>	<b>1,464</b>	<b>2,196</b>	<b>2,928</b>	

<b>TARGETS ALLOCATED TO DEPARMENTS TO BE MET FROM SAVINGS AND INCOME</b>	<b>2015/16 £000</b>	<b>2016/17 £000</b>	<b>2017/18 £000</b>	<b>2018/19 £000</b>	<b>Total £000</b>
Corporate Services	94	1,686	2,175	1,441	5,396
Children, Schools & Families	55	1,977	1,844	1,067	4,943
Environment & Regeneration	363	4,329	4,866	2,290	11,848
Community & Housing	220	2,935	4,136	2,590	9,881
<b>Total Income</b>	<b>732</b>	<b>10,927</b>	<b>13,021</b>	<b>7,388</b>	<b>32,068</b>
<b>Cumulative</b>	<b>732</b>	<b>11,659</b>	<b>24,680</b>	<b>32,068</b>	

# BUSINESS PLANNING TIMETABLE - BUSINESS PLAN 2015-19 APPENDIX 4



## **Proposed Summary Capital Programme 2014-19 and Indicative Programme to 2023/24**

Appendix 5a

Merton	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicative Budget 21/22	Indicative Budget 22/23	Indicative Budget 23/24
Total Corporate Services	6,013,500	5,000,550	3,862,000	2,806,000	2,757,000	1,500,000	1,760,000	1,645,000	1,435,000	1,450,000
Total Community and Housing	2,817,720	1,229,000	1,334,000	340,000	340,000	340,000	340,000	340,000	340,000	340,000
Total Children, Schools and Families	27,790,560	15,620,020	23,789,140	20,874,360	20,103,800	3,265,600	7,246,800	5,059,580	658,800	658,800
Total Environment and Regeneration	13,095,490	26,166,780	8,334,500	4,500,500	6,378,500	4,873,000	4,654,000	4,654,000	4,654,000	4,654,000
	49,717,270	48,016,350	37,319,640	28,520,860	29,579,300	9,978,600	14,000,800	11,698,580	7,087,800	7,102,800

[illegible]

Merton	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicative Budget 21/22	Indicative Budget 22/23	Indicative Budget 23/24
<b>Environment and Regeneration</b>										
Total Footways Planned Works	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Total Greenspaces	966,200	307,780	425,000	250,000	350,000	350,000	350,000	350,000	350,000	350,000
Total Highways General Planned Works	747,390	412,000	419,000	419,000	419,000	419,000	419,000	419,000	419,000	419,000
Total Highways Planned Road Works	1,783,100	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Total Leisure Centres	1,609,290	10,300,000	300,000	300,000	1,800,000	300,000	300,000	300,000	300,000	300,000
Total Other E&R	114,340	300,000	0	0	0	0	0	0	0	0
Total On and Off Street Parking	42,910	0	0	0	0	0	0	0	0	0
Total Regeneration Partnerships	2,493,410	4,538,000	1,922,000	0	0	0	0	0	0	0
Total Plans and Projects	130,000	0	0	0	0	0	0	0	0	0
Total Street Lighting	410,000	200,000	462,000	290,000	509,000	509,000	290,000	290,000	290,000	290,000
Total Street Scene	375,190	315,000	60,000	60,000	100,000	100,000	100,000	100,000	100,000	100,000
Total Transport for London	2,326,350	1,310,000	1,271,000	0	0	0	0	0	0	0
Total Traffic and Parking Management	173,230	135,000	150,000	156,000	175,000	175,000	175,000	175,000	175,000	175,000
Total Transport and Plant	678,680	5,500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Total Safer Merton - CCTV & ASB	0	300,000	300,000	0	0	0	0	0	0	0
Total Environmental Health	30,000	0	0	0	0	0	0	0	0	0
Total Waste Operations	215,400	49,000	25,500	25,500	25,500	20,000	20,000	20,000	20,000	20,000
<b>Total Environment and Regeneration</b>	<b>13,095,490</b>	<b>26,166,780</b>	<b>8,334,500</b>	<b>4,500,500</b>	<b>6,378,500</b>	<b>4,873,000</b>	<b>4,654,000</b>	<b>4,654,000</b>	<b>4,654,000</b>	<b>4,654,000</b>

	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicative Budget 21/22	Indicative Budget 22/23	Indicative Budget 23/24
<b>Corporate Services</b>										
<b>Corporate Budgets</b>										
Acquisitions Budget	1,042,340	500,000	500,000	0	0	0	0	0	0	0
Transformation Budgets	240,160	507,000	0	0	0	0	0	0	0	0
Capital Bidding Fund	500,000	1,000,000	500,000	0	0	0	0	0	0	0
<b>Total Corporate Budgets</b>	<b>1,782,500</b>	<b>2,007,000</b>	<b>1,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Business Improvements</b>										
Replace doc management system	300,000	440,000	0	0	0	0	0	0	0	0
Customer Contact Programme	300,000	485,000	0	0	0	0	0	0	0	0
Data Labling	293,840	0	0	0	0	0	0	0	0	0
Replacement SC System	400,000	571,000	0	0	0	0	0	0	0	0
<b>Total Buisness Improvement</b>	<b>1,293,840</b>	<b>1,496,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Corporate Governance</b>										
Legal Case Management	12,510	0	0	0	0	0	0	0	0	0
<b>Total Corporate Governance</b>	<b>12,510</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Resources</b>										
Improving Information Systems	333,450	228,250	0	0	0	0	0	0	0	0
<b>Total Resources</b>	<b>333,450</b>	<b>228,250</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Information Technology</b>										
Disaster recovery	1,710	0	0	0	0	0	0	0	0	0
Planned Replacement Programme	877,070	299,000	1,412,000	1,686,000	957,000	575,000	860,000	770,000	560,000	575,000
ITSD Enhancements	35,000	85,000	250,000	120,000	50,000	0	0	0	0	0
Multi-Functioning Device (MFD)	200,000	200,000	200,000	0	0	0	0	0	0	0
Room and Space Management	66,500	0	0	0	0	0	0	0	0	0
<b>Total Information Technology</b>	<b>1,180,280</b>	<b>584,000</b>	<b>1,862,000</b>	<b>1,806,000</b>	<b>1,007,000</b>	<b>575,000</b>	<b>860,000</b>	<b>770,000</b>	<b>560,000</b>	<b>575,000</b>



	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicative Budget 21/22	Indicative Budget 22/23	Indicative Budget 23/24
<b>Corporate Services</b>										
<b>Facilities Management</b>										
Civic Centre refurbishment	100,000	0	0	0	0	0	0	0	0	0
Invest to Save Schemes	500,000	300,300	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Water Safety Works	0	0	150,000	150,000	100,000	75,000	50,000	25,000	25,000	25,000
Asbestos Safety Works	0	0	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Capital Works - Facilities	200,000	200,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Civic Centre Passenger Lifts	465,000	185,000	0	0	0	0	0	0	0	0
Civic Centre Boilers	0	0	0	0	300,000	0	0	0	0	0
Data Centre Support Equipment	0	0	0	0	300,000	0	0	0	0	0
Civic Centre Staff Entrance Improvements	0	0	0	0	200,000	0	0	0	0	0
Civic Centre Windows	145,920	0	0	0	0	0	0	0	0	0
<b>Total Facilities Management</b>	<b>1,410,920</b>	<b>685,300</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,750,000</b>	<b>925,000</b>	<b>900,000</b>	<b>875,000</b>	<b>875,000</b>	<b>875,000</b>
<b>TOTAL</b>	<b>6,013,500</b>	<b>5,000,550</b>	<b>3,862,000</b>	<b>2,806,000</b>	<b>2,757,000</b>	<b>1,500,000</b>	<b>1,760,000</b>	<b>1,645,000</b>	<b>1,435,000</b>	<b>1,450,000</b>

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Children, Schools and Families	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicative Budget 21/22	Indicative Budget 22/23	Indicative Budget 23/24
<b>Primary School Expansions</b>										
All Saints/ South Wim YCC exp	9,250	0	0	0	0	0	0	0	0	0
Aragon expansion	0	0	0	0	0	0	0	0	0	0
Benedict expansion	0	0	0	0	0	0	0	0	0	0
Cranmer expansion	2,051,770	0	0	0	0	0	0	0	0	0
Cricket Grn Exp-Chapel Orchard	0	0	0	0	0	0	0	0	0	0
Dundonald expansion	981,790	4,025,070	1,117,000	0	0	0	0	0	0	0
Gorringe Park expansion	9,620	0	0	0	0	0	0	0	0	0
Hillcross School Expansion	3,492,490	1,347,860	0	0	0	0	0	0	0	0
Hollymount Permanent Expansion	0	0	0	0	0	0	0	0	0	0
Holy Trinity Expansion	61,000	0	0	0	0	0	0	0	0	0
Joseph Hood Permanent Expansn	219,830	0	0	0	0	0	0	0	0	0
Liberty expansion	2,620	0	0	0	0	0	0	0	0	0
Merton Abbey	3,452,300	1,058,460	0	0	0	0	0	0	0	0
Pupil Growth - Unallocated	0	0	0	0	0	0	0	0	0	0
Salham School Expansion	3,200,000	2,315,560	0	0	0	0	0	0	0	0
Poplar Permanent Expansion	3,450,260	410,730	0	0	0	0	0	0	0	0
St Mary's expansion	2,946,040	0	0	0	0	0	0	0	0	0
Singlegate expansion	4,291,090	1,117,740	0	0	0	0	0	0	0	0
William Morris PCP	0	0	0	0	0	0	0	0	0	0
Wimbledon Chase DCSF grant	68,980	0	0	0	0	0	0	0	0	0
Wimbledon Park expansion	429,380	0	0	0	0	0	0	0	0	0
22 FE School Expansion	0	95,000	2,575,000	2,075,000	0	0	0	0	0	0
23 FE School Expansion	0	0	100,000	555,000	2,575,000	1,600,000	0	0	0	0
24 FE School Expansion	0	0	0	0	0	0	0	0	0	0
25 FE School Expansion	0	0	0	0	0	0	0	0	0	0
26 FE School Expansion	0	0	0	618,780	0	0	0	0	0	0
27 FE School Expansion	0	0	0	300,000	0	0	0	0	0	0
28 FE School Expansion	0	0	0	300,000	0	0	0	0	0	0
29 FE School Expansion	0	0	0	0	0	0	0	0	0	0
Primary Expansion Contingency	0	0	0	0	0	0	0	0	0	0
<b>Total Primary School Expansions</b>	<b>24,666,420</b>	<b>10,370,420</b>	<b>3,792,000</b>	<b>3,848,780</b>	<b>2,575,000</b>	<b>1,600,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Children, Schools and Families	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicative Budget 21/22	Indicative Budget 22/23	Indicative Budget 23/24
Scheme 1 Phased Extra 4fe	50,000	150,000	2,800,000	0	3,677,560	0	0	0	0	0
Scheme 2 Phased Extra 4fe	50,000	150,000	2,800,000	0	2,270,120	0	0	0	0	0
Scheme 3 Phased Extra 4fe reduced to 2fe	50,000	150,000	2,800,000	0	0	0	0	0	0	0
Scheme 5 Phased Extra 2fe	0	0	95,000	1,500,000	1,527,640	0	0	0	0	0
Scheme 6 Phased Extra 2fe	25,000	25,000	1,900,000	3,000,000	2,000,000	0	0	0	0	0
Scheme 7 Phased Extra 1fe reduced to 0 fe	0	0	0	0	0	0	0	0	0	0
Scheme 8 Phased Extra 1fe reduced to 0 fe	0	0	0	0	0	0	0	0	0	0
Scheme 9 Phased Extra 2fe reduced to 0 fe	0	0	0	0	0	0	0	0	0	0
Scheme 4 New School Extra 6fe	100,000	1,000,000	4,000,000	7,000,000	4,478,950	0	6,000,000	4,008,000	0	0
<b>Secondary School Expansions</b>	<b>275,000</b>	<b>1,475,000</b>	<b>14,395,000</b>	<b>11,500,000</b>	<b>13,954,270</b>	<b>0</b>	<b>6,000,000</b>	<b>4,008,000</b>	<b>0</b>	<b>0</b>
Cricket Green	50,050	100,000	1,500,000	1,500,000	0	0	0	0	0	0
Primary school autism unit	320,000	630,000	0	0	0	0	0	0	0	0
Perseid	479,750	962,140	0	0	850,000	850,000	0	0	0	0
Perseid - Further 28 Places Primary	0	100,000	1,500,000	1,500,000	0	0	0	0	0	0
Secondary School Autism Unit	40,000	1,160,000	0	0	0	0	0	0	0	0
<b>Total SEN</b>	<b>889,800</b>	<b>2,952,140</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>850,000</b>	<b>850,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other										
Inflation Contingency	0	172,460	1,952,140	1,875,580	2,074,530	165,600	596,800	401,580	8,800	8,800
Garden PCP	0	0	0	0	0	0	0	0	0	0
Devolved Formula Capital	439,640	0	0	0	0	0	0	0	0	0
Schools Access Initiative Inc	850	0	0	0	0	0	0	0	0	0
Schs Cap Maint & Accessibility	686,170	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000
Merton Pk- Entrance adaptation	630	0	0	0	0	0	0	0	0	0
Youth&Comm centres reprovion	17,390	0	0	0	0	0	0	0	0	0
Raynes Park Sports Pavilion	4,770	0	0	0	0	0	0	0	0	0
Free School Meals	437,090	0	0	0	0	0	0	0	0	0
Schools Equipment Loans	372,800	0	0	0	0	0	0	0	0	0
<b>Total Other</b>	<b>1,959,340</b>	<b>822,460</b>	<b>2,602,140</b>	<b>2,525,580</b>	<b>2,724,530</b>	<b>815,600</b>	<b>1,246,800</b>	<b>1,051,580</b>	<b>658,800</b>	<b>658,800</b>
<b>TOTAL</b>	<b>27,790,560</b>	<b>15,620,020</b>	<b>23,789,140</b>	<b>20,874,360</b>	<b>20,103,800</b>	<b>3,265,600</b>	<b>7,246,800</b>	<b>5,059,580</b>	<b>658,800</b>	<b>658,800</b>

Environment and Regeneration	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicative Budget 21/22	Indicative Budget 22/23	Indicative Budget 23/24
<b>Footways Planned Works</b>										
Repairs to Footways	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
B517 Enhancement to Footway	0	0	0	0	0	0	0	0	0	0
B499ab Imprve Holborn Way link	0	0	0	0	0	0	0	0	0	0
B660 Raynes Park Public Real Imps	0	0	0	0	0	0	0	0	0	0
B569a&b Belgrave Walk fencing	0	0	0	0	0	0	0	0	0	0
B500 7-13 Church Rd footway	0	0	0	0	0	0	0	0	0	0
<b>Total Footways Planned Works</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>
<b>Greenspaces</b>										
Beach Volleyball Courts	0	0	0	0	0	0	0	0	0	0
Play Space Pollards Hill - S106	5,000	0	0	0	0	0	0	0	0	0
Parks Investment	216,000	216,000	391,000	216,000	322,500	350,000	350,000	350,000	350,000	350,000
Parks Bins - Finance Lease	34,000	34,000	34,000	34,000	27,500	0	0	0	0	0
Raynes Park Cricket Slips	0	0	0	0	0	0	0	0	0	0
Sherwood Rec - Play Area	0	0	0	0	0	0	0	0	0	0
King George Rec Play Area	9,990	0	0	0	0	0	0	0	0	0
Lewis Road Rec Alt Play Facility	0	0	0	0	0	0	0	0	0	0
Tamworth Rec Interactive Water Play	0	0	0	0	0	0	0	0	0	0
Edenvale Open Space Goal Mouth Surfacing	4,420	0	0	0	0	0	0	0	0	0
Sir Joseph Hood Crazy Golf	4,670	0	0	0	0	0	0	0	0	0
Wimbledon Park Crazy Golf	30,000	0	0	0	0	0	0	0	0	0
All Saints Play Area	2,970	0	0	0	0	0	0	0	0	0
Nelson Gardens Community Space	14,700	0	0	0	0	0	0	0	0	0
Mostyn Gardens Outdoor Gym	0	0	0	0	0	0	0	0	0	0
Mostyn Gardens Outdoor Gym	9,570	0	0	0	0	0	0	0	0	0
WallRep ChrchLn& JohnInnes Pks	0	0	0	0	0	0	0	0	0	0
B487 Landscape Ravensbury Park	870	0	0	0	0	0	0	0	0	0
B649 Rvaensbury - Railings and Path	0	0	0	0	0	0	0	0	0	0



Environment and Regeneration	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicative Budget 21/22	Indicative Budget 22/23	Indicative Budget 23/24
Tamworth Paddling Pool	160,000	0	0	0	0	0	0	0	0	0
Mitcham Common Conservators	100,000	0	0	0	0	0	0	0	0	0
Living Wandle Ravensbury Park	76,200									
GLL Football	25,000									
Outdoor Gyms	60,000									
<b>Total Greenspaces</b>	<b>966,200</b>	<b>307,780</b>	<b>425,000</b>	<b>250,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>
<b>Highways General Planned Works</b>										
Surface Water Drainage	62,070	62,000	69,000	69,000	69,000	69,000	69,000	69,000	69,000	69,000
Highways bridges & structures	370,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000
Maintain AntiSkid and Coloured	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000
B340MOSS rpt (land Rutlish Rd)	0	0	0	0	0	0	0	0	0	0
B6497/8 Lombard Rd Improvements	0	0	0	0	0	0	0	0	0	0
Wandle Footbridge	43,320	0	0	0	0	0	0	0	0	0
B6453 Haydons Road	0	0	0	0	0	0	0	0	0	0
New Traffic Schemes	0	0	0	0	0	0	0	0	0	0
B638d/e Sustainable Transport	0	0	0	0	0	0	0	0	0	0
B646a Lombard Industrial Estat	48,070	0	0	0	0	0	0	0	0	0
B646b 7 Abbey Road	0	0	0	0	0	0	0	0	0	0
B639a Fair Green	42,600	0	0	0	0	0	0	0	0	0
B642 Streatham Rd	4,140	0	0	0	0	0	0	0	0	0
B671 Victoria Road	30,280	0	0	0	0	0	0	0	0	0
B674a-d Phase 1 Lambton Rd	31,910	0	0	0	0	0	0	0	0	0
B673a-c Phase 2 Lambton Rd	25,000	0	0	0	0	0	0	0	0	0
<b>Total Highways General Planned Works</b>	<b>747,390</b>	<b>412,000</b>	<b>419,000</b>	<b>419,000</b>	<b>419,000</b>	<b>419,000</b>	<b>419,000</b>	<b>419,000</b>	<b>419,000</b>	<b>419,000</b>
<b>Highways Planned Road Works</b>										
Borough Roads Maintenance	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Homezones	0	0	0	0	0	0	0	0	0	0
Severe Weather Maintenance	283,100	0	0	0	0	0	0	0	0	0
<b>Total Highways Planned Road Works</b>	<b>1,783,100</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,500,000</b>









Environment and Regeneration	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicative Budget 21/22	Indicative Budget 22/23	Indicative Budget 23/24
Borough Support - Training	0	0	0	0	0	0	0	0	0	0
BCP Cycle Parking	0	0	0	0	0	0	0	0	0	0
Car Clubs	0	0	0	0	0	0	0	0	0	0
Car Clubs Expansion	0	0	0	0	0	0	0	0	0	0
Cycle Improvements	90,000	0	0	0	0	0	0	0	0	0
Developing the Tram	0	0	0	0	0	0	0	0	0	0
Willow Lane Industrial Estate	0	0	0	0	0	0	0	0	0	0
Motorcycles in Bus Lanes	0	0	0	0	0	0	0	0	0	0
Merton HS Victory to Norman	0	0	0	0	0	0	0	0	0	0
Central Rd Farm to Green	0	0	0	0	0	0	0	0	0	0
London Rd Mitcham to Pitcairn	0	0	0	0	0	0	0	0	0	0
Willow Lane Bridge	0	0	0	0	0	0	0	0	0	0
Wim TC Accessibility & Streets	0	0	0	0	0	0	0	0	0	0
Haydons Road	0	0	0	0	0	0	0	0	0	0
Central Road	360,000	0	0	0	0	0	0	0	0	0
London Rd Morden Rd to Crckt Green	0	0	0	0	0	0	0	0	0	0
Green Lane Share Path	0	0	0	0	0	0	0	0	0	0
Bewley Bridge	25,540	0	0	0	0	0	0	0	0	0
The Broadway-Russell to Merton Rd	115,000	0	0	0	0	0	0	0	0	0
Bus Stop Compliance	128,800	0	0	0	0	0	0	0	0	0
Coombe Lane	90,000	0	0	0	0	0	0	0	0	0
London Rd Lower Green to Crkt Grn	0	0	0	0	0	0	0	0	0	0
Morden Rd Kingston Rd to High Path	61,000	0	0	0	0	0	0	0	0	0
Mitcham Town Centre	290,000	0	0	0	0	0	0	0	0	0
A298/A238 Strategic Corridor	291,000	0	0	0	0	0	0	0	0	0
<b>Total Transport for London</b>	<b>2,326,350</b>	<b>1,310,000</b>	<b>1,271,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

[illegible]

Environment and Regeneration	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicative Budget 21/22	Indicative Budget 22/23	Indicative Budget 23/24
<b>Safer Merton - CCTV &amp; ASB</b>										
CCTV (match funding)	0	300,000	300,000	0	0	0	0	0	0	0
<b>Total Safer Merton - CCTV &amp; ASB</b>	<b>0</b>	<b>300,000</b>	<b>300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Environmental Health</b>										
Disabled Facilities Grant DCLG	0	0	0	0	0	0	0	0	0	0
Disabled Facilities Grant LBM	0	0	0	0	0	0	0	0	0	0
Small Repairs Grant	0	0	0	0	0	0	0	0	0	0
Dev and Licensing of PH framework	30,000	0	0	0	0	0	0	0	0	0
<b>Total Environmental Health</b>	<b>30,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Waste Operations</b>										
Alley Gating Scheme - Fly Tip	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Re-use/recycling Site Maintena	29,000	23,500	0	0	0	0	0	0	0	0
Waste Bins - Finance Lease	5,500	5,500	5,500	5,500	5,500	0	0	0	0	0
Waste Phase B - Replace RCVs	30,900	0	0	0	0	0	0	0	0	0
GPS Vehicle Tracking	130,000	0	0	0	0	0	0	0	0	0
Kitchen Waste WRAP	0	0	0	0	0	0	0	0	0	0
Kitchen waste container replce	0	0	0	0	0	0	0	0	0	0
<b>Total Waste Operations</b>	<b>215,400</b>	<b>49,000</b>	<b>25,500</b>	<b>25,500</b>	<b>25,500</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>
<b>TOTAL</b>	<b>13,095,490</b>	<b>26,166,780</b>	<b>8,334,500</b>	<b>4,500,500</b>	<b>6,378,500</b>	<b>4,873,000</b>	<b>4,654,000</b>	<b>4,654,000</b>	<b>4,654,000</b>	<b>4,654,000</b>

**Movement from Current to Proposed Summary Capital Programme 2014-19 and Indicative Programme to 2023/24** Appendix 5c

Appendix 5c

Merton	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicative Budget 21/22	Indicative Budget 22/23	Indicative Budget 23/24
Total Corporate Services	0	0	0	0	972,000	0	0	0	0	0
Total Community and Housing	0	0	0	0	0	0	0	0	0	0
Total Children, Schools and Families	0	322,460	1,702,140	(524,420)	(7,474,680)	(2,984,400)	646,800	301,580	(3,261,630)	58,800
Total Environment and Regeneration	0	300,000	0	0	1,309,000	(217,000)	(191,000)	(191,000)	(191,000)	(191,000)
	0	622,460	1,702,140	(524,420)	(5,193,680)	(3,201,400)	455,800	110,580	(3,452,630)	(132,200)

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Merton	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicative Budget 21/22	Indicative Budget 22/23	Indicative Budget 23/24
<b>Environment and Regeneration</b>										
Total Footways Planned Works	0	0	0	0	0	0	0	0	0	0
Total Greenspaces	0	0	0	0	0	0	0	0	0	0
Total Highways General Planned Works	0	0	0	0	0	0	0	0	0	0
Total Highways Planned Road Works	0	0	0	0	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
Total Leisure Centres	0	0	0	0	1,500,000	0	0	0	0	0
Total Other E&R	0	300,000	0	0	0	0	0	0	0	0
Total On and Off Street Parking	0	0	0	0	0	0	0	0	0	0
Total Regeneration Partnerships	0	0	0	0	0	0	0	0	0	0
Total Plans and Projects	0	0	0	0	0	0	0	0	0	0
Total Street Lighting	0	0	0	0	0	(26,000)	0	0	0	0
Total Street Scene	0	0	0	0	40,000	40,000	40,000	40,000	40,000	40,000
Total Transport for London	0	0	0	0	0	0	0	0	0	0
Total Traffic and Parking Management	0	0	0	0	(131,000)	(131,000)	(131,000)	(131,000)	(131,000)	(131,000)
Total Transport and Plant	0	0	0	0	0	0	0	0	0	0
Total Safer Merton - CCTV & ASB	0	0	0	0	0	0	0	0	0	0
Total Environmental Health	0	0	0	0	0	0	0	0	0	0
Total Waste Operations	0	0	0	0	0	0	0	0	0	0
<b>Total Environment and Regeneration</b>	<b>0</b>	<b>300,000</b>	<b>0</b>	<b>0</b>	<b>1,309,000</b>	<b>(217,000)</b>	<b>(191,000)</b>	<b>(191,000)</b>	<b>(191,000)</b>	<b>(191,000)</b>

	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicative Budget 21/22	Indicative Budget 22/23	Indicative Budget 23/24
<b>Corporate Services</b>										
<b>Corporate Budgets</b>										
Acquisitions Budget	0	0	0	0	0	0	0	0	0	0
Transformation Budgets	0	0	0	0	0	0	0	0	0	0
Capital Bidding Fund	0	0	0	0	0	0	0	0	0	0
<b>Total Corporate Budgets</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Business Improvements</b>										
Replace doc management system	0	0	0	0	0	0	0	0	0	0
Customer Contact Programme	0	0	0	0	0	0	0	0	0	0
Data Labling	0	0	0	0	0	0	0	0	0	0
Replacement SC System	0	0	0	0	0	0	0	0	0	0
<b>Total Buisness Improvement</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Corporate Governance</b>										
Legal Case Management	0	0	0	0	0	0	0	0	0	0
<b>Total Corporate Governance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Resources</b>										
Improving Information Systems	0	0	0	0	0	0	0	0	0	0
<b>Total Resources</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Information Technology</b>										
Disaster recovery	0	0	0	0	0	0	0	0	0	0
Planned Replacement Programme	0	0	0	0	397,000	0	0	0	0	0
ITSD Enhancements	0	0	0	0	(225,000)	0	0	0	0	0
Multi-Functioning Device (MFD)	0	0	0	0	0	0	0	0	0	0
Room and Space Management	0	0	0	0	0	0	0	0	0	0
<b>Total Information Technology</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>172,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicative Budget 21/22	Indicative Budget 22/23	Indicative Budget 23/24
<b>Corporate Services</b>										
<b>Facilities Management</b>										
Civic Centre refurbishment	0	0	0	0	0	0	0	0	0	0
Invest to Save Schemes	0	0	0	0	0	0	0	0	0	0
Water Safety Works	0	0	0	0	0	0	0	0	0	0
Asbestos Safety Works	0	0	0	0	0	0	0	0	0	0
Capital Works - Facilities	0	0	0	0	0	0	0	0	0	0
Civic Centre Passenger Lifts	0	0	0	0	0	0	0	0	0	0
Civic Centre Boilers	0	0	0	0	300,000	0	0	0	0	0
Data Centre Support Equipment	0	0	0	0	300,000	0	0	0	0	0
Civic Centre Staff Entrance Improvements	0	0	0	0	200,000	0	0	0	0	0
Civic Centre Windows	0	0	0	0	0	0	0	0	0	0
<b>Total Facilities Management</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>800,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>972,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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Children, Schools and Families	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicative Budget 21/22	Indicative Budget 22/23	Indicative Budget 23/24
<b>Primary School Expansions</b>										
All Saints/ South Wim YCC exp	0	0	0	0	0	0	0	0	0	0
Aragon expansion	0	0	0	0	0	0	0	0	0	0
Benedict expansion	0	0	0	0	0	0	0	0	0	0
Cranmer expansion	0	0	0	0	0	0	0	0	0	0
Cricket Grn Exp-Chapel Orchard	0	0	0	0	0	0	0	0	0	0
Dundonald expansion	0	0	0	0	0	0	0	0	0	0
Gorringe Park expansion	0	0	0	0	0	0	0	0	0	0
Hillcross School Expansion	0	0	0	0	0	0	0	0	0	0
Hollymount Permanent Expansion	0	0	0	0	0	0	0	0	0	0
Holy Trinity Expansion	0	0	0	0	0	0	0	0	0	0
Joseph Hood Permanent Expansn	0	0	0	0	0	0	0	0	0	0
Liberty expansion	0	0	0	0	0	0	0	0	0	0
Merton Abbey	0	0	0	0	0	0	0	0	0	0
Putney Growth - Unallocated	0	0	0	0	0	0	0	0	0	0
Putney School Expansion	0	0	0	0	0	0	0	0	0	0
Poplar Permanent Expansion	0	0	0	0	0	0	0	0	0	0
St Mary's expansion	0	0	0	0	0	0	0	0	0	0
Singlegate expansion	0	0	0	0	0	0	0	0	0	0
William Morris PCP	0	0	0	0	0	0	0	0	0	0
Wimbledon Chase DCSF grant	0	0	0	0	0	0	0	0	0	0
Wimbledon Park expansion	0	0	0	0	0	0	0	0	0	0
22 FE School Expansion	0	0	0	0	0	0	0	0	0	0
23 FE School Expansion	0	0	0	0	0	0	0	0	0	0
24 FE School Expansion	0	0	(100,000)	(1,625,000)	(1,600,000)	(1,600,000)	0	0	0	0
25 FE School Expansion	0	0	(100,000)	(1,625,000)	(1,600,000)	(1,600,000)	0	0	0	0
26 FE School Expansion	0	0	0	0	0	0	0	0	0	0
27 FE School Expansion	0	0	0	0	0	0	0	0	0	0
28 FE School Expansion	0	0	0	0	0	0	0	0	0	0
29 FE School Expansion	0	0	0	0	0	0	0	0	0	0
Primary Expansion Contingency	0	0	0	0	0	0	0	0	0	0
<b>Total Primary School Expansions</b>	<b>0</b>	<b>0</b>	<b>(200,000)</b>	<b>(3,250,000)</b>	<b>(3,200,000)</b>	<b>(3,200,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicative Budget 21/22	Indicative Budget 22/23	Indicative Budget 23/24
<b>Children, Schools and Families</b>										
Scheme 1 Phased Extra 4fe	0	0	0	0	0	0	0	0	0	0
Scheme 2 Phased Extra 4fe	0	0	0	0	0	0	0	0	0	0
Scheme 3 Phased Extra 4fe reduced to 2fe	0	0	0	0	(1,849,610)	0	0	0	0	0
Scheme 5 Phased Extra 2fe	0	0	0	0	0	0	0	0	0	0
Scheme 6 Phased Extra 2fe	0	0	0	0	0	0	0	0	0	0
Scheme 7 Phased Extra 1fe reduced to 0 fe	0	0	(50,000)	(1,100,000)	(2,639,630)	0	0	0	0	0
Scheme 8 Phased Extra 1fe reduced to 0 fe	0	0	(50,000)	(1,100,000)	(1,909,970)	0	0	0	0	0
Scheme 9 Phased Extra 2fe reduced to 0 fe	0	0	0	0	0	0	0	(150,000)	(3,320,430)	0
Scheme 4 New School Extra 6fe	0	0	0	0	0	0	0	0	0	0
Secondary School Expansions	0	0	(100,000)	(2,200,000)	(6,399,210)	0	0	(150,000)	(3,320,430)	0
SEN										
Croft Green	0	0	(1,500,000)	1,500,000	0	0	0	0	0	0
Primary school autism unit	0	0	0	0	0	0	0	0	0	0
Perseid	0	0	0	0	0	0	0	0	0	0
Perseid - Further 28 Places Primary	0	100,000	1,500,000	1,500,000	0	0	0	0	0	0
Secondary School Autism Unit	0	0	0	0	0	0	0	0	0	0
Total SEN	0	100,000	0	3,000,000	0	0	0	0	0	0
<b>Other</b>										
Inflation Contingency	0	172,460	1,952,140	1,875,580	2,074,530	165,600	596,800	401,580	8,800	8,800
Garden PCP	0	0	0	0	0	0	0	0	0	0
Devolved Formula Capital	0	0	0	0	0	0	0	0	0	0
Schools Access Initiative Inc	0	0	0	0	0	0	0	0	0	0
Schs Cap Maint & Accessibility	0	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Merton Pk- Entrance adaptation	0	0	0	0	0	0	0	0	0	0
Youth&Comm centres reprovision	0	0	0	0	0	0	0	0	0	0
Raynes Park Sports Pavilion	0	0	0	0	0	0	0	0	0	0
Free School Meals	0	0	0	0	0	0	0	0	0	0
Schools Equipment Loans	0	0	0	0	0	0	0	0	0	0
Total Other	0	222,460	2,002,140	1,925,580	2,124,530	215,600	646,800	451,580	58,800	58,800
TOTAL	0	322,460	1,702,140	(524,420)	(7,474,680)	(2,984,400)	646,800	301,580	(3,261,630)	58,800

Environment and Regeneration	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicative Budget 21/22	Indicative Budget 22/23	Indicative Budget 23/24
<b>Footways Planned Works</b>										
Repairs to Footways	0	0	0	0	0	0	0	0	0	0
B517 Enhancement to Footway	0	0	0	0	0	0	0	0	0	0
B499ab Imprve Holborn Way link	0	0	0	0	0	0	0	0	0	0
B660 Raynes Park Public Real Imps	0	0	0	0	0	0	0	0	0	0
B569a&b Belgrave Walk fencing	0	0	0	0	0	0	0	0	0	0
B500 7-13 Church Rd footway	0	0	0	0	0	0	0	0	0	0
<b>Total Footways Planned Works</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Greenspaces</b>										
Beach Volleyball Courts	0	0	0	0	0	0	0	0	0	0
Play Space Pollards Hill - S106	0	0	0	0	0	0	0	0	0	0
Parks Investment	0	0	0	0	0	0	0	0	0	0
Parks Bins - Finance Lease	0	0	0	0	0	0	0	0	0	0
Raynes Park Cricket Slips	0	0	0	0	0	0	0	0	0	0
Sherwood Rec - Play Area	0	0	0	0	0	0	0	0	0	0
King George Rec Play Area	0	0	0	0	0	0	0	0	0	0
Lewis Road Rec Alt Play Facility	0	0	0	0	0	0	0	0	0	0
Tamworth Rec Interactive Water Play	0	0	0	0	0	0	0	0	0	0
Edenvale Open Space Goal Mouth Surfacing	0	0	0	0	0	0	0	0	0	0
Sir Joseph Hood Crazy Golf	0	0	0	0	0	0	0	0	0	0
Wimbledon Park Crazy Golf	0	0	0	0	0	0	0	0	0	0
All Saints Play Area	0	0	0	0	0	0	0	0	0	0
Nelson Gardens Community Space	0	0	0	0	0	0	0	0	0	0
Mostyn Gardens Outdoor Gym	0	0	0	0	0	0	0	0	0	0
Mostyn Gardens Outdoor Gym	0	0	0	0	0	0	0	0	0	0
WallRep ChrchLn& JohnInnes Pks	0	0	0	0	0	0	0	0	0	0
B487 Landscape Ravensbury Park	0	0	0	0	0	0	0	0	0	0
B649 Rvaensbury - Railings and Path	0	0	0	0	0	0	0	0	0	0

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Environment and Regeneration	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicative Budget 21/22	Indicative Budget 22/23	Indicative Budget 23/24
Tamworth Paddling Pool	0	0	0	0	0	0	0	0	0	0
Mitcham Common Conservators	0	0	0	0	0	0	0	0	0	0
Living Wandle Ravensbury Park	0	0	0	0	0	0	0	0	0	0
GLL Football	0	0	0	0	0	0	0	0	0	0
Outdoor Gyms	0	0	0	0	0	0	0	0	0	0
Total Greenspaces	0	0	0	0	0	0	0	0	0	0
Highways General Planned Works										
Surface Water Drainage	0	0	0	0	0	0	0	0	0	0
Highways bridges & structures	0	0	0	0	0	0	0	0	0	0
Maintain AntiSkid and Coloured	0	0	0	0	0	0	0	0	0	0
B340MOSS rpt (land Rutlish Rd)	0	0	0	0	0	0	0	0	0	0
B4538 Lombard Rd Improvements	0	0	0	0	0	0	0	0	0	0
River Wandle Footbridge	0	0	0	0	0	0	0	0	0	0
B453 Haydons Road	0	0	0	0	0	0	0	0	0	0
New Traffic Schemes	0	0	0	0	0	0	0	0	0	0
B638d/e Sustainable Transport	0	0	0	0	0	0	0	0	0	0
B646a Lombard Industrial Estat	0	0	0	0	0	0	0	0	0	0
B646b 7 Abbey Road	0	0	0	0	0	0	0	0	0	0
B639a Fair Green	0	0	0	0	0	0	0	0	0	0
B642 Streatham Rd	0	0	0	0	0	0	0	0	0	0
B671 Victoria Road	0	0	0	0	0	0	0	0	0	0
B674a-d Phase 1 Lambton Rd	0	0	0	0	0	0	0	0	0	0
B673a-c Phase 2 Lambton Rd	0	0	0	0	0	0	0	0	0	0
Total Highways General Planned Works	0	0	0	0	0	0	0	0	0	0
Highways Planned Road Works										
Borough Roads Maintenance	0	0	0	0	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
Homezones	0	0	0	0	0	0	0	0	0	0
Severe Weather Maintenance	0	0	0	0	0	0	0	0	0	0
Total Highways Planned Road Works	0	0	0	0	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)

Environment and Regeneration	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicative Budget 21/22	Indicative Budget 22/23	Indicative Budget 23/24
Leisure Centres										
Leisure Centre Plant & Machine	0	0	0	0	0	0	0	0	0	0
Morden Park Pool	0	0	0	0	0	0	0	0	0	0
Wimbledon Park Watersport Centre	0	0	0	0	0	0	0	0	0	0
Multi use Games Area at Canons	0	0	0	0	0	0	0	0	0	0
St Marks Academy Flood Lights	0	0	0	0	0	0	0	0	0	0
Public Halls	0	0	0	0	0	0	0	0	0	0
Wimbledon Park Lake De-Silting	0	0	0	0	1,500,000	0	0	0	0	0
Total Leisure Centres	0	0	0	0	1,500,000	0	0	0	0	0
Other E&R										
Vestry Hall	0	0	0	0	0	0	0	0	0	0
Wimbledon Library Flat	0	0	0	0	0	0	0	0	0	0
Big Lottery Play Areas	0	0	0	0	0	0	0	0	0	0
Prints House	0	300,000	0	0	0	0	0	0	0	0
Mobile Working Initiative	0	0	0	0	0	0	0	0	0	0
B551 B553 Mitcham schemes	0	0	0	0	0	0	0	0	0	0
B502/3 Going for Gold Actn Pln	0	0	0	0	0	0	0	0	0	0
WCA investment	0	0	0	0	0	0	0	0	0	0
Wimbledon Park Community Assn	0	0	0	0	0	0	0	0	0	0
Merton Energy Loan Fund	0	0	0	0	0	0	0	0	0	0
Garth Rd Workshop	0	0	0	0	0	0	0	0	0	0
Garage for Mayors Car	0	0	0	0	0	0	0	0	0	0
Invest to Save	0	0	0	0	0	0	0	0	0	0
Wimbledon Scout Group	0	0	0	0	0	0	0	0	0	0
Total Other E&R	0	300,000	0	0	0	0	0	0	0	0



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Environment and Regeneration	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Proposed Budget 18/19	Indicative Budget 19/20	Indicative Budget 20/21	Indicative Budget 21/22	Indicative Budget 22/23	Indicative Budget 23/24
<b>Safer Merton - CCTV &amp; ASB</b>										
CCTV (match funding)	0	0	0	0	0	0	0	0	0	0
<b>Total Safer Merton - CCTV &amp; ASB</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Environmental Health</b>										
Disabled Facilities Grant DCLG	0	0	0	0	0	0	0	0	0	0
Disabled Facilities Grant LBM	0	0	0	0	0	0	0	0	0	0
Small Repairs Grant	0	0	0	0	0	0	0	0	0	0
Dev and Licensing of PH framework	0	0	0	0	0	0	0	0	0	0
<b>Total Environmental Health</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Waste Operations</b>										
Alley Gating Scheme - Fly Tip	0	0	0	0	0	0	0	0	0	0
Re-use/recycling Site Maintena	0	0	0	0	0	0	0	0	0	0
Waste Bins - Finance Lease	0	0	0	0	0	0	0	0	0	0
Waste Phase B - Replace RCVs	0	0	0	0	0	0	0	0	0	0
GPS Vehicle Tracking	0	0	0	0	0	0	0	0	0	0
Kitchen Waste WRAP	0	0	0	0	0	0	0	0	0	0
Kitchen waste container replce	0	0	0	0	0	0	0	0	0	0
<b>Total Waste Operations</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>	<b>0</b>	<b>300,000</b>	<b>0</b>	<b>0</b>	<b>1,309,000</b>	<b>(217,000)</b>	<b>(191,000)</b>	<b>(191,000)</b>	<b>(191,000)</b>	<b>(191,000)</b>

## DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - SAVINGS TO BE REPLACED

Panel	Ref	Description of Saving		Baseline Budget £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact
C&YP	CSF2012-01	<u>Service Description</u>	<u>School Standards and Quality</u> Increased income generation and management efficiencies	524	40	40			M	M
C&YP	CSF2012-05	<u>Service Description</u>	<u>SEN Transport</u> Introduce new models of fulfilling the council's statutory responsibilities for the provision of SEN transport.	2,882	161	50			H	M
C&YP	CSF2012-08	<u>Service Description</u>	<u>Children Social Care &amp; Youth Inclusion</u> Post 16 LAC/CL accommodation cost. Smarter commissioning/contracts	774	100				M	M
Total Children, Schools and Families Savings					301	90	0	0		

## DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - REPLACEMENT SAVINGS

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact
C&YP	CSF2014-01	<u>Service Description</u>	<u>School Standards and Quality</u> This is a re-profiling of the budgeted savings for 2015-17 agreed by Council on 5 March 2014. Instead of spreading the income generation and management efficiencies saving of £80k over two years, we propose bringing the total saving forward to 2015/16.	524	80				M	M
		<b>Service Implication</b>	Review costs, charging internally, increased external work and deletion of training budget. Reduced offer to schools apart from those which are requiring improvement.							
		<b>Staffing Implications</b>	Consideration may be given to a restructure when external funding is clearer - a national funding formula could affect DSG allocations.							
		<b>Business Plan implications</b>	Development of Merton Education Partnership							
		<b>Impact on other departments</b>	None							
		<b>Equalities Implications</b>	A focus would remain on the outcomes of key equalities groups							

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact
C&YP	CSF2014-02	<b>Service Description</b>	<b>Commissioning, Strategy and Performance</b> This is a re-profiling of the budgeted saving agreed by Council for 2015-17 on 5 March 2014. Due to demographic pressures on the budget we are proposing to reduce the post 16 LAC/CL accommodation saving for 2015/16 from £100k to £58k.	774	58	50			M	M
		<b>Service Implication</b>	Savings will be secured through improved commissioning and procurement of post 16 placements							
		<b>Staffing Implications</b>	None							
		<b>Business Plan implications</b>	No specific Implications							
		<b>Impact on other departments</b>	Will require close working relationship with housing department re needs assessments and supported housing options							
		<b>Equalities Implications</b>	LAC and care leavers risk particular disadvantage which improved commissioning of placements can mitigate							
C&YP	CSF2014-03	<b>Service Description</b>	<b>Commissioning, Strategy and Performance</b> This will be achieved through a combination of reducing our training for facilitators of parenting programmes and decommissioning a service where the commissioned outcomes are not being delivered.		63	40			Medium	High
		<b>Service Implication</b>	Further reduction in early intervention and prevention services largely provided by the local third sector. Possible increased pressure on statutory children's social care services.							
		<b>Staffing Implications</b>	Reductions in staffing within provider organisations. Potential for increased pressure on social caref.							
		<b>Business Plan implications</b>	No specific Implications							
		<b>Impact on other departments</b>	None.							
		<b>Equalities Implications</b>	These services are targeted at vulnerable groups, we will continue to prioritise commissioning according to need and risks.							
Total Children, Schools and Families Savings					201	90	0	0		

**Previously Agreed Savings****DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS**

Budget Process	Ref	Description of Saving		2015/16 £000	2016/17 £000	2017/18 £000
2012/15	ER07	Level 1	1) 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.	200		
2014/17	EN09	<b>Service/Section Description</b>  <b>Service Implication</b>  <b>Staffing Implications</b> <b>Business Plan implications</b>  <b>Impact on other departments</b>  <b>Equalities Implications</b>	<b>Building and Development Control</b> 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.  During the implementation period there may be a limited impact on service delivery.  reduce 1FTE It is intended that the introduction of this initiative will allow staff to carry out site inspections in a more timely and efficient manner. Initially a reduced ability to help coordinate wider council strategies  none	40		
<b>Total Environment and Regeneration Savings</b>				<b>240</b>	<b>0</b>	<b>0</b>

**Deferred Savings proposals****DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS**

Budget Process	Ref	Description of Saving		2015/16 £000	2016/17 £000	2017/18 £000
2012/15	ER07	Level 1	1) The Government is no longer planning on implementing changes to the current charging model. Therefore, other options are being explored to meet this saving e.g. a shared services with other authorities, new ways of working, looking at income generation from fast track planning applications/ pre app advice, and expanding our planning performance agreements potential.	-200	200	
2014/17	EN09	<b>Service/Section Description</b>  <b>Service Implication</b>  <b>Staffing Implications</b> <b>Business Plan implications</b>  <b>Impact on other departments</b>  <b>Equalities Implications</b>	<b>Building and Development Control</b> 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.  During the implementation period there may be a limited impact on service delivery.  reduce 1FTE It is intended that the introduction of this initiative will allow staff to carry out site inspections in a more timely and efficient manner. Initially a reduced ability to help coordinate wider council strategies  none	-40	40	
<b>Total Environment and Regeneration Savings</b>				<b>-240</b>	<b>240</b>	<b>0</b>



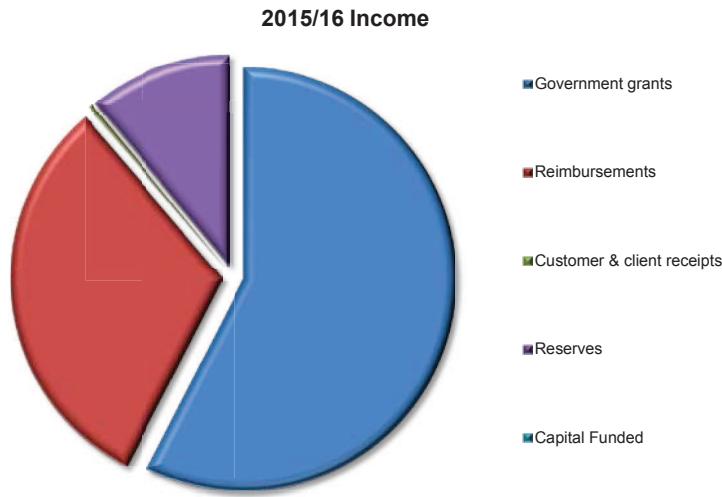
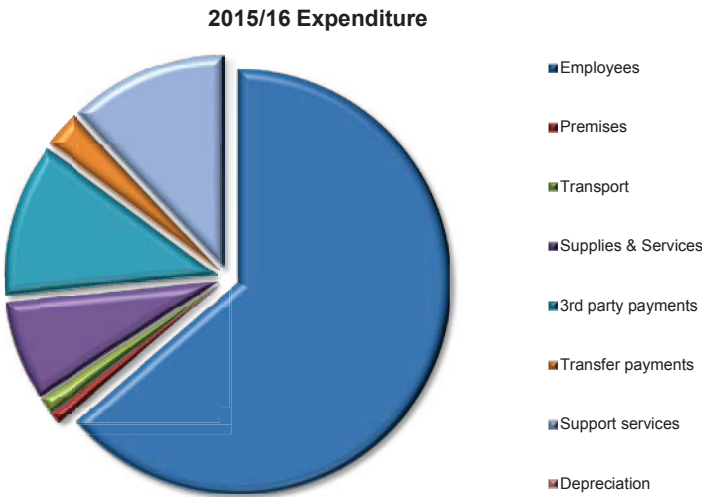
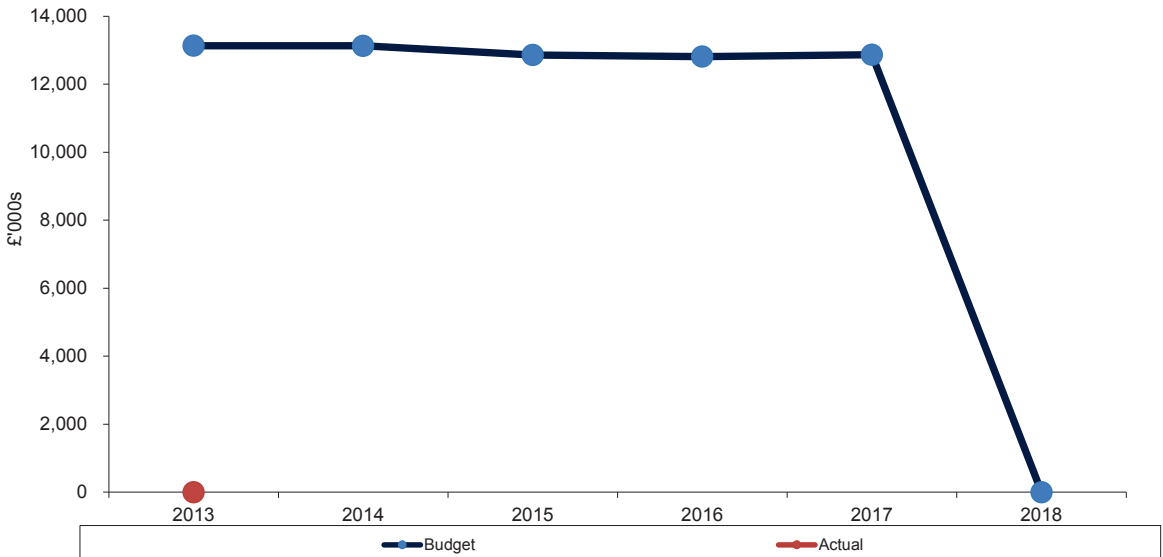
## 2015-19 Service Planning Timetable

Due dates		Action
10 October		<b>Despatch to Cabinet</b>
20 October		<b>Interim Service Plans Presented to Cabinet</b>
Scrutiny review	27 October (despatch date)	Children and Young People scrutiny panel (4 November) review Interim plans
	4 November 2014 (despatch date)	Healthier Communities & Older People scrutiny panel (12 November) review Interim plans
	3 November (despatch date)	Sustainable Communities scrutiny panel (25 November) review Interim plans
	17 November (despatch date)	Overview and Scrutiny (25 November) review Interim plans
28 November		<b>Draft Service plans Despatch to Cabinet</b>
8 December		<b>Cabinet to review all Interim Service Plans</b>
Scrutiny review	5 January (despatch date)	Children and Young People scrutiny panel (13 January ) reviewing Draft plans
	6 January (despatch date)	Healthier Communities & Older People scrutiny panel (14 January) reviewing Draft plans
	31 December (despatch date)	Sustainable Communities scrutiny panel (8 January) reviewing Draft plans
	21 January (despatch date)	Overview and Scrutiny (29 January) reviewing Draft plans
6 February		Final Plans despatched to Cabinet
23 February (despatch date)		Full Council (4 March) to sign off <b>Final</b> Service Plans

# Children Schools & Families

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DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	<b>14,894</b>	<b>0</b>	<b>14,837</b>	<b>14,569</b>	<b>14,522</b>	<b>14,575</b>	<b>0</b>
Employees	9,217		9,497	9,280	9,183	9,186	
Premises	122		124	125	127	128	
Transport	191		186	188	190	192	
Supplies & Services	1,198		1,095	1,108	1,121	1,134	
3rd party payments	1,844		1,781	1,708	1,735	1,762	
Transfer payments	412		398	404	410	417	
Support services	1,899		1,745	1,745	1,745	1,745	
Depreciation	11		11	11	11	11	
<b>Revenue £'000s</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>
<b>Income</b>	<b>1,763</b>	<b>0</b>	<b>1,707</b>	<b>1,707</b>	<b>1,707</b>	<b>1,707</b>	<b>0</b>
Government grants	958		982	982	982	982	
Reimbursements	633		534	534	534	534	
Customer & client receipts	5		5	5	5	5	
Reserves	167		186	186	186	186	
Capital Funded							
<b>Council Funded Net Budget</b>	<b>13,131</b>	<b>0</b>	<b>13,130</b>	<b>12,862</b>	<b>12,815</b>	<b>12,868</b>	<b>0</b>

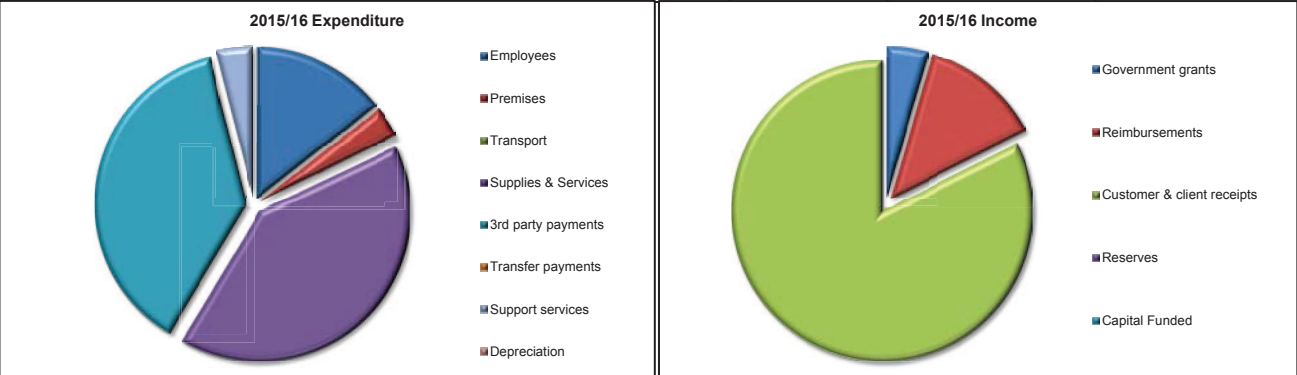
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Summary of major budget etc. changes ~ 2015/16	
Staff reductions in Family and Adolescent Services stream: £220,000 Smarter commissioning of post 16 LAC/CL accommodation cost.: £100,000	
2016/17	
Staff reductions in Family and Adolescent Services stream: £100,000	
2017/18	
2018/19	

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD											
Children's Social Care											
PROJECT DESCRIPTION					MAJOR EXPECTED OUTCOME			Risk			
								Likelihood	Impact	Score	
Project 1		Project Title:	Deliver transforming families year 2 & year 3 programme  Continues programme of TF programme and claiming of performance based grant funding. Implementation of TF exit strategy & realigning TF team into CSF family intervention for the future. 2015-16 - Claim Transforming Families performance by results funding.			To meet legislative requirements			2	3	6
Start date	2013-14	Project Details:									
End date	2015-16										
Project 2		Project Title:	Social Care Information System procurement & implementation  Cross-cutting project to provide system for both CSF & C&H casework, including financial aspects; led by Corporate Services. Will encompass capability to deal with new statutory requirements including C&F Bill in relation to CYP with SEND, management information & reporting for inspection purposes. Implementation phase will include extensive work to improve associated processes. Also interim improvements re data quality & reporting in CF. Involves parts of Education Division dealing with casework. System also used by R&I & ART within CSP.			To improve case records, data quality, & management information on all casework in CSF, & to improve compliance with statutory & regulatory requirements including for inspection purposes			3	3	9
Start date	2013-14	Project Details:									
End date	2015-16										
Project 3		Project Title:	Preparation for new inspection regime  To improve data quality, case records & management, filing & retention, & reporting to provide required information for inspection purposes. To improve assessment, case management & associated quality assurance. Primarily CSC project but also involves parts of Education Division & requires substantial input from CSP Division.			To meet legislative requirements			4	3	12
Start date	2013-14	Project Details:									
End date	2014-15										
Project 4		Project Title:	Youth Justice  Development of policy framework in response to regulation. Trend analysis.			To meet legislative requirements			3	2	6
Start date	2014-15	Project Details:									
End date	2015-16										
Project 5		Project Title:	Joint work with Housing  To develop joint approaches for older LAC, unaccompanied asylum seekers, families with NRTPF. Relates to commissioning under CSP.			Improved resident well being			4	2	8
Start date	2014-15	Project Details:									
End date	2015-16										
Project 6		Project Title:	Post-reorganisation review of staffing structure & processes  To review allocation of staffing between teams, caseloads & throughput, recruitment & retention implications. Associated process refinement across assessment, application of thresholds, EIP, specialist & enhanced services. Joint work with legal on 26 week limit.			To improve safeguarding, contain services within limited budgets, & for staff retention			3	2	6
Start date	2013-14	Project Details:									
End date	2014-15										
Project 7		Project Title:				Select one major outcome					0
Start date		Project Details:									
End date											
Project 8		Project Title:				Select one major outcome					0
Start date		Project Details:									
End date											
Project 10		Project Title:				Select one major outcome					0
Start date		Project Details:									
End date											

Revenue £300	
Income	
Government grants	
Reimbursements	
Customer & client	
Reserves	
Capital Funded	
Council Funded	

Year	Budget (£'000s)	Actual (£'000s)
2013	13,700	0
2014	13,200	0
2015	13,300	0
2016	13,300	0
2017	13,400	0
2018	0	0



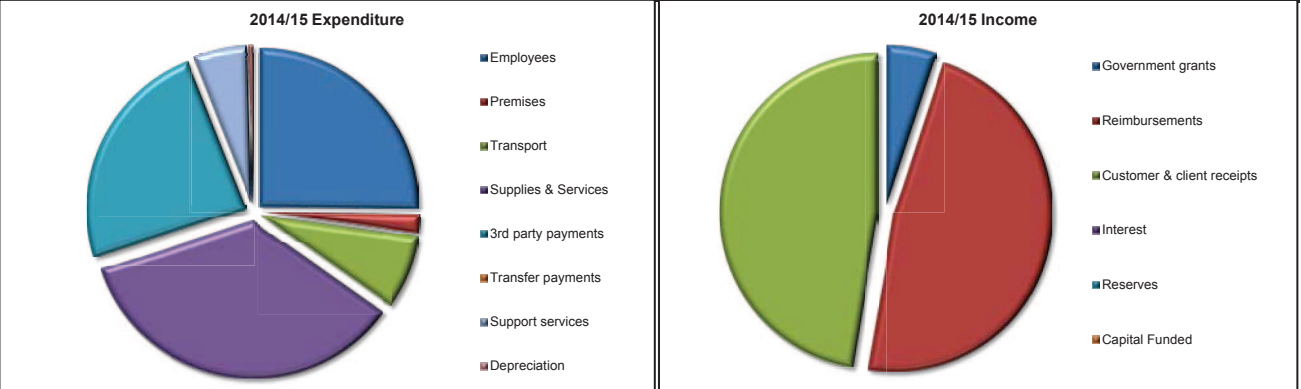
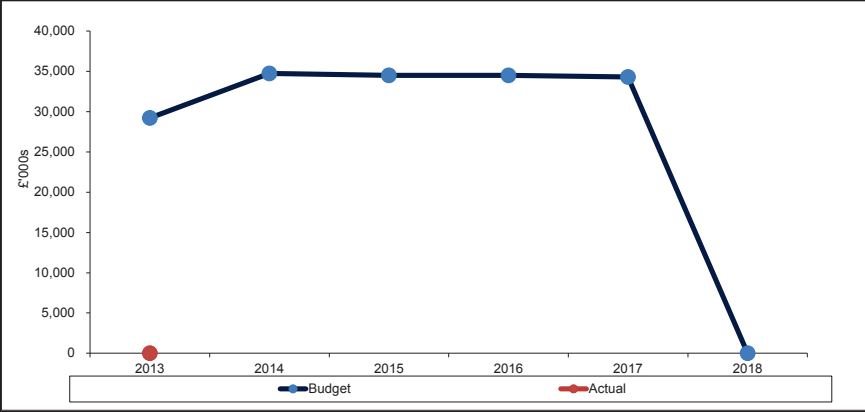
Summary of major budget etc. changes ~ 2015/16	
Reduce expenditure on LAC and SEN placements: £100,000	
2016/17	
Reduce expenditure on LAC and SEN placements: £50,000	
2017/18	
2018/19	

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD							
Commissioning, Strategy and Performance							
PROJECT DESCRIPTION				MAJOR EXPECTED OUTCOME		Risk	
Project 1		Project Title:  Project Details:	Commissioning  Range of significant changes to CSF commissioning, including working jointly with public health on commissioning of health visitor services for CYP & families; working with CCG to explore options for the future commissioning of health services for CYP & families -initial project to identify the way forward, could develop into a substantial piece of work for major transformational change depending on solution; commissioning of post-16 AltEd & RPA places; commissioning of placements for older LAC and care leavers accommodation.	More efficient way of working	3	2	6
Start date	2014-15						
End date	2015-16						
Project 2		Project Title:  Project Details:	Implementation of secondary & special school expansion strategy  Pupil places planning, development of strategy, statutory processes, planning & delivery of construction contracts. Includes consideration of provision for SEND.	To meet legislative requirements	5	3	15
Start date	2013-14						
End date	2017-18						
Project 3		Project Title:  Project Details:	PFI - 5 year review  Quinquennial soft services review.	More efficient way of working	4	2	8
Start date	2014-15						
End date	2014-15						
Project 4		Project Title:  Project Details:	School Admissions System Procurement  Procurement of school admissions system, including consideration of surrounding processes. Also engagement with CC Programme.	More efficient way of working	3	3	9
Start date	2013-14						
End date	2015-16						
Project 5		Project Title:  Project Details:	Participation & Engagement Review  Review of i) existing participation and engagement capacity in CSF, ii) reprioritisation of activity and iii) model of delivery. Work could lead to internal restructuring or external commissioning of service.	Improved resident well being	3	1	3
Start date	2014-15						
End date	2014-15						
Project 6		Project Title:  Project Details:	Increase uptake of Free School Meals  Increase proportion of those eligible for free school meals who apply for and then take up entitlement. Work will include reviewing marketing and application procedures and targeted work with schools with lower FSM registrations than would be expected from analysis of deprivation factors.	Improved resident well being	2	2	4
Start date	2014-15						
End date	2014-15						
Project 7		Project Title:  Project Details:	Release of Assets  To address a range of issues related to CSF property & accomodation, including consideration of further potential for flexible working & consolidation in the Civic Centre; review of caretakers' houses.	More efficient way of working	3	1	3
Start date							
End date							
Project 8		Project Title:  Project Details:	Progress existing capital schemes & provide additional FE's in primary schools  Completion of construction projects in progress. Consideration of further primary places required, planning & delivery of construction projects.	To meet legislative requirements	3	3	9
Start date	2013-14						
End date	2016-17						

Education	Planning Assumptions							The Corporate strategies your		
Cllrs Maxi Martin & Martin Whelton, Cabinet Members for Children's Services & Education	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	service contributes to		
Enter a brief description of your main activities and objectives below	Forecast increase in population 5-19	2400						Children & Young person's Plan		
<b>Schools Standards &amp; Quality</b> will improve outcomes for all pupils in Merton Schools by: · monitoring, analysing & evaluating pupil & school performance · developing skills in planning, teaching, assessment, leadership & management · working with schools to reduce inequality & improve achievement for vulnerable groups · changing relationships between LA's, HT's & schools in context of new government policies <b>Special Education Needs &amp; Disabilities</b> will improve outcomes for CYP with SEND by · building capacity in schools & settings, families & the community · focus on early intervention & prevention as well as direct support for schools & families · implementing the requirements of the Children and Families Bill <b>Early Years Services</b> will improve outcomes for all children aged 0-5 via: · universal, early help & targeted services · children's centres · free nursery places for 2 to 4 year olds · information for families (0-19) · childcare market management <b>Youth Inclusion</b> will improve outcomes for Young People by: · providing universal & targeted in house & commissioned services for YP & schools · providing support to prevent bullying, substance misuse & teenage pregnancy, to improve attendance & to encourage emotional & social development · developing alternative education offerings to enable YP to stay in education, training & employment · leading on the council's partnership with the police & CAMHS for education · improving attendance in Merton schools	Increase in compulsory education to 18							Community Plan		
	Forecast increase in targeted SEND services	200 - 400						Corp Equality Scheme		
	Forecast increase in population 0 - 4	780						Performance Management Framework		
	<b>Anticipated non financial resources</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	Social Inclusion Strategy		
	Staff (FTE)	236	251	247	247	237		LAC strategy		
	School to school support	Facilitate and encourage schools to support each other						Youth crime		
	Voluntary Services	Review arrangements for some commissioned services						Family poverty		
	Voluntary Services	Volunteers in schools, youth and early years						Health & wellbeing		
	Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)				
	% 5 GCSE A-C including English & maths	64	65				High	Annual	Outcome	Reputational risk
	% outcome of Ofsted inspections good or outstanding	77	85				High	Monthly	Outcome	Inspection outcomes
	% L4 English & maths as KS2	78	82				High	Annual	Outcome	Reputational risk
	% secondary school attendance (LA only)	new	94.5				High	Quarterly	Outcome	Increased costs
	% primary school attendance (LA only)	new	95				High	Quarterly	Outcome	Breach statutory duty
	Provision of short breaks	520	520				High	Annual	Outcome	Reputational risk
	% EY foundation stage profile	60	65				High	Annual	Outcome	Increased costs
	% Good or Outstanding children's centres per Ofsted	100	100				High	Quarterly	Outcome	Inspection outcomes
	Youth service participation rate	2000	2000				High	Annual	Output	Reputational risk

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	37,648	0	39,709	39,499	39,542	39,348	0
Employees	10,453		10,106	9,956	9,949	9,700	
Premises	511		734	746	759	771	
Transport	3,210		3,112	2,998	2,995	3,042	
Supplies & Services	12,779		13,956	13,984	14,012	13,995	
3rd party payments	8,430		9,435	9,449	9,461	9,474	
Transfer payments	19		19	19	19	19	
Support services	2,188		2,156	2,156	2,156	2,156	
Depreciation	58		191	191	191	191	
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	8,444	0	4,982	5,019	5,056	5,073	0
Government grants	2,261		250	250	250	250	
Reimbursements	3,958		2,390	2,390	2,390	2,390	
Customer & client receipts	2,225		2,342	2,379	2,416	2,433	
Interest	0		0	0	0	0	
Reserves	0		0	0	0	0	
Capital Funded							
Council Funded Net Budget	29,204	0	34,727	34,480	34,486	34,275	0

Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
	0	0	0	0	0	0	0



Summary of major budget etc. changes ~ 2015/16	
Increased income generation and management efficiencies in School Standards and Quality service: £40,000 Restructuring and realignment to deliver efficiencies: in Early Years service: £10,000 Introduce new models of fulfilling the council's statutory responsibilities for the provision of SEN transport: £161,000 Substantial reduction in EY budgets whilst retaining existing Children's Centres targeted work in areas of higher deprivation: £150,000	
2016/17	
Increased income generation and management efficiencies in School Standards and Quality service: £40,000 Restructuring and realignment to deliver efficiencies: in Early Years service: £10,000 Introduce new models of fulfilling the council's statutory responsibilities for the provision of SEN transport: £50,000 Substantial reduction in EY budgets whilst retaining existing Children's Centres targeted work in areas of higher deprivation: £7,000	
2017/18	
Substantial reduction in EY budgets whilst retaining existing Children's Centres targeted work in areas of higher deprivation: £250,000	
2018/19	



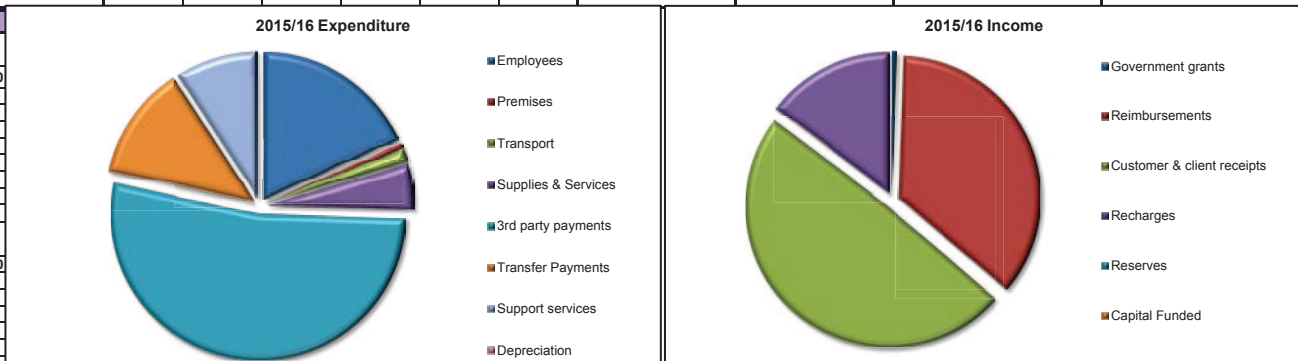
Page 156

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD									
Education									
PROJECT DESCRIPTION					MAJOR EXPECTED OUTCOME		Risk		
							Likelihood	Impact	Score
Project 1		Project Title:	Improving pupil outcomes at KS2 & KS4			Improved resident well being	2	3	6
Start date	2013-14	Project Details:	Ongoing work with schools. Challenge and support, monitoring, feedback, including Ofsted. Training and collaboration.						
End date	2016-17								
Project 2		Project Title:	School Improvement - development of SLAs			Improved resident well being	2	2	4
Start date	2013-14	Project Details:	Ongoing development of partnership with schools, including new Ofsted requirements, developing new curricula. Merton Leaders of Education Programme. More commercial approach to SSQ services, and move to a sharper SLA based charging process, to facilitate provision to other organisations and to generate income.						
End date	2016-17								
Project 3		Project Title:	Transforming Early Years			Improved resident well being	3	2	6
Start date	2013-14	Project Details:	Including provision of 2 year-old places to meet legislative requirement - stage 2 is for a further 500 places; ongoing development of the Locality Model to reorganise provision to maximise outcomes within available funding - service realignment & increasingly targeted provision; further alternative / shared / mixed use for the centres.						
End date	2015-16								
Project 4		Project Title:	Implementation of requirements of Children & Families bill			To meet legislative requirements	4	3	12
Start date	2013-14	Project Details:	Development to meet legislative requirements including assessment framework, Ed, Health & Care Plan, development of the local offer, joint working with other agencies, secure web portal to access & comment on care plan, also to set out services in the local offer, personal budgets for those families that want them. Related to SCIS & CC Programme. Including addressing new statutory duty for age 19-25. Develop plan and manage process within available funding streams.						
End date	2015-16								
Project 5		Project Title:	Development of AltED & linked provision			To meet legislative requirements	3	2	6
Start date	2013-14	Project Details:	Development of Melbury College and commissioning of AltEd provision. Including addressing new statutory duty for age 19-25. Develop plan and manage process within available funding streams.						
End date	2015-16								
Project 6		Project Title:	Youth transformation phases 2 & 3			Improved resident well being	4	3	12
Start date	2013-14	Project Details:	Consolidation of localities - Morden and Wimbledon and roll out of Mitcham provision						
End date	2015-16								
Project 7		Project Title:	Raising Participation Age			To meet legislative requirements	3	2	6
Start date		Project Details:	Development to provision to meet range of needs. Relates to CSP activity, including processes & accuracy of data from schools and colleges to reduce NEET, EET & unknowns.						
End date									



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# Community and Housing

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Capital Budget	0	0	0	0	0	0	0
Council Total Net Budget	58,039	0	55,498	56,984	55,658	56,300	0
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Replacement SC System			971,000	971,000			
Laptops for Managers & Staff	22,100		60,000	60,000			
Other IT Schemes	142,940		79,100	79,100			
	165,040	0	1,110,100	1,110,100	0	0	0

Summary of major budget etc. changes ~ 2015/16

Growth - Placements -Demographic changes - £1m  
 Growth for Concessionary fares increase - £0.436m  
 Savings - £2.014m  
 BCF allocation increases to £11.254m.  
 £5.4m of the total allocation will be spent on investments managed by the Council  
 (i.e £2.9m spend carried forward from 2014/15 and £2.4m proposed new investments )

2016/17

Growth - Placements -Demographic changes - £1m  
 Growth for Concessionary fares increase - £0.450m  
 Savings - £2.328m

2017/18

Growth - Placements -Demographic changes - £1m  
 Growth for Concessionary fares increase - £0.450m  
 Savings - £0.322

2018/19

Year	Budget (£'000s)	Actual (£'000s)
2013	58,039	0
2014	55,498	-
2015	56,984	-
2016	55,658	-
2017	56,300	-
2018	0	0

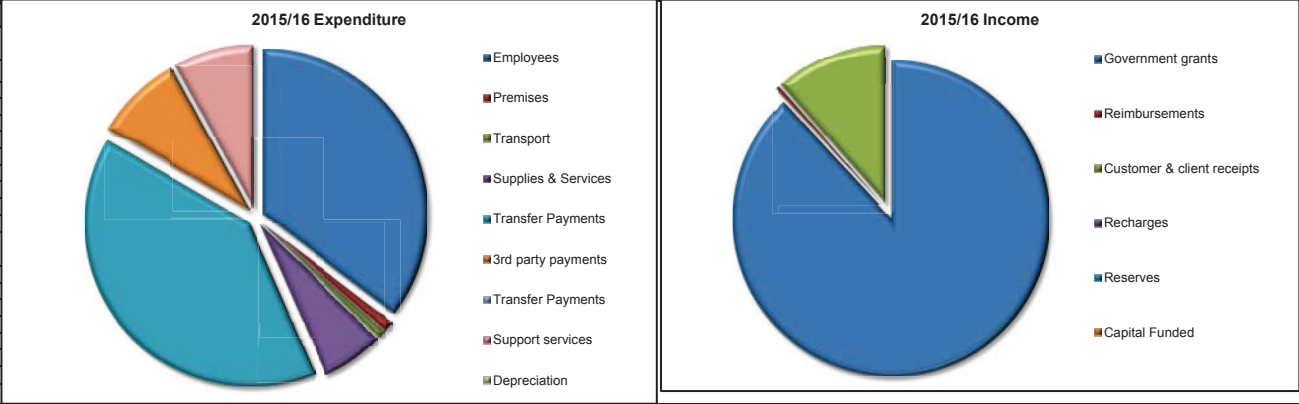
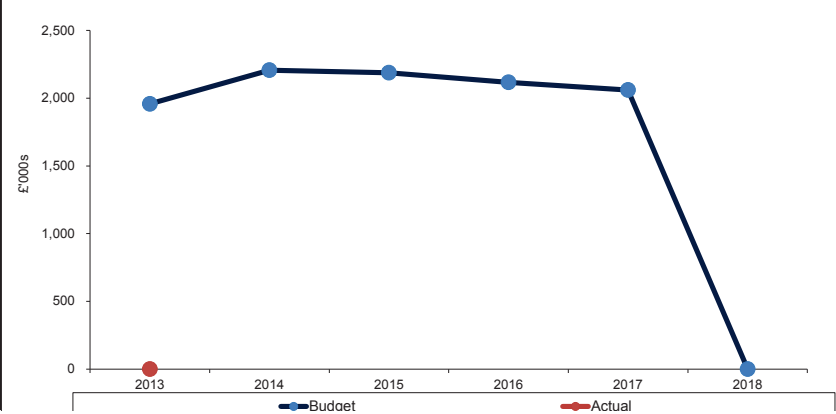
Appendix 1

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD									
Adult Social Care									
PROJECT DESCRIPTION					MAJOR EXPECTED OUTCOME		Risk		
							Likelihood	Impact	Score
Project 1		Project Title:	Below inflation uplift to third party suppliers		To meet budget savings and service design requirements	4	2	8	
Start date	2015-16	Project Details:	Continue the below inflation uplift. This will be a total of 8 years at 0% or below inflation uplift (2015-16 & 2016-17 Ref: CH1).						
End date	2016-17								
Project 2		Project Title:	Brokerage efficiencies		To meet budget savings and service redesign requirements	4	2	8	
Start date	2015-16	Project Details:	Care and support packages will be negotiated and brokered to deliver the best value solution based on assessed need (2015-16 to 2017-18 Ref: CH3).						
End date	2017-18								
Project 3		Project Title:	Procurement efficiencies		To meet budget savings and service redesign requirements	4	2	8	
Start date	2015-16	Project Details:	Delivering efficiencies through contract negotiations ((2015-16 - 2017-18 Ref: CH10).						
End date	2017-18								
Project 4		Project Title:	Remodelling and re-procuring the domiciliary care service		To meet budget savings and service redesign requirements	3	2	6	
Start date	2015-16	Project Details:	Remodelling and re-procuring the domiciliary care service, following the end of the 3 year contract starting in 2012 (2015-16 to 2017-18 Ref:?)						
End date	2017-18								
Project 5		Project Title:	Supporting People		To meet budget savings and service redesign requirements	4	2	8	
Start date	2015-16	Project Details:	Review and restructuring of Supporting People contracts. (2015-16 Ref:?)						
End date	2015-16								
Project 6		Project Title:	Staffing Reductions (Commissioning)		To meet budget savings and service redesign requirements	4	3	12	
Start date	2015-16	Project Details:	Staffing reductions within the Commissioning Team (2015-16 Ref:?)						
End date	2015-16								
Project 7		Project Title:	Promoting Independence		To meet budget savings and service redesign requirements	4	2	8	
Start date	2015-16	Project Details:	Public Value Review - Efficiencies to be found in hospital discharge process and customers to be enables to regain and maintain independence (2015-16 to 2016-17 Ref: CH2).						
End date	2016-17								
Project 8		Project Title:	Staffing Reductions (Direct Provision)		To meet budget savings and service redesign requirements	4	2	8	
Start date	2015-16	Project Details:	Staffing reductions within the Direct Provision Team (2015-16 Ref:?)						
End date	2015-16								
Project 9		Project Title:	Voluntary Sector Organisations		To meet budget savings and service redesign requirements	4	3	12	
Start date	2016-17	Project Details:	Realise benefits of new prevention programme in terms of reduced demand for statutory services, or alternatively if these benefits have not occurred then to reduce investment in the prevention programme through reduced grants to the voluntary sector (2016-17 Ref: ?).						
End date	2016-17								
Project 10		Project Title:	Staffing Reductions (Access and Assessment)		To meet budget savings and service redesign requirements	4	3	12	
Start date	2016-17	Project Details:	Reduction in management and staffing costs within Access and Assessment (2016-17 Ref:?).						
End date	2016-17								

Housing Needs and Enabling Services		Planning Assumptions							The Corporate strategies your		
Cllr Nick Draper Cabinet Member for Community & Culture		Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	service contributes to		
Enter a brief description of your main activities and objectives below		Housing advice, options, private tenants & landlords advice	10500	10500	10500	11500	11500		Homelessness Strategy		
To fulfil statutory housing functions to prevent homelessness and avoid the use of temporary accommodation.		Housing register applicants	7000	7900	8850	7750	8700		Housing Strategy		
		Housing options casework	1350	1100	1100	1250	1250				
		Demand for temporary accommodation	275	275	300	300	300				
To plan services in response to changes in national policies and in the housing market, and to develop innovative projects or models of delivery that maximise the use of resources and deliver services that minimise costs to the council.		Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19			
		Housing Needs Staff (FTE)	26.5	26.5	24.5	24.5	23.5				
		Environmental Health (Housing)	0	6.03	6.03	6.03	6.03				
The purpose of this service is to - Prevent homelessness in accordance with statutory housing law - Provide homes to people in housing need - Plan for the future delivery of housing via general conformity with the London Housing Strategy - Formulate and deliver statutory housing strategies for the borough - Maintain the housing register and choice based lettings process and nominate households to vacant housing association homes - Maximise supply of affordable homes with registered providers and private landlords - Provide care and housing support to vulnerable adults - Relationship management between the council and stock transfer housing associations - Carry out a statutory duty to enforce Environmental Health (Housing) legislation - Provide grant assistance for improvements and adaptations											
		Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
			2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)				
		No. of homelessness preventions	550	550	550	550	550	High	Monthly	Business critical	Increased costs
		No. of households in temporary accommodation	100	125	130	130	130	Low	Monthly	Business critical	Increased costs
		Highest no. of families in B&B	10	10	10	10	10	Low	Monthly	Business critical	Increased costs
		Highest no. of adults in B&B	7	10	10	10	10	Low	Monthly	Business critical	Increased costs
		Affordable homes delivered	150	70	40	80	30	High	Annual	Outcome	Reputational risk
		Social housing lets	430	410	370	390	380	High	Quarterly	Outcome	Increased waiting times
		Rent deposit - new tenancies	90	90	90	90	90	High	Annual	Outcome	Increased waiting times
		No. of enforcement/improvement notices	57	60	60	60	60	High	Quarterly	Outcome	Reduced enforcement
		Number of Disabled Facilities Grants approved	52	75	75	75	75	High	Quarterly	Outcome	Customer hardship

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	2,790	0	3,566	3,481	3,412	3,357	0
Employees	962		1,310	1,233	1,233	1,197	
Premises	1		38	38	38	38	
Transport	18		28	28	28	28	
Supplies & Services	190		200	213	186	153	
Transfer Payments	909		1,375	1,389	1,403	1,417	
3rd party payments	480		338	303	247	247	
Transfer Payments	0		0	0	0	0	
Support services	230		277	277	277	277	
Depreciation	0		0	0	0	0	
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	832	0	1,359	1,293	1,294	1,296	0
Government grants	798		1,140	1,140	1,140	1,140	
Reimbursements	0		5	5	5	5	
Customer & client receipts	34		147	148	149	151	
Recharges	0		0	0	0	0	
Reserves	0		67	0	0	0	
Capital Funded	0		0	0	0	0	
Council Funded Net Budget	1,958	0	2,207	2,188	2,118	2,061	0

Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Birches Close	291,640						
8 Wilton Road	50,000		480,000				
Merton Dementia Hub	497,000						
Western Road	760,000		760,000				
Disabled Facilities Grant	n/a		1,224,000	724,000	724,000	280,000	
Small Repairs Grant			40,000	40,000	60,000	60,000	
	1,598,640	0	2,504,000	764,000	784,000	340,000	0



Summary of major budget etc. changes	
2015/16	
Savings £35k Reduction of Homelessness Prevention grant	
2017/18	
Savings £56k Reduction of Homelessness Prevention grant Savings £30k Rationalisation of admin budget (CH9)	
2017/18	
Savings £36k Rationalisation of admin budget (CH9) Savings £36k Deletion of one staffing post (CH10)	
2018/19	

Page 162

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD									
Housing Needs and Enabling Services									
PROJECT DESCRIPTION					MAJOR EXPECTED OUTCOME		Risk		
							Likelihood	Impact	Score
Project 1		Project Title:  Project Details:	Shared lives optimisation  Optimise the use of Shared Lives thereby reducing the associated spend on Adult Social Care budget.		To meet budget savings		3	3	9
Start date	2013-14								
End date	2014-15								
Project 2		Project Title:  Project Details:	Deliver on-line self-assessment tools  Implement on-line Housing Self-assessment tools for Housing Options and Housing Register Pre-assessment.		More efficient way of working		3	1	3
Start date	2014-15								
End date	2015-16								
Project 3		Project Title:  Project Details:	Maximise use of private rented sector  Increase housing supply in Private Rented Sector (PRS) by continuing to consider and implement new and innovative ways to maximise use of the private sector housing market including rehousing through empty homes grants.		More efficient way of working		2	2	4
Start date	2013-14								
End date	2018-19								
Project 4		Project Title:  Project Details:	CHMP Regeneration  Input to CHMP regeneration and master-planning with Future Merton.						0
Start date	2014-15								
End date	2018-19								
Project 5		Project Title:  Project Details:	Housing Service Review  Review whether or not to keep the Housing Needs and Enabling Service in house or outsource, whilst also considering the place of Environmental Health (Housing).						0
Start date	2015-16								
End date	2015-16								
Project 6		Project Title:  Project Details:	Feasibility Study: Social Enterprise Private Lettings Agency  Commission a feasibility study on benefits of running a Social Enterprise Private Lettings Agency.		More efficient way of working		3	1	3
Start date	2014-15								
End date	2015-16								
Project 7		Project Title:  Project Details:	Technology Review  Review whether to retain Capita Housing and Home Connections in light of operating environment and undertake a "soft market test" on alternative products.						0
Start date	2016-17								
End date	2016-17								
Project 8		Project Title:  Project Details:							0
Start date									
End date									
Project 9		Project Title:  Project Details:							0
Start date									
End date									
Project 10		Project Title:  Project Details:							0
Start date									
End date									

Libraries	Planning Assumptions							The Corporate strategies your				
Cllr Nick Draper Cabinet Member for Community & Culture	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	service contributes to				
Enter a brief description of your main activities and objectives below	Active users	54,000	54,500	55,000	56,000	56,000	56,000	Community Plan				
The purpose of the service is to provide a 'comprehensive and efficient' library service, addressing the 'needs of adults and children' according to the Public Libraries and Museums Act 1964.	Stock issues	1050000	1100000	1100000	1100000	1,100,000	1,100,000	Corp Equality Scheme				
	Registered members	125,000	130,000	135,000	135,000	135,000	135,000	Customer Services Strategy				
	Visitor figures	1,150,000	1,150,000	1,200,000	1,200,000	1,210,000	1,210,000	Voluntary Sector Strategy				
	Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Performance Management Framework				
Local authorities have a statutory duty to make provision for a library service but may decide on how this is delivered.	Staff (FTE)	46	47	47	46	42.5	42.5	ICT Policy				
	Accommodation (Libraries)	7	7	7	7	7	7	Performance Management Framework				
	Equipment (PC's)	144	144	144	144	144	144	Workforce Development Plan				
								Asset Management Plan				
Certain aspects of the service must be provided for free: Free lending of books Free access to information Free library membership	Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)					
		No. of visitors accessing the library service online	110,000	115,000	125,000	135,000	150,000	150,000	High	Monthly	Business critical	Reduced uptake of service
		Active users - peoples network terminal	54,000	54,500	55,000	56,000	56,000	56,000	High	Monthly	Business critical	Reduced uptake of service
	% self service usage for stock transactions	95	95	95	95	95	95	High	Monthly	Outcome	Increased costs	
	Active volunteers in libraries	180	180	200	210	220	230	High	Monthly	Business critical	Customer hardship	
	Maintain Income	£282,570	£282,570	£292,570	£292,570	£292,570	£292,570	High	Monthly	Unit cost	Increased costs	
	Partnership numbers	25	30	30	30	30	30	High	Monthly	Quality	Customer hardship	
	% customer satisfaction (ARS)	78	78	78	78	78	78	High	Annual	Outcome	Reduced customer service	
									</			

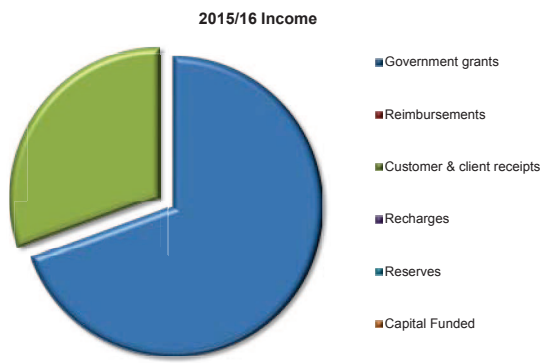
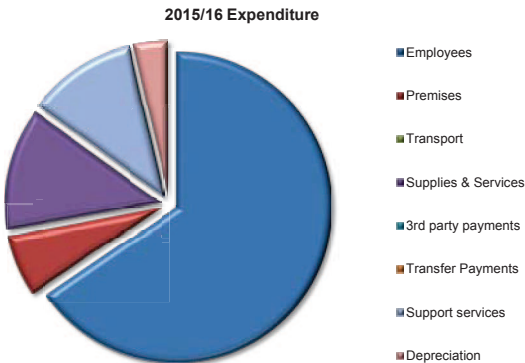
Page 164

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD									
Libraries									
PROJECT DESCRIPTION					MAJOR EXPECTED OUTCOME		Risk		
							Likelihood	Impact	Score
Project 1		Project Title:  Project Details	E-communications		More efficient way of working	2	1	2	
Start date	2013-14		Continue to channel shift communication through digital methods: 1. Channel shift more customers towards receiving e-mail and SMS notifications; 2. Issue a quarterly customer e-newsletter; 3. Develop a library application for mobile phones; 4. Continue to develop library website.						
End date	2015-16								
Project 2		Project Title:  Project Details	Heritage Strategy		Improved customer satisfaction	2	1	2	
Start date	2015-16		Publish new Heritage Strategy and deliver expected outcomes. Continue to draw in external funding and improve income streams.						
End date	2019-20								
Project 3		Project Title:  Project Details	Stock efficiency program		More efficient way of working	2	1	2	
Start date	2013-14		Continue to deliver efficiencies in the way that stock is managed. Deliver media fund savings for 2015/16. Maximise usage of e-resources.						
End date	2015-16								
Project 4		Project Title:  Project Details	Children & Young People's projects		Improved resident well being	3	1	3	
Start date	2013-14		Complete the rollout of the universal library membership scheme for all school children and students in Merton. Increase engagement with young people by establishing youth panels in libraries.						
End date	2016-17								
Project 5		Project Title:  Project Details	Outreach and Community Engagement plan		Improved customer satisfaction	2	1	2	
Start date	2013-14		Deliver an annual outreach plan to increase usage of libraries including the rollout of Library Connect (pop up library solution). Complete annual user surveys and conduct research and engagement work with under represented groups to shape services accordingly.						
End date	2017-18								
Project 6		Project Title:  Project Details	IT Projects		Improved customer satisfaction	3	2	6	
Start date	2013-14		Tender for replacement self-service technology in 2015/16. Develop payment services online and rollout new hall booking system. Implement self-service libraries at off peak times in branch libraries.						
End date	2017-18								
Project 7		Project Title:  Project Details	Assisted digital support		Improved resident well being	2	1	2	
Start date	2013-14		Increase volunteer numbers and skills in supporting customers with more complex IT needs. Support national initiatives such as National Numeracy Challenge and 6 Book Reading Challenge to improve residents skills.						
End date	2016-17								
Project 8		Project Title:  Project Details	Security services contract		More efficient way of working	3	2	6	
Start date	2015-16		Re-tender of contract and on-going monitoring of performance.						
End date	2018-19								
Project 9		Project Title:  Project Details	Library redevelopments		Improved customer satisfaction	3	2	6	
Start date	2013-14		Progress redevelopment plans where highlighted in Sites & Policies Development Plan. Investigate co-location opportunities with other council services and partners.						
End date	2017-18								
Project 10		Project Title:  Project Details	London Libraries Consortium		More efficient way of working	2	2	4	
Start date	2013-14		Work with LLC to improve systems and drive through efficiencies. Implement actions in LLC 3-year Strategy.						
Projects	2017-18								



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DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	<b>2,673</b>	<b>0</b>	<b>2,715</b>	<b>2,722</b>	<b>2,729</b>	<b>2,737</b>	<b>0</b>
Employees	1,813		1,785	1,785	1,785	1,785	
Premises	141		174	176	178	181	
Transport	3		3	3	3	3	
Supplies & Services	334		345	350	355	360	
3rd party payments	0		0	0	0	0	
Transfer Payments	0		0	0	0	0	
Support services	286		311	311	311	311	
Depreciation	96		97	97	97	97	
<b>Revenue £'000s</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>
<b>Income</b>	<b>2,500</b>	<b>0</b>	<b>2,676</b>	<b>2,690</b>	<b>2,698</b>	<b>2,698</b>	<b>0</b>
Governance grants	1,873		1,873	1,873	1,873	1,873	
Reimbursements	3		0	0	0	0	
Customer/Client receipts	624		803	817	825	825	
Recharge	0		0	0	0	0	
Reserves	0		0	0	0	0	
Capital Funded	0		0	0	0	0	
<b>Council Funded Net Budget</b>	<b>173</b>	<b>0</b>	<b>39</b>	<b>32</b>	<b>31</b>	<b>39</b>	<b>0</b>



Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
	0	0	0	0	0	0	0

Summary of major budget etc changes	
2015/16	

£14k Savings  
To be achieved through increased income and some staff reductions, high risks due to income being dependent on external sources which are themselves volatile and liable to change at short notice

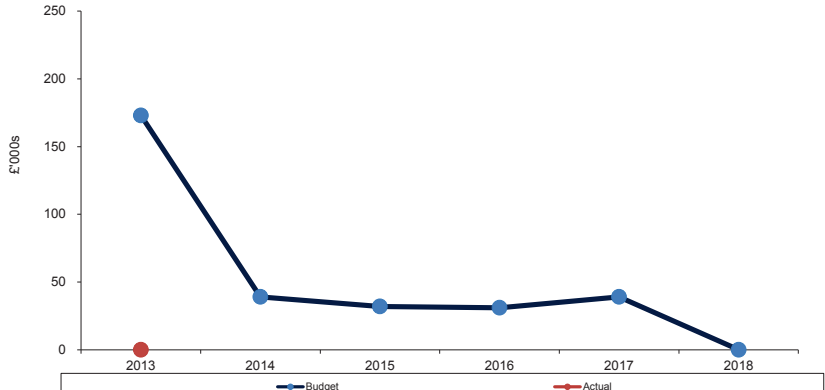
2016/17
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£8k Savings  
To be achieved through increased income and some staff reductions, high risks due to income being dependent on external sources which are themselves volatile and liable to change at short notice

2017/18
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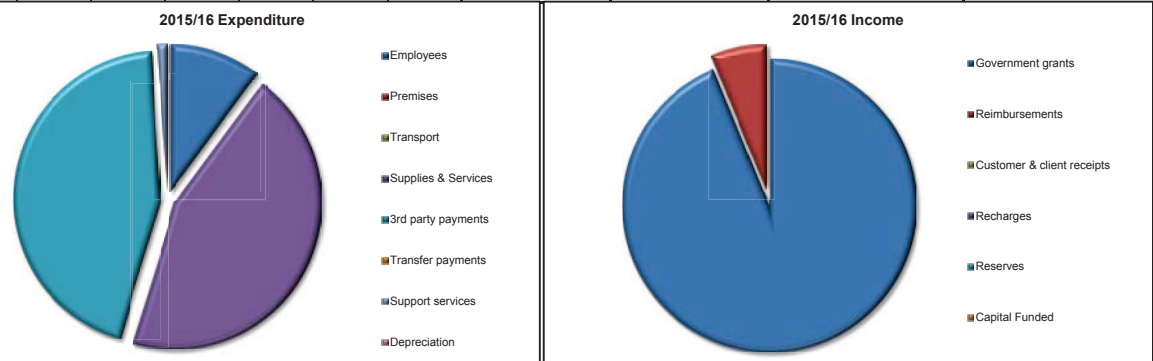
Income and saving targets difficult to achieve due to the college received funding from an external source, allocations are awarded annually further reductions will impact on being able to meet saving targets.

2018/19
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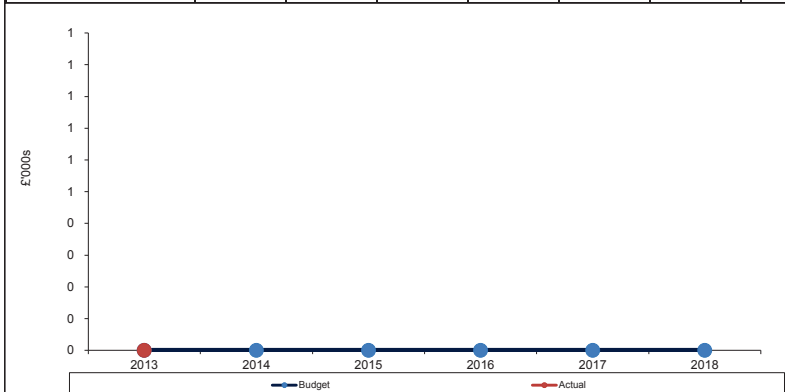


DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD										
Merton Adult Education										
PROJECT DESCRIPTION					MAJOR EXPECTED OUTCOME		Risk			
							Likelihood	Impact	Score	
Project 1		Project Title:  Project Details:	Introduction of New 24+ Loans  Devise and implement an awareness raising campaign to promote the take up of the new 25+ Advanced Loans		To meet legislative requirements	3	2	6		
Start date	2013-14									
End date	2014-15									
Project 2		Project Title:  Project Details:	MAE Commercial Business Plan  Implement a range of income generating products in line with saving targets. Action plans to be implemented for MAE Adult Social Care short course programme, Event Hosting, Leadership and Management short course programme, Early Years and Schools short course programme		Income generation	3	2	6		
Start date	2013-14									
End date	2014-15									
Project 3		Project Title:  Project Details:	Widening Participation in Learning  Update and implement the college widening participation strategy focused on increasing participation amongst disadvantaged localities within the borough.		Improved resident well being	2	1	2		
Start date	2013-14									
End date	2015-16									
Project 4		Project Title:  Project Details:	Accommodation Strategy  In response to Children Schools and Families requiring possible secondary school sites, undertake a full analysis of possible sites across Merton. Undertake explorations with a number of key partners		To meet legislative requirements and respond to growing school population	3	2	6		
Start date	2013-14									
End date	2015-16									
Project 5		Project Title:  Project Details:	Virtual Learning Environment Strategy  Outline a robust VLE model and implement a range of programmes and services via this medium		More efficient way of working	2	1	2		
Start date	2013-14									
End date	2014-15									
Project 6		Project Title:  Project Details:	Increase the use of the E Learning Portal Moodle  Provide training and awareness raising for tutors in how to access and use the Moodle on line system for managing resources and communicating with students		More efficient way of working	2	1	2		
Start date	2014-15									
End date	2015-16									
Project 7		Project Title:  Project Details:	Adult Skills and Employability Scrutiny Action Plan Implementation  Implement the key skills and employability elements of the scrutiny action plan		More efficient way of working	2	1	2		
Start date	2013-14									
End date	2015-16									
Project 8		Project Title:  Project Details:								
Start date										
End date										
Project 9		Project Title:  Project Details:								
Start date										
End date										
Project 10		Project Title:  Project Details:								
Start date										
End date										

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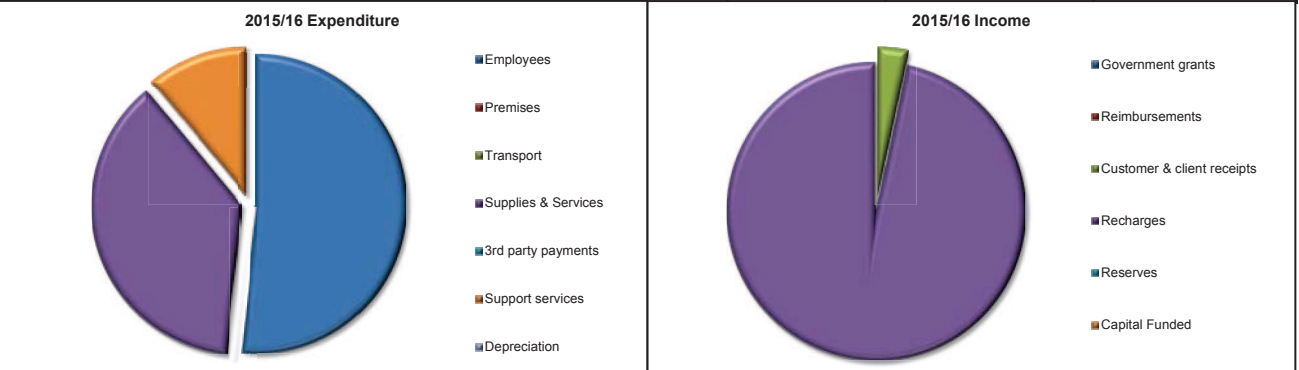
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Summary of major budget etc. changes	
	2015/16
Dependent on Government grant, to be confirmed	
	2016/17
Dependent on Government grant, to be confirmed	
	2017/18
	2018/19

Page 1 of 68

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD									
Public Health									
PROJECT DESCRIPTION					MAJOR EXPECTED OUTCOME		Risk		
							Likelihood	Impact	Score
Project 1		Project Title:  Project Details:	Integrated sexual health service		Improved customer satisfaction	3	3	9	
Start date	2014-15		Commissioning an integrated tier 2 sexual health service which combines existing provision in Contraceptive and Sexual Health (CaSH) and Genito-Urinary Medicine (GUM) clinics. This service would be commissioned on a Payment by Results basis and allowing for cross-charging of non-Merton residents.						
End date	2015-16								
Project 2		Project Title:  Project Details:	Embedding Chlamydia screening programme		More efficient way of working	3	2	6	
Start date	2014-15		To move from a separately commissioned service to embedding Chlamydia screening into existing primary care services - GPs, Pharmacists, CaSH. These services will then have responsibility for meeting the diagnostic target for Chlamydia which is a PHOF indicator.						
End date	2015-16								
Project 3		Project Title:  Project Details:	Review of local HIV services		Improved resident well being	3	3	9	
Start date	2014-15		Analyse local need in relation to HIV, review existing services which are funded through pan-London and South London partnerships to ensure they are fit for purpose and meet local need, and increase HIV testing in the community.						
End date	2015-16								
Project 4		Project Title:  Project Details:	LiveWell		Improved resident wellbeing	2	1	2	
Start date	2014-15		LiveWell is a programme that supports Merton residents to lead a healthy lifestyle and offers motivation support to achieve personalised goals around stopping smoking, reducing alcohol levels, being more physically active and being a healthy weight. The programme has a network of health champions, linked to voluntary sector groups who promote healthy living and signpost their peers to a range of activities.						
End date	2014-15								
Project 5		Project Title:  Project Details:	Prevention		Improved resident wellbeing	2	1	2	
Start date	2014-15		Public Health work with a range of partners on the prevention agenda, ranging from the direct commissioning of programmes e.g. LiveWell to the influencing of local policy to create an environment that supports healthy choices e.g. alcohol licensing policy. Work from across the council e.g. the contract to manage the boroughs leisure centres, complements the public health led activity and has an important role to play in reducing the stark health inequalities between east and west Merton.						
End date	2014-15								
Project 6		Project Title:  Project Details:	Transition of responsibility for Health Visiting Service to Local Authority		Select one major outcome	0	0	0	
Start date			Responsibility for Health Visiting Services are due to transfer from NHS England to LB Merton in April 2015. Project required to manage transition, including establishment of Task group; agreeing vision for health Visiting and Early Years; developing Project Plan with key timelines; participation in pan-London transition programme.						
End date									
Project 7		Project Title:  Project Details:	National Child Measurement Programme		Improved Health and Wellbeing	0	0	0	
Start date			Children aged reception year and Year 6 are weighed and measured and schools that are identified with larger numbers of children who are overweight or obese are targeted with weight management classes for families.						
End date									
Project 8		Project Title:  Project Details:	NHS Health Checks		Improved Health and Wellbeing	0	0	0	
Start date			People aged 40 -74 with no known heart disease are offered an NHS Health Checks every five years to detect early signs of heart disease and risk factors.						
End date									
Project 9		Project Title:  Project Details:	Drugs and Alcohol Prevention and Treatment		Select one major outcome	0	0	0	
Start date			The responsibility for drugs and alcohol transferred to Public Health during 2013/14. A review of alcohol needs is being commissioned to inform development of a prevention strategy/action plan.						
End date									
Project 10		Project Title:  Project Details:	Support to Merton Clinical Commissioning Group		Select one major outcome	0	0	0	
Start date			Public Health is required to provide up to forty per cent of its staff capacity to support the work of the MCCG. Public Health staff participate in 5 of the 6 work streams that represent MCCG priorities, providing data analysis, needs assessment and evidence of best practice.						
End date									

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# Corporate Services

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Year	Budget (£'000s)	Actual (£'000s)
2013	500	0
2014	70	0
2015	165	0
2016	90	0
2017	25	0
2018	0	0

Summary of major budget etc changes	
2015/16	<p>CS1 Rationalisation of management costs £50k</p> <p>CS3 Generate income through training £5k</p> <p>Further implementation of the workforce plan in 2015/6 will meet target savings.</p>
2016/17	<p>Reorganisation of systems development and support arrangements CS63 £88k.</p>
2017/18	<p>Reorganisation of systems development and support arrangements CS63 £74k.</p>
2018/19	

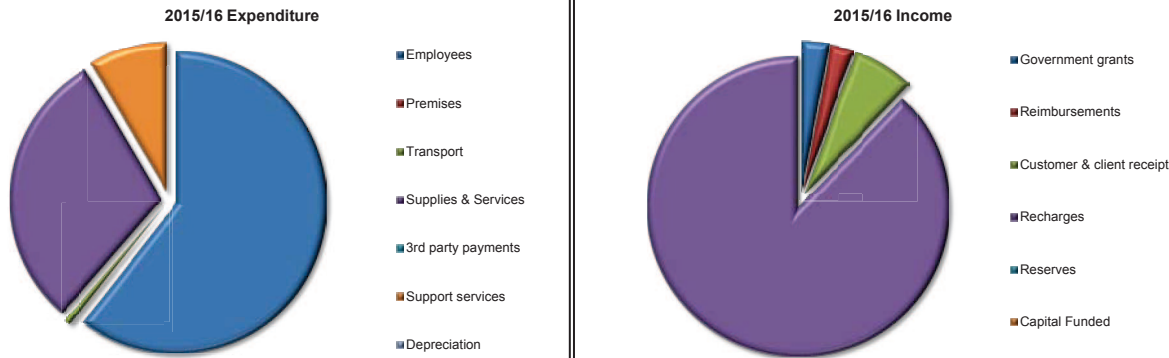
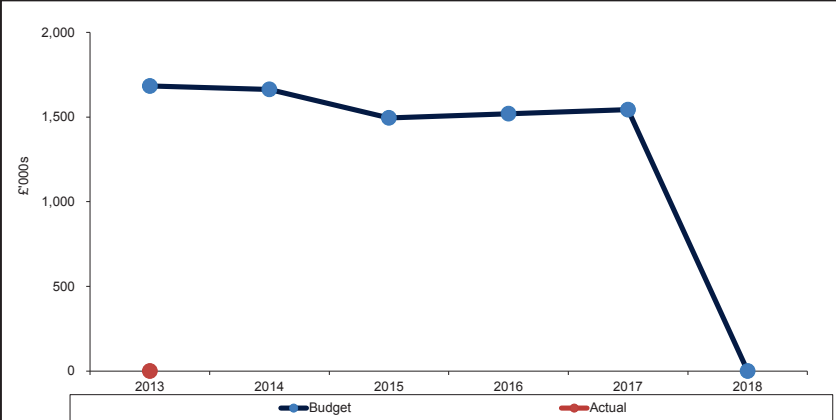
DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD										
Business Improvement										
PROJECT DESCRIPTION					MAJOR EXPECTED OUTCOME		Risk			
							Likelihood	Impact	Score	
Project 1		Project Title:	IT Strategy and Implementation Plan		More efficient way of working			1	3	3
Start date	01/04/2014	Project Details:	Refresh the IT strategy and implementation to ensure fit for purpose to support and enable delivery of TOMs and coordinate and lead on delivery in collaboration with I&T Division.		The programme will ensure the systems architecture and IT infrastructure enables and supports businesses to deliver business as usual, continuous improvement and major transformational activity set out in relevant TOMs; and that the Council's systems comply with appropriate standards, legislation and good practice.					
End date	31/03/2017									
Project 2		Project Title:	Customer Contact programme		More efficient way of working			3	2	6
Start date	01/04/2013	Project Details:	Lead and deliver CC programme; to deliver improvements (technology and service redesign) set out in CC Strategy.		The programme is part of the move to a 21st Century organisation, with technology that supports a more comprehensive and cohesive service to customers and recognises the new, modern ways in which they wish to access services. Through channel shift and a reduction in avoidable contact/failure demand we expect the programme to support and enable the achievement of savings and efficiencies within individual services.					
End date	31/03/2016									
Project 3		Project Title:	Electronic document and records management system		More efficient way of working			3	2	6
Start date	01/04/2013	Project Details:	Procure and implement a replacement EDRMS to support and enable flexible/remote working and Customer Contact.		EDRMS will enable flexible and remote working, more efficient and cost effective storage and retrieval of documentation.					
End date	31/03/2016									
Project 4		Project Title:	Transformation portfolio design and implementation		More efficient way of working			2	1	2
Start date	01/04/2014	Project Details:	Clarify cross-cutting programmes and projects for governance by the Merton 2015 Board and ensure appropriate monitoring and control is in place to provide assurance on delivery and achievement of benefits.		Ensuring a coordinated, planned and disciplined approach to change and transformation within the organisation, and that scarce resources are effectively used and interdependencies carefully managed.					
End date	31/03/2015									
Project 5		Project Title:	Programme Office Implementation		More efficient way of working			3	2	6
Start date	01/04/2014	Project Details:	Design and implement a functioning Programme Office		Delivering functions including quality and delivery assurance, highlight and escalation reporting, raising capacity and capability for effective project and programme management, benefits realisation and management of the transformation portfolio.					
End date	31/03/2015									
Project 6		Project Title:	Social Care Information System		To meet legislative requirements			2	3	6
Start date	01/09/2013	Project Details:	Procure and implement a Social Care Information system to support adults social and children and families integrated care.		A fit for purpose system that supports efficient business practices and care management now and into the future.					
End date	30/08/2016									
Project 7		Project Title:	Continuous Improvement Programme		More efficient way of working			3	1	3
Start date	01/04/2014	Project Details:	Design and implement a programme of service/business/process reviews to lead, embed and support continuous improvement.		A range of tools and support (business analysis, lean expertise) - based on demand analysis - to support business improvement and embed a culture of continuous improvement.					
End date	31/03/2017									
Project 8		Project Title:			Select one major outcome					0
Start date		Project Details:								
End date										
Project 9		Project Title:			Select one major outcome					0
Start date		Project Details:								
End date										
Project 10		Project Title:			Select one major outcome					0
Start date		Project Details:								
End date										



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DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	<b>4,018</b>	<b>0</b>	<b>4,031</b>	<b>3,869</b>	<b>3,897</b>	<b>3,926</b>	<b>0</b>
Employees	2,407		2,449	2,344	2,344	2,344	
Premises	4		5	5	5	5	
Transport	25		25	26	26	27	
Supplies & Services	1,166		1,228	1,170	1,198	1,226	
3rd party payments							
Support services	416		324	324	324	324	
Depreciation		0					
<b>Revenue £'000s</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>
<b>Income</b>	<b>2,334</b>	<b>0</b>	<b>2,367</b>	<b>2,373</b>	<b>2,377</b>	<b>2,382</b>	<b>0</b>
Governance grants	70		70	70	70	70	
Reimbursements	54		59	60	62	63	
Customer/client receipts	61		153	158	160	164	
Recharge	2,149		2,085	2,085	2,085	2,085	
Reserves							
Capital Funded							
<b>Council Funded Net Budget</b>	<b>1,684</b>	<b>0</b>	<b>1,664</b>	<b>1,496</b>	<b>1,520</b>	<b>1,544</b>	<b>0</b>

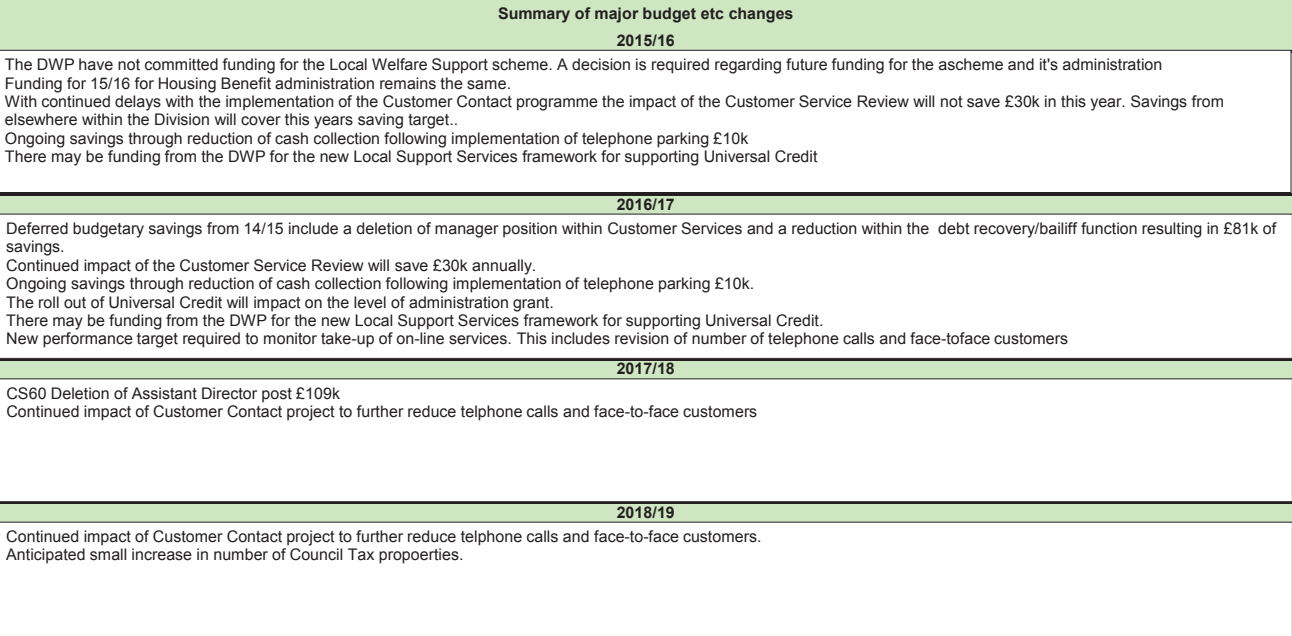
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Ctte Decision Making	2,000						
	2,000	0	0	0	0	0	0



Summary of major budget etc changes	
2015/16	<p>CS30 Rationalise benefits and corporate investigation team - possible shared resources £30k</p> <p>CS31 Rationalise Health and Safety and Business Continuity planning £35k</p> <p>CS33 Rationalise internal audit teams - possible shared service £40k</p> <p>CS34 Services and suppliers savings within Corporate Governance £86k</p>
2016/17	
2017/18	
2018/19	

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD								
Corporate Governance								
PROJECT DESCRIPTION				MAJOR EXPECTED OUTCOME		Risk		
						Likelihood	Impact	Score
Project 1		Project Title:	Support new intake of councillors	Improved customer satisfaction		1	1	1
Start date	01/04/2013	Project Details:	To prepare information and support for new intake of councillors following May 2014 council elections. To ensure smooth introduction of any consequent changes to decision making structure or process.					
End date	31/03/2015							
Project 2		Project Title:	2013/17 Implement individual electoral registration	To meet legislative requirements		3	3	9
Start date	01/04/2013	Project Details:	Introduce new system of Individual Electoral Registration by implementing new processes to register residents, whilst undertaking data matching and public awareness strategies to seek to maximise the accuracy and completeness of the register of electors.					
End date	31/12/2016							
Project 3		Project Title:	2013/17 Administer statutory elections, referendums and ballots.	To meet legislative requirements		3	3	9
Start date	01/04/2013	Project Details:	Administer London borough council and European Parliament elections in 2014, Parliamentary general election in 2015, GLA elections in 2016, and Willow BID ballot in 2014, together with any other referendums and ballots that may be required					
End date	31/03/2017							
Project 4		Project Title:	Prepare for and implement changes to single fraud initiative	To meet legislative requirements		2	2	4
Start date	01/02/2014	Project Details:	To prepare for the SFIS and the effect on audit and investigation in relation to the focus on workload from Housing Benefit fraud to other areas of fraud					
End date	31/03/2015							
Project 5		Project Title:	Committee report workflow	More efficient way of working		2	1	2
Start date	01/06/2014	Project Details:	To improve workflow through implementation of features within new software system. Will enable report authors to submit electronically, receive deadline reminders and get legal and finance comments as well as sign off by Directors and Cabinet Members.					
End date	01/10/2014							
Project 6		Project Title:	Scrutiny Improvement Programme	Improved reputation		2	1	2
Start date	01/04/2014	Project Details:	To continue to improve effectiveness and impact of the scrutiny function and to engage new councillors in scrutiny activities.					
End date	31/03/2015							
Project 7		Project Title:	LLC service delivery	To meet legislative requirements		3	1	3
Start date	01/04/2014	Project Details:	Review of LLC service delivery; dependent on national directive					
End date	31/03/2015							
Project 8		Project Title:		Select one major outcome				0
Start date		Project Details:						
End date								
Project 9		Project Title:		Select one major outcome				0
Start date		Project Details:						
End date								
Project 10		Project Title:		Select one major outcome				0
Start date		Project Details:						
End date								

Income  
Government grants  
Reimbursements  
Customers & clients  
Recharges  
Reserves  
Capital Funded  
Council Funded  
Capital Budget

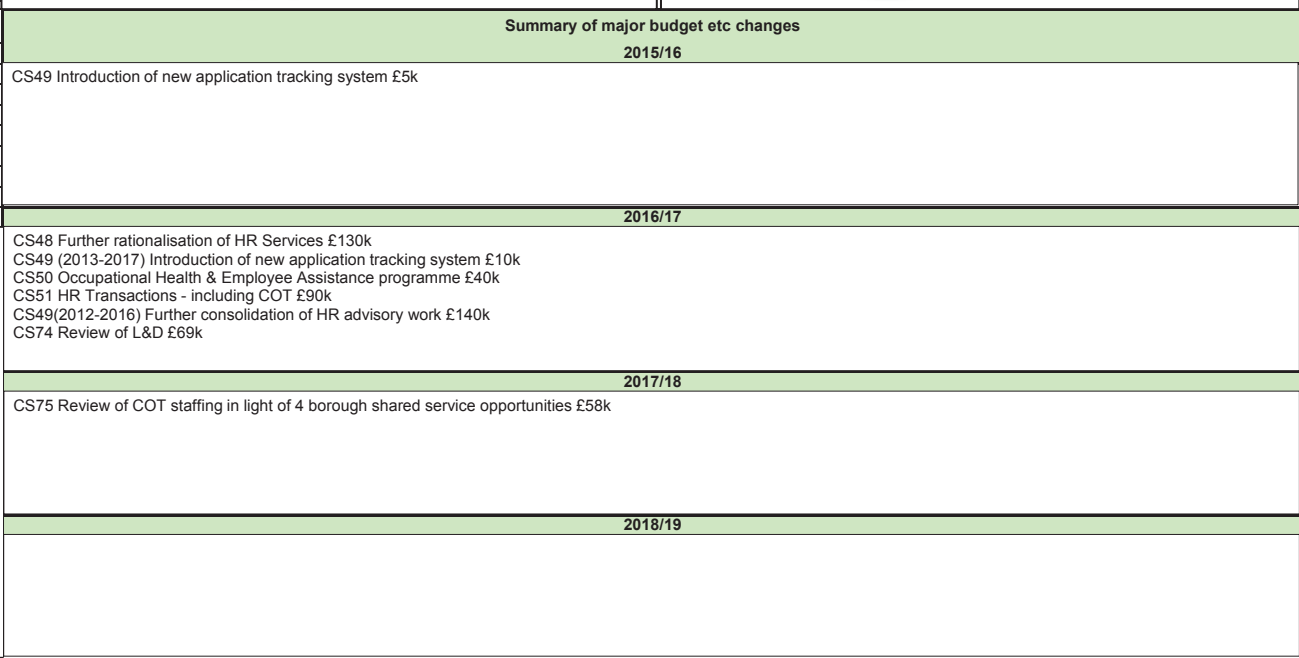


Page 176

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD								
Customer Services								
PROJECT DESCRIPTION				MAJOR EXPECTED OUTCOME		Risk		
						Likelihood	Impact	Score
Project 1		Project Title:  Project Details:	Customer Service review  As part of the implementation of the customer contact electronic solution processes and resourcing will be reviewed	More efficient way of working	3	2	6	
Start date	01/04/2013							
End date	31/03/2015							
Project 2		Project Title:  Project Details:	Improve access to on-line services  Maintain successful visits to the website at 83%., improve the look and feel of the website, implement the recommendations of the customer services review, increase uptake of online transactions.	More efficient way of working	2	2	4	
Start date	01/04/2013							
End date	31/03/2016							
Project 3		Project Title:  Project Details:	Council Tax support scheme  During 14/15 options for a revised scheme will be reviewed for Council decision and possible implementation for 15/16	To meet legislative requirements	2	3	6	
Start date	01/04/2013							
End date	31/03/2016							
Project 4		Project Title:  Project Details:	Implement and review Welfare Assistance Scheme  A review of the scheme will be undertaken during 2014/15, however, there is currently uncertainty regarding future funding from 15/16	Improved resident well being	3	2	6	
Start date	01/04/2013							
End date	31/03/2015							
Project 5		Project Title:  Project Details:	Appoint a medical examiner  The Council will need to appoint a medical examiner for registration of deaths. This will be achieved through the sharing of another boroughs recruitment and appointment.	To meet legislative requirements	2	2	4	
Start date	01/04/2014							
End date	31/12/2014							
Project 6		Project Title:  Project Details:	Local Support Services  In line with implementation and roll out of Universal Credit local authorities have been asked to provide a front line solution for those customers than cannot access and claim on-line. This service may be multi agency and include Job Centre Plus, voluntary sector and neighbouring authorities	To meet legislative requirements	2	2	4	
Start date	01/04/2014							
End date	31/03/2016							
Project 7		Project Title:  Project Details:		Select one major outcome			0	
Start date								
End date								
Project 8		Project Title:  Project Details:		Select one major outcome			0	
Start date								
End date								
Project 9		Project Title:  Project Details:		Select one major outcome			0	
Start date								
End date								
Project 10		Project Title:  Project Details:		Select one major outcome			0	
Start date								
End date								

Income	23
Government grants	33
Reimbursement	33
Customer & client	33
Recharges	33
Reserves	33
Capital Funded	33
Council Funded	33
	33
Capital Budget	33

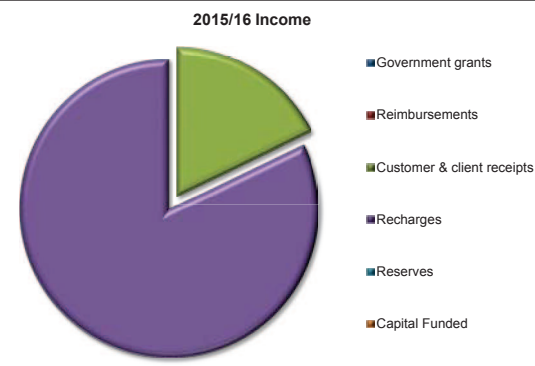
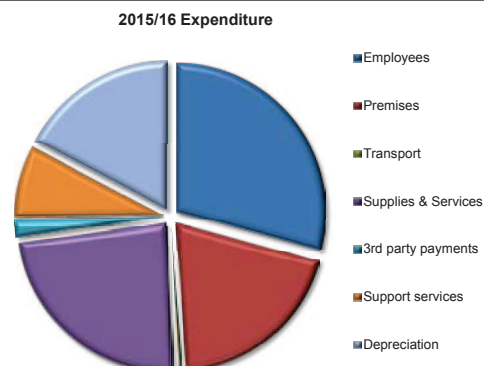
Year	Budget (£'000s)	Actual (£'000s)
2013	140	0
2014	0	
2015	0	
2016		
2017	-520	
2018	0	



DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD									
Human Resources									
PROJECT DESCRIPTION					MAJOR EXPECTED OUTCOME		Risk		
							Likelihood	Impact	Score
Project 1		Project Title:	Occupational Health Service		More efficient way of working		3	3	9
Start date	01/04/2014	Project Details:							
End date	31/03/2015								
Project 2		Project Title:	Employee Assistance programme  Flexible working - policy development and learning and development to support culture and technical change.		More efficient way of working		3	4	12
Start date	01/04/2014	Project Details:							
End date	31/03/2015								
Project 3		Project Title:	Leadership and management development  Centralisation of L&D and appraisal systems within iTrent system.		More efficient way of working		3	3	9
Start date	01/04/2014	Project Details:							
End date	31/03/2015								
Project 4		Project Title:	Recruitment - agency and executive search via the LBRP		More efficient way of working		3	3	9
Start date	01/04/2015	Project Details:							
End date	31/03/2016								
Project 5		Project Title:			Select one major outcome				0
Start date		Project Details:							
End date									
Project 6		Project Title:			Select one major outcome				0
Start date		Project Details:							
End date									
Project 7		Project Title:			Select one major outcome				0
Start date		Project Details:							
End date									
Project 8		Project Title:			Select one major outcome				0
Start date		Project Details:							
End date									
Project 9		Project Title:			Select one major outcome				0
Start date		Project Details:							
End date									
Project 10		Project Title:			Select one major outcome				0
Start date		Project Details:							
End date									

Infrastructure and Transactions	Planning Assumptions							The Corporate strategies your				
Clr Mark Allison Cabinet Member for Finance	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	service contributes to				
Enter a brief description of your main activities and objectives below	Repairs & Maintenance of Corporate Buildings (Revenue)	806,000	800,00	800,00	800,00	800,00		Asset Management Plan				
Infrastructure and Transactions Division (I&T) is a support service made up of three functions which are:-	IT Service Calls	21,000	20,000	19,000	18,000	17,000		Customer Services Strategy				
	Service Requests	6000	6,000	6,000	6,000	6000		Customer Services Strategy				
	Transactions requested by departments	130,000	130,000	120,000	115,000	120,000		Customer Services Strategy				
	Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19					
IT Service Delivery - IT (SD) supports the councils operations by providing IT infrastructure, desktop equipment and associated software. Fixed and mobile telecommunications, Service Desk facilities, IT Disaster Recovery and Business Continuity arrangements together with IT governance and data security.	FM (FTE)	36	35	29	29	28						
	Transactional Services (FTE)	14.7	14.7	13.7	13	13						
	IT Service Delivery (FTE)	33	33	32.2	27.2	27.2						
	Staff (Apprentices)	2	5	4	3	0						
Facilities Management - FM provides the infrastructure to deliver services through accommodation, building repairs and maintenance for the portfolio of corporate buildings, energy management and conservation, cleaning, catering, print and post room services, security and other associated hard and soft FM services.	Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met		
		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)					2018/19(PT)	
	Transactional Services incorporates Account Payable, Accounts Receivable,, Carefirst Administration and Vendor Maintenance. Ensuring prompt and accurate payment for all goods and services provided to LBM. Raise and issue invoices promptly and accurately to maximise revenue received. Maintain accurate records re client contributions on Carefirst to enhance correct invoicing and reduce queries. Vendor Maintenance database is controlled, accurate and cleansed, Providing training and support for all users of the systems required for payments or invoicing.	Repairs & Maintenance ratio of Reactive to Planned	50/50	40/60	30/70	30/70	30/70		Low	Annual	Outcome	Increased costs
		Total external fee income	200,00	225,000	235,000	245,000	250,000		High	Quarterly	Output	Loss of income
CO2 emissions corporate buildings (tonnes)		4,200	4,100	4,000	3,900	3,800		Low	Quarterly	Output	Environmental issues	
First time fix rate for IT Service Desk		63%	64%	64%	65%	65%		High	Monthly	Outcome	Reduced service delivery	
Customer Satisfaction - IT incident resolution		85%	90%	90%	90%	90%		High	Monthly	Outcome	Reduced customer service	
Invoices paid within 30 days of receipt by LBM		91%	93%	95%	95%	95%		High	Monthly	Business critical	Reduced service delivery	
Carefirst invoices paid within 30 days from invoice date		88%	93%	95%	95%	95%		High	Monthly	Business critical	Increased costs	

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	11,968	0	11,815	11,061	10,807	10,768	0
Employees	3,304		3,365	3,222	3,080	2,995	
Premises	2,908		2,733	2,185	2,132	2,160	
Transport	39		33	33	33	34	
Supplies & Services	2,828		2,687	2,620	2,558	2,573	
3rd party payments	274		206	210	213	215	
Support services	930		875	875	875	875	
Depreciation	1,685		1,916	1,916	1,916	1,916	
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	11,797	0	11,815	11,864	11,868	11,907	0
Government Grants							
Reimbursements							
Customer/client receipts	1,990		2,063	2,112	2,116	2,155	
Retail	9,807		9,752	9,752	9,752	9,752	
Reserve							
Capital Funded							
Council Funded Net Budget	171	0	0	-803	-1,061	-1,139	0
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Information Technology	1,405,520		953,000	584,000	1,862,000	1,806,000	
Facilities Management	3,282,110		1,600,000	500,300	1,000,000	1,000,000	
	4,687,630	0	2,553,000	1,084,300	2,862,000	2,806,000	0



Year	Budget (£'000s)	Actual (£'000s)
2013	150	0
2014	0	0
2015	-800	0
2016	-1100	0
2017	-1150	0
2018	0	0

Summary of major budget etc changes	
	2015/16
CS5 Review procurement of support , maintenance & license contracts £60k CS7 re-procurement of mobile telephone contract £10k CS8 Reduction of WAN costs £10k, CS15 Asset & change analyst post £24k CS17 Post savings £30k CS20 Energy refit £100k, CS21 Increase income targets for building and repair work£45k CS22 Restructure of Archive Store £15k, CS23 Outsourcing building services and security services £35k CS25 Deletion of two posts £30k, CS27 consolidation of utilities budgets £50k	
	2016/17
CS5 Review procurement of support , maintenance & license contracts £50k CS7 re-procurement of mobile telephone contract £20k CS8 Reduction of WAN costs £20k CS10 Outsourcing of service £20k CS12 Deletion of post £37k Information governance post £37k CS16 (deferred from 14/15 )Surrender overtime budget £35k, CS23 Outsourcing building services and security services £50k CS28 Amalgamation of intruder alarm contract £20k,	
	2017/18
CS70 Apply admin charge to customer requesting hard copy paper invoice £35k CS71 Deletion of two posts £85k CS72 Consolidation of budgets £34k	
	2018/19



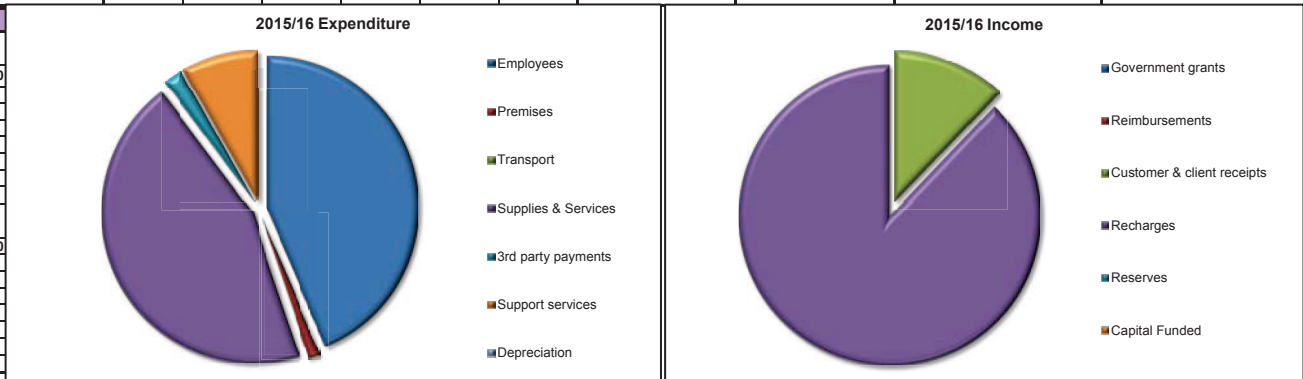
Page 180

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD									
Infrastructure and Transactions									
PROJECT DESCRIPTION					MAJOR EXPECTED OUTCOME		Risk		
							Likelihood	Impact	Score
Project 1		Project Title:  Project Details:	Replacement of IT Infrastructure and desktop equipment		Improve the efficiency of IT systems across the whole organisation		1	2	2
Start date	01/04/2013		Replacement of desktop equipment and standardisation of operating systems including Microsoft Office to enable hot desking, mobile and flexible working through the use of the Virtualised Desktop Infrastructure and unified telephone communications.						
End date	31/03/2015								
Project 2		Project Title:  Project Details:	Backscanning of existing paper records		More efficient way of working		1	2	3
Start date	01/06/2014		Backscanning of paper records into a digital format which will be prioritised in order to support the roll out of the Flexible Working Programme. This project also links directly to the Customer Contact programme which includes the implementation of a new Electronic Documents and Records Management System (EDRMS).						
End date	31/03/2018								
Project 3		Project Title:  Project Details:	Upgrading of IT Disaster Recovery Arrangements		Improve Disaster Recovery and Business Continuity arrangements		2	3	6
Start date	01/12/2013		Replacement of Storage Area Network (SAN) equipment and associated hardware to provide improved disaster recovery arrangements for the Councils main IT systems and minimise any potential loss of service in the event of a major incident or IT equipment failure.						
End date	31/12/2014								
Project 4		Project Title:  Project Details:	Flexible Working Programme		More efficient way of working		2	2	4
Start date	01/04/2012		The Flexible Working Programme is the innovative use of modern IT technology, infrastructure and office accommodation to enable the council to deliver services in the most efficient and cost effective manner possible.						
End date	31/12/2015								
Project 5		Project Title:  Project Details:	Refurbishment of 4 main passenger lifts at Civic Centre		Improved customer satisfaction		1	2	2
Start date	01/10/2013		Project to refurbish the 4 main passenger lifts at the Civic centre which were installed in 1960 and that are now 'Life Expired' in terms of maintenance and obtaining spare parts in the event of a breakdown or mechanical failure. The project is essential to ensure that the premises are safe and compliant with statutory requirements.						
End date	31/03/2015								
Project 6		Project Title:  Project Details:	Energy "Invest to Save" Initiatives		More efficient way of working		1	1	1
Start date	01/04/2007		Completion of a range of projects across the councils entire portfolio of properties which will reduce energy consumption and associated CO2 emissions and that are designed to have a maximum financial pay back of between 7 and 10 years.						
End date	01/04/2018								
Project 7		Project Title:  Project Details:	Review Civic Centre Building Services & Security arrangements		To meet budget savings		2	2	4
Start date	01/07/2013		Review of both the scope and method of delivery of the Civic Centre building services and security arrangements to produce the best balance of a cost effective solution and one that protects the reputational risks inherent in managing a front-line service in the highest profile corporate building within the authority.						
End date	01/04/2015								
Project 8		Project Title:  Project Details:	Civic Centre Accommodation Strategy and Refurbishment Programme		More efficient way of working		1	2	2
Start date			Project to refresh the Civic Centre accommodation strategy to ensure that the building is refurbished and managed in a consistent manner with the delivery of key council objectives in relation to the rationalisation and more efficient use of space. The strategy needs to be closely aligned with corporate guidelines to support the introduction of Flexible Working as well as the Councils wider strategic review of assets.						
End date									
Project 9		Project Title:  Project Details:	Continuation of work on the Locations Layer of the Corporate TOM		More efficient way of working		2	2	4
Start date	01/10/2013		Works to develop an online corporate asset register covering all of the property related assets owned and operated by the council which will be an essential element of a larger piece of work relating to the longer term strategic management of property and assets across the authority.						
End date	31/03/2015								
Project 10		Project Title:  Project Details:			Select one major outcome				0
Start date									
End date									



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DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	9,181	0	8,660	8,717	8,539	8,524	0
Employees	4,030		3,821	3,815	3,643	3,596	
Premises	103		105	106	107	109	
Transport	4		4	4	4	4	
Supplies & Services	4,198		3,834	3,895	3,889	3,919	
3rd party payments	23		178	179	178	178	
Support services	823		718	718	718	718	
Depreciation	0		0	0	0	0	
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	7,694	0	6,718	6,732	6,747	6,762	0
Government Grants	0		0	0	0	0	
Reimbursements	0		0	0	0	0	
Customer/client receipts	789		804	818	833	848	
Recharge	6,905		5,914	5,914	5,914	5,914	
Reserves	0		0	0	0	0	
Capital Funded	0		0	0	0	0	
<b>Council Funded Net Budget</b>	<b>1,487</b>	<b>0</b>	<b>1,942</b>	<b>1,985</b>	<b>1,792</b>	<b>1,762</b>	<b>0</b>
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Financial System re-engineering	0		1,100,000	0	0	0	0
Acquisitions Budget	30,730		1,042,340	500,000	500,000		
Transformation Budgets			638,000	507,000			
Capital Bidding Fund			1,000,000	1,000,000			
	30,730	0	3,780,340	2,007,000	500,000	0	0



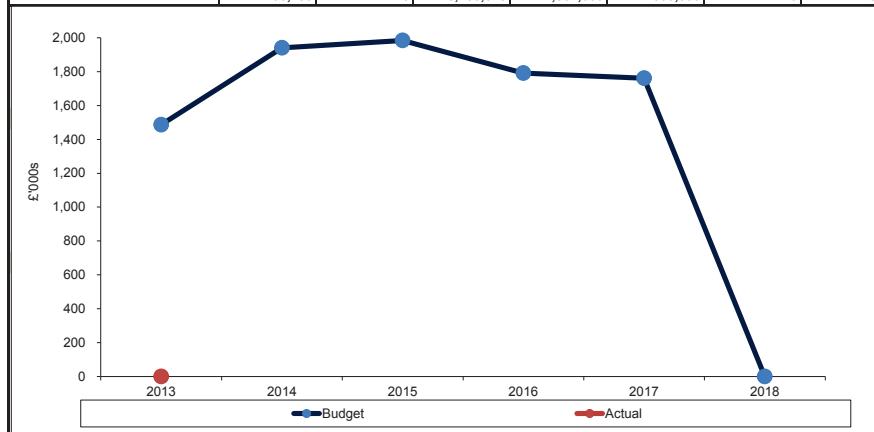
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Financial System re-engineering	0		1,100,000	0	0	0	0
Acquisitions Budget	30,730		1,042,340	500,000	500,000		
Transformation Budgets			638,000	507,000			
Capital Bidding Fund			1,000,000	1,000,000			
	30,730	0	3,780,340	2,007,000	500,000	0	

	Summary of major budget etc changes
	2015/16

**MTFS/Business Planning:** Throughout the financial year officers within the team will be compiling the Business Plan for 2016-20, this will include provision of a timetable for compilation and horizon scanning and evaluating the impact of any legislative changes. The modelling assumptions will be reviewed and detailed scenario planning undertaken.

**Financial System:** From 1 April 2015 the new financial system will be fully operational. It is envisaged that the implementation of this new financial system and the adoption of new streamlined processes. Options around exploring shared service will be explored.

**Savings:** Saving for future years will be identified from improved processes resulting from the new financial system.

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<p><u>MTFS/Business Planning:</u> Throughout the financial year officers within the team will be compiling the Business Plan for 2017-21, this will include provision of a timetable for compilation and horizon scanning and evaluating the impact of any legislative changes. The modelling assumptions will be reviewed and detailed scenario planning undertaken.</p> <p><u>Financial System:</u> The new financial system and the adoption of new streamlined processes will facilitate the further savings below.</p> <p><u>Savings:</u> Savings of £103k will be delivered by reduction of three posts , non salary budgets savings £137k through improved processes , consolidation of budgets and review of recharges.</p>
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	2017/18
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**MTFS/Business Planning:** Throughout the financial year officers within the team will be compiling the Business Plan for 2018-22, this will include provision of a timetable for compilation and horizon scanning and evaluating the impact of any legislative changes. The modelling assumptions will be reviewed and detailed scenario planning undertaken.

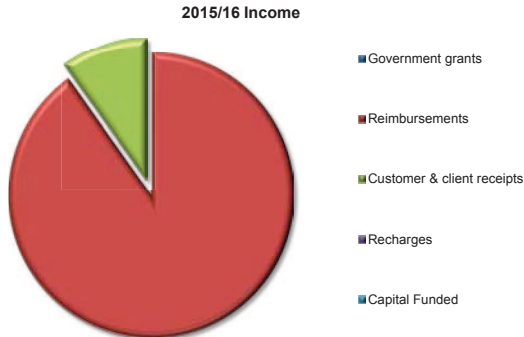
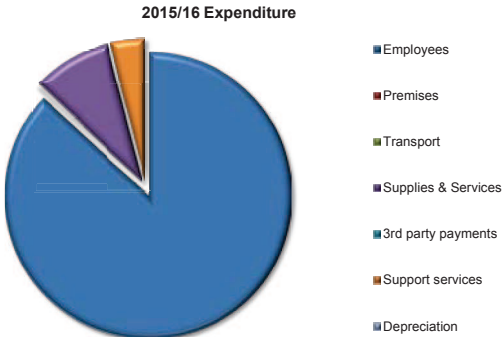
**Savings:** Savings of £78,000 will be delivered from improved processes and the appropriate charging for services.

	2018/19
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APD

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD											
Resources											
PROJECT DESCRIPTION					MAJOR EXPECTED OUTCOME			Risk			
								Likelihood	Impact	Score	
Project 1		Project Title:  Project Details:	Evaluation of future funding levels  Analysis of all relevant information relating to local government finance. This will include details provided in annual Local Government Finance Settlements, Annual Budgets, Spending Reviews and other financial information published by the Government. This information is incorporated into the Council's MTFS and updated as part of annual Budget Setting Procedures. Modelling of the retained NNDR system will be undertaken along with sensitivity analysis.			To meet legislative requirements			2	2	4
Start date	01/04/2013										
End date	31/03/2018										
Project 2		Project Title:  Project Details:	Financial systems re-engineering programme  Procurement of a single integrated financial system to replace the suite of products that are current used to provide GL, AP, P2P & AR functions. This will involve a new chart of accounts and new ways of working, driving efficiencies throughout the organisation. The potential for joint working with neighbour boroughs is currently being investigated. Initial estimate of Go Live date 1 April 2015 - project length allows for post implementation review			More efficient way of working			3	3	9
Start date	01/08/2013										
End date	30/09/2015										
Project 3		Project Title:  Project Details:	Develop and implement whole life costing for capital projects  This project will be undertaken in four stages 1) Develop a template to capture appropriate information 2) Pilot the template on two selected schemes 3) Amend the template 4) Apply the temple to selected schemes			More efficient way of working			3	2	6
Start date	01/09/2014										
End date	31/03/2016										
Project 4		Project Title:  Project Details:	Improve joint finance and business planning  The project requires the quarterly update of service plans scheduled to start with September 2014 information following the implementation of the new performance and risk management system			More efficient way of working			2	2	4
Start date	01/18/14										
End date	31/10/2014										
Project 5		Project Title:  Project Details:	Evaluation of different models of funding the capital programme  In recent years there has been no need to borrow externally to fund capital expenditure, it is anticipated that some external funding will be needed towards the end of the current planning period and therefore a detailed consideration of all reasonable options needs to be done, including leasing, renting and borrowing or any other suitable methods of funding capital expenditure.			Required to deliver options for the MTFS			2	2	4
Start date	01/07/2014										
End date	31/03/2016										
Project 6		Project Title:  Project Details:	Fully implement the new performance/risk management IT system  Implementation of a cloud based system for the management and governance of performance and risk information known as Covalent. The earlier phases of the project are now complete, this financial year the three final phases will be completed: 1) The transfer of risk registers will be completed by the end of May 2014 2) The roll out of the system for use in monitoring local performance indicators 3) the provision of screen icons to senior management for performance and risk information.			More efficient way of working			2	2	4
Start date	01/04/2014										
End date	31/03/2015										
Project 7		Project Title:  Project Details:	Capital Review  In 2012 there was a comprehensive review of the management of the capital programme. This led to the production of an action plan. It would be appropriate to undertake a follow-up review now.			More efficient way of working			2	2	4
Start date	01/04/2014										
End date	31/03/2015										
Project 8		Project Title:  Project Details:	Recharge Review  Annual reviews of recharges have been undertaken. These have tended to be tactical. In 2014/15 a full scale strategic review will be undertaken. The project will need to dovetail with work undertaken to develop and implement the new financial system.			More efficient way of working			3	2	6
Start date	01/04/2014										
End date	31/03/2015										
Project 9		Project Title:  Project Details:				Select one major outcome					0
Start date											
End date											
Project 10		Project Title:  Project Details:				Select one major outcome					0
Start date											
End date											

Page 182

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Year	Budget (£000)	Actual (£000)
2013	20	0
2014	-55	
2015	-55	
2016	-115	
2017	-135	
2018	0	

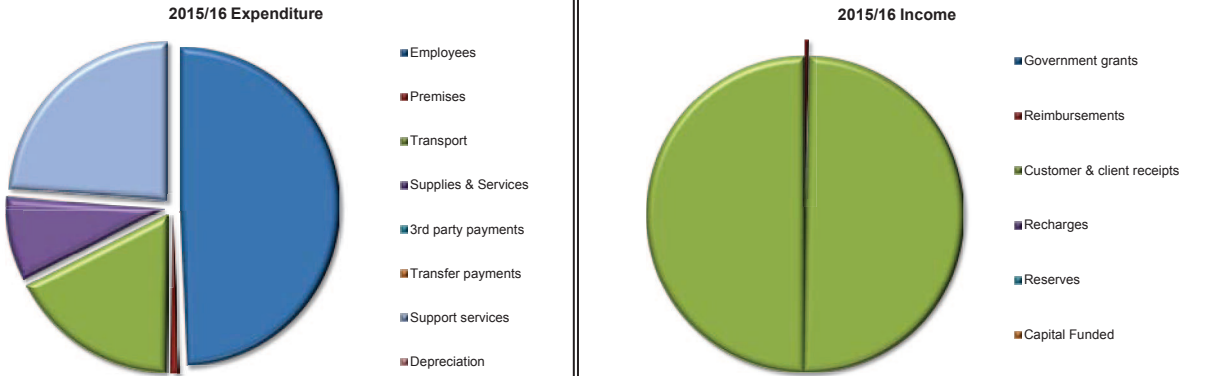
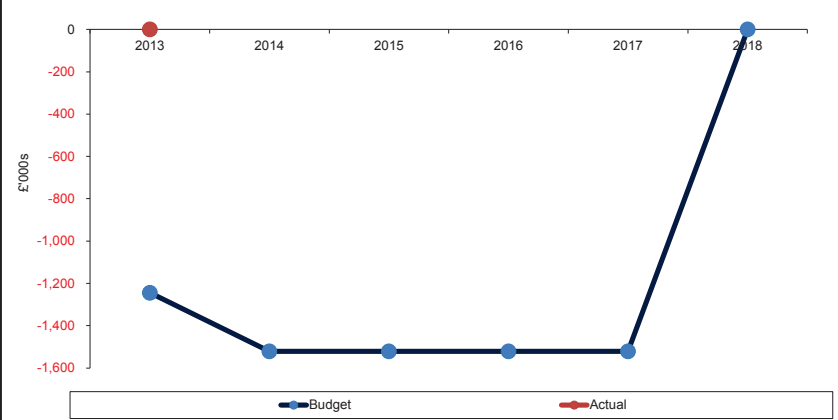
Summary of major budget etc changes	
2015/16	
2016/17	£60,000 savings for Merton are required. Further savings for Sutton, Kingston and Richmond may be required.
2017/18	£20,000 savings for Merton are required. Further savings for Sutton, Kingston and Richmond may be required.
2018/19	

Page 184

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD										
Legal Services										
PROJECT DESCRIPTION					MAJOR EXPECTED OUTCOME		Risk			
							Likelihood	Impact	Score	
Project 1		Project Title:	Shared service			Improved customer satisfaction				
Start date	01/04/2014	Project Details:	To embed the newly expanded shared service, to identify and exploit the efficiencies of the new service in order to improve the customer experience and to identify further savings					2	2	4
End date	31/03/2016									
Project 2		Project Title:	Smarter Working			More efficient way of working				
Start date	01/04/2014	Project Details:	To ensure the service is maximising the use of IT systems and software in order to enable mobile working across four authorities, reduce costs and increase the effectiveness and efficiency of the officers in the service					2	1	2
End date	31/03/2016									
Project 3		Project Title:	Delivering Savings			To meet budget savings				
Start date	01/04/2015	Project Details:	To deliver £80,000 of savings to Merton and such savings as required by Sutton, Kingston and Richmond							0
End date	31/03/2018									
Project 4		Project Title:				Select one major outcome				
Start date		Project Details:								0
End date										
Project 5		Project Title:				Select one major outcome				
Start date		Project Details:								0
End date										
Project 6		Project Title:				Select one major outcome				
Start date		Project Details:								0
End date										
Project 7		Project Title:				Select one major outcome				
Start date		Project Details:								0
End date										
Project 8		Project Title:				Select one major outcome				
Start date		Project Details:								0
End date										
Project 9		Project Title:				Select one major outcome				
Start date		Project Details:								0
End date										
Project 10		Project Title:				Select one major outcome				
Start date		Project Details:								0
End date										

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# Environment & Regeneration

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Summary of major budget etc. changes	
2015/16	
2016/17	
2017/18	
2018/19	

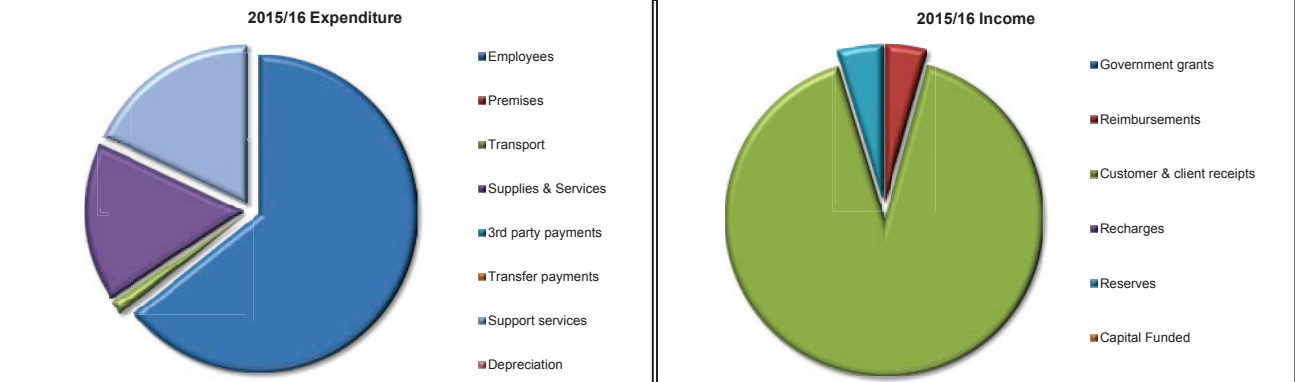
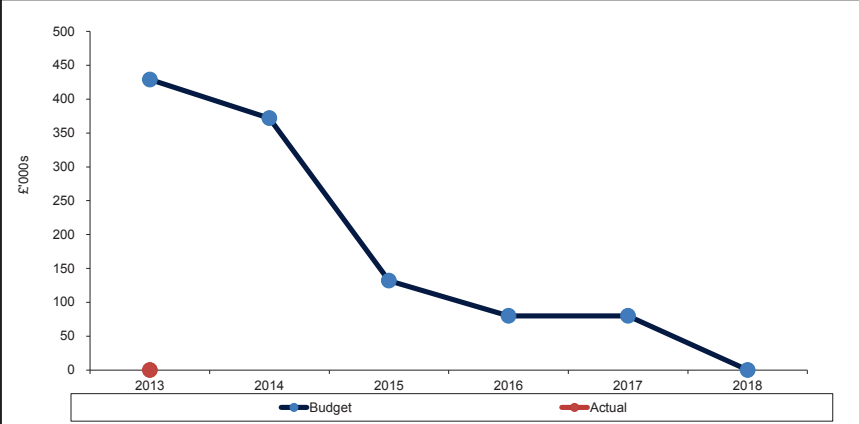
Page 188

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD										
Commercial Services (Waste Operations)										
PROJECT DESCRIPTION					MAJOR EXPECTED OUTCOME		Risk			
							Likelihood	Impact	Score	
Project 1		Project Title:	Market Testing of Pest Control Service		To meet budget savings			2	2	4
Start date	2014-15	Project Details:	Undertake a review of the market in relation to Pest Control.							
End date	2014-15									
Project 2		Project Title:	Sales and Marketing Plan		Income generation			3	2	6
Start date	2014-15	Project Details:	Produce a Sales and Marketing plan for Commercial Waste Service area							
End date	2014-15									
Project 3		Project Title:			More efficient way of working			0	0	0
Start date		Project Details:								
End date										
Project 4		Project Title:						0	0	0
Start date		Project Details:								
End date										
Project 5		Project Title:								0
Start date		Project Details:								
End date										
Project 6		Project Title:			Select one major outcome					0
Start date		Project Details:								
End date										
Project 7		Project Title:			Select one major outcome					0
Start date		Project Details:								
End date										
Project 8		Project Title:			Select one major outcome					0
Start date		Project Details:								
End date										
Project 9		Project Title:			Select one major outcome					0
Start date		Project Details:								
End date										
Project 10		Project Title:			Select one major outcome					0
Start date		Project Details:								
End date										



Development and Building Control	Planning Assumptions							The Corporate strategies <b>your</b>			
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	<b>service</b> contributes to			
Enter a brief description of your main activities and objectives below	enforcement cases	700	750	780	800	820		Asset Management Plan			
<b>Building Control</b> Building regulations regulate the built environment to add to the sustainability initiative, and safety at sports grounds ensure that they are safe for occupation by spectators. Dangerous Structures service is provided to protect the residents .	Planning applications (economy dependant)	2000	2500	2600	2700	2800		Unitary Development Plan			
	BC applications (economy dependant)	1650	1700	1750	1750	1800		Core Planning Strategy			
	Tree applications	600	620	640	660	670		Community Plan			
	<b>Anticipated non financial resources</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>				
<b>Development control</b> Promote regeneration by assessing and determining planning applications against the adopted policies for the built environment contained within the council's Core Strategy. Continue to impliment the Mayoral, Community Infrastructure Levy (CIL) charging regime.	Staff (FTE)	39	37	36	35	35		Central Government			
								E Merton & Mitcham N'bourhood Renewal			
								Local Development Framework			
								Capital Programme			
<b>Objectives</b> - continue to concentrate on the commercialisation of the Building Control (BC) service and maintain or improve the market share - review the pre-application charging regime for Development Control (DC) and to investigate whether additional income generation is possible. - impliment mobile/flexible working to improve efficiency -as part of sustainable communities to enable a comprehensive development management process to encourage regeneration. -review the possibility of shared services with neighbouring boroughs.	<b>Performance indicator</b>	<b>Performance Targets (T) &amp; Provisional Performance Targets (PT)</b>						<b>Polarity</b>	<b>Reporting cycle</b>	<b>Indicator type</b>	<b>Main impact if indicator not met</b>
			<b>2013/14(T)</b>	<b>2014/16(PT)</b>	<b>2015/16(PT)</b>	<b>2016/17(PT)</b>	<b>2017/18(PT)</b>				
	% Major applications processed within 13 weeks	60	62	64	65	65		High	Monthly	Quality	Reduced customer service
	% Minor applications processed within 8 weeks	65	65	66	67	68		High	Monthly	Quality	Reduced customer service
	% Other applications processed within 8 weeks	80	81	82	83	83		High	Monthly	Quality	Reduced customer service
	% appeals lost	35	35	35	35	35		Low	Quarterly	Perception	Reputational risk
	Income (Development and Building Control)	£1.97m	£2.01m	£2.05m	£2.11m	£2.11m		High	Monthly	Business critical	Loss of income
	% Market share retained by LA (BC)	80	75	75	75	75		High	Monthly	Perception	Loss of income
	% enforcement site visits within 15 days	80	75	75	75	75		High	Quarterly	Quality	Reduced service delivery
	Number of enforcement cases closed	600	600	600	600	600		High	Quarterly	Quality	Reduced service delivery
	backlog of enforcement cases	800	775	750	750	725		High	Quarterly	Output	Reduced service delivery

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	<b>2,483</b>	<b>0</b>	<b>2,433</b>	<b>2,393</b>	<b>2,341</b>	<b>2,341</b>	<b>0</b>
Employees	1,627		1,580	1,540	1,488	1,488	
Premises	2		2	2	2	2	
Transport	32		32	32	32	32	
Supplies & Services	306		386	386	386	386	
3rd party payments	0		0	0	0	0	
Transfer payments	2		2	2	2	2	
Support services	514		431	431	431	431	
Depreciation	0		0	0	0	0	
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Income</b>	<b>2,054</b>	<b>0</b>	<b>2,061</b>	<b>2,261</b>	<b>2,261</b>	<b>2,261</b>	<b>0</b>
Government grants	0		0	0	0	0	
Reimbursements	134		96	96	96	96	
Customer/client receipts	1,816		1,859	2,059	2,059	2,059	
Recharges	0		0	0	0	0	
Reserves	104		106	106	106	106	
Capital funded							
<b>Council Funded Net Budget</b>	<b>429</b>	<b>0</b>	<b>372</b>	<b>132</b>	<b>80</b>	<b>80</b>	<b>0</b>

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Summary of major budget etc. changes	
2015/16	
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93	94
95	96
97	98
99	100

ER07=£200K; EN09=£40K  
HPDG grant expires June 2014( 2 DC officers)

	2016/17
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	2017/18

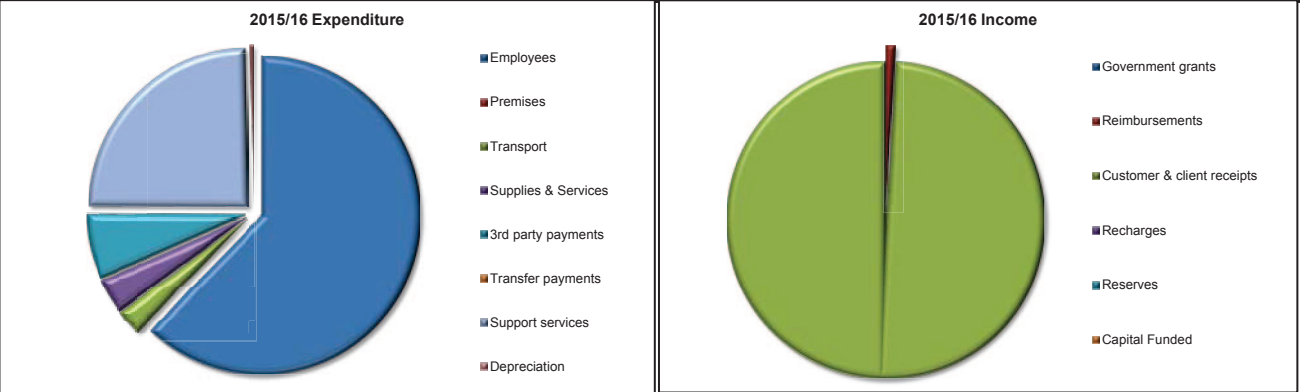
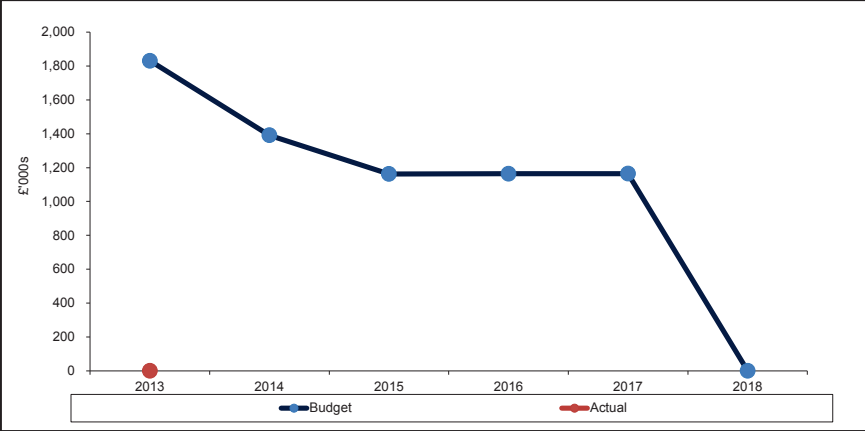
	2018/19
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DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD										
Development and Building Control										
PROJECT DESCRIPTION					MAJOR EXPECTED OUTCOME		Risk			
		Likelihood	Impact	Score						
Project 1		Project Title:	Commercialisation of Building Control			Income generation				
Start date	2013-14	Project Details:	This is to ensure Building Control is more commercially aware in a more competitive market.			326				
End date	2014-15									
Project 2		Project Title:	Mobile/Home working			More efficient way of working				
Start date	2014-15	Project Details:	This is introducing mobile and home working to the teams.			224				
End date	2014-15									
Project 3		Project Title:	Improving the development management processes			Delivering regeneration in the Borough				
Start date	2014-3	Project Details:	As part of sustainable communities to provide an end to end development management process to deliver regeneration objectives.			224				
End date	2014-5									
Project 4		Project Title:	developing eforms and M3 capability and e-payments			utilising IT to our advantage				
Start date	2014-5	Project Details:	Enforcement eforms , BC eforms and DC e-payments			414				
End date	2015-6									
Project 5		Project Title:				Select one major outcome				
Start date		Project Details:								
End date										
Project 6		Project Title:				Select one major outcome				
Start date		Project Details:								
End date										
Project 7		Project Title:				Select one major outcome				
Start date		Project Details:								
End date										
Project 8		Project Title:				Select one major outcome				
Start date		Project Details:								
End date										
Project 9		Project Title:				Select one major outcome				
Start date		Project Details:								
End date										
Project 10		Project Title:				Select one major outcome				
Start date		Project Details:								
End date										

Environmental Health, Trading Standards & Licensing	Planning Assumptions							The Corporate strategies your		
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	service contributes to		
Enter a brief description of your main activities and objectives below	Total number of food premises	1530	1535	1540	1545	1550		Air Quality Action Plan		
Provide a proportionate, risk-based approach to the council's statutory duty to enforce Environmental Health, Trading Standards & Licensing legislation that meets national / local priorities. Ensuring a healthy, safe and fair environment by:- ● Protecting interest of consumers and businesses from rogue traders and doorstep crime ● Preventing anti-social behaviour, minimise health risks and improve community safety through prevention of sales of age-restricted products ● maintaining food safety / hygiene / quality ● controlling infectious disease ● improving public health ● reducing the number of accidents and the level of ill-health associated with the commercial work environment ● improved air quality and reduced pollution ● developing partnerships with local businesses to help them comply with legal obligations ● investigating and controlling excessive noise from neighbours, alarms, construction sites ● considering and granting licences/permits to trade through statutory premises inspection regimes; complaint investigation; testing/ sampling/monitoring activities ● formal legal action for persistent/serious offenders, remove rogue traders and unfair trading practices.  ** This is to be a shared service so plan will change during the year to reflect this	Total number of service requests	6000	6250	6500	8500	8750		Central Government		
	Licence/permit applications	1860	1870	1880	1890	1900		Climate Change Strategy		
								Commercial & Trading Standards Delivery		
	Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Crime & Disorder (partnership plan)		
	Staff (FTE)	35	30	24	24	24				
Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
% service requests replied in 5 working days	90	85	90	95	96		High	Monthly	Perception	Reduced customer service
Income generation by EHTSL	£345,000	£345,000	£345,000	£345,000	£345,000		High	Monthly	Outcome	Loss of income
% of category A,B & C food premises inspected	95	95	96	97	98		High	Annual	Business critical	Government intervention
No. of underage sales test purchases	220	220	230	235	240		High	Quarterly	Business critical	Anti social behaviour
% Data capture from air pollution monitoring sites	90	90	90	90	90		High	Quarterly	Business critical	Reduced enforcement
% licensing apps. processed within 21 days.	95	95	96	96	98		High	Quarterly	Business critical	Reputational risk
% of food premises rated 2* or above	90	92	94	95	96		High	Quarterly	Outcome	Reputational risk

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	2,242	0	1,739	1,510	1,511	1,512	0
Employees	1,549		1,169	939	939	939	
Premises	0		0	0	0	0	
Transport	47		39	39	39	39	
Supplies & Services	61		54	54	54	54	
3rd party payments	99		101	102	103	104	
Transfer payments	0		0	0	0	0	
Support services	481		371	371	371	371	
Depreciation	5		5	5	5	5	
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	411	0	347	347	347	347	0
Government grants	0		0	0	0	0	
Reimbursements	65		3	3	3	3	
Customer & client receipts	346		344	344	344	344	
Recharges							
Reserves	0		0	0	0	0	
Capital Funded							
Council Funded Net Budget	1,831	0	1,392	1,163	1,164	1,165	0

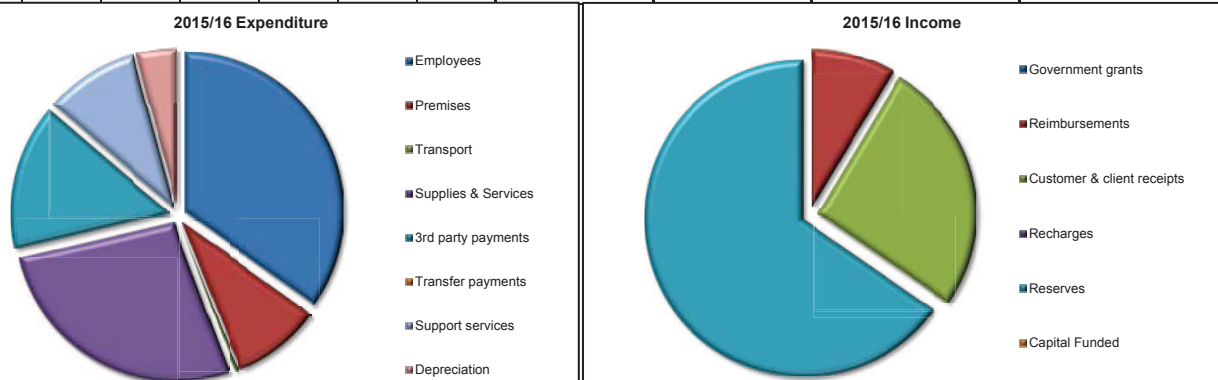
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Disabled Facilities Grant	1,249,810						
Small Repairs Grant	80,000						
	1,329,810	0	0	0	0	0	0



Summary of major budget etc. changes	
2015/16	
ER10=£230K	
2016/17	
2017/18	
2018/19	

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD										
Environmental Health, Trading Standards & Licensing										
PROJECT DESCRIPTION					MAJOR EXPECTED OUTCOME		Risk			
							Likelihood	Impact	Score	
Project 1		Project Title:	Development of shared 'regulatory' service			To meet budget savings	2	3	6	
Start date	2012-13	Project Details:	Provision of Environmental Health, Trading Standards and Licensing services with the London Boroughs of Croydon and Richmond with Merton acting as the lead/host borough.							
End date	2014-15									
Project 2		Project Title:	Implementation of 'Flexible Working' across section			More efficient way of working	2	1	2	
Start date	2014-15	Project Details:	Following Phase 1 of Shared Service implementation look at opportunities to 'mobilise' operational staff, enhance current 'working from home' arrangements to provide for a a more efficient and resilient service.							
End date	2015-16									
Project 3		Project Title:	Roll-out of London-wide 'Feeding Stuffs' Protocol			To meet legislative requirements	2	2	4	
Start date	2014-15	Project Details:	Respond to the Food Standards Agency's national audit and action plan to improve the supervision and regulation of the animal feed controls across the UK.							
End date	2015-16									
Project 4		Project Title:	Work with Public Health England to deliver 'Healthy Catering Commitment'			Improved resident well being	2	2	4	
Start date	2014-15	Project Details:	Build on existing practise by developing a system by which officers through their premises inspection work can better engage business in the development of improved health outcomes							
End date	2015-16									
Project 5		Project Title:	Launch 'Healthier Workplace Commitment' with Public Health England			Improved resident well being	2	2	4	
Start date	2014-15	Project Details:	A programme to assist local employers/businesses from the public, private or voluntary sector build good practice in health and work within their organisation.							
End date	2015-16									
Project 6		Project Title:	Investigation of contaminated land at Marlowe Square			Improved resident well being	5	2	10	
Start date	2013-14	Project Details:	Assess outcomes of wide scale soil sampling activities and develop action plan for treatment/remediation as necessary to reduce the risk of harm to local residents							
End date	2015-16									
Project 7		Project Title:							0	
Start date		Project Details:								
End date										
Project 8		Project Title:							0	
Start date		Project Details:								
End date										
Project 9		Project Title:							0	
Start date		Project Details:								
End date										
Project 10		Project Title:							0	
Start date		Project Details:								
End date										

Future Merton	Planning Assumptions							The Corporate strategies your			
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	service contributes to			
Enter a brief description of your main activities and objectives below	Population	206,038	208,822	211,569	214,229	216,806		Asset Management Plan			
fM's TOM is to be like a development corporation; deliver ing LBM's regeneration plans, prioritising areas for growth and investment and to;	Actual businesses in borough	7,500	7700	7900	8,100	8,100		Road Safety Plan			
								Local Implementation Plan			
								Local Transport Plan			
<ul style="list-style-type: none"><li>● Develop new Local Plan policies to support regeneration and growth objectives</li><li>● Develop site assembly requirements to support regeneration , growth and economic development objectives</li><li>● Develop sustainable development policies to support Merton's commitment to carbon reduction</li><li>● Develop urban design / planning frameworks to support regeneration and growth and increase design quality in the borough</li><li>● Deliver projects as set out in our Economic Development and Climate Change Strategies and the Regeneration Delivery Plan (future Growth Strategy)</li><li>● Attract developer and inward investment, public sector funding and support to deliver our regeneration and growth objectives.</li><li>● To develop transport policies and secure external funding from Transport for London (TfL) to deliver improvements to Merton's public realm</li><li>● Deliver regeneration projects in Mitcham and Colliers Wood and coordinating funding from LBM and the Mayor of London'</li><li>● Adopt Planning Briefs to aid marketing and disposal of Broadway car park, Wimbledon (P4), Morden Station Planning Brief (1MO).</li><li>● Lead on Major Planning developments (AFC Wimbledon / YMCA / Colliers Wood Tower, St Georges Quarter, Morden town centre)</li><li>● LBM lead on planning and design quality for emerging estate regeneration proposals in partnership with Circle (High Path, Eastfields, Ravensbury) and Moat (Pollards Hill)</li><li>● LBM lead on non-operational assets for growth and regeneration investment purposes.</li><li>● LBM lead on Crossrail 2, Tram; ID growth opportunities and external funding</li></ul>	Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Community Plan			
	Staff (FTE)	28	27	27	27	27		Climate Change Strategy			
								Core Planning Strategy			
								Economic Development Strategy			
								Local Development Framework			
	Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
	New homes target (number per year)	320	320	411	411	411		High	Annual	Outcome	Loss of Government grant
	Town centre vacancy rates (% of units vacant)	10	10	10	9	8		Low	Quarterly	Outcome	Reputational risk
	% Inc walking + cycling mode share from 35.40% base 2012	0.40	0.2	0.2	0.2	0.2		High	Annual	Perception	Reputational risk
	Emissions reduction from buildings	6.5	9.0	11.5	12.0	12.5		High	Annual	Outcome	Environmental issues
	Reduction in KSI's: road traffic accidents (Number of incidents)	54	44	39	37	34		Low	Annual	Perception	Reputational risk
	% Modal increase in cycling from 2% 2012 baseline	1	2	3	5	8		Low	Annual	Output	Political risk
	Number of new jobs created through EDS E&SAP	150	300	450	600	TBC		High	Annual	Outcome	Social exclusion
	% of new jobs created; number that are apprentices	40	60	80	100	TBC		High	Annual	Outcome	Social exclusion
	Number of new businesses created as part of EDS MBSS	50	100	200	300	TBC		High	Annual	Outcome	Reduced Business Rates

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Year	Budget (£'000s)	Actual (£'000s)
2013	1,820	0
2014	1,700	
2015	1,650	
2016	1,200	
2017	1,200	
2018	0	

ER23=£414,000 saving or income to be achieved.  
 EN42=£50K  
 EDS reserves project to wind down

Year	2017/18	2018/19
2017/18		
2018/19		

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD										
Future Merton										
PROJECT DESCRIPTION					MAJOR EXPECTED OUTCOME			Risk		
								Likelihood	Impact	Score
Project 1		Project Title:	Morden station planning brief, Morden public realm and Master Plan		Investment into the borough and make it a more attractive place to live and work			3	2	6
Start date	2012-13	Project Details:	Work in Partnership with TfL to bring forward the redevelopment of Morden Station for a mixed use, retail led scheme to reinvigorate Morden Town Centre. This will feed into the wider masterplan and public realm improvements for the town centre							
End date	2017-18									
Project 2		Project Title:	Rediscover Mitcham		Improved resident well being			2	2	4
Start date	2012-13	Project Details:	Revitalising Mitcham Fair Green and surrounding streets by investing c£6m in the public realm, local businesses, and transport proposals, working closely with local residents, the business community and Transport for London. Rediscover Canons HLF Bids (Parks for People and Townscape Heritage c£2.5m)							
End date	2016-17									
Project 3		Project Title:	Colliers Wood / South Wimbledon Planning Framework		Quality place making to support a growing population whilst identifying regeneration opprtunities and inward investment.			4	2	8
Start date	2014-15	Project Details:	Work with stakeholders to facilitate the regeneration of Colliers Wood / South Wimbledon Development Framework (through the preparation of a masterplan, development control and delivery of new, more sustainable homes) Stage 1; delivery c£2.5m investment in 'Connecting Colliers Wood' public realm project							
End date	2019-20									
Project 4		Project Title:	Wimbledon Stadium		Improved efficiency of investment into the borough and make it a more attractive place to live and work			3	2	6
Start date	2011-12	Project Details:	Delivery of a new stadium and associated developments, working with stakeholders on a masterplan for the site following the outcome of the <i>Sites and Policies Plan</i>							
End date	2016-17									
Project 5		Project Title:	Invest to save: energy efficiency and generation in Merton		Income generation			2	2	4
Start date	2014-15	Project Details:	Managing internal and external energy efficiency and renewable energy investment in the council's buildings, schools and in the wider community to reduce carbon while saving money, towards the creation of a revolving invest-to-save investment fund							
End date	2018-19									
Project 6		Project Title:	futureWimbledon: Crossrail 2, tramlink and visioning competition		Promoting Merton and achieving greater inward investment in terms of Jobs and infrastructure.			2	2	4
Start date	2014-15	Project Details:	Identifying the growth potential of Wimbledon as the premier business hub in South London. Explore investment and development opprtunities linked to Crossrail 2 and improving the quality of architecure, design and placemaking.							
End date	2022-23									
Project 7		Project Title:	Raynes Park Local centre		Improved reputation			2	2	4
Start date	2010-11	Project Details:	Working with the local business and residents community to continue the Raynes Park Enhancement Plan, including improvements to the public realm on the south side of the station							
End date	2018-19									
Project 8		Project Title:	EDS Merton Business Support Service		Improved economic resilience, supporting jobs and business growth			2	1	2
Start date	2012-13	Project Details:	The authority to assist businesses through the current financial difficulties where possible							
End date	2015-16									
Project 9		Project Title:	Smarter travel: road safety		Improved resident well being			2	2	4
Start date	2013-14	Project Details:	Running various programmes to improve road safety and encourage smarter and healthier travel choices, including adult and children cycle training, walk to school, motorcycle and learner driver training. Reduces road related injuries and helps Merton deliver its share of the Mayor's Transport Strategy.							
End date	2015-16									
Project 10		Project Title:	Estate Regeneration		Improved resident well being			2	1	2
Start date	2014-15	Project Details:	Working with Circle Merton Priory to deliver investment in new homes and the regeneration of High Path, Eastfields and Ravensbury estates. Also working with Moat housing to coordinate investment in regenerating Pollards Hill.							
End date	2024-26									





DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD									
Leisure & Cultural Development									
PROJECT DESCRIPTION					MAJOR EXPECTED OUTCOME		Risk		
							Likelihood	Impact	Score
Project 1		Project Title:	Increasing participation in culture, sport and physical activity		Improved resident well being		2	2	4
Start date	2014	Project Details:	Develop with partners joint community programmes in the east of the borough in accordance with the Culture & Sport Framework						
End date	2016-17								
Project 2		Project Title:	Increasing participation & engagement in the arts, cultural and well-being activities		Improved resident well being		2	2	4
Start date	2014	Project Details:	Develop and deliver in partnership with others projects and programmes which celebrate and commemorate local, national and international events.						
End date	2016-17								
Project 3		Project Title:	Leisure Centres Contract		To meet budget savings		2	2	4
Start date	2015	Project Details:	Vary the Leisure Centre Contract to take account of the new Morden Leisure Centre						
End date	2016-17								
Project 4		Project Title:	Morden Park Pool & Wimbledon Park Masterplan including Replacement Watersports Centre		Improved resident well being		4	2	8
Start date	2014	Project Details:	Deliver a replacement Morden Park Pools and create a business case to produce a master plan for Wimbledon Park which includes the replacement of the existing Wimbledon Park Watersports Centre.						
End date	2017-18								
Project 5		Project Title:	Implementation of Online Leisure & Cultural Bookings		More efficient way of working		2	2	4
Start date	2012	Project Details:	Develop & implement online booking & payment system for pitch, halls, pavilions, courses, events and activities. Working with IT and other service beneficiaries for a whole council approach. Work with Customer Contact Programme to ensure service needs are appropriately embedded within that initiative.						
End date	2015-16								
Project 6		Project Title:	Commercialisation of Culture & Sport Activities, Projects and Programmes		To meet budget savings		2	2	4
Start date	2012	Project Details:	Rebrand the Merton Active Plus programme and generate increased income over a three year period to cover the salary of the officer that delivers it. Develop the Marine College and Outdoor Education Centre at the Watersports Centre. Also move the work of the development team to cover two distinct strands of commercial and community activities.						
End date	2016-17								
Project 7		Project Title:	St Mark's Academy School - Community Use		Improved resident well being		2	1	2
Start date	2012	Project Details:	Work with St Mark's Academy School to increase their sports facilities; develop a community leisure facility increasing community use and transferring the management of the BMX track to the school.						
End date	2016-17								
Project 8		Project Title:	Cultural Framework Implementation		More efficient way of working		2	1	2
Start date	2012	Project Details:	Promote Culture & Sport Framework widely as well as implementing delivery locally within that framework.						
End date	2015-6								
Project 9		Project Title:	Develop the boroughs involvement in major sporting, arts & cultural events		Improved reputation		2	2	4
Start date	2012	Project Details:	Deliver and develop Merton's contribution to the Merton's Golden Jubilee, Ride London, Etc., as well as delivering Merton's contribution to other major sporting, arts and cultural events as appropriate and required						
End date	2016-17								
Project 10		Project Title:	External Funding & Inward Investment Opportunities		Income generation		2	1	2
Start date	2012	Project Details:	Seek out partnership working and funding opportunities that deliver against the Cultural Framework as well as seeking external funding to deliver our strategic needs. Eg Morden Leisure Centre; facilities at Wimbledon Park, etc.						
End date	2016-17								



**2015/16 Expenditure**

Category	Percentage
Employees	55%
Premises	12%
Transport	3%
Supplies & Services	2%
3rd party payments	5%
Transfer payments	1%
Support services	15%
Depreciation	1%

**2015/16 Income**

Category	Percentage
Government grants	1%
Reimbursements	1%
Customer & client receipts	98%
Recharges	1%
Reserves	1%
Capital Funded	1%

Summary of major budget etc. changes	
2015/16	
EN05=£37K; EV02=£4K; EV11=£125K	
Add 12 FTEs (72.5 to 84.5 total) ME7 grade admin officers to handle increase in back office volumes with introduction of ANPR camera enforcement £340K	
2016/17	

EN02=£226K; EV12=£125K
2017/18
EV12=£125K
2018/19

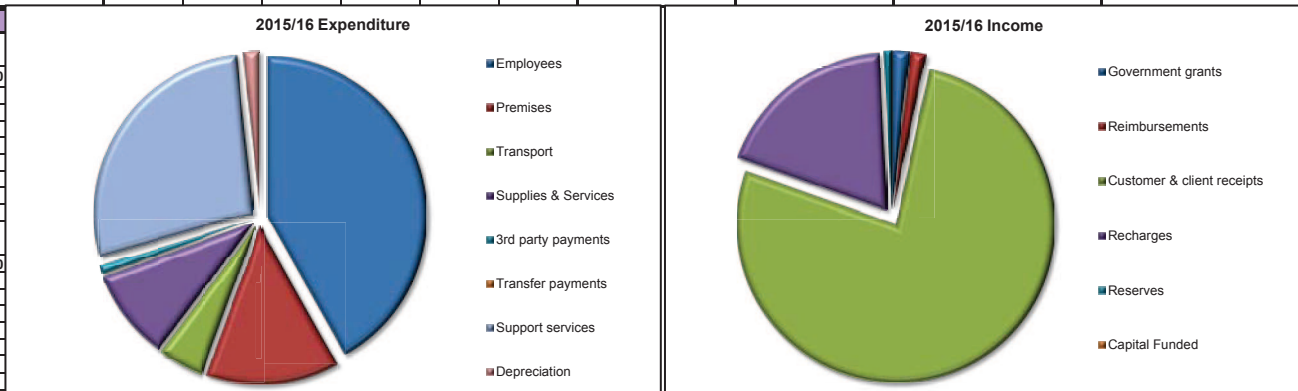
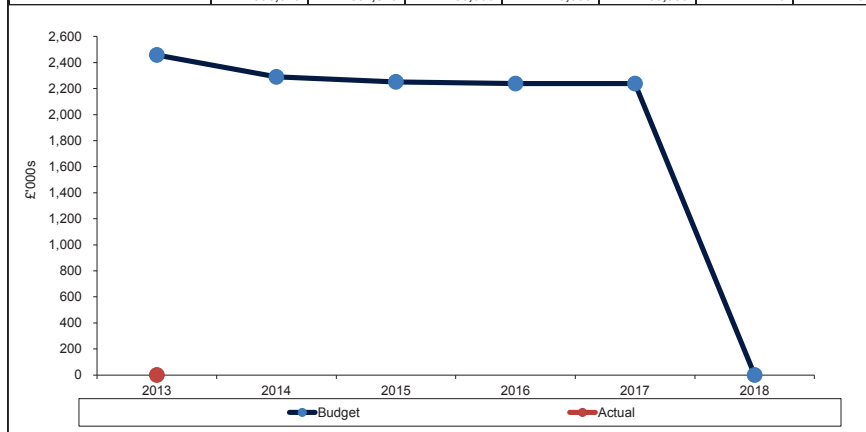
Page 1 of 8

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD									
Parking									
PROJECT DESCRIPTION					MAJOR EXPECTED OUTCOME		Risk		
							Likelihood	Impact	Score
Project 1		Project Title:  Project Details:	Upgrade enforcement CCTV systems		More efficient way of working	2	2	4	
Start date	2014-15		Replace the existing cameras and back office system to enable unmanned (automated) enforcement of bus lane and moving traffic contraventions with ANPR (Automatic Number Plate Recognition) capability.						
End date	2015-16								
Project 2		Project Title:  Project Details:	Cashless parking		Improved customer satisfaction	1	1	1	
Start date	2013-14		Implement a cashless/mobile phone payment service for on and off-street parking charges, permits and suspensions.						
End date	2014-15								
Project 3		Project Title:  Project Details:							
Start date									
End date									
Project 4		Project Title:  Project Details:							
Start date									
End date									
Project 5		Project Title:  Project Details:							
Start date									
End date									
Project 6		Project Title:  Project Details:							
Start date									
End date									
Project 7		Project Title:  Project Details:							
Start date									
End date									
Project 8		Project Title:  Project Details:							
Start date									
End date									
Project 9		Project Title:  Project Details:							
Start date									
End date									
Project 10		Project Title:  Project Details:							
Start date									
End date									

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DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	<b>4,745</b>	<b>0</b>	<b>5,255</b>	<b>5,251</b>	<b>5,251</b>	<b>5,251</b>	
Employees	1,981		2,202	2,202	2,202	2,202	
Premises	539		715	715	715	715	
Transport	217		243	243	243	243	
Supplies & Services	435		494	490	490	490	
3rd party payments	1		49	49	49	49	
Transfer payments	7		7	7	7	7	
Support services	1,471		1,460	1,460	1,460	1,460	
Depreciation	94		85	85	85	85	
<b>Revenue £'000s</b>	<b>Budget 2012/13</b>	<b>Actual 2012/13</b>	<b>Budget 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>
<b>Income</b>	<b>2,287</b>	<b>0</b>	<b>2,965</b>	<b>3,000</b>	<b>3,013</b>	<b>3,013</b>	<b>0</b>
Government grants	53		53	53	53	53	
Reimbursements	44		48	48	48	48	
Customer/client receipts	1,728		2,319	2,354	2,367	2,367	
Recharge	487		570	570	570	570	
Reserves	-25		-25	-25	-25	-25	
Capital funded							
<b>Council Funded Net Budget</b>	<b>2,458</b>	<b>0</b>	<b>2,290</b>	<b>2,251</b>	<b>2,238</b>	<b>2,238</b>	<b>0</b>

<b>Capital Budget £'000s</b>	<b>Budget 2012/13</b>	<b>Actual 2012/13</b>	<b>Budget 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>
	896,640	632,810	250,000	425,000	250,000		
	896,640	632,810	250,000	425,000	250,000	0	0



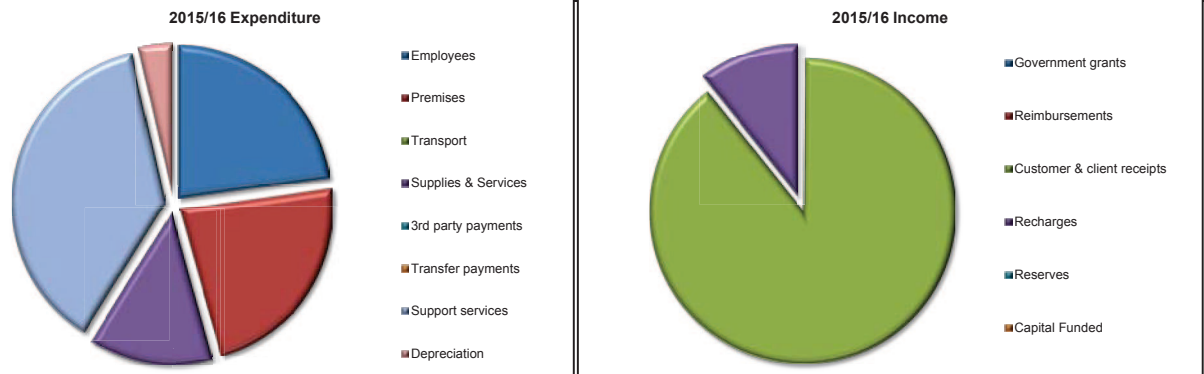
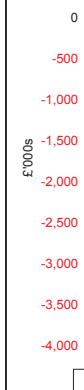
Summary of major budget etc. changes	
2015/16	
EN45=£39K	
2016/17	
EN45=£13K	
2017/18	
2018/19	

Page 200 of 200

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD								
Parks and Green Spaces								
PROJECT DESCRIPTION				MAJOR EXPECTED OUTCOME	Risk			
					Likelihood	Impact	Score	
Project 1		Project Title:  Project Details:	Management of parks & open spaces  Encourage and facilitate the management of parks and/or parks facilities by friends and other community groups. Increase volunteering in parks		More efficient way of working	2	2	4
Start date	2012-13							
End date	2017-18							
Project 2		Project Title:  Project Details:	Management of bowling greens  Review and transformation of the current bowls provisions in Merton		More efficient way of working	2	2	4
Start date	2012-13							
End date	2017-18							
Project 3		Project Title:  Project Details:	Commercialisation of grounds and sports services  Increased commercialisation of the grounds, sports and other Greenspaces' services, including outdoor events		Income generation	2	2	4
Start date	2012-13							
End date	2018-19							
Project 4		Project Title:  Project Details:	New cemetery extensions  Provision of new burial capacity across Merton's cemeteries		Income generation	2	3	6
Start date	2012-13							
End date	2015-16							
Project 5		Project Title:  Project Details:	Development of new sporting hub at Joseph Hood Rec  Production and implementation of a new masterplan for Joseph Hood Recreation Ground		Income generation	3	2	6
Start date	2012-13							
End date	2017-18							
Project 6		Project Title:  Project Details:	New pavilion & facilities at Dundonald Rec  Delivery of new pavilion and allied facilities at Dundonald Rec (with CSF)		Improved reputation	3	2	6
Start date	2014-15							
End date	2016-17							
Project 7		Project Title:  Project Details:	Management of paddling pools  Investment in new water play facilities. Closure of some paddling pools		More efficient ways of working	3	2	6
Start date	2013-14							
End date	2015-16							

Revenue
Income
Government
Reimbursement
Customer &
Recharges
Reserves
Capital Fund
Council Fund

Capital Budget



Summary of major budget etc. changes	
	2015/16
	2016/17
	2017/18
	2018/19

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD										
Property										
PROJECT DESCRIPTION					MAJOR EXPECTED OUTCOME		Risk			
							Likelihood	Impact	Score	
Project 1		Project Title:	Integrated Project Team			Income generation		2	2	4
Start date	2012-13	Project Details:	This is to create a team which covers all aspects of the council which will allow better use of council properties and maximise capital receipts through either selling or rental							
End date	on going									
Project 2		Project Title:	Asset Management Plan			Income generation		1	2	2
Start date	2012-13	Project Details:	This is the creation of a plan which will help to maximise all the property held by the council							
End date	on going									
Project 3		Project Title:								
Start date		Project Details:								
End date										
Project 4		Project Title:								
Start date		Project Details:								
End date										
Project 5		Project Title:								
Start date		Project Details:								
End date										
Project 6		Project Title:								
Start date		Project Details:								
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Project 7		Project Title:								
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Project 8		Project Title:								
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Project 10		Project Title:								
Start date		Project Details:								
End date										

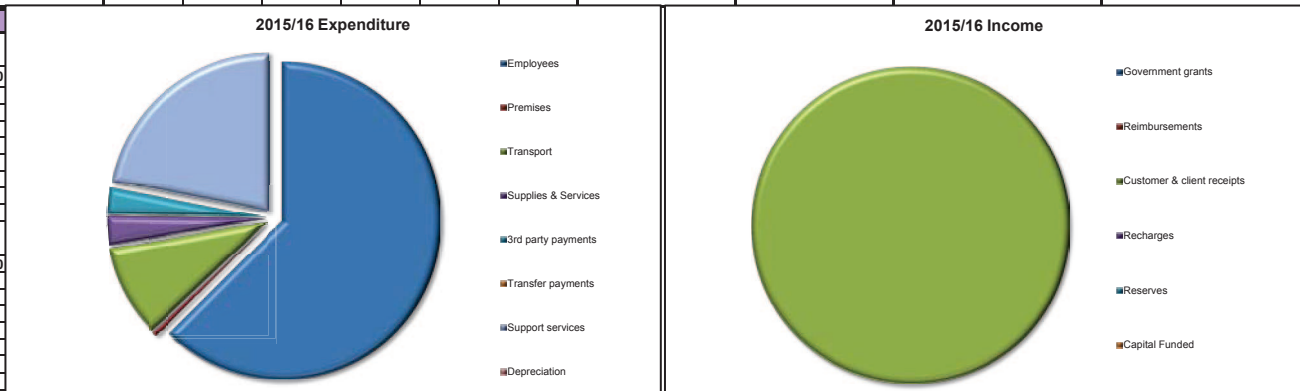
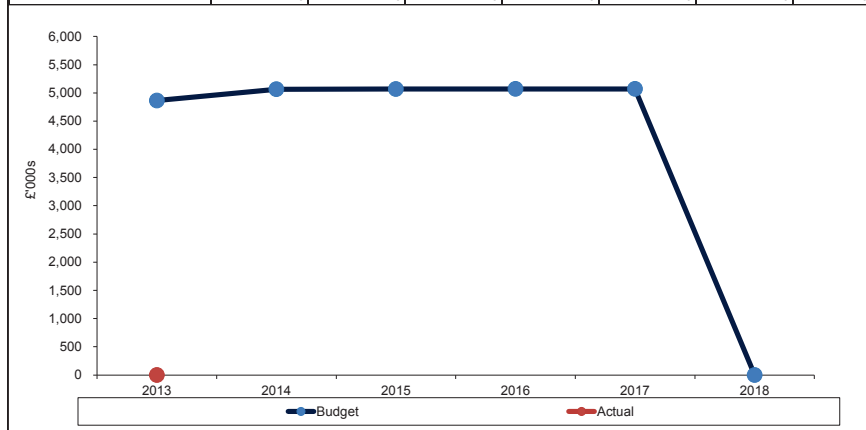


DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD										
Safer Merton										
PROJECT DESCRIPTION					MAJOR EXPECTED OUTCOME			Risk		
								Likelihood	Impact	Score
Project 1		Project Title:	Risk limitation of future grant loss		To meet legislative requirements			4	2	8
Start date	2013-14	Project Details:	Finding ways to limit the impact of the loss of grants from central government and Mayors office.							
End date	on going									
Project 2		Project Title:	ASB changes		To meet legislative requirements			4	3	12
Start date	2012-13	Project Details:	This is the changes in definition regarding Anti-Social Behaviour (although this is still awaiting defining from Central Government)							
End date	on going									
Project 3		Project Title:								
Start date		Project Details:								
End date										
Project 4		Project Title:								
Start date		Project Details:								
End date										
Project 5		Project Title:								
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Project 6		Project Title:								
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Project 8		Project Title:								
Start date		Project Details:								
End date										
Project 9		Project Title:								
Start date		Project Details:								
End date										
Project 10		Project Title:								
Start date		Project Details:								
End date										



Street Cleaning	Planning Assumptions							The Corporate strategies your			
Cllr Judy Saunders Cabinet Member for Performance & Implementation	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	service contributes to			
Enter a brief description of your main activities and objectives below	Population	206,038	208,822	211,569	214,229	216,806		Anti Social Behaviour			
Street Cleaning: to improve the street scene by maintaining the public highway, collecting fly tips, removing litter, detritus, graffiti, fly posting and keeping gullies clean. Enforcement: to improve the street scene by education, advice and enforcement, reducing fly tipping, litter, dog fouling, abandoned vehicles, graffiti and fly posting; and collecting stray dogs. Winter Gritting: delivering an efficient service in accordance with Highways section priorities. Objectives <ul style="list-style-type: none"><li>● fulfil the council's statutory responsibilities in respect of street cleansing</li><li>● maximise efficiencies through co-ordinated and partnership working</li><li>● provide value for money services that meet the needs of residents and businesses</li><li>● champion the needs of the service users</li><li>● improve our customer information and improve feedback</li><li>● protect and care for the welfare and development of our employees, the environment, our customers and the local community in which we operate</li><li>● provide a safe and supportive environment for all our employees and strive for outstanding health and safety performance</li><li>● provide a customer focussed approach to service design and improvement</li><li>● improve levels of satisfaction with services provided.</li></ul>	Increased housing density	80,890	81,000	81,400	81,800	82,100		Performance Management Framework			
								Waste Management Plan			
	Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19				
	Staff (FTE)	103	103	103	103	103					
	Transport	26	26	26	26	26					
	Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
	% Residents satisfied with street cleanliness	58	60	62	62	63		High	Annual	Perception	Reputational risk
	% Sites surveyed below standard for litter	8.5	7.5	7	7	6		Low	Quarterly	Perception	Reputational risk
% Sites surveyed below standard for Detritus	12.5	12	11.5	11	10.5		Low	Quarterly	Perception	Reputational risk	
% Sites surveyed below standard for graffiti	5.5	5.0	4.5	4.0	4		Low	Quarterly	Perception	Reputational risk	
% Sites surveyed below standard for weeds	14.50	14.00	13.50	13.00	12		Low	Quarterly	Perception	Reputational risk	
Number of fly tips reported	3300	3200	3100	3000	3000		Low	Monthly	Outcome	Reputational risk	
Days lost through sickness per FTE	12	10	9	8	8		Low	Quarterly	Outcome	Increased costs	
% Sites surveyed below standard for flyposting	1	1	1	1	1		Low	Quarterly	Perception	Reputational risk	

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	<b>5,094</b>	<b>0</b>	<b>5,296</b>	<b>5,299</b>	<b>5,301</b>	<b>5,303</b>	
Employees	3,399		3,313	3,313	3,313	3,313	
Premises	24		24	24	24	24	
Transport	289		492	492	492	492	
Supplies & Services	167		160	160	160	160	
3rd party payments	152		139	142	144	146	
Transfer payments	0		0	0	0	0	
Support services	1,057		1,168	1,168	1,168	1,168	
Depreciation	6		0	0	0	0	
<b>Revenue £'000s</b>	<b>Budget 2013/14</b>	<b>Actual 2013/14</b>	<b>Budget 2014/15</b>	<b>Budget 2015/16</b>	<b>Budget 2016/17</b>	<b>Budget 2017/18</b>	<b>Budget 2018/19</b>
<b>Income</b>	<b>231</b>	<b>0</b>	<b>231</b>	<b>231</b>	<b>231</b>	<b>231</b>	<b>0</b>
Government grants	0		0	0	0	0	
Reimbursements	0		0	0	0	0	
Customer/client receipts	231		231	231	231	231	
Recharge							
Reserves							
Capital Receipts							
<b>Council Funded Net Budget</b>	<b>4,863</b>	<b>0</b>	<b>5,065</b>	<b>5,068</b>	<b>5,070</b>	<b>5,072</b>	<b>0</b>

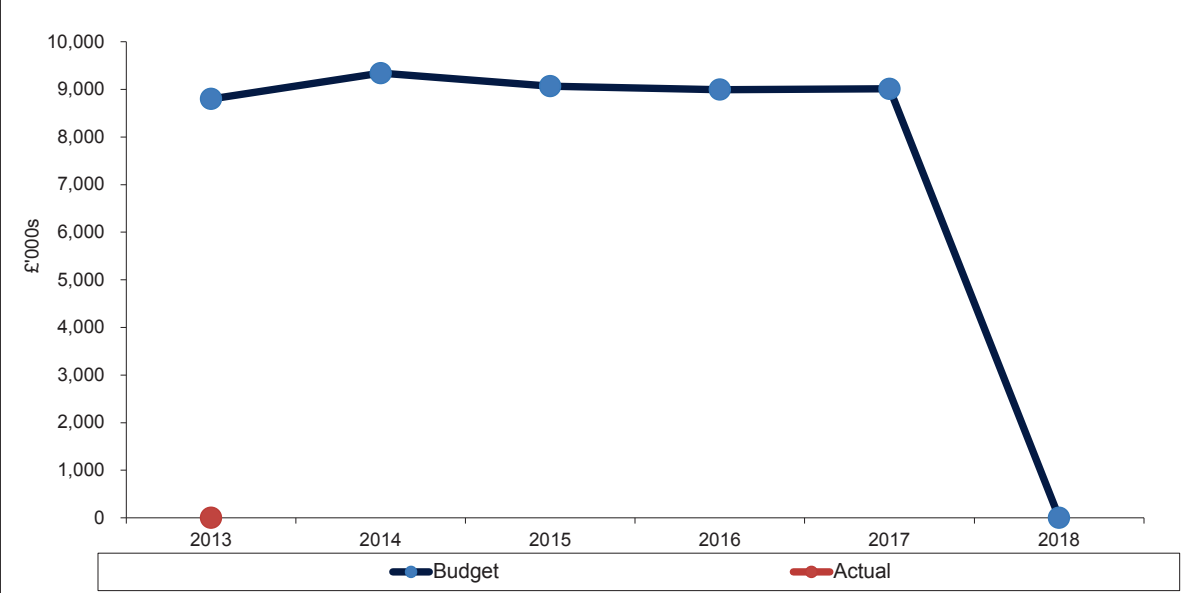
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Summary of major budget etc. changes	
	2015/16
	2016/17
	2017/18
	2018/19

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD									
Street Cleaning									
PROJECT DESCRIPTION					MAJOR EXPECTED OUTCOME		Risk		
							Likelihood	Impact	Score
Project 1		Project Title:	Introduce mobile working		More efficient way of working		2	2	4
Start date	2012-13	Project Details:	This to introduce the use of handheld devices for all operators enabling receiving of reports from residents and also to report any to the office.						
End date	2015-16								
		Project Title:	Public value review of street cleansing and enforcement		Improved customer satisfaction		2	2	4
Start date	2013-14	Project Details:	Carry out a review of the services provided and introduce any efficiencies resultant from this review						
End date	2014-15								
Project 3		Project Title:	Introduce timed commercial waste collections in town centres		To meet legislative requirements		2	2	4
Start date	2013-14	Project Details:	Introduce time banded waste collections in town centres starting with Wimbledon town centre						
End date	2015-16								
Project 4		Project Title:	Review Street Cleansing equipment		Improve residents satisfaction		2	2	4
Start date		Project Details:	Chewing Gum equipment as well as review Mechanicals sweeping resource with a view to consider more flexible vehicles.						
End date									
Project 5		Project Title:	Street Champions Initiative		Improve residents satisfaction		2	2	4
Start date		Project Details:	Re-launch street champions initiative						
End date									
Project 6		Project Title:	Increase Enforcement Capacity		Improve residents satisfaction		3	1	4
Start date		Project Details:	Develop and launch pilot programme to increase enforcement potentially utilising additional private contractor capacity						
End date									
Project 7		Project Title:							
Start date		Project Details:							
End date									
Project 8		Project Title:							
Start date		Project Details:							
End date									
Project 9		Project Title:							
Start date		Project Details:							
End date									
Project 10		Project Title:							
Start date		Project Details:							
End date									

Traffic & Highways	Planning Assumptions							The Corporate strategies <b>your service</b> contributes to		
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19			
Enter a brief description of your main activities and objectives below	Street lights	12,673	12,673	12,673	12,673	12,674			Road Safety Plan	
<p>The service discharges the council's responsibilities as a Highway, Traffic and Local Flood Risk Authority, assists with its responsibilities as a Local Planning Authority and assists in the delivery of the Community Plan vision. It maintains 12,673 street lights, 363.5 kms of road network and 16,500 trees on the public highway with an anticipated additional 70 new trees planted per year.</p> <p>The main aims of the service are to:</p> <ul style="list-style-type: none"><li>• Ensure the safe and expeditious movement of all traffic on the Highway Network.</li><li>• Improve the condition of the higway network</li><li>• Improve the Public Realm.</li><li>• Improve the Street Scene.</li><li>• Improve the quality of life of local residents</li></ul> <p>Objectives</p> <p>The overall objectives of the Service is to effectively maintain and manage the highway network and to ensure that this network is safe and serviceable for all road users.</p> <p>Specific Objectives:</p> <p>Introduce Mobile working Channel shift and move to on-line self service system</p>	Number of trees to be maintained	16,570	16,640	16,710	16,710	16,711			Local Transport Plan	
	Network Maintenance and Improvement	363.5km	363.5km	363.5km	363.5km	363.5km			Local Implementation Plan	
	Number of Streetwork Permits issued	11,650	18,000	18,000	18,000				Capital Programme	
	Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19		Local Development Framework	
	Staff (FTE)	38	38	35	35	35				
	Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)				
	Avg days taken to repair out of light Lamp Columns	New	3	3	3	3	Low	Quarterly	Quality	Reduced customer service
	% response to Emergency Callouts (within 2 hrs)	100	100	100	100	100	High	Monthly	Quality	Increased costs
	% Streetworks permitting determined	98	98	98	98	98	High	Monthly	Quality	Loss of income
	% Streetworks inspections completed	32	35	37	38	38	High	Quarterly	Unit cost	Loss of income
	% jobs completed where no Fixed Penalty Notice issued	96	98	99	99	99	High	Monthly	Outcome	Reduced customer service
	% of Condition Surveys completed on time	90%	92%	95%	95%	95%	High	Annual	Quality	Increased costs
	Carriageway Condition - Unclassified Roads Defectivenes Condition Indicator	New	21%	20%	19%	19%	Low	Annual	Quality	Increased costs
	Footway condition - Defectiveness Condition Indicator	New	21%	20%	19%	19%	Low	Annual	Quality	Increased costs

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	11,420	0	12,127	11,856	11,792	11,808	0
Employees	1,622		1,831	1,543	1,544	1,544	
Premises	1,274		1,138	1,138	1,108	1,108	
Transport	128		131	131	131	131	
Supplies & Services	252		326	327	307	307	
3rd party payments	1,914		2,058	2,074	2,059	2,075	
Transfer payments	0		0	0	0	0	
Support services	1,294		1,259	1,259	1,259	1,259	
Depreciation	4,936		5,384	5,384	5,384	5,384	
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	2,619	0	2,787	2,787	2,797	2,797	0
Government grants	0		0	0	0	0	
Reimbursements	624		837	837	847	847	
Customer & client receipts	1,436		1,453	1,453	1,453	1,453	
Recharges	559		497	497	497	497	
Reserves							
Capital Funded							
Council Funded Net Budget	8,801	0	9,340	9,069	8,995	9,011	0
Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Traffic & Parking Management	282,000		135,000	135,000	150,000	156,000	
Highways Gen Planned Works	471,470		612,670	412,000	419,000	419,000	
Footways Planned Works	1,065,390		1,000,000	1,000,000	1,000,000	1,000,000	
Street Lighting	644,580		410,000	200,000	462,000	290,000	
Street Scene	339,450		315,000	315,000	60,000	60,000	
Highways Planned Road Works	1,590,000		1,500,000	1,500,000	1,500,000	1,500,000	
Transport For London	2,460,990		1,927,000	1,310,000	1,271,000		
	6,853,880	0	5,899,670	4,872,000	4,862,000	3,425,000	0



### 2015/16 Expenditure

Category	Amount (£'000s)
Employees	1,544
Premises	1,108
Transport	131
Supplies & Services	307
3rd party payments	2,075
Transfer payments	0
Support services	1,259
Depreciation	5,384

### 2015/16 Income

Category	Amount (£'000s)
Government grants	0
Reimbursements	847
Customer & client receipts	1,453
Recharges	497
Reserves	
Capital Funded	

### Summary of major budget etc. changes

2015/16
EN29=£252K
2016/17
EN27=£10K; EN30=£20K; EN31=£30K; EN32=£10K
2017/18
2018/19

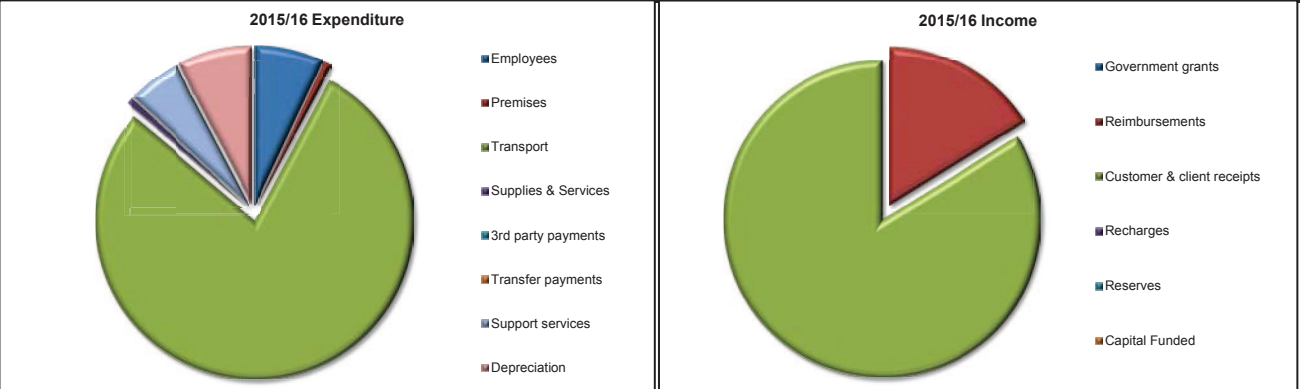
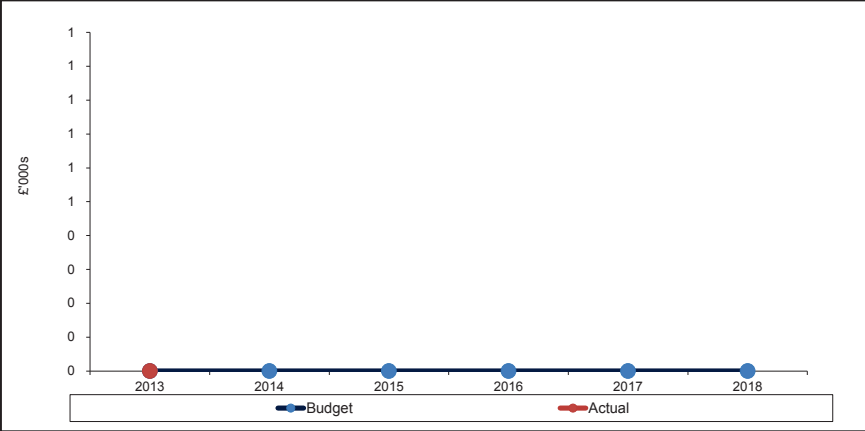
Page 208

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD										
Traffic & Highways										
PROJECT DESCRIPTION					MAJOR EXPECTED OUTCOME		Risk			
		Likelihood	Impact	Score						
Project 1		Project Title:	Flood and Water Management Schemes		To meet legislative requirements	1	1	1		
Start date	2013-14		Project Details:	Development and adoption of Local Flood Risk Management Strategy						
End date	2014-15									
Project 2		Project Title:	Delivery of Mitcham Town Centre scheme		Improved customer satisfaction	4	3	12		
Start date	2013-14		Project Details:	Major improvement to road network around Mitcham Town Centre						
End date	2015-16									
Project 3		Project Title:	Ride London		Improved customer satisfaction	1	1	1		
Start date	2014-15		Project Details:	Delivery of London - Surrey Cycle Road Race						
End date	2014-15									
Project 4		Project Title:	Mobile Working		More efficient way of working	2	2	4		
Start date	31/01/2015		Project Details:	Implement Mobile working solution across Traffic and Highway						
End date	31/03/2015									
Project 5		Project Title:	On-line self Service System		Improved customer satisfaction	2	2	4		
Start date			Project Details:	Move to on-line self service system						
End date										
Project 6		Project Title:	Home Zones			2	1	3		
Start date			Project Details:	Roll out of Home Zones across the borough						
End date										
Project 7		Project Title:	Mini Holland		Improved resident well being	2	2	4		
Start date			Project Details:	Delivery of Mini Holland Cycling proposals						
End date										
Project 8		Project Title:	20mph Limits / Zones		Improved resident well being	2	2	4		
Start date			Project Details:	Devlopment of Policy to inform a decision on future speed management in Merton						
End date										
Project 9		Project Title:								
Start date			Project Details:							
End date										
Project 10		Project Title:								
Start date			Project Details:							
End date										

Transport - Commissioning	Planning Assumptions							The Corporate strategies your			
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	service contributes to			
Enter a brief description of your main activities and objectives below	CSF Passenger Journeys - Contractors	95000	95000	95000	95000	95000		Capital Programme			
To provide a comprehensive and effective Home to School and Vulnerable Adults transport service, in support of the user departments such as Children Schools & Families and Community & Housing using the in-house and taxi providers.	CSF Passenger Journeys - In-House	70000	70000	70000	70000	70000		Children & Young person's Plan			
	C&H Passenger Journeys - Contractors	48000	50000	50000	50000	50000		Adult Treatment Plan			
	C&H Passenger Journeys - In-House	85000	85000	80000	80000	80000		Customer Services Strategy			
	Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19				
Providing self drive vehicles for the in-house departments (Waste Operations, Leisure, Parking etc.) who require vehicles to carryout their services.	No. of Commissioned Taxi Framework contractors	34	34	34	34	34					
	Staff	8	9	9	9	9					
	No.Transport Fleet vehicles	192	192	192	192	192					
Ensuring all the authorities vehicles have scheduled maintenance through the in-house workshop.											
Providing health & safety and vehicle related in-house training to all council staff and external organisations											
Procurement of vehicles for the authority ensuring depts get the vehicles to suit their services	Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)					Polarity	Reporting cycle	Indicator type	Main impact if indicator not met	
		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)					2018/19(PT)
	Spot checks on contractors	50	50	50	50			High	Monthly	Business critical	Reduced customer service
	Parents/carers satisfaction with taxi journeys	0	75%	75%	80%			Low	Annual	Perception	Reduced customer service
	Objectives										
Ensuring that the service provided by commissioning is effective ,value for money while still meeting customers expectations.											
Procurement of goods & services for the workshop area. Ensuring value for money and compiling with authorities standing orders											
Procurement of replacement vehicles for the whole of the authority.											

DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Expenditure	4,550	0	5,517	5,632	5,632	5,632	0
Employees	367		391	389	389	389	
Premises	67		49	46	46	46	
Transport	2,330		4,317	4,431	4,431	4,431	
Supplies & Services	67		32	38	38	38	
3rd party payments	30		0	0	0	0	
Transfer payments	0		0	0	0	0	
Support services	1,174		303	303	303	303	
Depreciation	515		425	425	425	425	
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Income	4,550	0	5,517	5,632	5,632	5,632	0
Government grants	0		0	0	0	0	
Reimbursements	2		911	911	911	911	
Customer & client receipts	3,878		4,606	4,721	4,721	4,721	
Recharges	670		0	0	0	0	
Reserves							
Capital Funded							
Council Funded Net Budget	0	0	0	0	0	0	0

Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
	0	0	0	0	0	0	0

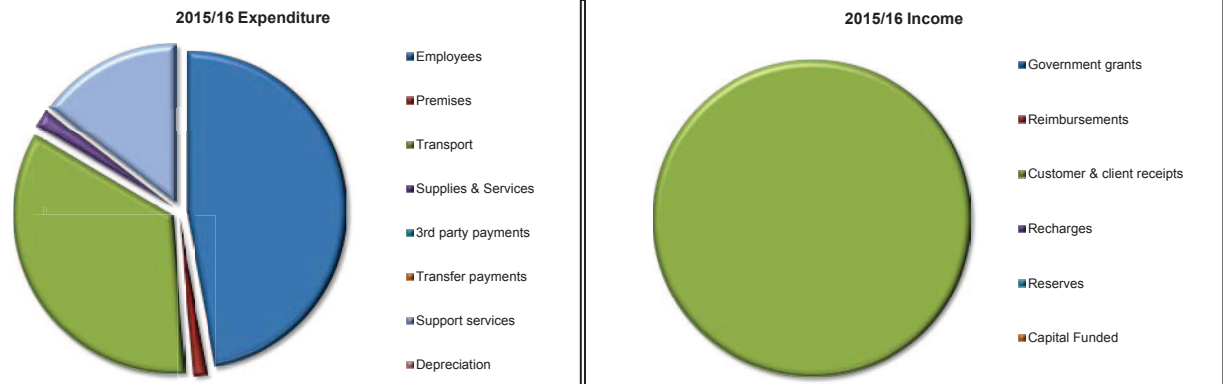


Summary of major budget etc. changes	
2015/16	
Existing passenger Taxi framework expires in Oct 2015 - New contract scheduled to run from Oct 2015 for possibly 4 years	
2016/17	
2017/18	
2018/19	

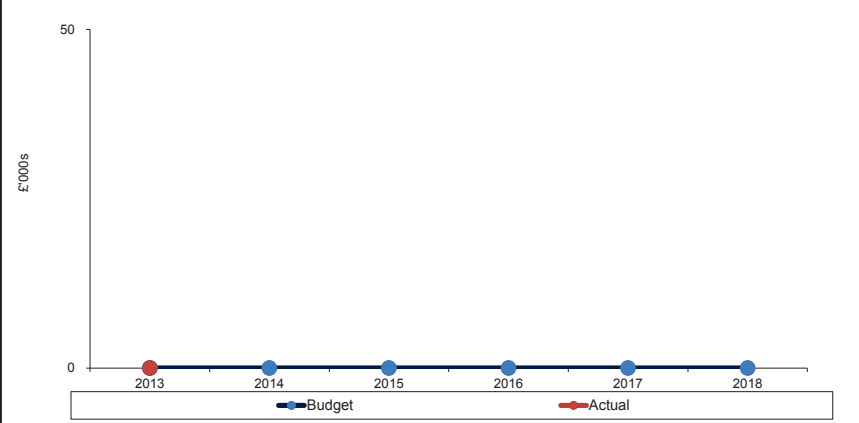
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DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD									
Transport - Commissioning									
PROJECT DESCRIPTION					MAJOR EXPECTED OUTCOME		Risk		
							Likelihood	Impact	Score
Project 1		Project Title:  Project Details:	Closer Working with Merton Community Transport  Working closer with Merton Community Transport, to find ways of improving services, and providing training. Merton have made available to MCT the fuel bunker to reduce MCT costs, and further work in being carried regarding vehicle utilisation, and vehicle procurement		More efficient way of working		2	2	4
Start date	2012-13								
End date	2014-15								
Project 2		Project Title:  Project Details:	Passenger Transport Provision Framework  Passenger Transport Framework 4 year contract due to expire August 2015. Liaising with neighbouring boroughs (Sutton & Kingston) for the possibility to work together in providing this service		To meet budget savings		2	2	4
Start date	2014-15								
End date	2015-16								
Project 3		Project Title:  Project Details:							0
Start date									
End date									
Project 4		Project Title:  Project Details:							0
Start date									
End date									
Project 5		Project Title:  Project Details:							0
Start date									
End date									
Project 6		Project Title:  Project Details:							0
Start date									
End date									
Project 7		Project Title:  Project Details:							0
Start date									
End date									
Project 8		Project Title:  Project Details:							0
Start date									
End date									
Project 9		Project Title:  Project Details:							0
Start date									
End date									
Project 10		Project Title:  Project Details:							0
Start date									
End date									

Page 2/10

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Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Transport and Plant	162,470	599,400	500,000	500,000	500,000		
Garth Road Workshop	128,720						
	291,190	599,400	500,000	500,000	500,000	0	0



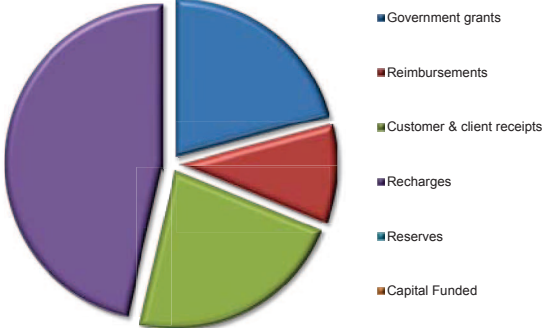
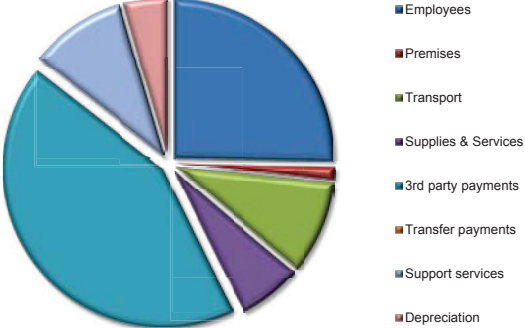
Page 2112

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD									
Transport - Passenger Fleet Service									
PROJECT DESCRIPTION					MAJOR EXPECTED OUTCOME		Risk		
							Likelihood	Impact	Score
Project 1		Project Title:  Project Details:	Closer working with Merton Community Transport  Closer working with the voluntary sector has been identified as an objective to improve services. We are looking at ways to better cooperate with Merton Community Transport. So far we have an arrangement to supply fuel to them and we are now looking at vehicle maintenance and vehicle utilisation.		More efficient way of working		2	2	4
Start date	2012-13								
End date	on going								
Project 2		Project Title:  Project Details:	Tachograph Facility  At the present time there is no tachograph repair facility within the borough. We have to visit a Tachograph Centre 40+ times a year. We have undertaken a viability excersice and completed a business case to install operate and market Tachograph Services in house. It is anticipated that this facility will be operational during 2014.		Income generation		2	2	4
Start date	2012-13								
End date	2014-15								
Project 3		Project Title:  Project Details:	Office new build  Initial investigation is under way to construct a new office complex at Garth Road Depot. This would house staff from Waste Services, Waste Operations as well as Transport.		Select one major outcome				0
Start date									
End date									
Project 4		Project Title:  Project Details:							
Start date									
End date									
Project 5		Project Title:  Project Details:							
Start date									
End date									
Project 6		Project Title:  Project Details:							
Start date									
End date									
Project 7		Project Title:  Project Details:							
Start date									
End date									
Project 8		Project Title:  Project Details:							
Start date									
End date									
Project 9		Project Title:  Project Details:							
Start date									
End date									
Project 10		Project Title:  Project Details:							
Start date									
End date									



Waste Management	Planning Assumptions							The Corporate strategies your service contributes to		
Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19				
Population	206,038	208,822	211,569	214,229	216,806			Waste Management Plan		
Increased housing properties	80,890	81,000	81,400	81,800	82,100			Performance Management Framework		
Total household waste tonnage	71,000	71,000	71,000	71,000	71,000			London wide strategy		
								Climate Change Strategy		
Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19				
Staff (FTE)	107	110.5	107.5	107.5	107.5					
Transport	31	31	29	29	29					
Performance indicator	Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
% Household waste recycled	42	42	43	45	46		High	Monthly	Business critical	Reputational risk
% Residents satisfied with refuse collection	72	74	76	78	78		High	Annual	Perception	Reputational risk
Residual waste kg per household pa	512	504	496	483	483		Low	Monthly	Outcome	Increased costs
% Municipal solid waste landfilled	48	47	46	46	46		Low	Monthly	Outcome	Increased costs
Number of missed bins per 100,000	60	55	50	45	45		Low	Monthly	Outcome	Reduced customer service
Total waste arising per household Kg	874	873	872	868	868		Low	Monthly	Outcome	Reputational risk
Days lost from sickness per FTE	12	10	10	8	8		Low	Quarterly	Outcome	Increased costs
% Residents satisfied with recycling facilities	73	75	77	79	79		High	Annual	Perception	Reputational risk
							High	Annual	Output	Reduced customer service

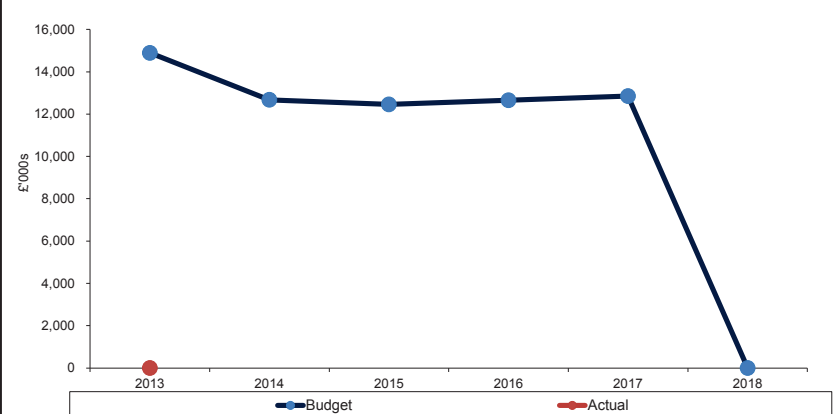
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	<b>15,763</b>	<b>0</b>	<b>14,053</b>	<b>13,833</b>	<b>14,029</b>	<b>14,224</b>	
Employees	3,465		3,532	3,504	3,577	3,648	
Premises	128		182	180	178	176	
Transport	1,518		1,387	1,321	1,321	1,321	
Supplies & Services	573		890	890	890	890	
3rd party payments	8,395		6,073	5,949	6,074	6,200	
Transfer payments	2		2	2	2	2	
Support services	1,321		1,360	1,360	1,360	1,360	
Depreciation	361		627	627	627	627	
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Income</b>	<b>872</b>	<b>0</b>	<b>1,374</b>	<b>1,374</b>	<b>1,374</b>	<b>1,374</b>	<b>0</b>
Government grants	0		288	288	288	288	
Reimbursements	0		140	140	140	140	
Customer/client receipts	274		308	308	308	308	
Recharge	598		638	638	638	638	
Reserves	0		0	0	0	0	
Capital Fund							
<b>Council Funded Net Budget</b>	<b>14,891</b>	<b>0</b>	<b>12,679</b>	<b>12,459</b>	<b>12,655</b>	<b>12,850</b>	<b>0</b>



Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
	158,330	190,000	60,000	20,000	20,000		
	158,330	190,000	60,000	20,000	20,000	0	0

Summary of major budget etc changes	
2015/16	

EN14=£100K: EN16=£66K: EV08=£250K



EN14=£100K; EN16=£66K; EV08=£250K
2016/17
2017/18
2018/19

Page 214

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD							
Waste Management							
PROJECT DESCRIPTION				MAJOR EXPECTED OUTCOME		Risk	
						Likelihood	Impact
Project 1		Project Title:  Project Details:	South London waste partnership (phase B)  The partnership manages the waste disposal for Merton, Kingston, Croydon and Sutton. Management consists of disposing waste in a sustainable manner and to ensure cost effectiveness. Interim service commencing on 1 April 2014	More efficient way of working	2	4	8
Start date	2012-13						
End date	2014-15						
Project 2		Project Title:  Project Details:	Improved enforcement regime to support time-banding in town centres  Once implemented will reduce back office staff numbers as a result of reducing reliance on paper schedules and in addition the GPS vehicle tracking system will lead to improved service and fuel efficiency. There will need to be capital investment approx £120K.	More efficient way of working	2	2	4
Start date	2013-14						
End date	2014-15						
Project 3		Project Title:  Project Details:	Mobile technology including GPS and in cab monitors  Procurement and introduction of the GPS, driver behavioural management, route optimisation system	More efficient way of working	3	2	6
Start date	2014-15						
End date	2015-16						
Project 4		Project Title:  Project Details:	Double shift garden waste collection vehicles reduce 2 x vehicles  Issues with disposal licences may cause a delay to the commencement date of this project.	More efficient way of working	3	2	6
Start date	2015-16						
End date	2016-17						
Project 5		Project Title:  Project Details:	LWARB efficiency review of Domestic waste collections  Review of existing service to ensure we have the most efficient service and consider options for the future.	More efficient way of working	2	2	4
Start date	2014-15						
End date	2014-15						
Project 6		Project Title:  Project Details:	South London waste partnership (phase C) It is by no means certain of the outcome of Phase C project; however a joint working group has been formed within the partnership to investigate the feasibility of shared services, and to propose possible business models to support the agreed outcomes.  The timeline for Phase "C" is estimated to be at least four years.	More efficient way of working	3	2	6
Start date	2014-15						
End date	2017-18						
Project 7		Project Title:  Project Details:	SLWP HRRC Procurement  The planned re-procurement of the HWRC contract / return of Garth Road Transfer Station	More efficient way of working	3	2	6
Start date	2013-14						
End date	2014-15						
Project 8		Project Title:  Project Details:	Waste Framework procurement  A project for procurement of a Framework Agreement for non-guaranteed tonnages across different waste streams, to achieve better pricing from materials in the medium term.	More efficient way of working	3	2	6
Start date	2014-15						
End date	2014-15						
Project 9		Project Title:  Project Details:					0
Start date							
End date							
Project 10		Project Title:  Project Details:					0
Start date							
End date							

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# Equality Analysis

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet [LINK TO BE ADDED]  
Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed?	Proposed budget savings from CSF Commissioning Budgets for 2015/16 and 2016/17
Which Department/ Division has the responsibility for this?	CSF/Commissioning Strategy and Performance

## Stage 1: Overview

Name and job title of lead officer	Paul Ballatt – Assistant Director Commissioning Strategy and Performance
1. What are the aims, objectives and desired outcomes of your proposal? (Also explain proposals e.g. reduction/removal of service, deletion of posts, changing criteria etc)	<p>2015/16 - £63,000 savings from across Early Intervention and Prevention (EIP) Commissioning by:</p> <ul style="list-style-type: none"> <li>• £17,500 de-commissioning of one project for children with disabilities that has had limited take up and has not met outcomes specified</li> <li>• £32,500 from a reduction in commissioning of training for facilitators of parenting programmes</li> <li>• £13,000 from miscellaneous budget codes</li> </ul> <p>2016/17 - £40,000 savings from Early Intervention and Prevention (EIP) commissioning budgets</p>
2. How does this contribute to the council's corporate priorities?	Supports the council's medium term financial strategy.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>2015-16 – A small number of children with disabilities and their families will be affected by the proposed de-commissioning of one service. There is a possibility that the number of parenting programmes offered in the future could be reduced due to a shortage of trained facilitators.</p> <p>2016-17 - All of our EIP commissioning is undertaken on a 3-year commissioning cycle, with the current cycle ending in March 2016. The savings proposal for 2016/17 would therefore be to reduce the commissioning budget by £40,000 from an available £704,000. This would have a relatively modest impact on the range and number of services that could be commissioned from April 2016. CVS partners understand our commissioning cycle and that there are no guarantees to continue with a) a service or b) a provider at contract end. The actual allocation of funding/range of services required from April 2016 will be agreed based on identified needs and evaluation of the effectiveness/impact of current EIP delivery (both within Merton and in other areas).</p>

4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Not a shared responsibility. The service that may be de-commissioned is run by a CVS organisation that also runs other services in Merton. It is considered that de-commissioning this one service would not affect the overall sustainability of the organisation.

## Stage 2: Collecting evidence/ data

### 5. What evidence have you considered as part of this assessment?

Provide details of the information you have reviewed to determine the impact your proposal would have on the protected characteristics (equality groups).

The performance of all commissioned services is monitored regularly in proportion to the amount of money that they receive. A 'play and stay' service for children with disabilities and their families was one of a number of services commissioned from April 2013 from a consultation with service users in relation to short breaks and early intervention/prevention opportunities for children with disabilities and their families. Quarterly monitoring of this service has shown a consistently low uptake by families, even though adjustments have been made in relation to user feedback about opening times and the types of activities available. Because take up has been low, it is felt that the impact of withdrawing (de-commissioning) this service would be low even though it is specifically for those families with children with a disability, as families will be able to access other short break and EIP services commissioned by the local authority.

When we first began delivering evidence-based parenting programmes, we trained a large cohort of practitioners in order that responsibility for delivery of parenting could be spread across teams. However, in practice a smaller number of staff have delivered programmes - this consistency has actually been helpful in terms of the skills levels of facilitators and has had increased impact in terms of commitment by parents to completing programmes. It is therefore felt that a reduced training budget will not adversely affect the continued delivery of parenting programmes.

## Stage 3: Assessing impact and analysis

### 6. From the evidence you have considered, what areas of concern have you identified regarding the potential negative and positive impact on one or more protected characteristics (equality groups)?

Protected characteristic (equality group)	Tick which applies		Tick which applies		Reason Briefly explain what positive or negative impact has been identified
	Positive impact		Potential negative impact		
	Yes	No	Yes	No	
Age				no	
Disability			yes		Potential impact on a small number of families of disabled children as one service is withdrawn.
Gender Reassignment				no	
Marriage and Civil Partnership				no	

<b>Pregnancy and Maternity</b>				no	
<b>Race</b>				no	
<b>Religion/ belief</b>				no	
<b>Sex (Gender)</b>				no	
<b>Sexual orientation</b>				no	
<b>Socio-economic status</b>				no	

## 7. If you have identified a negative impact, how do you plan to mitigate it?

From April 2013 we commissioned a number of supportive/preventative services for children with disabilities and their families, including short breaks, which from September 2014 have become part of our 'local offer' within our implementation of the Children and Families Act (2012). Families will be supported to select alternative provision that will meet their needs.

In relation to parenting, we are currently refreshing the parenting strategy and associated action plan and will review the need for additional trained facilitators in that process.

We will evaluate our current range of early intervention and prevention programmes ahead of re-commissioning for April 2016 delivery. Reduced funding will equate to a reduction in service delivery, but we will ensure through evaluation that the impact is mitigated as far as possible, by targeting the funding to greatest need.

### Stage 4: Conclusion of the Equality Analysis

#### Page 220 7. Which of the following statements best describe the outcome of the EA (Tick one box only)

Please refer to the guidance for carrying out Equality Impact Assessments is available on the intranet for further information about these outcomes and what they mean for your proposal

- ☐ **Outcome 1** – The EA has not identified any potential for discrimination or negative impact and all opportunities to promote equality are being addressed. **No changes are required.**
- ☒ **Outcome 2** – The EA has identified adjustments to remove negative impact or to better promote equality. **Actions you propose to take to do this should be included in the Action Plan.**
- ☐ **Outcome 3** – The EA has identified some potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully. **If you propose to continue with proposals you must include the justification for this in Section 10 below, and include actions you propose to take to remove negative impact or to better promote equality in the Action Plan. You must ensure that your proposed action is in line with the PSED to have 'due regard' and you are advised to seek Legal Advice.**
- ☐ **Outcome 4** – The EA shows actual or potential unlawful discrimination. **Stop and rethink your proposals.**



## Stage 5: Improvement Action Plan

### 9. Equality Analysis Improvement Action Plan template – Making adjustments for negative impact

This action plan should be completed after the analysis and should outline action(s) to be taken to mitigate the potential negative impact identified (expanding on information provided in Section 7 above).

Negative impact/ gap in information identified in the Equality Analysis	Action required to mitigate	How will you know this is achieved? e.g. performance measure/ target)	By when	Existing or additional resources?	Lead Officer	Action added to divisional/ team plan?
From April 2015 there could be potential impact on a small number of families of disabled children if one service is withdrawn.	Families would be offered different opportunities throughout a transition period leading up to the de-commissioning. Although commissioning decisions for 2016/17 have yet to be made, we would try as far as possible to reduce any further impact on services for disabled children and their families.	Tracking the take up of services by individual families	June 2015	Existing	L Wallder	
From April 2016, the range and number of Early Intervention and Prevention services could be reduced further.	Use of evidence-based interventions wherever possible to ensure maximum effectiveness, focusing delivery at ages and stages that can have maximum impact such as early years and transitions.	Collecting age as part of the quantitative data from commissioned services	From April 2016	Existing	L Wallder	

**Note that the full impact of the decision may only be known after the proposals have been implemented; therefore it is important the effective monitoring is in place to assess the impact.**

## Stage 6: Reporting outcomes

### 10. Summary of the equality analysis

This section can also be used in your decision making reports (CMT/Cabinet/etc) but you must also attach the assessment to the report, or provide a hyperlink

<ul style="list-style-type: none"> <li>Savings from the EIP Commissioning budget could potentially have a negative impact on disadvantaged groups within the community</li> <li>In particular the proposals for 2015/16 could affect a small number of disabled children and their families</li> <li>Proposals for savings in 2016/17 could affect a wider number of children and families as this would mean a further reduction in the amount of money available to commission services</li> </ul> <p>What course of action are you advising as a result of this assessment?</p> <ul style="list-style-type: none"> <li>Acceptance of these savings proposals based on the ability to mitigate negative impact on specific equality groups.</li> </ul>
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Page 222

## Stage 7: Sign off by Director/ Head of Service

Assessment completed by	Leanne Wallder	Signature:	Date: 13/10/14
Improvement action plan signed off by Director/ Head of Service	Paul Ballatt	Signature:	Date: 13/10/14

**Committee:** Children and Young People Overview and Scrutiny Panel

**Date:** 4 November 2014

Agenda item: 9

Wards: All wards

**Subject:** Performance monitoring

Lead officer: Paul Ballatt, Assistant Director of Commissioning, Strategy and Performance, Children Schools and Families

Lead member(s): Councillor Maxi Martin; Councillor Martin Whelton.

Forward Plan reference number: n/a

Contact officer: Naheed Chaudhry, Service Manager Policy, Planning and Performance.

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**Recommendations:** That the Children and Young People's Overview and Scrutiny Panel

A. Note the current level of performance as at September 2014 for the reporting year 2014/15

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

- 1.1. To provide the Children and Young People's Overview and Scrutiny Panel (CYP panel) with a regular update on the performance of the Children, Schools and Families Department and key partners. Data provided is as at the end of September 2014, at the point of publishing this report the October 2014 data had not yet been validated (report due to be published 28 October 2014).

## **2. DETAILS**

- 2.1. At the Children and Young People Scrutiny Panel meeting on 5 June 2007 it was agreed that the Children Schools and Families department would submit a regular performance report on a range of key performance indicators. This performance monitoring report would act as a 'health check' for the Panel and would be over and above the more detailed performance reports scheduled to the Panel which relate to specific areas of activities such as the annual Schools Standards report, MSCB annual report etc.
- 2.2. A CYPP scrutiny performance workshop was held earlier this month on 20 October 2014, in which Members received guidance and information about the Children Schools and Families departmental Performance Management Framework and associated performance governance. AD CSP and the Service Manager for Policy, Planning and Performance presented information about how officers benchmark performance and identify areas for improvement. Members were provided with a much larger range of performance indicators which are monitored internally and externally by partners and Government. Following the workshop it was agreed that a smaller group would meet to review and possibly refresh the CYP Scrutiny dataset and approach to performance reporting to the panel.
- 2.3. Appendix one presents the current performance dataset for 2014/15. Comments are provided below on exception only for those indicators reporting as Red or Amber.

- 2.4. **Line 6 Percentage of children that became the subject of a Child Protection Plan for the second or subsequent time (NI 65) – Amber.**
- 2.5. 13% of children subject to a child protection plan were the subject to a plan for the second or subsequent time. This indicator relates to 11 children or young people with previous plans. A second plan is agreed for those children where concerns which led to the original plan re-occur or where new concerns arise. It should be noted that this indicator is significantly impacted by sibling groups being subject to a second or subsequent plan, 7 of the 11 children are accounted for in three sibling groups. There is a range of acceptable performance for this indicator and Merton remains in line with national average of 14.9%, London (13%) and Outer London (12.8%) (CIN 2012/13).
- 2.6. **Line 12 Stability of placements of Children in Care (length of placement) – Red.**
- 2.7. This length of placement indicator refers to a small cohort of children under the age of 16 who have been in care for 2 and a half years or more and have been in their current placement for 2 years or more.
- 2.8. Of the total number of children in care only 34 children meet these criteria, 56% of these relevant children had been in a single stable placement lasting two years or more years - this equates to 15 of 34 children. Nineteen children have not been in their placements for longer than 2 years. This is a small cohort of children and can be skewed by sibling groups. We place siblings together where possible and appropriate, where not we ensure that suitable contact arrangements are in place.
- 2.9. We are determined to find the most appropriate care for our looked after children, using family and friends; in-house foster carers; carers from the South West London consortium or a number of Independent Fostering Agencies (IFAs). In some circumstances, where appropriate, we use residential placements. When we are required to use independent settings we do so only in those rated Good or Outstanding by Ofsted. Where we have children placed in IFA placements and the placement is identified as meeting their long term needs and in the best interests of the child, we commit to funding this placement long term. A monthly tracking meeting is held by senior management to oversee the stability and suitability of each looked after child's placement, this enables management oversight of risk on a case by case level. There were various reasons for the placement disruptions including planned placement changes to better meet the needs of the children. This indicator remains broadly in line with the national benchmark of 67% (LAC 903 2012/13).
- 2.10. **Line 14 Percentage of children in care participating in their reviews – Amber.**
- 2.11. 70% of children in care participated in their reviews in the year to date through a variety of methods - this indicator excludes children under the age of 4 and therefore refers to 95 of 136 children. Where children and young people feel they need support to represent their views we provide that support through an independent advocacy service (Jigsaw4U provides our commissioned advocacy and independent visitor service for looked after children and those subject to a child protection plan or Family Group Conference).
- 2.12. Our looked after children continue to be represented by the Children in Care Council (CICC) which is regularly consulted on how to improve the support they receive. CICC continues to meet monthly and agenda items this year have included – developing the new website for children in care and care leavers; buddy scheme; housing; gym membership; Jigsaw 4U advocacy service and discussions on 'What makes a good [social work] visit'.
3. **ALTERNATIVE OPTIONS**

3.1. The Panel's scrutiny work programme is determined by the members of the Panel.

**4. CONSULTATION UNDERTAKEN OR PROPOSED**

4.1. The Panel have agreed to consider the performance report on an annual basis.

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


Appendix 1: CYPP performance dataset 2014/15 (September 2014)

**6. BACKGROUND PAPERS**

6.1. None.

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Children and Young People Overview and Scrutiny Panel - Performance Index 2014/15

No.	Performance Indicators	Target 2014-15	Polarity	% Deviation	BRAG Rating (latest Outcome Period)	Apr-14	May-14	Jun-14 / Q1	Jul-14	Aug-14	Sep-14 / Q2	Oct-14	Nov-14	Dec-14 / Q3	Jan-15	Feb-15	Mar-15 / Q4	
Children's Social Care																		
1	Number of CASA's	n/a	n/a	n/a	n/a			91			86							Quarterly (Time lag in collating CASAs from partner agencies)
2	% of Single Assessments completed within the statutory 45 days (Year to Date)	92%	High	3%	Green	64% (92%)	61% (90%)	59.6% (88%)	57.7% (88%)	58.0% (89%)	59.6% (90%)							YTD
3	% of Children subject of a Child Protection Plan with an allocated Social Worker	100%	High	0%	Green	100%	100%	100%	100%	100%	100%							Monthly
4	% of reviews completed within timescale for Children with Child Protection Plans (NI 67)	n/a	High	n/a	n/a	92%	86%	90%	92%	93%	93%							YTD
5	% of Children subject of a Child Protection Plan who had a 4 weekly CP visit in timescale (child seen)	n/a	High	n/a	n/a	92%	94%	95%	93%	93%	82%							Monthly
6	% of Children that became the subject of a Child Protection Plan for the Second or subsequent time (NI 65)	10%	Low	20%	Amber	8%	16%	13%	13%	12%	13%							Cumulative YTD
7	% of Children in Care with an allocated Social Worker	100%	High	0%	Green	100%	100%	100%	100%	100%	100%							YTD
8	Children in Care rate per 10,000	n/a	n/a	n/a	n/a	31.9	35.0	34.1	34.6	35.0	34.8							End of the month snapshot
9	Number of children who ceased to be Looked After Children who were adopted	13	High	34% (1 CYP)	Green	0	0	0	2	2	3							Cumulative YTD
10	Number of agency special guardianship orders granted					1	1	4	5	5	6							Cumulative YTD
11	Stability of placements of Children in Care - number of moves (3 or more moves in the year) (NI 62)	15%	Low	2%	Green	1%	3%	4%	5%	6%	8%							YTD
12	Stability of placements of Children in Care - length of placement (NI 63)	75%	High	5%	Red	54%	53%	56%	62%	59%	56%							End of the month snapshot
13	Children in Care cases which were reviewed within required timescales (NI 66)	100%	High	10%	Green	100%	100%	100%	100%	99%	94%							YTD
14	% of Children in Care participating in their reviews in month	90%	High	10%	Amber	87%	93%	88%	82%	79%	70%							Monthly with Quarter YTD
15	Timeliness of adoption placements post best interest decision (NI 61)	n/a	n/a	n/a	n/a	n/a	n/a	100%	100%	100%	100%							YTD
16	Rate of proven re-offending by young people in the youth justice system (NI 19)	1.1	n/a	n/a	n/a			1.11			0.95							Quarterly
17	First Time Entrants (FTEs) to the Youth Justice System aged 10-17 (Cumulative)	80	Low	% (1CYP)	Green	4	12	14	23	27	34							YTD
18	Young Offenders NEET rate (Not in Education, Employment or Training)	n/a	n/a	n/a	n/a			4.8% 11 cyp			4.7% 11 cyp							Quarterly March 16 - 18 NEET - supervised YOTS
20	Youth Justice Caseload per worker	n/a	n/a	n/a	n/a			8.2			6.9							Monthly
Education *For Attendance and Exclusion indicators the Merton 2012-2013 relates to academic year 2011-2012; National & London benchmarks may for previous academic years.																		
	Youth service participation rate	2,000	High	0%	n/a													Annual Measure
21	Secondary School Persistent absence (LA) 15% threshold	n/a	n/a	n/a	n/a													Annual Measure 2.5 terms, internal data, 5 schools
22	Secondary persistent absenteeism (15% absence)	8%	n/a	n/a	n/a													Annual Measure 2.5 terms DfE Published SFR maintained and academies
23	Secondary fixed term exclusions (percentage of pupils on roll)	10%	Low	2%	n/a													Annual Measure Provisional AY 2012-2013, internal data, maintained and academies
24	% of BAME Pupil Exclusions Fixed - Secondary	n/a	n/a	n/a	n/a													Annual Measure Provisional AY 2012-2013, internal data, maintained and academies
25	Primary fixed term exclusions (percentage of pupils on roll)	0.6%	Low	0.5%	n/a													Annual Measure Provisional AY 2012-2013, internal data, maintained and academies
26	% of BAME Pupil Exclusions Fixed - Primary	n/a	n/a	n/a	n/a													Annual Measure Provisional AY 2012-2013, internal data, maintained and academies
27	Secondary permanent exclusions (Number YTD Acad. Yr)	19	Low	4 children per quarter	Green	2	2	2	5	5	0							August End of Acad. Yr YTD. September start of the new Acad. Yr.
28	Number/% of BAME Pupil Exclusions Permanent - Secondary	n/a	n/a	n/a	n/a													Annual Measure Provisional AY 2012-2013, internal data, maintained and academies
29	Primary permanent exclusions (Number YTD Acad. Yr)	0	Low	1 child	Green	0	0	0	0	0	0							August End of Acad. Yr YTD (August data interim until November). September start of the new Acad. Yr.
30	Number/% of BAME Pupil Exclusions Permanent - Primary	n/a	n/a	n/a	n/a													
31	Number of managed moves - Primary	n/a	n/a	n/a	n/a			1			0							Cumulative YTD Academic Year
32	All SEN statements issued in 26 weeks (without exceptions)	n/a	High	n/a	n/a	100%	96%	97%	94%	95%								Cumulative YTD Academic Year
33	All SEN statements issued in 26 weeks (with and without exceptions)	95%	High	5%	n/a	100%	83%	85%	85%	87%								Cumulative YTD Academic Year
34	Education, Health and Care plans issued within timescale (20 weeks)	TBC	High	TBC	new measure													Cumulative YTD Academic Year, from 1 September 2014 only to be reported in January 2015.
35	SEN Statements Issued	n/a	n/a	n/a	n/a			87			31							Cumulative YTD, up untill 1 September only
35b	Education, Health and Care plans issued	n/a	High	n/a	n/a													Cumulative YTD, from 1 September 2014
36	% outcome of all Children Centre Ofsted inspections good or outstanding	100%	High	0%	Green			100%			100%							Cumulative YTD
37	% of total 0-4 year estimated ACORN estimated population from areas of deprivation (IDACI 30%) whose families have accessed children's centre services	75%	High	n/a	Green			39.2%			55.7%							Cumulative YTD
Road Accidents																		
38	CYP Road accidents - reported incidents Fatal/Serious/Slight	n/a	n/a	n/a	n/a													Calendar Year annual measure. 2014 data available circa April 2015.

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## Children and Young People Work Programme 2014/15

This table sets out the Children and Young People Panel Work Programme for 2014/15 that was agreed by the Panel at its meeting on 3rd July 2014. This Work Programme will be considered at every meeting of the Panel to enable it to respond to issues of concern and incorporate reviews or to comment upon pre-decision items ahead of their consideration by Cabinet/Council.

The work programme table shows items on a meeting-by-meeting basis, identifying the issue under review, the nature of the scrutiny (pre decision, policy development, issue specific, performance monitoring, partnership related) and the intended outcomes.

The Children and Young People Panel has specific responsibilities regarding Budget and Business Plan Scrutiny and Performance Monitoring for which Lead Members are appointed:

The Performance Monitoring Lead for 2014/15 is  
The Budget and Business Plan Lead for 2014/15 is Cllr Dennis Pearce

### Scrutiny Support

For further information on the work programme of the Children and Young People Scrutiny Panel please contact: -  
Rebecca Redman, Scrutiny Officer)  
Tel: 020 8545 4035; Email: [rebecca.redman@merton.gov.uk](mailto:rebecca.redman@merton.gov.uk)

For more information about overview and scrutiny at LB Merton, please visit [www.merton.gov.uk/scrutiny](http://www.merton.gov.uk/scrutiny)

Please note – performance management and work programme agenda items will included be on all agendas.

**Meeting Date – 3rd July 2014**

<b>Main Item</b>	<b>Secondary Items</b>	<b>Information Items for Q+A</b>
<b>Elected Member &amp; Departmental Portfolio Priorities</b> - Outlining the portfolio priorities of Cabinet Members and officers' service priorities for 2014-15	<b>Agreeing the Work Programme 2014/15</b>	<b>Update Report</b> – Developments affecting CSF department since last scrutiny meeting  <b>Performance Report</b> – Report on 'basket' of performance indicators selected by panel for ongoing monitoring  <b>Work programme</b>

**Meeting Date – 15<sup>th</sup> October 2014**

<b>Main Item</b>	<b>Secondary Items</b>	<b>Information Items for Q+A</b>
<b>Secondary School Places Strategy - Update</b>	<b>Marketing Merton's Schools</b>  <b>Executive Response and Action Plan – School Leadership Succession Planning</b>	<b>Update Report</b> – Developments affecting CSF department since last scrutiny meeting  <b>Performance Report</b>  <b>Work programme</b>

**Meeting Date – 4<sup>th</sup> November 2014**

<b>Main Items</b>	<b>Secondary Item</b>	<b>Information Items for Q+A</b>
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<b>Looked After Children – Annual Corporate Parenting Report</b> <b>Safeguarding Children – Annual Report of Merton’s Safeguarding Children Board</b>	<b>CSF Budget Proposals</b> – Discussion of budget with officers and section heads (if required). <b>Local Authority role on reducing particular vulnerabilities faced by girls</b> inc. gang activity, child sexual exploitation, FGM	<b>Update Report</b> <b>Performance Report</b> <b>Work programme</b>
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**Meeting Date – 13<sup>th</sup> January 2015**

<b>Main Item</b>	<b>Secondary Items</b>	<b>Information Items for Q+A</b>
<b>CSF Budget Proposals</b> – to include savings and growth proposals for 2015-16 and updates on service reviews/transformation projects	<b>Update on Transforming Families Initiative</b> <b>Update on Youth Offending Service inc. Preventative Approaches</b>	<b>Update Report</b> <b>Performance Report</b> <b>Work programme</b>

**Meeting Date – 10<sup>th</sup> February 2015**

<b>Main Item</b>	<b>Secondary Items</b>	<b>Information Items for Q+A</b>
<b>School Standards</b> – Annual Report on Attainment and Progress of Pupils in Merton Schools	<b>The Role of Schools in Promoting the Broader Wellbeing of Children and Families</b>  <b>Raising the Participation Age and Career Pathways for Young People</b>  <b>Performance Monitoring – Progress Report on action plan for school leadership succession planning task group</b>	<b>Update Report</b>  <b>Performance Report</b>  <b>Work programme</b>

**Meeting Date – 24<sup>th</sup> March 2015**

<b>Main Item</b>	<b>Secondary Items</b>	<b>Information Items for Q+A</b>
<b>Children and Families Act 2014</b> – Progress Report on Implementation of SEN and Disabilities Elements	<b>The Local Authority Role in promoting Access to Child Care and Early Education for Families</b>  <b>Update on Public Health Services for children and families</b>	<b>Update Report</b>  <b>Performance Report</b>  <b>Work programme</b>

## Item 11

## Merton Children's Services: Glossary of terms

Acronym/jargon	In full	Brief description (where necessary)
903		See 'SSDA 903'.
AA	Authorised absence	Absence from school authorised by the school - either the child is too ill to attend or the school has given advance permission. See also 'UA'.
Acacia Centre		Community Centre in Mitcham offering a range of activities for all ages. It is the location of one of Merton's children's centres, and the adventure playground. See also 'APG' and 'Children's Centre'. Formally known as the Intergenerational Centre
Academy	Academy schools	Publicly funded schools which operate outside of local authority control, described by government as independent state-funded schools.
ADCS	Association of Directors of Children's Services	National leadership association in England for statutory directors of children's services and other children's services professionals in leadership roles.
Alternative Education		Education provided to children who cannot attend a mainstream or special maintained school.
Annex A	The Ofsted Single Inspection, Annex A data and documentation. (see also Single Inspection)	The Ofsted Single inspection framework requires all local authorities to produce comprehensive child level data and a set of supporting documents for presentation to inspectors in week one of the inspection.
APG	Adventure Playground	Play area offering children and young people opportunities for supervised adventurous play.
APS	Average point score	In education the conversion of attainment levels to scores; applies to a school or individual pupil.
ARP	Additionally Resourced Provision	Discrete resource in schools to support children with a Statement of Special Educational Need. See also 'Statement'.
ART	Access to Resources Team	Service area in the Children, Schools and Families Department, Commissioning, Strategy and Performance Division, responsible for commissioning placements for looked after children and certain pupils with SEN. See also 'SEN'.
ASC	Adult social care	
ASD	Autistic Spectrum Disorder	Type of Special Educational Need in the 'Communication and Interaction Needs' category. See also 'SEN'.
BAAF	British Association of Adoption and Fostering	London-based charity offering resources for those wishing to adopt, and to professionals working in adoption.
BAME	Black, Asian and Minority Ethnic	Terminology used to describe people of non-white descent. See also 'BME'.
BASW	The British Association of Social Workers	The professional association for Social Workers the UK.
BESD	Behaviour, Emotional and Social Difficulty	Category of Special Educational Need. See also 'SEN'.

<b>BME</b>	Black and Minority Ethnic	Terminology used to describe people of non-white descent. See also 'BAME'.
<b>Bond Road</b>	Bond Road Family Centre	Team within the MASH and Child Protection [Service], delivering family support services. See also 'MASH and Child Protection'
<b>BRAG</b>	Blue, Red, Amber, Green	System of prioritising referrals to Merton's Multi Agency Safeguarding Hub (MASH) - Blue (no significant concern), Green (low level concern), Amber (significant concern but immediate action not required), Red (immediate action required). See also 'MASH'.
<b>Brightwell</b>	Brightwell Respite Care House	Merton's residential care home offering specialist care for children with complex needs, severe learning disabilities and autism including overnight, after school, weekend and school holiday short breaks. See also 'Short Breaks'.
<b>C&amp;F Act</b>	Children and Families Act 2014	Far reaching changes to child and family law which aims to improve: protection of vulnerable children, support for children in care (including extending care to age 21), the adoption system, the system of support for children with special educational needs and disabilities, support for children whose parents are separating, and help for parents to balance work and family life.
<b>C4EO</b>	The Centre for Excellence and Outcomes in Children and Young People's Services	Collaborative centre that gathers and shares the best available knowledge and evidence of 'what works' to contribute to improving outcomes for children, young people and their families.
<b>CAF</b>	Common Assessment Framework	Assessment tool used across the children's workforce to help practitioners develop a shared understanding of a child or young person's needs so that they can be met quickly and effectively. See also 'CASA'.
<b>Cafcass</b>	Children and Family Court Advisory and Support Service	National non-departmental public body which advises family courts and supports children in the court process.
<b>CAIT</b>	Child Abuse Investigation Team	Metropolitan Police Service responsible for investigating child abuse cases.
<b>CAMHS</b>	Child and Adolescent Mental Health Service	Service for children and adolescents who are experiencing mental health problems
<b>CareFirst</b>		Management information system for Merton Children's Social Care.
<b>CASA</b>	Common and Shared Assessment	Updated version of the Common Assessment Framework to be implemented in Merton Children's Services from April 2013. See also 'CAF'.
<b>CCG</b>	(Merton) Clinical Commissioning Group	Merton Clinical Commissioning Group is responsible for planning and buying healthcare services for the people who live or work in the borough; made up of local GPs and health professionals.
<b>CES</b>	Corporate Equalities Scheme/ Strategy	Merton Council's Strategy to promote equality across race, gender, disability, age, sexual orientation and religion and belief. Titled as a 'Scheme' from 2010-2013, and as a 'Strategy' from 2013.
<b>Children Act 1989</b>		Act, relating to children, with a wide range of provisions including local authority responsibilities for providing services for children in need (CIN), children requiring protection, and LAC. See also 'LAC' and 'CIN'.

<b>Children Act 2004</b>		Act which makes provision for a children's commissioner and for Directors of Children's Services.
<b>Children's Centre</b>		Early years service for children aged 0-5 and their families offering childcare, family support and child health services.
<b>Children's Trust Board</b>		Local multi-agency body responsible for the governance of a wide range of services for children and young people.
<b>CIB</b>	Continuous Improvement Board	Board within Children, Schools and Families Department which drives continuous improvement across children's services. See also 'Continuous Improvement'.
<b>CIC</b>	Children in Care	See 'LAC'.
<b>CICC</b>	Children in Care Council	Forum for looked after children and young people to discuss their needs and views and inform service planning and delivery. See also 'LAC'.
<b>CIN</b>	Child(ren) in Need	Defined by the Children Act 1989 as children aged under 18 needing local authority services to achieve or maintain a reasonable standard of health or development, and/or to prevent significant or further harm to health or development, and/or are disabled.
<b>CLA</b>	Children Looked After	See 'LAC'.
<b>CME</b>	Children missing from education	Child of statutory school age who is not registered at an educational provision; not registered as being 'educated other than at school' (e.g home schooling); out of education for more than 20 calendar days.
<b>Commissioning and Partnerships [Service]</b>		Service area in the Children, Schools and Families Department, Commissioning, Strategy and Performance Division.
<b>Continuous Improvement</b>		Management culture in Merton's children's services which seeks to continuously improve processes and services, informed by performance management, inspection outcomes, research, and best practice.
<b>CP</b>	Child Protection	Activity undertaken to protect specific children who are suffering, or are likely to suffer, significant harm. This is part of the broader remit of children's safeguarding. See also 'Safeguarding'.
<b>CPC</b>	Child Protection Conference	Case conference held following a Child Protection investigation, to enable professionals in the case to assess the information and plan how to safeguard and promote the welfare of the child.
<b>CPD</b>	Continuing Professional Development	Training and development for those working in children's services including schools.
<b>CPP</b>	Child Protection Plan	Plan detailing how a child will be protected and their health and development promoted; written and managed by the professionals working with the child and family.

<b>CQC</b>	Care Quality Commission	Responsible for ensuring that hospitals, care homes, GPs, dentists and home based services meeting national standards; this is done by inspecting services and publishing findings.
<b>CRB</b>	Criminal Records Bureau	National body which carries out checks on people working with children.
<b>CSC</b>	Children's Social Care	Shortened term for the Children's Social Care and Youth Inclusion Division in Merton Council's Children, Schools and Families Department.
<b>CSC&amp;YI</b>	Children's Social Care and Youth Inclusion [Division]	Division in Merton Council's Children, Schools and Families Department.
<b>CSE</b>	Child Sexual Exploitation	Exploitative situations, contexts and relationships where young people (or a third person or persons) receive 'something' (e.g. food, accommodation, drugs, alcohol, cigarettes, affection, gifts, money) as a result of them performing, and/or another or others performing on them, sexual activities.
<b>CSF</b>	Children, Schools and Families [Department]	Department in Merton Council responsible for children's social care and education.
<b>CSP</b>	Commissioning, Strategy and Performance [Division]	Division in Merton Council's Children, Schools and Families Department.
<b>CTB</b>	Children's Trust Board	See 'Children's Trust Board'.
<b>CVA</b>	Contextual Value Added	Statistic which shows the progress children have made whilst attending a particular school, which takes into account the circumstances of children attending the school including their age, gender, ethnicity, and economic background.
<b>CWD</b>	Children with Disabilities	Children with disabilities are children 'in need' as defined by section 17(10(c)) of the Children Act 1989 and are entitled to a range of support services depending on their circumstances.
<b>CYP</b>	Children and young people	
<b>CYPP</b>	Children and Young People's Plan	Multi-agency document setting out the priorities of the Children's Trust to commission and provide services for children and young people. See also 'Children's Trust Board'.
<b>CYPWBM</b>	Child and Young Person Wellbeing Model	Framework used across Merton's Children's Trust to identify need and secure appropriate services. See also 'Children's Trust Board'.
<b>DfE</b>	Department for Education	Government department for education and children's social care since 2010.
<b>DfES</b>	Department for Education and Skills	Government department 2001-2007.
<b>Early Help</b>		Working Together to Safeguard Children 2013 states that 'early help' is providing support as soon as a problem emerges, at any point in a child's life, from the foundation years through to the teenage years. Early help is more effective in promoting the welfare of children than reacting later. See 'Working Together'.
<b>Early Years and Children's Centres</b>		Service area in the Children, Schools and Families Department, Education Division.



<b>Ebacc</b>	English Baccalaureate	Introduced in 2010 as a performance measure recognising where pupils have secured a C grade or better across a core of academic subjects – English, mathematics, history or geography, the sciences and a language.
<b>ECCA</b>	Equalities and Community Cohesion Action [Group] or [Plan]	Merton's Children, Schools and Families Department working group and strategy which promotes equality of service delivery and access across race, gender, disability, age, sexual orientation and religion and belief.
<b>ECM</b>	Every Child Matters	Framework of outcomes, introduced by the previous government, that are key to well-being in childhood - be healthy, stay safe, enjoy and achieve, positive contribution, and economic well-being (DfES 2004). See also 'DfES'
<b>Education [Division]</b>		Division in Merton Council's Children, Schools and Families Department.
<b>Education Inclusion</b>		Service area in the Children, Schools and Families Department, Education Division.
<b>EET</b>	Education, Employment and Training	Term used in relation to monitoring the number of young people aged 16-18 who are in education, training or employment. See also 'NEET'.
<b>EFA</b>	Education Funding Agency	Department for Education's delivery agency providing revenue and capital funding for education for learners between the ages of 3 and 19, or up to 25 for those with learning difficulties and disabilities. Also responsible for the delivery of building and maintenance programmes for schools, academies, Free Schools and sixth-form colleges.
<b>EGYV</b>	Ending Gang and Youth Violence	Used to refer to the national Home office team or the cross Government Report (November 2011) on the causes of gang and youth violence and proposal for prevention. Used locally to refer to the EGYV peer review process.
<b>EHC plan</b>	Education, Health and Care Plan.	From 1 September 2014 the system of statutory support and assessment for children and young people age 0-25 with Special Educational Needs and Disabilities, brought about by the Children and Family Act 2014. The EHC plan replaces the SEN Statement and the Learning Difficulty Assessment. See also 'C&F Act', 'statement' and 'LDA'
<b>EI</b>	Early Intervention	See 'EIS'
<b>EIP</b>	Early Intervention and Prevention	See 'EIS'
<b>EIS</b>	Early Intervention Services	Providing support services at an early stage to improve outcomes for children and families and prevent the need for the involvement of more specialist services at a later stage.
<b>Enhanced</b>	Enhanced level service	Service provided to children and families assessed as being at the enhanced level of need (medium level) on the Merton Well Being Model. See also 'MWBM'.
<b>EPS</b>	Education Psychology Service	Team within the Special Educational Needs and Disabilities Integrated Service responsible for the statutory assessment and statementing procedures for children with special educational needs (SEN). See also 'SEN'.

<b>ESF</b>	European Social Fund	European Union funding for initiatives which improve employment opportunities and help raise standards of living.
<b>ETE</b>	Employment, Training and Education [Team]	Team within Family and Adolescent Services, supporting young people at risk of not engaging with education, training or employment. See also 'Family and Adolescent Services'.
<b>EWS</b>	Education Welfare Service	Team within the Education Inclusion Service area primarily responsible for the support and management of school attendance. See also 'Education Inclusion'.
<b>Exclusion</b>		When a school 'excludes' a child from attending on disciplinary grounds, through the procedure set out in the 2002 Education Act and related Government Guidance. See also 'Fixed Term Exclusion' and 'Permanent Exclusion'.
<b>Extranet</b>		Internal web based system for schools and early year's settings.
<b>EYFS</b>	Early Years Foundation Stage	Set of learning and development requirements to be delivered by schools and childcare settings from age 2-5 (end of reception year in school).
<b>EYFSP</b>	Early Years Foundation Stage Profile	Formal assessment of a child's learning and development at the end of the Reception year. See also 'Reception' and 'EYFS'.
<b>Family and Adolescent Services</b>		Service area in the Children, Schools and Families Department, Social Care and Youth Inclusion Division.
<b>FE</b>	Further Education	Education offered by sixth forms and colleges beyond the statutory school age.
<b>FGM</b>	Female Genital Mutilation	Procedures that intentionally alter or cause injury to the female genital organs for non-medical reasons. It has no health benefits for girls or women, can lead to serious health problems, and is a violation of their human rights.
<b>FIAG</b>	Family Information Advice and Guidance	Team within the Early Years and Children's Centres Service, supporting families into employment, education and training, as well as signposting them to housing and benefits advice, and childcare services. See also 'Early Years and Children's Centres'.
<b>FIP</b>	Family Intervention Project	Intensive intervention and support service tackling the underlying problems causing persistent anti-social behaviour and offending within families.
<b>Fixed Term Exclusion</b>		When a school 'excludes' a child from attending for a specific period of time. This can be for one or more periods, and for up to 45 days, in one academic year. See also 'Exclusion' and 'Permanent Exclusion'.
<b>FOI</b>	Freedom of Information	Request made to the local authority for information under the Freedom of Information Act 2000.
<b>FR</b>	First Response Social Work Team	Through the MASH process, the team to which cases are referred when there is a significant child protection concern. See also 'MASH'.
<b>Free schools</b>		Schools which are set up by groups of parents, teachers, charities, trusts, religious and voluntary groups and which are then established as academies and funded as such. See also 'academies'.
<b>FSM</b>	Free School Meals	Free school meals are provided for children whose families are in receipt of benefits such as income support or income based job seeker's allowance

<b>FSP</b>	[Early Years] Foundation Stage Profile	See 'EYFSP'.
<b>FTE</b>	First Time Entrant (to Youth Justice)	Young person who commits an offence and enters the youth justice system for the first time.
<b>FTE</b>	Full Time Equivalent	Term used in school finance to count the number of pupils who attend full time, calculated as 25 hours per week.
<b>HE</b>	Higher Education	Commonly used to refer to post-18/19 education in Universities or colleges.
<b>HI</b>	Hearing Impairment	Type of Special Educational Need in the 'Sensory and/or Physical Needs' category. See also 'SEN'.
<b>HV</b>	Health Visitor	Qualified nurse or midwife primarily providing health and support services to new parents and pre-school children.
<b>ICPC</b>	Initial Child Protection Conference	First Case Conference held when there has been a child protection investigation. See also 'CPC'.
<b>IDACI</b>	Income Deprivation Affecting Children Index	Measure, in a local area, of the proportion of children under the age of 16 that live in low income households.
<b>IEP</b>	Individual Education Plan	Individualised plan for learning for children with Special Education Needs or Disability.
<b>IGC</b>	Intergenerational Centre	Former name of the Acacia Centre. See also 'Acacia Centre'.
<b>IMD</b>	Indices of Multiple Deprivation	Measure of the level of deprivation in an area.
<b>IRO</b>	Independent Reviewing Officer	Responsible for quality assuring the care planning process for looked after children (LAC) and children with a child protection plan (CPP), and ensuring that his/her current wishes and feelings are given full consideration. See also 'LAC' and 'CPP'.
<b>IYSS</b>	Integrated Youth Support System	Database which tracks young people's (aged 16-19) engagement in education, training and employment. See also 'EET' and 'NEET'.
<b>JSNA</b>	Joint Strategic Needs Assessment	Assessment of the current and future health and social needs of people living in Merton to help inform commissioners of health and care services to best meet those needs
<b>KS1</b>	Key Stage 1	Legal term for schooling in maintained primary schools during Year 1 and Year 2.
<b>KS2</b>	Key Stage 2	Legal term for schooling in maintained primary schools during Years 3-6.
<b>KS3</b>	Key Stage 3	Legal term for schooling in maintained secondary schools during Years 7-9.
<b>KS4</b>	Key Stage 4	Legal term for schooling in maintained secondary schools during Years 10-11.
<b>LA</b>	Local authority	
<b>LAC</b>	Looked After Children	Child who is looked after by the state. This includes those who are subject to a care order or temporarily classed as looked after on a planned basis for short breaks or respite care. The term is also used to describe 'accommodated' children and young people who are looked after on a voluntary basis at the request of, or by agreement with, their parents.

<b>LAC, Permanency and Placements</b>	Looked After Children, Permanency and Placements	Service area in the Children, Schools and Families Department, Children's Social Care and Youth Inclusion Division.
<b>LADO</b>	Local Authority Designated Officer	Local authority officer in children's social care who is responsible for managing child protection allegations against people who work with children in the local authority area.
<b>LBM</b>	London Borough of Merton	
<b>LDA</b>	Learning Difficulty Assessment	Assessment setting out the additional learning support a young person will need when continuing into post-16 education or training. Replaced by Education, Health and Care Plans from 1 September 2014. See also 'EHC' plan.
<b>LDD</b>	Learning Difficulties and Disabilities	Term used to refer to individuals or groups of learners who have either a learning difficulty in relation to acquiring new skills or who learn at a different rate from their peers.
<b>LGFL</b>	London Grid for Learning	Consortium of the 33 London local authorities and 2,500 schools working together to provide extensive and cost effective ICT services.
<b>Local Offer</b>		Published information about the special educational provision for children and young people with SEN which the local authority expects to be available. This is a statutory duty of the local authority under the Children and Families Act 2014. See also 'C&F Act'.
<b>LSCB</b>	Local Safeguarding Children Board	See 'MSCB'.
<b>MAPPA</b>	Multi-Agency Public Protection Arrangements	Arrangements for the management, by the responsible authorities, (Probation, Prison Service and the Police) of registered sex offenders, violent and other types of sexual offenders, and offenders who pose a serious risk of harm to the public.
<b>MARAC</b>	Multi-Agency Risk Assessment Conference	Multi-agency meeting where information is shared on the borough's highest risk domestic abuse cases.
<b>MASH</b>	Multi-Agency Safeguarding Hub	Single point of contact to children's services where there is a concern about a child and their family. Staff in the MASH are from a range of agencies - children's social care, police, health, education - and combine their knowledge to make the most appropriate and informed decisions to keep children safe from harm.
<b>MASH and Child Protection</b>		Service area in the Children, Schools and Families Department, Children's Social Care and Youth Inclusion Division.
<b>MEP</b>	Merton Education Partnership	Formal collaboration of Merton state schools to ensure the best educational outcomes for children and young people through school to school support and joint procurement.
<b>MLD</b>	Moderate Learning Difficulty	Type of Special Educational Need in the 'Cognition and Learning Needs' category. See also 'SEN'.
<b>MOPAC</b>	Mayor's Office for Policing and Crime	Function of Mayor of London. Funding source.

<b>MSCB</b>	Merton Safeguarding Children Board	Merton's Local Safeguard Children Board which ensures good and robust systems to safeguard children. See also 'safeguarding'.
<b>MSI</b>	Merton School Improvement [Service]	Service area in the Children, Schools and Families Department, Education Division.
<b>MSI</b>	Multi-Sensory Impairment	Type of Special Educational Need in the 'Sensory and/or Physical Needs' category. See also 'SEN'.
<b>MST</b>	Multi Systemic Therapy	Intensive family therapy in the home to young people with complex clinical, social and educational problems with the aim of preventing family breakdown.
<b>MVSC</b>	Merton Voluntary Sector Council	Support and advice to the voluntary and community sector in Merton.
<b>MWBM</b>	Merton Well Being Model [alternative for CYPWBM]	Framework used across Merton's Children's Trust to identify need and secure appropriate services. See also 'Children's Trust Board'.
<b>MYP</b>	Merton Youth Parliament	Forum for young people aged 11 – 19 years (or 25 for disabled young people) which ensures that young people's views are listened to and inform decisions about service developments.
<b>NC</b>	National Curriculum	Set of subjects and standards used by primary and secondary schools so children learn the same things. It covers what subjects are taught and the standards children should reach in each subject.
<b>NEET</b>	Not in Education, Employment or Training	Term used in relation to monitoring the number of young people aged 16-18 who are not in education, training or employment. See also 'EET'.
<b>NFA</b>	No Further Action	Decision made about a case that is referred to the MASH process, where it is decided that there is no child protection concern. See also 'MASH'.
<b>NQSW</b>	Newly Qualified Social Worker	Social worker who is in the first two years of post-qualification.
<b>NQT</b>	Newly Qualified Teacher	New teacher's three-term period of assessment, usually completed in a single school year.
<b>NRPF</b>	No recourse to public funds	People who are subject to immigration control and have no entitlement to welfare benefits, Home Office support for asylum seekers or public housing.
<b>NtG</b>	Narrowing the Gap	Programme hosted by the Local Government Association which aimed to 'Narrow the Gap' in outcomes between vulnerable and excluded children and others, against a context of improving outcomes for all
<b>NVQ</b>	National Vocational Qualification	Work based awards that are achieved through assessment and training.
<b>Ofsted</b>	Office for Standards in Education, Children's Services and Skills	Regulatory body for services which care for children and young people, and those providing education and skills for learners of all ages.
<b>OMP</b>	Offender Management Panel	Multi agency panel that manages young people and adults who are a concern in the borough, as they are at a high risk of reoffending, and causing serious harm.
<b>ONS</b>	Office for National Statistics	UK's largest independent producer of official statistics and the recognised national statistical institute of the UK.
<b>OTH</b>	Other difficulty/disability	Type of Special Educational Need. See also 'SEN'.
<b>PA</b>	Persistent Absence	When a pupil is absent from school for 15% or more of the academic year.

<b>PD</b>	Physical Disability	Type of Special Educational Need in the 'Sensory and/or Physical Needs' category. See also 'SEN'.
<b>PEP</b>	Personal Education Plan	Individualised plan for learning for looked after children. See also 'LAC'.
<b>Permanent Exclusion</b>		When a child is excluded permanently from school and removed from the school roll. See also 'Exclusion' and 'Fixed Term Exclusion'.
<b>PF</b>	Private fostering	Private fostering is when a child under the age of 16 (under 18 if disabled) is cared for by someone who is not their parent or a 'close relative'. This is a private arrangement made between a parent and a carer, for 28 days or more. Close relatives are defined as step-parents, grandparents, brothers, sisters, uncles or aunts (whether of full blood, half blood or marriage/affinity).
<b>PH</b>	Public Health	The responsibility for public health is now in local authorities. The Public Health team in Merton work closely in partnership with the support of Merton Clinical Commissioning Group. See also 'CCG'.
<b>PI</b>	Performance Indicator	Measure of success of activities within an organisation or service. These will include measure of process, quality, outcome, perception and value for money.
<b>PLO</b>	Public Law Outline 2014	Children and Families Act 2014 makes changes to Part 12 of the Family Procedure Rules 2010 and requires that all care proceedings are completed within a maximum of 26 weeks. See also 'C&F Act'.
<b>PMLD</b>	Profound and Multiple Learning Difficulty	Type of Special Educational Need in the 'Cognition and Learning Needs' category. See also 'SEN'.
<b>PPP</b>	Policy, Planning and Performance [Service]	Service area in the Children, Schools and Families Department, Commissioning, Strategy and Performance Division
<b>PPYPG</b>	Promote and Protect Young People Group	Multi-agency group tasked with identifying and responding to issues of known or suspected child sexual exploitation in Merton
<b>PRU</b>	Pupil Referral Unit	Local authority maintained establishment that provides education for children who are excluded, sick, or otherwise unable to attend a mainstream or special maintained school. See also 'Exclusion'.
<b>PSHE</b>	Personal, Social and Health Education	Part of the national curriculum in secondary schools, a planned programme of education aimed at equipping young people with the knowledge, understanding, attitudes and practical skills to live healthily, safely, productively and responsibly. See also 'NC'.
<b>PVI</b>	Private, Voluntary and Independent [Sector]	Term used to describe organisations outside of the local authority. Commonly used in reference to nurseries and schools.
<b>QA</b>	Quality Assurance	Assessing the quality of service delivery by a standard set of criteria, or 'quality framework'.
<b>RAG</b>	Red, Amber, Green	Rating system used to identify the level of success achieved against a performance measure.
<b>RCPC</b>	Review Child Protection Conference	Case conference which is held within 3 months of the Initial Child Protection Conference. See also 'CPC' and 'ICPC'.

<b>Reception</b>		First year of statutory schooling, which in Merton begins in the September of the academic year in which the child turns age 5.
<b>RI</b>	Racist incidents	Incidents in schools, recorded by schools and reported to the local authority, involving racist bullying/ racism.
<b>RPA</b>	Raising Participation Age	Increasing the age to which all young people in England must continue in education or training, requiring them to continue until the end of the academic year in which they turn 17 from 2013 and until their 18th birthday from 2015.
<b>S17</b>	Section 17	Section 17 of the Children Act 1989 which covers Children in Need (CIN).
<b>S47</b>	Section 47	Section 47 of the Children Act 1989 which covers Children suffering or likely to suffer, significant harm.
<b>Safeguarding</b>		Range of activities which seek to: protect children from maltreatment; prevent impairment of children's health or development; and ensure children are growing up in circumstances consistent with the provision of safe and effective care. See also 'Child Protection'.
<b>Safeguarding, Standards and Training</b>	Safeguarding, Standards and Training [Service]	Service area in the Children, Schools and Families Department, Children's Social Care and Youth Inclusion Division.
<b>SaLT</b>	Speech and Language Therapy	Assessment and treatment of speech, language and communication problems in children and young people to enable them to communicate to the best of their ability.
<b>School Action (A)</b>		Support in school for a child with learning difficulties who is not making progress. This may involve extra teachers, different learning materials, special equipment or a different teaching strategy.
<b>School Action Plus (P)</b>		Process of support implemented when 'School Action' has not been able to help a child with learning difficulties to make adequate progress. At this level the school will seek external advice from agencies including the local authority support services, health services and children's social care. See also 'School Action'.
<b>School Organisation and Contracts</b>		Service area in the Children, Schools and Families Department, Commissioning, Strategy and Performance Division.
<b>SDQ</b>	Strengths and difficulties questionnaire	Completed by the main carer of a looked after child, and used in the local authority data collection on the emotional health and well-being of looked after children. This data is submitted to the Department for Education as part of the SSDA 903 return. See also 'SSDA 903'.
<b>SEAL</b>	Social and Emotional Aspects of Learning	Programme in schools which implements a holistic approach to promoting the social and emotional skills that underpin effective learning, positive behaviour, regular attendance, staff effectiveness and the emotional health and well-being of all who learn and work in school.

<b>SEF</b>	Self Evaluation Framework	Framework by which an organisation, service or team can evaluate their own performance. Also often used to refer to the document which is produced as a result of undertaking a 'self evaluation' of the organisation, service or team in readiness for an inspection.
<b>SEN</b>	Special Educational Needs	Pupils who have a significantly greater difficulty in learning than the majority of pupils of their age, or have a disability which means that they cannot make full use of the general educational facilities provided for pupils of their age.
<b>SEND</b>	Special Educational Needs and Disabilities.	Term used to describe children and young people with SEN (see 'SEN') and disabilities (see 'CWD').
<b>SENDIS</b>	Special Educational Needs and Disabilities Integrated Service	Service area in the Children, Schools and Families Department, Education Division.
<b>SGO</b>	Special Guardianship Order	Secures permanent care for a child by a family member, such as grandparent, aunt or uncle, while maintaining a legal relationship with the birth family.
<b>Short Breaks</b>		Previously known as 'respite care' short breaks give children and young people with disabilities the chance to do something they enjoy, while giving parents time away from caring.
<b>Single Inspection</b>	The Ofsted inspection of services for children in need of help and protection, children looked after and care leavers (single inspection framework) and reviews of Local Safeguarding Children Boards	
<b>SLA</b>	Service Level Agreement	Formal document that defines a working relationship between parties to a service contract.
<b>SLCN</b>	Speech, Language and Communication Needs	Type of Special Educational Need in the 'Communication and Interaction Needs' category.
<b>SLD</b>	Severe Learning Difficulty	Type of Special Educational Need in the 'Cognition and Learning Needs' category. See also 'SEN'.
<b>SMART Centre (The)</b>		See 'PRU'.
<b>SN</b>	Statistical neighbours	Local authorities who have a similar demographic profile to the London Borough of Merton, and thus make useful comparators to Merton.
<b>SOA</b>	Super output area	Set of geographical areas, (defined after the 2001 Census) of consistent size, whose boundaries will not change, suitable for the publication of data such as the Indices of Deprivation (IMD). See also 'IMD'.
<b>Social Work Intervention Services</b>		Service area in the Children, Schools and Families Department, Children's Social Care and Youth Inclusion Division.



<b>Specialist</b>	Specialist level service	Service provided to children and families assessed as being at the specialist level of need (highest level) on the Merton Well Being Model. See also 'MWBM'.
<b>SpLD</b>	Specific Learning Difficulty	Type of Special Educational Need in the 'Cognition and Learning Needs' category. See also 'SEN'.
<b>SSDA 903</b>		Annual statistical return to the Department for Education about children looked after children. See also 'LAC'.
<b>STA</b>	Standards and Testing Agency	Executive agency of the Department for Education, now responsible for the development and delivery of all statutory assessments from early years to the end of Key Stage 3. See also 'Key Stage 3'
<b>Statement</b>	Statement of Special Educational Needs	Document setting out the needs of a child with a learning difficulty and specifying the extra help they should get to meet these needs. Replaced by Education, Health and Care Plans from 1 September 2014. See also 'EHC' plan.
<b>Supporting Families Team</b>		Team within the Early Years and Children's Centres Service, delivering 'enhanced' level services to children aged 0-5. See also 'Early Years and Children's Centres' and 'Enhanced'.
<b>SWLSEP</b>	South West London School Effectiveness Partnership	Partnership between the London boroughs of Kingston, Merton, Richmond, Sutton, Wandsworth and Croydon to support their capacity for school improvement, through co-operation and joint project work.
<b>TA</b>	Teacher assessments	Judgement made by teachers on a pupil's progress and performance made at the end of Key Stage 2 and 3. See also 'Key Stage 2' and 'Key Stage 3'.
<b>TAC</b>	Team Around the Child	Multi-disciplinary team of practitioners established on a case-by-case basis to support a child, young person or family, using the common assessment framework. See also 'CAF' and 'CASA'.
<b>TAF</b>	Team Around the Family	See 'TAC'.
<b>TaMHS</b>	Targeted Mental Health in Schools	School based project aiming to improve the mental and emotional health in children and young people, focussing on both staff training, and interventions with pupils.
<b>TASC</b>	Team for Autistic Spectrum and Communication Conditions	Team within the Special Educational Needs and Disabilities Integrated Service responsible for supporting children living in Merton who have a diagnoses of Autistic Spectrum Disorder, or communication disorder, and who are attending mainstream schools.
<b>TF</b>	Transforming Families	Merton's implementation of the national Troubled Families Initiative, which aims to address persistent worklessness, offending and anti social behaviour in families, and low school attendance.
<b>TF Casework Team</b>	Transforming Families Casework Team	Team within Family and Adolescent Services, delivering the Transforming Families initiative. See also 'TF' and 'Family and Adolescent Services'.
<b>TP</b>	Teenage pregnancy	Service responsible for delivering advice and guidance to young people on contraception and sexual health, sex and relationships and support to pregnant teenagers and teenage parents.

<b>UA</b>	Unauthorised absence	Absence from school not authorised by the school. See also 'Authorised Absence'.
<b>UASC</b>	Unaccompanied asylum seeking children	
<b>Universal</b>	Universal level service	Service provided to children and families assessed as being at the universal level of need (lowest level) on the Merton Well Being Model. See also 'MWBM'.
<b>UPN</b>	Unique Pupil Number	Unique identifying number assigned to school pupils.
<b>URN</b>	Unique Reference Number	Unique identifying number assigned educational establishments.
<b>VA</b>	Value Added	See 'CVA'
<b>VAWG</b>	Violence Against Women and Girls	
<b>VBS</b>	Virtual Behaviour Service	Team within the Education Inclusion Service area supporting pupils with behaviour problems in school. See also 'Education Inclusion'.
<b>VCS</b>	Voluntary and Community Sector	Organisations and community groups with charitable objectives providing not for profit services.
<b>VCT</b>	Vulnerable Children Team	Team within the MASH and Child Protection [Service], delivering 'enhanced' level services to children aged 5-18. See also 'MASH and Child Protection' and 'Enhanced'.
<b>VI</b>	Visual Impairment	Type of Special Educational Need in the 'Sensory and/or Physical Needs' category. See also 'SEN'.
<b>Virtual School for LAC</b>	Virtual School for Looked After Children	Team within the Merton School Improvement Service area supporting the educational attainment of Merton's looked after children. See also 'LAC'.
<b>VRQ</b>	Vocationally Related Qualifications	Widely recognised professional qualifications, enabling learners to improve their knowledge, skills and understanding of specific areas of employment.
<b>Working Together</b>	Working Together to Safeguard Children (March 2013): A guide to inter-agency working to safeguard and promote the welfare of children.	Department for Education statutory guidance.
<b>YA</b>	Young Advisors	Merton Young Advisors are teams of young people aged between 13 – 19 who are trained and supported to work with community leaders and decision makers to ensure that young people participate in community life, and inform local decision making and service developments.
<b>YISP</b>	Youth Inclusion Support Panel	Panel which identifies and supports young people, aged 8 to 13 who are at a high risk of offending and antisocial behaviour.
<b>YJB</b>	Youth Justice Board	Executive non-departmental public body overseeing the youth justice system in England and Wales. It works to prevent offending and reoffending by children and young people under the age of 18, and ensures that custody for them is safe, secure, and addresses the causes of their offending behaviour.
<b>YJS</b>	Youth Justice Service	Team within Family and Adolescent Services. See also 'Family and Adolescent Services'.
<b>YMT</b>	Young Merton Together	Bi-monthly web based publication for Merton's Children's Trust.

<b>YOT</b>	Youth Offending Team	Merton team which is part of the criminal justice system, and also works with young people at early stages of offending, or who may be at risk of crime or anti social behaviour.
<b>YP</b>	Young person	

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