

# Merton Council Children and Young People Overview and Scrutiny Panel



Date: 13 January 2015

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 4 November 2014	1 - 12
4	Matters arising	
5	Budget and Business Plan 2015-2019	13 - 302
6	Transforming Families	303 - 306
7	Merton Youth Justice Service	307 - 338
8	Update Report	339 - 342
9	Performance Monitoring	343 - 350
10	Draft Scoping Report - Emotional wellbeing and mental health support Task Group	351 - 354
11	Work Programme	355 - 360

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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 4 NOVEMBER 2014**

7.15PM – 8:55PM

**PRESENT:** Councillor Jeff Hanna (in the chair), Councillors Linda Taylor, Fidelis Gadzama, James Holmes, Joan Henry, Charlie Chirico, Katy Neep, Marsie Skeete, David Chung, Edward Foley

Co-opted members –Peter Connellan, Denis Popovs

**ALSO PRESENT:** Councillor Maxi Martin (Cabinet Member for Children’s Services), Councillor Martin Whelton (Cabinet Member for Education), Councillor Mark Allison (Cabinet Member for Finance)

Paul Ballatt (Head of Commissioning, Strategy and Performance), Yvette Stanley (Director of Children, Schools and Families), Paul Angeli (Assistant Director of Children’s Social Care), Caroline Holland (Director of Corporate Services), Rebecca Redman (Scrutiny Officer)

### **1 DECLARATIONS OF PECUNIARY INTEREST**

None.

### **2 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Simon Bennett.

### **3 MINUTES OF THE MEETING HELD ON 15 OCTOBER 2014**

**RESOLVED:** The Panel agreed the minutes as a true record of the meeting.

### **4 MATTERS ARISING**

Panel agreed to re-order the agenda to the following:

Item 8 – Budget and Business Plan 2015-2019

Item 5 – Looked after children – Annual Corporate Parenting Report

Item 6 – Progress on safeguarding services

Item 7 – Local authority role on reducing particular vulnerabilities faced by girls

Item 9 – Performance Report

Item 10 – Work Programme

Item 11 – Glossary

Councillor Jeff Hanna informed the Panel that the report on the recruitment and retention of female and BME teachers would be circulated to the Panel at the end of November (reference page 4 of the Minutes of the meeting held on 15 October 2014).

## **CHILDREN AND YOUNG PEOPLE OVERVIEW & SCRUTINY PANEL 4 NOVEMBER 2014**

### **5 BUDGET AND BUSINESS PLAN 2015-19 (AGENDA ITEM 8)**

Caroline Holland introduced the report which was considered by Cabinet at their meeting on 20 October 2014 and set out the updated medium term financial strategy (MTFS), reflecting revisions to the budget and identified savings in line with confirmation of the government grant funding to be received. Departments were asked to review the current MTFS and present alternative savings which were outlined in the report. Furthermore, the updated capital programme also accounted for the school expansion programme. Caroline Holland explained the changes within the schools expansion programme would impact on revenue and the budget overall. Paul Ballatt added that the Panel received a report detailing the financial information on the capital programme and expansions programme at the last Panel meeting. Paul Ballatt also outlined the substantive changes in this years bidding round which included reducing permanent primary expansions by 2 forms of entry, and secondary expansion by 6 forms of entry and providing additional funding for enhanced special school provision which were not in earlier projections.

Caroline Holland informed the Panel that there was a council wide budget gap of £32 million which needed to be addressed and future savings proposals to achieve this would be brought to the next round of scrutiny in January 2015, along with revised service plans.

Councillor Jeff Hanna noted that the report was difficult to read in part due to the font size of the service plans. Councillor Jeff Hanna informed the Panel that he had contacted the Chair of the Overview and Scrutiny Commission, Councillor Peter Southgate, to raise this as a concern and to ask for the next round of budget and business plan proposals to be circulated with the agenda on A3 to make them easier for the Panel to read.

Paul Ballatt outlined that some of the savings previously agreed had been replaced as outlined and should be considered in conjunction with the equalities impact assessment.

Councillor James Holmes asked for information on the SEN Transport budget. Paul Ballatt explained that SEN transport is a replacement saving as the budget is under significant pressure. The ability to deliver this saving was questioned and this saving has therefore been removed and needs replacing. Paul Ballatt added that the Panel had received reports on this budget and the issues faced at previous meetings.

Paul Ballatt informed the Panel that a working group was established just under 3 years ago which led to minor changes in policy on the provision of SEN Transport. The department have looked at other forms of SEN transport beyond institutionalised forms which have been built into this transport policy and will ensure greater choice as well as value for money. There is now better liaison with the Environment and Regeneration department and the transport hub, with a post recently recruited which ensures liaison with parents regarding provision and choice. This has resulted in the achievement of some savings however; demographic growth has brought additional budget pressures and has impacted on the projections and savings that can be made at this stage.

Paul Ballatt added that the Children and Families Act also affects assessment and planning for pupils with SEN. As part of this Act, councils are required to offer personal budgets in some circumstances. There may be some scope for families to commission their own transport at a lower cost using personal budgets. Modelling undertaken by the

## **CHILDREN AND YOUNG PEOPLE OVERVIEW & SCRUTINY PANEL 4 NOVEMBER 2014**

department has demonstrated that significant savings could be made in the medium term with this approach.

Councillor Jeff Hanna asked if the council had to wait for legislation to be enacted to take this proposal forward. Paul Ballatt informed the Panel that this was not the case and that there is a duty on the local authority to consider the service it provides and to offer personal budgets. The department are looking at personal budgets for transport, short breaks and other preventative services.

Caroline Holland added that the council needed to reduce the present overspend within the SEN budget first and once the spend is under control then the department could look to make these savings from the introduction of personal budgets.

Councillor James Holmes asked how personal budgets could reduce cost and if it was surely not cheaper to commission services as a council. Paul Ballatt explained that whilst you would expect commissioning services for delivery by the council would be cheaper than individuals going out to do so; this was not the case regarding SEN transport.

The Panel agreed to make the recommendation that officers expedite such savings as can be achieved from the SEN budget without detriment to users.

Councillor Linda Taylor asked about the proposed savings to the training provided for facilitators of parenting programmes. Paul Ballatt explained that this saving would be achieved through a reduced spend on the parenting training budget as the number of trained facilitators in place is sufficient for this programme and therefore the council do not need to train more practitioners. Also, a saving would be made from de-commissioning a service which according to current monitoring, is underperforming. Councillor Linda Taylor asked if there was any scope in existing contracts to generate more value for money or any savings. Paul Ballatt informed the Panel that the department had some years ago moved to a commissioning model that was outcome focused and compliance was monitored regularly to ensure value for money.

Councillor Katy Neep asked if the potential impact identified within the equalities impact assessment of the proposed decommissioning of one project for children with disabilities, that has had limited take up, was a cause for concern. Also if families would be supported through other services to mitigate the negative impact and ensure they are aware of other options. Paul Ballatt confirmed that there were a range of services for children with disabilities and users would be redirected when that service ended.

Councillor James Holmes asked about the proposed savings in the school standards and quality team and what progress had been made in getting schools to buy in school improvement support from the council and if third parties had been approached on a commercial basis.

Yvette Stanley explained that the council do charge schools and have been in discussion with third parties to look at where there are opportunities to generate additional income with organisations buying in these services. The core budget for this team is c£500,000 and a service level agreement with schools in the borough is in place. Most of the income generated maintains this service and is primarily from schools buying in services. The

## **CHILDREN AND YOUNG PEOPLE OVERVIEW & SCRUTINY PANEL 4 NOVEMBER 2014**

South West London partnership of borough's also provide reciprocal services to enable the council to access the relevant expertise, although this does not provide capacity to generate significant income. Capacity is also supplied through the Teaching Schools Initiative by the DfE for schools' professional development.

Yvette Stanley added that the school improvement market is particularly competitive and that Merton aim to be the main provider to schools within the borough. If the council could expand the service to make it more commercial then it would do so but this is not an option at present given the councils financial position and the level of risk that this investment may involve.

Councillor James Holmes asked if there were a significant number of schools that had bought back services. Yvette Stanley confirmed this was the case and that the services bought back were wide-ranging including: school improvement; behaviour support, HR; Finance IT and research and information amongst others. Schools valued services such as data to support target setting at pupil and cohort level. Whilst the council has expertise in certain areas, very few of these services are profit making. Councillor James Holmes proposed that the council look at the model established by Richmond and their buy back service for any good practice that could be adopted.

Councillor Katy Neep asked what measures had been put into place to ensure changes to accommodation for looked after children, 16 years of age and above, were not negatively impacted by the proposed saving. In addition, would the council send children out of the borough to make this saving.

Paul Ballatt explained that the Access to Resources service within CSF procures all places for looked after children 16 and above. This model also improves negotiation with providers. This team are tasked with reducing spend and increasing the quality of individual placement contracts with individual providers. Paul Ballatt informed the Panel that needs assessments are undertaken on a case by case basis which impacts on the rates that are paid to providers. The service therefore can generate savings without impacting on quality. Paul Ballatt reassured the Panel that the department are committed to the best outcomes and wouldn't just adopt the cheapest model.

Yvette Stanley added that, as Director for CSF, she is responsible for signing off all out of borough placements which are often the more complex cases, are generally more expensive and can involve sexual exploitation or mental health issues. Yvette Stanley explained that it is often the case that placements need to be made out of borough because they meet the young person's specific needs. The council's track record of placements close to home is good, however, people often move in to the borough to access cheaper homes or due to the benefits cap in Merton and this can result in an increase in the number of complex cases. Such demographic changes impact on the council's ability to make cashable savings in those budgets. However, the council aims to procure smart without impacting on quality.

Yvette Stanley explained that the next round of savings would require £4.8 million of savings to be found and that given current budget [pressures it would not be possible to make savings from SEN transport and placements budgets which probably amounted to



## CHILDREN AND YOUNG PEOPLE OVERVIEW & SCRUTINY PANEL 4 NOVEMBER 2014

30% of CSFs budget. At present these services are overspending. This means we are again having to look at reductions in youth services, early years, and commissioned services below the statutory threshold for intervention..

Councillor James Holmes asked about the proposed savings to the post 16 Looked After Children/Care Leavers accommodation budget and if these savings were realistic and achievable. Yvette Stanley informed the Panel that the council has new responsibilities for complex needs cases, of which there are up to 25 for children with disabilities and up to 21 for Looked after children.

There is an overspend in the service of £2.6 million a high proportion of which related to new statutory duties and demographic pressures and the council are working with the DCLG and other departments to quantify these new requirements ( new burdens) on councils. These additional responsibilities also put particular pressure on Merton which is one of the lowest funded local authority in London for children's social care services.

Councillor Maxi Martin highlighted the role of elected members and staff as corporate parents and talked about the work the department had undertaken to try and deliver savings without any detrimental impact on young people.

**RESOLVED:** Panel noted the report and agreed to forward their recommendations and comments to the Overview and Scrutiny Commission for consideration, at their meeting on 25 November 2014, which are as follows:

**SEN Transport (CSF2012-05):** The Panel recommends officers expedite such savings as can be achieved from the SEN budget without detriment to users.

**All savings:** That Panel reluctantly agree the proposed savings and have noted those savings to be replaced.

### 6 LOOKED AFTER CHILDREN – ANNUAL CORPORATE PARENTING REPORT (AGENDA ITEM 5)

Councillor Maxi Martin introduced the report explaining the background to the Corporate Parenting Committee. Paul Angeli added that there has been an increase in regulatory burden on the council which has resulted in the need for the service to raise the bar on what it currently provides. The Corporate Parenting Committee oversees this work.

Councillor Linda Taylor noted the good work undertaken by the council in increasing the number of young people adopted over the past year but expressed her concerns about the increase in the number of 16/17 year olds entering care, asking what sort of help they need. Councillor Linda Taylor also commented on the new handbooks produced for staff and young people but expressed concerns that there was not enough information on getting into employment or on claiming benefits.

Paul Angeli explained that there had been a lot of work undertaken with young people not in employment, education or training. The data in the report appears as though performance is declining in this area, however, this is the result of the way data was gathered on a national level which has shifted. Paul Angeli added that the council are now

## **CHILDREN AND YOUNG PEOPLE OVERVIEW & SCRUTINY PANEL 4 NOVEMBER 2014**

expected to track 19-21 year old care leavers and demonstrate this activity to central government which means an increased role for the local authority to play in the lives of young people who were in care beyond 19 years of age. A task force has therefore been set up to look at bringing together key agencies to track young people leaving care in this extended age range. The DWP also have new duties to ensure access to education, employment and training as well as what has been done locally. Paul Angeli added that he would ensure that further revisions to the handbook included information on accessing work.

Councillor Marsie Skeet enquired as to why only 62% of visits were completed within timescales and what the corporate parenting board were doing about this. Paul Angeli explained that this was a data quality issue and required further exploration – our case records show a higher level of visiting but the performance reports are not extracting this data. This issue has been raised at the corporate parenting board.. Paul Angeli reassured the Panel that there is a lot of scrutiny in this area to tackle underperformance.

Councillor Charlie Chirico asked if the onus was placed on young people to get in touch with the council about their whereabouts after leaving care and what contact the council made with care leavers. Paul Angeli explained that there are a range of circumstances and often some young people are no longer living in the borough. The council actively track all care leavers however; many young people do not wish to remain in contact with the council. A return of 21% of care leavers tracked has been returned to central government. This may not be reflective of those who are not in suitable accommodation.. However, where young people have opted out of further contact with the council, this is not reflected in the return and does not impact performance.

Councillor Katy Neep asked why the largest increase in young people entering care was in the 14 years and above age group, and if there are concerns about any earlier preventative initiatives not having the required effect as young people still end up in care. Councillor Katy Neep asked what support was provided to ensure that emotional wellbeing and mental health issues were addressed amongst young people that have been identified as having a substance misuse problem.

Paul Angeli informed the Panel that the number of 16/17 year olds in care is above the London average which skews performance but that it is right that these children should be assessed as children in care. This is due to the governments instruction that care leavers are not simply placed with Housing Associations without the proper assessment by the local authority and the looked after children team. In Merton, more than for other local authorities, there have been a number of care leavers that would do reasonably well in supported accommodation but this is not the recommended approach. The Looked After Children Team is working with the housing department to deliver our agreed protocol for managing where 16 or 17 year old care leavers are placed and there is joint commissioning of provision between CSF and the housing departments.

Paul Angeli explained that a number of cases in the 14/15 year olds were not previously resident in Merton but have been identified as requiring care and present very complex needs. Provision therefore is required to meet this demand, including ensuring services are

## **CHILDREN AND YOUNG PEOPLE OVERVIEW & SCRUTINY PANEL 4 NOVEMBER 2014**

provided to support the emotional and mental well being of young people. Yvette Stanley explained that the lower age range of those placed in care are often placed with the extended family, with permanent foster carers or adopted. Of the 140 cases noted, one third are asylum seekers who have arrived in the country unaccompanied as teenagers. A rota is in place with other London authorities to share out support for these young people.

Paul Ballatt added that the department instil and encourage a certain set of values in staff that work with young people as the relationship between staff and young people is key to ensuring good outcomes. There is also every effort made to match social workers and children so that this relationship can be sustained long term.

Councillor Jeff Hanna asked if the numbers of young people coming to the borough balanced with those leaving Merton and if not whether there was a reason for this. Paul Angeli explained that there is no increase in the number of families leaving the borough but that there is an increase in the numbers coming in. A number of these are complex cases.

Yvette Stanley added that the council also work with the families to place young people out of the borough where it is of benefit, for example, to distance them from gang activity or crime.

Peter Connellan asked if the council kept in touch with employers of care leavers and noted the emotional strain placed on family support staff and those that support care leavers. Paul Angeli explained that the council do not stay in touch with every employer but that they have established relationships to track young people with educational or training organisations. In addition, Paul Angeli recognised the significant pressure placed on staff and explained that additional support had been provided through Tavistock.

### **RESOLVED:**

Panel noted the report and wished to record their thanks to Paul Angeli and his team.

Panel asked that the Corporate Parenting Board be requested to monitor that six weekly visits were being achieved to raise performance from the current 62% rate.

## **7 PROGRESS ON SAFEGUARDING SERVICES (AGENDA ITEM 6)**

Councillor Maxi Martin introduced the report.

Councillor Marsie Skeet asked about the statement regarding 400 children going missing from their homes and care each year, what duration these children were missing for and what measures were in place to tackle this.

Paul Angeli explained that the 400 figure related to episodes of children going missing, not 400 separate cases. Government have recently changed guidelines and Merton has rewritten their protocol in response working with the police and the missing person's team. Paul Angeli added that a high proportion of children going missing in Merton are being cared for by other local authorities but are placed in the borough. The council look into the case of a missing child from another borough as part of this revised protocol. Jigsaw4u has also been commissioned to engage with parents and young people to reduce episodes of children going missing.

## CHILDREN AND YOUNG PEOPLE OVERVIEW & SCRUTINY PANEL 4 NOVEMBER 2014

Paul Angeli informed the Panel that in addition to the statutory duties placed on councils, the department are working with the police and engage with the child and parents to attempt to reduce the number of episodes of a child going missing. Strategy meetings are also held to ensure that young people stay in placements and that the departments work is co-ordinated with the police in this area. Within this cohort, many of the girls and young women that go missing are at risk of sexual exploitation and the council are working on this.

Councillor Jeff Hanna asked if any child that had gone missing had not been found. Paul Angeli confirmed that although rare this was occasionally the case and that those children who had not been found may have potentially been trafficked. The council are in on-going dialogue with the police on these cases. Merton has one such case at present.

Councillor Katy Neep asked if 500 child protection investigations of children at risk was a high figure we should have concerns about. Paul Angeli explained that this figure was slightly higher than other authorities and meant that Merton was actively assessing risk of harm. However, the conversion rates from investigation to child protection plans being set up are not particularly high.

Councillor Jeff Hanna asked about the information that had been received in relation to data shared with the UK by the Canadian Police Force on potential offenders. Yvette Stanley confirmed that she had written to the Borough Commander to determine if any notifications had been received about activity in Merton. Yvette Stanley highlighted that Members of the Panel would be aware of national initiatives to tackle paedophilia and identify those accessing child pornography. There are large volumes of these cases found by Police which are now being addressed at national level.

Yvette Stanley explained that the police command is split into the work undertaken by the Borough Commander, child protection teams and other Police teams outside of the borough. This can make it difficult to get an overview of perpetrators when cases are being overseen by a number of police forces or commands. In addition, Child Abuse Teams have recently been restructured and whilst there is greater capacity within teams to support cases, this area remains a real challenge for the Metropolitan Police. The London Safeguarding Board has been raising this need proactively with the Commissioner.

Councillor Jeff Hanna asked Yvette Stanley to contact the Borough Commander to seek clarification from the Met as to whether they had received any information from the Canadian Police regarding potential offenders which had yet to be passed on to Merton Police.

Councillor Linda Taylor proposed that the Borough Commander be invited to a future meeting of the Panel to discuss these issues. Councillor Jeff Hanna added that the Overview and Scrutiny Commission meet with the Borough Commander twice a year and any questions the Panel has could be raised through this process.

Councillor Maxi Martin added that she meets with the Borough Commander regularly to ensure joined up thinking and that the Leader is fully briefed on these cases.

**RESOLVED:** Panel noted the report and recorded their appreciation for officer's work in

## **CHILDREN AND YOUNG PEOPLE OVERVIEW & SCRUTINY PANEL 4 NOVEMBER 2014**

this area.

### **8 LOCAL AUTHORITY ROLE ON REDUCING PARTICULAR VULNERABILITIES FACED BY GIRLS (AGENDA ITEM 7)**

Yvette Stanley introduced the report noting that there are a range of issues that fall under the category of vulnerabilities faced by girls and that responding to such issues is not managed or led solely by the Children, Schools and Families department. This work was also undertaken previously by Safer Merton and by our safeguarding board partner agencies. A recent DV Strategic Needs Assessment recommended strengthening governance arrangements around delivery of these services and a broader brief for the council is to now bring together partners to look at the issues as outlined in this report.

Councillor Marsie Skeete asked if all schools have procedures in place to report concerns when girls from certain cultures are taken on holiday to certain places by families where the child is potentially at risk. Yvette Stanley confirmed that all schools do have a procedure and report this to the council. Further to this a designated teachers group meets every six weeks to discuss issues. The council also works in line with pan London protocols and undertake the relevant assessments to determine any risks to the child. There is however still a lot of work to do in the health economy as referrals made previously were not coming through to the council. This has provided the local authority with some challenges. Furthermore, there is a need to develop an understanding amongst families of these issues.

Councillor Charlie Chirico asked what counselling services were offered to young girls and women that had experienced FGM. Paul Angeli explained that there isn't a significant provision nationally or locally in this area at present but that a number of specialist teams operate out of hospitals which provide support. The Afuka charity also offer support to young people and adults.

Councillor Katy Neep asked what provision or funding was in place to support those with mental health problems resulting from these experiences, as provision was found to be quite poor nationally, what emotional well being support the council offered to young girls and what preventative work was undertaken in schools.

Paul Ballatt explained that mental health service provision is split between three tiers ranging from universal (tiers 1 and 2) to specialist provision (tier 3). At tiers 1 and 2, many schools have commissioned targeted mental health provision to ensure there is a counselling service available within the school. Access to this service can be through self referral or through teaching staff recognising when students have problems or may benefit from counselling. At Tier 3, more specialist services are akin to the traditional CAMHS model. This includes training for non specialist staff to equip them with the skills to provide an initial level of intervention and support to students. Practitioners follow national standards and national service frameworks in this area, yet there is a degree of specialism practitioners possess which means that services provided can often be less connected to strategic need identified and more to their interests and area of expertise.

Paul Ballatt added that the council can refer cases to CAMHS for assessment or intervention. The council is also responsible for influencing NHS commissioning of CAMHS



## **CHILDREN AND YOUNG PEOPLE OVERVIEW & SCRUTINY PANEL 4 NOVEMBER 2014**

services and can use council funding to commission the relevant services.

Peter Connellan asked if this provision was only made available to the secondary sector. Paul Ballatt confirmed that services are available to both primary and secondary schools.

Councillor Linda Taylor asked what training teachers and social workers receive to ensure they are aware of the issues girls and young women face and are able to identify them. Yvette Stanley explained that support is made available to teachers however; the PGCE they undertake does not equip them to deal with such issues. The work to be undertaken to raise awareness amongst teachers can be coordinated through the safeguarding board and through the designated teacher's networks to ensure this is on their radar.

Councillor Linda Taylor asked if specialists have face to face contact with teachers to brief them on these issues. Paul Ballatt explained that tier 3 CAMHS specialists are commissioned to train teachers so that they are able to recognise and respond to issues. Paul Ballatt added that awareness raising with schools was also likely to result in an increase in referrals.

Councillor Linda Taylor asked if a progress report could be brought to a future meeting of the Panel giving more detail on what Merton are doing in this area and on performance. Yvette Stanley confirmed that this could be included in the Panels regular Update Report.

Yvette Stanley wished to commend young people for their work on FGM which was providing peer support to young people.

Councillor Joan Henry thanked officers for their support and work in this area.

**RESOLVED:** Panel noted the report and thanked officers for their work.

### **9 PERFORMANCE REPORT (AGENDA ITEM 9)**

Councillor Jeff Hanna informed the Panel that a meeting had been arranged to review the current set of performance indicators that the Panel receives and that there would be a report back in January to the Panel on the outcome of that meeting.

Paul Ballatt expressed his thanks to the Panel for attending the performance monitoring training session delivered on 20<sup>th</sup> October. Panel returned their thanks to Naheed Chaudhry and Paul Ballatt for delivering the session.

**RESOLVED:** Panel noted the report.

### **10 WORK PROGRAMME 2014/15**

Yvette Stanley informed the Panel that Jan Martin, Head of Education, was due to retire shortly.

**RESOLVED:** Panel noted the work programme and wished to record their thanks to Jan Martin for her hard work to date and to wish her well in her retirement.

### **11 GLOSSARY**

**RESOLVED:** Panel noted the glossary and thanked Paul Ballatt for producing the

**CHILDREN AND YOUNG PEOPLE OVERVIEW & SCRUTINY PANEL  
4 NOVEMBER 2014**

document.

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

**13<sup>th</sup> January 2015**

**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 draft revenue savings proposals, draft service plans, draft equalities assessments and latest amendments to the capital programme.
2. That the Overview and Scrutiny Commission considers the comments of the Panels and provides a response on the issues raised to Cabinet when it meets on the 16 February 2015.

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### **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 draft revenue savings, draft service plans, draft equalities assessments and latest amendments to the capital programme 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 proposals to Cabinet when it meets on the 16 February 2015.

### **2. Details - Revenue**

- 2.1 The Cabinet of 10 November 2014 received a report on the Business Plan 2015-19. This included amendments to savings which were incorporated into the MTFS. Details of these are provided in Appendix 1 to this report
- 2.2 The Cabinet of 8 December 2014 received a report on the business plan for 2015-19. This included details of draft savings proposals, latest amendments to the draft Capital Programme 2015-19 and agreed the council tax base for 2015/16.

## 2.3 It was resolved:

That Cabinet:

- A) agrees the savings/income proposals put forward by officers and refers them to the Overview and Scrutiny panels and Commission for consideration in January 2015 (Appendix 1).
- B) agrees the latest amendments to the draft Capital Programme 2015-2019 which was considered by Cabinet on 20 October 2014 and on 10 November 2014, and scrutiny in November 2014.
- C) agrees the Council Tax Base for 2015/16 set out in paragraph 2.6 and Appendix 3.
- D) has considered the proposed deferral of a saving previously agreed. (Appendix 5)
- E) has considered the latest drafts of the service plans.(Appendix 10)

## 2.4 Since the Cabinet meeting on 8 December 2014, draft equalities assessments for each of the new savings proposals have been prepared for the panels and commission to scrutinise. (Appendix 2)

## 3. **Alternative Options**

- 3.1 It is a requirement that the Council sets a balanced budget. The Cabinet report on 8 December 2013 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 19 January 2015, 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 2014-18**

- 4.1 Details of the draft Capital Programme 2015-19 were agreed by Cabinet on 20 October 2014 and subject to scrutiny in November 2014. There was a scheme added in at the 10 November 2014 Cabinet, and the latest amendments were included in the report to Cabinet on 8 December 2014 which is attached as Appendix 3.

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

- 5.1 Further work will be undertaken as the process develops.

**6. Timetable**

6.1 The timetable for the Business Plan 2015/19 was agreed by Cabinet on 20 October 2014. Following this round of scrutiny, there will be further reports on the Business Plan 2015-19 to Cabinet on 16 February 2015 and Council on 4 March 2015.

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

7.1 These are set out in the Cabinet report for 8 December 2014.

**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 Business Plan update reports to Cabinet.

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 Equalities Assessments for each new saving proposal are attached 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: | Amendment to savings agreed by Cabinet on 10 November 2014   |
| Appendix 2: | Equalities Assessments                                       |
| Appendix 3: | Cabinet report 8 December 2014: Business Plan Update 2015-19 |

## **BACKGROUND PAPERS**

Budget files held in the Corporate Services department.

## **REPORT AUTHOR**

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## 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	CSF2014-04	<b>Service Description</b>	<b>Youth Services</b> Reduced investment in commissioned and in-house youth services.	583	100				Medium	Medium
		<b>Service Implication</b>	reduced budget for central and partnership commissioned youth activities possibly part offset by income/fundraising. Remaining offer will be targeted to young people from areas of highest deprivation. Reduced support for sector capacity building to protect direct provision.							
		<b>Staffing Implications</b>	Redundancy of both in-house and commissioned services staff.							
		<b>Business Plan implications</b>	Reduced service offering. Potential impact on youth justice and crime.							
		<b>Impact on other departments</b>	Potential impact on Housing advice.							
		<b>Equalities Implications</b>	Will impact on young people from disadvantaged groups within the community but residual offer will continue to be targeted to these groups.							
<b>Total Children, Schools and Families Savings</b>					<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>		

**Previously agreed savings and/or current budget pressures****DEPARTMENT: ENVIRONMENT AND REGENERATION**

Budget Process	Ref	Description of Saving		2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Additional Budget Pressure	TOTAL	
2012/15	ER25	Level 1	1)	<b>Commercial Services</b> Commercial Waste and Recycling – This is an area where there is potential to income generate, the financial environment for the in house collection will improve with the withdrawal of the LATS requirement as well as reductions in disposal costs as "Phase B" goes live. At the present time the service is making a small surplus but with increased investment in the service and a marketing plan in place, this could grow by around £500K over the next year or two. It is too early to present substantiated proposals and a monitoring process has been put in place to enable us to determine later on in the year whether increased income can be projected for next year and beyond.		150	250				250
2015/18	EV08	<b>Service/Section Description</b>		<b>Waste disposal</b> Increased recycling rate by 3% following education and communications activity funded by WCS. This will be driven by the incentivisation and education programme due to commence in March 2014.				250		-250	
		<b>Service Implication</b>		None							
		<b>Staffing Implications</b>		None							
		<b>Business Plan implications</b>		None							
		<b>Impact on other departments</b>		None							
		<b>Equalities Implications</b>		None							
Budget Pressure Only		<b>Service/Section Description</b>		<b>Traffic &amp; Highways</b> As a result of a clearer understanding of guidelines and actual patterns of expenditure the section charges a lower level of highways maintenance spend to Capital than previously and, as a result, incurs increased revenue costs that are not sustainable.							464
Budget Pressure Only		<b>Service/Section Description</b>		<b>Parking Services</b> Capital costs of c£1.3m are required in 2015/16, which will be funded from anticipated fines from moving traffic contraventions in the first year of operation. An adjustment to the capital programme will be made.				1,300	-1,300		
Budget Pressure Only		<b>Service/Section Description</b>		<b>Parking Services</b> The proposed Deregulation Bill regarding the enforcement of static contraventions using CCTV, will result in the net loss to the authority of around £550K.							550
<b>Total Environment and Regeneration</b>				<b>150</b>	<b>250</b>	<b>1,550</b>	<b>-1,300</b>	<b>-250</b>	<b>1,264</b>	<b>1,664</b>	

Budget Process	Ref	Description of Saving	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Additional Budget Pressure	TOTAL
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### Alternative savings proposal and budget pressure mitigation

#### DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

Budget Process	Ref	Description of Saving	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2016/17 £000		
	EV12	<p><b>Service/Section Description</b></p> <p><b>Parking Services</b> Earlier Introduction of unattended automatic number plate recognition CCTV parking enforcement cameras at fixed locations. This has been agreed in previous budget setting for 16/17 financial year and is proposed to be brought forward following clarification of investment needs and procedures. ANPR will deliver efficient management of moving traffic offences and improve congestion, road safety, bus journey times and traffic flow through the borough</p> <p><b>Service Implication</b> None</p> <p><b>Staffing Implications</b> This new system has the ability to free up enforcement staff from the CCTV PCN verifying process, releasing those officers to carry out more enforcement which will improve the free flow of traffic and reduce congestion. Additional staff will be required and the cost has been netted off the income</p> <p><b>Business Plan implications</b> Capital costs of c£1.3m are required which will be funded from anticipated fines from moving traffic contraventions in the first year of operation. An adjustment to the capital programme will be made.</p> <p><b>Impact on other departments</b> None</p> <p><b>Equalities</b> none</p>			3,214	-1,300	-250		
<b>Total Environment and Regeneration</b>			<b>0</b>	<b>0</b>	<b>3,214</b>	<b>-1,300</b>	<b>-250</b>		<b>1,664</b>

## DEPARTMENT: COMMUNITY &amp; HOUSING - 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
HC&OP	CH01	<u>Service</u>	<b>Adult Social Care Access and Assessment</b>	37,621	150	0	0	0	H	H
		Description	<b>Below Inflation uplift to third party suppliers</b> (This will be a total of 7 years at 0% or below inflation uplift to 16/17. There has been resistance and challenge from providers who require that clients are removed from their care and support, or refuse to take newly referred clients. To date Merton has been acting consistently with neighbouring authorities but re-negotiations are on-going. )							
HC&OP	CH03	Description	<b>Brokerage Efficiency Savings.</b> Care and support packages will be negotiated and brokered to deliver the best value solution based on assessed need.	37,621	200	0	0	0	H	H
			<u>Commissioning</u>							
HC&OP	ASC18	Description	<b>Supporting People. (Restructure and refocus the use of supporting people services)</b> Funding for services provided under Supporting People arrangements is no longer ring-fenced and there are opportunities therefore to fundamentally restructure and refocus the use of SP services. (The total savings target is £350k . This saving proposal was deferred from 2014/15	2,392	50	0	0	0	M	M
Total Community & Housing Savings						400	0	0	0	



## DEPARTMENT: COMMUNITY &amp; HOUSING - 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
HC&OP	CH11	<p><u>Service</u> Description</p> <p><b>Adult Social Care Access and Assessment</b> <b>First Contact service</b></p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	125	125	0	0	0	M	H
		<p>Reduce in-house provision of a first contact screening and assessment service, and have this provided within the voluntary sector within the overall costs the sector currently operate within.</p> <p>Reduction in staffing (4.5 FTE)</p> <p>No specific Implications</p> <p>None</p> <p>See overall EIA</p>							
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
HC&OP	CH12	<p><u>Service</u> Description</p> <p><b>Access and Assessment Review of Care Packages</b></p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	37,621	75	0	0	0	H	H
		<p>Intensify programme of reviews of existing support packages in line with the principles of promoting independence, with an expectation that many of our customers can have a reduction in their support packages once they have got through the initial event such as a hospital admission</p> <p>None</p> <p>No specific Implications</p> <p>None</p> <p>See overall EIA</p>							
HC&OP	CH13	<p><u>Service</u> Description</p> <p><b>Direct Provision Day care services</b></p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	1,612	200	0	0	0	M	H
		<p>Change the day services offer for learning and physically disabled customers who currently use in house day services, mainly High Path and All Saints. Support packages will be reviewed to make an overall reduction in the level of support being offered.</p> <p>Reduction in staffing</p> <p>No specific Implications</p> <p>Transport (E&amp;R)</p> <p>See overall EIA</p>							
<b>Total Community &amp; Housing Savings</b>				<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>		

<p>What are the proposals being assessed?</p>	<p>Savings in CSF Youth Services (CSF2014-04)</p>
<p>Which Department/ Division has the responsibility for this?</p>	<p>Children Schools and Families, Education Division, Education inclusion</p>
<p><b>Stage 1: Overview</b></p>	
<p>Name and job title of lead officer</p>	<p>Keith Shipman, Service Manager Education Inclusion</p>
<p>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>	<p>Savings in Youth Services of £100,000 in 2015/16</p> <p>Reduced investment in commissioned and in-house youth services.</p> <p>Reduced budget for central and partnership commissioned voluntary sector youth activities The youth offer will be reduced. Remaining offer will be targeted to young people from areas of highest deprivation as the savings are larger in areas of least deprivation. Reduced support for sector capacity building to protect direct provision and support the organizations that are delivering the youth work reducing their capacity to expand the youth offer and the effectiveness of the youth partnership model.</p> <p>Redundancy of both in-house and commissioned services staff.</p> <p>Reduced service offering. Potential impact on youth justice and crime.</p> <p>Decommissioning of housing advice.</p> <p>Will impact on young people from disadvantaged groups within the community but residual offer will continue to be targeted at these groups.</p>
<p>2. How does this contribute to the council's corporate</p>	<p>It doesn't contribute to corporate targets</p>

priorities?	
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	<p>Young people at risk of homelessness- there is a risk of increased housing presentations – however needs analysis shows that most of the housing service users are out of borough residents studying at South Thames College Merton.</p> <p>Young people - there will be less activities for young people to do</p> <p>Voluntary sector youth groups and MVSC who will have reduced capacity</p> <p>Less part time youth workers in the council as we will reduce offer at Pollards Hill or Phipps Bridge youth centres unless we can raise other income.</p>
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	<p>Merton Youth Partnership are delivers of the youth offer in the voluntary sector</p> <p>Housing advice is provided at South Thames College.</p>

Page 23

## 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).

Usage and take up of commissioned youth services by area of residence in borough and out of borough.

### 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		✓	✓		Youth services work with 10 – 19 year olds.
Disability		✓	✓		Youth services have a disproportionately high number of children with special needs attending sessions.
Gender Reassignment		✓		✓	
Marriage and Civil Partnership		✓		✓	
Pregnancy and Maternity		✓		✓	
Race		✓		✓	
Religion/ belief		✓		✓	
Sex (Gender)		✓		✓	
Sexual orientation		✓		✓	
Socio-economic status		✓	✓		Resources are targeted at need and volume of young people.

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

Income targets will be set for partnerships to cover savings

Young people from Merton can present at Merton housing or seek advice from the Insight centre in Mitcham.

Savings will be graduated so that the largest savings are for Wimbledon then Morden then Mitcham.

**Stage 4: Conclusion of the Equality Analysis****8. 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).

<b>Negative impact/ gap in information identified in the Equality Analysis</b>	<b>Action required to mitigate</b>	<b>How will you know this is achieved? e.g. performance measure/ target)</b>	<b>By when</b>	<b>Existing or additional resources?</b>	<b>Lead Officer</b>	<b>Action added to divisional/ team plan?</b>
Age	Income targets will be set for partnerships to cover savings	Funding for partnerships will be monitored through commissioning visits. Partnerships will be supported to seek funding, however the Voluntary sector capacity to support is also being reduced.	April 16	Seek sources of additional income.	KS/LW	
Housing need	Young people from Merton can present at Merton housing or seek advice at the Insight Centre in Mitcham. A meeting between the commissioner and South Thames College where the advice services runs will consider alternative signposting.	Meeting at South Thames College to agree	Jan 15		KS/LW	
Deprivation – there will still be an impact this is graduating the impact.	Savings will be graduated so that the largest savings are for Wimbledon then Morden then Mitcham.	Partnerships informed of savings.	Jan 15		KS	

**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

This Equality Analysis has resulted in an Outcome 3 Assessment

There will be a serious impact on the capacity of the youth partnerships to deliver the youth partnership model without MVSC support and with reduced resources. The actions taken above may off set some impact - but effect may still be significant ie less night of youth work.

**Stage 7: Sign off by Director/ Assistant Director**

<b>Assessment completed by</b>	Keith Shipman, Education Inclusion	<b>Signature:</b>	<b>Date:24/10/2014</b>
<b>Improvement action plan signed off by Director/ Assistant</b>	Jan Martin, AD Education	<b>Signature:</b>	<b>Date: 24/10/2014</b>

# 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?	EV12: Earlier introduction of unattended Automatic Number Plate Recognition cameras (ANPR) to ease traffic congestion.
Which Department/ Division have the responsibility for this?	Environment & Regeneration, Public Protection

Stage 1: Overview	
Name and job title of lead officer	Paul Walshe Parking Services Manager
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)	The introduction of ANPR will greatly improve the Council's ability to manage traffic flows, congestion, and traffic pollution, free flow of buses and emergency vehicles as well as ensuring increased safety for pedestrians, particularly around schools. There is no reduction in the level of service and it is envisaged that there will be no deletion of posts.
2. How does this contribute to the council's corporate priorities?	Resident surveys have listed traffic congestion as one of the top 5 concerns in the borough and it has increased as a concern in the recent past . For the reason outlined above, the introduction of ANPR will significantly help address this concern.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Initially, motorists who do not comply with the parking regulations will be affected by the issue of a Penalty Charge Notice.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Not shared.

Page 20



## 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).

Surveys were carried at different locations within the borough with the aim of identifying how efficient and effective the existing enforcement methods are for capturing parking contraventions. These surveys clearly showed that the current methods of enforcement are not as efficient as they should be. The survey was carried out in June 2014 at 24 locations (bus lanes and Moving Traffic Locations) for a period of 1week at each location. The survey data showed that the installation of ANPR cameras at these locations would significantly improve compliance .

## 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)?

Page 5

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	x			x	With the expected improvement in compliance by the motorists of the parking regulations pedestrian safety will improve for the older and infirmed in general and children particularly outside schools.
Disability	x			x	As above improvement in compliance will positively affect people with disabilities.
Gender Reassignment	x			x	Whilst there will be an effect I am not aware of the level of effect on this group but it will be positive as any improvement in compliance will improve congestion, safety and traffic flows
Marriage and Civil Partnership	x			x	Whilst there will be an effect I am not aware of the level of effect on this group but it will be positive as any improvement in compliance will improve congestion, safety and traffic flows
Pregnancy and Maternity	x			x	Whilst there will be an effect I am not aware of the level of effect on this group but it will be positive as any improvement in compliance will improve congestion, safety and traffic flows
Race	x			x	Whilst there will be an effect I am not aware of the level of effect on this

					group but it will be positive as any improvement in compliance will improve congestion, safety and traffic flows
<b>Religion/ belief</b>	x			x	Whilst there will be an effect I am not aware of the level of effect on this group but it will be positive as any improvement in compliance will improve congestion, safety and traffic flows
<b>Sex (Gender)</b>	x			x	Whilst there will be an effect I am not aware of the level of effect on this group but it will be positive as any improvement in compliance will improve congestion, safety and traffic flows
<b>Sexual orientation</b>	x			x	Whilst there will be an effect I am not aware of the level of effect on this group but it will be positive as any improvement in compliance will improve congestion, safety and traffic flows
<b>Socio-economic status</b>	x			x	Whilst there will be an effect I am not aware of the level of effect on this group but it will be positive as any improvement in compliance will improve congestion, safety and traffic flows

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

If negative impacts are identified through any monitoring then an action plan will try to address this as far as is practicable.

## Stage 4: Conclusion of the Equality Analysis

### 8. 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 Pan

### 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?
If any identified through changes in charges for services	Action plan to mitigate	Measuring customer feedback through contact and forums	2015	Existing	Paul Walshe	Included as part of service review plan.

Page  
32

**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.**

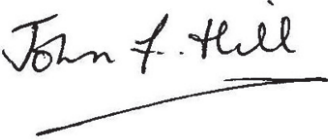
## Stage 6: Reporting outcomes

### 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

This Equality Analysis has resulted in an Outcome [add](#) Assessment

The introduction of ANPR camera enforcement will positively affect all groups listed above by reducing congestion, traffic flows, bus journey times, pollution, and safety for pedestrians and children. Whilst feedback from customers in the form of contact and Council forums will be monitored it is too early to indicate the level and degree of the positive effects.

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Paul Walshe Parking Services Manager	Signature: Paul Walshe	Date: 29/10/2014
Improvement action plan signed off by Director/ Head of Service	John Hill , Head of Public Protection	Signature: 	Date:

# Equality Analysis

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

What are the proposals being assessed?	Proposed replacement savings within the Adult Social Care Service Plan for 2015-16
Which Department/ Division has the responsibility for this?	Adult Social Care (Access & Assessment, Direct Provision and Commissioning) within the Community & Housing Department

Stage 1: Overview	
Name and job title of lead officer	Douglas Russell, Adult Social Care, Programme Manager
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)	The aim of the efficiencies is to ensure that the division meets its savings targets over the next 4 years. The objective is to ensure that cashable efficiencies have minimal adverse impact on the customers of Adult Social Care
2. How does this contribute to the council's corporate priorities?	The Adult Social Care Service plan contributes to the Council's Merton 2015 priorities and will ensure that the savings targets are achieved in line with the Corporate Business Plan and the 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.	Our stakeholders include: customers, carers, faith groups, customer representative groups (e.g. Your Shout, Merton People First, Speak Out Group, Merton centre for Independent Living (MCIL), customer groups within Day Services), Voluntary Sector organisations (e.g. MVSC, and other organisations making up Involve), Merton Clinical Commissioning Group, partnership groups (e.g. LD and Transition Partnership Boards, the Health and Wellbeing Board, Healthwatch, and staff.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Adult Social Care will take overall responsibility for its savings.

Page 1 of 1

## 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).

We will adopt a similar approach as for previous savings, consulting with groups representing various care groups and faith groups; the voluntary sector through INVOLVE on the need to have a 3 year plan on delivering services that meet the needs of the Adult Social Care service plan for 2015 - 2018.

We will adopt a similar approach as for previous savings and will use the following information to support our decision:

- Surveys with customers and carers.
- Joint Strategic Needs Analysis (JSNA) to identify future needs of adults and carers with potential social care needs.
- Contract Monitoring – and where savings can be made without impact on service users.
- Consultation with Healthwatch
- Consultation with Service Users and Carers Groups
- Consultation with Service Providers – Voluntary Sector Task Force, Provider forums and 1:1 consultation with third party providers. This information, as per the past, will be used to identify how and at what cost the provider market can meet the needs of the Council, service users and carers. We will analyse the information to establish which service will be more effective and provide value for money.
- Best practice research and reports with ADASS and other national and government groups.
- Benchmarking across London and South West London.
- In-house data analysis and performance indicators.
- Demographic data.
- Information from the Office of National Statistics (ON).

Generally the savings proposed are continued changes to the way in which we deliver our services with reduced budgets, whilst ensuring our ability to deliver our statutory responsibilities. These proposals include reduction in services as well as services being delivered differently, so there may be some impact on some of the equality groups. The FACS criteria are not being amended, so there will no change in statutory entitlement to support, however there may be a decrease in the options on offer.

A comprehensive consultation exercise on these proposals will be on-going as part of the ASC Service Redesign process. The outcome of which will inform the way we progress the proposals.

## 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	√			√	<p><b>Commissioning:</b>  <b>First Contact Service</b> - reduce in-house provision of a first contact screening and assessment service and have this provided within the voluntary sector with the overall costs the sector currently operate within.</p> <p><b>Access and Assessment:</b>  <b>Review of Care Packages</b> - intensify programme of reviews of existing support packages in line with the principles of promoting independence, with an expectation that many of our customers can have a reduction in their support packages once they have through the initial event such as a hospital admission.</p> <p><b>Direct Provision:</b>  <b>Day Care Services</b> - change the day services offer for learning and physically disabled customers who currently use in house day services, mainly High Path and All Saints. Support packages will be reviewed to ensure that the appropriate level of care and support is provided. Some of this provision might come in a different form, for example sessions provided by volunteers rather than paid staff, or a community trip rather than a day at a centre. All packages will be agreed with customers and carers.</p>
Disability	√			√	<p><b>Commissioning:</b>  <b>First Contact Service</b> - reduce in-house provision of a first contact screening and assessment service and have this provided within the voluntary sector with the overall costs the sector currently operate within.</p> <p><b>Access and Assessment:</b>  <b>Review of Care Packages</b> - intensify programme of reviews of existing support packages in line with the principles of promoting independence, with an expectation that many of our customers can have a reduction in their support packages once they have through the initial event such as a hospital admission.</p> <p><b>Day Care Services</b> - change the day services offer for learning and physically disabled customers who currently use in house day services, mainly High Path and All Saints. Support packages will be reviewed to</p>



					ensure that the appropriate level of care and support is provided. Some of this provision might come in a different form, for example sessions provided by volunteers rather than paid staff, or a community trip rather than a day at a centre. All packages will be agreed with customers and carers.
<b>Gender Reassignment</b>					N/A
<b>Marriage and Civil Partnership</b>					N/A
<b>Pregnancy and Maternity</b>					N/A
<b>Race</b>					N/A
<b>Religion/ belief</b>					N/A
<b>Sex (Gender)</b>					N/A
<b>Sexual orientation</b>					N/A
<b>Socio-economic status</b>					N/A

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

- **Potential impact of change**

### Mitigation Plan

A comprehensive consultation exercise to ensure customers and other stakeholders understand the rationale for the position the council is taking.

- **Potential impact on level of service for customer**

### Mitigation Plan

In addition to the comprehensive consultation exercise, there will be a through implementation plan to include a comprehensive checklist to ensure that the solutions developed for customers meet their identified needs. As well as the clear identification of communication channels for customers and a comprehensive monitoring mechanism to ensure where there is a change in need a revised solution can be developed and put in place swiftly.

## Stage 4: Conclusion of the Equality Analysis

### 8. 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?
Potential impact of change	Consultation planned up to end of March 2015.	Meetings held and outcome recorded.	March 2015	Established	RAM/JB/JR/AOS	Yes
Potential impact on level of service for customer	As well as consultation, a through implementation plan to include a comprehensive checklist to ensure that the solutions developed for customers meet their identified needs. As well as the clear identification of communication channels for customers and comprehensive monitoring mechanism to ensure where there is a change in need a revised solution can be developed and put in place swiftly.	Savings target in Service Plan	On-going and up to March 2018	Yes	JB/JR	Yes

**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

This Equality Analysis has resulted in an Outcome **2** Assessment

The key findings of this initial assessment are:

- A comprehensive consultation exercise is required to inform customers and other stakeholders of the proposed changes and to ensure all the risks and negative impacts are clearly identified.
- In terms of positive key impacts Adult Social Care solutions will continue to be person centred and delivered both more efficiently and cost effectively. In terms of negative key impacts, they are outlined in Section 7 above.
- Merton's vulnerable residents are affected, in particular older people and people with disabilities.
- The course of action being proposed as a result of this assessment is detailed in section 9 above.

<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Douglas Russell ASC Programme Manager	<b>Signature:</b>	<b>Date:</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>	Simon Williams Director of Community & Housing	<b>Signature:</b>	<b>Date:</b>



# 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?	Budget Saving 480,000
Which Department/ Division has the responsibility for this?	Education – Youth Service

Stage 1: Overview	
Name and job title of lead officer	Janet Martin Assistant Director -Education
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)	To save 480,000 by ceasing to provide a Youth Service. This funding currently provides: 3 area based voluntary sector partnerships 244,655 Council youth provision: Pollards Hill and Phipps Bridge centres and Magic Youth Club for young people with disabilities. 235,345
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>The proposals will mean that the only youth services left in the borough will be those provided in the purely voluntary sector i.e. uniformed youth or at a charge to parents. There will be a significant loss of service in areas of the highest need in the borough. Current participants are 2000 young people regularly attending who will no longer have access to a youth service. The Council have a statutory duty to provide sufficient positive activities and to promote them. This includes leisure services. Communities may be impacted as the young people will not be positively engaged. Police will have less opportunity for positive engagement and mediation with young people. Less provision for disabled young people. Schools may be affected in that youth services provide education and learning opportunities - homework support – through ICT access; career opportunities for young people by offering access to music making and ICT; reduction in life skills through cooking , baby sitting classes; first aid training, volunteering etc. Community cohesion activities between centres to bring young people together will cease. Gyms and sports provision that is free will cease which may have a long term negative health effect. 2 Youth centres will be empty in Pollards Hill and Phipps Bridge.</p> <p>Voluntary sector organisation provide the bulk of the youth offer and may close, especially those who are reliant on council funding and will be making people redundant.</p>

	Redundancies of 2 full time workers and approx. 20 part time staff in the council
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Merton Youth Partnership leads the provision of youth work in Merton – currently there are 15 funded partners who deliver the youth offer who will cease to be funded. 2 Council buildings will be empty and consideration for their role agreed so that they do not remain empty sites in areas of high need.

### 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).

<p>Take up for services</p> <p>The Youth Needs analysis</p> <p>Commissioning reviews of services</p> <p>Merton Youth Partnership meetings</p>
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### 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			Yes		This will cease the majority of youth services for young people
Disability			Yes		Magic will close and youth centres already attract a higher than average proportion of young people with SEN needs
Gender Reassignment				no	
Marriage and Civil Partnership				no	

<b>Pregnancy and Maternity</b>			no	
<b>Race</b>		Yes		Disproportionate effect in specific communities that access youth work - Black African, Black Caribbean and White British
<b>Religion/ belief</b>			no	
<b>Sex (Gender)</b>			no	
<b>Sexual orientation</b>		yes		A small LGBT group is being started at one centre and will cease.
<b>Socio-economic status</b>		yes		Services currently provided are all in areas of high socio economic need and will adversely impact on those communities. All remaining youth offer will require parental payment to access.

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

We will review how we can continue to support a youth offer in Merton by seeking alternative funding for the youth offer. We will work with each organisation to consider if there is a way to mitigate the savings and maintain some service.  
We will seek organisations that may want to run the two youth centre buildings on zero funding.

## Page 14 Stage 4: Conclusion of the Equality Analysis

### 14. 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 Pan**

**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?
Reduction on services for young people in areas of high need	Seek alternative funders/ organisations wanting to access the two buildings at zero funding.	Organisations identified Existing organisations survive with new funding			Youth Service	

**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

This Equality Analysis has resulted in an Outcome <u>3</u> Assessment
<ul style="list-style-type: none"> <li>The key effect is reducing access to a youth service for young people. We will map what offer remains and publicize it and seek alternative funding plans with organizations. The impact is highly likely to be negative and the actions may support some residual targeted offer.</li> </ul>

page 45

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Keith Shipman/ Education Inclusion Manager	Signature:	Date:19/11/14
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	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?	A saving of £400.000 in 2016/7
Which Department/ Division has the responsibility for this?	CSF Department

Stage 1: Overview	
Name and job title of lead officer	Jan Martin Assistant Director in CSF
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)	Option 1 is to generate the full amount as income from schools Option 2 in the event that this is not deliverable would be through deletion of posts and reduction of services.
2. How does this contribute to the council's corporate priorities?	Informed by July principles, CYPP and the Council's MTFS
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Schools, children and young people, Governors and CSF workforce.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Services in CSF are heavily regulated and the duties and regulations will have to be taken into account and risks prioritised. Other Council departments provide services to schools but are not currently in scope for this proposal.

Page 47

## 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).

CSF provides a range of services to schools, core services and other provided through SLAs. Work has started to examine the current charging regime and to identify benchmarks in order to determine scope for increasing charges. Cambridge Education carried out a piece of work which concluded the CSF teams provided good value for money so there may be scope for increasing charges. However most services are partly funded through the retained DSG already so it would not be possible to assume savings to core funding.

Schools will have received extra funding through the DSG in 2015 which might mitigate increased SLA charges. However if schools are unwilling or unable to pay increased charges the LA offer would retract to the statutory minimum resulting in a significant reduction of posts and a negative impact on services to vulnerable schools, families and children.

## 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			+		Impact on school age CYP
Disability			+		Potential reduction of specialist services
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Race			+		Potential reduction of services to EAL pupils
Religion/ belief					
Sex (Gender)					
Sexual orientation					
Socio-economic status			+		Although a focus on early support would remain the scale of the savings means that protected services could be affected.

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

Decisions will be taken on detailed analysis of customers and the impacts on protected groups. Work will take place to re-align services where possible but if the schools cannot absorb the increases services will cease.

### Stage 4: Conclusion of the Equality Analysis

#### 8. 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.**

Page 49

### 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?
Reduction of services	Analysis of reduced offer and impact of changed thresholds	Proposals team by team to address this	During 15/16	Not known	AD	If required.
Workforce downsizing	Impact analysis	Proposals team by team to address this	15/16	Not known	AD	If required

**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**

Page 50

**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

This Equality Analysis has resulted in an Outcome <a href="#">add</a> Assessment
Savings could have a negative impact of significant groups. Detailed EIA and risk assessments will be carried out Safeguarding will be prioritized but wider statutory duties may be affected

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

Assessment completed by	<a href="#">Add name/ job title</a>	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	<a href="#">Add name/ job title</a>	Signature:	Date:

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.

<p>What are the proposals being assessed?</p>	<p>The proposals are in accordance with the service transformation and the savings target of £550,000 between 2016 – 2018</p> <p>The proposals are to deliver savings in accordance with the CSF TOM and transformation programme for early years.</p> <p>Phase 1</p> <ul style="list-style-type: none"> <li>• to close/outsource daycare and childcare services in various locations across the borough</li> <li>• reduce the core delivery offer from some Children’s Centres reducing access for some families and partner agencies/VCS,</li> <li>• to further reduce the support/advice/guidance/improvement offer for good and outstanding providers of funded education – safeguarding and early intervention only</li> <li>• to further reduce staff numbers – back office and those delivering direct services</li> </ul> <p>Phase 2</p> <ul style="list-style-type: none"> <li>• to further reduce staff who work directly with families through Children’s Centres and staff who work directly with early years and education providers</li> <li>• to reduce the number of managers across the service in light of above reduction of services</li> <li>• increase self serve and income generation</li> <li>• Further reduce remaining Children’s Centre service offer in some geographical areas of the borough (based on need)</li> </ul>
<p>Which Department/ Division has the responsibility for this?</p>	<p>Children, Schools and Families, early years</p>

Page 51

Stage 1: Overview	
Name and job title of lead officer	Add in name and job title of lead officer
<p>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>	<p>To review the range of services and staff structures in 2 phases. Phase 1 will be a reduction in daycare services, children’s centre services and associated infrastructure/back office support functions and phase 2 reduction in children’s centre offer, reduction in support for the PVI sector and associated infrastructure/back office support. Phase 1 completion by March 2017 and phase 2 completion March 2018. The proposals will be shaped and underpinned by the agreed principles of our CSF TOMs Early Years strand.</p> <p>Given the savings targets there will need to be significant downsizing/outsourcing with the priority to:</p> <ul style="list-style-type: none"> <li>• reduce the number of day-care places /nurseries that the council delivers directly – closure or outsourcing</li> <li>• reduce the range of services available via Children’s Centres across the borough</li> <li>• further reduce the early years Quality Improvement work and support to PVI provides</li> <li>• reduce number of staff providing back office and infrastructure support</li> </ul> <p>We will focus on delivering statutory duties and functions to a minimal level continuing to prioritise evidenced based work at a preventative level to support families with babies and very young children in accordance with assessed need and at specified levels of our well being model. We will provide economies of scale through our locality working and partnerships with health and voluntary sector partners. We will manage the market in accordance with our statutory duties and responsibilities for securing sufficient good quality early education funded places, We will further develop setting to setting early years improvement support, and further develop sound business planning for charged services. We will focus our work on providing targeted services that support the wider aims of the CSF department, ensuring that they are provided in the most economic and efficient way</p>
<p>2. How does this contribute to the council’s corporate priorities?</p>	<p>Our work will be informed by the July principles, The Children and Young People’s Plan, MSCB priorities and the Health and Well Being Strategy</p>
<p>3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.</p>	<p>This proposal will impact on external and internal customers, partners agencies, children and families , early years providers, council staff, schools</p>
<p>4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?</p>	<p>The early years service has a wide range of duties and functions covering early intervention, safeguarding, early education, sector support, direct service delivery including daycare and Children’s Centres. The services are underpinned by statutory duties, although there is local discretion in how these are delivered. There are key interdependencies in the delivery of services including our work with Children’s Social Care, SENDiS and health. Any reduction in services will need to be managed accordingly as there are these key</p>



interdependencies which would impact upon midwifery, health (HV, therapy services) and a wide range of community and voluntary sector services who use the buildings across core working hours, as well as weekends and evenings. The Council has overall responsibility, with a duty to work in partnership with key agencies to improve outcomes for children aged 0-5.

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## 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).

Early Years has a wealth of data which it will use to inform all service transformation programmes . For each part of the proposal decisions will be made based on the data and a robust needs and risk assessment

## 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			y		Most of the early years services are targeted at vulnerable groups, with support for all families via partnership working with key agencies. All babies and very young children are vulnerable due to their age. Detailed assessments will be made for each service area regarding the impact on very young children and their families and vulnerable/targeted groups. Within the available budget the service will target resources in accordance with departmental priorities and best practice. The service offer will be reduced for some families in relation to those living in specific geographical areas using specific services and families with particular characteristics. There will be a greater impact on mothers/women as they are the main users of services and therefore these proposals will have a greater and significant impact on women and their children.  A detailed impact assessment on staff will be carried out for each area. The anticipated impact will be on female staff, some part time and mostly at officer level. As the majority of our staff are female then the reduction in staffing will impact significantly on the female workforce in part-time and lower paid roles
Disability			y		
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity			y		
Race			y		
Religion/ belief					
Sex (Gender)			y		
Sexual orientation					
Socio-economic status	y		y		

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

We will take actions and decisions based on detailed analysis of customers and the capacity of the market to respond to any service gaps due to this reduction. We will continue to target our work with our priority groups and those families who are at risk of becoming vulnerable in accordance with identified need. We will maximise the universal offer that is delivered via partners ie midwifery, health, community and voluntary sector and early years education providers. We will work in partnership with the PVI sector to develop charging policies and quality improvement frameworks that are more cost efficient and targeted. We will work with partners to attempt to align resources in a complimentary way where this is practicable. We will reshape in accordance with CSF priorities, needs assessments and evidenced based practice. We will improve self serve and access to information and advice via the website and in partnership with partners and families.

## Stage 4: Conclusion of the Equality Analysis

### 8. 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

Page  
56

- 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?
Closure/outsource of services	Work with sector to reduce the impact	Families have access to services from alternative providers	March 2016	Existing – additional expertise may be required regarding the process	AJ	Plans to be developed
Page 57 Reduction of other services – Children's Centres, PVI support	Detailed analysis of service users and of impact of reducing the service Work in partnership with statutory, PVI and VCS to co-deliver and maximise resources	Proposals for this area to address this explicitly	As proposals develop through 2016	Discussion to be had as part of Council's transformation programme	AJ	Plans to be developed for each area depending on scope
Workforce downsizing	Detailed analysis of impact	Proposals for this area to address this explicitly	As proposals develop through 2016	Discussion to be had as part of Council's transformation programme	AJ	Plans to be developed for each area depending on scope

**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

This Equality Analysis has resulted in an Outcome add Assessment

Given the range and breadth of the current services and the level of savings it is apparent that there will be a significant reduction in services for some families. It is not possible to produce this level of savings without the closure and reduction of some of the services that are delivered. However, the priority groups will remain and it is intended that the transformation of the service will impact more significantly on families that may present at a lower level of need of the Merton Well Being Model.

There will be detailed risk assessments including equalities impact assessments on all aspects of the proposals, and it is intended that safeguarding and early intervention will be prioritized. We will stop delivering income generating full daycare services that the market can directly deliver itself and it is anticipated that the risk associated with this proposal will be primarily reputational and will not impact significantly on vulnerable groups, but will contribute to making the required efficiencies.

There will be closer working with partner agencies and in particular health visiting as we move to a new commissioning model. It is anticipated that this will provide greater scope for co-working and some sharing of resources and the developing economies of scale. We will reduce the number of services offered through Children's Centres and reduce the opening hours in areas of lower need and whilst this is a reduction in services at a community/universal level, the targeted services in areas of deprivation will be prioritized.

Support to the PVI sector will be reduced only meeting the statutory duties so that support is focused on poorer quality providers of early years provision and that there is a focus on safeguarding and early intervention advice and support only

It is anticipated that some groups will be disproportionality affected due to these proposals and further analysis and assessments will be carried out regarding this. It is inevitable that this level of savings will impact on some families in a negative way, and whilst we will ensure that risk assessment and EIA are in place, there will continue to be some challenging impacts for some families and some providers of early years services

It is recommended that these proposals go ahead but that it is recognised that further detailed analysis will be required to mitigate the risks associated with this level of savings and reduction in services.

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Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Add name/ job title	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	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 savings from CSF Commissioning Budgets for 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>£400,000 savings from Early Intervention and Prevention (EIP) commissioning and salary budgets in 2016-17. (nb this is in addition to £40,000 savings proposal already agreed in earlier savings proposal)</p> <p>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 reduce the commissioning budget by c£340,000 from an available £704,000 and, predicated on this decision, delete one commissioning manager post achieving a further c£60,000.</p> <p>The overall impact of the saving would be the reduction in CSF department's ability to either recommission existing early help services or commission new services. The deletion of the commissioning manager post would reduce the capacity to procure and monitor commissioned services.</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>Within Merton's established Child Wellbeing Model, early help services are provided to families following CASA or Single Assessment where intervention is designed to prevent the escalation of need into more specialist and potentially intrusive services. For many years Merton has commissioned such services, largely from the local community and voluntary sectors, aiming to increase resilience and coping capacity in families and reduce pressures on statutory social care services. The savings proposed will significantly reduce early help commissioning budgets, are likely to result in increased pressures on social care teams, and will impact on employment both of council and CVS staff.</p> <p>Current early help services in scope for the savings proposal include those for families with parental mental health problems or learning difficulties; domestic violence; young carers; children with disabilities; practical family support and positive activities for young refugee and asylum seekers. Specific decisions will be made following evaluation of all services currently provided and ongoing needs analysis.</p> <p>If the savings from commissioning budgets are agreed, the post of one staff member from a small commissioning team will also be deleted.</p>

Page 60



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. Services subject to this proposal are provided by local organisations which have been longstanding partners in Merton’s Children’s Trust arrangements.
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**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. Data and information is required from providers to enable the council to monitor performance and monitoring meetings with providers are held. All services are currently meeting specified outputs. Providers are expected to deliver services equitably and monitoring data suggests that equalities groups are benefitting from fair access. Some specific services are targeted to specific equalities groups and all are targeted at more vulnerable families with identified needs including those from the more deprived parts of the borough. The proposal is, therefore, likely to impact negatively on families living in poverty and those with specific protected characteristics.

**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			yes		All services are designed to support children with forms of vulnerability
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	
Pregnancy and Maternity			yes		Most services are designed to strengthen parenting including during early

				years. Some are specifically targeted at improving maternal health.
<b>Race</b>			yes	One service works specifically with refugees and asylum seeking young people
<b>Religion/ belief</b>			no	
<b>Sex (Gender)</b>			yes	All current commissioning manager postholders are female
<b>Sexual orientation</b>			no	
<b>Socio-economic status</b>			yes	Services are predominantly supporting families in challenging socio-economic circumstances

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

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 62

**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 Pan**

**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 2016, the range and number of Early Intervention and Prevention services will be significantly reduced	Use of evidence-based interventions wherever possible to ensure maximum effectiveness, focusing delivery at ages and stages that can have maximum impact.	Monitoring of pressures on statutory social care services – eg Children in Need, LAC and CP cases	From April 2016	Existing	L Wallder	

Page 66

**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>Proposals for savings in 2016/17 could affect a significant number of children and families as this would mean a major 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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<b>Stage 7: Sign off by Director/ Head of Service</b>			
<b>Assessment completed by</b>	Leanne Wallder	<b>Signature:</b>	<b>Date: 18/11/14</b>
<b>Improvement action plan signed off by Director/ Head of Service</b>	Paul Ballatt	<b>Signature:</b>	<b>Date: 18/11/14</b>

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# Cabinet

**8 December 2014**

**Agenda item:**

**Business Plan Update 2015-2019**

**Lead officer:** Caroline Holland

**Lead member:** Councillor Mark Allison

**Key Decision Reference Number:** This report is written and any decisions taken are within the Budget and Policy Framework Procedure Rules as laid out in Part 4-C of the Constitution.

**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 considers and agrees the savings/income proposals put forward by officers and refers them to the Overview and Scrutiny panels and Commission for consideration in January 2015 (Appendix 1).
  2. That Cabinet agrees the latest amendments to the draft Capital Programme 2015-2019 which was considered by Cabinet on 20 October 2014 and on 10 November 2014, and scrutiny in November 2014.
  3. That Cabinet agrees the Council Tax Base for 2015/16 set out in paragraph 2.6 and Appendix 3.
  4. That Cabinet considers the proposed deferral of a saving previously agreed. (Appendix 5)
  5. That Cabinet consider the latest drafts of the service plans.(Appendix 10)
- 

## 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report provides an update to Cabinet on the Business Planning process for 2015-19 and in particular on the progress made so far towards setting a balanced revenue budget for 2015/16 and over the MTFS period as a whole.

- 1.2 Specifically, the report provides details of revenue savings and income proposals put forward by officers in order to meet the savings/income targets agreed by Cabinet in October 2014.
- 1.3 The report also provides an update on the capital programme for 2015-19 and the financial implications for the MTFS.
- 1.4 The report provides a general update on all the latest information relating to the Business Planning process for 2015-19 including a proposed Council Tax Base for 2015/16 and an assessment of the implications for the Medium Term Financial Strategy 2015-2019.
- 1.5 This report is one of the budget updates through the financial year and will be referred to the Overview and Scrutiny Panels and Commission in January 2015.

## 2. DETAILS

### Introduction

- 2.1 A review of assumptions in the MTFS was undertaken and reported to Cabinet on 20 October 2014. There was also a report to Cabinet on 10 November 2014 which provided an update on progress made towards achieving savings previously agreed and proposed some amendments to these.
- 2.2 Taking into account the information contained in both the October and November Cabinet reports, the overall position of the MTFS reported to Cabinet on 10 November 2014 is summarised as follows:-

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000
Revised Gap after October & November Cabinets	732	10,663	23,941	31,968

### 2.3 Review of Assumptions

Since Cabinet in November, work has been continuing to review assumptions, identify new savings/income proposals and analyse information which has been received since then.

#### 2.3.1 Pay

The latest estimates of pay inflation are:-

	2015/16	2016/17	2017/18	2018/19
Pay inflation in MTFS (%)	1%	1%	1.5%	1.5%
Estimate (cumulative £000)	837	2,093	3,349	4,605

The pay award has now been agreed. It is a two-year deal up to 31 March 2016 which equates to an increase of around 2.35% on average. It will be in the form of a basic pay increase from 1 January 2015 - to last 15 months; plus lump sums for December 2014 and April 2015 but will be paid to staff in December 2014. Further work is currently underway to calculate the financial implications for 2014/15 and the implications for pay budgets over the period of the MTFS and this information will be included in future reports.

### 2.3.2 Prices

The current assumptions regarding price inflation incorporated into the MTFS are

	2015/16	2016/17	2017/18	2018/19
Price inflation in MTFS (%)	1.5%	1.5%	1.5%	1.5%
Estimate (cumulative £000)	2,342	4,686	7,032	9,376

CPI annual inflation was 1.3% in October 2014, which is up from 1.2% in September 2014. Smaller falls in transport costs than a year ago – notably for motor fuels and air fares, and price rises for computer games were the main contributors to the rise in the rate of inflation. CPIH, the measure of consumer price inflation including owner occupiers' housing costs, grew by 1.3% in the year to October 2014, up from 1.2% in September 2014. Owner occupiers' housing costs increased by 0.1% between October 2014 and September 2014.

RPI annual inflation stands at 2.3% in October 2014, unchanged from September 2014.

In the quarterly inflation report for November, the Bank of England's Monetary Policy Committee commented in respect of inflation and noted that "inflation has fallen further below the MPC's 2% target, reflecting the impact of lower food, energy and import prices and some continued drag from domestic slack. Inflation is expected to remain below the target in the near term, and is more likely than not to fall temporarily below 1% at some point over the next six months. It then rises gradually back to the target as external pressures fade and unit labour cost growth picks up."

It is proposed that no change is made to the financial planning assumption for inflation at the present time.

### 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 current levels of inflation were applied un-damped across the period then the budget gap would not change significantly by 2018/19.

#### 2.3.4 Income

In a change to the methodology this year, service departments can meet their targets from a combination of savings and additional income. The targets include an element which takes into account each department's capacity to generate additional income based on a 2% increase in income on 2013/14 fees and charges. The indicative income targets are:-

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

#### 2.3.5 Growth

There is no further provision for growth at this stage.

#### 2.3.6 Taxicards and Freedom Passes

These schemes are administered by London Councils on behalf of London boroughs. Initial information from London councils indicates that there is more than sufficient provision in the latest draft MTFS to fund the cost of these schemes in 2015/16. The latest available details are set out in the following table:-

Freedom Passes and Taxicards 2015/16	
<u>Budget 2014/15</u>	£
Freedom Passes	8,852,160
Taxicards	169,540
Total Budget 2014/15	9,021,700
Increase allowed for in MTFS in 2015/16	436,436
Total Provision 2014/15 in latest draft MTFS	9,458,136
<b><u>Latest Details from London Councils</u></b>	
Charge to Merton for Freedom Passes	(8,998,976)
Charge to Merton for Taxicards	(180,000)
<b>Latest Estimated Cost for 2015/16</b>	<b>(9,178,976)</b>
<b>Estimated Surplus Provision in MTFS</b>	<b>(279,160)</b>



### 2.3.7 Collection Fund

As reported to Cabinet in October, 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, a net deficit of £0.421m will be included in the draft MTFS for 2015/16.

### 2.4 Revenues

In recent budgets it has been recognised that some expenditure formerly included in the capital programme could no longer be justified as it did not meet the definition of expenditure for capital purposes. Nevertheless, it is important that some of this expenditure takes place and the following amounts have been included in the latest MTFS for 2015-19:-

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
Revenues	1,602	1,500	1,500	1,500

The expenditure charged to capital during the current year is being closely monitored and is being reported through the monitoring report.

### 2.5 Capital Financing Costs

2.5.1 As previously reported the Capital Programme has been reviewed and revised and a draft programme for 2015-2019 was approved by Cabinet on 20 October 2014, along with an indicative programme for 2019-24.

2.5.2 Section 5 of this report sets out details of progress made towards preparing the draft capital programme 2015-19.

2.5.3 The estimated capital financing costs based on the latest draft programme, which includes the best estimate of new schemes commencing in 2018/19, the effect of estimated government grant funding and slippage/reprofiling based on 2013/14 outturn and latest monitoring information are set out in the following table. This also includes an element of revenue contribution to fund short-life assets:-

Capital financing costs (net of investment income)	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
MRP	7,407	8,178	9,223	10,131
Interest	6,696	6,696	6,893	7,680
<b>Capital Financing Costs</b>	<b>14,103</b>	<b>14,874</b>	<b>16,116</b>	<b>17,811</b>
Investment Income	(469)	(250)	(145)	(125)
<b>Net</b>	<b>13,634</b>	<b>14,624</b>	<b>15,971</b>	<b>17,686</b>

## 2.6 Council Tax Base

- 2.6.1 The Council Tax Base is a key factor which is required by levying bodies and the Council for setting the levies and Council Tax for 2015/16. The council tax base is the measure of the number of dwellings to which council tax is chargeable in an area or part of an area. The Council Tax Base is calculated using the properties from the Valuation List together with information held within Council Tax records. The properties are adjusted to reflect the number of properties within different bands in order to produce the Council Tax Base (Band D equivalent). This will be used to set the Council Tax at Band D for 2015/16. The Council is required to determine its Council Tax Base by 31 January 2015.
- 2.6.2 Regulations set out in the Local Authorities (Calculation of council Tax Base) Regulations 2012 (SI 2012:2914) ensure that new local council tax support schemes, implemented under the Local Government Finance Act 2012, are fully reflected in the council tax base for all authorities.
- 2.6.3 The Council Tax Base Return to central Government takes into account reductions in Council Tax Base due to the Council Tax Support Scheme and also reflects the latest criteria set for discounts and exemptions. The CTB Return for October 2014 is the basis for the calculation of the Council Tax Base for 2015/16.
- 2.6.4 Details of how the Council Tax Base is calculated are set out in Appendix 3. A summary of the Council Tax Bases for the Merton general area and the addition for properties within the Wimbledon and Putney Commons Conservators area for 2015/16 compared to 2014/15 is set out in the following table:-

<b>Council Tax Base</b>	<b>2014/15</b>	<b>2015/16</b>	<b>Change</b>
			%
Whole Area	68,087.4	69,638.0	2.3%
Wimbledon & Putney Common Conservators	10,708.8	10,880.0	1.6%

- 2.6.5 The Council Tax Base for Wimbledon and Putney Conservators is currently under review and may change. Members will be updated when further information is available.

## 2.7 Proposed Amendments to Previously Agreed Savings

- 2.7.1 Cabinet on 20 October 2014 and 10 November 2014 agreed some proposed amendments to savings which had been agreed in previous year's budgets and also agreed that the financial implications should be incorporated into the draft MTFS 2015-19.

2.7.2 There is one additional proposed deferral of a previously agreed E&R department saving. This is due to a delay in project implementation of GPS. Details are included in Appendix 5.

## **2.8 Provisional Local Government Finance Settlement 2014/15**

2.8.1 The Chancellor of the Exchequer will announce the Autumn Statement for 2014 on 3 December 2014. The statement provides an update on the government's plans for the economy based on the latest forecasts from the Office for Budget Responsibility. These forecasts will be published alongside the Autumn Statement on 3 December.

2.8.2 The provisional Local Government Finance Settlement is usually published about two weeks later so is expected around 17 December 2014.

2.8.3 The estimates for central Government funding currently included in the draft MTFs are based on the latest information available from the DCLG's Local Government Finance Settlement – Technical Consultation, and analysis of the Spending Review 2013 and Budget 2014 but an initial update will be provided in the Business Plan Update report to Cabinet in January 2015.

## **3. FEEDBACK FROM THE OVERVIEW AND SCRUTINY PROCESS IN NOVEMBER 2014**

3.1 The information available on the Business Planning process reported to Cabinet on 20 October 2014 was reviewed by the Overview and Scrutiny Panels and Commission in November 2014.

3.2 Feedback is included in a separate report to Cabinet on the agenda.

## **4. SAVINGS PROPOSALS 2015-19 AND SERVICE PLANNING**

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

4.1 Cabinet on 20 October 2014 agreed departmental targets to be met from savings and income proposals. This included a £0.1m shortfall on replacement savings in Children, Schools and Families which was addressed in the report to Cabinet in November. There has also been a small adjustment in the income element of the target to reflect change in responsibilities between departments. The targets are:-

<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	99	1,691	2,180	1,445	5,415
Children, Schools & Families	50	1,872	1,839	1,063	4,824
Environment & Regeneration	363	4,329	4,866	2,290	11,848
Community & Housing	220	2,935	4,136	2,590	9,881
<b>Total Savings/Income Proposals</b>	<b>732</b>	<b>10,827</b>	<b>13,021</b>	<b>7,388</b>	<b>31,968</b>
<b>Cumulative</b>	<b>732</b>	<b>11,559</b>	<b>24,580</b>	<b>31,968</b>	

- 4.2 Since then service departments have been reviewing their budgets and formulating proposals to address their targets. The progress made to date is set out in this report.
- 4.3 Proposals that Cabinet agree at this meeting will be referred to the Overview and Scrutiny Commission and panels for review and comment in January 2015.
- 4.4 The proposals submitted by each department are summarised in the following table and set out in detail in Appendix 1.

<b>SAVINGS/INCOME PROPOSALS</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	130	1,660	1,163	165	3,118
Children, Schools & Families	0	1,934	296	0	2,230
Environment & Regeneration	363	4,196	810	(212)	5,157
Community & Housing	220	2,935	1,736	1,195	6,086
<b>Total Savings/Income Proposals</b>	<b>713</b>	<b>10,725</b>	<b>4,005</b>	<b>1,148</b>	<b>16,591</b>
<b>Cumulative</b>	<b>713</b>	<b>11,438</b>	<b>15,443</b>	<b>16,591</b>	

#### 4.5 Summary of progress to date

- 4.5.1 If all of the proposals are accepted, the balance remaining to find is:-

<b>SAVINGS/INCOME PROPOSALS</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	(31)	31	1,017	1,280	2,297
Children, Schools & Families	50	(62)	1,543	1,063	2,594
Environment & Regeneration	0	133	4,056	2,502	6,691
Community & Housing	0	0	2,400	1,395	3,795
<b>Total Savings/Income Proposals</b>	<b>19</b>	<b>102</b>	<b>9,016</b>	<b>6,240</b>	<b>15,377</b>
<b>Cumulative</b>	<b>19</b>	<b>121</b>	<b>9,137</b>	<b>15,377</b>	

- 4.6 Where departments have not met their target or put forward options that are deemed not to be acceptable then the shortfall will be carried forward to later meetings and future years budget processes to be made good.

- 4.7 To give an indication of what balancing the budget in future years means in the context of reduction of posts, this is set out, purely for indicative purposes, in the following table:-

<b>Balancing Figures</b>	<b>2014/15 Base FTEs</b>	<b>2016/17 FTEs</b>	<b>2017/18 FTEs</b>	<b>2018/19 FTEs</b>	<b>Total FTEs</b>
Corporate Services	501.1	0	27	33	60
Children, Schools & Families	520.9	0	36	27	63
Environment & Regeneration	637.0	3	98	63	164
Community & Housing	555.3	0	48	32	80
<b>Total</b>	<b>2,214.3</b>	<b>3</b>	<b>209</b>	<b>155</b>	<b>367</b>

#### 4.8 Rejected Savings

- 4.8.1 Savings that have previously been rejected by Cabinet and not subsequently taken have been included for information only. See Appendix 2 for details.

#### 4.9 Service Plans

- 4.9.1 Draft Service Plans are included in Appendix 10.

#### 4.14 Equality Assessments

- 4.14.1 These will be circulated with the papers for Overview and Scrutiny Panels and the Commission.

#### 4.11 Summary

- 4.11.1 The draft MTFS 2015-19 has been updated based on the latest information discussed in this report and is included in Appendix 4.

- 4.11.2 Draft Service department budget summaries based on the information in this report are attached as Appendix 7.

### 5. **CAPITAL PROGRAMME 2015-19: UPDATE**

- 5.1 The proposed draft Capital Programme 2015-19 and an Indicative Capital Programme 2019-24 were presented to Cabinet on 20 October 2014.

- 5.2 The programme has been reviewed by scrutiny panels. The Commission noted that the impact of the capital programme on the revenue budget is predicted to rise over the next 4-5 years. It therefore recommended that Cabinet ensure that the capital programme continues to be challenged vigorously and items removed if they are not going to be used.

5.3 Monthly monitoring of the approved programme for 2014/15 has been ongoing and there will inevitably be further changes arising from slippage, reprofiling and the announcement of capital grants as part of the local government finance settlement which has yet to be announced.

5.4 The following changes have been made to the proposed capital programme since it was presented to Cabinet in October 2014

Scheme	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Invest to Save	1,500	0	0	0	0	0	0	0	0
Priests House	300		0	0	0	0	0	0	0
Parks Investment		(60)							
P&D Machines	60								
Leisure Centres	0	0	0	150	150	150	150	150	150
<b>Total</b>	<b>1,860</b>	<b>(60)</b>	<b>0</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>

5.5 The latest draft Capital Programme 2015-19 and indicative draft Capital Programme 2019-2024 are detailed in Appendix 4.

5.6 The estimated revenue implications of funding the draft capital programme are summarised in paragraph 2.5.3 and these have been incorporated into the latest draft MTFS 2015-19.

## 6. CONSULTATION UNDERTAKEN OR PROPOSED

6.1 There will be extensive consultation as the business plan process develops. This will include the Overview and Scrutiny panels and Commission, business ratepayers and all other relevant parties.

6.2 In accordance with statute, consultation is taking place with business ratepayers and a meeting will be arranged for early in 2015.

## 8. TIMETABLE

8.1 In accordance with current financial reporting timetables.

## 9. FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

9.1 All relevant implications have been addressed in the report.

**10. LEGAL AND STATUTORY IMPLICATIONS**

10.1 All relevant implications have been addressed in the report.

**11. HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS**

11.1 The equalities assessments of the savings proposals are currently being produced and will be included in the report to Cabinet on 8 December 2014.

**12. CRIME AND DISORDER IMPLICATIONS**

12.1 Not applicable

**13. RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS**

13.1 Not applicable

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

**Appendix 1: Draft Savings proposals 2015-19**

**Appendix 2: Savings proposals rejected by Cabinet in 2013/14 and 2014/15**

**Appendix 3: Council Tax Base 2015/16**

**Appendix 4: Draft Capital Programme 2015-19 and Indicative Capital Programme 2019-24**

**Appendix 5: Proposed deferral of previously agreed saving (E&R)**

**Appendix 6: Update of MTFs 2015-19**

**Appendix 7: Draft Departmental Budget Summaries 2015/19**

**Appendix 8: Glossary and Acronyms**

**Appendix 9: Standard Subjective Analysis**

**Appendix 10: Draft Service Plans**

**BACKGROUND PAPERS**

Budget files held in the Corporate Services department.

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**SAVINGS ANALYSIS****All Savings - All Departments**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>
	<b>£'000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Corporate Services	130	1,660	1,163	165
Children, Schools and Families	0	1,934	296	0
Community and Housing	220	2,935	1,736	1,195
Environment and Regeneration	363	4,196	810	(212)
<b>Savings Presented to Cabinet 8 December 2014</b>	<b>713</b>	<b>10,725</b>	<b>4,005</b>	<b>1,148</b>
<b>2015-19: Cumulative Savings</b>	<b>713</b>	<b>11,438</b>	<b>15,443</b>	<b>16,591</b>



## Total Savings

		2015/16	2016/17	2017/18	2018/19
		£000	£000	£000	£000
<b>SI1</b>	Income: increase in current level of charges	34	1,110	315	16
<b>SI2</b>	Income: increase arising from expansion of existing service/new service	451	2,495	-1,396	-415
<b>SS1</b>	Staffing: reduction in costs due to efficiency	34	1,076	200	49
<b>SS2</b>	Staffing: reduction in costs due to deletion/reduction in service	10	1,896	1,664	870
<b>SNS1</b>	Non - Staffing: reduction in costs due to efficiency	181	457	367	81
<b>SNS2</b>	Non - Staffing: reduction in costs due to deletion/reduction in service	3	2,452	840	4
<b>SP1</b>	Procurement / Third Party arrangements - efficiency	0	346	1,859	100
<b>SP2</b>		0	440	156	425
<b>SG1</b>	Grants: Existing service funded by new grant	0	400	0	0
<b>SG2</b>	Grants: Improved Efficiency of existing service currently funded by unringfenced grant	0	0	0	0
<b>SPROP</b>	Reduction in Property related costs	0	53	0	18
		<b>713</b>	<b>10,725</b>	<b>4,005</b>	<b>1,148</b>

## Total Savings by Type

		2015/16	2016/17	2017/18	2018/19
		£000	£000	£000	£000
SI1	Income: increase in current level of charges	34	1,110	315	16
SI2	Income: increase arising from expansion of existing service/new service	451	2,495	-1,396	-415
SS1	Staffing: reduction in costs due to efficiency	34	1,076	200	49
SS2	Staffing: reduction in costs due to deletion/reduction in service	10	1,896	1,664	870
SNS1	Non - Staffing: reduction in costs due to efficiency	181	457	367	81
SNS2	Non - Staffing: reduction in costs due to deletion/reduction in service	3	2,452	840	4
SP1	Procurement / Third Party arrangements - efficiency	0	346	1,859	100
SP2	Procurement / Third Party arrangements - deletion/reduction in service	0	440	156	425
SG1	Grants: Existing service funded by new grant	0	400	0	0
SG2	Grants: Improved Efficiency of existing service currently funded by unringfenced grant	0	0	0	0
SPROP	Reduction in Property related costs	0	53	0	18
	<b>TOTAL</b>	<b>713</b>	<b>10,725</b>	<b>4,005</b>	<b>1,148</b>

## SAVINGS ANALYSIS - OVERVIEW AND SCRUTINY COMMISSION

		2015/16	2016/17	2017/18	2018/19
		£000	£000	£000	£000
<b>SI1</b>	Income: increase in current level of charges	34	191	274	16
<b>SI2</b>	Income: increase arising from expansion of existing service/new service	31	100	0	0
<b>SS1</b>	Staffing: reduction in costs due to efficiency	34	315	200	49
<b>SS2</b>	Staffing: reduction in costs due to deletion/reduction in service	10	239	248	100
<b>SNS1</b>	Non - Staffing: reduction in costs due to efficiency	18	197	231	0
<b>SNS2</b>	Non - Staffing: reduction in costs due to deletion/reduction in service	3	327	76	0
<b>SP1</b>	Procurement / Third Party arrangements - efficiency	0	291	134	0
<b>SP2</b>	Procurement / Third Party arrangements - deletions/reductions in service	0	0	0	0
<b>SG1</b>	Grants: Existing service funded by new grant	0	0	0	0
<b>SG2</b>	Grants: Improved Efficiency of existing service currently funded by unringfenced grant	0	0	0	0
<b>SPROP</b>	Reduction in Property related costs	0	0	0	0
		<b>130</b>	<b>1,660</b>	<b>1,163</b>	<b>165</b>

## SAVINGS ANALYSIS - CHILDREN &amp; YOUNGER PEOPLE PANEL

		2015/16	2016/17	2017/18	2018/19
		£000	£000	£000	£000
SI1	Income: increase in current level of charges	0	200	0	0
SI2	Income: increase arising from expansion of existing service/new service	0	0	0	0
SS1	Staffing: reduction in costs due to efficiency	0	0	0	0
SS2	Staffing: reduction in costs due to deletion/reduction in service	0	694	296	0
SNS1	Non - Staffing: reduction in costs due to efficiency	0	0	0	0
SNS2	Non - Staffing: reduction in costs due to deletion/reduction in service	0	200	0	0
SP1	Procurement / Third Party arrangements - efficiency	0	0	0	0
SP2	Procurement / Third Party arrangements - deletions/reductions in service	0	440	0	0
SG1	Grants: Existing service funded by new grant	0	400	0	0
SG2	Grants: Improved Efficiency of existing service currently funded by unringfenced grant	0	0	0	0
SPROP	Reduction in Property related costs	0	0	0	0
		<b>0</b>	<b>1,934</b>	<b>296</b>	<b>0</b>

## SAVINGS ANALYSIS SUSTAINABLE COMMUNITIES PANEL

		2015/16	2016/17	2017/18	2018/19
		£000	£000	£000	£000
SI1	Income: increase in current level of charges	0	719	41	0
SI2	Income: increase arising from expansion of existing service/new service	200	2,395	-1,396	-415
SS1	Staffing: reduction in costs due to efficiency	0	250	0	0
SS2	Staffing: reduction in costs due to deletion/reduction in service	0	367	260	0
SNS1	Non - Staffing: reduction in costs due to efficiency	163	180	136	81
SNS2	Non - Staffing: reduction in costs due to deletion/reduction in service	0	177	44	4
SP1	Procurement / Third Party arrangements - efficiency	0	55	1,725	100
SP2	Procurement / Third Party arrangements - deletions/reductions in service	0	0	0	0
SG1	Grants: Existing service funded by new grant	0	0	0	0
SG2	Grants: Improved Efficiency of existing service currently funded by unringfenced grant	0	0	0	0
SPROP	Reduction in Property related costs	0	53	0	18
		<b>363</b>	<b>4,196</b>	<b>810</b>	<b>-212</b>

## SAVINGS ANALYSIS - HEALTHIER COMMUNITIES &amp; OLDER PEOPLE PANEL

		2015/16	2016/17	2017/18	2018/19
		£000	£000	£000	£000
SI1	Income: increase in current level of charges	0	0	0	0
SI2	Income: increase arising from expansion of existing service/new service	220	0	0	0
SS1	Staffing: reduction in costs due to efficiency	0	511	0	0
SS2	Staffing: reduction in costs due to deletion/reduction in service	0	596	860	770
SNS1	Non - Staffing: reduction in costs due to efficiency	0	80	0	0
SNS2	Non - Staffing: reduction in costs due to deletion/reduction in service	0	1,748	720	0
SP1	Procurement / Third Party arrangements - efficiency	0	0	0	0
SP2	Procurement / Third Party arrangements - deletions/reductions in service	0	0	156	425
SG1	Grants: Existing service funded by new grant	0	0	0	0
SG2	Grants: Improved Efficiency of existing service currently funded by unringfenced grant	0	0	0	0
SPROP	Reduction in Property related costs	0	0	0	0
		<b>220</b>	<b>2,935</b>	<b>1,736</b>	<b>1,195</b>

SUMMARY OF TOTAL RISKS

2015/16 RISKS

<b>DELIVERABILITY RISK</b>	High	0.00%	2.81%	0.00%
	Medium	0.00%	0.00%	0.00%
	Low	64.94%	32.26%	0.00%
		Low	Medium	High
<b>REPUTATIONAL RISK</b>				

2016 /17 RISKS

<b>DELIVERABILITY RISK</b>	High	2.70%	0.93%	16.86%
	Medium	5.82%	9.86%	28.97%
	Low	10.81%	9.19%	14.86%
		Low	Medium	High
<b>REPUTATIONAL RISK</b>				

2017 /18 RISKS

<b>DELIVERABILITY RISK</b>	High	0.25%	0.00%	29.91%
	Medium	10.24%	56.10%	-22.15%
	Low	9.31%	2.02%	14.31%
		Low	Medium	High
<b>REPUTATIONAL RISK</b>				

2018 /19 RISKS

<b>DELIVERABILITY RISK</b>	High	0.00%	0.00%	70.73%
	Medium	14.63%	0.00%	-39.29%
	Low	11.85%	0.00%	42.07%
		Low	Medium	High
<b>REPUTATIONAL RISK</b>				

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
	CSD1	<u>Division</u> Description	<u>Infrastructure &amp; Transactions</u> Increase FM's external fee income target associated with schools service level agreements and associated project works	0	31				L	L	SI2
		Service Implication	None								
		Staffing Implications	None as additional work will be absorbed by existing resources within the FM team								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
	CSD2	<u>Division</u> Description	<u>Infrastructure &amp; Transactions</u> Energy Savings (Subject to agreed investment of £1.5M)	TBC		150	150		M	L	SNS1
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	Will contribute towards improving performance in respect to business plan targets for the reduction of CO2 emissions from the Councils buildings.								
		Impact on other departments	None								
		Equalities Implications	None								
O&S	CSD3	<u>Division</u> Description	<u>Infrastructure &amp; Transactions</u> Rationalise IT Service Delivery support & maintenance contracts.	Various - see cell note		86			L	L	SNS2
		Service Implication	Implementing saving should have minimal impact on service delivery as a detailed analysis and risk assessment will be completed prior to termination of any support and maintenance contract.								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								



## DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
O&S	CSD4	<u>Division</u> Description	<b>Infrastructure &amp; Transactions</b> Rationalise Facilities Management Building Repairs & Maintenance budgets.	617		15			L	L	SNS2
		Service Implication	Requests for building repairs and maintenance works will be assessed and where possible grouped together with planned maintenance activities to reduce cost.								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	Some delays may be experienced in respect to the time taken to complete non urgent repair and maintenance works.								
		Equalities Implications	None								
O&S	CSD5	<u>Division</u> Description	<b>Infrastructure &amp; Transactions</b> Increase income generation from external bookings at Chaucer centre.	-12		40			M	L	SI2
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
O&S	CSD6	<u>Division</u> Description	<b>Infrastructure &amp; Transactions</b> Reduction in the number of vehicles operated by Infrastructure & Transactions division from three to two.	10		5			L	L	SNS1
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								

## DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
O&S	CSD7	<u>Division</u>	<b>Infrastructure &amp; Transactions</b>	382		47			L	L	SS2
		<b>Description</b>	Restructure Post & Print section and delete 2 FTE posts.								
		<b>Service Implication</b>	The reduction in resources will increase the time taken to process both incoming and outgoing items of post, which may become critical during peak periods such as Council Tax billing.								
		<b>Staffing Implications</b>	Delete 2 FTE posts which will result in two staff redundancies.								
		<b>Business Plan implications</b>	None								
		<b>Impact on other departments</b>	Reduction in current level of service may impact some time critical processes.								
		<b>Equalities Implications</b>	None								
O&S	CSD8	<u>Division</u>	<b>Infrastructure &amp; Transactions</b>	489		40			L	L	SS2
		<b>Description</b>	Restructure IT Service Delivery section and delete 1 FTE post.								
		<b>Service Implication</b>	The reduction in resources will have a direct impact on the sections ability to support and maintain the Councils IT infrastructure and equipment								
		<b>Staffing Implications</b>	None								
		<b>Business Plan implications</b>	None								
		<b>Impact on other departments</b>	Requests for IT works and services will be assessed and prioritised for completion on the basis of business need.								
		<b>Equalities Implications</b>	None								
<b>Total Infrastructure &amp; Transactions Services Savings</b>						<b>31</b>	<b>383</b>	<b>150</b>	<b>0</b>		

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

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 (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
	CSD9	<p><u>Division</u></p> <p><b>Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	<p><u>Customer Services</u></p> <p>Ending of e-Capture Service</p> <p>This service currently converts DWP benefit claims into on-line claims for the HB system. With Universal Credit commencing rollout from Feb 15 we will receive fewer of these types of claims. Sampling of the existing claims indicates that from February next year as little as 20% of cases will still be received and these can be input manually</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p>	53		9			L	L	SNS2

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
Page 88	CSD10	<p><u>Division</u> Description</p> <p><u>Service Implication</u></p> <p><u>Staffing Implications</u></p> <p><u>Business Plan implications</u></p> <p><u>Impact on other departments</u></p> <p><u>Equalities Implications</u></p>	<p><u>Customer Services</u></p> <p>Ending of Risk Based Verification</p> <p>The service currently assesses new HB claims with a low, medium or high rating for error. With Universal Credit being rolled out from February 15 the Council will receive fewer new claims and over the period of the roll out will reduce down to a low amount. We will revert back to manual verification of all evidence for the reduced number of new claims</p> <p>None</p> <p>None</p> <p>None</p>	53		22			L	L	SNS2
	CSD11	<p><u>Division</u> Description</p> <p><u>Service Implication</u></p> <p><u>Staffing Implications</u></p> <p><u>Business Plan implications</u></p> <p><u>Impact on other departments</u></p> <p><u>Equalities Implications</u></p>	<p><u>Customer Services</u></p> <p>Terminate the Experian trace and search system contract</p> <p>Will have to procure there own service</p>	12		10			L	L	SNS2
	CSD12	<p><u>Division</u> Description</p> <p><u>Service Implication</u></p> <p><u>Staffing Implications</u></p> <p><u>Business Plan implications</u></p> <p><u>Impact on other departments</u></p> <p><u>Equalities Implications</u></p>	<p><u>Customer Services</u></p> <p>Rationalisation of Divisional Budgets (E02180 DJ04 £6k, DE03 £5k, AB02 £4k</p> <p>None</p> <p>None</p>	24	15				L	L	SNS1

## DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Description of Saving	Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
	CSD13	<p><u>Division</u> Description</p> <p><u>Customer Services</u> Reduce Customer Access Point Assistant by 0.6FTE</p> <p>Service Implication None due to improved channel migration</p> <p>Staffing Implications 0.6 redundancy</p> <p>Business Plan implications None</p> <p>Impact on other departments None</p> <p>Equalities Implications</p>	566	15				L	L	SS1
	CSD14	<p><u>Division</u> Description</p> <p><u>Customer Services</u> Reduction of 1 FTE Revenues Officer</p> <p>Service Implication Automated processes will be implemented in 15/16 which will reduce manual intervention on some changes</p> <p>Staffing Implications 1 FTE Redundancy unless there is a vacant post within the next 10 months</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	1240		30			L	L	SS1
	CSD15	<p><u>Division</u> Description</p> <p><u>Customer Services</u> Increase in Court Costs (council tax) - Increase from £110.00 to £115.00</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	-930		40			L	M	SI1

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
	CSD16	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Customer Services</u> Reduction in discretionary relief None None None None None	316		231			L	L	SP1
Total Customer Services Savings						30	342	0	0		
Page 90	CSD17	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Communications</u> Reduce Marketing budget - Increase self service by using Panacea - marketing solution software in order to reduce designer costs for smaller marketing jobs.	180	3		73		L	L	SNS2
	CSD18	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Communications</u> My Merton and staff reductions - Renegotiate supplier costs for My Merton	99		32			L	L	SNS1

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
	CSD19	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Communications</u> My Merton and staff reductions - Delete 1 FTE - Communication Asisstant	256		25		49	M	M	SS1
Total Communication Services Savings						3	57	73	49		
Page 91	CSD20	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Resources</u> Increased income None Directly None Consistent with Business Plan None None		14	16	16	16	L	L	SI1
	CSD21	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Resources</u> Rephase existing Savings None Directly None Consistent with Business Plan None None			42			L	L	sp1

## DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
	CSD22	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Resources</u> Treasury Management/Interest income None Directly None Consistent with Business Plan None None			60			M	M	SI2
Page 92	CSD23	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Resources</u> Cut Running costs budgets Some reduction in level of departmental support None Not significant Some reduction in level of departmental support None	102		30	3		L	M	SNS2
	CSD24	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Resources</u> Consultancy Budget The ability to engage specialist external skills will be reduced Ability to use interim staff will be reduced Deliverables will need to be revised to accommodate this There will be a substantial reduction in the ability to advise on more complex projects None	206		100			L	M	SNS2



## DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
	CSD25	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Resources</u> Increased Charge to Pension Fund None Directly None Consistent with Business Plan None None			20			L	L	SNS2
Page 93	CSD26	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Resources</u> Delete 1 Business Partner Reduction in level of departmental support Reduction of 1 post Deliverables will need to be revised to accommodate this Reduction in the level of support The reduction will be carried out in a manner that is consistent with the council's equalities policies.	233			78		L	M	SS2
	CSD27	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Resources</u> Further Restructuring Reduction in level of departmental support TBD but in the order of 2 to 4 posts Deliverables will need to be revised to accommodate this Reduction in the level of support as core central legal responsibilities will have to form an increasing proportion of the work carried out. The reduction will be carried out in a manner that is consistent with the council's equalities policies.	2,391				100	H	H	SS2
<b>Total: Resources Savings</b>						14	268	97	116		

## DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
	CSD28	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Human Resources</u> COT review Reduced business support Reduced staffing levels Less transactional support Less transactional support Proposals affect a female workforce	425		38			M	M	SS2
Page 94	CSD29	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Human Resources</u> Recruitment and DBS review Reduction in HR managerial support Reduction in staffing Reduction in transactional support Reduction in transactional support Impacts on a largely female workforce	425		50			M	M	SS1
	CSD30	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Human Resources</u> Schools COT support (delivery of schools buy-back service) Removal of dedicated COT support for schools Post reductions No dedicated COT service No dedicated COT service Impacts on female workforce	425			152		H	H	SS2

## DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
	CSD31	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Human Resources</u> Review of HR business support Less business support for HR Reduction in posts Less business support for HR Possibly less efficiency of response Impacts upon a largely female workforce	90	19				L	L	SS1
Page 95	CSD32	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Human Resources</u> Review of HR business support (printing and stationery) Less business support for HR Reduction in posts Less business support for HR Possibly less efficiency of response Impacts upon a largely female workforce	20		5			L	L	SNS1

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

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 (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
	CSD33	<p><u>Division</u></p> <p><b>Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	<p><u>Human Resources</u></p> <p>HR transactional service income generation</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p>		20				H	M	SI1
Page 96	CSD34	<p><u>Division</u></p> <p><b>Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	<p><u>Human Resources</u></p> <p>Learning &amp; Development admin support</p> <p>Reduction in transactional support shared with LBS</p> <p>Reduction in posts</p> <p>Reduction in transactional support</p> <p>Possible reduction in responsiveness</p> <p>Impacts on a female workforce</p>	169			18		M	M	SS2

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
	CSD35	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Human Resources</u> Learning and Development budget Targeted L&D offer None Need to ensure underpins TOM's/business plan Need to ensure targeted L&D activity Ensure equal access to L&D	630		18	134		M	M	SP1
Total HR Savings						39	111	304	0		
	CSD36	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Business Improvement</u> Business Systems Team Restructure Phase 1 Reduction in availability for any support work other than non-essential fix-on-fail and potential decrease in Reduction: 1FTE 15/16; 2 FTE 17/8 Incorporated within business plan - assumes reduction in number/customisation of IT Systems through IT Reduction in capacity for adhoc improvement and requires less customised automation in line of business None	1,125	10				L	M	SS2
	CSD37	<u>Division</u> Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications	<u>Business Improvement</u> PO Restructure Reduction in level of coordination, assurance and support for corporate transformation/change. Loss of 1.5 FTE; Regrading of 1.5 FTE OCPB reserves secured for short term transformation needs. Reduced support available for change/transformation coordination beyond 16/7 Reduced coordination of change projects - interdependencies, benefits, critical paths and delivery assurance support not available. None	209		64			L	M	SS2





DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
Page 100	CSD42	<u>Division</u>	<u>Business Improvement</u>								
		Description	Restructure functions delete 1 AD and other elements of management	0			170		M	M	SS1
		Service Implication	Seeks to achieve economies of scale with minimal impact on services through centralisation								
		Staffing Implications	TBC - rationalisation of functions will be sought								
		Business Plan implications	Widen support responsibilities within the Business Systems Team								
		Impact on other departments	Migrates technical support arrangements to CS. May offer some dept savings.								
		Equalities Implications	None								
Total BI Services Savings					10	169	170	0			
	CSD43	<u>Division</u>	<u>Corporate Governance</u>								
		Description	Share FOI and information governance policy with another Council.	322	0	40	10	0	H	L	SS1
		Service Implication	Reduction in management capacity								
		Staffing Implications	loss of 1FTE								
		Business Plan implications	none								
		Impact on other departments	reduction in capacity								
		Equalities Implications	none								



DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
	CSD44	<u>Division</u>	<u>Corporate Governance</u>								
		<b>Description</b>	Stop web casting meetings, Remove scrutiny support fund and reduce other supplies and services	68	0	35	0	0	L	M	SNS2
		<b>Service Implication</b>	Reduce support to members								
		<b>Staffing Implications</b>									
		<b>Business Plan implications</b>	none								
		<b>Impact on other departments</b>	reduction in capacity								
		<b>Equalities Implications</b>	none								

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
Page 102	CSD45	<u>Division</u>	<u>Corporate Governance</u>								
		<b>Description</b>	share audit and investigation service	465	0	60	20	0	M	M	SS1
		<b>Service Implication</b>	reduction in management capacity for the authority. Reduction in audit and investigation capacity								
		<b>Staffing Implications</b>	reduction in 0.5 FTE manager and 1fte auditor								
		<b>Business Plan implications</b>	impact on audit assurance capacity								
		<b>Impact on other departments</b>	reduced audit resource								
		<b>Equalities Implications</b>	none								
<b>Total Corporate Governance Savings</b>					<b>0</b>	<b>135</b>	<b>30</b>	<b>0</b>			

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
		<u>Division</u>	<u>Policy Unit</u>								
	CSD46	Description	Reduce budget for LCGS to match actual contribution	1,090	3		81		L	L	SNS1
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications									

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
Page 104	CSD47	<u>Division</u>	<u>Policy Unit</u>	275		50			L	L	SS1
		Description	Delete 1 post								
		Service Implication	Small reduction in capacity								
		Staffing Implications	Delete 1 post								
		Business Plan implications	None								
		Impact on other departments	None								
Equalities Implications	None										
Total	Policy Unit Savings				3	50	81	0			

## DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability (L/M/H)	Risk Analysis Reputational Impact (L/M/H)	Type of Saving (see key)
Page 105	CSD48	Division	Other								
		Description	CHAS Dividend	0	145	258			L	L	SI
		Service Implication	None								
		Staffing Implications	None								
		Business Plan implications	None								
		Impact on other departments	None								
		Equalities Implications	None								
Total Other Savings/Income					0	145	258	0			
Total - Corporate Services					130	1,660	1,163	165			
Total - Corporate Services (cumulative)					130	1,790	2,953	3,118			

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	Type of Saving (see key)
C&YP	CSF2014-05	<b>Service Description</b>	<b>Commissioning, Strategy and Performance</b> Reduction in commissioning of early intervention and prevention services.	700		400			Medium	High	SS2 & SP2
		<b>Service Implication</b>	The council would not re-commission a number of early help services historically provided by local VCS providers. Residual early help commissioning would be restricted to evidence based models unlikely to be provided by local providers due to the nature of the work. Reduced investment in early help services could result in increased pressure on children's social care services.								
		<b>Staffing Implications</b>	Reductions in staffing, both in-house and voluntary organisations. Potential risk to sustainability of some local VCS organisations. Potential for increased workloads in children's social care services.								
		<b>Business Plan implications</b>	Reduced service offer for children and families in Merton.								
		<b>Impact on other departments</b>	None.								
		<b>Equalities Implications</b>	Likely to have a disproportionate impact on disadvantaged groups within the community.								
C&S	CSF2014-06	<b>Service Description</b>	<b>Youth Service</b> Young people will be signposted to VCS youth provision.	480		480			Medium	High	SS2 & SP2
		<b>Service Implication</b>	The Council's minimal youth offer will be targeted to young people at highest risk. Cease commissioned local youth VCS and continue small highly targeted provision to young people at risk.								
		<b>Staffing Implications</b>	Redundancy of both in house and commissioned services staff, circa 12 FTEs.								
		<b>Business Plan implications</b>	Reduced service offering. Potential impact on youth justice and crime.								
		<b>Impact on other departments</b>	Possible property implications.								
		<b>Equalities Implications</b>	Likely to have a disproportionate impact on young people from disadvantaged groups within the community.								

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	Type of Saving (see key)
C&YP	CSF2014-07	<b>Service Description</b>	<b>Public Health</b> Children's centres deliver the widest outcomes for under fives and getting a good start in life is key to narrowing inequalities in health outcomes.			400			Low	Medium	SG1
		<b>Service Implication</b>	The use of Public Health funding to deliver health outcomes for under fives will enable our children centres to maintain a wider offer than childcare, delivering health outcomes to children and families.								
		<b>Staffing Implications</b>	None.								
		<b>Business Plan implications</b>	Continued offer to improve health outcomes for children, young people and families.								
		<b>Impact on other departments</b>	Realignment of Public Health spend but still focussed on health outcomes in line with health and wellbeing strategy priority 1.								
		<b>Equalities Implications</b>	None.								
C&YP	CSF2014-08	<b>Service Description</b>	<b>Schools</b> Increased income from schools and/or reduced LA service offer to schools	688 917		400			Medium	Medium	SI1/SNS2
		<b>Service Implication</b>	The LA provides some statutory services for schools and 'trades' via SLAs for additional services. This proposal would be achieved through greater income generation from schools and/or reduction of some services to statutory minima thus reducing staffing required.								
		<b>Staffing Implications</b>	Potential redundancy of staff providing LA support services to schools. If the entire saving was made from staffing, it would equate to an estimated 10 FTEs.								
		<b>Business Plan implications</b>	Changes in the LA's relationship with schools								
		<b>Impact on other departments</b>	None.								
		<b>Equalities Implications</b>	Potential for lesser LA support to schools could impact negatively on equalities and disadvantaged groups								

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES SAVINGS - NEW SAVINGS

APPENDIX 3

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	Type of Saving (see key)	
C&YP	CSF2014-09	<p><b>Service Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	<p><b>Early Years</b></p> <p>We are working on the detailed proposals which will in essence reduce the service to paid-for childcare (parents and DSG) with a very limited targeted service for highly vulnerable families.</p> <p>If the entire saving was made from staffing, it would equate to an estimated 9 FTEs in 2016/17 and 10 FTEs in 2017/18.</p> <p>There will be a pressure on CSF children social care services if early intervention on 0-5 year olds is radically reduced.</p> <p>Many vulnerable families will not receive an early intervention service.</p>	3,640		254	296		Medium	High	SS2
<b>Total Children, Schools and Families Savings</b>					0	1,934	296	0			

- Savings Type**
- SC** Staffing: reduction in costs due to efficiency
  - SS0** Staffing: reduction in costs due to deletion/reduction in service
  - SNS1** Non - Staffing: reduction in costs due to efficiency
  - SNS2** Non - Staffing: reduction in costs due to deletion/reduction in service
  - SP0** Procurement / Third Party arrangements - efficiency
  - SP2** Procurement / Third Party arrangements - deletion/reduction in service
  - SG1** Grants: Existing service funded by new grant
  - SG2** Grants: Improved Efficiency of existing service currently funded by unringfenced grant
  - SPROP** Reduction in Property related costs
  - SI1** Income - increase in current level of charges
  - SI2** Income - increase arising from expansion of existing service/new service

- Panel**
- C&YP**
  - O&S**
  - HC&OP**
  - SC**



Draft

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R1	<b>Service/Section Description</b>	<b>Various</b> In order to meet the division's inflation on income target, savings on associated expenditure budgets will be implemented i.e. the annual inflationary increase (c£200k), and the PCN budget (c£163k) will be adjusted accordingly.		363			Low	Low	SI2/SNS1
		<b>Service Implication</b>	None							
		<b>Staffing Implications</b>	None							
		<b>Business Plan implications</b>	None							
		<b>Impact on other departments</b>	None							
		<b>Equalities Implications</b>	None							
<b>Total Environment and Regeneration Savings</b>					<b>363</b>	<b>0</b>	<b>0</b>			

Savings Type

- SI1 Income - increase in current level of charges
- SI2 Income - increase arising from expansion of existing service/new service
- SS2 Staffing: reduction in costs due to deletion/reduction in service
- SNS1 Non - Staffing: reduction in costs due to efficiency
- SNS2 Non - Staffing: reduction in costs due to deletion/reduction in service
- SP1 Procurement / Third Party arrangements - efficiency
- SP2 Procurement / Third Party arrangements - deletion/reduction in service
- SG1 Grants: Existing service funded by new grant
- SG2 Grants: Improved Efficiency of existing service currently funded by unringfenced grant
- SPROP Reduction in Property related costs

Panel

- O&S Overview & Scrutiny
- C&YP Children & Young People
- CC Corporate Capacity
- HC&OP Healthier Communities & Older People
- SC Sustainable Communities

Page 109

## DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R1	<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>Leisure &amp; Culture Development Team</b> Arts Development - further reduce Polka Theatre core grant This continues the year-on-year reductions that we have been requiring Polka Theatre to take and would require this to continue in a planned way for a further 3yrs requiring them to generate this shortfall through alternative funding sources and income generation. This core grant ensures that Polka are able to lever in a significant Arts Council Grant as a Regionally Funded Body of £570k per annum for 2015-18 None  This is in line with the Leisure & Culture Development Team's TOM.  None  None	74	5	5	4	Low	Low	SNS2
SC	E&R2	<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>Leisure &amp; Culture Development Team</b> Water sports Centre - Additional income from new business - Marine College & educational activities. This is a new business development as part of the teams transformation work. There will be less capacity in the team and within the facilities available for community type activities, rather more emphasis will be towards commercial products.  Increased staff will be required should the business fully develop, but these costs would be covered within the business plan, still returning the surpluses included in this savings plan.  This is in line with the Leisure & Culture Development Team's TOM.  None  None	(367)	10	10	5	Medium	Low	SI2

## DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R3	<b>Service/Section Description</b>	<b>Leisure &amp; Culture Development Team</b> Various Budgets - Reduction in supplies & services &/or increased income over expenditure	175		16		Low	Low	SNS1
		<b>Service Implication</b>	Savings from implementation of the team's TOM making continuous improvement via such activities as movement to online bookings & payments, use of social media, changing the channels by which we deliver services thus seeing reductions in letters, postage, printing, etc.							
		<b>Staffing Implications</b>	Staff will be retrained and deployed to deliver services in the changed way throughout the implementation of the TOM							
		<b>Business Plan implications</b>	This is in line with the Leisure & Culture Development Team's TOM							
		<b>Impact on other departments</b>	Efficiencies made in this team will assist in some savings in the corporate centre e.g. income collection, cheque handling, invoicing,etc. Also as the team changes the way it works there will be less capacity to support other team's projects unless it is also part of our business plans.							
		<b>Equalities Implications</b>	The team recognise that not all our customers will be able to change at the same rate and therefore we will need to put in place arrangements to assist some customers through a transition period							
SC	E&R4	<b>Service/Section Description</b>	<b>Leisure &amp; Culture</b> Morden Leisure Centre	233			100	Low	Low	SP1
		<b>Service Implication</b>	The new Morden Leisure Centre (MLC) is due to be completed in the Spring of 2018 and this will result in a Deed of Variation with the contractors Greenwich Leisure Limited (GLL) to discontinue operation of the existing Morden Park Pools (MPP) and move to operate the new MLC. In doing this we expect to be making savings on the contract sum							
		<b>Staffing Implications</b>	None							
		<b>Business Plan implications</b>	This is in line with the Council's Strategic Plans and is included within the team' s Service and Transformation Plans							
		<b>Impact on other departments</b>	None							
		<b>Equalities Implications</b>	None							

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R5	<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>Property Management</b> Team transformation and asset review Leaner team structure potential reduction of at least one post [ estates surveyor ]but compensated by graduates Some Increased income from non operational portfolio. Reduced service as resource directed to increased income None	270		82		Medium	Low	SS2 &SI1
SC	E&R6	<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>Property Management</b> Reduced costs incurred as a result of sub-leasing Stouthall until 2024. In summary the Council is saving £38k p.a. for three years, and thereafter £57k p.a. as the rent repayment begins. None None None None None	139	39		18	Low	Low	SPROP

## DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R7	<b>Service/Section Description</b>	<b>Parking Services</b> Due to additional requests from residents, the budget will be adjusted to reflect the demand for and ongoing expansion of Controlled Parking Zone coverage in the borough. CPZs are only implemented where a majority of residents ask for them and there will be a corresponding increase in PCN fines and permits. There is greater certainty in earlier years where we know of CPZs that are being requested and consulted upon.	(7,176)	260	163	163	Medium	Low	SI2/SNS1
		<b>Service Implication</b>	None							
		<b>Staffing Implications</b>	None							
		<b>Business Plan implications</b>	None							
		<b>Impact on other departments</b>	None							
		<b>Equalities Implications</b>	None							
SC	E&R8	<b>Service/Section Description</b>	<b>Parking Services</b> In response to residents concerns about traffic congestion, enforcement of moving traffic contraventions, following the implementation of ANPR.	(5,446)	1,700	-1,540	-500	Medium	High	SI2
		<b>Service Implication</b>	Improvement of traffic enforcement efficiency and compliance by motorists							
		<b>Staffing Implications</b>	Expansion of FTEs in PCN processing and Debt Registration teams by up to 100%							
		<b>Business Plan implications</b>	Increase in fines from PCNs and expenditure and a need for more accommodation							
		<b>Impact on other departments</b>	Corporate Services: increasing accommodation will require Facilities input along with support from Business Improvement and IT infrastructure							
		<b>Equalities Implications</b>	None							

## DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R9	<b>Service/Section Description</b>	<b>Parking Services</b> Change in on-street bay suspension pricing structure. £42 per week change to £25 per day with one off admin fee of £25. This is consistent with the approach of other boroughs.	(215)	500			Low	High	SI1
		<b>Service Implication</b>	Implement a daily charge for suspensions rather than a weekly one to benefit residents by ensuring suspensions are not in place for longer than necessary							
		<b>Staffing Implications</b>	none							
		<b>Business Plan implications</b>	none							
		<b>Impact on other departments</b>	change to charges for skip approval applications will impact on Traffic & Highways administration							
		<b>Equalities Implications</b>	none							
SC	E&R10	<b>Service/Section Description</b>	<b>Parking Services</b> Back office reorganisation	1,177	80			Low	Low	SS1
		<b>Service Implication</b>	Review the current back office structure							
		<b>Staffing Implications</b>	Reduction in staff							
		<b>Business Plan implications</b>	Improve efficiencies by reducing revenue expenditure							
		<b>Impact on other departments</b>	None							
		<b>Equalities Implications</b>	None							
SC	E&R11	<b>Service/Section Description</b>	<b>Parking Services</b> Enforcement of pavement parking	(5,446)	60			Medium	High	SI2
		<b>Service Implication</b>	This saving is as a result of regular complaints from the public. We are currently assessing all roads where this problem exists and adjusting our enforcement policy so that we enforce in roads where vehicles could safely park on the highway but instead choose to park on the pavement.							
		<b>Staffing Implications</b>	None							
		<b>Business Plan implications</b>	There will be an increase in PCN fines for contraventions but that will change as compliance by the motorist improves							
		<b>Impact on other departments</b>	None							
		<b>Equalities Implications</b>	This will improve as it is often the public with disabilities and children in buggies that are adversely affected by pavement parking							

## DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R12	<b>Service/Section Description</b>	<b>Parking Services</b> End lease of Wycliffe Road This location was an additional a base for the Civil Enforcement Officers a decision was made to make a saving by ending the lease with the officers using their main base at Civic Centre	14	14			Low	Low	SPROP
		<b>Service Implication</b>								
		<b>Staffing Implications</b>	None							
		<b>Business Plan implications</b>	reduction in expenditure							
		<b>Impact on other departments</b>	Reduction in the corporate maintenance and IT needs							
		<b>Equalities Implications</b>	None							
SC	E&R13	<b>Service/Section Description</b>	<b>Regulatory Services</b> Increase income from discretionary fees & charges; Charge for business advice including pre-application planning advice;	(344)	50			Medium	Medium	SI1
		<b>Service Implication</b>	Slight increase in time taken for provision of officer advice.							
		<b>Staffing Implications</b>	None							
		<b>Business Plan implications</b>	In line with Reg.Services TOM							
		<b>Impact on other departments</b>	None							
		<b>Equalities Implications</b>	None							
SC	E&R14	<b>Service/Section Description</b>	<b>Regulatory Services</b> Further expansion of the shared service. This is new business development associated with potential new partners joining the existing shared regulatory services partnership. The estimate is based on two new boroughs joining the partnership.	1,278	100			Medium	Low	SS1/ SNS1
		<b>Service Implication</b>								
		<b>Staffing Implications</b>	None							
		<b>Business Plan implications</b>	In line with Reg.Services TOM							
		<b>Impact on other departments</b>	None							
		<b>Equalities Implications</b>	None							

## DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R15	<b>Service/Section Description</b>	<b>Regulatory Services</b> Alter funding of post dedicated to investigating potential recovery of funds under the POCA, to be funded from costs recovered.	50	50			High	Medium	SS1
		<b>Service Implication</b>	None							
		<b>Staffing Implications</b>	None							
		<b>Business Plan implications</b>	None							
		<b>Impact on other departments</b>	None							
		<b>Equalities Implications</b>	None							
SC	E&R16	<b>Service/Section Description</b>	<b>Waste Services - Joint procurement</b> joint procurement of waste, street cleansing, winter maintenance and fleet maintenance services (Phase C)	8,037		1,500		Medium	Medium	SP1
		<b>Service Implication</b>	Potential harmonising of services across the Partnership							
		<b>Staffing Implications</b>	TUPE arrangement to be in place to transfer staff to new contractor.							
		<b>Business Plan implications</b>	To be confirmed							
		<b>Impact on other departments</b>	Impact on Parks and Waste services.							
		<b>Equalities Implications</b>	to be confirmed prior to award of contract							
SC	E&R17	<b>Service/Section Description</b>	<b>Street Cleansing</b> To reduce the costs of the service and maintain current standards of cleaning within Merton it is proposed to alter how we deploy our resources by reducing residential solo sweepers and alter the use of mechanical sweepers by investing in electric sweepers (Gluttons). Still concentrating on the issues that are important to residents such as Litter and Fly tipping. Detritus will continue to be managed in a programmed way.	2,764	157			Low	Medium	SS2
		<b>Service Implication</b>	proposal alters how we deploy our resources allowing the mobile teams to be reactive , moving away from a routine schedule							
		<b>Staffing Implications</b>	7 staff reduction							
		<b>Business Plan implications</b>	This is consistent with the Transformation plan options							
		<b>Impact on other departments</b>	Possible impact on enforcement							
		<b>Equalities Implications</b>	None identified							



## DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R18	<b>Service/Section Description</b>	<b>Waste Services - Caddy Liners</b> Cease the distribution of food caddy liners Caddy liners will be procured by the service and available for collection by the residents	137	70			Low	Medium	SNS2
		<b>Service Implication</b>								
		<b>Staffing Implications</b>	Staff will be retrained and deployed to deliver services in the changed way throughout the implementation of the TOM							
		<b>Business Plan implications</b>	Impact on recycling target							
		<b>Impact on other departments</b>	Libraries may be able to provide a central collection point for liners. This may be a internal recharge. Residual waste may increase resulting in higher landfill cost.							
		<b>Equalities Implications</b>	Impacts on the 52% of residents that partake in the service							
SC	E&R19	<b>Service/Section Description</b>	<b>Waste Services</b> Align income budget to levels of income being generated from the sale of Textiles.	N/A	50			Low	Low	SI2
		<b>Service Implication</b>	None as collected by contractor DM Recycling							
		<b>Staffing Implications</b>	None							
		<b>Business Plan implications</b>	None							
		<b>Impact on other departments</b>	None							
		<b>Equalities Implications</b>	None							
SC	E&R20	<b>Service/Section Description</b>	<b>Waste Services</b> To contribute to a cleaner borough, enforcement of litter dropping under EPA/ ASB legislation with FPN fines for contraventions. This follows on from the Pilot private enforcement and in advance of any decisions on future procurement. Litter dropping by residents remains a significant issue and a big factor in the level of cleanliness on our streets .	(242)	20	-3	-2	Low	Low	SI2
		<b>Service Implication</b>	Fluctuating resource availability for education and encouragement activities							
		<b>Staffing Implications</b>	Training and support to existing internal staff							
		<b>Business Plan implications</b>	Cleaner borough							
		<b>Impact on other departments</b>	Legal services - cost of prosecution for non payment							
		<b>Equalities Implications</b>	Full Qualities Impact assessment needs to be undertaken and approved							

## DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R21	<b>Service/Section Description</b>	<b>Waste Services</b> HRRC Site operations procured to external provider. Contractual savings .	629	30			Low	Low	SP1
		<b>Service Implication</b>	None - Continuation of externalised service - current procurement in progress							
		<b>Staffing Implications</b>	TUPE and impact on transfer station.							
		<b>Business Plan implications</b>	None							
		<b>Impact on other departments</b>	None							
		<b>Equalities Implications</b>	None							
SC	E&R22	<b>Service/Section Description</b>	<b>Waste Services - Dog Waste Option 1</b> Removal of borough wide dog bins including Parks	42	42			Low	Medium	SNS2
		<b>Service Implication</b>	High - dog fouling is identified as one of the main concerns for residents. This waste would be disposed of in general litter bins currently provided.							
		<b>Staffing Implications</b>	Reduction of 1 driver							
		<b>Business Plan implications</b>	Impact on Cleaner borough							
		<b>Impact on other departments</b>	Parks							
		<b>Equalities Implications</b>	None							
SC	E&R23	<b>Service/Section Description</b>	<b>Waste Services - Dog Waste Option 2</b> Removal of dog bins from the highway whilst retaining within parks	42	12			Low	Medium	SNS2
		<b>Service Implication</b>	High - dog fouling is identified as one of the main concerns for residents. This waste would be disposed of in general litter bins currently provided.							
		<b>Staffing Implications</b>	None							
		<b>Business Plan implications</b>	Impact on Cleaner borough							
		<b>Impact on other departments</b>	Parks - How would this waste be collected							
		<b>Equalities Implications</b>	None							

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R24	<b>Service/Section Description</b>	<b>Greenspaces</b> Reduction in current levels of staffing in the Greenspaces grounds maintenance and horticulture and sports teams.	1,723	130			Medium	High	SS2
		<b>Service Implication</b>	Reduction in maintenance standards in some parks							
		<b>Staffing Implications</b>	Reduction in staff by 4 FTEs							
		<b>Business Plan implications</b>	Staff establishment is projected to decline over the period of the plan							
		<b>Impact on other departments</b>	None directly							
		<b>Equalities Implications</b>	All sections of the community affected							
SC	E&R25	<b>Service/Section Description</b>	<b>Greenspaces</b> Joint procurement of greenspace services as part 2 of the Phase C SLWP procurement contract with LB Sutton	3,689		160		Medium	Medium	SP1
		<b>Service Implication</b>	Potential harmonising of services.							
		<b>Staffing Implications</b>	TUPE arrangement to be in place to transfer to new contractor.							
		<b>Business Plan implications</b>	To be confirmed							
		<b>Impact on other departments</b>	Impact on Parks and allied services							
		<b>Equalities Implications</b>	To be confirmed prior to award of contract							

## DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R26	<b>Service/Section Description</b>	<b>Greenspaces</b> Introduction of P&D within certain parks responding to demand for the management of parking and controlling excess demand for spaces/ commuter parking . This will require reprofiling of capital investment of £60k.	N/A	60			Medium	Medium	SI2
		<b>Service Implication</b>	Visitors will be required to pay to park in parks' car parks for some periods							
		<b>Staffing Implications</b>	None							
		<b>Business Plan implications</b>	consistent with Transformation plan / commercial approach							
		<b>Impact on other departments</b>	Impacts for Parking Services who will manage the controls/FPNs							
		<b>Equalities Implications</b>	Yes - possible adverse implications for park users on low incomes							
SC	E&R27	<b>Service/Section Description</b>	<b>Greenspaces</b> Additional property rental income	(341)	44			Medium	Low	SI1
		<b>Service Implication</b>	Re-letting of vacant parks properties within commercial property market. Rent review and increase for existing service tenancy properties.							
		<b>Staffing Implications</b>	No direct impact upon staff establishment							
		<b>Business Plan implications</b>	Integral to commercialisation agenda							
		<b>Impact on other departments</b>	Possible impact upon Housing: local rehousing need for some existing tenants							
		<b>Equalities Implications</b>	Not in respect of front-lines services. Tenants affected are predominantly current or former LBM staff who have retired or are near retirement							

## DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R28	<b>Service/Section Description</b>	<b>Building and Development Control</b> Proposed shared services with Wandsworth incorporating: 1) Shared enforcement and admin teams and investigation of other shared service options 2) Increased income generation from planning performance agreements and revised pre application charging 3) Joint re-procurement of M3 Northgate systems 4) Improved efficiency and resilience with larger teams. 5) Eliminate postal consultations 6) Efficiencies delivered through Mobile and flexible working arrangement rollout and other TOM improvements 7) Potential outsourcing of admin scanning functions At this stage it would be premature to predict exactly how the savings will be delivered. However, a consultant has been appointed and is starting the assessment.	1575  (884)		157		Medium	High	SS2, SNS1, SNS2, SP1
		<b>Service Implication</b>	Still to be determined as the scope of the review is still to be finalised. Shared services joint review commissioned with Wandsworth and due to be finalised early 2015. Saving spread over 2 years in same way as Shared regulatory service to allow for management restructure followed by frontline and process savings .							
		<b>Staffing Implications</b>	Still to be determined through the shared services report. Likely impact on management levels, enforcement and admin functions and working arrangements.							
		<b>Business Plan implications</b>	consistent with Transformation Plan							
		<b>Impact on other departments</b>	unknown at present							
		<b>Equalities Implications</b>	unknown at present							
SC	E&R29	<b>Service/Section Description</b>	<b>Building &amp; Development Control</b> Enhanced pre-application process. This is in addition to previous savings proposals. Generating more additional income from Planning Performance Agreements as opposed to the normal pre-application process	(56)	40			Low	High	SI2
		<b>Service Implication</b>	The additional work pressure may impact on performance and delivery of regeneration projects as the PPA income is meant to be reinvested in the service to deliver such projects and this will not be the case.							
		<b>Staffing Implications</b>	No changes although there will be additional pressure on existing staff to deliver.							
		<b>Business Plan implications</b>	Potential impact on performance figures especially in relation to major schemes. Reduced ability to deliver regeneration projects in the borough.							
		<b>Impact on other departments</b>	none							
		<b>Equalities Implications</b>	none							

## DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R30	<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 &amp; Development Control - Planning Enforcement</b> Reduce staffing levels within the enforcement team by 2 FTE's There are currently 4 FTE's dealing with enforcement so the team will be halved resulting in insufficient resources available to undertake the current work load. A significant backlog will quickly develop. Reduce the staff dealing with enforcement investigations in the team by 1 team leader and 1 officer.  It will not be possible to investigate the current level of enforcement cases and a backlog will quickly develop resulting in more complaints and possible ombudsman awards against the Council  Joint enforcement investigations will be severely hindered.  none	190	80			Low	High	SS2
SC	E&R31	<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>Senior Management &amp; Support</b> Deletion of the 2 management support posts and absorption into existing resources.  Less resource available to support service managers.  Both posts are recently vacant and are delivering in year savings. Some of the budget will be used to deliver transformation projects in 15/16 None  None  None	755	70			Low	Low	SS1

## DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

Panel	Ref	Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
SC	E&R32	<p><b>Service/Section Description</b>  <b>Service Implication</b></p> <p><b>Staffing Implications</b>  <b>Business Plan implications</b>  <b>Impact on other departments</b>  <b>Equalities Implications</b></p>	<p><b>Wifi Concessionary Contract</b>  Income from wifi concessionary contract to be let from 2015/16  Pan London contract into which Merton have joined will deliver income from public wifi service operated by private contractor utilising LBM street assets [principally lamp columns in town centres]. Some guaranteed and some non-guaranteed income.  None  Consistent with transformation Plan  Traffic and highways will be required to asses structural integrity and this is factored in. The non-guaranteed income element would sit with Corporate Services (Communications).</p>	N/A	20	5		Medium	Low	SI2
SC	E&R33	<p><b>Service/Section Description</b></p> <p><b>Service Implication</b>  <b>Staffing Implications</b>  <b>Business Plan implications</b>  <b>Impact on other departments</b>  <b>Equalities Implications</b></p>	<p><b>Various Budgets - Increase in income from commercialisation of services</b>  Increase in commercial income across a range of budgets following recruitment of commercial sales manager from 15/16. This includes events in parks / commercial waste / leisure/ building control and other income streams to be developed  Will work closely with Business managers in EandR and across Council  2 year Fixed term contract due to commence early 2015 funded from Transformation budgets alongside Marketing Manager.  Consistent with transformation Plan  Will work with other income generating staff across the council  None anticipated</p>	N/A	250			High	Low	S11/S12
SC	E&R34	<p><b>Service/Section Description</b>  <b>Service Implication</b></p> <p><b>Staffing Implications</b>  <b>Business Plan implications</b>  <b>Impact on other departments</b>  <b>Equalities Implications</b></p>	<p><b>Traffic &amp; Highways</b>  Alternative delivery model of highway safety inspection service  Further review of Highway Safety Inspection Service  Review of JDs, working practices and working hours. Increased level of complaints and work load and may result in an increase in Insurance claims. Potential reduction of 1fte.  Reduction in Service Delivery with a focus on maintaining Statutory Duties.  Increase in Third Party insurance claims  May have an impact on vulnerable road users such as the elderly and the disabled.</p>	99		30		Medium	Medium	SS2

## DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

Panel	Ref	Description of Saving	Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
SC	E&R35	<p><b>Service/Section Description</b>  <b>Service Implication</b></p> <p><b>Staffing Implications</b>  <b>Business Plan implications</b>  <b>Impact on other departments</b>  <b>Equalities Implications</b></p>	<p><b>Traffic &amp; Highways</b>  Reduce street lighting contract costs  Development of Specification and preparation of Tender and Contract Documents.  Reduced specification  No in-house resource to develop specifications and tender documents.</p> <p>The new Contract will need to include all Council owned lighting (lighting in car parks, parks etc.) to stimulate a better response from the market.</p> <p>We will require input from Procurement Team</p> <p>None</p>	335	25	25		Medium	Medium	SP1
SC	E&R36	<p><b>Service/Section Description</b>  <b>Service Implication</b></p> <p><b>Staffing Implications</b>  <b>Business Plan implications</b>  <b>Impact on other departments</b>  <b>Equalities Implications</b></p>	<p><b>Traffic &amp; Highways</b>  Reduction in reactive work budget  Some non urgent repairs such as replacement of damaged posts and bollards will no longer take place and other repairs will take longer.  Increase in complaints against the Council</p> <p>Increase in whole Life costing of Highway asset. Increase with dis-satisfaction with the Council</p> <p>Increase in Third Party insurance claims</p> <p>None</p>	650	60			High	High	SNS2
SC	E&R37	<p><b>Service/Section Description</b>  <b>Service Implication</b></p> <p><b>Staffing Implications</b>  <b>Business Plan implications</b>  <b>Impact on other departments</b>  <b>Equalities Implications</b></p>	<p><b>Traffic &amp; Highways</b>  Introduction of Lane rental approach to Highways works to assist in reducing congestion.</p> <p>Development of Lane Rental Scheme in Merton to manage street work activities and reduce impact of street work on congestion and traffic flows through Merton .</p> <p>Will require external support and advice to develop and implement the scheme</p> <p>Lane Rental would involve charging those working in the street for the time they occupy the Highway. Lane Rental has only operated as Pilot Scheme in London at present (except on TfL Road Network)</p> <p>Legal Services</p> <p>None</p>	N/A		50		Medium	Medium	SI2



## DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R38	<b>Service/Section Description</b>	<b>Traffic &amp; Highways</b> Income from Section 278/Developers agreements where traffic works are required as part of development . Charging for work currently not charged for	N/A	50			Medium	Medium	SI2
		<b>Service Implication</b>	transition from Highway permitting to minimise duration and volume of highway openings.							
		<b>Staffing Implications</b>	None - delivered within existing resources							
		<b>Business Plan implications</b>	Increased income							
		<b>Impact on other departments</b>	Will require close liaison with DC/BC team							
		<b>Equalities Implications</b>	None							
SC	E&R39	<b>Service/Section Description</b>	<b>Traffic &amp; Highways</b> Pre-application income. This is in addition to any previous pre-app savings proposal.	N/A	50			Medium	Medium	SI2
		<b>Service Implication</b>	Charging for pre-application services inputted from the T&H service as part of the pre application service.							
		<b>Staffing Implications</b>	Delivered within existing resources							
		<b>Business Plan implications</b>	Increased income							
		<b>Impact on other departments</b>	Will require close liaison with DC/BC team							
		<b>Equalities Implications</b>	None							
SC	E&R40	<b>Service/Section Description</b>	<b>Future Merton</b> Consultancy income. This is in addition to any previous savings proposal.	N/A	60			Medium	Medium	SI2
		<b>Service Implication</b>	Limited capacity for staff to attract work to the team and b. to complete new work against pressures of an existing challenging work programme							
		<b>Staffing Implications</b>	Capacity implications on other priorities							
		<b>Business Plan implications</b>	Impact on ability to deliver regeneration programme							
		<b>Impact on other departments</b>	Housing supply and Planning support impacts							
		<b>Equalities Implications</b>								

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	E&R41	<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>Future Merton</b> Staff restructure Restructure with T&H already underway - only deliverable with a cut in the work programme 2 FTEs  Reduced capacity to deliver regeneration and growth  Planning, Facilities, Highways, Building Control and Partnership groups	1,023		80		Medium	Medium	SS2
SC	E&R42	<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>Future Merton</b> Align Vestry Hall income budget with current levels of income being achieved.  None None None None	(211)	20			Low	Low	SI2

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2015/18

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
O&S	E&R43	<b>Service/Section Description</b>	<b>Safer Merton</b> Reductions in staffing across Safer Merton	840		70		High	High	SS2
		<b>Service Implication</b>	Reduction of our Community Safety offer to a statutory minimum which would be ASB , Annual Strategic Assessment, some Domestic Violence work, and limited strategic / partnership activity.							
		<b>Staffing Implications</b>	2-3 FTEs to be deleted							
		<b>Business Plan implications</b>	This is in line with the team's TOM. Significant reductions in work on offenders and victims, neighbourhood watch and crime analysis.Partnership work would reduce including joint operations , LMAPs work , Neighbourhood Watch coordination.							
		<b>Impact on other departments</b>	Council wide							
		<b>Equalities Implications</b>	Crime affects all members of the Community . Higher levels of crime are reported in more deprived parts of the borough and any reduction in capacity would potentially affect these areas more .							
<b>Total Environment and Regeneration Savings</b>					<b>4,196</b>	<b>810</b>	<b>-212</b>			

<b>Total Environment and Regeneration Savings Target</b>	<b>4,333</b>	<b>4,876</b>	<b>2,302</b>
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<b>(SURPLUS)/ SHORTFALL</b>	<b>137</b>	<b>4,066</b>	<b>2,514</b>
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Savings Type

- SI1 Income - increase in current level of charges
- SI2 Income - increase arising from expansion of existing service/new service
- SS1 Staffing: reduction in costs due to efficiency
- SS2 Staffing: reduction in costs due to deletion/reduction in service
- SNS1 Non - Staffing: reduction in costs due to efficiency
- SNS2 Non - Staffing: reduction in costs due to deletion/reduction in service
- SP1 Procurement / Third Party arrangements - efficiency
- SP2 Procurement / Third Party arrangements - deletion/reduction in service
- SG1 Grants: Existing service funded by new grant
- SG2 Grants: Improved Efficiency of existing service currently funded by unringfenced grant
- SPROP Reduction in Property related costs

Panel

- O&S Overview & Scrutiny
- C&YP Children & Young People
- HC&OP Healthier Communities & Older People
- SC Sustainable Communities

## DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2015/16

Panel	Ref	Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
HC&OP	CH19	<p><b>Service</b></p> <p><b>Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	<p><b>Adult Social Care Placements Income</b></p> <p>Realignment of Placements Income Budgets . Client and CCG contribution income budgets are currently under-stated and will be adjusted to meet this income savings target.</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p>	(11,666)	220	0	0	0	L	M	SI2
HC&OP	CH20	<p><b>Service</b></p> <p><b>Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	<p><b>Access and Assessment Employees</b></p> <p>Staff Savings - 12 FTE to be deleted in 2016/17, 12 FTE in 17/18, 12 FTE in 18/19 - These savings will come from across Access and Assessment, covering all service areas.</p> <p>Reduction in the ability to carry out assessments and reviews, social work support, safeguarding activities, DOLs responsibilities and financial assessments.</p> <p>Redundancies - Some staff would be subject to redundancy</p> <p>This will have an impact on the department's ability to meet it's statutory duties. Conceivable implications include longer waiting lists, delays in assessments and other support and a potential reduction in reviews which may in turn impact our finances. Work will be done to mitigate this impact.</p> <p>The primary impact is on service users and partners, such as the NHS.</p> <p>These changes impact on staff. A detailed EA would be undertaken at the time of any restructure. There is also an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	6,200	0	511	500	483	L	H	SS2

## DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2015/16

Panel	Ref	Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH21	<p><b>Service Description</b></p> <p><b>Direct Provision Employees</b></p> <p>Staff Savings - 11 FTE to be deleted</p>	1,706	0	274	0	0	L	H	SS2
		<p><b>Service Implication</b></p> <p>Less activities available both at day centres and in the community. Clients would spend more time in larger congregated settings with less choice of activities. These savings would be made across the three LD and PD day centres.</p> <p><b>Staffing Implications</b></p> <p>Redundancies - Some staff would be subject to redundancy</p> <p><b>Business Plan implications</b></p> <p>Our business plan talks about working with people to promote independence. This model would reduce the ability to deliver that enhanced service. We will try to mitigate this by working closely with the voluntary sector and with volunteers.</p> <p><b>Impact on other departments Equalities Implications</b></p> <p>The primary impact is on service users.</p> <p>These changes impact on staff. A detailed EA would be undertaken at the time of any restructure. There is also an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>								
HC&OP	CH22	<p><b>Service Description</b></p> <p><b>Commissioning Employees</b></p> <p>Staff Savings - 4 FTE to be deleted</p>	996	0	156	0	0	L	H	SS2
		<p><b>Service Implication</b></p> <p>Reduced capacity to monitor quality within provider services, reduced capacity to monitor performance within services and a reduced capacity to proactively work to sustain and develop a local provider market.</p> <p><b>Staffing Implications</b></p> <p>Redundancies - Some staff would be subject to redundancy</p> <p><b>Business Plan implications</b></p> <p>Would impact on our statutory duties under the Care Act - we would attempt to mitigate this by investigating alternative models of quality and performance monitoring.</p> <p><b>Impact on other departments Equalities Implications</b></p> <p>None - main impact is on service users, carers and providers</p> <p>As staff would be at risk there is an equalities implication. A detailed EA would be undertaken at the time of any restructure. In addition, part of the monitoring role relates to monitoring the ability of provider services to meet the needs of the diverse population and thus meeting our equalities duty. This may be impacted.</p>								

## DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2015/16

Panel	Ref	Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH23	<p><b>Service Directorate</b></p> <p><b>Description</b> Staff Savings - 0.46 FTE to be deleted</p> <p><b>Service Implication</b> None, post now funded by Public Health</p> <p><b>Staffing Implications</b> None</p> <p><b>Business Plan implications</b> None</p> <p><b>Impact on other departments</b> None</p> <p><b>Equalities Implications</b> None</p>	657	0	21	0	0	L	L	SS2 / SNS1
HC&OP	CH24	<p><b>Service Learning Disabilities - High Cost Packages</b></p> <p><b>Description</b> Review of High Cost Packages using the progression model</p> <p><b>Service Implication</b> This would be a holistic review of 17 identified high cost placements (those receiving packages of care of over £1,500 per week and not health funded). We will use the progression model as the basis of these reviews. We are designing these figures based on a 6% reduction in support for the identified client group.</p> <p><b>Staffing Implications</b> Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.</p> <p><b>Business Plan implications</b> All reviews will be based around promoting independence using the progression model which is in line with the business plan.</p> <p><b>Impact on other departments</b> None</p> <p><b>Equalities Implications</b> There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	1,618	0	100	0	0	H	H	SNS2

## DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2015/16

Panel	Ref	Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP  Page 131	CH25	<p><b>Service Description</b> <b>Learning Disabilities - Medium Cost Packages</b> Review of Medium Cost Support Packages (£400 - £1,500 per week) using the progression model</p> <p><b>Service Implication</b> This would be a holistic review of identified medium cost placements (those receiving packages of care of between £400 - £1,500 per week and not health funded). We will use the progression model as the basis of these reviews. We are designing these figures based on a 10% reduction in support for the relevant clients within the identified client group.</p> <p><b>Staffing Implications</b> Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.</p> <p><b>Business Plan implications</b> All reviews will be based around promoting independence using the progression model which is in line with the business plan.</p> <p><b>Impact on other departments</b> None</p> <p><b>Equalities Implications</b> There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	7,019	0	400	0	0	H	H	SNS2
	CH26	<p><b>Service Description</b> <b>Learning Disabilities - Direct Payments</b> Review of all Direct Payments in Learning Disabilities using the progression model.</p> <p><b>Service Implication</b> We will review the Direct payments received by clients to assess whether it is still set at the appropriate level for their needs and whether the full payment is being utilised. We will use the progression model as the basis of these reviews. We anticipate this being a reduction of 7% for individual support packages within this client group. There are currently 98 packages in this group.</p> <p><b>Staffing Implications</b> Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.</p> <p><b>Business Plan implications</b> All reviews will be based around promoting independence using the progression model which is in line with the business plan.</p> <p><b>Impact on other departments</b> None</p> <p><b>Equalities Implications</b> There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	704	0	£50	£0	£0	H	H	SNS2

## DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2015/16

Panel	Ref	Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH27	<p><b>Service Description</b>  <b>Mental Health - Care Packages</b>  Review of support packages within all areas of Mental Health services.</p> <p><b>Service Implication</b>  We anticipate this being a reduction of 5% across all support packages and will include a review of Direct Payments within this area. Options include less use of residential placements and quicker reviews as part of a recovery model.</p> <p><b>Staffing Implications</b>  Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.</p> <p><b>Business Plan implications</b>  All reviews will be based around promoting independence using the recovery model which is in line with the business plan.</p> <p><b>Impact on other departments</b>  None; the impact will primarily be on service users.</p> <p><b>Equalities Implications</b>  There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	1,554	0	76	0	0	H	H	SNS2
HC&OP	CH28	<p><b>Service Description</b>  <b>Older People - Home Care</b>  Review of Home Care within support packages</p> <p><b>Service Implication</b>  There are currently 596 Older People within Merton receiving home care within their support packages. This represents an average reduction of 9% in home care support packages.</p> <p><b>Staffing Implications</b>  Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.</p> <p><b>Business Plan implications</b>  All reviews will be based around promoting independence using the enablement model which is in line with the business plan.</p> <p><b>Impact on other departments</b>  None</p> <p><b>Equalities Implications</b>  There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	4,455	0	387	0	0	H	H	SNS2



## DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2015/16

Panel	Ref	Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH29	<p><b>Service Description</b>  <b>Older People - Managing Crisis</b>  Managing crisis (including hospital discharge) admissions to residential care.</p> <p><b>Service Implication</b>  This would include a number of activities designed to reduce admissions to residential care placements. We would be looking to families to continue to support people at home for longer. This would fit in with our overall approach to enable independence.</p> <p><b>Staffing Implications</b>  This would require more intensive work from staff.</p> <p><b>Business Plan implications</b>  Any new processes would be based around promoting independence using the enablement model which is in line with the business plan.</p> <p><b>Impact on other departments</b>  None; the impact will primarily be on service users</p> <p><b>Equalities Implications</b>  There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	5,267	0	125	0	0	H	H	SNS2
HC&OP	CH30	<p><b>Service Description</b>  <b>Older People - Direct Payments</b>  Review of Direct Payments support packages</p> <p><b>Service Implication</b>  Review of all Direct Payments in Older People using the enablement model. We will review the Direct Payments received by clients to assess whether it is still set at the appropriate level for their needs and whether the full payment is being utilised. We will use the enablement model as the basis of these reviews. We anticipate this being an average reduction of 15% for individual support packages within this client group. There are currently 225 packages</p> <p><b>Staffing Implications</b>  Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.</p> <p><b>Business Plan implications</b>  All reviews will be based around promoting independence using the enablement model which is in line with the business plan.</p> <p><b>Impact on other departments</b>  None</p> <p><b>Equalities Implications</b>  There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	2,338	0	345	0	0	H	H	SNS2

## DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2015/16

Panel	Ref	Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH31	<p><b>Service Description</b>  <b>Physical Disabilities - Direct Payments</b>            Review of all Direct Payments for clients with physical disabilities using the progression model.</p> <p><b>Service Implication</b>            We will review the Direct Payments received by clients to assess whether it is still set at the appropriate level for their needs and whether the full payment is being utilised. We will use the progression model as the basis of these reviews. We anticipate this being a reduction of 10% for individual support packages within this client group. There are currently 150 packages of this type.</p> <p><b>Staffing Implications</b>            Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.</p> <p><b>Business Plan implications</b>            All reviews will be based around promoting independence using the enablement model which is in line with the business plan.</p> <p><b>Impact on other departments</b>            None</p> <p><b>Equalities Implications</b>            There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	1,414	0	134	0	0	H	H	SNS2
HC&OP	CH32	<p><b>Service Description</b>  <b>Physical Disabilities - Home Care</b>            Review of Home Care within support packages</p> <p><b>Service Implication</b>            The saving would be delivered through a review of home care provision within support packages. There are currently 89 Physical Disabilities clients within Merton receiving home care within their support packages. The proposed savings represents an average reduction of 8% in home care for this group.</p> <p><b>Staffing Implications</b>            Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.</p> <p><b>Business Plan implications</b>            All reviews will be based around promoting independence using the enablement model which is in line with the business plan.</p> <p><b>Impact on other departments</b>            None</p> <p><b>Equalities Implications</b>            There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	595	0	48	0	0	H	H	SNS2

DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2015/16

Panel	Ref	Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH33	<p><b>Service Description</b>  <b>Physical Disabilities - High Cost Packages</b>                      Review of PD Residential and 1-1 packages</p> <p><b>Service Implication</b>                      This saving would be delivered through a targeted review of a small number of PD customers in residential care. These reviews would look at renegotiating unit costs, transferring users to other types of accommodation in the community and reducing or removing 1-1 costs</p> <p><b>Staffing Implications</b>                      Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.</p> <p><b>Business Plan implications</b>                      All reviews will be based around promoting independence using the enablement model which is in line with the business plan.</p> <p><b>Impact on other departments</b>                      None</p> <p><b>Equalities Implications</b>                      There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	856	0	£60	0	0	H	H	SNS2
HC&OP	CH34	<p><b>Service Description</b>  <b>Substance Misuse Placements</b>                      Actively manage throughput in residential rehab placements</p> <p><b>Service Implication</b>                      A reduction in the placements available for Substance misuse clients</p> <p><b>Staffing Implications</b>                      This would require more intensive work from staff.</p> <p><b>Business Plan implications</b>                      This would have an impact on the services provided for this client group</p> <p><b>Impact on other departments</b>                      None</p> <p><b>Equalities Implications</b>                      There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	128	0	6	0	0	H	H	SNS2

## DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2015/16

Panel	Ref	Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH35	<p><b>Service Description</b> <b>CSF Supporting People contracts</b> We would reduce funding for contracts within the Supporting People area which support vulnerable young people</p> <p><b>Service Implication</b> There would be reduced support available for young people - both in terms of the numbers we could support and the range of support we would be able to offer to those we could accommodate.</p> <p><b>Staffing Implications</b> None</p> <p><b>Business Plan implications</b> Less resources to be called off by those services which support vulnerable young people.</p> <p><b>Impact on other departments</b> There is a potential impact on the CSF department.</p> <p><b>Equalities Implications</b> There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	162	0	0	100	0	H	H	SP2
HC&OP	CH36	<p><b>Service Description</b> <b>Single homeless contracts (YMCA, Spear, Grenfell)</b> Reduce funding for contracts within the Supporting People area which support single homeless people</p> <p><b>Service Implication</b> Reduced support available for single homeless people - both in terms of the numbers we could support and the range of support we could provide. In turn this would reduce their housing options</p> <p><b>Staffing Implications</b> None</p> <p><b>Business Plan implications</b> The risk is that this could increase pressure on the Housing Needs budget.</p> <p><b>Impact on other departments</b> There is a potential internal pressure within the department on the HNES</p> <p><b>Equalities Implications</b> There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	734	0	£0	£56	£200	H	H	SP2

## DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2015/16

Panel	Ref	Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH37	<p><b>Service Description</b> <b>Direct Provision</b> Residential and supported living management - staff reductions</p> <p><b>Service Implication</b> We would expect to keep front line support staff but reduce management. This would mean less resource to provide outreach and the emphasis would be primarily on providing core services.</p> <p><b>Staffing Implications</b> Redundancies - Some staff would be subject to redundancy. Fewer posts and potentially more responsibility for remaining staff.</p> <p><b>Business Plan implications</b> Emphasis is on providing core services as outlined in the business plan</p> <p><b>Impact on other departments</b> None</p> <p><b>Equalities Implications</b> There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	1,266	0	0	£200		M	H	SS2
HC&OP	CH38	<p><b>Service Description</b> <b>Assessment and Commissioning</b> Placements budget reductions - An overall reduction in the placements budget of about 2% (NB: other savings from specific elements of the placements budget are listed above)</p> <p><b>Service Implication</b> We anticipate this being a further reduction of 2% across all support packages although this will be targeted. The exact areas of reduction would be based on the previous work looking at specific areas to be delivered in advance of 2016/17.</p> <p><b>Staffing Implications</b> Staff would need to conduct these reviews; which are likely to be more intensive than the standard review. Staff will also need additional training, to ensure these reviews are done in a new way.</p> <p><b>Business Plan implications</b> We would continue to follow the appropriate model of promoting independence for the client group.</p> <p><b>Impact on other departments</b> None</p> <p><b>Equalities Implications</b> There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	34,392	0	£17	£720	£0	H	H	SNS2

## DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2015/16

Panel	Ref	Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH39	<p><b>Service</b></p> <p><b>Description</b> <b>Extra Care Sheltered Housing</b></p> <p>A review of, and reduction in, the extra care sheltered housing provision.</p> <p><b>Service Implication</b> This would lead to a reduction in the extra support provided through the extra care sheltered housing block contracts and in house service.</p> <p><b>Staffing Implications</b> There would be potential redundancies within the in-house provision</p> <p><b>Business Plan implications</b> This provision is currently an alternative to residential care. After reviewing the contract the support we would continue to offer would be focused on those who meet our eligibility criteria.</p> <p><b>Impact on other departments</b> None</p> <p><b>Equalities Implications</b> There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	753	0	£0	£0	£450	H	H	SP2 / SS2
<b>Total Adult Social Care Savings</b>				220	2,710	1,576	1,133			
HC&OP	CH40	<p><b>Service</b></p> <p><b>Description</b> <b>Housing Strategy</b></p> <p>Housing Strategy officer - deletion of 1 FTE</p> <p><b>Service Implication</b> Delays in completing key research that provide essential</p> <p><b>Staffing Implications</b> Housing strategy Team will be reduced to one officer. Current post holder will be leaving by end of November 2014</p> <p><b>Business Plan implications</b> Delayed production of statutory strategies</p> <p><b>Impact on other departments</b> Reduced joint working on future cross departmental strategies and policies, i.e. Gypsy and Travellers, Older persons, rough sleepers, single homeless and young people.</p> <p><b>Equalities Implications</b> Reduced monitoring of Equalities data in relation to the housing needs service and strategy service</p>	94	0	43	0	0	L	M	SS2

DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2015/16

Panel	Ref	Description of Saving		Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
		<u>Service</u>	<b>Environmental Health Housing</b>								
HC&OP	CH41	<p><b>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></p>	<p>Environmental health Technical officer deletion of 1 FTE                      Reduction in response times to service requests from private sector tenants. Less field work carried out and reduced detection and reduction of category one health and safety hazards. Reduction in response times to Disabled Facilities Grant applications.                      Increase in case loads for EHH officers and redundancy costs.                      Reduction in response times. DFG applications at risk. Number of statutory notices served at risk.                      Poorer standards in private sector housing may have health and social care implications, as well as increased risk of episodes of homelessness due to more health and safety hazards making properties unreasonable to occupy. Other E&amp;R departments may also notice an impact.                      The service users approaching the Council for assistance with disrepair issues and Disabled Facility Grant requests are more likely to be from vulnerable backgrounds i.e. older people, disabled people. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	218	0	33	0	0	L	H	SS2

## DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2015/16

Panel	Ref	Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH42	<p><b>Service Description</b></p> <p><b>Housing Options</b> Housing options adviser deletion of 1.5 FTE</p> <p><b>Service Implication</b> The loss of front line operational staff may affect the Council's ability to respond to housing need particularly in its ability to respond in a timely manner to prevent homelessness. The likely outcome will be a reduction in homelessness preventions and an increased use of temporary accommodation with a corresponding increase in non-controllable general fund expenditure.</p> <p><b>Staffing Implications</b> This will lead to redundancy costs for the Council and possible increases in caseloads for remaining staff.</p> <p><b>Business Plan implications</b> Homelessness Preventions: Currently 550 households prevented from becoming homelessness each year, the reduction of 1.5 officers would see a decrease in the number of homeless preventions being achieved.</p> <p><b>Impact on other departments</b> Increased homelessness has impacts in both CSF and adult social care. Increased rough sleeping will impact on crime and disorder.</p> <p><b>Equalities Implications</b> BME communities are over represented nationally in homeless statistics and this may lead to a further increase in episodes of homelessness for these groups. An EA would be undertaken and where appropriate work will be done to mitigate the impact.</p>	543	0	53	0	0	M	H	SS2



## DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2015/16

Panel	Ref	Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
HC&OP	CH43	<p><b>Service</b></p> <p><b>Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	<p><b>Housing Needs and Enablement Service and Environmental Health Housing</b></p> <p>Further Staff reductions. This will represent a reduction in staff from any areas of the HNES &amp; EHH.</p> <p>The loss of front line operational staff will affect the Council's ability to respond to housing need, particularly in its ability to respond in a timely manner to prevent homelessness and sustain tenancies in the private rented sector.</p> <p>Redundancies - Some staff would be subject to redundancy. This would also lead to an increased workload for the remaining staff.</p> <p>This would impact services across the division - impacting our ability to prevent homelessness, maintain standards in private sector accommodation and maintain our statutory housing strategies.</p> <p>Increased homelessness has impacts in both children and adult social care. Increased rough sleeping will impact on crime and disorder.</p> <p>There is an equalities implication in terms of service users. An EA would be undertaken and where appropriate work will be done to mitigate the impact. There would also be an equalities implication in terms of the staff who would be impacted by any redundancies.</p>	1,102	0	0	100	62	H	H	SS2
<b>Total Housing General Fund Savings</b>					129	100	62				
HC&OP	CH44	<p><b>Service</b></p> <p><b>Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	<p><b>Library &amp; Heritage Service</b></p> <p>Deletion of all administrative support</p> <p>All admin functions will be undertaken by managers and staff. General library enquiries will be funnelled through to libraries instead of being managed centrally. All hall bookings will be managed through a new online booking system. Bookstart and other functions will be facilitated by a library.</p> <p>Deletion of 1xFTE</p> <p>None identified provided that new online hall booking system is installed correctly and does not impact on current income levels.</p> <p>Single point of contact for Bookstart enquiries will be dispersed to a library team with a lead contact.</p> <p>Support will be provided in libraries and by telephone for customers who cannot make online bookings.</p>	59	0	26	0	0	M	M	SS2

## DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2015/16

Panel	Ref	Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
HC&OP	CH45	<p><b>Service Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	<p><b>Library &amp; Heritage Service</b></p> <p>Reduction in activities programme</p> <p>Reduced budget available for activities means that they will need to be delivered more efficiently. More cost effective solutions will be pursued for certain schemes.</p> <p>None identified.</p> <p>None identified. All schemes will continue but delivered in more cost effective ways.</p> <p>None identified.</p> <p>None identified.</p>	2	0	2	0	0	L	M	SNS1
HC&OP	CH46	<p><b>Service Description</b></p> <p><b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	<p><b>Library &amp; Heritage Service</b></p> <p>Withdrawal from annual CIPFA public library user survey (PLUS)</p> <p>The PLUS survey used to provide informed benchmarking information. However, only a third of London boroughs now participate in the annual survey and benchmarking information can better be obtained through the Annual Residents Survey. The service will continue to undertake user surveys but in a more cost efficient manner.</p> <p>None identified.</p> <p>Some impact on benchmarking and ability to measure customer satisfaction but nothing specific.</p> <p>None identified.</p> <p>Reduced information on customer satisfaction although some information can be retrieved through other sources.</p>	3	0	3	0	0	L	M	SNS1

## DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2015/16

Panel	Ref	Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
HC&OP	CH47	<p><b>Service</b> <b>Description</b> <b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b> <b>Equalities</b> <b>Implications</b></p>	<p><b>Library &amp; Heritage Service</b></p> <p>Reduction in volunteering contract</p> <p>A reduction in the contract to the voluntary sector to provide this service. The proposal will have no effect on the Home Visits Library Service but will mean that the recruitment of volunteers will be fully managed by the library service. The proposal should streamline the volunteer recruitment process but will increase capacity constraints.</p> <p>Some impact on staff meaning that they will have to undertake more administrative processes in the volunteer recruitment process.</p> <p>Volunteering recruitment and retention are key service priorities. It is felt that the changes being proposed would lead to improved recruitment time for volunteers but will increase capacity challenges.</p> <p>None identified.</p> <p>None identified.</p>	38	0	20	0	0	M	M	SNS1
HC&OP	CH48	<p><b>Service</b> <b>Description</b> <b>Service Implication</b></p> <p><b>Staffing Implications</b></p> <p><b>Business Plan implications</b></p> <p><b>Impact on other departments</b> <b>Equalities</b> <b>Implications</b></p>	<p><b>Library &amp; Heritage Service</b></p> <p>Reduction in media fund</p> <p>The reduction will lead to less stock being procured. Some of this will be managed through improved procurement systems, availability of stock through the wider London network of libraries and the likely transfer of more customers to using e-book services.</p> <p>None identified.</p> <p>Stock borrowing and active usage are key service objectives. These reductions will likely lead to less choice and could lead to a reduction in usage and customer satisfaction.</p> <p>None identified.</p> <p>Reduced customer choice will be mitigated somewhat by improving procurement methods.</p>	239	0	45	0	0	M	M	SNS1

## DEPARTMENT: COMMUNITY AND HOUSING SAVINGS - BUDGET PROCESS 2015/16

Panel	Ref	Description of Saving	Baseline Budget 2015/16 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
HC&OP	CH49	<p><b>Service</b> <b>Library &amp; Heritage Service</b></p> <p><b>Description</b> Additional staff savings</p> <p><b>Service Implication</b> Savings to be delivered through process re-engineering and redistributing responsibilities across service structure.</p> <p><b>Staffing Implications</b> Deletion of 1.5xFTE</p> <p><b>Business Plan implications</b> No specific implications but could have an effect on usage, customer satisfaction and income.</p> <p><b>Impact on other departments</b> None identified.</p> <p><b>Equalities Implications</b> More customer support will be provided online and via self-service. Recruitment of additional volunteers will attempt to mitigate any service reductions.</p>	1,070	0	0	38	0	M	M	SS2
HC&OP	CH50	<p><b>Service</b> <b>Library &amp; Heritage Service</b></p> <p><b>Description</b> Deletion of Projects &amp; Procurement Manager post</p> <p><b>Service Implication</b> The Projects &amp; Procurement Manager post is a fixed term post in place to ensure the smooth rollout of new self-service technology and to progress library redevelopments along with managing efficiency savings already agreed. The contract ends in March 2017 and the post has been put forward for savings upon its expiry.</p> <p><b>Staffing Implications</b> Deletion of 0.6xFTE</p> <p><b>Business Plan implications</b> The post is crucial to ensuring that efficiency savings are delivered but is proposed to be deleted upon completion of these works.</p> <p><b>Impact on other departments</b> None identified.</p> <p><b>Equalities Implications</b> None identified.</p>	184	0	0	22	0	M	M	SS2
<b>Total Libraries Savings</b>					96	60	-			
<b>Total Community &amp; Housing Savings</b>				220	2,935	1,736	1,195			

**Savings Type**

<b>SS2</b>	Staffing: reduction in costs due to deletion/reduction in service
<b>SNS1</b>	Non - Staffing: reduction in costs due to efficiency
<b>SNS2</b>	Non - Staffing: reduction in costs due to deletion/reduction in service
<b>SP1</b>	Procurement / Third Party arrangements - efficiency
<b>SP2</b>	Procurement / Third Party arrangements - deletion/reduction in service
<b>SG1</b>	Grants: Existing service funded by new grant
<b>SG2</b>	Grants: Improved Efficiency of existing service currently funded by unringfenced grant
<b>SPROP</b>	Reduction in Property related costs
<b>SI1</b>	Income - increase in current level of charges
<b>SI2</b>	Income - increase arising from expansion of existing service/new service

**Panel**

<b>C&amp;YP</b>	<b>Children &amp; Young People</b>
<b>O&amp;S</b>	<b>Overview and Scrutiny</b>
<b>HC&amp;OP</b>	<b>Healthier Communities &amp; Older People</b>
<b>SC</b>	<b>Sustainable Communities</b>

## SAVINGS REJECTED BY CABINET 2013/14

## SUMMARY

Service Area	2013/14	2014/15	2015/16	2016/17	TOTAL
	£000	£000	£000	£000	£000
Corporate Services	0	0	0	0	0
Children, Schools and Families	0	25	0	0	25
Environment and Regeneration	0	122	120	80	322
Community and Housing	0	0	0	0	0
Rejected by Cabinet	0	147	120	80	
<b>Cumulative</b>	<b>0</b>	<b>147</b>	<b>267</b>	<b>347</b>	

## DEPARTMENT: REJECTED SAVINGS - BUDGET PROCESS 2013/14

Panel	Ref	Description of Saving		Baseline Budget 12/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF06	<b>Service Description</b>	<b>CSF Children Social Care &amp; Youth Inclusion</b> Duke of Edinburgh reprovide via schools funding	53		25			L	L	SI2
		<b>Service Implication</b>	Seek new partnership with schools to fund DofE work with pupils.								
		<b>Staffing Implications</b>	None if income target met.								
		<b>Business Plan implications</b>	Expansion of sixth forms and RPA could mean more potential GOLD groups and more income required from schools.								
		<b>Impact on other departments</b>	None								
		<b>Equalities Implications</b>	None								
<b>Sub-total: Children, Schools and Families Rejected Savings 2013/14</b>					0	25	0	0			

## DEPARTMENT: REJECTED SAVINGS - BUDGET PROCESS 2013/14

Panel	Ref	Description of Saving		Baseline Budget 12/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	EN38	<b>Service/Section Description</b>	<b>Leisure &amp; Culture Development Team</b> Reduction of Core Arts Grants to Attic Theatre - Proposal to further reduce Attic by £1k per annum in each of 2015/16 & 2016/17 financial years	120			1	1	Low	Medium	SNS2
		<b>Service Implication</b>	There are already reductions year on year on this grant and this would continue the reductions for two further years requiring the organisations to generate this shortfall through alternative funding sources and income generation								
		<b>Staffing Implications</b>	None								
		<b>Business Plan implications</b>	None								
		<b>Impact on other departments</b>	None								
		<b>Equalities Implications</b>	None								
SC	EN44	<b>Service/Section Description</b>	<b>Parks, Greenspaces &amp; Cemeteries</b> Undertake Public Value Review to drive out savings in parks and green spaces.	1,565		78	119	79	Low	High	SS2
		<b>Service Implication</b>	Potentially a significant reduction of core in-house service establishment. Greater community and voluntary sector inputs to front line service delivery. Has potential to result in reduction of direct local authority control of policy, strategy and quality standards within affected sites however.								
		<b>Staffing Implications</b>	Depending on the outcome of the PVR, staff losses of 10-12FTE could be anticipated.								
		<b>Business Plan implications</b>	Yes. Integral to current service plan projects								
		<b>Impact on other departments</b>	No significant impact								
		<b>Equalities Implications</b>	Yes								

## DEPARTMENT: REJECTED SAVINGS - BUDGET PROCESS 2013/14

Panel	Ref	Description of Saving		Baseline Budget 12/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	EN46	<b>Service/Section Description</b>	<b>Parks, Greenspaces &amp; Cemeteries</b> Introduction of parking fees in 5 key parks (Charges would be in region of £1.00 per hour in line with current car parking fees levied across the borough's other public car parks).( Sites under consideration: Wimbledon Park, Sir Joseph Hood MPF, Abbey RG, Haydons Road RG and Joseph Hood RG)	1,565		44			Medium	Medium	SI2
		<b>Service Implication</b>	Increased revenue from parking fees.Could however lead to a reduction in park usage and non parking income.								
		<b>Staffing Implications</b>	No								
		<b>Business Plan implications</b>	Yes. Integral to current service plan projects								
		<b>Impact on other departments</b>	Yes, especially Parking Services								
		<b>Equalities Implications</b>	Yes								
<b>Sub-total: Environment and Regeneration Rejected Savings 2013/14</b>					0	122	120	80			
<b>Total</b>					0	147	120	80			
<b>Total - Cumulative</b>					0	147	267	347			



## SAVINGS REJECTED BY CABINET 17 February 2014

## SUMMARY

<b>Service Area</b>	<b>2015-16 £000</b>	<b>2016-17 £000</b>	<b>2017-18 £000</b>	<b>Total £000</b>
Corporate Services	0	5	0	5
Children, Schools and Families	0	0	239	239
Environment and Regeneration	400	100	0	500
Community and Housing	0	0	0	0
Rejected by Cabinet	400	105	239	744
Cumulative	400	505	744	

**SAVINGS REJECTED BY CABINET 17 FEBRUARY 2014**

**DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2014/15**

Panel	Ref	Description of Saving		Baseline Budget 13/14 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
O&S	CS69	<b>Infrastructure &amp; Transactions</b>						Low	Low	SNS2
		<b>Description</b>	Cease Councillors courier service and send items electronically or via the standard postal system.							
		<b>Service Implication</b>	None							
		<b>Staffing Implications</b>	None							
		<b>Business Plan implications</b>	None							
		<b>Impact on other departments</b>	None							
		<b>Equalities Implications</b>	None							
<b>Total Corporate Services Savings</b>					0	5	0			

## SAVINGS REJECTED BY CABINET 17 FEBRUARY 2014

## DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES SAVINGS - BUDGET PROCESS 2014/18

Panel	Ref	Description of Saving	Baseline Budget 13/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
C&YP	CSF03	<p><b>Service Description</b> <b>Service Implication</b></p> <p><b>Staffing Implications</b> <b>Business Plan implications</b> <b>Impact on other departments</b></p> <p><b>Equalities Implications</b></p>	<p><b>All Divisions</b></p> <p>Further reductions in staffing across CSF. Detailed proposals will need to be determined nearer the time in the context of statutory requirements and regulatory arrangements, demographic changes in overall numbers and the profile of the population. Will involve reduced thresholds and management of increased risks in relation to safeguarding. May require us to challenge regulatory staffing ratios.</p> <p>Approximately 8 staff FTE redundant.</p> <p>Reduced service offering. Significantly increased risk.</p> <p>Unlikely to be significant but will need to be assessed in light of detailed proposals at the time.</p> <p>Will lead to a reduction in service to disadvantaged groups within the community.</p>	22,661				239	High	High	SS2
<b>Total Children, Schools and Families Savings</b>					0	0	0	239			

## SAVINGS REJECTED BY CABINET 17 FEBRUARY 2014

## DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2014-18

Panel	Ref	Description of Saving		Baseline Budget 13/14 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	EV03	<b>Service/Section Description</b>	<b>Building &amp; Development Control</b> Deletion of two enforcement officer posts	184	80			Low	High	SS2
		<b>Service Implication</b>	Although a non-statutory service, this will lead to a sharp decrease in the sections ability to respond to enforcement complaints.							
		<b>Staffing Implications</b>	Loss of 2 FTE's.							
		<b>Business Plan implications</b>	Significantly reduced ability to respond to enforcement complaints and resulting inability to support built environment objectives. Complaints will not cease so significant impact on DC sections ability to operate and generate income.							
		<b>Impact on other departments</b>	Ability to progress joint actions to improve areas will be reduced.							
		<b>Equalities Implications</b>	None							
SC	EV04	<b>Service/Section Description</b>	<b>Building &amp; Development Control</b> Outsourcing of certain administrative functions	204	30			Medium	Medium	SS2
		<b>Service Implication</b>	It is not entirely proven that outsourcing (scanning) will be more efficient as the team works very well. Other authorities have had issues with loss of control. Further analysis will be needed							
		<b>Staffing Implications</b>	1FTE although depends on which functions are outsourced and the cost of those services							
		<b>Business Plan implications</b>	Loss of control of functions could lead to a slow down in business processes.							
		<b>Impact on other departments</b>	None envisaged if successful							
		<b>Equalities Implications</b>	None							

## SAVINGS REJECTED BY CABINET 17 FEBRUARY 2014

## DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2014-18

Panel	Ref	Description of Saving		Baseline Budget 13/14 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	EV05	<b>Service/Section Description</b>	<b>Building &amp; Development Control</b> Development of shared service for Planning and Building Control admin	204	30			Medium	Medium	SS1
		<b>Service Implication</b>	The admin service has already been reduced to a point where it is not possible to progress work on time resulting in reduced service performance. Conjoining the admin teams may provide resilience but efficiencies are unlikely							
		<b>Staffing Implications</b>	Loss of one FTE							
		<b>Business Plan implications</b>	Reduced ability to progress cases to professional officers on time resulting in further reduced performance, more complaints and downward spiral in service provision							
		<b>Impact on other departments</b>	Reduced performance will slow respond times for other council projects i.e. Schools							
		<b>Equalities Implications</b>	None							
SC	EV06	<b>Service/Section Description</b>	<b>Building &amp; Development Control</b> Deletion of two planning officer posts	217	80			Low	High	SS2
		<b>Service Implication</b>	This will lead to a sharp decrease in the sections ability to respond to and provide an acceptable level of service.							
		<b>Staffing Implications</b>	Loss of 2 professionally qualified planners							
		<b>Business Plan implications</b>	Significantly reduced ability to determine planning applications on time, with resulting complaints and restriction on economic development in the borough. Potential service performance failure with resulting Government intervention. HPDG (The Housing & Planning Delivery Grant)has historically funded 2 posts. This grant aid will expire in June 2014 in any event. This will significantly exacerbate the impact of these savings proposals.							
		<b>Impact on other departments</b>	Reduced ability to progress councils own developments on time e.g. Schools expansion programme ,Future Merton regeneration initiatives.							
		<b>Equalities Implications</b>	None							

## SAVINGS REJECTED BY CABINET 17 FEBRUARY 2014

## DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2014-18

Panel	Ref	Description of Saving		Baseline Budget 13/14 £000	2015/16 £000	2016/17 £000	2017/18 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	EV07	<b>Service/Section Description</b>	<b>Building &amp; Development Control</b> Deletion of one planning area team leader post	126	50			Low	High	SS2
		<b>Service Implication</b>	This will lead to a sharp decrease in the sections ability to respond to and provide an acceptable level of service.							
		<b>Staffing Implications</b>	Loss of one professionally qualified team leader.							
		<b>Business Plan implications</b>	Significantly reduced ability to progress planning applications on time, with resulting complaints and restriction on economic development in the borough. Potential service performance failure with resulting Gov't intervention							
		<b>Impact on other departments</b>	Reduced ability to progress councils own developments on time e.g. Schools expansion programme ,Future Merton regeneration initiatives.							
		<b>Equalities Implications</b>	None							
	EV10	<b>Service/Section Description</b>	<b>Greenspaces</b> To be determined through TOM, which will generate a series of business cases for volunteering channel shift and commercialisation of service.	2,763	130	100		Medium	High	SP1
		<b>Service Implication</b>	To be determined through TOM; working with volunteering channel shift to mitigate impact and maintain current level of service delivery; increase income through further commercialisation to offset budget reduction.							
		<b>Staffing Implications</b>	To be determined through TOM							
		<b>Business Plan implications</b>	To be determined through TOM							
		<b>Impact on other departments</b>	To be determined through TOM							
		<b>Equalities Implications</b>	To be determined through TOM							
<b>Total Environment and Regeneration Savings: REJECTED/DEFERRED SAVINGS</b>					<b>400</b>	<b>100</b>	<b>0</b>			

## Council Tax Base 2015/16

### 1. INTRODUCTION

- 1.1 The council tax base is the measure of the number of dwellings to which council tax is chargeable in an area or part of an area. The Council Tax base is calculated using the properties from the Valuation List together with information held within Council Tax records. The properties are adjusted to reflect the number of properties within different bands in order to produce the Council Tax Base (Band D equivalent). This will be used to set the Council Tax at Band D for 2015/16. The Council is required to determine its Council Tax Base by 31 January 2015.
- 1.2 In 2013/14 the Council Tax Base calculation was affected by the introduction of the new local council tax support scheme and technical reforms to council tax. On 30 November 2012, new regulations set out in the Local Authorities (Calculation of council Tax Base) Regulations 2012 (SI 2012:2914) came into force. These regulations ensured that new local council tax support schemes, implemented under the Local Government Finance Act 2012, were fully reflected in the council tax base for all authorities.
- 1.3 At its meeting on 10 November 2014, Cabinet considered two reports which have implications for the Council Tax being, being Council Tax Empty Homes Premium, and the Council Tax Support Scheme 2015/16. At the meeting it was resolved that:-
- That Cabinet agrees that the Council will implement the council tax empty home premium of an additional charge of 50% on the council tax for long term empty properties (over two years empty) from 1<sup>st</sup> April 2015.
  - That Cabinet agree to the uprating changes for the 2015/16 council tax support scheme, detailed in the report, in order to maintain low council tax charges for those on lower incomes and other vulnerable residents.
- 1.4 The calculation of the Council Tax Base reflects the changes agreed by Cabinet.

### 2. CALCULATING THE COUNCIL TAX BASE FOR 2015/16

- 2.1 Under the regulations, the council tax base is the aggregate of the relevant amounts calculated for each valuation band multiplied by the authority's estimated collection rate for the year.
- 2.2 The relevant amounts are calculated as
- number of chargeable dwellings in each band shown on the valuation list on a specified day of the previous year,
  - adjusted for the number of exemptions, discounts, reductions for disability, and premiums that apply to those dwellings.

- 2.3 All authorities notify the DCLG of their unadjusted Council Tax Base using a CTB Form and the deadline for return was 17 October 2014 and Merton met this deadline.
- 2.4 The CTB form for 2015/16 includes the latest details about the Council Tax Support Scheme and the technical reforms which impacted on discounts and exemptions.
- 2.5 There is a separate council tax base for those properties within the area covered by Wimbledon and Putney Commons Conservators. The Conservators use this, together with the Council Tax bases from RB Kingston, and Wandsworth to calculate the levy which is charged each year. There is currently a review of the WPCC boundaries which may have an impact on the final calculation of the WPCC Council Tax Base.

## 2.6 Assumptions in the MTFS

- 2.6.1 Other than changes in the actual council tax rates levied, in producing a forecast of council tax yield in future years, there are two key variables to be considered:-

- the year on year change in Council Tax Base
- the council tax collection rate

- 2.6.2 The draft MTFS reported to Cabinet on 20 October assumed that the Council Tax Base increases 0.5% per year and that the collection rate is 97.25% in each of the years.

- 2.6.3 The assumptions used in paragraph 2.6.2 will be applied to the latest Council Tax Base information included on the CTB return completed on 17 October 2014.

## 2.7 Information from the October 2013 Council Tax Base Return

- 2.7.1 The Council makes two CTB returns, one for the whole area of the borough and the other for the area covered by the Wimbledon and Putney Common Conservators for which an additional levy is applied.
- 2.7.2 The information in the CTB returns has been used to calculate the council tax bases and these are summarised in the following table compared to 2013/14:-

<b>Council Tax Base</b>	<b>2014/15</b>	<b>2015/16</b>	<b>Change</b>
			%
Whole Area	68,087.4	69,638.0	2.3%
Wimbledon & Putney Common Conservators	10,708.8	10,880.0	1.6%



### 3. IMPLICATIONS FOR COUNCIL TAX YIELD 2014/15

- 3.1 Assuming that council tax charges remain as for 2014/15 the estimated income compared to 2014/15 and the current assumption in the MTFS are summarised in the following table:-

<b>Council Tax: Whole area</b>	<b>2014/15</b>	<b>2015/16 MTFS Council 5/3/14</b>	<b>2015/16 MTFS Cabinet 20/10/14</b>	<b>2015/16 Based on CTB Return</b>
Tax Base	68,087.4	68,427.8	68,604.2	69,638.0
Band D Council Tax	£1,102.25	£1,102.25	£1,102.25	£1,102.25
<b>Estimated Yield</b>	<b>£75.05m</b>	<b>£75.43m</b>	<b>£75.62m</b>	<b>£76.76m</b>
Change: 14/15 – latest 15/16				+ £1.71m
Change: Council–latest 15/16				+ £1.33m
Change: Cabinet–latest 15/16				+ £1.14m

#### 3.2 Analysis of changes in yield 2014/15 to latest 2015/16

- 3.2.1 There are a number of reasons for the change in estimated yield between 2014/15 and the latest estimate based on the CTB data.
- 3.2.2 Over this period the Council Tax Base increased by 1,550.6 from 68,087.4 to 69,638 which multiplied by the Band D Council Tax of £1,102.55 results in additional yield of £1.709m.
- 3.2.3 An exact reconciliation for the change between years is not possible because of changes in distribution of Council Tax Support and discounts and benefits between years varies and the methodology used in each year is different. However, broadly the changes can be analysed as follows:-
- Change in collection rate from 97% to 97.25%  
This increases the Council Tax Base by about 170 per year and equates to additional yield of approximately £0.187m.
  - Number of Chargeable Dwellings and Exempt Dwellings  
Between years the number of properties increased by 348 from 82,241 to 82,589 and the number of exempt dwellings reduced by 89 from 949 to 860. This means that the number of chargeable dwellings increased by 437 between years. Based on a full charge, this equates to additional council tax of £0.482m.
  - Amount of Council Tax Support Reduction  
In 2014/15 there was a reduction of 10,309.31 to the Council Tax Base for the council tax support reduction. This has reduced to 9,686.64 in 2015/16 which is a change of 622.67 and equates additional council tax of about £0.686m.

d) Changes in Discounts and Exemptions

Overall, the level of discounts and exemptions in the 2015/16 calculation is less than that included in 2014/15 resulting in an increase of about 353 in the council tax base which increases yield by around £0.389m

e) Summary

The following puts the individual elements together to show how the potential council tax yield changes between 2014/15 and 2015/16:-

	Approx. Change in Council Tax Base	Approx. Change in Council Tax yield £m
Increase Collection Rate: 97% to 97.25%	170	0.187
Increase in number of chargeable dwellings	437	0.482
Change in Council Tax Support Reductions	623	0.686
Change in discounts and exemptions	353	0.389
Balance due to changes in distribution etc.	(32)	(0.035)
Total	1,551	1.709



Approved and Indicative Programme as at October 2014 Monitoring with Proposed Changes

Merton	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24
<b>Children, Schools and Families</b>										
Total Primary School Expansions	22,561,950	12,414,490	3,792,000	3,848,780	2,575,000	1,600,000	0	0	0	0
Total Secondary School Expansions	100,000	1,650,000	14,395,000	11,500,000	13,954,270	0	6,000,000	4,008,000	0	0
Total SEN	574,780	3,376,610	3,000,000	3,000,000	850,000	850,000	0	0	0	0
Total Other	2,028,470	822,460	2,602,140	2,525,580	2,724,530	815,600	1,246,800	1,051,580	658,800	658,800
<b>Total Children, Schools and Families</b>	<b>25,265,200</b>	<b>18,263,560</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>
<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	998,350	461,420	365,000	250,000	350,000	350,000	350,000	350,000	350,000	350,000
Total Highways General Planned Works	714,630	434,600	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	734,290	1,200,000	9,300,000	1,300,000	1,800,000	300,000	300,000	300,000	300,000	300,000
Total Other E&R	234,340	300,000	0	0	0	0	0	0	0	0
Total On and Off Street Parking	1,342,910	0	0	0	0	0	0	0	0	0
Total Regeneration Partnerships	2,382,950	4,658,460	1,922,000	0	0	0	0	0	0	0
Total Plans and Projects	70,000	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	80,000	375,190	60,000	60,000	100,000	100,000	100,000	100,000	100,000	100,000
Total Transport for London	2,295,050	1,310,000	1,271,000	0	0	0	0	0	0	0
Total Traffic and Parking Management	216,730	135,000	150,000	156,000	175,000	175,000	175,000	175,000	175,000	175,000
Total Transport and Plant	620,000	5,546,890	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 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>13,097,750</b>	<b>17,470,560</b>	<b>17,274,500</b>	<b>5,500,500</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>

	Cost Code	Scrutiny Panel *	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24
<b>Corporate Services</b>												
<b>Corporate Budgets</b>												
Acquisitions Budget	CA003MA	OSC	1,042,340	500,000	500,000	0	0	0	0	0	0	0
Transformation Budgets	CT012EAZ	OSC	240,160	507,000	0	0	0	0	0	0	0	0
Capital Bidding Fund	CA004MA	OSC	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	CT012EM	OSC	300,000	440,000	0	0	0	0	0	0	0	0
Customer Contact Programme	CT021EA	OSC	300,000	485,000	0	0	0	0	0	0	0	0
Data Labing	CT023NA	OSC	293,840	0	0	0	0	0	0	0	0	0
Replacement SC System	CT007EA	OSC	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>												
IER Capital Hardware	CT019NC	OSC	9,920	0	0	0	0	0	0	0	0	0
<b>Total Corporate Governance</b>			<b>9,920</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	CT020NB	OSC	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	CT003EA	OSC	1,710	0	0	0	0	0	0	0	0	0
Planned Replacement Programme	CT006EA	OSC	877,070	299,000	1,412,000	1,686,000	957,000	575,000	860,000	770,000	560,000	575,000
ITSD Enhancements	CT012ED	OSC	35,000	85,000	250,000	120,000	50,000	0	0	0	0	0
Multi-Functioning Device (MFD)	CT022EA	OSC	125,000	200,000	200,000	75,000	0	0	0	0	0	0
Room and Space Management	CT007EX	OSC	66,500	0	0	0	0	0	0	0	0	0
<b>Total Information Technology</b>			<b>1,105,280</b>	<b>584,000</b>	<b>1,862,000</b>	<b>1,881,000</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>
<b>Facilities Management</b>												
Civic Centre refurbishment	CF001AB	OSC	100,000	0	0	0	0	0	0	0	0	0
Invest to Save Schemes	CF002SA	OSC	500,000	1,800,300	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Water Safety Works	CF011FA	OSC	0	0	150,000	150,000	100,000	75,000	50,000	25,000	25,000	25,000
Asbestos Safety Works	CF011FB	OSC	0	0	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Capital Works - Facilities	CF004SA	OSC	200,000	200,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Civic Centre Passenger Lifts	CF001AL	OSC	465,000	185,000	0	0	0	0	0	0	0	0
Civic Centre Boilers		OSC	0	0	0	0	300,000	0	0	0	0	0
Data Centre Support Equipment		OSC	0	0	0	0	300,000	0	0	0	0	0
Civic Centre Staff Entrance Improvements		OSC	0	0	0	0	200,000	0	0	0	0	0
Civic Centre Windows	CF001AK	OSC	145,920	0	0	0	0	0	0	0	0	0
<b>Total Facilities Management</b>			<b>1,410,920</b>	<b>2,185,300</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>5,935,910</b>	<b>6,500,550</b>	<b>3,862,000</b>	<b>2,881,000</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>



Children, Schools and Families	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24
<b>Primary School Expansions</b>										
All Saints/ South Wim YCC exp	14,250	0	0	0	0	0	0	0	0	0
Cranmer expansion	2,051,770	0	0	0	0	0	0	0	0	0
Dundonald expansion	788,000	4,218,860	1,117,000	0	0	0	0	0	0	0
Gorrige Park expansion	9,620	0	0	0	0	0	0	0	0	0
Hillcross School Expansion	3,216,520	1,623,830	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	83,350	0	0	0	0	0	0	0	0	0
Liberty expansion	2,620	0	0	0	0	0	0	0	0	0
Merton Abbey	3,621,050	889,710	0	0	0	0	0	0	0	0
Pelham School Expansion	2,992,220	2,523,340	0	0	0	0	0	0	0	0
Poplar Permanent Expansion	3,586,740	410,730	0	0	0	0	0	0	0	0
St Mary's expansion	2,786,850	159,190	0	0	0	0	0	0	0	0
Sinlegate expansion	2,915,000	2,493,830	0	0	0	0	0	0	0	0
Wimbledon Chase DCSF grant	3,580	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
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
<b>Total Primary School Expansions</b>	<b>22,561,950</b>	<b>12,414,490</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>
Scheme 1 Phased Extra 4fe	20,000	180,000	2,800,000	0	3,677,560	0	0	0	0	0
Scheme 2 Phased Extra 4fe	20,000	180,000	2,800,000	0	2,270,120	0	0	0	0	0
Scheme 3 Phased Extra 4fe reduced to 2fe	20,000	180,000	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	20,000	30,000	1,900,000	3,000,000	2,000,000	0	0	0	0	0
Scheme 4 New School Extra 6fe	20,000	1,080,000	4,000,000	7,000,000	4,478,950	0	6,000,000	4,008,000	0	0
<b>Secondary School Expansions</b>	<b>100,000</b>	<b>1,650,000</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>

	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24
<b>Children, Schools and Families</b>										
Cricket Green	20,000	130,050	1,500,000	1,500,000	0	0	0	0	0	0
Primary school autism unit	179,110	836,290	0	0	0	0	0	0	0	0
Perseid	335,670	1,150,270	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>574,780</b>	<b>3,376,610</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										
Feasibility										
Inflation Contingency	0	172,460	1,952,140	1,875,580	2,074,530	165,600	596,800	401,580	8,800	8,800
Devolved Formula Capital	408,830	0	0	0	0	0	0	0	0	0
Sch's Cap Maint & Accessibility	666,170	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
Raynes Park Sports Pavilion	4,770	0	0	0	0	0	0	0	0	0
Free School Meals	575,270	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>2,028,470</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>25,265,200</b>	<b>18,263,560</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	Cost Code	Scrutiny Panel *	Updated Budget 14/15	Updated Budget 15/16	Updated Budget 16/17	Updated Budget 17/18	Updated Budget 18/19	Updated Budget 19/20	Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24
A298/A238 Strategic Corridor	CE104FQ	SC	291,000	0	0	0	0	0	0	0	0	0
<b>Total Transport for London</b>			<b>2,295,050</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>
<b>Traffic and Parking Management</b>												
Traffic Schemes	CE142FA	SC	135,730	135,000	150,000	156,000	175,000	175,000	175,000	175,000	175,000	175,000
Replace Parking Phone System	CE150NA	SC	37,500	0	0	0	0	0	0	0	0	0
S106 Cycle Imp Beverley Rounda		SC	43,500	0	0	0	0	0	0	0	0	0
<b>Total Traffic and Parking Management</b>			<b>216,730</b>	<b>135,000</b>	<b>150,000</b>	<b>156,000</b>	<b>175,000</b>	<b>175,000</b>	<b>175,000</b>	<b>175,000</b>	<b>175,000</b>	<b>175,000</b>
<b>Transport and Plant</b>												
Replacement of Fleet Vehicles	CE082EA	SC	590,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Network Rail	CE085FA	SC	0	9,400	0	0	0	0	0	0	0	0
Shared Space	CE085FF	SC	0	20,000	0	0	0	0	0	0	0	0
B609 Wim Town Centre trans imp	CE085FR	SC	0	5,000	0	0	0	0	0	0	0	0
B610 Wim Town Centre trans imp	CE085FS	SC	30,000	12,490	0	0	0	0	0	0	0	0
Transportation Enhancements	CE085FW	SC	0	5,000,000	0	0	0	0	0	0	0	0
<b>Total Transport and Plant</b>			<b>620,000</b>	<b>5,546,890</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>
<b>Safer Merton - CCTV &amp; ASB</b>												
CCTV (match funding)	CE002EA	SC	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>Waste Operations</b>												
Alley Gating Scheme - Fly Tip	CE087FA	SC	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	CE090SA	SC	29,000	23,500	0	0	0	0	0	0	0	0
Waste Bins - Finance Lease	CE001EC	SC	5,500	5,500	5,500	5,500	5,500	0	0	0	0	0
Waste Phase B - Replace RCVs	CE092EA	SC	30,900	0	0	0	0	0	0	0	0	0
GPS Vehicle Tracking	CE148EA	SC	130,000	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>13,097,750</b>	<b>17,470,560</b>	<b>17,274,500</b>	<b>5,500,500</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>

## Previously Agreed Savings

### DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

Budget Process	Ref	Description of Saving		2015/16 £000	2016/17 £000	2017/18 £000
2014/17	EN14	<b>Service/Section Description</b>	<b>Waste and Street Cleansing Operations</b> Mobile technology including GPS and in cab monitors. 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.	100		
		<b>Service Implication</b>	None			
		<b>Staffing</b>	3fte			
		<b>Business Plan implications</b>	None			
		<b>Impact on other departments</b>	Call centre			
		<b>Equalities Implications</b>	None			
<b>Total Environment and Regeneration Savings</b>				<b>100</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
2014/17	EN14	<b>Service/Section Description</b>	<b>Waste and Street Cleansing Operations</b> Mobile technology including GPS and in cab monitors. 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.	-100	100	
		<b>Service Implication</b>	None			
		<b>Staffing Implications</b>	3fte			
		<b>Business Plan implications</b>	None			
		<b>Impact on other departments</b>	Call centre			
		<b>Equalities</b>	None			
<b>Total Environment and Regeneration Savings</b>				<b>-100</b>	<b>100</b>	<b>0</b>

## 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	0	0	0
Income – Additional Fees/Charges	0	0	0	0
Growth	1,000	1,000	1,000	1,000
Revenuisation	(334)	(436)	(436)	(436)
Taxi card/Concessionary Fares	158	608	1,058	1,508
Education Services Grant	654	654	654	654
NHS t/f of Social Care Funding	(100)	(100)	(100)	(100)
Other (inc. reduced service grants)	610	986	1,056	1,129
<b>Re-Priced Departmental Budget</b>	<b>145,675</b>	<b>145,761</b>	<b>149,456</b>	<b>153,578</b>
Treasury/Capital financing	13,685	14,386	15,782	17,180
Pensions	4,205	4,395	4,592	4,799
Other Corporate items	(11,769)	(12,474)	(12,473)	(12,473)
Levies	637	637	637	637
<b>Sub-total: Corporate provisions</b>	<b>6,758</b>	<b>6,944</b>	<b>8,538</b>	<b>10,143</b>
<b>BUDGET REQUIREMENT</b>	<b>152,433</b>	<b>152,705</b>	<b>157,994</b>	<b>163,722</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	(77,051)	(77,435)	(77,821)	(78,208)
Collection Fund – (Surplus)/Deficit	421	0	0	0
<b>TOTAL FUNDING</b>	<b>(148,879)</b>	<b>(142,270)</b>	<b>(135,706)</b>	<b>(133,508)</b>
<b>GAP excluding Use of Reserves (Cumulative)</b>	<b>3,554</b>	<b>10,435</b>	<b>22,289</b>	<b>30,214</b>
- Use of Reserves	(2,841)	1,003	(3,914)	0
<b>GAP including Use of Reserves (Cumulative)</b>	<b>713</b>	<b>11,438</b>	<b>18,375</b>	<b>30,214</b>
- Savings/Income Proposals 2015/16	(713)	(11,438)	(15,443)	(16,591)
<b>Gap</b>	<b>0</b>	<b>0</b>	<b>2,932</b>	<b>13,623</b>



# **Draft Departmental Budget Summaries 2015-16**

## SUMMARY - SUBJECTIVE ANALYSIS

<b>FULL TIME EQUIVALENTS</b>		<b>2014/15</b>	<b>2015/16</b>	
Total FTE Staff		<b>2,200.5</b>	<b>2,176.1</b>	
<b>SUBJECTIVE ANALYSIS OF ESTIMATES</b>				
	<b>2014/15 Estimate £000</b>	<b>Inflation £000</b>	<b>Other Variations £000</b>	<b>2015/16 Estimate £000</b>
<b>Expenditure</b>				
Employees	90,272	1,085	608	91,965
Premises	8,808	87	(367)	8,527
Transport	12,824	106	678	13,608
Supplies and Services	159,257	853	3,709	163,819
Third Party Payments	79,750	1,005	481	81,237
Transfer Payments	108,354	0	(4,419)	103,934
Support Services	30,821	0	1,489	32,310
Depreciation and Impairment Losses	15,226	0	1,280	16,506
<b>GROSS EXPENDITURE</b>	<b>505,312</b>	<b>3,136</b>	<b>3,459</b>	<b>511,906</b>
<b>Income</b>				
Government Grants	(250,308)	0	452	(249,856)
Other Reimbursements and Contributions	(22,368)	0	(1,224)	(23,592)
Customer and Client Receipts	(55,874)	0	(3,369)	(59,243)
Interest	(44)	0	0	(44)
Recharges	(31,372)	0	(1,646)	(33,018)
Reserves	(929)	0	1,203	274
<b>GROSS INCOME</b>	<b>(360,894)</b>	<b>0</b>	<b>(4,585)</b>	<b>(365,480)</b>
<b>NET EXPENDITURE</b>	<b>144,417</b>	<b>3,136</b>	<b>(1,126)</b>	<b>146,427</b>
Corporate Provisions	18,125	(0)	(15,671)	2,452
<b>NET EXPENDITURE</b>	<b>162,542</b>	<b>3,136</b>	<b>(16,798)</b>	<b>148,879</b>
<b>Funded by:</b>				
Revenue Support Grant	(39,738)	0	9,602	(30,136)
Business Rates	(34,371)	0	410	(33,961)
New Homes Bonus	(3,199)	0	712	(2,487)
Council Tax	(75,049)	0	(1,709)	(76,758)
Council Tax Freeze Grant 2015/16	0	0	(868)	(868)
Council Tax Freeze Grant 2014/15	(858)	0	858	0
WPCC Levy	(293)	0	0	(293)
Collection Fund	(4,236)	0	4,657	421
PFI Grant	(4,797)	0	0	(4,797)
	<b>(162,542)</b>	<b>0</b>	<b>13,663</b>	<b>(148,879)</b>
	<b>0</b>	<b>3,136</b>	<b>(3,136)</b>	<b>0</b>
Other Variations: Contingency/Other				
<b>Major Items: Corporate Provisions</b>		<b>£000</b>	<b>fte</b>	
Corporate borrowing and Investment		104	0.0	
Further provision for revaluation/RCCO		(2,101)	0.0	
Pension Fund and Auto-enrolment		(9,392)	0.0	
Contingency and centrally held provisions		(98)	0.0	
Change in Grants		110	0.0	
Appropriation to/from Reserves		(2,841)	0.0	
Depreciation and impairment		(1,279)	0.0	
CHAS - dividend		(174)	0.0	
Levies		0	0.0	
<b>TOTAL</b>		<b>(15,671)</b>	<b>0</b>	

## SUMMARY

## FULL TIME EQUIVALENTS

Total FTE Staff

2014/15	2015/16
2,200.5	2,176.1

## SERVICE AREA ANALYSIS

	2014/15 Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
Corporate Services	11,285	251	(306)	11,229
Education Services	48,040	853	(4)	48,889
Children's Services				
Environment and Regeneration	22,853	363	(371)	22,845
Adult Social Care	61,333	832	(445)	61,720
Cultural Services				
Housing General Fund				
Public Health	0	0	0	0
Single Status	100	0	0	100
Pay Award	807	837	0	1,644
<b>TOTAL NET SERVICE EXPENDITURE</b>	<b>144,417</b>	<b>3,136</b>	<b>(1,126)</b>	<b>146,427</b>
<i>Corporate Provisions/Appropriations</i>	<b>18,125</b>	<b>0</b>	<b>(15,671)</b>	<b>2,453</b>
<b>NET EXPENDITURE</b>	<b>162,542</b>	<b>3,136</b>	<b>(16,798)</b>	<b>148,879</b>
<b>Funded by:</b>				
Revenue Support Grant	(39,738)	0	9,602	(30,136)
Business Rates	(34,371)	0	410	(33,961)
New Homes Bonus	(3,199)	0	712	(2,487)
Council Tax	(75,049)	0	(1,709)	(76,758)
Council Tax Freeze Grant 2015/16	0	0	(868)	(868)
Council Tax Freeze Grant 2014/15	(858)	0	858	0
WPCC Levy	(293)	0	0	(293)
Collection Fund	(4,236)	0	4,657	421
PFI Grant	(4,797)	0	0	(4,797)
	<b>(162,542)</b>	<b>0</b>	<b>13,663</b>	<b>(148,879)</b>
	<b>0</b>	<b>3,136</b>	<b>(3,136)</b>	<b>0</b>

Other Variations: Contingency/Other

Major Items: Corporate Provisions	£000	fte
Corporate borrowing and Investment	104	0.0
Further provision for revaluation/RCCO	(2,101)	0.0
Pension Fund and Auto-enrolment	(9,392)	0.0
Contingency and centrally held provisions	(98)	0.0
Change in Grants	110	0.0
Appropriation to/from Reserves	(2,841)	0.0
Depreciation and impairment	(1,279)	0.0
CHAS - dividend	(174)	0.0
Levies	0	0.0
<b>TOTAL</b>	<b>(15,671)</b>	<b>0</b>

## CORPORATE ITEMS ANALYSIS

	2014/15 Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
<b>Expenditure</b>				
Cost of Borrowing including Minimum Revenue Provision	14,103	0	117	14,220
Further provision for revaluation/RCCO	2,165	0	(2,101)	64
Pension Fund	13,134	0	(9,392)	3,742
Pensions: Auto-enrolment	300	0	0	300
Centrally held provision for Utilities inflation	300	0	(200)	100
Adjustment re Income re P3/P4	400	0	0	400
Provision for excess inflation	585	0	102	687
Bad Debt Provision	500	0	0	500
Contingency	1,500	0	0	1,500
Change in Corporate Specific and Special Grants	(47)	0	110	63
<b>Levies:-</b>				
Lee Valley	214		0	214
London Pensions Fund	266		0	266
Environment Agency	157		0	157
WPC	293		0	293
<b>GROSS EXPENDITURE</b>	<b>33,871</b>	<b>0</b>	<b>(11,365)</b>	<b>22,507</b>
<b>Income</b>				
Investment Income	(522)		(13)	(535)
Depreciation & Impairment	(15,227)		(1,279)	(16,505)
Use of Reserves - Closing the Gap Reserve	0		(2,841)	(2,841)
CHAS Dividend	0		(174)	(174)
<b>GROSS INCOME</b>	<b>(15,749)</b>	<b>0</b>	<b>(4,307)</b>	<b>(20,055)</b>
<b>NET EXPENDITURE</b>	<b>18,123</b>	<b>0</b>	<b>(15,671)</b>	<b>2,451</b>



**2015/2016 ESTIMATES**

**CORPORATE SERVICES  
DEPARTMENT**

## SUMMARY: CORPORATE SERVICES DEPARTMENT

### FULL TIME EQUIVALENTS (FTE)

Number of Permanent Staff

Number of Fixed term contracts

Number of FTE Sutton TUPE staff

Total FTE

2014/15	2015/16
457.5	453.3
14.0	45.0
40.6	39.0
<b>512.1</b>	<b>537.3</b>

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15 Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
<b>Expenditure</b>				
Employees	23,220	22	(306)	22,936
Premises	2,882	35	(130)	2,787
Transport	143	2	(5)	139
Supplies and Services	11,078	172	235	11,485
Third Party Payments	1,333	20	(10)	1,343
Transfer Payments	98,188	0	(4,478)	93,710
Support Services	9,259	0	0	9,259
Depreciation and Impairment Losses	1,919	0	125	2,045
<b>GROSS EXPENDITURE</b>	<b>148,022</b>	<b>251</b>	<b>(4,569)</b>	<b>143,704</b>
<b>Income</b>				
Government Grants	(99,909)	0	4,743	(95,165)
Other Reimbursements and Contributions	(5,393)	0	10	(5,383)
Customer and Client Receipts	(6,183)	0	(343)	(6,526)
Interest	0	0	0	0
Recharges	(25,253)	0	(147)	(25,400)
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>(136,738)</b>	<b>0</b>	<b>4,263</b>	<b>(132,475)</b>
<b>NET EXPENDITURE</b>	<b>11,285</b>	<b>251</b>	<b>(306)</b>	<b>11,229</b>

## SUMMARY: CORPORATE SERVICES DEPARTMENT

**FULL TIME EQUIVALENTS (FTE)**  
**Number of Permanent Staff**  
**Number of Fixed term contracts**  
**Number of FTE Sutton TUPE staff**  
**Total FTE**

2014/15	2015/16
457.5	453.3
14.0	45.0
40.6	39.0
<b>512.1</b>	<b>537.3</b>

**SERVICE AREA ANALYSIS**

	CHANGE BETWEEN YEARS			2015/16 Estimate £000
	2014/15 Original Estimate £000	Inflation £000	Other Variations £000	
Customer Services	2,465	30	(52)	2,443
Infrastructure & Transactions	(0)	77	(172)	(95)
Business Improvement	69	14	51	134
Corporate Governance	1,610	18	(268)	1,361
Resources	1,942	73	178	2,194
HR	4	13	(44)	(27)
Corporate Items	5,195	24	0	5,219
<b>TOTAL EXPENDITURE</b>	<b>11,285</b>	<b>251</b>	<b>(306)</b>	<b>11,229</b>
Contingency / Other	0	0	0	0
Capital Financing Adjustment	0	0	0	0
Levies	0	0	0	0
<b>NET EXPENDITURE</b>	<b>11,285</b>	<b>251</b>	<b>(306)</b>	<b>11,229</b>

## INFRASTRUCTURE & TRANSACTIONS

The Infrastructure & Transactions Division consists of Facilities Management, IT Service Delivery, Post & Print Room and Transactional services. Safety services was transferred to Infrastructure and Transactions in December 2014.

### FULL TIME EQUIVALENTS (FTE)

**Number of Permanent Staff**

**Number of Fixed term contracts**

**Total FTE**

2014/15	2015/16
82.7	89.7
0.0	5.0
82.7	94.7

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15 Original Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
<b>Expenditure</b>				
Employees	3,365	0	214	3,579
Premises	2,733	33	(121)	2,645
Transport	33	1	3	36
Supplies and Services	2,688	41	84	2,812
Third Party Payments	207	3	0	210
Transfer Payments	0	0	0	0
Support Services	875	0	101	976
Depreciation and Impairment Losses	1,916	0	128	2,045
<b>GROSS EXPENDITURE</b>	<b>11,815</b>	<b>77</b>	<b>409</b>	<b>12,302</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	(2,063)	0	(343)	(2,406)
Interest	0	0	0	0
Recharges	(9,752)	0	(238)	(9,990)
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>(11,815)</b>	<b>0</b>	<b>(581)</b>	<b>(12,396)</b>
<b>NET EXPENDITURE</b>	<b>(0)</b>	<b>77</b>	<b>(172)</b>	<b>(95)</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Previous years savings	(462)	(3.2)
New savings	(31)	
Transfer between departments	169	9.3
Technical adjustments	24	5.9
Depreciation adjustments	128	
Overheads adjustments		
<b>TOTAL</b>	<b>(172)</b>	<b>12.0</b>



## CUSTOMER SERVICES

The Customer Services Division consists of: Merton Link (including the Cash Office, Translation Services and Contact Centre), Support Team, Local Taxation (including Business Rates, Baliff Team and Recovery Team), Benefits Administration, Registrars, Debt Recovery, Corporate Communications, Web Team and Consultation & Community Engagement

### FULL TIME EQUIVALENTS (FTE)

**Number of Permanent Staff**

**Number of Fixed term contracts**

**Total FTE**

2014/15	2015/16
137.4	136.4
2.0	7.0
139.4	143.4

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15 Original Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
<b>Expenditure</b>				
Employees	5,038	0	(90)	4,947
Premises	20	0	0	20
Transport	63	1	0	64
Supplies and Services	1,447	22	(44)	1,425
Third Party Payments	461	7	(10)	458
Transfer Payments	367	0	(367)	0
Support Services	2,465	0	0	2,465
Depreciation and Impairment Losses	3	0	(3)	0
<b>GROSS EXPENDITURE</b>	<b>9,865</b>	<b>30</b>	<b>(514)</b>	<b>9,381</b>
<b>Income</b>				
Government Grants	(1,981)	0	462	(1,519)
Other Reimbursements and Contributions	(930)	0	0	(930)
Customer and Client Receipts	(2,184)	0	0	(2,184)
Interest	0	0	0	0
Recharges	(2,305)	0	0	(2,305)
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>(7,400)</b>	<b>0</b>	<b>462</b>	<b>(6,938)</b>
<b>NET EXPENDITURE</b>	<b>2,465</b>	<b>30</b>	<b>(52)</b>	<b>2,443</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Previous years savings	(40)	(1.0)
New savings	(33)	
Transfer between departments		
Technical adjustments	24	5.0
Depreciation adjustments		
Overhead adjustments	(3)	
<b>TOTAL</b>	<b>(52)</b>	<b>4.0</b>

## BUSINESS IMPROVEMENT

The Business Improvement Division consists of IT Business Systems, IT Business Process Re-engineering, Business Improvement and Programme Office.

### FULL TIME EQUIVALENTS

**Number of Permanent Staff**  
**Number of Fixed term contracts**  
**Total FTE**

	2014/15	2015/16
Number of Permanent Staff	30.9	31.5
Number of Fixed term contracts	11.0	21.0
Total FTE	41.9	52.5

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15 Original Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
<b>Expenditure</b>				
Employees	1,541	0	(60)	1,481
Premises	0	0		0
Transport	3	0		3
Supplies and Services	928	14	111	1,054
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	318	0	0	318
Depreciation and Impairment Losses	0	0	0	0
<b>GROSS EXPENDITURE</b>	<b>2,791</b>	<b>14</b>	<b>51</b>	<b>2,856</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	(84)	0	0	(84)
Interest	0	0	0	0
Recharges	(2,638)	0	0	(2,638)
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>(2,722)</b>	<b>0</b>	<b>0</b>	<b>(2,722)</b>
<b>NET EXPENDITURE</b>	<b>69</b>	<b>14</b>	<b>51</b>	<b>134</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Previous years savings	(81.0)	(1.0)
New savings	(10.0)	
Transfer between departments		
Technical adjustments	142.0	1.5
Depreciation adjustments		
Overheads adjustments		
<b>TOTAL</b>	<b>51.0</b>	<b>0.5</b>

## CORPORATE GOVERNANCE

The Corporate Governance Division consists of the South London Legal Partnership, Internal Audit, Investigations, Democracy Services, Electoral Services and Information Governance. Safety Services was transferred to Infrastructure and Transactions in December 2014.

**FULL TIME EQUIVALENTS (FTE)**  
**Number of Permanent Staff**  
**Number of Fixed term contracts**  
**Total FTE**

2014/15	2015/16
134.5	123.8
0.0	7.0
134.5	130.8

**SUBJECTIVE ANALYSIS OF ESTIMATES**

	2014/15 2014/15 £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
<b>Expenditure</b>				
Employees	6,599	0	(332)	6,267
Premises	10	0	(3)	7
Transport	35	0	(3)	32
Supplies and Services	1,654	18	(122)	1,550
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	509	0	(101)	408
Depreciation and Impairment Losses	0	0	0	0
<b>GROSS EXPENDITURE</b>	<b>8,807</b>	<b>18</b>	<b>(561)</b>	<b>8,264</b>
<b>Income</b>				
Government Grants	(170)	0	170	0
Other Reimbursements and Contributions	(4,412)	0	33	(4,379)
Customer and Client Receipts	(530)	0	0	(530)
Interest	0	0	0	0
Recharges	(2,085)	0	91	(1,994)
Reserves	0	0		0
<b>GROSS INCOME</b>	<b>(7,197)</b>	<b>0</b>	<b>294</b>	<b>(6,903)</b>
<b>NET EXPENDITURE</b>	<b>1,610</b>	<b>18</b>	<b>(268)</b>	<b>1,361</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Previous years savings	(156)	(1.0)
New savings		
Transfer between departments	(181)	(5.5)
Technical adjustments	69	2.8
Depreciation adjustments		
Overhead adjustments		
<b>TOTAL</b>	<b>(268)</b>	<b>(3.7)</b>

## RESOURCES

The Resources Division consists of Policy & Strategy, Commercial Services, Business Planning, Accountancy and Business Partners . The Pensions service is now managed by LB Wandsworth.

### FULL TIME EQUIVALENTS

**Number of Permanent Staff**  
**Number of Fixed term contracts**  
**Total FTE**

2014/15	2015/16
67.2	67.4
1.0	5.0
68.2	72.4

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15 Original Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
<b>Expenditure</b>				
Employees	3,821	0	(19)	3,802
Premises	105	2	(6)	100
Transport	4	0		4
Supplies and Services	3,834	69	207	4,110
Third Party Payments	169	3	0	171
Transfer Payments	9	0	0	9
Support Services	718	0	0	718
Depreciation and Impairment Losses	0	0	0	0
<b>GROSS EXPENDITURE</b>	<b>8,660</b>	<b>73</b>	<b>182</b>	<b>8,915</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	(50)	0	(4)	(54)
Customer and Client Receipts	(753)	0	0	(753)
Interest	0	0	0	0
Recharges	(5,914)	0	0	(5,914)
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>(6,718)</b>	<b>0</b>	<b>(4)</b>	<b>(6,721)</b>
<b>NET EXPENDITURE</b>	<b>1,942</b>	<b>73</b>	<b>178</b>	<b>2,194</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Previous years savings	(5)	
New savings	(17)	
Transfer between departments		
Technical adjustments	200	4.2
Depreciation adjustments	0	
Overhead adjustments		
<b>TOTAL</b>	<b>178</b>	<b>4.2</b>

## HR

The HR division consists of: Strategic HR, Business Partnerships, Corporate Learning & Development, Diversity, iTrent Client team, Recruitment & Resourcing, Central Operations Team. The function also interfaces with Staff Side. The HR service is shared with the LB of Sutton. The payroll service is shared with LB of Sutton and LB of Kingston and Richmond.

### FULL TIME EQUIVALENTS (FTE)

**Number of Permanent Staff**

**Number of Fixed term contracts**

**Number of FTE Sutton TUPE staff**

**Total FTE**

	2014/15	2015/16
Number of Permanent Staff	4.8	4.5
Number of Fixed term contracts	0.0	0.0
Number of FTE Sutton TUPE staff	40.6	39.0
<b>Total FTE</b>	<b>45.4</b>	<b>43.5</b>

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2013/14 Original Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
<b>Expenditure</b>				
Employees	2,185	6	(19)	2,172
Premises	15	0		15
Transport	5	0	(5)	(0)
Supplies and Services	218	3	0	221
Third Party Payments	259	4	0	263
Transfer Payments	0	0	0	0
Support Services	451	0	0	451
Depreciation and Impairment Losses	0	0	0	0
<b>GROSS EXPENDITURE</b>	<b>3,132</b>	<b>13</b>	<b>(24)</b>	<b>3,121</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	(20)	(20)
Customer and Client Receipts	(569)	0	0	(569)
Interest	0	0	0	0
Recharges	(2,559)	0	0	(2,559)
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>(3,128)</b>	<b>0</b>	<b>(20)</b>	<b>(3,148)</b>
<b>NET EXPENDITURE</b>	<b>4</b>	<b>13</b>	<b>(44)</b>	<b>(27)</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Previous years savings	(5)	
New savings	(39)	
Transfer between departments		
Technical adjustments		(1.9)
Depreciation adjustments		
Overheads adjustments		
<b>TOTAL</b>	<b>(44)</b>	<b>(1.9)</b>

## CORPORATE ITEMS

Corporate Management is composed of Housing Benefit subsidy payments and entitlements, Agency contract, Coroners Court and Severance payments.

### FULL TIME EQUIVALENTS(FTE) Number of Permanent Staff

2014/15	2015/16
0	0

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15 Original Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
<b>Expenditure</b>				
Employees*	672	16	0	688
Premises	0	0	0	0
Transport	0	0	0	0
Supplies and Services	308	5	0	313
Third Party Payments	238	4	0	242
Transfer Payments	97,812	0	(4,112)	93,700
Support Services	3,923	0	0	3,923
Depreciation and Impairment Losses	0	0	0	0
<b>GROSS EXPENDITURE</b>	<b>102,953</b>	<b>24</b>	<b>(4,112)</b>	<b>98,866</b>
<b>Income</b>				
Government Grants	(97,758)		4,112	(93,647)
Other Reimbursements and Contributions	0		0	0
Customer and Client Receipts	0		0	0
Interest	0		0	0
Recharges	(0)		0	(0)
Reserves	0		0	0
<b>GROSS INCOME</b>	<b>(97,758)</b>	<b>0</b>	<b>4,112</b>	<b>(93,647)</b>
<b>NET EXPENDITURE</b>	<b>5,195</b>	<b>24</b>	<b>0</b>	<b>5,219</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Technical adjustments	(80)	
Overheads adjustments	(34)	
<b>TOTAL</b>	<b>(114)</b>	<b>0.0</b>

\* The employee budgets shown here relate to employee redundancy payments. There are no FTE's in Corporate Items



## **2015/2016 ESTIMATES**

# **CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT**

## CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

This Page contains the Budget for the whole Children, Schools and Families Department including funding provided directly to Merton's Schools

## FULL TIME EQUIVALENTS

Number of Permanent Staff  
Number of DSG Staff  
Number of Fixed term contracts  
Total FTE

	2014/15	2015/16
Number of Permanent Staff	445.5	461.8
Number of DSG Staff	75.4	73.7
Number of Fixed term contracts	0.0	0.0
Total FTE	520.9	535.6

## SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15 Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000	2015/16 DSG Estimate £000	2015/16 LA Estimate £000
<b>Expenditure</b>						
Employees	25,140	22	740	25,902	4,136	21,766
Premises	1,426	6	132	1,564	309	1,255
Transport	3,340	47	(6)	3,381	65	3,316
Supplies and Services	138,679	570	3,388	142,637	134,649	7,988
Third Party Payments	27,129	208	20	27,357	10,191	17,166
Transfer Payments	417	0	(57)	360	0	360
Support Services	4,570	0	0	4,570	138	4,432
Depreciation and Impairment Losses	5,235	0	2	5,237	0	5,237
<b>GROSS EXPENDITURE</b>	<b>205,936</b>	<b>853</b>	<b>4,219</b>	<b>211,008</b>	<b>149,488</b>	<b>61,520</b>
<b>Income</b>						
Government Grants	(147,012)	0	(3,708)	(150,720)	(146,253)	(4,467)
Other Reimbursements and Contributions	(6,507)	0	(752)	(7,259)	(1,015)	(6,244)
Customer and Client Receipts	(4,421)	0	51	(4,370)	(2,220)	(2,150)
Interest	(44)	0	0	(44)	0	(44)
Recharges	0	0	0	0	0	0
Reserves	88	0	186	274	0	274
<b>GROSS INCOME</b>	<b>(157,896)</b>	<b>0</b>	<b>(4,223)</b>	<b>(162,119)</b>	<b>(149,488)</b>	<b>(12,631)</b>
<b>NET EXPENDITURE</b>	<b>48,040</b>	<b>853</b>	<b>(4)</b>	<b>48,889</b>	<b>0</b>	<b>48,889</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(781)	-6.5
Overhead adjustments	0	
Depreciation adjustments	38	
Technical adjustments	739	
Revenuisation	0	
Transfers between departments	0	
<b>TOTAL</b>	<b>(4)</b>	<b>(6.5)</b>



**SUMMARY: CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT****SERVICE AREA ANALYSIS**

	2014/15		Other	2015/16	2015/16	2015/16
	Estimate	Inflation	Variations	Estimate	DSG	LA
	£000	£000	£000	£000	Estimate	Estimate
					£000	£000
Senior Management	1,296	11	38	1,345	0	1,345
Childrens Social Care	13,128	33	(685)	12,476	96	12,380
Commissioning, Strategy and Performance	13,260	94	168	13,522	4,266	9,256
Education	34,728	124	96	34,948	21,833	13,115
Schools	(21,200)	0	59	(21,141)	(26,195)	5,054
Other Childrens, Schools and Families	6,828	591	320	7,739	0	7,739
<b>TOTAL NET EXPENDITURE</b>	<b>48,040</b>	<b>853</b>	<b>(4)</b>	<b>48,889</b>	<b>0</b>	<b>48,889</b>

## CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

## Senior Management

This budget contains provision for the Senior Management of Children, Schools and Families Department.

## FULL TIME EQUIVALENTS

Number of Permanent Staff  
Number of DSG Staff  
Number of Fixed term contracts  
Total FTE

2014/15	2015/16
4.0	4.0
0.0	0.0
0.0	0.0
4.0	4.0

## SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15 Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000	2015/16 DSG Estimate £000	2015/16 LA Estimate £000
<b>Expenditure</b>						
Employees	494	0	29	523	0	523
Premises	0	0	0	0	0	0
Transport	1	0	0	1	0	1
Supplies and Services	743	11	9	763	0	763
Third Party Payments	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0
Support Services	58	0	0	58	0	58
Depreciation and Impairment Losses	0	0	0	0	0	0
<b>GROSS EXPENDITURE</b>	<b>1,296</b>	<b>11</b>	<b>38</b>	<b>1,345</b>	<b>0</b>	<b>1,345</b>
<b>Income</b>						
Government Grants	0	0	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0	0	0
Customer and Client Receipts	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	0	0	0	0	0	0
<b>GROSS INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NET EXPENDITURE</b>	<b>1,296</b>	<b>11</b>	<b>38</b>	<b>1,345</b>	<b>0</b>	<b>1,345</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Overhead adjustments	0	
Transfer between departments	0	
Shared legal services devolved budgets	0	
Technical adjustments	38	
<b>TOTAL</b>	<b>38</b>	<b>0.0</b>

## CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

## Children's Social Care

This budget contains the funding for central social work; family and adolescent service; Mash and child protection; permanency, placements and looked after children; as well as safeguarding, standards and training.

## FULL TIME EQUIVALENTS

Number of Permanent Staff  
Number of DSG Staff  
Number of Fixed term contracts  
Total FTE

2014/15	2015/16
205.2	207.7
2.0	2.0
0.0	0.0
207.2	209.7

## SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15 Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000	2015/16 DSG Estimate £000	2015/16 LA Estimate £000
<b>Expenditure</b>						
Employees	9,503	3	109	9,615	89	9,526
Premises	125	2	(33)	94	0	94
Transport	187	3	2	192	1	191
Supplies and Services	1,160	12	(73)	1,099	6	1,093
Third Party Payments	1,781	13	(552)	1,242	0	1,242
Transfer Payments	398	0	(57)	341	0	341
Support Services	1,745	0	0	1,745	0	1,745
Depreciation and Impairment Losses	11	0	0	11	0	11
<b>GROSS EXPENDITURE</b>	<b>14,910</b>	<b>33</b>	<b>(604)</b>	<b>14,339</b>	<b>96</b>	<b>14,243</b>
<b>Income</b>						
Government Grants	(982)	0	(296)	(1,278)	0	(1,278)
Other Reimbursements and Contributions	(609)	0	24	(585)	0	(585)
Customer and Client Receipts	(5)	0	5	0	0	0
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	(186)	0	186	0	0	0
<b>GROSS INCOME</b>	<b>(1,782)</b>	<b>0</b>	<b>(81)</b>	<b>(1,863)</b>	<b>0</b>	<b>(1,863)</b>
<b>NET EXPENDITURE</b>	<b>13,128</b>	<b>33</b>	<b>(685)</b>	<b>12,476</b>	<b>96</b>	<b>12,380</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(220)	(4.5)
Overhead adjustments	0	
Depreciation adjustments	0	
Transfer between departments	0	
Technical adjustments	(465)	
<b>TOTAL</b>	<b>(685)</b>	<b>(4.5)</b>

## CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

## Commissioning, Strategy and Performance

This page contains the budgets for access to resources service; policy, planning and performance; joint commissioning and partnerships; as well as contract procurement and school organisation.

## FULL TIME EQUIVALENTS

Number of Permanent Staff  
Number of DSG Staff  
Number of Fixed term contracts  
Total FTE

2014/15	2015/16
50.4	46.2
5.9	5.9
0.0	0.0
56.3	52.0

## SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15 Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000	2015/16 DSG Estimate £000	2015/16 LA Estimate £000
<b>Expenditure</b>						
Employees	2,258	0	14	2,272	203	2,069
Premises	532	2	(11)	523	125	398
Transport	40	0	(3)	37	5	32
Supplies and Services	6,349	64	(145)	6,268	2,030	4,238
Third Party Payments	5,862	28	372	6,262	3,752	2,510
Transfer Payments	0	0	0	0	0	0
Support Services	595	0	0	595	32	563
Depreciation and Impairment Losses	0	0	0	0	0	0
<b>GROSS EXPENDITURE</b>	<b>15,636</b>	<b>94</b>	<b>227</b>	<b>15,957</b>	<b>6,147</b>	<b>9,810</b>
<b>Income</b>						
Government Grants	(106)	0	32	(74)	0	(74)
Other Reimbursements and Contributions	(310)	0	27	(283)	(28)	(255)
Customer and Client Receipts	(1,960)	0	(118)	(2,078)	(1,853)	(225)
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	0	0	0	0	0	0
<b>GROSS INCOME</b>	<b>(2,376)</b>	<b>0</b>	<b>(59)</b>	<b>(2,435)</b>	<b>(1,881)</b>	<b>(554)</b>
<b>NET EXPENDITURE</b>	<b>13,260</b>	<b>94</b>	<b>168</b>	<b>13,522</b>	<b>4,266</b>	<b>9,256</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(321)	0.0
Overhead adjustments	0	
Transfer between departments	0	
Revenuisation	0	
Technical adjustments	489	
<b>TOTAL</b>	<b>168</b>	<b>0.0</b>

## CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

## Education

To page contains the budgets for school improvement; early years and children's centres; education inclusion; as well as special educational needs and disability integrated service.

## FULL TIME EQUIVALENTS

Number of Permanent Staff  
Number of DSG Staff  
Number of Fixed term contracts  
Total FTE

2014/15	2015/16
183.7	201.8
67.5	65.9
0.0	0.0
251.2	267.6

## SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15 Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000	2015/16 DSG Estimate £000	2015/16 LA Estimate £000
<b>Expenditure</b>						
Employees	10,106	0	598	10,704	3,206	7,498
Premises	734	3	176	913	150	763
Transport	3,112	44	(5)	3,151	58	3,093
Supplies and Services	13,956	58	162	14,176	12,465	1,711
Third Party Payments	9,435	19	97	9,551	6,440	3,111
Transfer Payments	19	0	0	19	0	19
Support Services	2,156	0	0	2,156	106	2,050
Depreciation and Impairment Losses	191	0	(19)	172	0	172
<b>GROSS EXPENDITURE</b>	<b>39,709</b>	<b>124</b>	<b>1,009</b>	<b>40,842</b>	<b>22,425</b>	<b>18,417</b>
<b>Income</b>						
Government Grants	(250)	0	(66)	(316)	(146)	(170)
Other Reimbursements and Contributions	(2,337)	0	(949)	(3,286)	(79)	(3,207)
Customer and Client Receipts	(2,394)	0	102	(2,292)	(367)	(1,925)
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	0	0	0	0	0	0
<b>GROSS INCOME</b>	<b>(4,981)</b>	<b>0</b>	<b>(913)</b>	<b>(5,894)</b>	<b>(592)</b>	<b>(5,302)</b>
<b>NET EXPENDITURE</b>	<b>34,728</b>	<b>124</b>	<b>96</b>	<b>34,948</b>	<b>21,833</b>	<b>13,115</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	(240)	(2.0)
Overhead adjustments	0	
Transfer between departments	0	
Depreciation adjustments	17	
Technical adjustments	319	
<b>TOTAL</b>	<b>96</b>	<b>(2.0)</b>

## CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

## Schools

This budget covers schools funding as well as some centrally retained DSG money to support the schools function.

## FULL TIME EQUIVALENTS

Number of Permanent Staff  
Number of DSG Staff  
Number of Fixed term contracts  
Total FTE

2014/15	2015/16
0.0	0.0
0.0	0.0
0.0	0.0
0.0	0.0

## SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15 Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000	2015/16 DSG Estimate £000	2015/16 LA Estimate £000
<b>Expenditure</b>						
Employees	639	0	(1)	638	638	0
Premises	34	0	0	34	34	0
Transport	0	0	0	0	0	0
Supplies and Services	116,251	0	3,897	120,148	120,148	0
Third Party Payments	0	0	0	0	0	0
Transfer Payments	0	0	0	0	0	0
Support Services	0	0	0	0	0	0
Depreciation and Impairment Losses	5,033	0	21	5,054	0	5,054
<b>GROSS EXPENDITURE</b>	<b>121,957</b>	<b>0</b>	<b>3,917</b>	<b>125,874</b>	<b>120,820</b>	<b>5,054</b>
<b>Income</b>						
Government Grants	(142,104)	0	(4,003)	(146,107)	(146,107)	0
Other Reimbursements and Contributions	(1,053)	0	145	(908)	(908)	0
Customer and Client Receipts	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Recharges	0	0	0	0	0	0
Reserves	0	0	0	0	0	0
<b>GROSS INCOME</b>	<b>(143,157)</b>	<b>0</b>	<b>(3,858)</b>	<b>(147,015)</b>	<b>(147,015)</b>	<b>0</b>
<b>NET EXPENDITURE</b>	<b>(21,200)</b>	<b>0</b>	<b>59</b>	<b>(21,141)</b>	<b>(26,195)</b>	<b>5,054</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Depreciation adjustments	21	
Technical adjustments	38	
<b>TOTAL</b>	<b>59</b>	<b>0.0</b>

## CHILDREN, SCHOOLS AND FAMILIES DEPARTMENT

## Other Children Schools and Families Budgets

This budget covers asylum seeker costs, past and present pension and redundancy costs, ESG income and PFI unitary charges.

## FULL TIME EQUIVALENTS

Number of Permanent Staff  
Number of DSG Staff  
Number of Fixed term contracts  
Total FTE

2014/15	2015/16
2.2	2.2
0.0	0.0
0.0	0.0
2.2	2.2

## SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15 Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000	2015/16 DSG Estimate £000	2015/16 LA Estimate £000
<b>Expenditure</b>						
Employees	2,140	18	(7)	2,151	0	2,151
Premises	0	0	0	0	0	0
Transport	0	0	0	0	0	0
Supplies and Services	221	425	(462)	184	0	184
Third Party Payments	10,050	148	103	10,301	0	10,301
Transfer Payments	0	0	0	0	0	0
Support Services	16	0	0	16	0	16
Depreciation and Impairment Losses	0	0	0	0	0	0
<b>GROSS EXPENDITURE</b>	<b>12,427</b>	<b>591</b>	<b>(366)</b>	<b>12,652</b>	<b>0</b>	<b>12,652</b>
<b>Income</b>						
Government Grants	(3,570)	0	625	(2,945)	0	(2,945)
Other Reimbursements and Contributions	(2,198)	0	0	(2,198)	0	(2,198)
Customer and Client Receipts	(61)	0	61	0	0	0
Interest	(44)	0	0	(44)	0	(44)
Recharges	0	0	0	0	0	0
Reserves	274	0	0	274	0	274
<b>GROSS INCOME</b>	<b>(5,599)</b>	<b>0</b>	<b>686</b>	<b>(4,913)</b>	<b>0</b>	<b>(4,913)</b>
<b>NET EXPENDITURE</b>	<b>6,828</b>	<b>591</b>	<b>320</b>	<b>7,739</b>	<b>0</b>	<b>7,739</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Savings	0	
Overhead adjustments	0	
Technical adjustments	320	
<b>TOTAL</b>	<b>320</b>	<b>0.0</b>



## **2015/2016 ESTIMATES**

# **ENVIRONMENT AND REGENERATION DEPARTMENT**



## SUMMARY: ENVIRONMENT & REGENERATION

### FULL TIME EQUIVALENTS (FTE)

Permanent Staff

Fixed Term Contract

TUPE Staff

Total FTE

2014/15	2015/16
636	637

### SERVICE AREA ANALYSIS

	CHANGE BETWEEN YEARS			2015/2016 Estimate £000
	2014/2015 Original Estimate £000	Inflation £000	Other Variations £000	
Street Scene and Waste	25,561	242	(8,754)	17,049
Public Protection and Development	(5,741)	25	(2,095)	(7,811)
Sustainable Communities	1,785	93	11,703	13,581
Safer Merton	1,248	0	(1,248)	0
Senior Management and Support	0	3	23	26
<b>TOTAL EXPENDITURE</b>	<b>22,853</b>	<b>363</b>	<b>(371)</b>	<b>22,845</b>

## ENVIRONMENT AND REGENERATION DEPARTMENT

### Departmental Summary

#### FULL TIME EQUIVALENTS (FTE)

Permanent Staff  
Fixed Term Contract  
TUPE Staff  
Total FTE

2014/15	2015/16
<b>636</b>	<b>637</b>

#### SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/2015 Original Estimate £000	Inflation £000	Other Variations £000	2015/2016 Estimate £000
<b>Expenditure</b>				
Employees	21,896	103	694	22,693
Premises	3,406	29	(347)	3,088
Transport	8,140	39	687	8,866
Supplies and Services	4,325	46	220	4,591
Third Party Payments	9,504	146	739	10,390
Transfer Payments	16	0	(7)	9
Support Services	8,635	0	1,343	9,979
Depreciation and Impairment Losses	7,333	0	1,250	8,583
<b>GROSS EXPENDITURE</b>	<b>63,255</b>	<b>363</b>	<b>4,581</b>	<b>68,199</b>
<b>Income</b>				
Government Grants	(410)	0	(358)	(768)
Other Reimbursements and Contributions	(2,413)	0	(1,181)	(3,593)
Customer and Client Receipts	(33,618)	0	(3,021)	(36,639)
Interest	0	0	0	0
Recharges	(3,010)	0	(1,343)	(4,353)
Reserves	(950)	0	950	(0)
<b>GROSS INCOME</b>	<b>(40,402)</b>	<b>0</b>	<b>(4,952)</b>	<b>(45,354)</b>
<b>NET EXPENDITURE</b>	<b>22,853</b>	<b>363</b>	<b>(371)</b>	<b>22,845</b>

Other variations are analysed as follows:

Major Items	£000	fte
Savings	(1,591)	
Depreciation adjustments	1,250	
Overheads adjustments	0	
Transfer between departments	(77)	
Technical adjustments	(146)	
Use of Reserves adjustments	193	
<b>TOTAL</b>	<b>(371)</b>	<b>0</b>

## ENVIRONMENT AND REGENERATION DEPARTMENT

**Street Scene and Waste:** Transport Services, Waste Management and Operations.

### FULL TIME EQUIVALENTS (FTE)

Permanent Staff  
Fixed Term Contract  
TUPE Staff  
Total FTE

2014/15	2015/16
<b>351</b>	<b>316</b>

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/2015 Original Estimate £000	Inflation £000	Other Variations £000	2015/2016 Estimate £000
<b>Expenditure</b>				
Employees	10,868	101	(1,665)	9,304
Premises	1,437	1	(1,162)	276
Transport	7,627	30	576	8,233
Supplies and Services	1,532	12	(406)	1,138
Third Party Payments	8,270	98	(1,694)	6,674
Transfer Payments	2	0	0	2
Support Services	4,073	0	(621)	3,452
Depreciation and Impairment Losses	6,436	0	(5,243)	1,193
<b>GROSS EXPENDITURE</b>	<b>40,245</b>	<b>242</b>	<b>(10,215)</b>	<b>30,272</b>
<b>Income</b>				
Government Grants	(288)	0	11	(277)
Other Reimbursements and Contributions	(1,894)	0	878	(1,016)
Customer and Client Receipts	(12,005)	0	713	(11,292)
Recharges	(497)	0	(141)	(638)
Reserves	0	0		0
<b>GROSS INCOME</b>	<b>(14,684)</b>	<b>0</b>	<b>1,461</b>	<b>(13,223)</b>
<b>NET EXPENDITURE</b>	<b>25,561</b>	<b>242</b>	<b>(8,754)</b>	<b>17,049</b>

Other variations are analysed as follows:

Major Items	£000	fte
Savings	(443)	
Depreciation adjustments	141	
Overheads adjustments	0	
Transfer between departments	(7)	
Technical adjustments	(8,445)	(36.6)
<b>TOTAL</b>	<b>(8,754)</b>	<b>(36.6)</b>

## ENVIRONMENT AND REGENERATION DEPARTMENT

**Public Protection:** Regulatory Services Partnership, Parking Control.

FULL TIME EQUIVALENTS (FTE)	2014/15	2015/16
Permanent Staff		
Fixed Term Contract		
TUPE Staff		
<b>Total FTE</b>	<b>136</b>	<b>130</b>

SUBJECTIVE ANALYSIS OF ESTIMATES	2014/2015 Original Estimate £000	Inflation £000	Other Variations £000	2015/2016 Estimate £000
<b>Expenditure</b>				
Employees	5,226	0	(109)	5,117
Premises	691	1	(49)	643
Transport	226	3	(44)	185
Supplies and Services	670	12	95	777
Third Party Payments	326	9	337	672
Transfer Payments	2	0	(2)	(0)
Support Services	1,635	0	(201)	1,434
Depreciation and Impairment Losses	76	0	136	212
<b>GROSS EXPENDITURE</b>	<b>8,852</b>	<b>25</b>	<b>163</b>	<b>9,040</b>
<b>Income</b>				
Government Grants	(0)	0	(108)	(108)
Other Reimbursements and Contributions	(99)	0	(1,116)	(1,215)
Customer and Client Receipts	(14,387)	0	(1,140)	(15,527)
Recharges	0	0	0	0
Reserves	(106)	0	106	(0)
<b>GROSS INCOME</b>	<b>(14,592)</b>	<b>0</b>	<b>(2,258)</b>	<b>(16,850)</b>
<b>NET EXPENDITURE</b>	<b>(5,741)</b>	<b>25</b>	<b>(2,095)</b>	<b>(7,811)</b>

Other variations are analysed as follows:

Major Items	£000	fte
Savings	(611)	(7.3)
Depreciation adjustments	(3)	
Overheads adjustments	0	
Transfer between departments	(45)	(1.0)
Technical adjustments	(1,461)	(37.1)
Use of Reserves adjustments	25	
<b>TOTAL</b>	<b>(2,095)</b>	<b>(45.4)</b>

## ENVIRONMENT AND REGENERATION DEPARTMENT

**Sustainable Communities:** Traffic and Highway Services, Development Control, Building Control, Physical Regeneration, Spatial Planning and Policy, Regeneration Partnerships, Property Management, Greenspaces, Leisure and Culture Development, Transport Planning & Safety Education, Business Performance.

### FULL TIME EQUIVALENTS (FTE)

Permanent Staff  
Fixed Term Contract  
TUPE Staff  
Total FTE

2014/15	2015/16
117	180

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/2015 Original Estimate £000	Inflation £000	Other Variations £000	2015/2016 Estimate £000
<b>Expenditure</b>				
Employees	4,203	2	3,283	7,488
Premises	1,276	27	866	2,169
Transport	260	6	162	428
Supplies and Services	1,745	19	713	2,477
Third Party Payments	780	39	2,225	3,044
Transfer Payments	12	0	(5)	7
Support Services	2,552	0	2,395	4,947
Depreciation and Impairment Losses	683	0	6,496	7,179
<b>GROSS EXPENDITURE</b>	<b>11,511</b>	<b>93</b>	<b>16,135</b>	<b>27,739</b>
<b>Income</b>				
Government Grants	(52)	0	(331)	(383)
Other Reimbursements and Contributions	(218)	0	(1,144)	(1,362)
Customer and Client Receipts	(7,220)	0	(2,599)	(9,819)
Recharges	(1,391)	0	(1,202)	(2,593)
Reserves	(844)	0	844	(0)
<b>GROSS INCOME</b>	<b>(9,726)</b>	<b>0</b>	<b>(4,432)</b>	<b>(14,158)</b>
<b>NET EXPENDITURE</b>	<b>1,785</b>	<b>93</b>	<b>11,703</b>	<b>13,581</b>

Other variations are analysed as follows:

Major Items	£000	fte
Savings	(534)	(5.9)
Depreciation adjustments	1,112	
Overheads adjustments	0	
Transfer between departments	(25)	
Technical adjustments	10,982	73.7
Use of Reserves adjustments	168	0.4
<b>TOTAL</b>	<b>11,703</b>	<b>68.2</b>

## ENVIRONMENT AND REGENERATION DEPARTMENT

**Safer Merton:** Management of the Community Safety Partnership and related legislation.

### FULL TIME EQUIVALENTS (FTE)

Permanent Staff  
Fixed Term Contract  
TUPE Staff  
Total FTE

2014/15	2015/16
22	0

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/2015 Original Estimate £000	Inflation £000	Other Variations £000	2015/2016 Estimate £000
<b>Expenditure</b>				
Employees	841	0	(841)	0
Premises	2	0	(2)	0
Transport	7	0	(7)	0
Supplies and Services	179	0	(179)	0
Third Party Payments	129	0	(129)	0
Transfer Payments	0	0	0	0
Support Services	230	0	(230)	0
Depreciation and Impairment Losses	139	0	(139)	0
<b>GROSS EXPENDITURE</b>	<b>1,525</b>	<b>0</b>	<b>-1,525</b>	<b>0</b>
<b>Income</b>				
Government Grants	(70)	0	70	0
Other Reimbursements and Contributions	(201)	0	201	0
Customer and Client Receipts	(6)	0	6	0
Recharges	0	0	0	0
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>(277)</b>	<b>0</b>	<b>277</b>	<b>0</b>
<b>NET EXPENDITURE</b>	<b>1,248</b>	<b>0</b>	<b>(1,248)</b>	<b>0</b>

Other variations are analysed as follows:

Major Items	£000	fte
Saving	0	
Depreciation adjustments	0	
Overheads adjustments	0	
Technical adjustments	(1,248)	(22.0)
<b>TOTAL</b>	<b>(1,248)</b>	<b>(22)</b>

## ENVIRONMENT AND REGENERATION DEPARTMENT

**Senior Management and Support:** The Department's senior management and secretarial support.

### FULL TIME EQUIVALENTS (FTE)

Permanent Staff

Fixed Term Contract

TUPE Staff

Total FTE

2014/15	2015/16
11	11

### SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/2015 Original Estimate £000	Inflation £000	Other Variations £000	2015/2016 Estimate £000
<b>Expenditure</b>				
Employees	758	0	26	784
Premises	0	0	0	0
Transport	20	0	0	20
Supplies and Services	198	3	(3)	198
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	146	0	0	146
Depreciation and Impairment Losses	0	0	0	0
<b>GROSS EXPENDITURE</b>	<b>1,122</b>	<b>3</b>	<b>23</b>	<b>1,148</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	0	0	0	0
Recharges	(1,122)	0	0	(1,122)
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>(1,122)</b>	<b>0</b>	<b>0</b>	<b>(1,122)</b>
<b>NET EXPENDITURE</b>	<b>0</b>	<b>3</b>	<b>23</b>	<b>26</b>

Other variations are analysed as follows:

Major Items	£000	fte
Saving	(3)	
Overheads adjustments	0	
Technical adjustments	26	
<b>TOTAL</b>	<b>23</b>	<b>0</b>



## **2015/2016 ESTIMATES**

# **COMMUNITY AND HOUSING DEPARTMENT**



**SUMMARY: COMMUNITY AND HOUSING****FULL TIME EQUIVALENTS**

Number of FTE Staff

Number of FTE PCT TUPE staff

2014/15	2015/16
531.79	524.71
21.28	19.88
<b>553.1</b>	<b>544.6</b>

**SERVICE AREA ANALYSIS**

	2014/15 Original Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
Adult Social Care	55,498	780	(188)	56,090
Libraries and Heritage	3,193	16	(149)	3,060
Merton Adult Education	39	8	(29)	18
Housing General Fund	2,207	26	(79)	2,154
Senior Management	396	2	0	398
<b>NET EXPENDITURE</b>	<b>61,333</b>	<b>832</b>	<b>(445)</b>	<b>61,720</b>

## COMMUNITY AND HOUSING DEPARTMENT

### Total

The department includes Adult Social Care, Housing, Libraries and Merton Adult Education.

#### FULL TIME EQUIVALENTS

	2014/15	2015/16
Number of FTE Staff	531.05	466.32
Number of FTE PCT TUPE staff	24.24	22.74
Number of Fixed Term contract	0.00	0.00

#### SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15 Original Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
<b>Expenditure</b>				
Employees	19,110	101	(520)	18,691
Premises	1,094	17	(23)	1,088
Transport	1,202	18	2	1,222
Supplies and Services	5,175	65	(134)	5,106
Third Party Payments	41,784	631	(268)	42,147
Transfer Payments	9,732	0	123	9,855
Support Services	8,356	0	146	8,502
Depreciation and Impairment Losses	739	0	(98)	641
<b>GROSS EXPENDITURE</b>	<b>87,192</b>	<b>832</b>	<b>(772)</b>	<b>87,252</b>
<b>Income</b>				
Government Grants	(2,977)	0	(226)	(3,203)
Other Reimbursements and Contributions	(8,055)	0	699	(7,356)
Customer and Client Receipts	(11,651)	0	(57)	(11,708)
Interest	0	0	0	0
Recharges	(3,109)	0	(156)	(3,265)
Reserves	(67)	0	67	0
<b>GROSS INCOME</b>	<b>(25,859)</b>	<b>0</b>	<b>327</b>	<b>(25,532)</b>
<b>NET EXPENDITURE</b>	<b>61,333</b>	<b>832</b>	<b>(445)</b>	<b>61,720</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Current Year savings	(2,154)	(48.14)
Previous years savings	0	0
Previous years growth	1,000	0
Overheads adjustments	0	0
Depreciation adjustments	(98)	0
Rebasing of Income	(220)	0
Technical adjustments	28	0
Transfers between departments	0	0
Grants	0	0
Other	1,006	0
<b>TOTAL</b>	<b>(438)</b>	<b>(48.14)</b>

## COMMUNITY AND HOUSING DEPARTMENT

### Adult Education

Provides high quality learning and training needs of Merton communities for ages 16-65. Funded by LSC, MAE is able to support financially qualifying learners and or offer free courses. Services are provided through two main town centres Whatley Avenue, Wimbledon's Marlborough hall, and four neighbourhood centres, Cobham Court, Mitcham's Canons house, Pollards Hill and Morden libraries.

#### FULL TIME EQUIVALENTS

Number of FTE Staff

Number of Fixed Term contract

2014/15	2015/16
29.36	27.29
0.00	0.00

#### SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15		Other	2015/16
	Original	Inflation	Variations	Estimate
	£000	£000	£000	£000
<b>Expenditure</b>				
Employees	1,785	0	69	1,854
Premises	174	3	(11)	166
Transport	3	0	0	3
Supplies and Services	345	5	0	350
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	311	0	0	311
Depreciation and Impairment Losses	97	0	(5)	92
<b>GROSS EXPENDITURE</b>	<b>2,715</b>	<b>8</b>	<b>53</b>	<b>2,776</b>
<b>Income</b>				
Government Grants	(1,873)	0	(82)	(1,955)
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	(803)	0	0	(803)
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>(2,676)</b>	<b>0</b>	<b>(82)</b>	<b>(2,758)</b>
<b>NET EXPENDITURE</b>	<b>39</b>	<b>8</b>	<b>(29)</b>	<b>18</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Current Year savings	(14)	(0.50)
Previous years savings	0	
Previous years growth	0	
Overheads adjustments	0	
Depreciation adjustments	(5)	
Rebasing of Income	0	
Technical adjustments	(10)	
Transfers between departments	0	
Grants	0	
Other	0	
<b>TOTAL</b>	<b>(29)</b>	<b>(0.50)</b>

**COMMUNITY AND HOUSING DEPARTMENT**  
**Library & Heritage Services**

Services are provided through three main town centre libraries, Mitcham, Morden, Wimbledon and four neighbourhood libraries, Donald Hope, Pollards Hill, Raynes Park and West Barnes. Additional services available are home visits and school services. Also available is the Heritage Service located at Morden Library.

**FULL TIME EQUIVALENTS**

Number of FTE Staff

Number of Fixed Term Contract

2014/15	2015/16
47.00	45.71
0.00	0.00

**SUBJECTIVE ANALYSIS OF ESTIMATES**

	2014/15 Original Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
<b>Expenditure</b>				
Employees	1,327	0	(23)	1,304
Premises	401	6	6	413
Transport	4	0	0	4
Supplies and Services	582	9	(117)	474
Third Party Payments	65	1	(28)	38
Transfer Payments	0	0	0	0
Support Services	689	0	0	689
Depreciation and Impairment Losses	566	0	(76)	490
<b>GROSS EXPENDITURE</b>	<b>3,634</b>	<b>16</b>	<b>(238)</b>	<b>3,412</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	(114)	0	99	(15)
Customer and Client Receipts	(327)	0	(10)	(337)
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>(441)</b>	<b>0</b>	<b>89</b>	<b>(352)</b>
<b>NET EXPENDITURE</b>	<b>3,193</b>	<b>16</b>	<b>(149)</b>	<b>3,060</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Current Year savings	(22)	
Previous years savings	0	
Previous years growth	0	
Overheads adjustments	0	
Depreciation adjustments	(76)	
Rebasing of Income	0	
Technical adjustments	(51)	
Transfers between departments	0	
Grants	0	
Other	0	
<b>TOTAL</b>	<b>(149)</b>	<b>0.00</b>

**COMMUNITY AND HOUSING DEPARTMENT**  
**Housing General Fund**

**Housing Needs and Enabling Service**

**FULL TIME EQUIVALENTS**

Number of FTE Staff

Number of Fixed Term Contract

2014/15	2015/16
32.50	30.53
0.00	0.00

**SUBJECTIVE ANALYSIS OF ESTIMATES**

	2014/15 Original Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
<b>Expenditure</b>				
Employees	1,310	0	(79)	1,231
Premises	38	1	(1)	38
Transport	28	1	(1)	28
Supplies and Services	200	3	(31)	172
Third Party Payments	1,154	21	221	1,396
Transfer Payments	338	0	(34)	304
Support Services	277	0	0	277
Depreciation and Impairment Losses	0	0	0	0
<b>GROSS EXPENDITURE</b>	<b>3,345</b>	<b>26</b>	<b>75</b>	<b>3,446</b>
<b>Income</b>				
Government Grants	(969)	0	(171)	(1,140)
Other Reimbursements and Contributions	(5)	0	0	(5)
Customer and Client Receipts	(97)	0	(50)	(147)
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	(67)	0	67	0
<b>GROSS INCOME</b>	<b>(1,138)</b>	<b>0</b>	<b>(154)</b>	<b>(1,292)</b>
<b>NET EXPENDITURE</b>	<b>2,207</b>	<b>26</b>	<b>(79)</b>	<b>2,154</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Current Year savings	(104)	(1.00)
Previous years savings	0	
Growth	0	
Overheads adjustments	0	
Depreciation adjustments	0	
Rebasing of Income	0	
Technical adjustments	19	
Transfers between departments	0	
Grants	0	
Other	6	
<b>TOTAL</b>	<b>(79)</b>	<b>(1.00)</b>

## COMMUNITY AND HOUSING DEPARTMENT

### Adult Social Care

This area includes Older People, Mental Health, Learning Disability, Physical Disability and sensory Impaired clients. It also includes No Recourse to Public Fund, aids support and substance misuse clients, concessionary fares and clients receiving other services.

#### FULL TIME EQUIVALENTS

	2014/15	2015/16
Number of FTE Staff	420.19	360.79
Number of FTE PCT TUPE staff	24.24	22.74
Number of Fixed Term Contract	0.00	0.00

#### SUBJECTIVE ANALYSIS OF ESTIMATES

	2014/15 Original Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
<b>Expenditure</b>				
Employees	14,464	101	(487)	14,078
Premises	481	7	(17)	471
Transport	1,167	17	3	1,187
Supplies and Services	3,914	46	14	3,974
Third Party Payments	40,565	609	(461)	40,713
Transfer Payments	9,394	0	157	9,551
Support Services	7,041	0	146	7,187
Depreciation and Impairment Losses	76	0	(17)	59
<b>GROSS EXPENDITURE</b>	<b>77,102</b>	<b>780</b>	<b>(662)</b>	<b>77,220</b>
<b>Income</b>				
Government Grants	(135)	0	27	(108)
Other Reimbursements and Contributions	(7,936)	0	600	(7,336)
Customer and Client Receipts	(10,424)	0	3	(10,421)
Interest	0	0	0	0
Recharges	(3,109)	0	(156)	(3,265)
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>(21,604)</b>	<b>0</b>	<b>474</b>	<b>(21,130)</b>
<b>NET EXPENDITURE</b>	<b>55,498</b>	<b>780</b>	<b>(188)</b>	<b>56,090</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Current Year savings	(2,014)	(46.64)
Previous years savings	0	
Growth	1,000	
Overheads adjustments	0	
Depreciation adjustments	(17)	
Rebasing of Income	(220)	
Technical adjustments	70	
Transfers between departments	0	
Grants	0	
Other	1,000	
<b>TOTAL</b>	<b>(181)</b>	<b>(46.64)</b>

**COMMUNITY AND HOUSING DEPARTMENT**  
**Senior Management**

This area includes the cost of the Director and PA.

**FULL TIME EQUIVALENTS**

Number of FTE Staff

Number of Fixed Term Contract

2014/15	2015/16
2.00	2.00
0.00	0.00

**SUBJECTIVE ANALYSIS OF ESTIMATES**

	2014/15 Original Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
<b>Expenditure</b>				
Employees	224	0	0	224
Premises	0	0	0	0
Transport	0	0	0	0
Supplies and Services	134	2	0	136
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	38	0	0	38
Depreciation and Impairment Losses	0	0	0	0
<b>GROSS EXPENDITURE</b>	<b>396</b>	<b>2</b>	<b>0</b>	<b>398</b>
<b>Income</b>				
Government Grants	0	0	0	0
Other Reimbursements and Contributions	0	0	0	0
Customer and Client Receipts	0	0	0	0
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NET EXPENDITURE</b>	<b>396</b>	<b>2</b>	<b>0</b>	<b>398</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Current Year savings	0	
Previous years savings	0	
Growth	0	
Overheads adjustments	0	
Depreciation adjustments	0	
Rebasing of Income	0	
Technical adjustments	0	
Transfers between departments	0	
Grants	0	
Other	0	
<b>TOTAL</b>	<b>0</b>	<b>0.00</b>

**COMMUNITY AND HOUSING DEPARTMENT**  
**Public Health**

This area includes all Public Health responsibilities .

**FULL TIME EQUIVALENTS**

Number of FTE Staff

Number of Fixed Term Contracts

2014/15	2015/16
13.77	14.77
0.00	0.00

**SUBJECTIVE ANALYSIS OF ESTIMATES**

	2014/15 Original Estimate £000	Inflation £000	Other Variations £000	2015/16 Estimate £000
<b>Expenditure</b>				
Employees	922	0	71	993
Premises	0	0	0	0
Transport	7	0	(5)	2
Supplies and Services	4,431	0	81	4,512
Third Party Payments	4,374	0	(131)	4,243
Transfer Payments	0	0	0	0
Support Services	110	0	0	110
Depreciation and Impairment Losses	0	0	0	0
<b>GROSS EXPENDITURE</b>	<b>9,844</b>	<b>0</b>	<b>16</b>	<b>9,860</b>
<b>Income</b>				
Government Grants	(9,236)	0	0	(9,236)
Other Reimbursements and Contributions	(608)	0	(16)	(624)
Customer and Client Receipts	0	0	0	0
Interest	0	0	0	0
Recharges	0	0	0	0
Reserves	0	0	0	0
<b>GROSS INCOME</b>	<b>(9,844)</b>	<b>0</b>	<b>(16)</b>	<b>(9,860)</b>
<b>NET EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Other Variations are analysed as follows:

Major Items	£000	fte
Current Year savings	0	
Previous years savings	0	
Growth	0	
Overheads adjustments	0	
Depreciation adjustments	0	
Rebasing of Income	0	
Technical adjustments	0	
Transfers between departments	0	
Grants	0	
Other	0	
<b>TOTAL</b>	<b>0</b>	<b>0.00</b>



<b>BUSINESS PLAN - GLOSSARY OF TERMS</b>
<p><b>ANNUAL MINIMUM REVENUE PROVISION</b> The council is required to pay off an element of the accumulated General Fund capital spend each financial year through a revenue charge, as required by the Local Government and Housing Act 1989.</p>
<p><b>ASSET MANAGEMENT PLAN / REVIEW</b> An Asset Management Plan (AMP) is a tactical plan for managing an organisation's infrastructure and other assets to deliver an agreed standard of service. This information is reviewed annually.</p>
<p><b>BALANCES</b> Balances are maintained to meet expenditure pending the receipt of income and to provide a cushion against expenditure being higher or income lower than expected. Contributions to balances can be either a planned contribution from the revenue budget or a transfer of any revenue surplus at the year end. The maintenance of an appropriate level of balances is a fundamental part of prudent financial management.</p>
<p><b>BORROWING STRATEGY</b> A borrowing strategy set up the parameters within which money may be borrowed by the Authority. These parameters are designed to manage the risk taken by the authority within best practice.</p>
<p><b>BUDGET</b> Statement of the spending plans for the year.</p>
<p><b>CAPITAL EXPENDITURE</b> Expenditure on the acquisition of a fixed asset or expenditure, which adds to, and not merely maintains, the value of an existing fixed asset.</p>
<p><b>CAPITAL FINANCING REQUIREMENT (CFR)</b> Is the total historical outstanding capital expenditure which has not yet been paid for from either revenue or capital resources i.e. a measure of the underlying borrowing need.</p>
<p><b>CAPITAL PROGRAMME</b> Is documentation which summarises the outcome of priority allocations contained in the capital strategy and details individual schemes for approval by Council / Cabinet.</p>
<p><b>CAPITAL PROGRAMME BOARD</b> The Capital Programme Board ensures:</p> <ul style="list-style-type: none"> <li>• that the overall capital investment strategy is consistent with strategic objectives, is affordable within the revenue budget strategy, examining potential funding options.</li> <li>• that bids are submitted in accordance with set framework and guidelines (including business cases, value for money and options appraisal) and prioritised in accordance of agreed criteria</li> <li>• compiles and manages a multi-year capital programme for consideration by CMT and approval by Cabinet</li> <li>• oversees the Council's Accommodation and disposals strategy.</li> </ul>
<p><b>CAPITAL PROJECTS / SCHEMES</b> Capital Projects / Schemes is the level at which Member approval is obtained.</p>
<p><b>CAPITAL RECEIPTS</b> Proceeds from the sale of fixed assets and repayments of capital grants and loans. These are divided into reserved and usable parts.</p>

<b>BUSINESS PLAN - GLOSSARY OF TERMS Continued...</b>
<p><b>CAPITAL MONITORING</b> The monthly comparison of actual spend against the anticipated spend (profiled budget) and the revision of projected year end spend where necessary. Periodically budget managers will be required to review their in year budget requirement and re-profile their projected expenditure over subsequent financial years.</p>
<p><b>CAPITAL STRATEGY</b> A Capital Strategy is a core planning document designed to dovetail with the MTFs and Treasury Strategy to ensure that limited capital resources are deployed in accordance with corporate priorities / achieving our vision. The document will also detail how the proposed capital programme will be funded.</p>
<p><b>CASH FLOW MANAGEMENT</b> Cash flow is the movement of money into or out of a business. Cash flow management optimises activity and investment around these cash flows.</p>
<p><b>CHARTERED INSTITUTE OF PUBLIC FINANCE AND ACCOUNTANCY (CIPFA)</b> The Institute produces standards and codes of practice that must be followed in preparing the Council's financial statements.</p>
<p><b>CODE OF PRACTICE LOCAL AUTHORITY ACCOUNTING</b> These are designed to support consistent standards of financial accounting in local authorities. There are two accounting codes :- The Code of Practice on Local Authority Accounting supports consistent financial reporting at the level of the formal statements of accounts. The Service Reporting Code of Practice (SerCOP) supports consistent financial reporting between local authorities below the level of the formal statement of accounts. In particular the SerCOP is designed to support consistency and comparability in reporting the cost of individual services and activities. The IFRS based Code of Practice requires that the analysis of services in the Consolidated Revenue Account should follow that prescribed by the SerCOP.</p>
<p><b>COLLECTION FUND</b> This is a statutory 'ring fenced' account. It records income and expenditure on Council Tax, Non Domestic Rates, payments to the precepting authorities and transfer to the Council's General Fund.</p>
<p><b>COMMUNITY ORGANISATION</b> An organisation with benevolent or philanthropic purposes.</p>
<p><b>COMPACT</b> Compacts are partnership agreements between statutory bodies and the voluntary and community sector to improve their relationships and provide a framework within which the sectors can understand what to expect from each other. Compacts offer the means of supporting the development of the voluntary and community sector's capacity so that groups can do more to meet both their aims and those of their statutory partners, thereby enhancing their contribution to the local community. The national compact (between central government and the voluntary and community sector) was launched in 1998 and it is now a requirement for all local authorities and PCTs to develop a compact with the voluntary and community sector. They are not legally binding documents but the Compact is approved and signed policy and affects the conduct of all partners.</p>

<b>BUSINESS PLAN - GLOSSARY OF TERMS Continued...</b>	
<b>COMPREHENSIVE SPENDING REVIEW (CSR)</b>	The CSR is a governmental process carried out by HM Treasury which sets out fixed three-year departmental expenditure limits and, through public sector service agreements, defines key service improvements.
<b>CONTINGENCY</b>	A contingency is the setting aside of a finite sum to offset the cost of a future event or circumstance which may or may not occur.
<b>CORPORATE AND DEMOCRATIC CORE</b>	The corporate and democratic core comprises all activities which local authorities engage in specifically because they are elected, multi-purpose authorities. It has two elements - corporate management and democratic representation and management. The activities within the corporate and democratic core are in addition to those which would be carried out by a series of independent, single purpose bodies managing the same services. There is, therefore, no logical basis for apportioning these costs to services.
<b>CORPORATE GOVERNANCE</b>	Corporate Governance is the system by which local authorities direct and control their functions and communicate to their communities.
<b>COUNCIL TAX</b>	This is the main source of local taxation to local authorities. It is levied on households within the authority's area and the proceeds are paid into the Collection Fund for distribution to precepting authorities and to the authority's own General Fund.
<b>COUNTRY LIMITS</b>	The current economic climate has not only affected companies and financial institutions; it has affected sovereigns as well. This will be incorporated into counterparty selection.
<b>CREDIT APPROVAL</b>	The permission to borrow given to each local authority annually by the Secretary of State. Local authorities can obtain supplementary credit approvals during the year for particular projects.
<b>CREDITORS</b>	The individual or organisation to whom the Authority owes money. Accordingly, it does not include money on taxation to the Council.
<b>COUNCIL'S BORROWING REQUIREMENT</b>	Based on projected spend, this is the amount of money a local authority will need to borrow to finance this projected spend.
<b>COUNTERPARTIES</b>	The organisation in respect of which the Authority borrows from or invests money with.
<b>COUNTERPARTIES DOWNGRADES</b>	A counterparty will be removed, suspended or kept on close watch from the council's approved list if it fails to meet the Council's criteria.
<b>CORPORATE BONDS</b>	Is a bond that a corporation issues to raise money in order to expand its business.
<b>COUPON</b>	Is the interest rate stated on a bond at the time it is issued.

<b>BUSINESS PLAN - GLOSSARY OF TERMS Continued...</b>
<p><b>CREDITWORTHINESS</b> An assessment of the likelihood that a borrower will default on their debt obligations. It is based upon factors, such as their history of repayment and their credit score. Lending institutions also consider the availability of assets and extent of liabilities to determine the probability of default.</p>
<p><b>DEBTORS</b> A debtor is an organisation or individual that owes the Authority money.</p>
<p><b>DEBT RESCHEDULING</b> Where certain debt may be redeemed and a further loan obtained. This may be undertaken to provide an even spread of debt redemption date and terms, It may also be used to optimise beneficial borrowing rates in the market while maintaining activity within acceptable risk levels.</p>
<p><b>DEPRECIATION</b> Depreciation is a charge to the revenue account to reflect the reduction in the useful economic life of a fixed asset. The reduction in the value of a fixed asset in the balance sheets is in line with the expected useful life.</p>
<p><b>COUNTERPARTY DOWNGRADES</b> This is a reduction in the credit rating of an organisation during a periodic review.</p>
<p><b>EARMARKED CAPITAL REOURCES / GRANTS</b> Money received by the Authority which has certain conditions / restrictions over its use limiting the type of expenditure that it may be applied against.</p>
<p><b>FINANCIAL INSTRUMENT</b> A real or virtual document representing a legal agreement involving some sort of monetary value. In today's financial marketplace, financial instruments can be classified generally as equity based, representing ownership of the asset, or debt based, representing a loan made by an investor to the owner of the asset.</p>
<p><b>FINANCIAL YEAR</b> The financial year runs from 1 April to the following 31 March.</p>
<p><b>FIXED ASSETS</b> Assets that yield benefits to the local authority and the services it provides for a period of more than one year. These assets can be tangible or intangible.</p>
<p><b>FTSE 100</b> This is the index of the top 100 UK listed companies by market capitalisation.</p>
<p><b>GENERAL FUND</b> The main fund of the Council, from which all expenditure is met and all income is paid, with the exception of those items, which by statute have to be taken to some other account.</p>
<p><b>GOVERNMENT GRANTS</b> Financial assistance by government and other bodies, in the form of cash transfers to an authority, issued in return for compliance with certain conditions relating to the activities of the authority.</p>
<p><b>GROSS EXPENDITURE</b> The total expenditure of a fund or account.</p>
<p><b>GROUP LIMITS</b> This is a limit on the amount of money that may be invested with or borrowed from a particular conglomerate.</p>

<b>BUSINESS PLAN - GLOSSARY OF TERMS Continued...</b>
<p><b>HOUSING REVENUE ACCOUNT (HRA)</b> This is a statutory account that shows all income and expenditure relating to the provision, management and maintenance of the Council's housing stock. The government defines the items of income and expenditure that must be included in the account. This account is ring-fenced under the Local Government and Housing Act 1989.</p>
<p><b>INTERNATIONAL FINANCIAL REPORTING STANDARD (IFRS)</b> International Financial Reporting Standards are the standards that both the SORP and the UK GAAP are converging towards and local authorities have had to fully comply with since 2010/11 financial year</p>
<p><b>INVESTMENT POLICY</b> The London Borough of Merton's investment policy has regard to the CLG's Guidance on Local Government Investments and the 2011 revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes. The council's investment priorities will be security first, liquidity second, then return.</p>
<p><b>INVESTMENT STRATEGY</b> The investment of the Authority's cash balances to optimise its strategic and operational needs.</p>
<p><b>INVESTMENT TREASURY INDICATOR AND LIMIT</b> This is a prudential indicator for funds invested for more than 364 days, designed to measure the need for early investment redemption against the Authority's liquidity requirement.</p>
<p><b>LENDERS OPTION BORROWERS OPTION (LOBO)</b> When borrowing or lending money, certain time related limits may be established when the arrangement is made e.g. at a certain point in time the interest rate of a loan will increase; at this point both parties have the opportunity to opt in / out of the arrangement.</p>
<p><b>LEVY</b> An amount levied by a local authority or other statutory body which is paid by the Council.</p>
<p><b>LIABILITIES</b> An entity's obligations to transfer economic benefits as a result of past transactions or events.</p>
<p><b>LOCALISM ACT 2011</b> It sets out a series of proposals with the potential to achieve a substantial and lasting shift in power away from central government and towards local people. They include: new freedoms and flexibilities for local government; new rights and powers for communities and individuals; reform to make the planning system more democratic and more effective</p>
<p><b>MERTON 2015 BOARD</b> Merton 2015 Board oversees the management and monitoring of the Merton 2015 programme and the promotion of best practices within the Council. Its work falls into four main areas:</p> <ul style="list-style-type: none"> <li>• manage and monitor the Merton 2015 programme including giving the go ahead for new projects and project closure;</li> <li>• steer the implementation and future development of the Merton 2015 programme;</li> <li>• lead on developing and maintaining cross-cutting initiatives; and</li> <li>• manage, co-ordinate and monitor business improvement activity across the council.</li> </ul>

<b>BUSINESS PLAN - GLOSSARY OF TERMS Continued...</b>
<p><b>MINIMUM REVENUE PROVISION</b></p> <p>The council is required to pay off an element of the accumulated General Fund capital spend each financial year through a revenue charge, as required by the Local Government and Housing Act 1989.</p>
<p><b>NON-DOMESTIC RATE (NDR)</b></p> <p>A levy on businesses based on national 'rateable value' of the premises occupied. NDR is collected by the Council in line with national criteria, paid into a national pool and then redistributed to all local and police authorities on the basis of population.</p>
<p><b>NON-SPECIFIED INVESTMENTS</b></p> <p>A body which has been provided with a government issued guarantee for wholesale deposits within specific timeframes.</p>
<p><b>OPERATIONAL BOUNDARY</b></p> <p>The operational boundary is a prudential indicator for monitoring the total external debt, gross of investments, and separately identifying borrowing from other long term liabilities.</p>
<p><b>PENSION FUND</b></p> <p>The Local Government Pension Scheme (LGPS) is a scheme established by statute to provide death and retirement benefits for all eligible employees. The scheme's benefits are defined in the LGPS Regulations, and are geared to a scheme member's final salary and length of service (this current scheme is currently under review).</p> <p>The scheme is financed by a combination of employee and employer contributions, together with income from a fund of investments. The employee contribution rate is set at 6% of pensionable pay, whilst the employer's rate varies according to an assessment of the funds current and forecast pension/benefit costs, (the fund's liabilities), relative to its income. This assessment is undertaken, in accordance with LGPS Regulations, every three years by the Fund's appointed actuary, who sets the necessary level of employer contribution into the fund so that the fund's liabilities can be paid.</p>
<p><b>PERFORMANCE MANAGEMENT FRAMEWORK</b></p> <p>Performance management is about how an organisation consistently plans and manages to ensure continuous improvement. Sustainable improvements in services are unlikely to happen without it. A performance framework is designed to help individuals, teams, divisions etc. understand :</p> <ul style="list-style-type: none"> <li>• what the organisation is trying to achieve (golden thread),</li> <li>• the planning, monitoring and review cycle</li> <li>• their responsibilities.</li> </ul>
<p><b>PRECEPTS</b></p> <p>An amount collected by the Council as part of the Council Tax on behalf of another statutory body.</p>
<p><b>PRIVATE FINANCE INITIATIVE (PFI)</b></p> <p>PFI contracts are agreements with private sector organisations to refurbish, maintain and operate fixed assets on behalf of public sector organisations such as local authorities.</p>
<p><b>PROCUREMENT BOARD</b></p> <p>The Procurement Board provides a corporate focus for procurement issues and oversees the procurement development in Merton. The Board also provides both strategic direction for, and effective governance of, the procurement arrangements across the Authority, ensuring they are effective, efficient and utilised.</p>



<b>BUSINESS PLAN - GLOSSARY OF TERMS Continued...</b>
<p><b>PROFILE</b></p> <p>Refers to budget management, where an allocated annual budget is split over the months in which it is estimated that expenditure will be incurred. For example, utility bills may well be split into four and entered into the months in which quarterly payments are due.</p>
<p><b>PROVISIONS</b></p> <p>Amounts set aside for any liabilities or losses which are likely to be incurred, but which are uncertain as to the amounts or the dates on which they will arise.</p>
<p><b>PRUDENTIAL CODE OF BORROWING</b></p> <p>The Local Government Finance Act (NI) 2011 requires the Council to adopt the CIPFA Prudential Code for Capital Finance in Local Authorities. In doing so, the Council is required to set and monitor a series of Prudential Indicators, the key objectives of which are to ensure that, within a clear framework, the capital investment plans of the council are affordable, prudent and sustainable.</p>
<p><b>RESCHEDULING OF DEBT</b></p> <p>The switching of debt between the short term and the longer term and vice versa to obtain favourable borrowing rates.</p>
<p><b>RESERVES</b></p> <p>These are amounts set aside for specific purposes. The Council has discretion in whether it wishes to set aside these amounts as distinct from sums set aside in provisions.</p>
<p><b>REVENUE EXPENDITURE</b></p> <p>Expenditure incurred on day to day running costs and confined to accounts within one financial year.</p>
<p><b>REVENUE MONITORING</b></p> <p>The monthly comparison of actual expenditure and income spend against the anticipated spend (profiled budget). A budget manager will then allow for known income/expenditure to project the year end position</p>
<p><b>RISK MANAGEMENT</b></p> <p>A risk is a threat, obstacle, barrier, etc. that will stop the Authority from achieving its ambitions, aims and objectives. Risk management is the process of managing the risks that may prevent delivery of desired outcomes so that the organisation can anticipate and respond positively to change. Merton's approach to risk management is to raise awareness, integrate it into day to day operations and establish a robust framework and procedures to identify, analyse, assess and manage risk.</p>
<p><b>SECTION 151 OFFICER</b></p> <p>Section 151 of the Local Government Act 1972 requires every local authority to make arrangements for the proper administration of their financial affairs and requires one officer to be nominated to take responsibility for the administration of those affairs. The Section 151 officer is usually the local authority's treasurer and must be a qualified accountant belonging to one of the recognised chartered accountancy bodies. The Section 151 officer has a number of statutory duties, including the duty to report any unlawful financial activity involving the authority (past, present or proposed) or failure to set or keep to a balanced budget.</p>
<p><b>SECURITISATION</b></p> <p>'Securitisation' as used in this context means the disposal of future revenues. For example, someone receiving rents from properties might transfer the entitlement to that income to a bank for (e.g.) 20 years, in exchange for an immediate lump-sum payment.</p>

<b>BUSINESS PLAN - GLOSSARY OF TERMS Continued...</b>	
<b>SPECIFIED INVESTMENTS</b>	These are to be sterling investments of a maturity period of not more than 364 days, or those which could be for a longer period but where the Council has the right to be repaid within 364 days if it wishes. These are low risk assets where the possibility of loss of principal or investment income is considered negligible.
<b>SUPER OUTPUT AREA</b>	A Super Output Area (SOA) is a geographical area designed for the collection and publication of small area statistics. It is used on the Neighbourhood Statistics site, and has a wider application throughout national statistics. SOAs give an improved basis for comparison throughout the country because the units are more similar in size of population than, for example, electoral wards
<b>SUPPORT SERVICES</b>	These are services that are not statutory local authority services but which give support to those services.
<b>SUPPORTED CAPITAL EXPENDITURE</b>	This is the term for central government support for local authority capital expenditure with effect from 1 April 2004. Under the new system, central government provides allocations to replace the previous system of credit approvals. The allocations enable services to borrow to finance capital schemes. The services also receive revenue funding through the revenue support grant to pay for the borrowing.
<b>TAX INCREMENTAL FINANCING</b>	The Local Government Finance Bill was passed in December 2011 and introduces a rate retention scheme enabling local authorities to retain a proportion of the business rates generated in their area. The Bill also includes a framework for the localisation of support for council tax in England, which alongside other council tax measures will give councils increased financial autonomy and a greater stake in the economic future of their local area, while providing continuation of council tax support for the most vulnerable in society. In determining the affordability of borrowing for capital purposes, authorities currently take account of their current income streams and forecast future income.
<b>TREASURY MANAGEMENT</b>	The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.
<b>TREASURY MANAGEMENT PRACTICES / TREASURY MANAGEMENT CODE OF PRACTICE</b>	The Local Government Finance Act (NI) 2011 requires the Council to adopt the CIPFA Prudential Code for Capital Finance in Local Authorities. In doing so, the Council is required to set and monitor a series of Prudential Indicators, the key objectives of which are to ensure that, within a clear framework, the capital investment plans of the council are affordable, prudent and sustainable.
<b>USEFUL LIFE</b>	This is the period over which the local authority derives benefit from the use of a fixed asset.



<b><u>BUSINESS PLAN - GLOSSARY OF TECHNICAL TERMS ARISING FROM BUSINESS RATE RETENTION SCHEME</u></b>	
<b>Aggregate start-up funding assessment</b>	This is the total amount of funding that has been allocated to the local government sector in 2013-14. It is the adjusted local government spending control total for 2013-14.
<b>Baseline funding level</b>	The amount of a local authority's <i>start up funding assessment</i> which is provided through the <i>local share</i> of the estimated business rates aggregate at the outset of the scheme. It will form the baseline against which <i>tariffs</i> and <i>top-ups</i> will be calculated.
<b>Billing authority</b>	A local authority which bills and collects business rates, for example a district council or unitary council.
<b>Billing authority business rates baseline</b>	Determined by dividing the <i>local share</i> of the estimated business rates aggregate between billing authorities on the basis of their <i>proportionate shares</i> .
<b>Central share</b>	The percentage share of locally collected business rates that will be paid to central government by billing authorities. This will be set at 50 per cent. The <i>central share</i> will be re-distributed to local government through grants including the <i>Revenue Support Grant</i> .
<b>Efficiency Support Grant</b>	A grant awarded to local authorities who would otherwise see a reduction of more than 8.8 per cent of their revenue spending power.
<b>Estimated Business Rates Aggregate</b>	The total business rates forecast to be collected by all billing authorities in England. This will include two adjustments, one to address volatility in outturn compared to forecast and the other to cover future appeals losses.
<b>Floor damping</b>	A method by which stability in funding is maintained through limiting the effect of reductions in grant. A floor guarantees a lower limit to year-on-year reductions in grant for each authority. The grant changes of authorities whose grants are above the floor are scaled back by a fixed proportion to help pay for the floor.
<b>Formula funding</b>	This refers to the element of the aggregate start-up funding assessment that used to be funded through formula grant and which is distributed according to a mathematical formula to individual local authorities.

<b>BUSINESS PLAN - GLOSSARY OF TECHNICAL TERMS ARISING FROM BUSINESS RATE RETENTION SCHEME Continued ...</b>	
<b>Individual authority business rates baseline</b>	Derived by apportioning the <i>billing authority business rates baseline</i> between billing and major precepting authorities on the basis of <i>major precepting authority shares</i> .
<b>Individual authority start-up funding assessment</b>	Referred to as start-up funding allocation in the technical consultation paper. A local authority's share of the <i>local government spending control total</i> which will comprise its <i>Revenue Support Grant</i> for the year in question and its <i>baseline funding level</i> .
<b>Levy</b>	A mechanism to limit disproportionate benefit from increase in business rates. The levy is applied proportionally on a 1:1 basis. Thus a 1 per cent increase in business rates income produces a corresponding 1 per cent increase in revenue from the rates retention scheme. There is a limit on the maximum levy rate of 50p in the pound. Levy payments will be used to fund the safety net.
<b>Local government spending control total</b>	The total amount of expenditure in the Department for Communities and Local Government's Local Government Departmental Expenditure Limit allocated to the local government sector by HM Treasury for each year of a Spending Review. For 2013-14, this is equal to the start-up funding assessment.
<b>Local share</b>	The percentage share of locally collected business rates that will be retained by local government. This will be set at 50 per cent. At the outset, the <i>local share</i> of the estimated business rates aggregate will be divided between billing authorities on the basis of their <i>proportionate shares</i> .
<b>Major precepting authority</b>	A local authority that does not collect business rates but is part of the business rates retention scheme. They are county councils in two tier areas, single purpose fire and rescue authorities and the Greater London Authority.
<b>Major precepting authority shares</b>	Used to establish the proportion of the <i>local share</i> that is paid by a billing authority to its major precepting authorities. Also applied to <i>billing authority business rates baselines</i> to establish <i>individual authority business rates baselines</i> for both billing and major precepting authorities.
<b>Multiplier</b>	The business rates multiplier when multiplied by the rateable value of a property determines a ratepayer's business rate bill. There are two multipliers – one for small businesses and one for larger businesses. These are set nationally. The small business multiplier is updated annually by the retail prices index (although exceptionally a lesser increase may be imposed) and the other multiplier adjusted accordingly. There will be no change to the way in which multipliers are set as a result of the introduction of the business rates retention scheme.

<b>BUSINESS PLAN - GLOSSARY OF TECHNICAL TERMS ARISING FROM BUSINESS RATE RETENTION SCHEME Continued ...</b>	
<b>New Burdens</b>	The Government uses the New Burdens Assessment to keep pressure on council tax bills to a minimum. It requires all government departments to justify why new duties, powers, targets and other bureaucratic burdens should be placed on local authorities, as well as how much these policies and initiatives will cost and where the money will come from to pay for them.
<b>National Non-Domestic Rates 1 Form (NDR1)</b>	The form submitted by 31 January by a billing authority to its major precepting authority and central government to provide an estimate of its business rate income for the upcoming financial year.
<b>Proportionate Share</b>	This is the percentage of the national business rates yield which a billing authority has collected - on the basis of the average rates collected by authorities over the two years 2010-11 and 2011-12. This percentage will be applied to the <i>local share</i> of the estimated business rates aggregate to determine the <i>billing authority business rates baseline</i> .
<b>Rate reliefs</b>	The rating system currently provides mandatory relief to charities and other categories of ratepayer (e.g. certain rural ratepayers) and permits authorities to grant discretionary relief to other rate payers. There will be no changes to the terms of existing mandatory and discretionary reliefs for businesses as a result of the introduction of the business rates retention scheme.
<b>Relative Needs Formulae</b>	These are the first stage in the calculation the Government uses to distribute formula funding.
<b>Reset</b>	New <i>baseline funding levels</i> , new <i>individual authority business rates baselines</i> (and therefore new <i>tariffs</i> or <i>top-ups</i> ) are set for each authority to take account of changes in relative need and resource.
<b>Reset period</b>	The years between <i>resets</i> in which local authorities are able to retain (after taking into account the <i>levy</i> and payments owing to relevant shares) the growth in business rates income. It is the Government's intention that the initial <i>reset period</i> will run from 2013 to 2020, and thereafter for ten years.
<b>Revenue Support Grant</b>	All authorities will receive <i>Revenue Support Grant</i> from central government in addition to its <i>baseline funding level</i> . An authority's <i>Revenue Support Grant</i> amount plus its <i>baseline funding level</i> will together comprise its <i>start-up funding assessment</i> .
<b>Ring-fenced grant</b>	A grant paid to local authorities which has conditions attached to it, which restrict the purposes for which it may be spent.

<b>BUSINESS PLAN - GLOSSARY OF TECHNICAL TERMS ARISING FROM BUSINESS RATE RETENTION SCHEME Continued ...</b>	
<b>Safety net</b>	Mechanism to protect any authority which sees its business rates income drop, in any year, by more than 7.5 per cent below their <i>baseline funding level</i> . The baseline funding levels are updated each year by the September Retail Prices Index for the purposes of assessing eligibility for the safety net.
<b>Safety net payment</b>	A payment made by central government to local authorities who are eligible for safety net support. These are payable after the end of the financial year
<b>Safety net payment on account</b>	A safety net payment made to a local authority on the basis of forecast non domestic rating income. This means it will be made in year – in advance of the calculation of actual <i>safety net payments</i> - which will be calculated on the basis of audited accounts data following the end of that financial year. Any difference between the two amounts will be reconciled and corrected.
<b>Safety net threshold</b>	This is 92.5 per cent of a local authority's baseline funding level.
<b>Service tiers</b>	There are three service tiers corresponding to the services supplied by the three types of authorities. These are upper-tier services – those services, other than fire, supplied by county councils in two-tier areas; fire and rescue services; and lower-tier services – those services supplied by district councils in two-tier areas. Some authorities may provide more than one tier of service.
<b>Spending Power</b>	The definition of revenue spending power is spending power from council tax, Government revenue grants and National Health Service Funding for social care. The calculation of each local authority's spending power is used to calculate eligibility for Efficiency Support Grant.
<b>Tariffs and top-ups</b>	Calculated by comparing an <i>individual authority business rates baseline</i> against its <i>baseline funding level</i> . <i>Tariffs</i> and <i>top-ups</i> will be self-funding, fixed at the start of the scheme and index linked to the Retail Prices Index in future years.
<b>Tariff authority</b>	An authority with a higher <i>individual authority business rates baseline</i> than its <i>baseline funding level</i> , and which therefore pays a <i>tariff</i> .
<b>Tariff payment</b>	The payment made from tariff authorities to central government over the course of the financial year.
<b>Top-up authority</b>	An authority with a lower <i>individual authority business rates baseline</i> than its <i>baseline funding level</i> , and which therefore receives a <i>top-up</i> .

**BUSINESS PLAN - GLOSSARY OF TECHNICAL TERMS ARISING FROM  
BUSINESS RATE RETENTION SCHEME Continued ...****Top-up payment**

The payment made from central government to top-up authorities over the course of the financial year.

**Transitional protection payment**

An adjustment to ensure that authorities do not experience gains or losses in rates income as a consequence of the transitional arrangements

**BUSINESS PLAN – LIST OF ACRONYMS**

<b><u>Acronym</u></b>	<b><u>Definition</u></b>
AD	Assistant Director
ADASS	Association of Directors of Adult Social Services
Apps	Applications
ASB	Anti Social Behaviour
ASC	Adult Social Care
ASH	Our miscellaneous income, invoicing and recovery system
BC	Building Control
BESD	Behavioural Emotional and Social Difficulties
BME	Black Minority Ethnic
C & YP	Children and Young People
CAF	Common Assessment framework
CAMHS	Child and Adolescent Mental Health Services
CC	Children's Centre
CC	Children's Centre
CCTV	Close Circuit Television
CEN	Creative Environmental Networks
CEO	Civil Enforcement Officer
CFR	Capital Financing Requirement
CIPFA	Chartered Institute Public Finance and Accountancy
CMT	Corporate Management Team
CNEA	Clean Neighbourhood and Environment Act
COM	Current Operating Model
CPD	Centre for Professional Development
CPD	Continuing Professional Development
CPZ	Controlled Parking Zone
CRB	Criminal Records Bureau
CRM	Customer Relationship Management
CSC	Children's Social Care
CSF	Children Schools & Families
CYP	Children and Young People
CYPP	Children and Young peoples Plan
DC	Development Control
DEFRA	Department for Environment Food and Rural Affairs
DFG	Disabled Facilities grant

<b><u>Acronym</u></b>	<b><u>Definition</u></b>
DMT	Departmental Management Team
DSG	Dedicated Schools Grant
E&R	Environment and Regeneration
EA	Equality Analysis
EAL	English as an Additional Language
EH	Environmental Health
EIA	Equalities Impact Assessment
EIG	Early Intervention Grant
ERTG	Enforcement Review Task Group
ESOL	English for Speakers of Other Languages
EU	European Union
EY	Early Years
FACS	Fair Access to Care Services
FM	Facilities Management
FOI	Freedom Of Information
FPN	Fixed Penalty Notice
FTE	Full Time Equivalent
GLA	Greater London Authority
HB	Housing Benefits
HC&OP	Healthier Communities and older People
HCA	Homes and Community Agency
HNES	Housing Needs and Enabling Services
HRRC	Household Reuse and Recycling Centre
ICT	Information and Communications Technology
IFRS	International Financial Reporting Standard
IP	Intellectual Property
IT	Information Technology
iTrent	Our new payroll system
JD	Job Description
K	£ Thousand
L & D	Learning and Development
LA	Local Authority
LAC	Looked After Children
LALO	Local Authority Liaison Officer
LATS	Landfill Allowances and Trading Scheme
LB	London Borough
LBM	London Borough of Merton
LCGS	London Councils Grant Scheme
LDD	Learning Development and Diversity
LGA	Local Government Association
LLC	Local Land Charges
LSC	Learning Skills Council
LSCB	Local Safeguarding Children's Board
LSP	Local Strategic Partnership
LOBO	Lenders Option Borrowers Option
MAE	Merton Adult Education
MARAC/DV	Multi Agency Risk Assessment Case Conference / Domestic Violence

<b><u>Acronym</u></b>	<b><u>Definition</u></b>
MCIL	Merton Centre for Independent Living
MIS	Management Information System
MP	Member of Parliament
MRP	Minimum Revenue Provision
MSLT1&2	Merton's Senior Leadership Team Levels 1 and 2
MTFS	Medium Term Financial Strategy
MVSC	Merton Voluntary Service Council
NEET	Not in Education Employment or Training
NNDR	National Non Domestic Rate
O&S	Overview and Scrutiny
OJEU	Official Journal of the European Union
OT	Occupational Therapy
PATAS	Parking And Traffic Appeals Service
PC	Police Constable
PCN	Penalty Charge Notice
PCT	Primary Care Trust
PFI	Private Finance Initiative
PM&R	Pavement Maintenance and Repair
PM&R	Pavement Maintenance and Repair
PPD	Public Protection and Development
PPP	Policy Planning and Performance
PRS	Private Rented Sector
PVI	Private Voluntary and Independent
QA	Quality Assurance
SC	Sustainable Communities
SEN	Special Educational Needs
SEND	Special Educational Needs and Disabilities
SFA	Skills Funding Agency
SLA	Service Level Agreement
SLA	Service Level Agreements
SLWP	South West London Partnership
SME	Subject Matter Expert
SMT	Senior Management team
SOAs	Super Output Areas
SSQ	School Standards and Quality
SW	South West
SWLSG	South West London and St George's Mental Health NHS Trust
TBC	To Be Confirmed
TEC	Transport and Environment Committee
TFL	Transport For London
TOM	Target Operating Model
TUPE	The Transfer of Undertaking (Protection of Employment) Regulations
VAT	Value Added Tax
VLE	Virtual Learning Environment
VS	Voluntary Sector
YOT	Youth Offending Team



## Standard Subjective Analysis – The Key

### Introduction

The subjective analysis is the analysis of income and expenditure that is applicable to all Best Value reporting requirements for all accounting periods from 1 April 2008.

We use a set standard subjective analysis for a number of reasons:-

- The subjective analysis is a CIPFA recommended structure.
- It minimises the reporting requirements for Government statistical reporting.
- It provides information in a multi dimensional format for Best Value
- It improves consistency and therefore helps Authorities to make effective comparisons for Best Value and other financial requirements
- A subjective Analysis provides further information that is useful for benchmarking analysis.
- For analysing costs in reviews.

## Glossary of the standard Subjective analysis

### Details of Expenditure groups and what is included:

**1** Employees: This group includes the costs of employee expenses, both direct and indirect to the Authority.

#### Direct employee expenses

- Salaries
- Employer's National Insurance contribution
- Employers retirement benefit costs
- Agency Staff
- Employee expenses

#### Indirect employee expenses

- Relocation
- Interview
- Training
- Advertising
- Severance payments
- Employee - related schemes

**2** Premises: This group includes expenses directly related to the running of the premises and land.

- Energy costs
- Rent
- Rates
- Water Services
- Fixtures and Fittings
- Apportionment of expenses of operating buildings
- Cleaning and Domestic Supplies
- Grounds maintenance costs
- Premises Insurance
- Contribution to premises - related provisions.

**3** Transport: This group includes all costs associated with the provision, hire or use of transport, including travelling allowances and home to school transport..

#### Direct Transport costs

- Repair and maintenance, running costs and contributions to provisions in respect of vehicles.
- Repairs and maintenance of (e.g.) roads included in this heading, but should be included in the relevant subjective headings (such as staff costs, supplies and services etc),

- This could include the write-off in the year of any assets not deemed material by the authority's capital accounting policies i.e. below de minimis thresholds set).
  - Contract hire and operating leases
  - Public Transport
  - Staff Travelling expenses
  - Car allowances
  - Contribution to transport related provisions
- 4** Supplies and Services: This group includes all direct supplies and service expenditure to the authority.
- Equipment, furniture and materials
  - Catering Services
  - Communications and computing includes expenses
  - Grants and subscriptions
  - Private Finance Initiatives and Public Private Partnership schemes.
  - Contributions to provisions
  - Miscellaneous expenses
- 5** Third Party Payments: Independent units within the council; included services defined as category (a) to (e) in Appendix D of BVACOP
- Joint Authorities
  - Other Local authorities
  - Health authorities
  - Government departments
  - Voluntary associations
  - Other establishments
  - Private contractors
  - Other agencies
  - Debit resulting from soft loans
- 6** Transfer Payments: This includes the cost of payments to individuals for which no goods or services are received in return by the local authority.  
Four sub-groups are suggested: However, this list is not exhaustive.
- Schoolchildren and students
  - Adult Social Services clients
  - Housing benefits
  - Debit resulting from soft loans
- 7** Support Services: Charges for services that support the provision of services to the public.
- Finance
  - IT

- Human Resources
- Property Management /Office Accommodation
- Legal services (not included in the definition of Corporate and democratic Core)
- Procurement Services
- Corporate Services not included in the definition of Corporate and democratic Core)
- Transport Functions

**8** Depreciation and Impairment losses: This provides the subjective analysis that will record the revenue impact of capital items in the services revenue accounts for the authority,

**9** Income: This group included all income received by the services from external users or by way of charges or recharges to internal users.

#### Government Grants

- Specific and special government grants

#### Other Reimbursements and contributions

- Revenue Income received to finance a function/project jointly or severally undertaken with other bodies.
- Contributions from other local authorities.
- Value of costs recharged to outside bodies including other committees.

#### Customer and Client Receipts

- Sales products or materials, data technology or surplus products.
- Fee and charges for services, use of facilities, admissions and lettings
- Rents, tithes, acknowledgements. way leaves and other land and property-based charges of a non-casual user.

#### Interest

#### Recharges

- Value of costs recharged to internal users

#### Reserves

- All credits resulting from soft loans should be included in this subjective (as a corporate entry).

The Service Plans agreed by service departments during the 2015/19 Business Planning Process are set out in the following pages. During this process Service Plans were considered by Cabinet on 8 December 2014 and 16 February 2015.

Proposed Final Service Plans were considered and agreed by Council on 4 March 2015 these plans will be subject to scrutiny in April 2014 so may be subject to minor changes.

Interim Service Plans were scrutinised by the Overview and Scrutiny Commission and Panels during the January 2015 cycle of meetings and by the Overview and Scrutiny Commission on 29 January 2015.

The service plan is designed to be a two page document the first page summarises key resources, drivers and performance. The second page focusses on the outcomes and impacts of the major projects identified.

At the start of the Business Planning Process managers were issued with guidance to clarify understanding and improve the quality and consistency of submissions. Each department reviewed the appropriateness of their current service plans. The tables below summarise the 28 service plans over their relevant Scrutiny Panels and departments.

**Scrutiny Panels**

<b>Children &amp; Young People</b>	<b>Healthier Communities &amp; Older People</b>	<b>Overview &amp; Scrutiny</b>	<b>Sustainable Communities</b>
Children’s Social Care	Adult Social Care	Business Improvement	Commercial Services (Waste)
Commissioning, Strategy & Performance	Public Health	Corporate Governance	Development & Building Control
Education		Customer Services	Regulatory Service Partnership (formerly Environmental Health)
		Human Resources	Future Merton
		Infrastructure & Transactions	Housing Needs & Enabling
		Resources	Leisure & Culture Development
		Safer Merton	Libraries
		Shared Legal Services	Merton Adult Education
			Parking
			Parks & Green Spaces
			Property
			Street Cleaning
			Traffic & Highways
			Transport (merged Commissioning and Passenger Fleet)
			Waste Management

**Departments**

<b>Children, Schools and Families</b>	<b>Community and Housing</b>	<b>Corporate Services</b>	<b>Environment and Regeneration</b>
Children’s Social Care	Adult Social Care	Business Improvement	Commercial Services (Waste)
Commissioning, Strategy & Performance	Housing Needs & Enabling	Corporate Governance	Development & Building Control
Education	Libraries	Customer Services	Regulatory Service Partnership (formerly Environmental Health)
	Merton Adult Education	Human Resources	Future Merton
	Public Health	Infrastructure & Transactions	Leisure & Culture Development
		Resources	Parking
		Shared Legal Services	Parks & Green Spaces
			Property
			Safer Merton
			Street Cleaning
			Traffic & Highways
			Transport (merged Commissioning and Passenger Fleet)
			Waste Management

The paragraphs below provide an overview of the approach taken to completing the information requirements on the service plans:

**Page 1**

- i) Service description – Managers are asked to provide a succinct description of the key activities undertaken by the service.
- ii) Anticipated demand - What their key demand channels are and how best to measure them.
- iii) Anticipated non-financial resources - What are the key resources used to deliver services and products, to aid completion drop down menus can be used to identify accommodation, contractors, staff, transport and voluntary services. Managers may also identify their own resources.
- iv) Corporate strategies – From a drop down menu managers are asked to identify what key strategies they contribute to. These strategies are identified on page 6 of the Business Plan 2013-17.
- vi) Performance indicators – Managers are asked to identify the key performance indicators for their service, they must then indicate whether they should be measured monthly, quarterly, annual or biennial. Polarity indicates whether a higher or lower score are beneficial. Finally, indicators must be allocated one of the following six classifications:
  - **Business critical** - the business critical function of the service often with severe consequences if this is interrupted or not met.
    - e.g. tonnage of waste sent to landfill (a high tonnage can lead to landfill tax which has a detrimental effect to the council)
  - **Outcome** - The success of the service in fulfilling its service description
    - e.g. the % of waste recycled
  - **Output** – The quantity of work or services produced.
    - e.g. the number of Housing Benefit applications processed
  - **Perception** - resident or user satisfaction with the service or part of the service
    - e.g. resident satisfaction with street cleanliness
  - **Quality** - the quality of the service delivery
    - e.g. % of missed refuse collections
  - **Unit cost** - Cost required to provide or produce a unit of a service or product
    - e.g. cost per household per refuse collection

vii) Major projects and/or procurement – Managers are asked to briefly describe up to 10 major projects they are undertaking over the planning period (2014-18). On the second page they are able to provide additional details of the project and the following key impact information:

- **Major expected outcome** - the following eight choices are available to managers:
  - Improved customer satisfaction
  - Improved reputation
  - Improved resident wellbeing
  - Income generation
  - Income loss
  - More efficient way of working
  - To meet budget savings
  - To meet legislative requirements
- **Risk** - managers are asked to consider the risks that could prevent them from achieving projects or work programmes within agreed timescales and budgets and to the required standard and are referred to the corporate guidance on risk management which is contained in Section C of this document

The following pages display service plans for 2014-18 in departmental order.

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# **Children, Schools and Families Department**



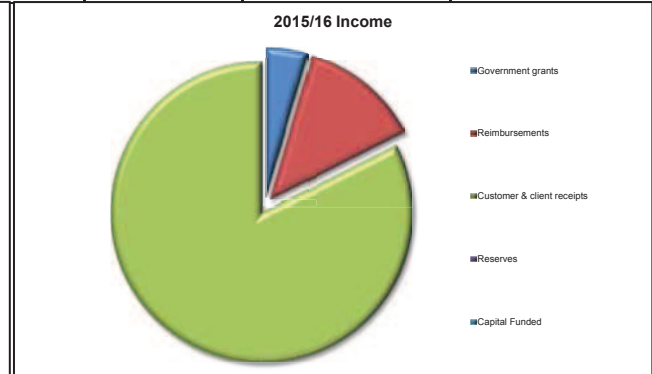
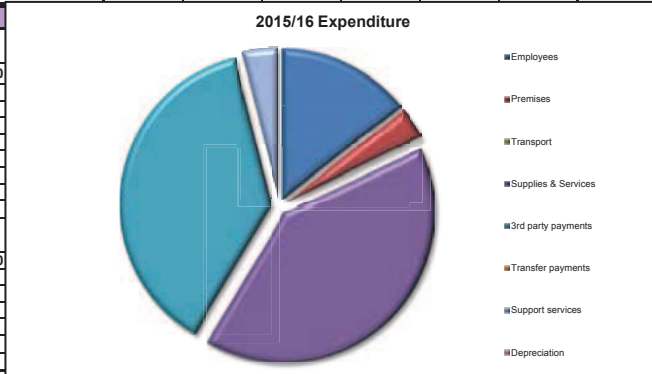
Children's Social Care

APPENDIX 10  
Risk

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME			
		Likelihood	Impact	Score	
<b>Project 1</b>		To meet legislative requirements			
Project Title:	<b>Deliver transforming families year 2 &amp; year 3 programme</b>				
Start date	2013-14	2	3	6	
Project Details:	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.				
End date	2015-16				
<b>Project 2</b>		To improve case records, data quality, & management information on all casework in CSF, & to improve compliance with statutory & regulatory requirements including for inspection purposes			
Project Title:	<b>Social Care Information System procurement &amp; implementation</b>				
Start date	2013-14	3	3	9	
Project Details:	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.				
End date	2015-16				
<b>Project 3</b>		To meet legislative requirements			
Project Title:	<b>Preparation for new inspection regime</b>				
Start date	2013-14	4	3	12	
Project Details:	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.				
End date	2014-15				
<b>Project 4</b>		To meet legislative requirements			
Project Title:	<b>Youth Justice</b>				
Start date	2014-15	3	2	6	
Project Details:	Development of policy framework in response to regulation. Trend analysis.				
End date	2015-16				
<b>Project 5</b>		Improved resident well being			
Project Title:	<b>Joint work with Housing</b>				
Start date	2014-15	4	2	8	
Project Details:	To develop joint approaches for older LAC, unaccompanied asylum seekers, families with NRTPF. Relates to commissioning under CSP.				
End date	2015-16				
<b>Project 6</b>		To improve safeguarding, contain services within limited budgets, & for staff retention			
Project Title:	<b>Post-reorganisation review of staffing structure &amp; processes</b>				
Start date	2013-14	3	2	6	
Project Details:	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.				
End date	2014-15				
<b>Project 7</b>		Select one major outcome			
Project Title:					
Start date				0	
Project Details:					
End date					
<b>Project 8</b>		Select one major outcome			
Project Title:					
Start date				0	
Project Details:					
End date					
<b>Project 10</b>		Select one major outcome			
Project Title:					
Start date				0	
Project Details:					
End date					

Commissioning, Strategy and Performance		Planning Assumptions						Corporate strategies your service contributes to			
Clrs Maxi Martin & Martin Whelton, Cabinet Members for Childrens Services & Education		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		Increased demand for primary school		2fe	2fe	1fe	2fe	0fe	0fe		
The Commissioning, Strategy & Performance Division provides strategic services for the Children, Schools & Families Department (CSF): <ul style="list-style-type: none"> <li>policy, planning &amp; performance management;</li> <li>commissioning, procurement &amp; contract management;</li> <li>access to resources for looked after children/pupils with SEN;</li> <li>pupil place planning;</li> <li>school admissions;</li> <li>school expansion &amp; overall CSF capital programme management;</li> <li>some departmental business support.</li> </ul> Main activities include: i) leading on strategic & operational planning for CSF; ii) leading on local Children's Trust & partnership development; iii) production of management information for internal performance management & external reporting inc statutory returns; iv) production of policy documents & procedural guidance for professional staff; v) commissioning operational services & leading on joint commissioning with partners; vi) managing schools' Private Finance Initiative contract & other service contracts; vii) procuring placements for looked after children/pupils with SEN; viii) planning sufficient school places; ix) co-ordination of pupil admissions to Merton schools; x) project managing school expansions & other capital schemes.		Increased demand for secondary school				0-1fe	4fe (cumulative)	6fe (cumulative)	15fe (cumulative)		
		Increased demand for special school places									
		Overall financial		Impact of birth rate - increase of 40% in births between 2002 & 2011							
Anticipated non financial resources		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19				
Staff (FTE)		49	56	56	56	56					
Contractors		Commissioning of a range of services to support CSF functions									
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(T)	2016/17 (PT)	2017/18(PT)	2018/19(PT)				
% reception year surplus places		2	2	4	5			Low	Annual	Business critical	parental choice
% secondary school Yr7 surplus places Inc. Academies		12	8	5	5			Low	Annual	Business critical	parental choice
% major capital projects green/amber to time		90	90	90	90			High	Quarterly	Business critical	Increased costs
% spend on approved capital programme				80	80			High	Quarterly	Business critical	Increased costs
% fostered LAC in external agency foster care placements		38	36	35	34			High	Quarterly	Business critical	Increased costs
Numbers of in-house foster carers recruited		16	20	20	20			High	Quarterly	Quality	Increased costs
% completion rates for parenting programmes		75	80	80	80			High	Quarterly	Business critical	outcomes not improved
% commissioned services quarterly monitoring completed		100	100	100	100			High	Quarterly	Business critical	reduced contract compliance
% statutory returns to government on time		100	100	100	100			High	Quarterly	Business critical	Reputational risk

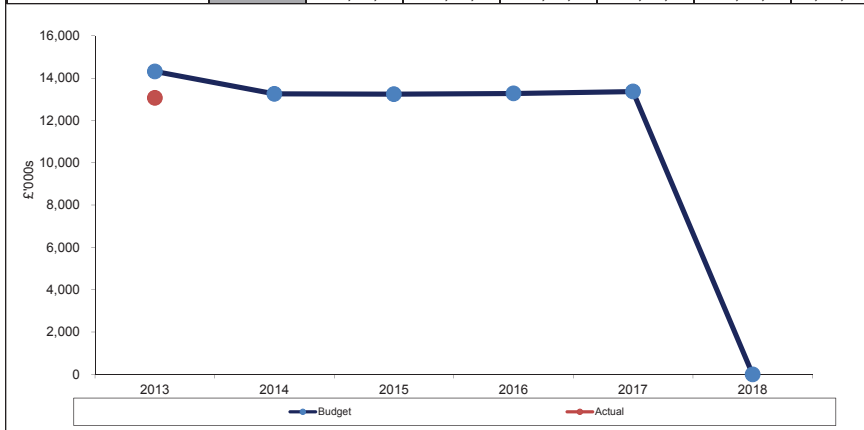
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	<b>17,078</b>	<b>16,183</b>	<b>15,636</b>	<b>15,620</b>	<b>15,661</b>	<b>15,751</b>	<b>0</b>
Employees	2,268	2,126	2,258	2,259	2,259	2,260	
Premises	951	896	532	526	527	528	
Transport	39	58	40	40	41	41	
Supplies & Services	6,696	7,235	6,349	6,306	6,314	6,371	
3rd party payments	6,612	5,289	5,862	5,894	5,925	5,956	
Transfer payments	0	0	0	0	0	0	
Support services	512	579	595	595	595	595	
Depreciation	0	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>2,762</b>	<b>3,111</b>	<b>2,377</b>	<b>2,379</b>	<b>2,381</b>	<b>2,383</b>	<b>0</b>
Government grants	388	332	106	106	106	106	
Reimbursements	428	474	311	311	311	311	
Customer & client receipts	1,946	2,305	1,960	1,962	1,964	1,966	
Reserves	0	0	0	0	0	0	
Capital Funded	0	0	0	0	0	0	
<b>Council Funded Net Budget</b>	<b>14,316</b>	<b>13,072</b>	<b>13,259</b>	<b>13,241</b>	<b>13,280</b>	<b>13,368</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
Primary Schools Expansions		10,355,680	22,561,950	12,414,490	3,792,000	3,848,780	2,575,000
Secondary School Expansions		0	100,000	1,650,000	14,395,000	11,500,000	13,954,270
SEN Expansions		295,680	574,780	3,376,610	3,000,000	3,000,000	850,000
Inflation		0	0	172,460	1,952,140	1,875,580	2,074,530
Devolved Formula Capital/FSM		390,191	984,100	0	0	0	0
Schools Capital Maintenance		388,746	666,170	650,000	650,000	650,000	650,000
Other		580,086	378,200	0	0	0	0
<b>Total</b>	<b>0</b>	<b>12,010,383</b>	<b>25,265,200</b>	<b>18,263,560</b>	<b>23,789,140</b>	<b>20,874,360</b>	<b>20,103,800</b>

**2015/16**

Reduce expenditure on LAC and SEN placements: £100,000  
 Reduce expenditure on post 16 LAC/Care Leavers placements: £58,000  
 Reduce early intervention commissioning budgets: £63,000



**2016/17**

Reduce expenditure on LAC and SEN placements: £50,000  
 Reduce expenditure on post 16 LAC/Care Leavers placements: £50,000  
 Reduce early intervention commissioning budgets: £40,000

**2017/18**

**2018/19**

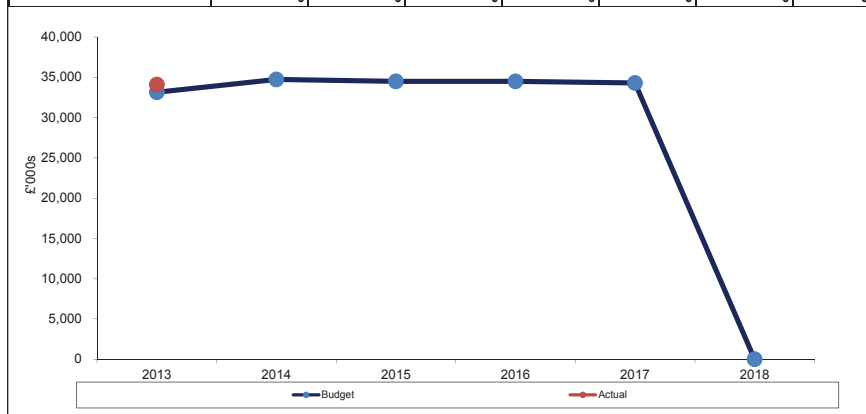
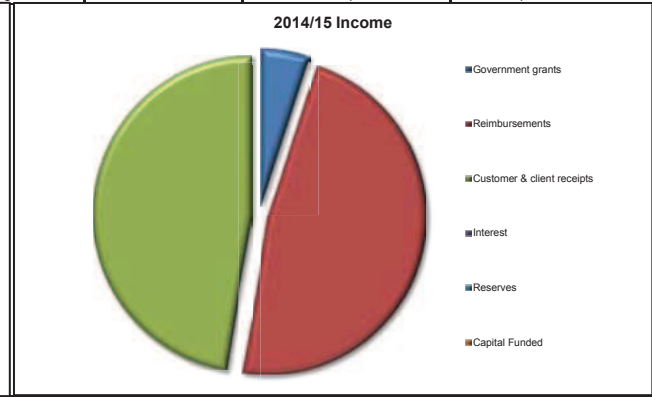
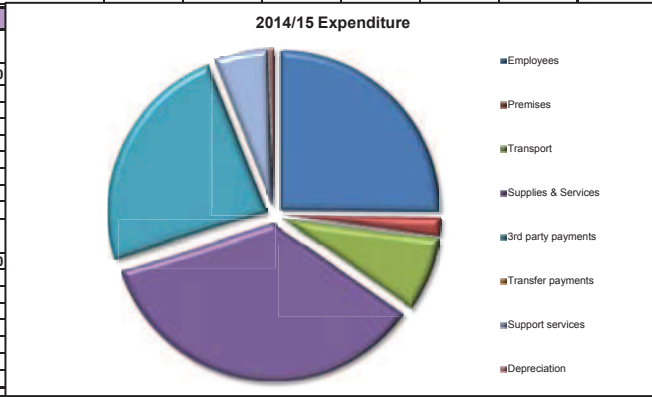
Commissioning, Strategy and Performance

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME					
		Likelihood	Impact	Score			
<b>Project 1</b>		<b>Project Title:</b>	<b>Commissioning</b>				
Start date	2014-15	<b>Project Details:</b>	Range of significant changes to CSF commissioning, including working jointly with public health on commissioning of health visitor and school nursing services for CYP & families; working with PH and CCG to explore and implement more integrated models for the future commissioning of health services for CYP & families; 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
End date	2015-16						
<b>Project 2</b>		<b>Project Title:</b>	<b>Implementation of secondary &amp; special school expansion strategy</b>				
Start date	2014-15	<b>Project Details:</b>	Pupil place planning; implementation of strategy; liaison with potential Free School providers; statutory processes; planning & delivery of construction contracts.	To meet legislative requirements	4	3	12
End date	2019-20						
<b>Project 3</b>		<b>Project Title:</b>	<b>Schools' PFI</b>				
Start date	2014-15	<b>Project Details:</b>	Complete renegotiation and implementation of new Governing Body Agreements with PFI schools. Progress savings opportunities from 2014 DfE sponsored savings review.	More efficient way of working	4	2	8
End date	2015-16						
<b>Project 4</b>		<b>Project Title:</b>	<b>Release of Assets</b>				
Start date	2013-14	<b>Project Details:</b>	To address a range of issues related to CSF property & accommodation, including implementation of flexible working for CSP services in the Civic Centre; review of asset release possibilities inc school caretakers' houses.	More efficient way of working	3	3	9
End date	2015-16						
<b>Project 5</b>		<b>Project Title:</b>	<b>Increase uptake of Free School Meals</b>				
Start date	2014-15	<b>Project Details:</b>	Continue project to Increase proportion of those eligible for free school meals who apply for and then take up entitlement. Work includes 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	3	1	3
End date	2015-16						
<b>Project 6</b>		<b>Project Title:</b>	<b>Framework i Implementation</b>				
Start date	2014-15	<b>Project Details:</b>	Engagement with implementation project with particular focus on ensuring system reporting tools and processes are fit for purpose to enable improved internal performance management reporting and external statutory returns.	More efficient way of working	2	2	4
End date	2015-16						
<b>Project 7</b>		<b>Project Title:</b>	<b>Children and Young People Plan</b>				
Start date	2015-16	<b>Project Details:</b>	Co-ordination of partner agencies in the review and refresh of Merton's Children and Young People Plan	More efficient way of working	2	2	4
End date	2015-16						
<b>Project 8</b>		<b>Project Title:</b>	<b>Personal Budgets</b>				
Start date	2014-15	<b>Project Details:</b>	Phased introduction of personal budgets for families of children subject to Education, health and care plans (ex SEN Statements). Initial phase PBs for home-school transport; following phases for exploration inc domiciliary care; overnight respite care	To meet legislative requirements	3	2	6
End date	2016-17						

Page 24/11

Education	Planning Assumptions						2018/19	The Corporate strategies your service contributes to		
	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18				
<p><b>Enter a brief description of your main activities and objectives below</b></p> <p><b>Merton School Improvement (MSI)</b> will improve outcomes for all pupils in Merton Schools by:</p> <ul style="list-style-type: none"> <li>monitoring, analysing &amp; evaluating pupil &amp; school performance</li> <li>developing skills in planning, teaching, assessment, leadership &amp; management</li> <li>working with schools to reduce inequality &amp; improve achievement for vulnerable groups</li> <li>strengthening partnership working and school to school support</li> </ul> <p><b>Special Education Needs &amp; Disabilities Integrated Service (SENDIS)</b> will improve outcomes for CYP with SEND by:</p> <ul style="list-style-type: none"> <li>building early help capacity in schools &amp; settings, families &amp; the community</li> <li>focus on safeguarding, early intervention &amp; prevention as well as direct support for families</li> <li>implementing the requirements of the Children and Families Act ensuring that families are central and receive a joined up service</li> </ul> <p><b>Early Years Services</b> will improve outcomes for all children aged 0-5 by:</p> <ul style="list-style-type: none"> <li>managing the childcare market to ensure the supply of good quality funded early education provision for children aged 2, 3 and 4 in accordance with statutory duties</li> <li>delivering Children's Centre services through a locality model with a focus on early help &amp; targeted services for vulnerable families</li> <li>using the CASA to inform robust planning and case work for identified families</li> <li>working with the early years sector to improve quality, reduce inequality and improve outcomes for vulnerable children and their families</li> <li>developing the work force to work more holistically with vulnerable families and young children introducing a more robust performance management framework</li> </ul> <p><b>Youth Inclusion</b> will improve outcomes for Young People by:</p> <ul style="list-style-type: none"> <li>providing universal &amp; targeted in house &amp; commissioned services for YP &amp; schools</li> <li>providing support to prevent bullying, substance misuse &amp; teenage pregnancy, to improve attendance &amp; to encourage emotional &amp; social development</li> <li>developing alternative education offerings to enable YP to stay in education, training &amp; employment</li> <li>leading on the council's partnership with the police &amp; CAMHS for education</li> </ul>	Forecast increase in population 5-19				2400		Children & Young person's Plan			
	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		
Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Social Inclusion Strategy			
Staff (FTE)	236	251	247	247	237		LAC strategy			
School to school support							Youth crime			
Voluntary Services							Family poverty			
Voluntary Services							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)	2018/19(PT)				
% 5 GCSE A-C including English & maths	64	65	65				High	Annual	Outcome	Reputational risk
% outcome of Ofsted inspections good or outstanding	77	85	85				High	Monthly	Outcome	Inspection outcomes
% L4 English & maths as KS2	78	82	82				High	Annual	Outcome	Reputational risk
% secondary school attendance (LA only)	new	94.5	95				High	Quarterly	Outcome	Increased costs
% primary school attendance (LA only)	new	95	96				High	Quarterly	Outcome	Breach statutory duty
% of new EHCP requests completed within 20 weeks	new	85%	85				High	Annual	Outcome	Reputational risk
% EY foundation stage profile	60	65	67				High	Annual	Outcome	Increased costs
% Good or Outstanding children's centres per Ofsted	100	100	100				High	monthly	Outcome	Inspection outcomes
Youth service participation rate	2000	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
<b>Expenditure</b>	<b>38,968</b>	<b>39,491</b>	<b>39,709</b>	<b>39,499</b>	<b>39,542</b>	<b>39,348</b>	<b>0</b>
Employees	10,536	10,591	10,106	9,956	9,949	9,700	
Premises	824	752	734	746	759	771	
Transport	3,222	3,636	3,112	2,998	2,995	3,042	
Supplies & Services	12,951	12,710	13,956	13,984	14,012	13,995	
3rd party payments	9,021	9,224	9,435	9,449	9,461	9,474	
Transfer payments	19	17	19	19	19	19	
Support services	2,188	2,354	2,156	2,156	2,156	2,156	
Depreciation	207	207	191	191	191	191	
<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>5,831</b>	<b>5,411</b>	<b>4,982</b>	<b>5,019</b>	<b>5,056</b>	<b>5,073</b>	<b>0</b>
Government grants	401	482	250	250	250	250	
Reimbursements	2,261	2,410	2,390	2,390	2,390	2,390	
Customer & client receipts	2,397	2,605	2,342	2,379	2,416	2,433	
Interest	0	0	0	0	0	0	
Reserves	772	-86	0	0	0	0	
Capital Funded							
<b>Council Funded Net Budget</b>	<b>33,137</b>	<b>34,080</b>	<b>34,727</b>	<b>34,480</b>	<b>34,486</b>	<b>34,275</b>	<b>0</b>



2015/16
Increased income generation and management efficiencies in School Standards and Quality service: £80,000 Substantial reduction in EY budgets whilst retaining existing Children's Centres targeted work in areas of higher deprivation: £160,000 Reduced investment in commissioned and in-house youth service: £100,000
2016/17
Substantial reduction in EY budgets whilst retaining existing Children's Centres targeted work in areas of higher deprivation: £17,000
2017/18
Substantial reduction in EY budgets whilst retaining existing Children's Centres targeted work in areas of higher deprivation: £250,000 Reduced service offer from school improvement: £75,000
2018/19

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Education

APPENDIX 10  
Risk

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME			
		Likelihood	Impact	Score	
<b>Project 1</b>		Project Title:	<b>Improving pupil outcomes at KS2 &amp; KS4</b>		
Start date	2013-14	Project Details:	Rigorous support and challenge for schools in RI or vulnerable to RI including use of newly designed Securing Good Schools Programme. Training and briefings on Ofsted, assessment, curriculum and improving teaching. New outstanding teacher courses for primary and secondary teachers.	Improved resident well being	2
End date	2016-17				
<b>Project 2</b>		Project Title:	<b>School Improvement through partnership</b>		
Start date	2013-14	Project Details:	Ongoing support for the development of the Merton Education Partnership and brokerage of school to school support through Merton Leaders of Education, primary expert teachers and liaison with Teaching Schools	Improved resident well being	2
End date	2016-17				
<b>Project 3</b>		Project Title:	<b>Transforming Early Years</b>		
Start date	2013-14	Project Details:	Securing supply of good quality sufficient number of funded education places for 2, 3 and 4 year olds.; On-going development of the Locality Model to reorganise Children's Centre provision to maximise outcomes within available funding. Service realignment and standardisation across back office functions. Develop further alternative / shared / mixed use for the centres to include an accommodation review and ICT infrastructure review. To increase income and develop a charging framework across the service, includes customer contact and self serve options for fee paying customers.	Improved resident well being	3
End date	2015-16				
<b>Project 4</b>		Project Title:	<b>Implementation of requirements of Children &amp; Families Act</b>		
Start date	2013-14	Project Details:	Implementation of legislative requirements including assessment framework, Ed, Health & Care Plan, development of the local offer, preparation for adulthood pathways, secure web portal, personal budgets for those families that want them. Related to SCIS Programme. Addressing new statutory duty for age 19-25. Develop plan and manage process within available funding streams.	To meet legislative requirements	4
End date	2015-16				
<b>Project 5</b>		Project Title:	<b>Development of AltED &amp; linked provision</b>		
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.	To meet legislative requirements	3
End date	2015-16				
<b>Project 6</b>		Project Title:	<b>Youth transformation phases 2 &amp; 3</b>		
Start date	2013-14	Project Details:	Consolidation of localities - Morden and Wimbledon and roll out of Mitcham provision	Improved resident well being	4
End date	2015-16				
<b>Project 7</b>		Project Title:	<b>Improve rates of Persistent Absenteeism</b>		
Start date	2014 -2015	Project Details:	Pilot project for one year initially to target PA in years 5,6 and 7 through targetted early intervention and family support in collaboration with schools and EWS	To meet legislative requirements	3
End date	2015 -2016				

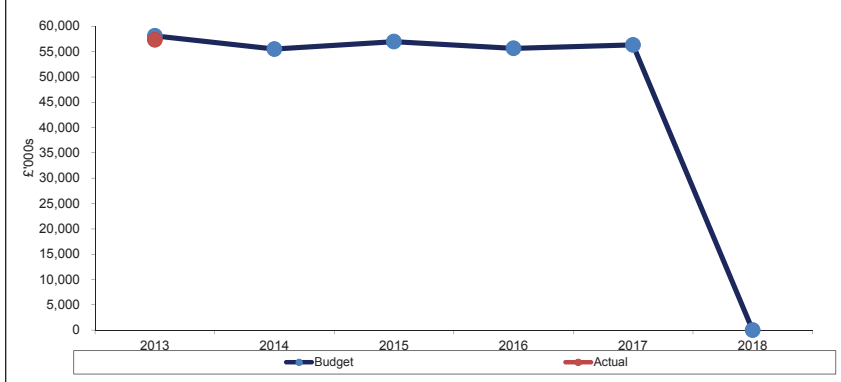
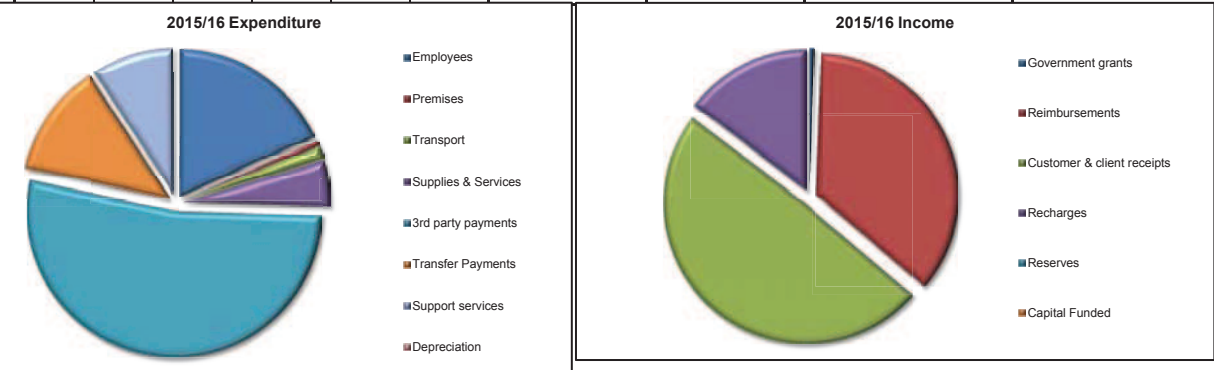
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# **Community and Housing Department**

Adult Social Care	Planning Assumptions							Corporate strategies your service contributes to			
<b>Cllr Caroline Cooper-Marbiah</b> Cabinet Member for Adult Social Care & Health Enter a brief description of your main activities and objectives below  Adult Social Care is a statutory service, underpinned by several pieces of legislation, whereby the council has a duty to provide or commission support, based on an assessment of need for people over the age of 18. People who are in need /at risk due to disability or illness. Once a need has been defined, there is a duty to meet it.  There are eligibility criteria to define need and to keep this in line with resources as far as possible.  Our approach to redesign the service and find savings is based on a model for using resources. This means maintaining some focussed investment in prevention and recovery in order to limit spend on long term support. Where long term support is needed, we do this in a person centred way which encourages maximum independence, minimises processes if they don't add value for customers or taxpayers, to work in partnership to achieve these goals, and to enable and encourage everyone to contribute to their own or others' support alongside what is funded by the taxpayer.  Looking ahead there are two key national policy changes and challenges to incorporate in our redesign, namely the Care Act and integration with health services.	<b>Anticipated demand</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>				
	No. of people requiring services	6630	6729	6829	6920					Voluntary Sector Strategy	
	People aged 85-89	2400	2400	2500	2500					Community Plan	
	People aged 95+	1700	1800	1800	1900					Social Inclusion Strategy	
	No. of people aged 65+ with dementia	1963	1957	2022	2047					Children & Young person's 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>			Corp Procurement Strategy	
	Staff (FTE)	444	420.19	383.53	356.07	344.07	332.07			Customer Services Strategy	
										Homelessness Strategy	
										Older People's Housing	
										Workforce Development Plan	
	<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>	
		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
	No of carers receiving a service	N/A	878	930	996	1075	1140	High	Monthly	Business critical	Breach statutory duty
	% Older people still at home following Reablement	N/A	85.7	85.8	85.9	86	86.1	High	Annual	Outcome	Increased costs
	No of people on the Occupational Therapy waiting list	66	75	74	72	70	68	Low	Monthly	Quality	Increased waiting times
	% People receiving 'long term' Community Services	N/A	70	71	72	73	74	High	Monthly	Business critical	Increased costs
	% People with 'long term' services receiving Self-Directed Support	N/A	95	95	95	95	95	High	Monthly	Unit cost	Government intervention
	The rate of Delayed Transfers of care from hospital (both NHS and Merton)	2.9	5	5	5	5	5	Low	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
<b>Expenditure</b>	<b>79,605</b>	<b>79,734</b>	<b>77,102</b>	<b>78,237</b>	<b>77,071</b>	<b>77,911</b>	<b>0</b>
Employees	15,920	15,568	14,464	14,309	14,324	14,339	
Premises	557	361	481	489	497	505	
Transport	1,395	1,387	1,167	1,188	1,209	1,230	
Supplies & Services	3,200	2,862	3,914	3,965	4,010	4,055	
3rd party payments	42,642	43,508	40,565	41,338	39,633	39,933	
Transfer Payments	9,157	9,073	9,394	9,831	10,281	10,732	
Support services	6,674	6,915	7,041	7,041	7,041	7,041	
Depreciation	60	60	76	76	76	76	
<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>21,495</b>	<b>22,424</b>	<b>21,604</b>	<b>21,253</b>	<b>21,413</b>	<b>21,611</b>	<b>0</b>
Government grants	131	132	135	109	71	71	
Reimbursements	5,423	6,499	7,936	7,611	7,809	8,007	
Customer & client receipts	9,980	10,165	10,424	10,424	10,424	10,424	
Recharges	2,824	2,778	3,109	3,109	3,109	3,109	
Reserves	3,137	2,850	0	0	0	0	
Capital Funded	0	0	0	0	0	0	
<b>Council Funded Net Budget</b>	<b>58,110</b>	<b>57,310</b>	<b>55,498</b>	<b>56,984</b>	<b>55,658</b>	<b>56,300</b>	<b>0</b>
<b>Capital Budget £'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>
IT Schemes		163,164	140,980	0	0	0	0
Merton Dementia Hub		497,045	0	0	0	0	0
JMC Extension		0	200,000	0	0	0	0
	<b>0</b>	<b>660,209</b>	<b>340,980</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



Summary of major budget etc. changes ~ 2015/16	
<b>2016/17</b>	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 )
<b>2017/18</b>	Growth for Concessionary fares increase - £0.157m Savings - £2.328m
<b>2018/19</b>	Growth for Concessionary fares increase - £0.157m Savings - £0.322

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME					
		Likelihood	Impact	Score			
<b>Project 1</b>		<b>Project Title:</b>	<b>Below inflation uplift to third party suppliers</b>				
Start date	2015-16	<b>Project Details:</b>	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).	To meet budget savings and service design requirements	4	2	8
End date	2016-17						
<b>Project 2</b>		<b>Project Title:</b>	<b>Brokerage efficiencies</b>				
Start date	2015-16	<b>Project Details:</b>	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).	To meet budget savings and service redesign requirements	4	2	8
End date	2017-18						
<b>Project 3</b>		<b>Project Title:</b>	<b>Procurement efficiencies</b>				
Start date	2015-16	<b>Project Details:</b>	Delivering efficiencies through contract negotiations ((2015-16 - 2017-18 Ref: CH10).	To meet budget savings and service redesign requirements	4	2	8
End date	2017-18						
<b>Project 4</b>		<b>Project Title:</b>	<b>Remodelling and re-procuring the domiciliary care service</b>				
Start date	2015-16	<b>Project Details:</b>	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: CH2)	To meet budget savings and service redesign requirements	3	2	6
End date	2017-18						
<b>Project 5</b>		<b>Project Title:</b>	<b>Supporting People</b>				
Start date	2015-16	<b>Project Details:</b>	Review and restructuring of Supporting People contracts. (2015-16 Ref: CH11)	To meet budget savings and service redesign requirements	4	2	8
End date	2015-16						
<b>Project 6</b>		<b>Project Title:</b>	<b>Staffing Reductions (Commissioning)</b>				
Start date	2015-16	<b>Project Details:</b>	Staffing reductions within the Commissioning Team (2015-16 Ref:?)	To meet budget savings and service redesign requirements	4	3	12
End date	2015-16						
<b>Project 7</b>		<b>Project Title:</b>	<b>Promoting Independence</b>				
Start date	2015-16	<b>Project Details:</b>	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).	To meet budget savings and service redesign requirements	4	2	8
End date	2016-17						
<b>Project 8</b>		<b>Project Title:</b>	<b>Staffing Reductions (Direct Provision)</b>				
Start date	2015-16	<b>Project Details:</b>	Staffing reductions within the Direct Provision Team (2015-16 Ref: CH7).	To meet budget savings and service redesign requirements	4	2	8
End date	2015-16						
<b>Project 9</b>		<b>Project Title:</b>	<b>Voluntary Sector Organisations</b>				
Start date	2016-17	<b>Project Details:</b>	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: CH5).	To meet budget savings and service redesign requirements	4	3	12
End date	2016-17						
<b>Project 10</b>		<b>Project Title:</b>	<b>Staffing Reductions (Access and Assessment)</b>				
Start date	2016-17	<b>Project Details:</b>	Reduction in management and staffing costs within Access and Assessment (2016-17 Ref:CH4).	To meet budget savings and service redesign requirements	4	3	12
End date	2016-17						

Adult Social Care

APPENDIX 10  
RISK

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME				
		Likelihood	Impact	Score		
Start date	2016-17	Project Title: <b>Additional Staff Savings - Access &amp; Assessment</b> Project Details: Additional staff savings - 12 FTE to be deleted from Access and Assessment (2016-17 Ref: CH20).	To meet budget savings and service redesign requirements	4	2	8
End date	2016-17					
Start date	2016-17	Project Title: <b>Additional Staff Savings - Direct Provision</b> Project Details: Additional staff savings - 11 FTE to be deleted from Direct Provision (2016-17 Ref:CH21).	To meet budget savings and service redesign requirements	4	2	8
End date	2016-17					
Start date	2016-17	Project Title: <b>Additional Staff Savings - Commissioning</b> Project Details: Additional staff savings - 4 FTE to be deleted from Commissioning (2016-17 Ref: CH22).	To meet budget savings and service redesign requirements	4	2	8
End date	2016-17					
Start date	2016-17	Project Title: <b>Directorate</b> Project Details: Reduction in salaries costs (2016-17 Ref: CH23).	To meet budget savings and service redesign requirements	3	2	6
End date	2016-17					
Start date	2016-17	Project Title: <b>Learning Disabilities - High Cost/ Medium Cost/Direct Payment Packages</b> Project Details: Review of high cost (>£1.5k) and medium cost (£400 - £1.5k) packages using the progression model (2016-17 Ref: CH24/CH25/CH26).	To meet budget savings and service redesign requirements	4	2	8
End date	2016-17					
Start date	2016-17	Project Title: <b>Mental Health - Care Packages</b> Project Details: Review of support packages within all areas of Mental Health services using the recovery model (2016-17 Ref: CH27).	To meet budget savings and service redesign requirements	5	2	10
End date	2016-17					
Start date	2016-17	Project Title: <b>Older People - Home Care/Direct Payments</b> Project Details: Review of Home Care within support packages and review of Direct Payment support packages using the enablement model (2016-17 Ref: CH28/CH30).	To meet budget savings and service redesign requirements	4	2	8
End date	2016-17					
Start date	2016-17	Project Title: <b>Older People - Managing Crisis</b> Project Details: Managing crisis (including hospital discharge) admissions to residential care (2016-17 Ref: CH29).	To meet budget savings and service redesign requirements	4	2	8
End date	2016-17					
Start date	2016-17	Project Title: <b>Physical Disabilities - Direct Payments/Home Care/High Cost Packages</b> Project Details: Review of all Direct Payments, home care within support packages and high cost packages using the progression model (2016-17 Ref: CH31/ CH32/ CH33).	To meet budget savings and service redesign requirements	4	2	8
End date	2016-17					
Start date	2016-17	Project Title: <b>Substance Misuse Placements</b> Project Details: Actively manage throughput in residential rehab placements (2016-17 Ref: CH34).	To meet budget savings and service redesign requirements	3	1	3
End date	2016-17					

Page 248

Adult Social Care

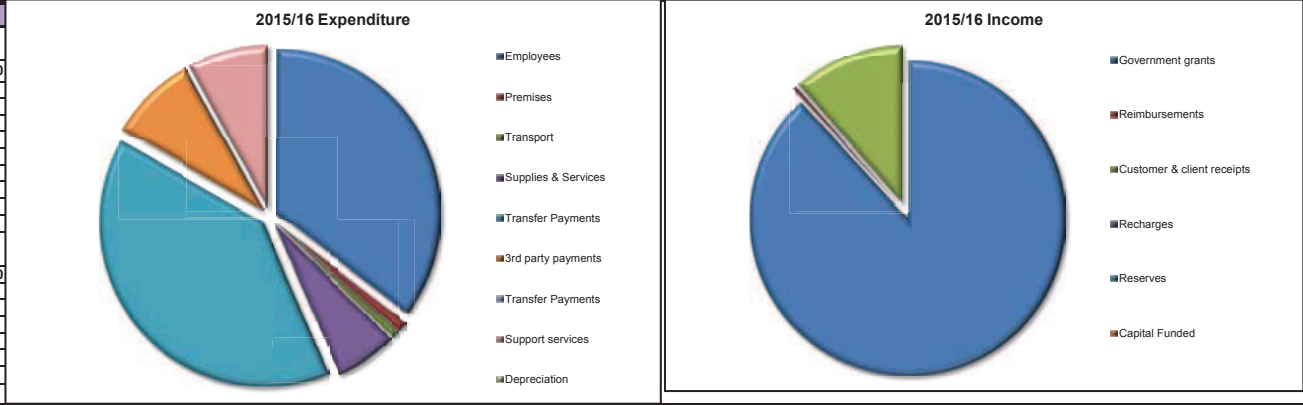
APPENDIX 10

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME				
		Likelihood	Impact	Score	Risk	
Start date	2015-16	Project Title: Review of customer care packages.	To meet budget savings	4	3	12
End date	2015-16	Project Details: Continue to review customers and make savings.				
Start date	2015-16	Project Title: First Contact Service - Voluntary Sector	To meet budget savings	3	4	12
End date	2015-16	Project Details: Voluntary sector interface with public as first point of contact for potential social care customers.				
Start date	2015-16	Project Title: Supporting People Contract	To meet budget savings	3	3	9
End date	2015-16	Project Details: Reduce capacity within the supporting people contract.				
Start date	2015-16	Project Title: Day Care Services	To meet budget savings	4	3	12
End date	2015-16	Project Details: Change the day service offer around Merton day care services.				
Start date		Project Title:	Select one major outcome	0	0	0
End date		Project Details:				
Start date		Project Title:	Select one major outcome	0	0	0
End date		Project Details:				
Start date		Project Title:	Select one major outcome	0	0	0
End date		Project Details:				
Start date		Project Title:	Select one major outcome	0	0	0
End date		Project Details:				
Start date		Project Title:	Select one major outcome	0	0	0
End date		Project Details:				
Start date		Project Title:	Select one major outcome	0	0	0
End date		Project Details:				

Page 219 of 64

Housing Needs and Enabling Services	Planning Assumptions							The Corporate strategies your service contributes to			
Cllr Nick Draper Cabinet Member for Community & Culture	Anticipated demand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Homelessness Strategy			
Enter a brief description of your main activities and objectives below	Housing advice, options, private tenants & landlords advice	10400	11000	11000	12000	12000	12000	Housing Strategy			
To fulfil statutory housing functions to prevent homelessness and avoid the use of temporary accommodation.	Housing register applicants	7625	6500	7400	8350	7300	8250				
	Housing options casework	1000	1000	1000	1150	1150	1150				
	Demand for temporary accommodation	265	320	350	360	360	360				
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	22	19	17.5				
	Environmental Health (Housing)	0	7.03	6.03	5.03	5.03	5.03				
<b>The purpose of this service is to</b> - 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)	2018/19(PT)				
	No. of homelessness preventions	550	550	550	450	450	450	High	Monthly	Business critical	Increased costs
	No. of households in temporary accommodation	100	125	130	145	145	145	Low	Monthly	Business critical	Increased costs
	Highest no. of families in B&B	10	10	10	10	10	10	Low	Monthly	Business critical	Increased costs
	Highest no. of adults in B&B	7	10	10	10	10	10	Low	Monthly	Business critical	Increased costs
	Affordable homes delivered	150	70	35	20	20	20	High	Annual	Outcome	Reputational risk
	Social housing lets	430	410	415	360	360	360	High	Quarterly	Outcome	Increased waiting times
	Rent deposit - new tenancies	90	90	90	90	90	90	High	Annual	Outcome	Increased waiting times
	No. of enforcement/improvement notices	57	60	55	55	55	55	High	Quarterly	Outcome	Reduced enforcement
	Number of Disabled Facilities Grants approved	52	75	75	60	60	60	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
<b>Expenditure</b>	<b>3,031</b>	<b>3,305</b>	<b>3,566</b>	<b>3,481</b>	<b>3,412</b>	<b>3,357</b>	<b>0</b>
Employees	972	1,001	1,310	1,233	1,233	1,197	
Premises	39	23	38	38	38	38	
Transport	18	19	28	28	28	28	
Supplies & Services	202	165	200	213	186	153	
Transfer Payments	1,140	1,409	1,375	1,389	1,403	1,417	
3rd party payments	430	443	338	303	247	247	
Transfer Payments	0	0	0	0	0	0	
Support services	230	245	277	277	277	277	
Depreciation	0	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>1,063</b>	<b>1,354</b>	<b>1,359</b>	<b>1,293</b>	<b>1,294</b>	<b>1,296</b>	<b>0</b>
Government grants	969	1,179	1,140	1,140	1,140	1,140	
Reimbursements	0	22	5	5	5	5	
Customer & client receipts	94	153	147	148	149	151	
Recharges	0	0	0	0	0	0	
Reserve	0	0	67	0	0	0	
Capital Funded	0	0	0	0	0	0	
<b>Council Funded Net Budget</b>	<b>1,968</b>	<b>1,951</b>	<b>2,207</b>	<b>2,188</b>	<b>2,118</b>	<b>2,061</b>	<b>0</b>

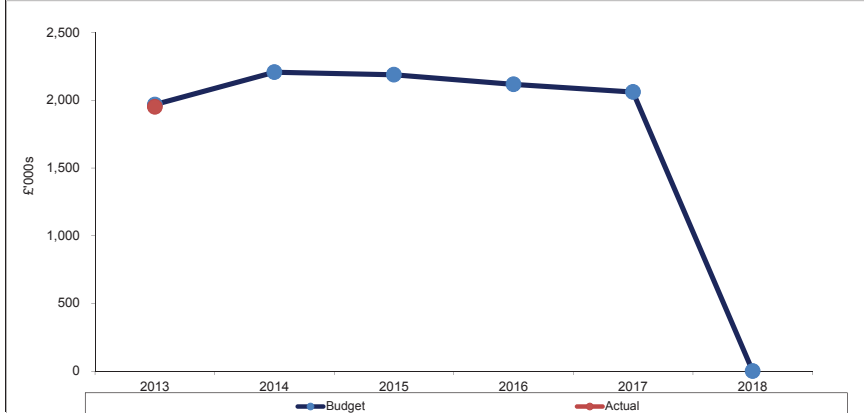


Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Birches Close		111,860	0	0	0	0	0
8 Wilton Road		40,758	489,240	0	0	0	0
Western Road		760,000	760,000	115,000	0	0	0
Disabled Facilities Grant		1,218,567	839,610	1,341,890	784,000	340,000	340,000
Other		21,855	10,000	0	0	0	0
The Gables		0	577,300	0	0	0	0
<b>Total</b>	<b>0</b>	<b>2,153,040</b>	<b>2,676,150</b>	<b>1,456,890</b>	<b>784,000</b>	<b>340,000</b>	<b>340,000</b>

**Summary of major budget etc. changes**

**2015/16**  
 Savings £35k Reduction of Homelessness Prevention grant  
 Environmental Health Housing savings of £69k to include deletion of 1x FTE post

**2016/17**  
 Savings £56k Reduction of Homelessness Prevention grant  
 Savings £30k Rationalisation of admin budget (CH9)  
 Newly proposed savings to be approved: Deletion of 3.5 posts @ £129k (included in reduced FTE staff numbers above)



**2017/18**  
 Savings £36k Rationalisation of admin budget (CH9)  
 Savings £36k Deletion of one staffing post (CH10)

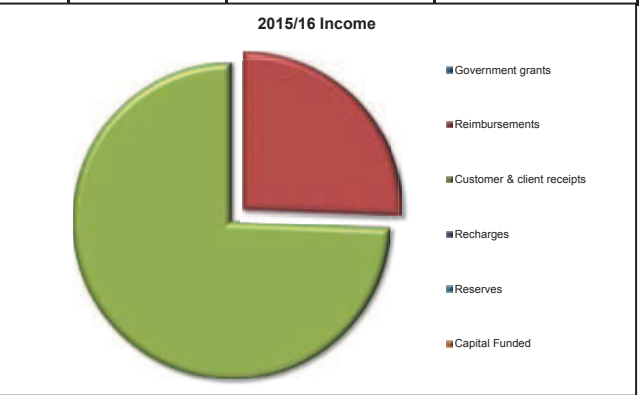
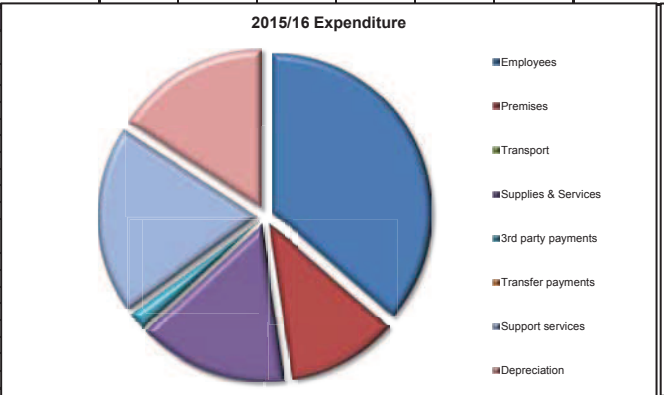
**2018/19**

Housing Needs and Enabling Services

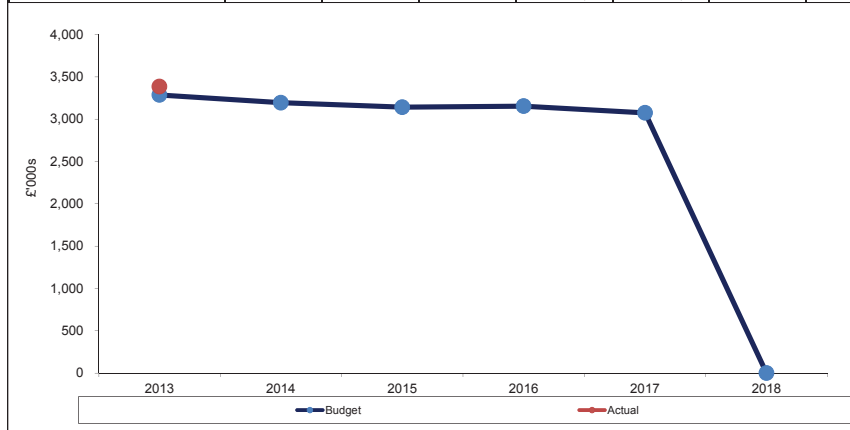
PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME			
		Likelihood	Impact	Score	
<b>Project 1</b>		Project Title:	<b>Deliver on-line self-assessment tools</b>		
Start date	2014-15	Project Details:	Implement on-line Housing Self-assessment tools for Housing Options and Housing Register Pre-assessment.	More efficient way of working	3
End date	2015-16				
<b>Project 2</b>		Project Title:	<b>Maximise use of private rented sector</b>		
Start date	2013-14	Project Details:	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
End date	2018-19				
<b>Project 3</b>		Project Title:	<b>CHMP Regeneration</b>		
Start date	2014-15	Project Details:	Input to CHMP regeneration and master-planning with Future Merton.	Improved resident well being	1
End date	2018-19				
<b>Project 4</b>		Project Title:	<b>Housing Service Review</b>		
Start date	2015-16	Project Details:	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).	Evaluation of alternative service delivery	3
End date	2015-16				
<b>Project 5</b>		Project Title:	<b>Feasibility Study: Social Enterprise Private Lettings Agency</b>		
Start date	2014-15	Project Details:	Commission a feasibility study on benefits of running a Social Enterprise Private Lettings Agency.	More efficient way of working	3
End date	2015-16				
<b>Project 6</b>		Project Title:	<b>Technology Review</b>		
Start date	2016-17	Project Details:	Review whether to retain Capita Housing and Home Connections in light of operating environment and undertake a "soft market test" on alternative products.	More efficient way of working + compliance with corporate policy	2
End date	2016-17				
<b>Project 7</b>		Project Title:			
Start date		Project Details:			0
End date					
<b>Project 8</b>		Project Title:			
Start date		Project Details:			0
End date					
<b>Project 9</b>		Project Title:			
Start date		Project Details:			0
End date					
<b>Project 10</b>		Project Title:			
Start date		Project Details:			0
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	Appendix 4 - How we 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	Community Plan			
	Stock issues	1050000	1100000	1100000	1100000	1,100,000	Corp Equality Scheme			
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.	Registered members	125,000	130,000	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	Voluntary Sector Strategy			
Local authorities have a statutory duty to make provision for a library service but may decide on how this is delivered.	Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19			
	Staff (FTE)	46	47	45.71	44.71	41.61	41.61	Performance Management Framework		
Certain aspects of the service must be provided for free:	Accommodation (Libraries)	7	7	7	7	7	7	ICT Policy		
	Equipment (PC's)	144	144	144	144	144	144	Performance Management Framework		
Free lending of books								Asset Management Plan		
Free access to information										
Free library membership										
The Library Service aims to provide a modern, high quality and cost effective service that is responsive to the needs of customers. Our vision is to remain the most efficient library service in London whilst continuing to achieve some of the highest customer satisfaction levels.	Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
	Performance indicator	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	£327,000	£331,000	£336,000	£340,000	£340,000	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

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>3,795</b>	<b>3,730</b>	<b>3,634</b>	<b>3,586</b>	<b>3,603</b>	<b>3,529</b>	<b>0</b>
Employees	1,338	1,243	1,327	1,305	1,306	1,216	
Premises	456	465	401	407	413	419	
Transport	3	5	4	4	4	4	
Supplies & Services	629	580	582	549	558	567	
3rd party payments	65	63	65	66	67	68	
Transfer payments	0	0	0	0	0	0	
Support services	814	884	689	689	689	689	
Depreciation	490	490	566	566	566	566	
<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>508</b>	<b>346</b>	<b>441</b>	<b>445</b>	<b>450</b>	<b>454</b>	<b>0</b>
Government Grants	0	0	0	0	0	0	
Reimbursements	154	72	114	114	114	114	
Customer & client receipts	329	274	327	331	336	340	
Recharges	0	0	0	0	0	0	
Reserves	25	0	0	0	0	0	
Capital Funded							
<b>Council Funded Net Budget</b>	<b>3,287</b>	<b>3,384</b>	<b>3,193</b>	<b>3,141</b>	<b>3,153</b>	<b>3,075</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
Relocation of Colliers Wood Library	0	0	0	0	550,000	0	0
Library Self Service	0	0	0	350,000	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>350,000</b>	<b>550,000</b>	<b>0</b>	<b>0</b>



**Summary of major budget etc. changes 2015/16**

Savings - Reduction in Media Fund - £12k (CH5)  
Savings - Increase Income - £10k (CH6)  
Revenueisation - £42k

**2016/17**

Savings - Activities - £2k  
Savings - Staffing - £26k  
Savings - PLUS Consultation - £3k  
Savings - Volunteer Contract - £20k  
Savings - Reduction in Media Fund - £45k

**2017/18**

Savings - Introduce self-serve Libraries at off peak times - £90k  
Savings - Staffing - £60k

**2018/19**



DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Libraries

APPENDIX 10  
Risk

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME						
		Likelihood	Impact	Score				
<b>Project 1</b>		<b>E-communications</b>						
Project Title:	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.				More efficient way of working	2	1	2
Start date	2013-14	Project Details						
End date	2015-16							
<b>Project 2</b>		<b>Heritage Strategy</b>						
Project Title:	Publish new Heritage Strategy and deliver expected outcomes. Continue to draw in external funding and improve income streams.				Improved customer satisfaction	2	1	2
Start date	2015-16	Project Details						
End date	2019-20							
<b>Project 3</b>		<b>Stock efficiency program</b>						
Project Title:	Continue to deliver efficiencies in the way that stock is managed. Deliver media fund savings for 2015/16 and 2016/17. Maximise usage of e-resources.				More efficient way of working	2	1	2
Start date	2013-14	Project Details						
End date	2015-16							
<b>Project 4</b>		<b>Children &amp; Young People's projects</b>						
Project Title:	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.				Improved resident well being	3	1	3
Start date	2013-14	Project Details						
End date	2016-17							
<b>Project 5</b>		<b>Outreach and Community Engagement plan</b>						
Project Title:	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.				Improved customer satisfaction	2	1	2
Start date	2013-14	Project Details						
End date	2017-18							
<b>Project 6</b>		<b>IT Projects</b>						
Project Title:	Tender for replacement self-service technology in 2015/16. Develop payment services online and rollout new hall booking system in line with corporate systems. Implement self-service libraries at off peak times in branch libraries.				Improved customer satisfaction	3	2	6
Start date	2013-14	Project Details						
End date	2017-18							
<b>Project 7</b>		<b>Assisted digital support</b>						
Project Title:	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.				Improved resident well being	2	1	2
Start date	2013-14	Project Details						
End date	2016-17							
<b>Project 8</b>		<b>Security services contract</b>						
Project Title:	Re-tender of contract and on-going monitoring of performance.				More efficient way of working	3	2	6
Start date	2015-16	Project Details						
End date	2018-19							
<b>Project 9</b>		<b>Library redevelopments</b>						
Project Title:	Progress redevelopment plans for West Barnes and Donald Hope libraries. Investigate co-location opportunities with other council services and partners.				Improved customer satisfaction	3	2	6
Start date	2013-14	Project Details						
End date	2017-18							
<b>Project 10</b>		<b>London Libraries Consortium</b>						
Project Title:	Work with LLC to improve systems and drive through efficiencies. Implement actions in LLC 3-year Strategy.				More efficient way of working	2	2	4
Start date	2013-14	Project Details						
Projects	2017-18							



Merton Adult Education

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME					
		Likelihood	Impact	Score			
<b>Project 1</b>		Project Title:	<b>Introduction of New 24+ Loans</b>				
Start date	2013-14	Project Details:	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
End date	2014-15						
<b>Project 2</b>		Project Title:	<b>MAE Commercial Business Plan</b>				
Start date	2013-14	Project Details:	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
End date	2014-15						
<b>Project 3</b>		Project Title:	<b>Widening Participation in Learning</b>				
Start date	2013-14	Project Details:	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
End date	2015-16						
<b>Project 4</b>		Project Title:	<b>Accommodation Strategy</b>				
Start date	2013-14	Project Details:	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
End date	2015-16						
<b>Project 5</b>		Project Title:	<b>Virtual Learning Environment Strategy</b>				
Start date	2013-14	Project Details:	Outline a robust VLE model and implement a range of programmes and services via this medium	More efficient way of working	2	1	2
End date	2014-15						
<b>Project 6</b>		Project Title:	<b>Increase the use of the E Learning Portal Moodle</b>				
Start date	2014-15	Project Details:	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
End date	2015-16						
<b>Project 7</b>		Project Title:	<b>Adult Skills and Employability Scrutiny Action Plan Implementation</b>				
Start date	2013-14	Project Details:	Implement the key skills and employability elements of the scrutiny action plan	More efficient way of working	2	1	2
End date	2015-16						
<b>Project 8</b>		Project Title:	<b>Option Appraisal on the Future of the Service and Consultation</b>				
Start date	2014-15	Project Details:	Production of Merton Adult Education option appraisal and public consultation on the options	Income loss	3	2	6
End date	2015-2016						
<b>Project 9</b>		Project Title:					
Start date		Project Details:					
End date							
<b>Project 10</b>		Project Title:					
Start date		Project Details:					
End date							



DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Public Health

APPENDIX 10  
Risk

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME					
		Likelihood	Impact	Score			
<b>Project 1</b>		<b>Project Title:</b>	<b>Integrated sexual health service</b>				
Start date	2014-15	<b>Project Details:</b>	Commissioning an integrated tier 2 sexual health service which either combines existing provision in Contraceptive and Sexual Health (CaSH) and extends this provision to tier 2 testing and treatment of sexually transmitted infections. This service would be commissioned on a Payment by Results or tariff basis and allowing for cross-charging of non-Merton residents.	Improved customer satisfaction	3	3	9
End date	2017-18						
<b>Project 2</b>		<b>Project Title:</b>	<b>Embedding Chlamydia screening programme</b>				
Start date	2014-15	<b>Project Details:</b>	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.	More efficient way of working	3	2	6
End date	2015-16						
<b>Project 3</b>		<b>Project Title:</b>	<b>Review of local HIV services</b>				
Start date	2014-15	<b>Project Details:</b>	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. Re-commission HIV prevention and support services to more effectively meet the changing needs relating to HIV and late diagnosis.	Improved resident well being	3	3	9
End date	2015-16						
<b>Project 4</b>		<b>Project Title:</b>	<b>LiveWell</b>				
Start date	2014-15	<b>Project Details:</b>	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.	Improved resident wellbeing	2	1	2
End date	2014-15						
<b>Project 5</b>		<b>Project Title:</b>	<b>Prevention</b>				
Start date	2014-15	<b>Project Details:</b>	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.	Improved resident wellbeing	2	1	2
End date	2014-15						
<b>Project 6</b>		<b>Project Title:</b>	<b>Transition of responsibility for Health Visiting Service to Local Authority</b>				
Start date		<b>Project Details:</b>	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.	Select one major outcome	0	0	0
End date							
<b>Project 7</b>		<b>Project Title:</b>	<b>National Child Measurement Programme</b>				
Start date		<b>Project Details:</b>	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.	Improved Health and Wellbeing	0	0	0
End date							
<b>Project 8</b>		<b>Project Title:</b>	<b>NHS Health Checks</b>				
Start date	2013/14	<b>Project Details:</b>	People aged 40 -74 with no known heart disease (or other specified conditions) are offered an NHS Health Checks every five years to detect early signs of heart disease and risk factors.	Improved Health and Wellbeing	2	2	4
End date							
<b>Project 9</b>		<b>Project Title:</b>	<b>Drugs and Alcohol Prevention and Treatment</b>				
Start date		<b>Project Details:</b>	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.	Select one major outcome	0	0	0
End date							
<b>Project 10</b>		<b>Project Title:</b>	<b>Support to Merton Clinical Commissioning Group</b>				
Start date		<b>Project Details:</b>	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.	Select one major outcome	0	0	0
End date							

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# **Corporate Services Department**





DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

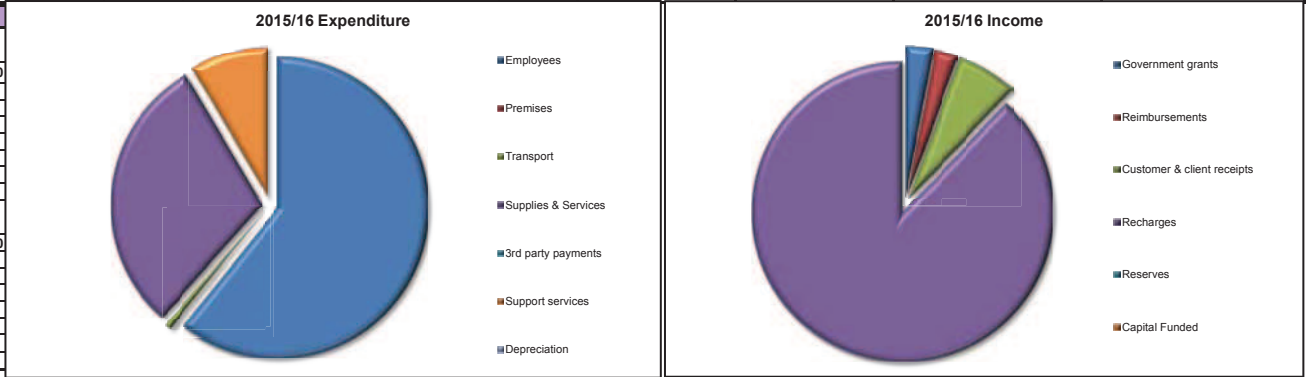
Business Improvement

APPENDIX 10  
Risk

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME						
		Likelihood	Impact	Score				
<b>Project 1</b>		Project Title:	<b>Customer Contact programme</b>		More efficient way of working			
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.	2	2	4	
End date	31/03/2016							
<b>Project 2</b>		Project Title:	<b>Electronic document and records management system</b>		More efficient way of working			
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.	3	2	6	
End date	31/03/2016							
<b>Project 3</b>		Project Title:	<b>Social Care Information System</b>		To meet legislative requirements			
Start date	01/06/2014	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	1	3	3	
End date	31/12/2015							
<b>Project 4</b>		Project Title:	<b>Data Labelling System</b>		To meet legislative requirements			
Start date	01/06/2014	Project Details:	Introduce technology to automatically and retrospectively assess and protectively mark (for security) all Council data and to provide the facility to protectively mark all documents and emails for security going forward.	Ensures compliance with legislative requirements on categorisation and storage of data and information.	2	1	2	
End date	31/03/2015							
<b>Project 5</b>		Project Title:	<b>Corporate TOM Refresh exercise</b>		More efficient way of working			
Start date	01/09/2015	Project Details:	Lead and coordinate a pan-organisation exercise to review and refresh all Target Operating Models and enabling strategies as required	Provides a disciplined, organised approach to planning for future change and improvement and ensures work programmes align to deliver the ambitions of the services within the organisation.	1	1	1	
End date	31/03/2016							
<b>Project 6</b>		Project Title:						
Start date		Project Details:			0	0	0	
End date								
<b>Project 7</b>		Project Title:						
Start date		Project Details:			0	0	0	
End date								
<b>Project 8</b>		Project Title:			Select one major outcome			
Start date		Project Details:					0	
End date								
<b>Project 9</b>		Project Title:			Select one major outcome			
Start date		Project Details:					0	
End date								
<b>Project 10</b>		Project Title:			Select one major outcome			
Start date		Project Details:					0	
End date								

Corporate Governance	Planning Assumptions						APPENDIX B The Corporate strategies your service contributes to				
<b>Cllr Mark Allison Cabinet Member for Finance</b>	<b>Anticipated demand</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>					
Enter a brief description of your main activities and objectives below  Corporate Governance is made up of 7 core services: Information Governance - manages complaints, MP & Member enquiries, Freedom of Information requests, ensuring organisational compliance with Data Protection Act and the Transparency agenda, including maintaining the Publication Scheme. Also provides the Local Land Charges function.  Internal Audit and Investigations- provides independent, objective appraisal of risk management, governance & internal control processes and fraud risks including planned & unplanned audits. Investigates allegations of poor control and conflicts of interest. Co-ordinates the Annual Governance Statement. Reviews and updates anti fraud policies. Reports poor practice/weak controls to members. Investigations - investigates allegations of fraud for Housing Benefit and internal cases.  Safety Services - provides H&S , emergency planning & business continuity service.  Democracy Services - maintains independent scrutiny function, support to Councillors and Mayor & ensures council has robust decision making arrangements.  Electoral Services - maintains registers of electors whilst managing the move to individual electoral registration, administers elections & referendums and undertakes boundary & electoral reviews.  There is also the shared <u>Legal service</u> with the London Borough of Richmond, which has its own Service Plan.	Residents	206,038	208,822	211,569	214,229	216,806				Corp Equality Scheme	
	Officers	4081	↓	↓	↓	↓				Customer Services Strategy	
	Councillors	60	60	60	60	60				Risk Management Strategy	
										Information Governance Policy	
	<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>				
	Staff (FTE)	48	47	39.7 (excl. Investigations)	39.7 (excl. Investigations)	38.7 (excl. Investigations)				Corp Procurement Strategy	
	Staff - LALO	8	8	8	8	8				Performance Management Framework	
	Staff - Election	0	900	800	800	0				Civil Contingencies Plan	
	Staff - Canvas	150	150	150	150	150				Central Government	
	<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>2014/15(T)</b>	<b>2015/16(PT)</b>	<b>2016/17(PT)</b>	<b>2017/18(PT)</b>	<b>2018/19(PT)</b>				
	FOI requests - dealt with in time	90%	90%	92.5%	95%	95%		High	Monthly	Perception	Reduced customer service
	Complaints - dealt with in time	90%	90%	92.5%	95%	95%		High	Monthly	Perception	Reduced customer service
	Audits completed against plan	90%	90%	90%	90%	90%		High	Quarterly	Business critical	Increased fraud
	Audit actions implemented by agreed date	90%	90%	90%	90%	90%		High	Quarterly	Business critical	Increased fraud
	Completed planned H&S inspections	60	60	60	60	60		High	Monthly	Outcome	Breach statutory duty
	Priority A H&S actions completed on time	75%	85%	90%	90%	90%		High	Quarterly	Outcome	Breach statutory duty
	No. supplementary agendas issued	28	26	24	22	20		Low	Quarterly	Quality	Rework

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>4,276</b>	<b>4,164</b>	<b>4,031</b>	<b>3,869</b>	<b>3,897</b>	<b>3,926</b>	<b>0</b>
Employees	2,427	2,469	2,449	2,344	2,344	2,344	
Premises	4	3	5	5	5	5	
Transport	26	30	25	26	26	27	
Supplies & Services	1,353	1,079	1,228	1,170	1,198	1,226	
3rd party payments	0	1	0				
Support services	466	583	324	324	324	324	
Depreciation							
<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>2,509</b>	<b>2,504</b>	<b>2,367</b>	<b>2,373</b>	<b>2,377</b>	<b>2,382</b>	<b>0</b>
Government grants	70	65	70	70	70	70	
Reimbursements	154	93	59	60	62	63	
Customer & client receipts	62	307	153	158	160	164	
Recharges	2,190	2,224	2,085	2,085	2,085	2,085	
Reserves	34	-185	0				
Capital Funded	0						
<b>Council Funded Net Budget</b>	<b>1,767</b>	<b>1,661</b>	<b>1,664</b>	<b>1,496</b>	<b>1,520</b>	<b>1,544</b>	<b>0</b>

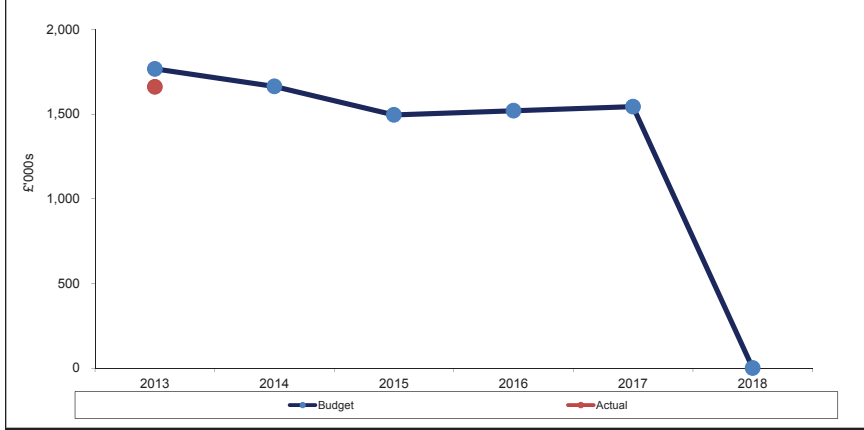


Capital Budget £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
Site Decision Making		2,000	0	0	0	0	0
Other			9,920				
	0	2,000	9,920	0	0	0	0

**Summary of major budget etc changes**

**2015/16**

CS30 Rationalise benefits and corporate investigation team - possible shared resources £30k  
 CS31 Rationalise Health and Safety and Business Continuity planning £35k  
 CS33 Rationalise internal audit teams - possible shared service £40k  
 CS34 Services and suppliers savings within Corporate Governance £86k



2016/17
2017/18
2018/19

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

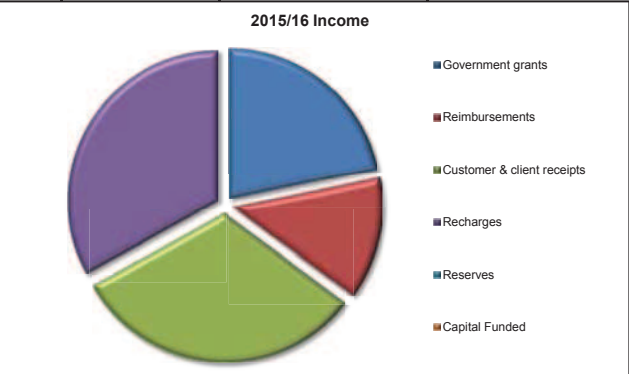
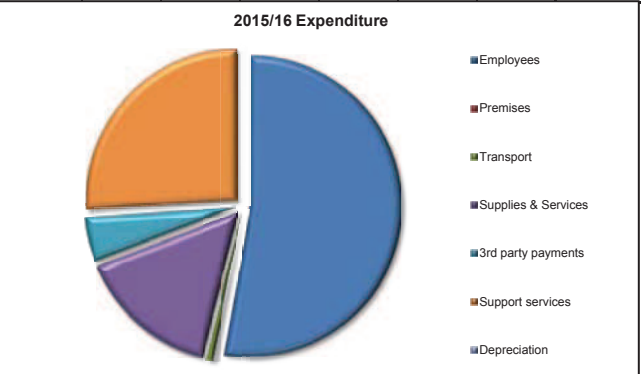
Corporate Governance

APPENDIX 10  
Risk

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME						
		Likelihood	Impact	Score				
<b>Project 1</b>		Project Title:	<b>Support new intake of councillors</b>		Improved customer satisfaction			
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.	1	1	1		
End date	31/03/2015							
<b>Project 2</b>		Project Title:	<b>2013/17 Implement individual electoral registration</b>		To meet legislative requirements			
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.	3	3	9		
End date	31/12/2016							
<b>Project 3</b>		Project Title:	<b>2013/17 Administer statutory elections, referendums and ballots.</b>		To meet legislative requirements			
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	3	3	9		
End date	31/03/2017							
<b>Project 4</b>		Project Title:	<b>Prepare for and implement changes to single fraud initiative</b>		To meet legislative requirements			
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	2	2	4		
End date	31/03/2015							
<b>Project 5</b>		Project Title:	<b>Committee report workflow</b>		More efficient way of working			
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.	2	1	2		
End date	01/10/2014							
<b>Project 6</b>		Project Title:	<b>Scrutiny Improvement Programme</b>		Improved reputation			
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.	2	1	2		
End date	31/03/2015							
<b>Project 7</b>		Project Title:	<b>LLC service delivery</b>		To meet legislative requirements			
Start date	01/04/2014	Project Details:	Review of LLC service delivery; dependent on national directive	3	1	3		
End date	31/03/2015							
<b>Project 8</b>		Project Title:			Select one major outcome			
Start date		Project Details:						0
End date								
<b>Project 9</b>		Project Title:			Select one major outcome			
Start date		Project Details:						0
End date								
<b>Project 10</b>		Project Title:			Select one major outcome			
Start date		Project Details:						0
End date								

Customer Services	Planning Assumptions							How do the strategies your service contributes to			
Select your Cabinet Member & Portfolio	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	Benefit/Council Tax support claimants	16,000	16,000	16,000	15,000	14,000	14,000	Customer Services Strategy			
	Telephone callers	500,000	600,000	600,000	500,000	450,000	400,000	Homelessness Strategy			
	Face to face customers	115,000	100,000	90,000	85,000	80,000	70,000	Medium Term Financial Strategy			
	Council tax properties	82,000	82,500	83,000	83,000	83,000	85,000	Social Inclusion Strategy			
	Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19				
	Staff (FTE)	162.4	139.4	136.4	134.4	133.4	133.4				
	Apprentices(FTE)	3	3	4							
	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)				
Business Rates collected	97%	97.25%	97.50%	97.50%	97.50%	97.50%	High	Monthly	Business critical	Loss of income	
% of Merton Bailiff Service files paid in full (excluding parking and miscellaneous debt)	58%	58%	58%	58%	58%	58%	High	Monthly	Outcome	Loss of income	
HB - COC & new claims processing days	16	16	16	16	16	16	Low	Monthly	Business critical	Customer hardship	
First contact resolution		60%	65%	70%	75%	75%	High	Monthly	Perception	Reduced customer service	
Income from events (marriages, civil partnerships etc)		415,000	400,000	415,000	425,000	450,000	High	Monthly	Business critical	Loss of income	
Successful website visits	83%	84%	84%	84%	84%	84%	High	Monthly	Perception	Reduced uptake of service	
No. of on-line transactions				30,000	45,000	60,000	High	Monthly	Business critical	Reduced customer service	
Council Tax Collected	97%	97%	97.25%	97.25%	97.25%	97.25%	High	Monthly	Business critical	Loss of income	

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>9,618</b>	<b>9,752</b>	<b>9,865</b>	<b>9,487</b>	<b>9,394</b>	<b>9,312</b>	<b>0</b>
Employees	5,200	5,267	5,038	5,008	4,897	4,788	
Premises	29	27	20	21	21	21	
Transport	63	73	63	64	65	65	
Supplies & Services	1,467	1,551	1,447	1,459	1,470	1,491	
3rd party payments	920	450	828	467	473	479	
Support services	1,940	2,384	2,465	2,465	2,465	2,465	
Depreciation	0	0	3	3	3	3	
<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>7,613</b>	<b>8,055</b>	<b>7,400</b>	<b>6,966</b>	<b>6,774</b>	<b>6,801</b>	<b>0</b>
Government grants	2,270	2,264	1,981	1,520	1,302	1,302	
Reimbursements	930	1,497	930	930	930	930	
Customer & client receipts	2,138	2,334	2,184	2,211	2,237	2,264	
Recharges	2,275	2,275	2,305	2,305	2,305	2,305	
Reserves	0	-315	0				
Capital Funded							
<b>Council Funded Net Budget</b>	<b>2,005</b>	<b>1,697</b>	<b>2,465</b>	<b>2,521</b>	<b>2,620</b>	<b>2,511</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**

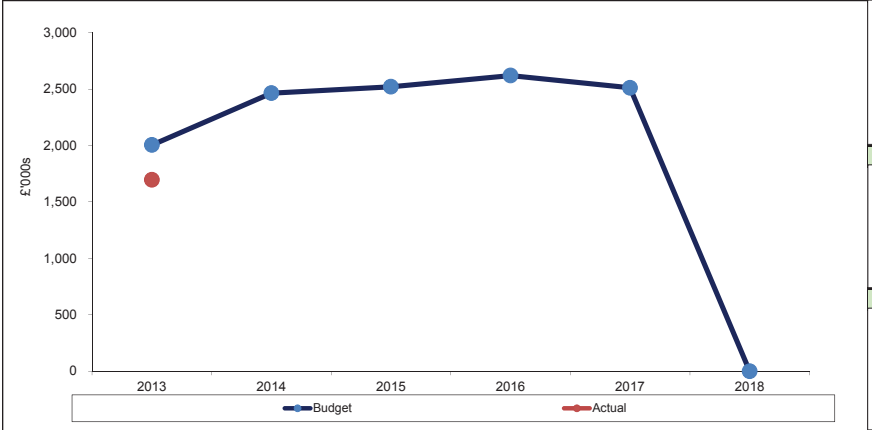
The DWP have not committed funding for the Local Welfare Support scheme. A decision is required regarding future funding for the scheme and it's administration

Funding for 15/16 for Housing Benefit administration grant has been reduced

With continued delays with the implementation of the Customer Contact programme the impact of the Customer Service Review will not save £30k in this year. Savings from elsewhere within the Division will cover this years saving target..

Ongoing savings through reduction of cash collection following implementation of telephone parking £10k

There may be funding from the DWP for the new Local Support Services framework for supporting Universal Credit



**2016/17**

Deferred budgetary savings from 14/15 include a deletion of manager position within Customer Services and a reduction within the debt recovery/bailiff function, review of welfare benefits resulting in £111k of savings.

Continued impact of the Customer Service Review will save £30k annually

Ongoing savings through reduction of cash collection following implementation of telephone parking £10k.

The roll out of Universal Credit will impact further on the level of Housing Benefit administration grant.

There may be funding from the DWP for the new Local Support Services framework for supporting Universal Credit.

New performance target required to monitor take-up of on-line services. This includes revision of number of telephone calls and face-to-face customers

**2017/18**

CS60 Deletion of Assistant Director post £109k

Continued impact of Customer Contact project to further reduce telephone calls and face-to-face customers

**2018/19**

Continued impact of Customer Contact project to further reduce telephone calls and face-to-face customers.

Anticipated small increase in number of Council Tax properties.

DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Customer Services

APPENDIX 10  
Risk

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME			
		Likelihood	Impact	Score	
<b>Project 1</b>		<b>Customer Service review</b>			
Project Title:	Customer Service review				
Start date	01/04/2013	As part of the implementation of the customer contact electronic solution processes and resourcing will be reviewed			
End date	31/03/2015				
<b>Project 2</b>		<b>Improve access to on-line services</b>			
Project Title:	Improve access to on-line services				
Start date	01/04/2013	Maintain successful visits to the website target at 83%., improve the look and feel of the website, implement the recommendations of the customer services review, increase uptake of online transactions.			
End date	31/03/2016				
<b>Project 3</b>		<b>Council Tax support scheme</b>			
Project Title:	Council Tax support scheme				
Start date	01/04/2013	During 14/15 options for a revised scheme will be reviewed for Council decision and possible implementation for 15/16			
End date	31/03/2016				
<b>Project 4</b>		<b>Implement and review Welfare Assistance Scheme</b>			
Project Title:	Implement and review Welfare Assistance Scheme				
Start date	01/04/2013	A review of the scheme will be undertaken during 2014/15, however, there is currently uncertainty regarding future funding from 15/16			
End date	31/03/2015				
<b>Project 5</b>		<b>Appoint a medical examiner</b>			
Project Title:	Appoint a medical examiner				
Start date	01/04/2014	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.			
End date	31/12/2014				
<b>Project 6</b>		<b>Local Support Services</b>			
Project Title:	Local Support Services				
Start date	01/04/2014	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			
End date	31/03/2016				
<b>Project 7</b>		<b>Review Debt Collection Processes</b>			
Project Title:	Review Debt Collection Processes				
Start date	01/06/2015	With the implementation of the new Financial management computer systems a review of the existing debt collection processes will be undertaken as part of the system implementation.			
End date	01/04/2016				
<b>Project 8</b>		<b>Select one major outcome</b>			
Project Title:	Select one major outcome				
Start date					
End date					
<b>Project 9</b>		<b>Select one major outcome</b>			
Project Title:	Select one major outcome				
Start date					
End date					
<b>Project 10</b>		<b>Select one major outcome</b>			
Project Title:	Select one major outcome				
Start date					
End date					



DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Human Resources

APPENDIX 10  
Risk

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME						
		Likelihood	Impact	Score				
<b>Project 1</b>		Project Title:	<b>Occupational Health Service</b>		More efficient way of working			
Start date	01/04/2015	Project Details:	Review and re-let of contract to improve cost and efficiency		3	3	9	
End date	31/03/2016							
<b>Project 2</b>		Project Title:	<b>Employee Assistance programme</b>		More efficient way of working			
Start date	01/04/2015	Project Details:	Review and re-let of contract to improve cost and efficiency.		3	4	12	
End date	31/03/2016							
<b>Project 3</b>		Project Title:	<b>Workforce Strategy</b>		More efficient way of working			
Start date	01/04/2014	Project Details:	Deliver the 5 key strands of the Council's workforce strategy to support the wider TOM programme for organisational change		3	3	9	
End date	31/03/2017							
<b>Project 4</b>		Project Title:	<b>Establishment and workforce</b>		More efficient way of working			
Start date	01/04/2015	Project Details:	Embed systems to maintain, monitor and control an accurate establishment and vacancy position across the Council for both permanent and interim staff		3	3	9	
End date	31/03/2016							
<b>Project 5</b>		Project Title:	<b>Review HR policies</b>		Select one major outcome			
Start date		Project Details:	Embed a new suite of simplified and business-focussed HR policies, supported by appropriate management development		3	3	9	
End date								
<b>Project 6</b>		Project Title:	<b>Budget savings</b>		To meet budget savings			
Start date		Project Details:	Deliver both existing and new budget savings for the HR function		4	3	12	
End date								
<b>Project 7</b>		Project Title:			Select one major outcome			
Start date		Project Details:					0	
End date								
<b>Project 8</b>		Project Title:			Select one major outcome			
Start date		Project Details:					0	
End date								
<b>Project 9</b>		Project Title:			Select one major outcome			
Start date		Project Details:					0	
End date								
<b>Project 10</b>		Project Title:			Select one major outcome			
Start date		Project Details:					0	
End date								







DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Infrastructure and Transactions

APPENDIX 10  
Risk

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME						
		Likelihood	Impact	Score				
<b>Project 1</b>		Project Title:	<b>Implementation of IT Strategy &amp; Plan</b>		More efficient way of working			
Start date	01/11/2014	Project Details:	Implementation of corporate IT Strategy & Plan which has been developed on the basis of information derived from departmental Target Operating Models.		3	2	6	
End date	31/03/2017							
<b>Project 2</b>		Project Title:	<b>Backscanning of existing paper records</b>		More efficient way of working			
Start date	01/06/2014	Project Details:	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).		1	2	2	
End date	31/03/2018							
<b>Project 3</b>		Project Title:	<b>Upgrading of IT Disaster Recovery Arrangements</b>		Improve IT Disaster Recovery and Business Continuity arrangements			
Start date	01/12/2013	Project Details:	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.		2	3	6	
End date	31/03/2015							
<b>Project 4</b>		Project Title:	<b>Flexible Working Programme</b>		More efficient way of working			
Start date	01/04/2012	Project Details:	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.		2	2	4	
End date	31/12/2015							
<b>Project 5</b>		Project Title:	<b>Refurbishment of 4 main passenger lifts at Civic Centre</b>		Improved customer satisfaction and more efficient ways of working.			
Start date	01/01/2014	Project Details:	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.		1	2	2	
End date	30/06/2016							
<b>Project 6</b>		Project Title:	<b>Energy "Invest to Save" Initiatives</b>		More efficient way of working			
Start date	01/04/2007	Project Details:	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.		1	1	1	
End date	01/04/2018							
<b>Project 7</b>		Project Title:	<b>Review Civic Centre Building Services &amp; Security arrangements</b>		To meet budget savings			
Start date	01/07/2013	Project Details:	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.		2	2	4	
End date	01/04/2015							
<b>Project 8</b>		Project Title:	<b>Process review of Accounts Payable and Receivable functions</b>		More efficient way of working			
Start date	01/04/2015	Project Details:	Review the Councils current processes and procedures for managing the AR and AP functions in order to maximise any potential efficiency gains and cost reductions that are available through the development and use of E-Billing and electronic invoicing.		1	2	2	
End date	31/03/2017							
<b>Project 9</b>		Project Title:	<b>Continuation of work on the Locations Layer of the Corporate TOM</b>		More efficient way of working			
Start date	01/10/2013	Project Details:	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.		2	2	4	
End date	31/03/2015							
<b>Project 10</b>		Project Title:			Select one major outcome			
Start date		Project Details:					0	
End date								



**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Resources**

**APPENDIX 10**  
Risk

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME			
		Likelihood	Impact	Score	
<b>Project 1</b>		<b>Project Title:</b>	<b>Evaluation of future funding levels</b>		
Start date	01/04/2013	<b>Project Details:</b>	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.		
End date	31/03/2018				
<b>Project 2</b>		<b>Project Title:</b>	<b>Financial systems re-engineering programme</b>		
Start date	01/08/2013	<b>Project Details:</b>	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 December 2015 - project length allows for post implementation review		
End date	01/12/2015				
<b>Project 3</b>		<b>Project Title:</b>	<b>Develop and implement whole life costing for capital projects</b>		
Start date	01/09/2014	<b>Project Details:</b>	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		
End date	31/03/2016				
<b>Project 4</b>		<b>Project Title:</b>	<b>Improve joint finance and business planning</b>		
Start date	01/04/2015	<b>Project Details:</b>	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		
End date	31/03/2018				
<b>Project 5</b>		<b>Project Title:</b>	<b>Evaluation of different models of funding the capital programme</b>		
Start date	01/07/2014	<b>Project Details:</b>	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.		
End date	31/03/2016				
<b>Project 6</b>		<b>Project Title:</b>	<b>Fully implement the new performance/risk management IT system</b>		
Start date	01/04/2014	<b>Project Details:</b>	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.		
End date	31/03/2015				
<b>Project 7</b>		<b>Project Title:</b>	<b>Capital Review</b>		
Start date	01/04/2014	<b>Project Details:</b>	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.		
End date	31/03/2015				
<b>Project 8</b>		<b>Project Title:</b>	<b>Recharge Review</b>		
Start date	01/04/2014	<b>Project Details:</b>	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.		
End date	31/03/2015				
<b>Project 9</b>		<b>Project Title:</b>	<b>Infrastructure Assets Accounting</b>		
Start date	31/03/2014	<b>Project Details:</b>	Legislative requirement for sset accounting of highways and associated assets which will have a huge impact on our balance sheet. Financial officers will need to workclosely with technical staff within Environment and Regeneration.		
End date	31/03/2016				
<b>Project 10</b>		<b>Project Title:</b>			
Start date		<b>Project Details:</b>	Select one major outcome		
End date					



DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Legal Services

APPENDIX 10  
Risk

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME						
		Likelihood	Impact	Score				
<b>Project 1</b>		Project Title:	<b>Shared service</b>		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							
<b>Project 2</b>		Project Title:	<b>Smarter Working</b>		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							
<b>Project 3</b>		Project Title:	<b>Delivering Savings</b>		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		2	2	4	
End date	31/03/2018							
<b>Project 4</b>		Project Title:	<b>Future Model</b>		Income generation			
Start date	01/04/2015	Project Details:	To consider whether the practice needs to apply to become an Alternative Business Structure in order to deliver legal services to council services provided by external third parties.		2	2	4	
End date	31/03/2016							
<b>Project 5</b>		Project Title:			Select one major outcome			
Start date		Project Details:					0	
End date								
<b>Project 6</b>		Project Title:			Select one major outcome			
Start date		Project Details:					0	
End date								
<b>Project 7</b>		Project Title:			Select one major outcome			
Start date		Project Details:					0	
End date								
<b>Project 8</b>		Project Title:			Select one major outcome			
Start date		Project Details:					0	
End date								
<b>Project 9</b>		Project Title:			Select one major outcome			
Start date		Project Details:					0	
End date								
<b>Project 10</b>		Project Title:			Select one major outcome			
Start date		Project Details:					0	
End date								

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# **Environment and Regeneration Department**





Commercial Services (Waste Operations)

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		
		Likelihood	Impact	Score
<b>Project 1</b>		To meet budget savings		
Project Title:	<b>Market Testing of Pest Control Service</b>			
Start date	2014-15	2	2	4
End date	2014-15			
Project Details:	Market testing has been completed. We are entering into a full procurement exercise for the Pest Control service.			
<b>Project 2</b>		Income generation		
Project Title:	<b>Sales and Marketing Plan</b>			
Start date	2014-15	3	2	6
End date	2014-15			
Project Details:	Sales and Marketing plan for Commercial Waste Service area has been completed and action plan provided.			
<b>Project 3</b>		More efficient way of working		
Project Title:	<b>South London waste partnership (phase C)</b>			
Start date	2015-16	0	0	0
End date	2017-18			
Project Details:	The SLWP includes Merton, Sutton, Croydon and Kingston. If Members of the 4 boroughs agree the partnership will procure contracts for a wide range of environmental services including : waste collection , street cleansing , grounds and parks maintenance , winter gritting and fleet maintenance as well as commercial waste collection.			
<b>Project 4</b>				
Project Title:				
Start date		0	0	0
End date				
Project Details:				
<b>Project 5</b>				
Project Title:				
Start date				0
End date				
Project Details:				
<b>Project 6</b>		Select one major outcome		
Project Title:				
Start date				0
End date				
Project Details:				
<b>Project 7</b>		Select one major outcome		
Project Title:				
Start date				0
End date				
Project Details:				
<b>Project 8</b>		Select one major outcome		
Project Title:				
Start date				0
End date				
Project Details:				
<b>Project 9</b>		Select one major outcome		
Project Title:				
Start date				0
End date				
Project Details:				
<b>Project 10</b>		Select one major outcome		
Project Title:				
Start date				0
End date				
Project Details:				



Development and Building Control

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME			
		Likelihood	Impact	Score	
<b>Project 1</b>		Income generation			
Project Title:	<b>Commercialisation of Building Control</b>				
Start date	2013-14	3	2	6	
Project Details:	This is to ensure Building Control is more commercially aware in a more competitive market.				
End date	2014-15				
<b>Project 2</b>		More efficient way of working			
Project Title:	<b>Mobile/Home working</b>				
Start date	2014-15	2	2	4	
Project Details:	This is introducing mobile and home working to the teams.				
End date	2014-15				
<b>Project 3</b>		Delivering regeneration in the Borough			
Project Title:	<b>Improving the development management processes</b>				
Start date	2014-3	2	2	4	
Project Details:	As part of sustainable communities to provide an end to end development management process to deliver regeneration objectives.				
End date	2014-5				
<b>Project 4</b>		utilising IT to our advantage			
Project Title:	<b>developing eforms and M3 capability and e-payments</b>				
Start date	2014-5	4	1	4	
Project Details:	Enforcement eforms , BC eforms and DC e-payments				
End date	2015-6				
<b>Project 5</b>		More efficient way of working			
Project Title:	<b>Section review</b>				
Start date	2014-15	6	2	12	
Project Details:	Section review looking the structure and interaction with other services				
End date					
<b>Project 6</b>		More efficient way of working			
Project Title:	<b>Shared services review with Wandsworth (part of TOM)</b>				
Start date	2014/15	3	2	6	
Project Details:	Looking at oportunities for sharing with wandsworth, especalli back office functions given both authorities use the same IT product				
End date	2015/16				
<b>Project 7</b>		Income generation			
Project Title:	<b>Lean review of pre-application process (part of TOM)</b>				
Start date	2014/15	6	1	6	
Project Details:	To ensure the priocess is efficient and robust from a customer perspectiv e and to investigate any further incom oportunities.				
End date	2014/15				
<b>Project 8</b>		Improved customer satisfaction			
Project Title:	<b>DC 60 Day rapid improvement plan</b>				
Start date	2014/15	5	1	5	
Project Details:	Improving all elements of the service from a customer care perspective and embedding new working practices.				
End date	2014/15				
<b>Project 9</b>		Select one major outcome			
Project Title:					
Start date					
Project Details:					0
End date					
<b>Project 10</b>		Select one major outcome			
Project Title:					
Start date					
Project Details:					0
End date					



Regulatory Services Partnership

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME			Likelihood				
					Likelihood	Impact	Score		
<b>Project 1</b>		Project Title:	<b>Development of shared 'regulatory' service</b>			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 <b>Croydon</b> and Richmond with Merton acting as the lead/host borough.						
End date	2014-15								
<b>Project 2</b>		Project Title:	<b>Implementation of 'Flexible Working' across section</b>			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 flexible working arrangements i.e. working from home and satellite "touch-down" areas in partner boroughs arrangements to provide for a more efficient and resilient service.						
End date	2015-16								
<b>Project 3</b>		Project Title:	<b>Work with Public Health England to deliver 'Healthy Catering Commitment'</b>			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	2016-17								
<b>Project 4</b>		Project Title:	<b>Work with Public Health England to deliver 'Healthy Catering Commitment'</b>			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	2016-17								
<b>Project 5</b>		Project Title:	<b>Investigation of contaminated land at Marlowe Square</b>			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								
<b>Project 6</b>		Project Title:	<b>Introduce hard charging to determine core service costs</b>			More efficient and cost effective way of working	2	1	2
Start date	2014-15	Project Details:	Introduce hard charging to determine core service costs and menu of optional additional services.						
End date	2015-16								
<b>Project 7</b>		Project Title:	<b>Establish commissioning model</b>			More efficient and cost effective way of working	2	1	2
Start date	2014-15	Project Details:	Establish commissioning model to facilitate negotiation between shared service and constituent boroughs.						
End date	2015-16								
<b>Project 8</b>		Project Title:							0
Start date		Project Details:							0
End date									
<b>Project 9</b>		Project Title:							0
Start date		Project Details:							0
End date									
<b>Project 10</b>		Project Title:							0
Start date		Project Details:							0
End date									



DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD

Future Merton

APPENDIX 10  
Risk

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME					
		Likelihood	Impact	Score			
<b>Project 1</b>		Project Title:	<b>Local Plan: Estate Regeneration</b>				
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. Supported by the preparation of a Local Plan (DPD) Also working with Moat housing to coordinate investment in regenerating Pollards Hill.	Improved resident well being	3	2	6
End date	2024/25						
<b>Project 2</b>		Project Title:	<b>Rediscover Mitcham</b>				
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)	Improved resident well being	2	2	4
End date	2016-17						
<b>Project 3</b>		Project Title:	<b>Connecting Colliers Wood / South Wimbledon Planning Framework</b>				
Start date	2014-15	Project Details:	Work with stakeholders to facilitate the regeneration and growth of Colliers Wood / South Wimbledon via preparation of GLA Development Framework (strategic masterplan, delivery of public real, new homes and town centre re-designation) Stage 1; delivery c£2.5m investment in 'Connecting Colliers Wood' public realm project on track to complete summer 2015. Masterplan to follow 2015/16+	Quality place making to support a growing population whilst identifying regeneration opprtunities and inward investment.	4	1	4
End date	2019-20						
<b>Project 4</b>		Project Title:	<b>Wimbledon Stadium</b>				
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>	Improved efficiency of investment into the borough and make it a more attractive place to live and work	3	1	3
End date	2016-17						
<b>Project 5</b>		Project Title:	<b>Climate Change Strategy &amp; Action Plan</b>				
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. Other projects include Air Quality, Greening Businesses, PV roll-out and District Heat & Power feasibility	Income generation	2	2	4
End date	2018-19						
<b>Project 6</b>		Project Title:	<b>futureWimbledon &amp; Crossrail 2</b>				
Start date	2014-15	Project Details:	Identifying the growth potential of Wimbledon as the premier business hub in South London. Explore investment and development opportunities linked to Crossrail 2 and improving the quality of architecture, design and placemaking. Conference (2013) Ideas Competition (2014) Inward investment Prospectus (2015/16) Masterplan linked to Crossrail 2 (2015/16-2017/18)	Promoting Merton and achieving greater inward investment in terms of Jobs and infrastructure.	2	2	4
End date	2022-23						
<b>Project 7</b>		Project Title:	<b>Morden Town Centre Regeneration</b>				
Start date	2011/12	Project Details:	Growth, investment and intensification to support regeneration in Morden. Strategic Planning Policies (2011-2013) Development Brief with TFL for Morden Station (2014) Major scheme bid to TFL for public realm overhaul and gyratory removal (2015/16) GLA Housing Zone bid (2014/2016) Development Partner selection (2015/16-2016/17) Physical project delivery c2017/18	Increasing Merton's hosing supply. Attracting investment into Morden. Physical improvements to public space and streetscape. Economic benefits and increased jobs via new development and increased local spending power. Improved resident wellbeing and improved reputation for LBM.	4	3	12
End date	2019/2020						
<b>Project 8</b>		Project Title:	<b>Economic Development Strategy and Action Plans</b>				
Start date	2012-13	Project Details:	Inward Investment and Business Retention Strategy. Employment and Skills Strategy. Merton Business Support Service. Merton Micro Loan and Business Loan Fund.	Improved economic resilience, supporting jobs and business growth	2	1	2
End date	2015-16						
<b>Project 9</b>		Project Title:	<b>Smarter travel: road safety</b>				
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.	Improved resident well being	2	2	4
End date	2015-16						
<b>Project 10</b>		Project Title:	<b>Borough Cycling Initiatives</b>				
Start date	2014-15	Project Details:	TFL Quietways funding for cycling infrastructure improvements. TFL Major Scheme bid for Wimbledon Town Centre cycle segregation scheme (2014/15-2017/18)	Improved resident well being	2	1	2
End date	2024-26						

Page 285





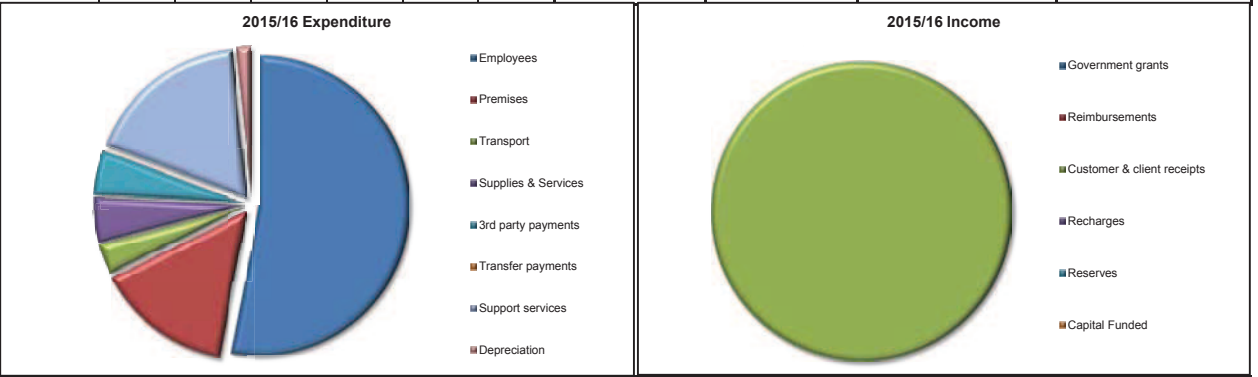


Leisure & Cultural Development

		PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME		
				Likelihood	Impact	Score
<b>Project 1</b>		Project Title:	<b>Increasing participation in culture, sport and physical activity</b>	Improved resident well being		
Start date	2014	Project Details:	Develop with partners joint community programmes in the east of the borough in accordance with the Culture & Sport Framework	2	2	4
End date	2018-19					
<b>Project 2</b>		Project Title:	<b>Increasing participation &amp; engagement in the arts, cultural and well-being activities</b>	Improved resident well being		
Start date	2014	Project Details:	Develop and deliver in partnership with others projects and programmes which celebrate and commemorate local, national and international events.	2	2	4
End date	2018-19					
<b>Project 3</b>		Project Title:	<b>Leisure Centres Contract</b>	To meet budget savings		
Start date	2016	Project Details:	Vary the Leisure Centre Contract to take account of the new Morden Leisure Centre	2	2	4
End date	2017-18					
<b>Project 4</b>		Project Title:	<b>Morden Park Pool &amp; Wimbledon Park Masterplan including Replacement Watersports Centre</b>	Improved resident well being		
Start date	2014	Project Details:	Deliver a replacement Morden Park Pools and a master plan for Wimbledon Park which includes the replacement of the existing Wimbledon Park Watersports Centre.	4	2	8
End date	2017-18					
<b>Project 5</b>		Project Title:	<b>Implementation of Online Leisure &amp; Cultural Bookings</b>	More efficient way of working		
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.	2	2	4
End date	2016-17					
<b>Project 6</b>		Project Title:	<b>Commercialisation of Culture &amp; Sport Activities, Projects and Programmes</b>	To meet budget savings		
Start date	2014	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.	2	2	4
End date	2016-17					
<b>Project 7</b>		Project Title:	<b>St Mark's Academy School - Community Use</b>	Improved resident well being		
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.	2	1	2
End date	2016-17					
<b>Project 8</b>		Project Title:	<b>Cultural Framework Implementation</b>	More efficient way of working		
Start date	2012	Project Details:	Promote Culture & Sport Framework widely as well as implementing delivery locally within that framework.	2	1	2
End date	2017-8					
<b>Project 9</b>		Project Title:	<b>Develop the boroughs involvement in major sporting, arts &amp; cultural events</b>	Improved reputation		
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	2	2	4
End date	2018-19					
<b>Project 10</b>		Project Title:	<b>External Funding &amp; Inward Investment Opportunities</b>	Income generation		
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.	2	1	2
End date	2018-19					

Parking		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		
Enter a brief description of your main activities and objectives below		Number of resident permits issued		13,638	14,481	Not known	Not known	Not known			
The service is required to enforce the parking regulations to ensure the through flow of traffic can be maintained and ensuring residents and blue badge holders have the ability to park in bays they have a permit or badge for. Surplus income generated by traffic management must be used for transport related areas.		Number of visitors permits issued		252,520	280,600	Not known	Not known	Not known			
		Anticipated non financial resources		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19		
		Staff (FTE)		71	72	87	87	87			
Objectives <ul style="list-style-type: none"> <li>enforce parking regulations across the borough including Controlled Parking Zones and bus lanes</li> <li>to implement measures to improve traffic enforcement efficiency, specifically the introduction of Automatic Number Plate Recognition (ANPR) cameras at bus lane and moving traffic locations. This will improve compliance and ease congestion at key points across the borough</li> <li>to maintain a survey of parking needs, hours of operation, the availability of parking spaces and the charging structure</li> <li>to monitor the borough's parking infrastructure to ensure that locations subject to regulatory controls can be effectively enforced thus improving compliance and ultimately congestion</li> <li>to take account in business planning of the increase in population and changes in planning legislation allowing business premises to be changed to residential use which could result in an increase in demand for parking spaces in existing CPZ's and pressure in areas with no controlled parking to introduce CPZ's.</li> </ul>		Transport		15	15	15	Not known dependant upon ANPR needs	Not known dependant upon ANPR needs			
		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)				
% of parking permits issued within 5-7 days		90%	90%	90%	90%	90%	90%	High	Monthly	Outcome	Loss of income
Sickness- No of days per FTE (12 month rolling average)		12	11	10	9	8	8	Low	Quarterly	Quality	Loss of income
Percentage of cases won at PATAS compared to previous years data		48%	50%	52%	54%	54%	54%	High	Monthly	Business critical	Loss of income
Percentage of cases lost at PATAS compared to the previous years data		24%	23%	22%	21%	21%	21%	Low	Monthly	Business critical	Loss of income
Percentage of cases where council does not contest at PATAS due to new evidence compared to the previous years data		28%	27%	26%	25%	25%	25%	Low	Monthly	Business critical	Loss of income

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>4,527</b>	<b>4,469</b>	<b>4,677</b>	<b>4,677</b>	<b>4,677</b>	<b>4,677</b>	<b>4,677</b>
Employees	2,407	2,338	2,476	2,476	2,476	2,476	2,476
Premises	692	663	689	689	689	689	689
Transport	144	130	155	155	155	155	155
Supplies & Services	229	261	229	229	229	229	229
3rd party payments	221	215	225	225	225	225	225
Transfer payments	0	0	0	0	0	0	0
Support services	747	775	832	832	832	832	832
Depreciation	87	87	71	71	71	71	71
<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>
Income	11,725	11,383	12,182	12,505	13,013	13,295	13,295
Government grants	0	0	0	0	0	0	0
Reimbursements	0	4	0	0	0	0	0
Customer & client receipts	11,725	11,379	12,182	12,505	13,013	13,295	13,295
Recharges							
Reserves							
Capital Funded							
<b>Council Funded Net Budget</b>	<b>-7,198</b>	<b>-6,914</b>	<b>-7,505</b>	<b>-7,828</b>	<b>-8,336</b>	<b>-8,618</b>	<b>0</b>
<b>Capital Budget £'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>
Tackling Traffic Congestion			1,300,000	0	0	0	0
Other		57,095	42,910	0	0	0	0
	<b>0</b>	<b>57,095</b>	<b>1,342,910</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



**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  
 ANPR income = £3,214k  
 Growth = £550k - To help mitigate loss of income from proposed Deregulation Bill regarding the enforcement of static contraventions.. Funded from introduction of ANPR .

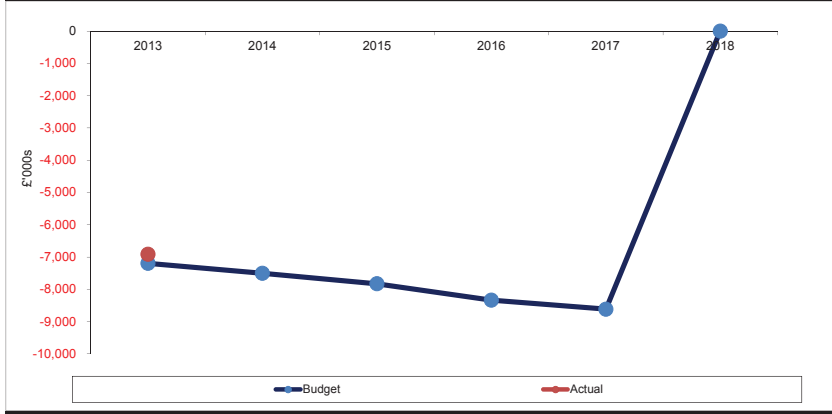
**2016/17**

EN02=£226K; EV12=£125K  
 ANPR income reduction = £1,300k

**2017/18**

EV12=£125K  
 ANPR income reduction = £500k

**2018/19**

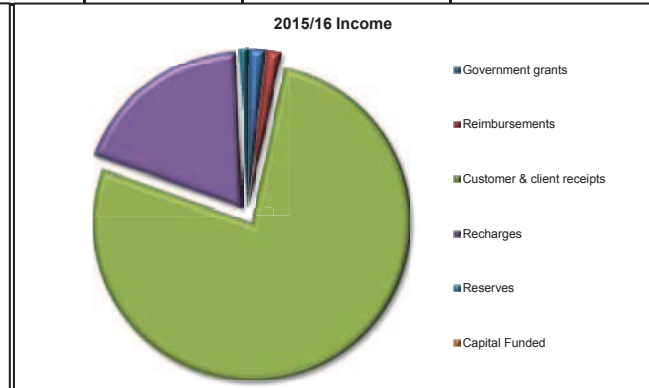
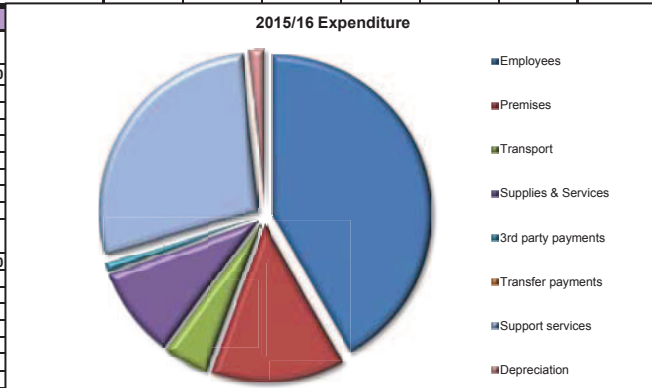


Parking

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME			
		Likelihood	Impact	Score	
<b>Project 1</b>		Project Title:	<b>Tackling Traffic Congestion</b>		
Start date	2014-15	Project Details:	Replace the existing cameras and back office system to enable unmanned (automated) enforcement of bus lane and moving traffic contraventions.	More efficient way of working	2
End date	2015-16				
<b>Project 2</b>		Project Title:	<b>Cashless parking</b>		
Start date	2013-14	Project Details:	Rollout a cashless/mobile phone payment service for on and off-street parking charges, permits and suspensions.	Improved customer satisfaction	1
End date	2014-15				
<b>Project 3</b>		Project Title:			
Start date		Project Details:			
End date					
<b>Project 4</b>		Project Title:			
Start date		Project Details:			
End date					
<b>Project 5</b>		Project Title:			
Start date		Project Details:			
End date					
<b>Project 6</b>		Project Title:			
Start date		Project Details:			
End date					
<b>Project 7</b>		Project Title:			
Start date		Project Details:			
End date					
<b>Project 8</b>		Project Title:			
Start date		Project Details:			
End date					
<b>Project 9</b>		Project Title:			
Start date		Project Details:			
End date					
<b>Project 10</b>		Project Title:			
Start date		Project Details:			
End date					

Parks and Green Spaces		Planning Assumptions						The Corporate strategies your contributes to			
Cllr Andrew Judge Cabinet Member for Sustainability & Regeneration		Anticipated demand		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19		
<b>Enter a brief description of your main activities and objectives below</b>		Increased sports pitch demand (Total number of bookings)		2%	1%	1%	1%	1%	1%		
The service manages, maintains and develops Merton's parks & open spaces including the management of a cemetery service, and a varied programme of events from small community to large commercial ones. There are currently in excess of 100 separate sites. The team also manages allotments and works with allotment societies to assist them self-manage wherever possible. The service is becoming increasingly efficient and commercial in the way it manages its sports and other lettings and is moving to a position where community groups and organisations contribute directly to front-line delivery, including self-management of assets. The current TOM transformation process will emphasise and further embed these principles.		Attendance at major community outdoor events (No. of people)		50,000	50,000	55,000	55,000	60,000	60,000		
		Number of funerals at LBM cemeteries		200	205	210	215	220	240		
Objectives:		Anticipated non financial resources		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19		
The team's primary objectives in the forthcoming years include the following principal tasks: <ul style="list-style-type: none"> <li>increasing income</li> <li>reducing operational expenditure</li> <li>maintaining and improving service standards and performance</li> <li>securing investment and delivering improvements to open space facilities</li> <li>encouraging and facilitating community self-management of sites and facilities</li> <li>providing project management, support and/or advice on the development and delivery of major open space construction and redevelopment projects</li> <li>implementation of agreed TOM transformation process outcomes</li> </ul>		Staff (FTE)		64	83.8	80.3	77.8	73.8	73.8		
		Staff accommodation units (No. of mess rooms/depots)		12	12	12	12	10	10		
		Transport vehicles		19	19	19	19	18	17		
		Performance Targets (T) & Provisional Performance Targets (PT)						Polarity	Reporting cycle	Indicator type	Main impact if indicator not met
Performance indicator		2013/14(T)	2014/15(T)	2015/16(PT)	2016/17(PT)	2017/18(PT)	2018/19(PT)				
Residents % satisfaction with parks & green spaces		71	72	73	74	75	76	High	Annual	Perception	Reputational risk
Young peoples % satisfaction with parks & green spaces		70	71	72	73	74	75	High	Biennial	Perception	Reputational risk
Total LBM cemeteries income £		396,000	536,000	553,000	569,000	586,000	604,000	High	Monthly	Business critical	Loss of income
Total outdoor events income £		305,000	316,000	328,000	341,000	351,000	362,000	High	Monthly	Business critical	Loss of income
Number of Green Flags		5	5	5	5	5	6	High	Annual	Quality	Reputational risk
Number of outdoor events in parks		120	130	130	130	130	130	High	Monthly	Perception	Reputational risk
Volunteer input in parks management (No. of groups)		25	30	35	40	45	50	High	Quarterly	Perception	Reduced service delivery

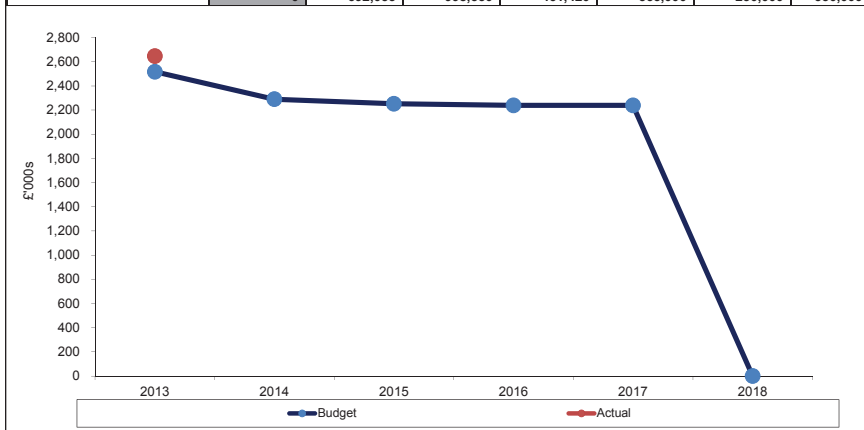
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	<b>5,540</b>	<b>5,670</b>	<b>5,255</b>	<b>5,251</b>	<b>5,251</b>	<b>5,251</b>	<b>0</b>
Employees	2,240	2,319	2,202	2,202	2,202	2,202	
Premises	673	699	715	715	715	715	
Transport	244	249	243	243	243	243	
Supplies & Services	541	490	494	490	490	490	
3rd party payments	49	47	49	49	49	49	
Transfer payments	7	-2	7	7	7	7	
Support services	1,471	1,553	1,460	1,460	1,460	1,460	
Depreciation	115	115	85	85	85	85	
<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>3,024</b>	<b>3,025</b>	<b>2,965</b>	<b>3,000</b>	<b>3,013</b>	<b>3,013</b>	<b>0</b>
Government grants	50	43	53	53	53	53	
Reimbursements	188	251	48	48	48	48	
Customer & client receipts	2,276	2,197	2,319	2,354	2,367	2,367	
Recharges	487	511	570	570	570	570	
Reserves	23	23	-25	-25	-25	-25	
Capital Fund	0	0	0	0	0	0	
<b>Council Funded Net Budget</b>	<b>2,516</b>	<b>2,645</b>	<b>2,290</b>	<b>2,251</b>	<b>2,238</b>	<b>2,238</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
Parks Investment		692,055	998,350	401,420	365,000	250,000	350,000
P&D Machines				60,000			
<b>Total</b>	<b>0</b>	<b>692,055</b>	<b>998,350</b>	<b>461,420</b>	<b>365,000</b>	<b>250,000</b>	<b>350,000</b>

Summary of major budget etc. changes  
2015/16

EN45=£39K



2016/17

EN45=£13K

2017/18

2018/19

Parks and Green Spaces

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME			
		Likelihood	Impact	Score	
<b>Project 1</b>		Project Title:	<b>Management of parks &amp; open spaces</b>		
Start date	2012-13	Project Details:	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
End date	2017-18				
<b>Project 2</b>		Project Title:	<b>Management of bowling greens</b>		
Start date	2012-13	Project Details:	Review and transformation of the current bowls provisions in Merton	More efficient way of working	2
End date	2017-18				
<b>Project 3</b>		Project Title:	<b>Commercialisation of grounds and sports services</b>		
Start date	2012-13	Project Details:	Increased commercialisation of the grounds, sports and other Greenspaces' services, including outdoor events	Income generation	2
End date	2018-19				
<b>Project 4</b>		Project Title:	<b>New cemetery extensions</b>		
Start date	2012-13	Project Details:	Provision of new burial capacity across Merton's cemeteries	Income generation	2
End date	2015-16				
<b>Project 5</b>		Project Title:	<b>Development of new sporting hub at Joseph Hood Rec</b>		
Start date	2012-13	Project Details:	Production and implementation of a new masterplan for Joseph Hood Recreation Ground	Income generation	3
End date	2017-18				
<b>Project 6</b>		Project Title:	<b>New pavilion &amp; facilities at Dundonald Rec</b>		
Start date	2014-15	Project Details:	Delivery of new pavilion and allied facilities at Dundonald Rec (with CSF)	Improved reputation	2
End date	2016-17				
<b>Project 7</b>		Project Title:	<b>Management of paddling pools</b>		
Start date	2013-14	Project Details:	Investment in new water play facilities.	More efficient ways of working	2
End date	2015-16				



Property

PROJECT DESCRIPTION

MAJOR EXPECTED OUTCOME

Likelihood Impact Score

Project 1		Project Title: <b>Integrated Project Team</b>	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	MAJOR EXPECTED OUTCOME  Income generation	Likelihood  2	Impact  2	Score  4
Start date	2012-13						
End date	on going						
Project 2		Project Title: <b>Asset Management Plan</b>	Project Details: This is the creation of a plan which will help to maximise all the property held by the council	MAJOR EXPECTED OUTCOME  Income generation	Likelihood  1	Impact  2	Score  2
Start date	2012-13						
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:					
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Project 6		Project Title:					
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Project 8		Project Title:					
Start date		Project Details:					
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Project 9		Project Title:					
Start date		Project Details:					
End date							
Project 10		Project Title:					
Start date		Project Details:					
End date							





PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME				
		Likelihood	Impact	Score		
<b>Project 1</b>		<b>Risk limitation of future grant loss</b>				
Start date	2013-14	CCTV Review - This includes planning and funding of the system going forward. A coordinated and cohesive approach across numerous partner agencies and departments in the council will be a key requirement in delivering successful outcomes	More efficient way of working	4	2	8
End date	on going					
<b>Project 2</b>		<b>ASB changes</b>				
Start date	2014-15	ASB legislation changes from October 2014 requires changes in protocols and strategy for partnership delivery	To meet legislative requirements	4	3	12
End date	on going					
<b>Project 3</b>						
Start date						
End date						
<b>Project 4</b>						
Start date						
End date						
<b>Project 5</b>						
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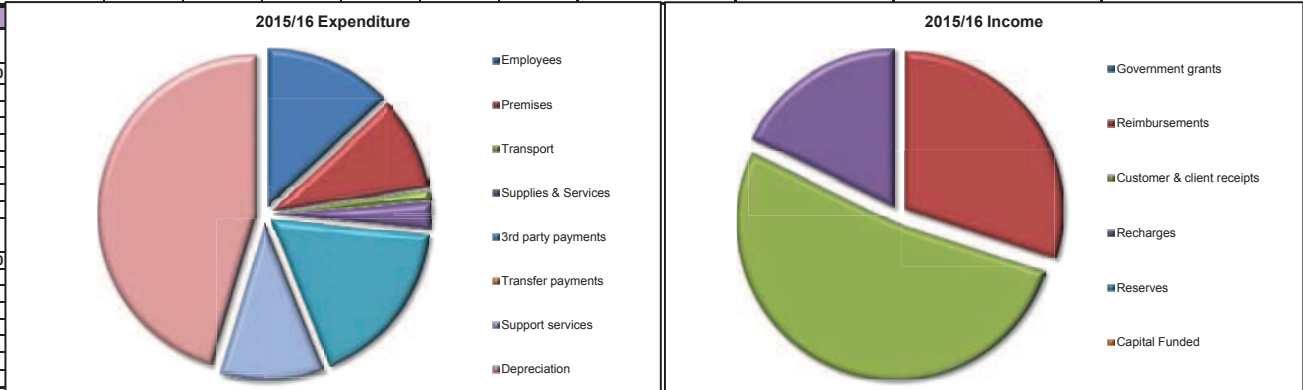


Street Cleaning

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME			
		Likelihood	Impact	Score	
<b>Project 1</b>		Project Title:	<b>Introduce mobile working</b>		
Start date	2014-15	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.	More efficient way of working	2
End date	2015-16				
<b>Project 2</b>		Project Title:	<b>Introduce timed commercial waste collections in town centres</b>		
Start date	2013-14	Project Details:	Introduce time banded waste collections in town centres starting with Wimbledon town centre now completed. We are expanding this year to Mitcham and Morden Town centres.	To meet legislative requirements	2
End date	2015-16				
<b>Project 3</b>		Project Title:	<b>Review Street Cleansing equipment</b>		
Start date	2014-15	Project Details:	Chewing Gum equipment as well as review Mechanicals sweeping resource with a view to consider more flexible vehicles. Procurement of new pedestrian vehicles (Gluttons) being finalised.	Improve residents satisfaction	2
End date	2015-16				
<b>Project 4</b>		Project Title:	<b>Street Champions Initiative</b>		
Start date	2014-15	Project Details:	Re-launch street champions initiative	Improve residents satisfaction	2
End date	2015-16				
<b>Project 5</b>		Project Title:	<b>Increase Enforcement Capacity</b>		
Start date	2014-15	Project Details:	We have develop and launched a pilot programme to increase enforcement potentially utilising additional private contractor capacity. We are considering whether this should be extended.	Improve residents satisfaction	3
End date	2015-16				
<b>Project 6</b>		Project Title:	<b>South London waste partnership (phase C)</b>		
Start date	2015-16	Project Details:	The SLWP includes Merton, Sutton, Croydon and Kingston. If Members of the 4 boroughs agree the partnership will procure contracts for a wide range of environmental services including : waste collection , street cleansing , grounds and parks maintenance , winter gritting and fleet maintenance as well as commercial waste collection.	More efficient way of working	2
End date	2017-18				
<b>Project 7</b>		Project Title:	<b>Litter bin type and provision</b>		
Start date	2014-15	Project Details:	Review of existing litter bin provision and type considering different options for greater capacity and reduced emptying	More efficient way of working	1
End date	2015-2016				
<b>Project 8</b>		Project Title:	<b>Optimisation of Mechanical equipment</b>		
Start date	2015-16	Project Details:	Undertake a review of existing work of mechanical vehicles and with a view to optimise routes.	More efficient way of working	2
End date	2015-16				
<b>Project 9</b>		Project Title:			
Start date		Project Details:			
End date					

Traffic & Highways		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				
Enter a brief description of your main activities and objectives below		Street lights		12,673	12,673	12,673	12,673	12,673					
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.		Number of trees to be maintained		16,570	16,640	16,710	16,710	16,710					
		Network Maintenance and Improvement		363.5km	363.5km	363.5km	363.5km	363.5km					
		Number of Streetwork Permits issued		11,650	18,000	18,000	18,000	18,000					
		Anticipated non financial resources		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19				
The main aims of the service are to:		Staff (FTE)		38	38	Merger of T&H and fm							
<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 highway 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>		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)				
Objectives		Avg days taken to repair out of light Lamp Columns		New	3	3	3	3	3	Low	Quarterly	Quality	Reduced customer service
		% response to Emergency Callouts (within 2 hrs)		100	100	100	100	100	100	High	Monthly	Quality	Increased costs
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.		% Streetworks permitting determined		98	98	98	98	98	98	High	Monthly	Quality	Loss of income
		% Streetworks inspections completed		32	35	37	38	38	38	High	Quarterly	Unit cost	Loss of income
Specific Objectives:		% jobs completed where no Fixed Penalty Notice issued		96	98	99	99	99	99	High	Monthly	Outcome	Reduced customer service
		% of Condition Surveys completed on time		90%	92%	95%	95%	95%	95%	High	Annual	Quality	Increased costs
Introduce Mobile working Channel shift and move to on-line self service system		Carriageway Condition - Unclassified Roads non principal Defectiveness Condition Indicator		New	21%	20%	19%	19%	19%	Low	Annual	Quality	Increased costs
		Footway condition - Defectiveness Condition Indicator		New	21%	20%	19%	19%	19%	Low	Annual	Quality	Increased costs

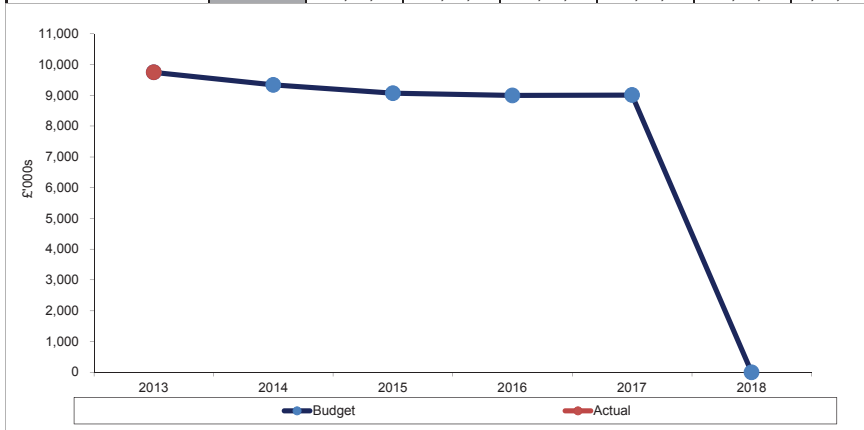
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	<b>12,708</b>	<b>12,455</b>	<b>12,127</b>	<b>11,856</b>	<b>11,792</b>	<b>11,808</b>	<b>0</b>
Employees	1,857	1,645	1,831	1,543	1,544	1,544	
Premises	1,224	1,158	1,138	1,138	1,108	1,108	
Transport	131	113	131	131	131	131	
Supplies & Services	399	350	326	327	307	307	
3rd party payments	2,152	2,144	2,058	2,074	2,059	2,075	
Transfer payments	0	0	0	0	0	0	
Support services	1,294	1,394	1,259	1,259	1,259	1,259	
Depreciation	5,651	5,651	5,384	5,384	5,384	5,384	
<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>2,957</b>	<b>2,705</b>	<b>2,787</b>	<b>2,787</b>	<b>2,797</b>	<b>2,797</b>	<b>0</b>
Government grants	0	0	0	0	0	0	
Reimbursements	954	526	837	837	847	847	
Customer & client receipts	1,444	1,639	1,453	1,453	1,453	1,453	
Recharges	559	540	497	497	497	497	
Reserve							
Capital Funded							
<b>Council Funded Net Budget</b>	<b>9,751</b>	<b>9,750</b>	<b>9,340</b>	<b>9,069</b>	<b>8,995</b>	<b>9,011</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
Traffic & Parking Management		326,474	216,730	135,000	150,000	156,000	175,000
Highways Gen Planned Works		451,089	714,630	434,600	419,000	419,000	419,000
Footways Planned Works		1,060,859	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Street Lighting		628,532	410,000	200,000	462,000	290,000	509,000
Street Scene		306,921	80,000	375,190	60,000	60,000	100,000
Highways Planned Road Works		1,590,625	1,783,100	1,500,000	1,500,000	1,500,000	1,500,000
Transport For London		2,350,921	2,295,050	1,310,000	1,271,000	n/k	n/k
		0	6,715,421	6,499,510	4,954,790	4,862,000	3,425,000

**Summary of major budget etc. changes 2015/16**

EN29=£252K  
Growth = £464k - To mitigate budget pressure of reduced ability to capitalise revenue expenditure. Funded from introduction of ANPR.



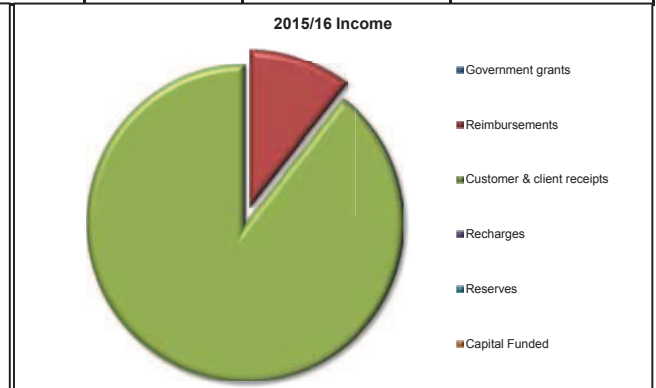
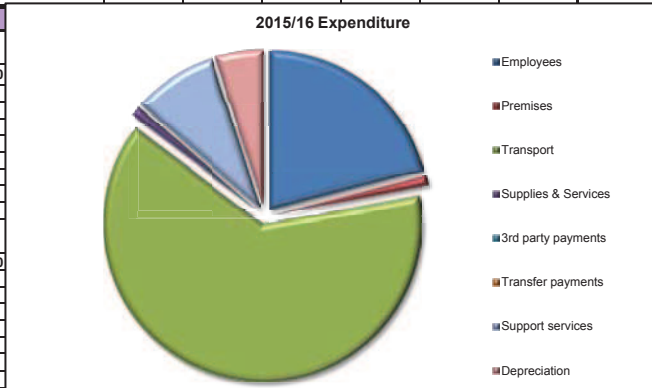
2016/17
2017/18
2018/19
EN27=£10K; EN30=£20K; EN31=£30K; EN32=£10K

Traffic & Highways

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME					
		Likelihood	Impact	Score			
<b>Project 1</b>		Project Title:	<b>Flood and Water Management Schemes</b>				
Start date	2013-14	Project Details:	Development and adoption of Local Flood Risk Management Strategy	To meet legislative requirements	1	1	1
End date	2015-16						
<b>Project 2</b>		Project Title:	<b>Delivery of Mitcham Town Centre scheme</b>				
Start date	2013-14	Project Details:	Major improvement to road network around Mitcham Town Centre	Improved customer satisfaction	4	3	12
End date	2015-16						
<b>Project 3</b>		Project Title:	<b>Ride London</b>				
Start date	2015-16	Project Details:	Delivery of London - Surrey Cycle Road Race	Improved customer satisfaction	1	1	1
End date	2015-16						
<b>Project 4</b>		Project Title:	<b>Mobile Working</b>				
Start date	31/01/2015	Project Details:	Implement Mobile working solution across Traffic and Highway	More efficient way of working	2	2	4
End date	31/03/2015						
<b>Project 5</b>		Project Title:	<b>On-line self Service System</b>				
Start date	2015-16	Project Details:	Move to on-line self service system	Improved customer satisfaction	2	2	4
End date	2016-17						
<b>Project 6</b>		Project Title:	<b>4 Year work Programme</b>				
Start date	2015-16	Project Details:	Development and delivery of a 4 year Capital funded work programme across the borough		2	1	3
End date	2019-20						
<b>Project 7</b>		Project Title:	<b>Street Lighting investment - Conversion to LED</b>				
Start date	2015-16	Project Details:	Conversion to LED to generate energy saving targets and reduce on-going maintenance costs	Improved resident well being	2	2	4
End date	2018-19						
<b>Project 8</b>		Project Title:					
Start date		Project Details:		Improved resident well being	2	2	4
End date							
<b>Project 9</b>		Project Title:					
Start date		Project Details:					
End date							
<b>Project 10</b>		Project Title:					
Start date		Project Details:					
End date							

Transport	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	APPENDIX 10 contributes to				
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 fleet and taxi providers.	CSF Passenger Journeys - Contractors	95000	95000	95000	95000	95000	Capital Programme				
	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	70000	70000	70000	Customer Services Strategy				
Providing self drive vehicles for the in-house departments (Waste Operations, Leisure, Parking etc.) who require vehicles to carryout their services.	Anticipated non financial resources	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19				
	No. of Commissioned Taxi Framework contractors	34	34	34	34	34					
	Staff	68	63	63	63	63					
	No.Transport Fleet vehicles	192	192	192	192	192					
Full fleet management is provided to support the council fleet of vehicles. This includes all servicing , repairs maintenance and Operators Licence requirements.	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	50	50	High	Monthly	Business critical	Reduced customer service
	Parents/carers satisfaction with taxi journeys	0	75%	75%	80%	80%	80%	High	Annual	Perception	Reduced customer service
Providing health & safety and vehicle related in-house training to all council staff and external organisations	% MOT vehicle pass rates	95	95	95	95	95	95	High	Quarterly	Outcome	Reduce customer service
	Average % passenger vehicles in use	65	65	70	70	70	70	High	Quarterly	Unit cost	Increased costs
	% in-house journey that meet timescales	85	85	85	85	85	85	High	Quarterly	Outcome	Increased costs
	% Client user satisfaction	97	97	97	97	97	97	High	Annual	Outcome	Reduce update of service
Procurement of vehicles for the authority ensuring depts get the vehicles to suit their services, and provide assistance on vehicle specifications.	Sickness - average days per FTE	16	12	10	10	8	8	High	Quarterly	Unit cost	Increased costs
Objectives Ensuring that the service provided by cTransport is effective ,value for money while still meeting customers expectations. Procurement of goods & services for the workshop area. Ensuring value for money and complying with authorities standing orders Procurement of replacement vehicles for the whole of the authority. We will ensure legal compliance with regards to all statutory requirements for road transport services including operators licence requirements.											

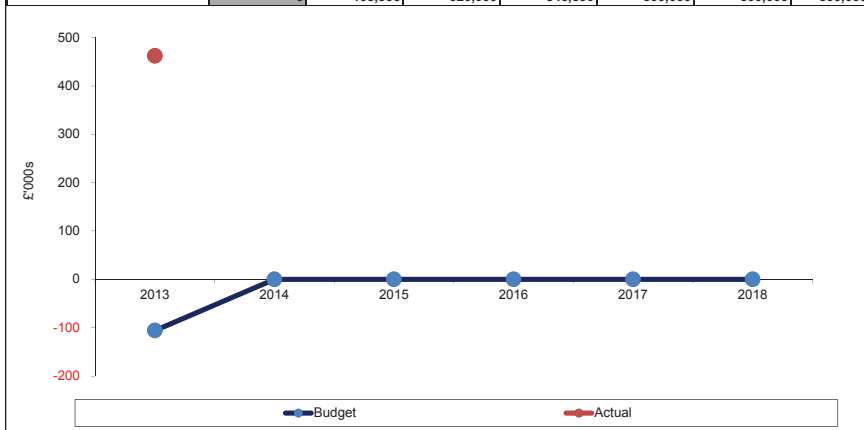
DEPARTMENTAL BUDGET AND RESOURCES							
Revenue £'000s	Budget 2013/14	Actual 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget 2017/18	Budget 2018/19
<b>Expenditure</b>	<b>8,665</b>	<b>9,017</b>	<b>8,572</b>	<b>8,687</b>	<b>8,687</b>	<b>8,687</b>	<b>0</b>
Employees	1,806	2,176	1,837	1,835	1,835	1,835	
Premises	97	97	91	88	88	88	
Transport	5,740	5,686	5,378	5,492	5,492	5,492	
Supplies & Services	97	92	89	95	95	95	
3rd party payments	0	5	0	0	0	0	
Transfer payments	0	0	0	0	0	0	
Support services	541	574	752	752	752	752	
Depreciation	387	387	425	425	425	425	
<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>8,771</b>	<b>8,555</b>	<b>8,572</b>	<b>8,687</b>	<b>8,687</b>	<b>8,687</b>	<b>0</b>
Government grants	0	0	0	0	0	0	
Reimbursements	911	839	911	911	911	911	
Customer & client receipts	7,868	7,716	8,572	7,776	7,776	7,776	
Recharges	0	0	0	0	0	0	
Reserves							
Capital Fund							
<b>Council Funded Net Budget</b>	<b>-106</b>	<b>462</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</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
Replacement Fleet Vehicles		89,100	590,000	500,000	500,000	500,000	500,000
Other		14,236	30,000	46,890	0	0	0
<b>Total</b>	<b>0</b>	<b>103,336</b>	<b>620,000</b>	<b>546,890</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>

**Summary of major budget etc. changes 2015/16**

Existing passenger Taxi framework expires in Oct 2015 - New passenger framework working with neighbouring boroughs Sutton, Kingson and Richmond due to commence August 2015



2016/17
2017/18
2018/19

**DETAILS OF MAJOR PROJECTS (INCLUDING PROCUREMENT) - MAXIMUM OF 10 OVER THE FOUR YEAR PERIOD**

**Transport**

**APPENDIX 10**  
Risk

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME					
		Likelihood	Impact	Score			
<b>Project 1</b>		Project Title:	<b>New Joint Passenger Transport Framework</b>				
Start date	2015-16	Project Details:	Joint Passenger Transport Framework with neighboring boroughs Sutton and Kingston.	More efficient way of working, reducing costs and sharing routes	2	2	4
End date	2019-20						
<b>Project 2</b>		Project Title:	<b>Benchmarking - Internal Services</b>				
Start date	2014-15	Project Details:	To carry out benchmarking exercises on internal services to find alternative options, value for money and possible savings to client departments	To improve service and reduce costs	2	2	4
End date	2015-16						
<b>Project 3</b>		Project Title:					
Start date		Project Details:					0
End date							
<b>Project 4</b>		Project Title:					
Start date		Project Details:					0
End date							
<b>Project 5</b>		Project Title:					
Start date		Project Details:					0
End date							
<b>Project 6</b>		Project Title:					
Start date		Project Details:					0
End date							
<b>Project 7</b>		Project Title:					
Start date		Project Details:					0
End date							
<b>Project 8</b>		Project Title:					
Start date		Project Details:					0
End date							
<b>Project 9</b>		Project Title:					
Start date		Project Details:					0
End date							
<b>Project 10</b>		Project Title:					
Start date		Project Details:					0
End date							





Waste Management

PROJECT DESCRIPTION		MAJOR EXPECTED OUTCOME					
		Likelihood	Impact	Score			
<b>Project 1</b>		Project Title:	<b>South London waste partnership (phase B)</b>				
Start date	2012-13	Project Details:	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
End date	2014-15						
<b>Project 2</b>		Project Title:	<b>Mobile technology including GPS and in cab monitors</b>				
Start date	2014-15	Project Details:	Procurement and introduction of the GPS, driver behavioural management, route optimisation system. This project has been delayed as planned to introduce during 2014-15. Will not start to be implemented until 2015-16, therefore planned savings need to be deferred.	More efficient way of working	3	2	6
End date	2015-16						
<b>Project 3</b>		Project Title:	<b>Double shift garden waste collection vehicles reduce 2 x vehicles</b>				
Start date	2015-16	Project Details:	Issues with disposal licences may cause a delay to the commencement date of this project.	More efficient way of working	3	2	6
End date	2016-17						
<b>Project 4</b>		Project Title:	<b>LWARB efficiency review of Domestic waste collections</b>				
Start date	2014-15	Project Details:	Review of existing service to ensure we have the most efficient service and consider options for the future. Phase one completed need to agree if we move forward with phase 2.	More efficient way of working	2	2	4
End date	2014-15						
<b>Project 5</b>		Project Title:	<b>South London waste partnership (phase C)</b>				
Start date	2014-15	Project Details:	The SLWP includes Merton, Sutton, Croydon and Kingston. If Members of the 4 boroughs agree the partnership will procure contracts for a wide range of environmental services including : waste collection , street cleansing , grounds and parks maintenance , winter gritting and fleet maintenance as well as commercial waste collection.	More efficient way of working	3	2	6
End date	2017-18						
<b>Project 6</b>		Project Title:	<b>SLWP HRRC Procurement</b>				
Start date	2013-14	Project Details:	The planned re-procurement of the HWRC contract / return of Garth Road Transfer Station	More efficient way of working	3	2	6
End date	2014-15						
<b>Project 7</b>		Project Title:	<b>Waste Framework procurement</b>				
Start date	2014-15	Project Details:	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
End date	2014-15						
<b>Project 8</b>		Project Title:					
Start date		Project Details:					0
End date							
<b>Project 10</b>		Project Title:					
Start date		Project Details:					0
End date							

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## Committee: Children and Young People Scrutiny Panel

Date: 13 January 2015

Agenda Item: 6

### Subject: Transforming Families

Lead officer: Paul Angeli, Head of Children's Social Care

Lead member: Councillor Maxi Martin

Contact officer: Curtis Ashton, Service Manager – Family and Adolescent Services

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#### Recommendations:

To update the Panel on developments in relation to the authority's Transforming (Troubled) Families programme including the Phipps Bridge project.

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## 1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1. The objective of this report is to provide an update on the performance of Merton's Transforming Families team (otherwise known as the Troubled Families programme), the expanded programme and to give an overview of the progress in relation to the Phipps Bridge project.

## 2 DETAILS

### 2.1 TRANSFORMING FAMILIES PERFORMANCE AND EXPANDED PROGRAMME:

- 2.2 Merton's Transforming Families programme continues to perform strongly, despite getting off to a slow start. The performance data published in July 2014 (based on May data) showed that:

- The national average for "Percentage of Total Families Turned around" is **44.8%**. Which means nationally **52,833** of the **118,060** total estimated families are classified as having been 'turned around'.
- The London average for "Percentage of Total Families Turned around" is **42.2%**. Which means in London **9139** of the **21,638** total estimated families have been 'turned around'.
- In total **16** boroughs are performing above the National Average (same number as the last round of results) of which Merton is one of them.

- 2.3 With specific regard to Merton, its programme was ranked 9<sup>th</sup> in London having identified 100% of families worked with and 'turned around' 221 (61%) of families. Merton's performance is also in the top 50 in the country. A recent

payment by results claim has just been submitted, which has yet to be verified. This will provide extra funding for the local authority.

- 2.4 The Government announced earlier in the year that for those councils who would like to, and where progress on the current programme is very strong, they would have the opportunity to start working with up to 40,000 of the 400,000 families during 2014/15 – and access the upfront funding available to do this. This is indicative of being an ‘early starter’. The first wave of early starters was restricted to those areas that, as at 30<sup>th</sup> June 2014, had already worked with 90% or more of families and had claimed results for having turned around at least 50% of their families. As Merton had met these targets (100% and 61% respectively) and following negotiations with the FAS Service Manager, the Department for Communities and Local Government confirmed on 24<sup>th</sup> July 2014 (via a letter to the Council’s Chief Executive from Louise Casey) that Merton had been selected as an ‘early starter’.
- 2.5 In order to be rendered eligible for the expanded programme, each family must have at least two of the following six problems/issues:
1. Parents and children involved in crime or anti-social behaviour;
  2. Children who have not been attending school regularly;
  3. Children who need help;
  4. Adults out of work or at risk of financial exclusion and young people at risk of worklessness;
  5. Families affected by domestic violence and abuse;
  6. Parents and children with a range of health problems.
- 2.6 The DCLG has listened to the views of Troubled Families Co-ordinators and has decided to change the method in which success is measured from being focused on three tightly defined national results to allowing local authorities (and members of their partnership) to measure success in three main ways for which funding is available. Firstly, local authorities have to demonstrate either **significant and sustained progress** or continuous employment with families. Each family’s achievement of ‘significant and sustained’ progress will be assessed against a locally defined Troubled Family Outcomes Plan. This will provide a clearer and more flexible approach to results measurement and should allow local authorities to submit their claims more easily (provided that families have indeed been ‘turned around’). The FAS Service Manager is working on this Family Outcomes Plan and intends to consult partners and some of the staff who are working with the families in relation to this.
- 2.7 Funding for this is available for each family who achieves success and will be paid in two parts: an upfront attachment fee of £1,000 per family and a results-based payment of £800 per family. The former represents £177,000 in additional funding for Merton which is due to be paid imminently.
- 2.8 Secondly, local authorities will be expected to provide more detailed data and information pertaining to the families with which they are working. They will have to collate data that assists with the analysis of families’ progress across a broader range of outcomes. This will be achieved during 2014/15 through the collection and publication of **Family Monitoring**. Early starter areas are

obligated to assist the DCLG with the development of the systems and to provide regular and relevant data to them.

- 2.9 Thirdly, all local authorities will be asked to complete the online troubled families **cost savings calculator**. This will assist local governments and central government to ascertain how successful the programme has been in terms of savings to the public purse. This tool will be subject to a process of continual improvement in collaboration with the early starters.

#### **2.10 TRANSFORMING FAMILIES PANEL:**

- 2.11 The monthly multi-agency Transforming Families Panel is proving to be successful in terms of bringing together key partners to review cases. Case practitioners, their managers and partners (such as Social Care, Education, Police, Merton Priory Homes/Circle Housing, Job Centre and Commonsides) discuss families known to the scheme on a RAG-basis. Not only does the Panel help with strengthening the partnership and subsequently the support that is provided to families, but it also assists in the evaluating effectiveness of the programme via tracking the success of families.

#### **2.12 TRANSFORMING FAMILIES SERVICE USER BOARD**

- 2.13 Service users continue to be consulted about the service that they receive across all of FAS via forums. The most recent Transforming Families forum took place on 4<sup>th</sup> June and has provided the basis of how service provision can be improved.

#### **2.14 CHRONIC ABSENCE REDUCTION PROGRAMME:**

- 2.15 This is a project funded by the Troubled Families programme's funds which aims to reduce the absenteeism of children – mainly in years 5, 6 and 7 – at school. The project is a joint one between Transforming Families and Educational Welfare. A Project Manager has now been appointed to help develop and direct the project and two caseworkers have been recruited on an agency basis to work with families who meet the specified criteria.

#### **2.16 PHIPPS BRIDGE PROJECT**

- 2.17 The Community Development worker commenced work in July 2013 and works closely with MVSC and the Transforming Families Team. The worker has been pro-active in getting the programme running in the Phipps Bridge area. Initial work involved profiling the population of the estate and engaging with key stakeholders. Although the post holder is currently on maternity leave, a worker has been seconded to cover this post and work has continued in relation to continuing the establishment of local stakeholder networks such as South Mitcham Community Association, Merton Priory Homes, Friends of Phipps Bridge, Haslemere and Benedict Schools, Mitcham Schools cluster, Wimbledon Guild and Leisure. The worker also continues to work closely with the Transforming Families Team and attends the team meeting on a monthly basis in order to ensure that collaborative work continues.

- 2.18 The target in relation to the project is for a minimum of 12 families to have been worked with throughout each year of the (current) Troubled Families Programme. During the previous financial year, this target was slightly missed as 9 families who met the official national Transforming Families were identified and worked with. However, more families were worked with, but did not fulfil all of elements of the official criteria due to its rigidity. So far this financial year, at least 11 families have been worked with so the target is on course to be exceeded. Due to the broadening of the eligibility criteria (as detailed above), more families will be reached and supported as part of the project.
- 2.19 In addition to the individual casework and family work, community development activity has been strengthened which the PRG funding has contributed to. The project encourages healthy living, gang exit strategies, and help with education, training and employment for vulnerable young people. Networking takes place with other agencies such as police, schools, and housing in order to support young people with issues such as NEET status, sexual health, drugs and alcohol misuse. The project has been successful and some of this work may be extended, by the Transforming Families team, to Pollards Hill.

### **3 ALTERNATIVE OPTIONS**

- 3.1. None for the purposes of this report.

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

#### **4.1 TRANSFORMING FAMILIES SERVICE USER BOARD:**

- 4.2 Service users continue to be consulted about the service that they receive across all of FAS via forums. The most recent Transforming Families forum for parents took place in the summer of 2014 and has provided the basis of how service provision can be improved. A forum for Transforming Families cohorts of young people took place more recently.

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

None

### **6 BACKGROUND PAPERS**

- 6.1. None

## Committee: Children and Young People Scrutiny Panel

Date: 13 January 2015

Agenda item: 7

### Subject: Merton Youth Justice Service

Lead officer: Paul Angeli, Head of Children's Social Care

Lead member: Councillor Maxi Martin

Contact officer: Curtis Ashton, Service Manager – Family and Adolescent Services

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#### Recommendations:

To update the Panel on developments in relation to the Merton Youth Justice Service for the 2013 -14 period.

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#### 1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 The objective of this report is to provide an update on the performance data of the Merton Youth Justice Service for the 13 -14 period, making comparisons with data since 09/10 and providing a response to the 13 -14 Youth Crime Prevention Action Plan.

#### 2 DETAILS

- 2.1 The Merton Youth Justice Service (YJS) is situated within the Children, Schools and Families Department of the council and in particular within the Family & Adolescent Services stream of the Social Care & Youth Inclusion Division.
- 2.2 From the previous Government's 198 National Indicators for the Council the YOT Partnership has 6 key Indicators:
  - 1) **First Time Entrants** (FTEs) to the Youth Justice System aged 10-17;
  - 2) Rate of **proven re-offending** by young people in the youth justice system;
  - 3) Young people within the Youth Justice System receiving a conviction in court who are sentenced to **custody**;
  - 4) **Ethnic composition of offenders** on Youth Justice System disposals;
  - 5) Young offenders' engagement in suitable **education, training and employment**;
  - 6) Young Offenders' access to **suitable accommodation**.
- 2.3 These 6 key targets were reduced by the current Coalition Government to 3 targets (Numbers 1-3). It was agreed by the Youth Crime Prevention Executive Board (chaired by the Director of Children, Schools and Families Department) to maintain these other targets to monitor developments and progress in areas that impact upon offending.

## 2.4 Performance & commentary

2.5 The YJS performance since 09/10 across the 6 key targets is recorded in the table (Appendix 1). The graphs / bar charts (Appendix 2) provide a visual presentation.

2.6 Performance across the 3 key targets this year has been strong especially if compared to regional and national comparators.

### 2.7 Key points:

- **Custody figures** have shown a downward trajectory since 2004.
- Merton has the 2<sup>nd</sup> lowest custody figure in London with 5 young people during the 13-14 period.
- **First Time Entrants** to the Criminal Justice System have shown significant reductions exceeding national & London comparators. The figures have fallen year on year from 188 YP in 9 /10 to 56 in 13/14.
- **Reoffending figures** have shown improvements despite some fluctuations and demonstrate progress within the binary & frequency data. The *frequency trend* (relating to the rate of reoffending amongst the cohort) has been downwards from a rate of offending at 1.2 (Oct 10 – Sept 11 rolling cohort) to 0.88 (June 11 – May12) in recent years. Similarly the *binary figure* (relating to the % of those YP who have reoffended) has fallen from 41.5% to 38.7%.

2.8 There is not a simple explanation for these improvements within the principal 3 targets dependent upon numerous variables and factors. The range and variety of activity across the Borough through the partnership will have assisted this significant impact and the nature and scope of police priorities / actions will also have played an important part.

2.9 Specific to the Youth Justice Service has been the following activity:

- Robust alternatives to custody
- Continued use of intensive fostering and intensive supervision and surveillance
- Reoffending audits to consider lessons to be learnt
- Improved gate-keeping of court reports and related documents.
- Building trust / relationships with the bench at Wimbledon Magistrates Court by having a dedicated court officer.
- Wider partnership and multi-agency working especially with looked after young people.

## 2.10 Youth Crime Prevention Action Plan

2.11 Appendix 3 provides a RAG rating and commentary across the key action areas that drive the YJS' response to the 3 principal government targets. The main focus during this period was the preparation and subsequent Action Plan for the HMIP Short Quality Screening Inspection in September 2013. The results were generally positive and the HMIP SQS report stated that 'Merton YJS had made



important changes to practice since our inspection in 2011. These had led to the delivery of improved services. Case practitioners used a thoughtful, investigative approach, working well with specialist colleagues and other agencies'

- 2.12 Highlights within the Action Plan centre upon our response to HMIP Thematic Inspections / wider prevention and partnership activity and ensuring a well-resourced and trained staff group with a robust focus upon QA / staff learning and development.

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

- Appendix 1: YJS performance since 09/10 across the 6 key targets
- Appendix 2: Graphs / bar charts showing YJS performance.
- Appendix 3: RAG rating and commentary across the key action areas

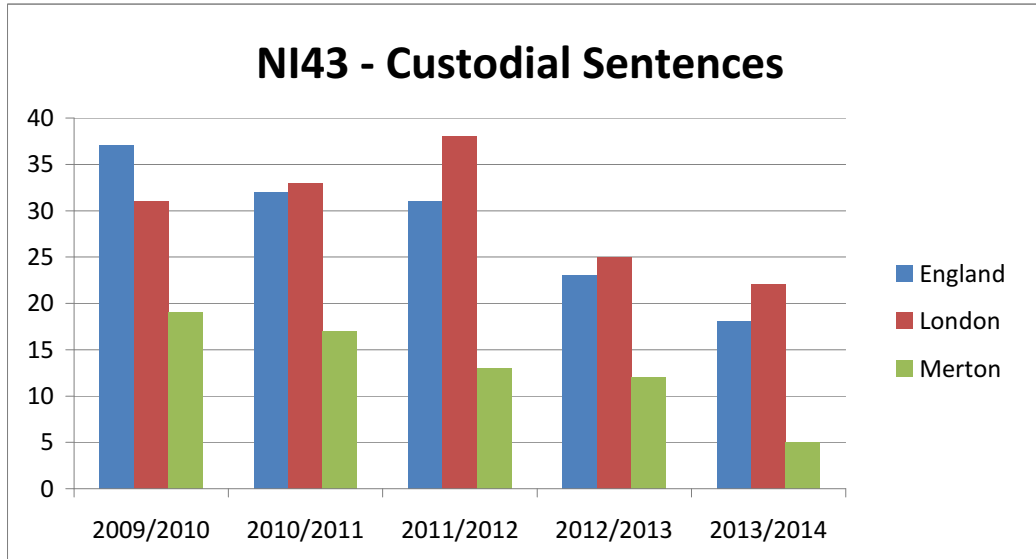
**4 BACKGROUND PAPERS**

- 4.1. None

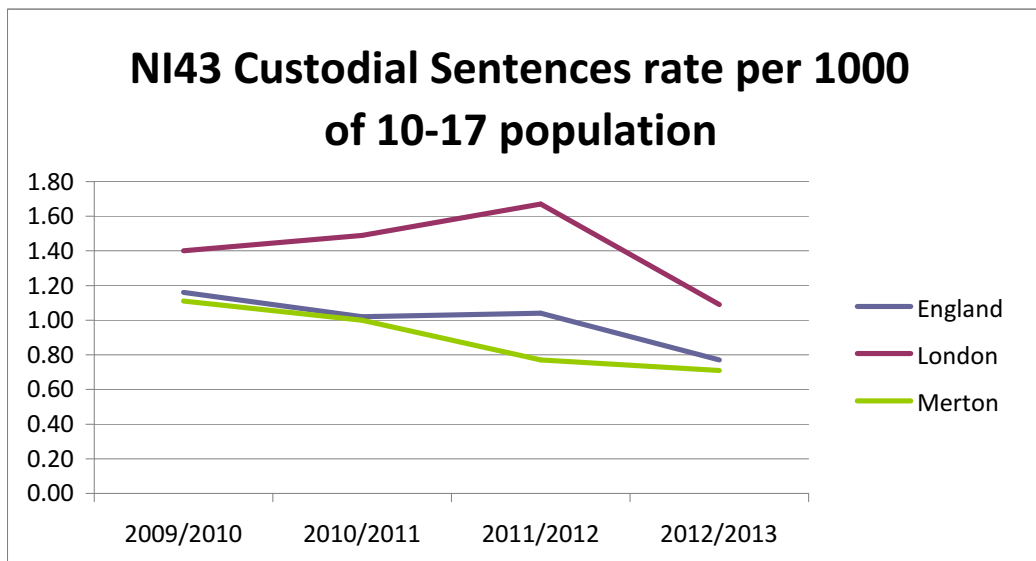
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## NI43 - Custodial Sentences

	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014
England	37	32	31	23	18
London	31	33	38	25	22
Merton	19	17	13	12	5



	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014
England	1.16	1.02	1.04	0.77	0.62
London	1.40	1.49	1.67	1.09	1.00
Merton	1.11	1.00	0.77	0.71	0.30



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	Merton YJS Performance Measures for 13/14	Merton YJS 09/10	Merton YJS 10/11	Merton YJS 11/12	Merton YJS 12/13	London YOTS 12/13	YOT Family Comparison 12/13	England 12/13	1st Q 13/14	2nd Q 13/14	3rd Q 13/14	4th Q 13/14	Merton YJS 13/14	Comments on Performance - for Q4 Jan - Mar 2014
NI111	<b>Prevent offending (target since 05/06):</b> Reduce year on year the number of first time entrants to the youth justice system by identifying children and young people at risk of offending or involvement in anti-social behaviour through a YIP or other evidence-based targeted means of intervention designed to reduce those risks and strengthen protective factors as demonstrated by using ONSET or other effective means of assessment and monitoring. <b>Target is 65</b>	FTE : 188	FTE : 144	FTE : 111 ie. (933 FTE PNC rate per 100,000 10-17 yr olds)	Actual FTE : 69 [FTE PNC rate per 100,000 10-17 yr olds] = 489 the % change is (-44.5%)	[FTE PNC rate per 100,000 10-17 yr olds] = 585 the % change is (32.3%)	[FTE PNC rate per 100,000 10-17 yr olds] = 540 the % change is (22.9%)	[FTE PNC rate per 100,000 10-17 yr olds] = 537 the % change is (-24.6%)	FTE for this Quarter is: 15	FTE for this Quarter is: 13	FTE for this Quarter is: 14	FTE for this Quarter is: 14	Total FTE for this YEAR is: 56	Merton's reduction significantly exceeds the national and London comparators in 12/13. The data highlights positive reductions across the Country. In the 4th There were 14 FTE's this quarter - showing a consistent pattern across the 4 Quarters. These comprise of 6 Cautions / 1 YRO / 3 Conditional Discharges and 4 Referral Orders. The total number of FTE's for the past year 2013/14 is 56 - Within the target of 65 FTE.
NI43	<b>Reduce the use of custody (custodial sentences):</b> Reduce the number of custodial sentences as proportion of all court disposals to <b>6.0%</b>	5.40%	7.3% 17 [Rate per 1,000 10-17 yr olds = 1.05]	5.7% 14 [Rate per 1,000 10-17 yr olds = 0.87]	7.27% [12 custodies out of 166 Disposals][Rate per 1,000 10-17 yr olds = 0.71]	[Rate per 1,000 10-17 yr olds = 0.92]	[Rate per 1,000 10-17 yr olds = 0.82]	[Rate per 1,000 10-17 yr olds = 0.55]	3.57% [1 custody out of 28 Disposals]	4.00% [1 custody out of 25 Disposals]	0.00% [0 custodies out of 28 Disposals]	7.14% [3 custodies out of 42 Disposals]	Custody figure for the year 4.07% [5 custodies out of 123 Disposals]	Background: Between 2004 - 2007 the average number of YP receiving custody was between 25-30 each year. From 2008 - 2011 the figure varied from 18 - 23. In 12/13 the figure was 12 - this was 2 less than 11/12 which was 14. Offences attracting a custodial sentence consistently centre around offences of violence / robbery (usually in possession of a weapon) and persistent non-compliance with Court orders. custodies within the 4th Quarter for proceedings which started in the 3rd quarter. AD received a 4 month DTO for Domestic Burglary and Poss of Cannabis. AK and WO (Co-Def) were sentenced to 30 month Sec 91 orders for Robbery.
NI45	<b>Support young people engaging in education, training and employment:</b> Ensure that <b>90%</b> of young offenders who are supervised by the YOTs (and whose orders have closed in the quarter) are in suitable full-time education, training or employment	88.67%	88.16%	90.38%	86.33% [Total of 101 YP out of 117 are currently engaging in ETE]	No data is available from the YJB at present.	No data is available from the YJB at present.	No data is available from the YJB at present.	88.46% [23 YP out of 26 are currently engaging in ETE]	88.00% [22 YP out of 25 are currently engaging in ETE]	95.46% [21 out of 22 YP are currently engaging in ETE]	90.91% [20 out of 22 YP are currently engaging in ETE]	TOTAL No. of YP engaging in ETE this year is 90.53% [86 out of 95 YP]	ETE figures remain consistently higher than our statistical neighbours and the London area. The YJB no longer needs this information - In 11/12 (latest figures) the annual figures were Merton 90%, London was 67% and Nationally 65%. Q4: 2 YP (>SSA) who were were classified as NEET. JB is on 5 hours per week of re-engagement provision (Personal tutor CSCS card revision) and thus is under the 16 hour minimum. JO is currently NEET but has been in education at some points during the quarter.
NI44	<b>Ensure equal treatment regardless of race:</b> All YOTs should implement their action plan to ensure that any difference between the ethnic composition of offenders on all pre-court and post-court disposals and the ethnic composition of the local community is reduced year on year	41.0%	44.0%	49.0%	54.48% for the year	No data is available from the YJB at present.	No data is available from the YJB at present.	No data is available from the YJB at present.	46.67% [Ethnic Minorities are 14 out of 30 YP]	38.71% [Ethnic Minorities are 12 out of 31 YP]	41.67% [Ethnic Minorities are 15 out of 36 YP]	51.22% [Ethnic Minorities are 21 out of 41 YP]	44.93% [Ethnic Minorities are 67 out of 138 YP]	Annual Figure - No longer a required YJB target. The census data (2001 / 2011) shows an increase in the BME 10-19 population from 36% to 48%. This confirms our knowledge concerning the local BME school population significantly increasing in recent years. These figures for BME groups are therefore broadly in line with local population figures. 4th Quarter 13/14 shows an increase over the previous quarter. However the 13/14 figure (45% is less than the previous two years - 55% & 49%
NI19	<b>Reduce Re-offending (Young People):</b> Achieve a reduction in re-offending rates & numbers of those YP reoffending. Cohorts include those with Pre-court disposals / Community orders and Detention & Training Orders.	2009 cohort: 36 out of 93 YP reoffended (38.7%) Reoffending rate 0.95 using old YJB method	2010 Cohort : 28 out of 84 YP reoffended (33.3%) Reoffending rate 1.01 using old YJB method July 08 to June 09 rolling Cohort: Binary Rate: 36.0% Reoffending Rate 0.99	2011 Cohort : 37 out of 83 YP reoffended (44.6%) Reoffending rate 1.86 using old YJB method July 09 to June 10 rolling Cohort: Binary Rate: 35.8% Reoffending Rate 0.98	2012 Cohort : 12 out of 40 YP reoffended ie. (30.0%) Reoffending rate 0.93 using old YJB method Using Jul 10 to Jun 11 Cohort Rolling PNC annual case load figure : Binary Rate: 39.9% Reoffending Rate 1.18	Jul 10 to Jun 11 Cohort Rolling PNC annual case load figure : Binary Rate: 40.4% Reoffending Rate 1.10	Jul 10 to Jun 11 Cohort Rolling PNC annual case load figure : Binary Rate: 37.1% Reoffending Rate 1.01	Jul 10 to Jun 11 Cohort Rolling PNC annual case load figure : Binary Rate: 36.0% Reoffending Rate 1.04	This Quarter : 6 out of 42 YP in the 2013 cohort reoffended (14.29%) with (10 offences) Using the latest Apr 10 to Mar 11 Cohort Rolling PNC annual case load figure : Binary Rate: 39.9% Reoffending Rate 1.18	This Quarter : 10 out of 42 YP in the 2013 cohort reoffended (23.81%) with (16 offences) Using the latest Oct 10 to Sep 11 Cohort Rolling PNC annual case load figure : Binary Rate: 41.5% Reoffending Rate 1.20	This Quarter : 12 out of 42 YP in the 2013 cohort reoffended (28.57%) to date with (24 offences) Using the latest Jan 11 to Dec 11 Cohort Rolling PNC annual case load figure : Binary Rate: 39.2% Reoffending Rate 1.07	This Quarter : 16 out of 42 YP in the 2013 cohort reoffended (38.10%) to date with (46 offences) Reoffending Rate 1.10 Using the latest April 11 - March 12 rolling cohort PNC annual case load figure : Binary Rate: 38.7% & Frequency Rate 0.97	This Quarter : 16 out of 42 YP in the 2013 cohort reoffended (38.10%) to date with (46 offences) giving us a Binary Rate: 39.2% Reoffending Rate 1.10 However Using the latest April 11 to March 12 rolling cohort PNC annual case load figure. The Binary Rate: 38.7% Reoffending Rate 0.97	This target was modified in recent years from the numbers of YP who re-offend to the rate of re-offending amongst the cohort. In addition there has been a change from a quarterly produced cohort figure produced by the YOTs to PNC data produced nationally via the Police computer system for the whole annual cohort on a quarterly basis. The PNC data is dated but suggests that reoffending rates have risen in recent years. Merton's reoffending rate has fluctuated in the past 3 years from 0.99 (July 08 - June 09 rolling cohort) peaking at 1.20 (Oct 10- Sept 11 rolling cohort) but moving back down to 1.07 (Jan 11 - Dec 11 rolling cohort) and 0.97 (April 11 - March 12 rolling cohort). The binary figure had risen from 36% to 41.5% in the same period but has now dropped to (38.7.2%) this quarter. This latter figure remains below the London average (39.3%) but above the National average (35.4%) Our own (more up-to-date) local cohort for 12/13 shows a more positive picture to the PNC data - 29% of YP reoffended / Reoffending frequency 0.90 - both below statistical neighbours and London Area. In the 13/14 period we have monitored locally 42 YP (Jan -March '13 cohort) of whom 16 have reoffended (Binary rate - 38.10%) committing a total 46 offences (Reoffending rate - 1.10)

NI46	<b>Support access to appropriate accommodation:</b> Ensure that all YOTs have a named accommodation officer and that 99% of young people completing community interventions or on release from the secure estate have suitable accommodation to go to	95.80%	98.00%	99.48%	<b>97.30%</b> <b>[Total of 117 out of 121 YP for the quarter] in satisfactory accomodation.</b>	73.0%	<b>No data is available from the YJB at present.</b>	81.0%	<b>100.00%</b> <b>[30 out of 30 YP] in satisfactory accomodation.</b>	<b>100.00%</b> <b>[25 out of 25 YP] in satisfactory accomodation.</b>	<b>100.00%</b> <b>[23 out of 23 YP] in satisfactory accomodation.</b>	<b>95.80%</b> <b>[23 out of 24 YP] in satisfactory accomodation.</b>	<b>99.02%</b> <b>[101 out of 102 YP] living in satisfactory accomodation.</b>	<b>(95.80% for the 4th Quarter recording a total of 99.02% for the 13/14 period. NB:The target does however mask any accommodation problems that may occur during the period of supervision. NB: This target is no longer compulsory for the National Indicators but is still recorded for information purposes and to monitor trends.</b>
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## YOUTH CRIME PREVENTION ACTION PLAN 2013/14

This plan will be reviewed by the YJS Management team and will report back to YOT Partnership Boards within CSF in particular the Youth Crime Prevention Executive / Steering Group

Action / task	Who will do it?	By when?	Links (internal and external) / other comments	April – Sept '13 RAG / Comments
<b>1.0) Reduction in First Time Entrants (FTEs) to the Youth Justice System aged 10-17</b>				
<b>1.1) Review of the Turnaround programme</b> – assess how core functions & Priorities for 13/14 around parent work / out of court disposals / victims / RJ / Youth Inclusion Programme / gang and mentors can be effectively delivered.	Service Manager / YJS Manager / Prevention Manager	May'13	Involvement of wider Borough Teams to help reduce further FTEs into the youth justice system	<p>In 2013/14 Turnaround (Prevention) was subject to some key structural and proposed changes. (1) Move of FIP out of Turnaround into Transforming Families. (2) Proposed deletion of the Prevention manager post, 1 x case Practitioner and 0.5 Parenting officer posts as part of proposed FAS restructure.</p> <p>The Prevention team still met the FTE reduction</p>

				target of 65. The final FTE figure for 2013/14 is 56
<b>1.2) Parent Early Intervention Work:</b> To build on existing links with secondary schools and deliver 6 evidence-based parenting programmes within the Borough that engages at least 100 parents across the year. All programmes to be monitored and evaluated accordingly	Parenting officer/ sessionals	31/3/13	Concern that schools may not continue to regard parenting programmes as within their broader remit	<ul style="list-style-type: none"> <li>• A total of 7 parenting programmes were delivered: 1 x SFSC; 3 x Parenting With Confidence (PWC); 1 x Preparing to Facilitate; 2 x ESCAPE</li> <li>• 1 x Domestic violence one-off workshop was also delivered.</li> <li>• 10 parents received on going support (not able to attend group setting)</li> <li>• A total of 146 Parents started a programme.</li> <li>• 119 Parents successfully completed a programme.</li> <li>• Completion rate approx. 81.5%</li> </ul>
<b>1.3)</b> To develop and consolidate <b>mentoring</b> provision for young people referred to the YJS – Court / Prevention.	Prevention Manager (Lead)	Ongoing	Support & development of mentors across the YJS	There are now two facets to the mentoring provision: (1) Gangs work specific – this focuses on work



<p>Demonstrate its effectiveness within the SYV exit programme.</p>				<p>with young people in gangs or affiliated to gangs</p> <p>(2) Generic mentoring- aimed at YP on the cusp of offending (Pre-Court)</p> <ul style="list-style-type: none"><li>• The FAS Gangs Worker has settled into the new role, which involves direct work with families (in a TF way – lite).</li><li>• Mentors provided support for a range of young people open to YJS and TF on request.</li><li>• A fresh recruitment drive to add to the pool of mentors must be a priority for 2014/15 following the departure (maternity leave, resignations) of 3 of the 5 active mentors.</li><li>• More work required to</li></ul>
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				consolidate mentoring provision and in particular the link with ending serious youth violence.
<p><b>1.4)</b> Implement the <b>Out of Court Disposals</b> within the team ensuring team can meet timescales particularly for conditional cautions.</p> <p>Review demand for services and range / variety of interventions.</p>	Prevention Manager / Case Practitioners / RJ Coordinator	31/07/13	<p>Liaison with Police / Victim services within Merton</p> <p>Need to ensure sufficient capacity to offer RJ &amp; services to victims</p>	<p>The new Out of Court Disposal processes are in place and operational.</p> <p>A review around prevention management oversight &amp; management is taking place within FAS</p>
<p><b>1.5)</b> Review <b>Triage</b> arrangements with the introduction of 'out of court disposals'.</p>	Prevention Manager / Seconded Police Officer / Case Practitioners	30/04/13	<p>Work ongoing with Wimbledon Police. May be impacted by any move of custody suite from Wimbledon police station.</p>	<p>Triage arrangements were successfully reviewed. Key change to the Triage arrangements is the day on which the Triage Clinic operates. This is now on Wednesdays instead of Thursdays. The clinic also now takes place at Wimbledon Police station instead of at YJS offices.</p>
<p><b>1.6)</b> Oversee impact of <b>Prevention work in schools</b> – and organise reports to the Steering Group from the</p>	Education Inclusion	Ongoing	Linked to Safer Merton Partnership	<p>Safer school partnership is established in the</p>

<p>Safer Schools Partnership.</p>	<p>Manager</p>			<p>Secondary Heads Behaviour and attendance partnership - every secondary school is covered by a new agreed model Schools Police officer for 2 years. This is enhanced by school buy back through an LA Section 92 agreement increasing the number of officer available. The new officers are making a significant impact. We have another officer to recruit for the autumn term 14 to increase coverage.</p> <p>Growing Against Gangs and Violence Met Police programme has been rolled out in over 26 targeted primary schools and they have delivered on multiple occasions in secondary schools around gangs, internet safety, girls and gangs. Evaluation is extremely positive. They have delivered to the Designated teachers event and partners.</p>
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				The Youth crime conference was planned with schools and Safer Merton commissioned Tender. Feedback very positive - these are healthy relationships.
<b>2.0) Embed Quality Assurance within YJS / Case Practice Improvements (including Careworks) and HMIP Readiness</b>				
<b>2.1) Consolidate 'good practice'</b> within the team from the recent Benchmarking Exercise  <b>Key areas</b> – National Standards / Integrated Action Plan and reviews / Monthly summaries / timeliness and recording practice / Risk of Harm / management oversight	YJS Managers / Case Practitioners / wider practitioner group / partners	Monthly within QP sessions / case discussions / peer audits / business meetings	Link with QA Policy within CSF to see how YJS practice around auditing can be integrated.	2 External Audits – Melissa Campbell (April'13) / Cordis Bright (August '13) / HMIP SQS (Sept'13) & SQS Action Plan (Oct'13) SQS highlighted improvements & areas to address (within SQS Action Plan)
<b>2.2) Monitor developments re ASSET Plus</b> within the YJB and participate in any pilots / make changes as required.	YJS Managers / Case Practitioners / wider practitioner group / partners	31/3/13	Liaison with ASSETPlus Project group at YJB re developments / progress. ASSETPlus not anticipated to 'go live' until Sept'14	Change Lead (JS) / Case Technical Lead (AKD) appointed Completion of Training Needs Q in Sept'13 YJS applied to be 'early adopter' – not available for Careworks YOTs

				ASSET Plus requires server capacity increase & Careworks upgrade Yet to learn whether Merton YJS will be in the 2 <sup>nd</sup> Tranche for early 2015
<p><b>2.3) Improving data Quality</b></p> <p>Regular Management reports from Careworks system to Case Practitioners &amp; YJS managers to support progress / completion &amp; recording of documentation.</p>	Information Officer	May '13 (ongoing)	<p>YOT Manager part of Information &amp; Systems sub group</p> <p>Operations Manager (Partnerships) – link with IT re training / development / reports &amp; functionality issues</p>	<p>Meetings of YJS Management Development Group &amp; issues raised within SC &amp; YI Case Systems &amp; Information Group</p> <p>More work required re management reports.</p> <p>Case practitioners to be trained in Totalview and provided with read access to CareFirst.</p> <p>Careworks Training provision with Chris Roper now in place</p>
<p><b>2.4) Readiness for any unannounced HMIP Full Inspection / Short Quality Inspection (SQS) – re Risk of harm to others / likelihood of reoffending / vulnerability issues.</b></p> <p>Key focus within Short Quality Inspection on initial engagement of YP / family involving Assessment and Integrated Action Plan (1<sup>st</sup> 4-6 weeks of order)</p>	YJS Ops Managers / case practitioners / wider practitioner group / partners	Ongoing	<p>Use of HMIP readiness document / areas of practice within number 1 above</p> <p>Importance here of peer reviews within the team at 'good</p>	<p>Preparatory work with Case practitioners via 'good practice sessions' / file audits, line manager QA work / supervision &amp; business / practice meetings</p> <p>Melissa Campbell Consultants (April /May</p>

			practice' sessions	'13) / Cordis Bright Consultants (August / Sept '13) SQS Inspection took place on 16-18 Sept '13 SQS Report Published on the 9/10/13 SQS Action Plan approved by Executive Board (Nov '14)
<b>3.0) Response to HMIP Thematic Inspections</b>			<b>Key Business for Steering Committee</b>	
<b>3.1) Integrate Key Actions from recent HMIP Thematic Inspections</b> relating to the Youth Justice Service in regard to the following <b>Thematic Inspections</b> :  <b>3.2) Restorative Justice</b> <b>3.3) Youth to Adult Transitions</b> <b>3.4) LAC YP placed away from home</b> <b>3.5) YP who sexually harm</b>	YJS Service Manager/ YJS Manager / Ops Managers / case Practitioners / Information Officer / wider practitioner group			
<b>3.2) Use of Restorative Justice in the Criminal Justice System</b>			<b>Key Business for Steering Committee –</b>	

<p><b>Actions :</b></p> <ol style="list-style-type: none"> <li>1) Maximise the engagement of victims – timeliness of initial contacts &amp; focus upon benefits to enable informed decisions.</li> <li>2) Active consideration of restorative opportunities is maximised in relevant sentences across the whole of YJS interventions</li> <li>3) Comparing offending rates of YP where victims attend RO Panel against those YP where victims do not attend the RO Panel.</li> </ol>	<p>Restorative Justice Coordinator / Ops manager (partnerships) / Seconded Police Officer / Projects Team Administrator</p>	<p>31/03/14</p>	<p><b>Multi-agency response</b></p> <p>Need to have timely police information relating to victims post sentence and ensure pre court work helps enhance the subsequent engagement of victims within the RO Panel &amp; process.</p> <p>Need to have Victim Impact Statements</p>	<p>Recruitment of MOPAC reduction or reoffending / victim worker - All victims of offences routinely contacted. Scope to widen to sentences including pre court disposals.</p> <p>Take up of direct RJ minimal despite concerted efforts.</p> <p>Previous study in 2011 showed that reoffending was reduced where victims were directly involved at the Panel with the perpetrator.</p> <p>SQS showed risk of harm issues to victims being managed effectively</p> <p><b>Within Education / schools</b></p> <p>Restorative Justice model developing at St MARKS</p>
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				<p>Academy.</p> <p>Restorative Justice training for VBS staff to offer training package to school and conferencing to avoid exclusions</p> <p>Briefings at Melbury with staff group re use of RJ in resolving conflict between YP and with staff members.</p>
<p><b>3.3) Transitions from Youth to Adults</b></p> <p><b>Actions :</b></p> <ol style="list-style-type: none"> <li>1) The effectiveness of local arrangements for the transfer of young people from youth-based to adult-based services, and retention of young adults in youth-based services, is monitored and kept under review</li> <li>2) Sentence plans in Youth Offending Teams and the young person's secure estate take account of future transfer to adult services where appropriate and plans in Probation Trusts and the adult custodial estate take account of information from youth-based services, to ensure that outstanding interventions are implemented</li> </ol>	<p>Seconded Probation Officer / Ops Manager (Risk / Court) / Practitioners</p>	<p>31/10/13</p>	<p><b>Key Business for Steering Committee - Multi-agency response</b></p> <p>'Task / Finish' Meetings will be required with the Local Probation Office.</p>	<p>Discussions about improving transitions began – due to significant re-organisation of Probation &amp; lack of clarity about how cases will transfer to the private sector this work cannot yet be concluded.</p> <p>Liaison via Probation officer takes place for all transfers &amp; meetings with YP to complete</p>



<ul style="list-style-type: none"> <li>3) Decisions to transfer young people to adult services or to retain young adults in youth-based services are recorded in the case record and take into account the views of young people and what work needs to be undertaken to meet the aims of the sentence, to address likelihood of reoffending and <i>Risk of Harm to others</i>, and to manage vulnerability</li> <li>4) Young people are thoroughly prepared for transfer to adult services</li> <li>5) Notifications of transfer, and all essential advance information, are sent to Probation Trusts and adult establishments in sufficient time to ensure continuity of delivery of interventions</li> <li>6) All intervention providers (including health and education, training and employment providers) are informed of transfers to Probation Trusts and adult establishments in advance and involved appropriately in case transfer meetings to ensure continuity of delivery</li> <li>7) Parents/carers are involved, where appropriate, in discussions about transfer and in case transfer meetings where it is likely to aid the young person's progress and engagement</li> <li>8) Staff in youth-based and adult-based services receive sufficient information and training about</li> </ul>				<p>documentation (OaSyS) / explain how Probation operates differently – 3 way meetings occur involving YP / YJS Probation Officer &amp; new Probation Officer)</p> <p>Case Practitioners are routinely evidencing when a decision has been made to retain a case within the YJS and being clear about the rationale for this.</p>
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<p>the work of each other's services to enable them to prepare young people for transfer to adult services and to work effectively with transferred cases.</p>				
<p><b>3.4) LAC YP placed away from home / supervised by YOTs</b></p> <p><b>Actions :</b></p> <ol style="list-style-type: none"> <li>1) Accurate information about children and young people who are looked after and placed outside their home area is sent promptly to the YOT in the new area;</li> <li>2) Assessments, intervention plans and reviews on children and young people take full account of the impact of being looked after</li> <li>3) The enforcement processes for court orders and post-custodial licences are sensitive to, and take account of, the circumstances of children and young people who are looked after</li> <li>4) Action is taken, where appropriate, to increase the number of children and young people who are dealt with through restorative justice measures when they offend within the residential setting.</li> <li>5) Independent Reviewing Officers ensure that all agencies work together to improve safeguarding outcomes for children and young people and share appropriate information, take account of</li> </ol>	<p>Service Manager- Family and Adolescent Services</p> <p>/ YJS Manager / Ops Manager (Partnerships &amp; Safeguarding)</p> <p>IRO Lead in Borough / Case Practitioners / Service managers within Social Care</p>	<p>31/3/14</p>	<p><b>Key Business for Steering Committee - Multi-agency response</b></p> <p>LAPSO working Group within CSF Department – to monitor / shape responses</p> <p>Continuation of Group (operationally) to focus upon wider resource and practice issues.</p>	<p>LAC / LASPO operational group now in place – Dec '14 – chaired by Service Manager – Permanency &amp; Placements .This has representation across key teams and has a wide remit around remands / LAC and offending.</p> <p>Plans and assessments demonstrate an awareness of the diverse needs of LAC young people. This needs to translate into active planning to meet those needs during the order</p> <p>Briefings to teams to take place to assist joint work /</p>

<p>each other's assessments, align plans for their long-term future and develop contingency arrangements where necessary.</p> <p>6) LBM satisfies itself that specialist therapeutic interventions provided by residential placements are of good quality and suitable for the needs of children and young people.</p>				<p>planning around LAC processes &amp; YJS remand planning.</p> <p>Direct RJ on offer to all Residential placements.</p> <p>Victim worker actively contacting YOTs &amp; ensuring information is sent for OOB cases.</p>
<p><b>3.5)YP who sexually harm</b></p> <p><b>Actions :</b> <b>Local Safeguarding Children Boards should:</b></p> <p>Promote effective joint work with children and young people who display, or are likely to develop, sexually harmful behaviour by:</p> <p>1) Ensuring that in the Early Help Strategy the needs of children and young people who display, or are likely to develop, sexually harmful behaviour are identified and recognised, and that they are provided with help and intervention at the earliest possible opportunity.</p> <p>2)Monitoring the effectiveness of the multi-agency response to such children and young people in their area, particularly including the identification of such</p>	<p>Safeguarding manager / Social Care managers / Service Manager- Family and Adolescent Services</p>	<p>31/7/13</p>	<p><b>Key Business for Steering Committee - Multi-agency response</b></p> <p>Requires a clear and robust multi-agency safeguarding Board policy around assessment / intervention that starts at the point of charge and engages teams throughout the court / sentencing process.</p>	<p>LSCB – Policy &amp; Practice Subgroup - approved Guidance &amp; procedure for Assessment Planning Panels (APPs) for YP with allegations of sexually harmful behaviour / sexual offending in June '13. The paper was agreed at LSCB in July '13. Procedure not operational requiring Senior Management in</p>

<p>cases joint assessments and the interventions to them and their families and, where appropriate, their victims.</p> <p>3) Developing and implementing strategies to address apparent deficits.</p> <p>4) Establishing open channels of communication with the local Multi-Agency Public Protection Arrangements Chair and coordinator in cases where there is a shared interest.</p>			<p>Policy / Process to be agreed at LSGB Policy &amp; Procedure Group.</p>	<p>each agency to provide key professional with decision making power to attend the meetings. MASH will take the lead in the process.</p> <p>Multi-agency training to be organised. YJS Ops manager has provided service managers with costings for AIM training to be provided across agencies in Merton. This will enable work across the agencies to undertake 'in house' assessments and treatment unless risk is too high.</p>
<p><b>Youth Offending Team Management Boards should:</b></p> <p>1) Seek assurance that timely specialist multi-disciplinary assessments of sexually harmful behaviour are undertaken and shared with relevant agencies.</p> <p>2) Ensure that appropriately targeted, evidence based interventions informed by a full assessment of needs of the child or young person are available.</p> <p>3) Ensure that Youth Offending Team case managers are familiar with the Multi-Agency Public Protection Arrangements guidance so that they understand the role of Multi-Agency Public Protection Arrangements, the requirements for Multi-Agency Public Protection Arrangements registration and the thresholds for referral into Level 2/3 for children and young people convicted of sexual offences.</p> <p>4) Ensure that YOT case managers take a lead role in working with police offender managers to improve</p>	<p>Service Manager- Family and Adolescent Services / YJS Manager / Ops Manager (risk / court) / Restorative Justice Coordinator /</p>	<p>31/9/13</p>	<p>Multi-agency process (as above) to be agreed</p>	<p>Merton engaged in MST – Problem Sexual Behaviour Programme.</p> <p>All staff clear re MAPPA criteria &amp; use of screening Questionnaire for managers to decide on level 2 meeting.</p> <p>For the few cases that have met level 2 &amp; 3 criteria YJS Managers /</p>

communication links and to develop, with others, joint public protection management plans for children and young people who have offended. 5) Confirm that appropriate services to victims are offered at the earliest possible stage.				Case practitioners & YJS PC have attended MAPPA & subsequent actions completed as required by MAPPA.
<b>4.0) Reduction of reoffending / numbers of YP going into custody / remand and addressing safeguarding / vulnerability issues</b>	<b>Who will do it?</b>	<b>By when?</b>	<b>Links (internal and external) / other comments</b>	
<b>4.1)</b> Reduce serious youth violence through the Implementation of work around <b>Gangs</b> focusing upon positive futures / building resilience / exit strategies & safeguarding issues	YJS Ops Managers / Prevention Manager / Project workers	March '14	Work with teams / agencies within the CSF Department and Police	Gang project / MOPAC gang's worker within TF includes gang work / mentoring provision / cross Borough liaison. 'Call in' March '13 and follow up programme & mentoring – Evaluation of Impact required.
<b>4.2)</b> Establish and implement process within OMP for supporting <b>victims of serious violence / gang activity</b>	OMP	March '14	Work with teams / agencies within the CSF Department and Police – new area of work – likely to require discussion about scope of work / capacity issues	Process within OMP to be defined - Appointment of MOPAC workers has assisted scope of activity.
<b>4.3)</b> Development & Implementation of <b>parenting support network</b> relating to serious youth violence and gang activity	YJS Prevention / OMP	March '14	Work with teams / agencies within the CSF Department	Parenting support provided via TF key workers within individual families but

			and Police – new area of work – likely to require discussion about scope of work / capacity issues	improved coordination may be necessary re a supportive network.
<b>4.4) Programmes working with young women / young men</b> - issues around resilience / lifestyles / young fathers / Teenage pregnancy / sexual exploitation / School Absence / Truancy issues	YJS Ops Manager (risk / court) / Prevention Manager	March '14	Links with other YJS programmes / Training for staff / residential provision.	MOPAC Girls & Young women's worker is now working closely with Barnadoes / Jigsaw4U / School Behavioural Support / Specialist Police officers delivering programmes in schools for girls and boys. . Wider activity with YP involving specific boys / girls work - yet to be clarified between Kate Jennings (commissioning Manager) & FAS Service Manager.
<b>4.5) YP who sexually harm</b> – All case practitioners trained to assess YP and some with additional training to provide Interventions. Managers to be provided with supervision for this work.	YJS Ops Manager (risk / court)	July '13		Costings re AIM training have been sent to Service managers for FAS & safeguarding for multi-agency training – awaiting decision. YJS will be part of multi-agency cross borough training.

<p><b>4.6)</b> Improve case practitioner response to <b>engaging and building effective relationships with YP</b> through a range and variety of approaches to improve outcomes with YP especially around building confidence &amp; resilience and reducing offending.</p>	<p>YJS Ops Managers</p>	<p>December '13</p>	<p>Clear focus &amp; priority in YJS training programme / share practice &amp; learning within 'good practice' sessions / monitor progress with case practitioners via supervision sessions</p>	<p>Desistance Theory – (focus on strengths / relationships) briefing in Team meetings / Team Away Day (Dec '13) and emphasis within 'good practice' sessions involving training delivered by CAMHS &amp; S&amp;LT worker. Practitioners also helped by the 'signs of safety seminars'.</p> <p>Monthly Case Formulation sessions with Forensic Psychologist.</p> <p>Case practitioners now attending reparation projects at weekends. Evening projects being developed to help strengthen relationships with YP</p>
<p><b>4.7)</b> Embed <b>Referral Order Offending Behaviour Group</b> for more low risk YP (as part of RO programme) and reshape programme / staffing as necessary.</p>	<p>YJS Ops Manager (Partnerships) &amp; Projects Team Admin.</p>	<p>Review September '13</p>	<p>Programme in place – consider skill mix of staff / integration with other programmes.</p>	<p>Low numbers of low risk YP in system – Group has run once during year. Plan to use expertise within 'Breaking Free' within future groups.</p>
<p><b>4.8)</b> Greater utilisation of <b>partnership resources</b> within</p>	<p>Partner workers</p>	<p>Reports –</p>	<p>Templates being</p>	<p>Screening Clinic has</p>

<p>the Borough including CAMHS / ETE Provision / Catch 22 (Substance misuse) &amp; (nurse)</p> <p>Quarterly reports on activity / outcomes / gaps in provision / trends from partners within the YJS. To include Catch 22 worker / CAMHS worker / Education PA and (nurse).</p>	<p>/ via YJS Ops Manager (Partnerships)</p>	<p>July'13 / Oct '13 / Jan'14 &amp; April '14</p>	<p>utilised by partners</p> <p>YJS Ops Manager (Partnerships) to collate information for YJS Managers meetings</p>	<p>become the catalyst for referrals.</p> <p>Partner reports being provided – though consistency of approach / output not helped by changes in partnership workers (Catch 22) – not to overshadow the positive work evidenced by CAMHS worker / Education Practitioner.</p>
<p><b>4.9)</b> Participation in the Multi-Agency Safeguarding Hub (<b>MASH</b>) and involvement within any review of practice</p>	<p>YJS Ops Manager (Partnerships) / other YJS Managers / Case Practitioners</p>	<p>Ongoing from April '13</p>	<p>Participation on Strategy Board / Ops Steering Group.</p> <p>Review capacity issues</p>	<p>Involvement of FAS Service manager &amp; YJS Manager within the MASH Steering Group.</p> <p>YJS provides a presence in MASH each morning &amp; attended recent planning Away day</p>
<p><b>4.10)</b> Introduction of <b>Reoffending Panels</b> to consider lessons learnt and actions required</p>	<p>YJS Ops managers / case practitioners</p>	<p>Ongoing from April '13</p>	<p>Consider as part of 'good practice' sessions</p>	<p>Managers &amp; Case Practitioners reviewing trends / patterns within Jan – March cohort for those YP who reoffend - findings</p>



				<p>/ learning shared within team.</p> <p>Use of YJB toolkit planned for 14-15</p>
<b>5.0) Increase levels of participation and achievement of 16+ young people in education, employment, training and volunteering and addressing varied needs of YP</b>	<b>Who will do it?</b>	<b>By when?</b>	<b>Links (internal and external) / other comments</b>	
<p><b>5.1)</b> Embed good practice of <b>sharing information</b> with schools re those YP sentenced to community orders</p> <p><b>5.2)</b> Ensure <b>Statemented YP</b> are identified and have reports on case management files.</p> <p><b>5.3)</b> Provide <b>ETE Screening</b> for all YP at the YJS.</p>	<p>Education Practitioner / Ops Manager (Partnerships)</p>	<p>Ongoing</p>	<p>School contacts established / regular information sharing / attendance at Children Missing Education Panel</p>	<p><b>5.1</b> New Education Practitioner in post - who is sharing information and making links with schools.</p> <p><b>5.2</b> Education Practitioner is accessing statements routinely via contact in SEN. These are being attached to the Careworks CM System.</p> <p><b>5.3</b> Education Practitioner is screening 100% of cases and recording in careworks</p> <p>ETE provision in place for all custody YP – Education Practitioner visits all YP in custody at beginning / middle and towards the</p>

				<p>end of sentence.</p> <p>Welfare call purchased to check on attendance of YP Education Group being established to monitor education needs of YP &amp; services provided.</p>
<p><b>5.4)Speech &amp; Language / Communication Issues</b></p> <p><b>5.5)</b> Ensure S&amp;L screening is available for YP subject to court orders.</p> <p><b>5.6)</b> To ensure that interventions with YP are modified in the light of any communication issues and clearly recorded.</p>	<p>YJS Ops Manager (Partnerships) / SALT worker</p>	<p>Ongoing</p>	<p>Continue contractual arrangements with SALT at Chaucer</p>	<p>Screening is available in 100% of cases.</p> <p>Take up of the screening has improved</p> <p>The Integrated Action Plan (IAP) includes information on communication needs &amp; its impact on interventions</p> <p>Case practitioners had an awareness raising session on 13/11/13</p>
<p><b>6.0 CAMHS</b></p> <p><b>6.1)</b> To provide an accessible and user friendly service.</p> <p><b>6.2)</b> To ensure that the emotional and mental health needs of YP are screened and evidenced in the assessment process.</p> <p><b>6.3)</b> YP to receive interventions based on their emotional/ mental health needs or are referred on to CAMHS mainstream service.</p>	<p>YJS Ops Manager (Partnerships)/ CAMHS worker</p>	<p>Ongoing</p>	<p>Likely CAMHS movement into central resource team – yet to be clarified</p>	<p>6.1/ 6.2 Screening occurring in all cases via the 'screening clinic'. The case is updated on careworks and the screening / initial assessment incorporated into the Asset.</p> <p>6.3 Where the CAMHS worker identifies the need for ongoing intervention these are taking place.</p>

				<p>Currently 15 -20 young people are 'in treatment' with the CAMHS worker. CAMHS worker attends the YJS Vulnerability &amp; Risk Management panel and hopes in 14-15 to be using SAVRY tool - assessment for high risk (harm) YP.</p> <p>MST referrals from YJS now discussed at OMP</p>
<p><b>7.0 Substance Misuse</b></p> <p><b>7.1)</b>100% screening of all YP.</p> <p><b>7.2)</b> Care planning to be incorporated into IAP where appropriate.</p> <p><b>7.3)</b> Groupwork provision for those YP assessed as requiring basic awareness and education</p>	<p>YJS Ops Manager (Partnerships)/ Catch 22 worker</p>	<p>Ongoing</p>	<p>Catch 22 worker</p>	<p>Problems over year around changing workers within Catch 22 (C22) – now appears to be resolved. Group work is not taking place but will be reviewed in 14-15.</p>
<p><b>8.0) Equalities</b></p> <p>Embed checklist relating to diversity / culture and identity into assessment / intervention processes at the outset of all court orders and ensure recording within casework (ASSET)</p>	<p>YJS Managers / Case Practitioners</p>	<p>July'13</p>	<p>Checklist agreed within practitioner group (March '13)</p>	<p>Embedded within practice of Case Practitioners who use the checklist during assessment &amp; planning panels to ensure that YP's needs are fully understood &amp; addressed.</p> <p>Diversity viewed as a strength in recent HMIP SQS</p> <p>Difficult to obtain</p>

				management reports around this demographic data.
<b>9.0) Young people on court orders satisfaction rate of service provision</b>	<b>Who will do it?</b>	<b>By when?</b>	<b>Links (internal and external) / other comments</b>	
<p><b>9.1) Completion of End Of Supervision Qs and analysis to be provided to YJS Quarterly Management Meetings</b></p> <p>'Over to you' Q (Prevention)</p>	Projects Team Administrator / Business Manager	Reports – July '13/ Oct '13 / Jan '14 & April '14	<p>To be reviewed at Managers meetings to help shape any changes in practice / provision of services.</p> <p>Use of YP's views integrated within revised Questionnaire from April '13</p>	<p>Reports routinely provided and findings shared within the team. Consistently positive results noted.</p> <p>Since 1/1/14 use of HMIP on line Questionnaire (viewpoint) for YP at ¾ quarters point in order – administered &amp; overseen by Projects Team administrator</p> <p>Voices of YP strengthened via introduction of Youth Boards from July '13 and involvement of YP within Recruitment panels.</p>
<b>9.2) Continuation of Award / Accreditation Scheme within the YJS – to be utilised within reparation project and programme work</b>	Reparation Coordinator / Reparation Sessional	November '13	Liaison with relevant Award Bodies	Continued use of Awards within reparation cooking project - Level 2 City and Guilds Food Safety and Hygiene (Catering) Course

	workers			with Certificate.
<b>Other Issues</b>	<b>Who will do it?</b>	<b>By when?</b>	<b>Links (internal and external) / other comments</b>	
<p><b>10.0) Staffing / Training issues</b></p> <p><b>10.1)</b> Staffing Recruitment – Prevention manager / SW case practitioners / sessionals and mentors as necessary</p> <p><b>10.2)</b> Required YJB Inset training &amp; LCSB courses.</p> <p><b>10.3)</b> Embed Case Discussions / Peer led practice reviews / Quality practice sessions within case practitioner and wider practitioner base.</p>	<p>1) All YJS Managers</p> <p>2 &amp; 3) Ops Managers / Case Practitioners &amp; wider practitioner group</p>	<p>1) Staff in place (March '14)</p> <p>2) Dates in place (June '13)</p> <p>3) Ongoing</p>	<p>HR procedures / CRB checks / safer recruitment</p>	<p>1) Agency Prevention Manager not now being recruited or Prevention Case Practitioner (permanent)</p> <p>2) Case practitioner attendance agreed with line managers – 2 INSET courses per practitioner.</p> <p>3) Regular programme – enhanced via case formulation sessions with Forensic psychologist</p>
<p>11.0) <b>Protocol / Policy updates</b> – National Standards revision / Risk Policy / Quality Practice Framework / Remands process (LAPSO) / &amp; QA Policy &amp; Training Plan 13/14.</p>	<p>YOT Manager / Ops Managers as necessary</p>	<p>NS (May'13)</p> <p>Risk &amp; QPF (June '13)</p> <p>Remands Process (June '13)</p> <p>QA &amp; Training Plan (June'13)</p>	<p>NS revisions agreed at YCPEB (March '13)</p> <p>Links with partners (Catch 22 &amp; CAMHS)</p> <p>Training plan update will depend upon publication of LCSB Training Plan</p>	<p><b>Protocols / Policies provided in time for Sept HMIP SQS</b></p> <p>NS Revision - June '13</p> <p>Training Plan - March '13</p> <p>QA Policy August '13</p> <p>Assessment &amp; Management of Risk June '13</p> <p>Quality Practice</p>

			<p>13-14</p> <p>QA Policy update will need to incorporate benchmark exercise / views of external consultant / NS changes / Executive Board decisions.</p>	<p>Framework Revised July '13</p> <p>Remands Process (Via LAPSO Paper)</p> <p>- April '13</p>
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**Chris Giles**  
**YJS Manager**  
**April'14**

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

**Date: 13<sup>th</sup> January 2015**

Agenda item: 8

### **Subject: Update on Developments Affecting Children, Schools and Families Department**

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

Lead members: Cllr Maxi Martin, Cllr Martin Whelton

Forward Plan reference number: N/A

Contact officer: Paul Ballatt, Head of Commissioning, Strategy and Performance

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#### **Recommendations:**

A. Members of the panel note the contents of the report.

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

1.1. The report provides members of the panel with information on key developments affecting Children, Schools and Families Department since the panel's last meeting in November 2014.

#### **2 DETAILS**

2.1 There have been no full Ofsted school inspections since the panel's last meeting. However, a section 8 monitoring visit to Liberty primary school, judged as requiring improvement in its last full inspection, was reported in December 2014. This concluded that insufficient progress was being made in addressing issues preventing the school from achieving a judgement of 'good' at its next full inspection. Officers are engaging robustly with the school to address deficits.

2.2 Merton's implementation of requirements in the 2014 Children and Families Act to undertake education, health and care planning for children with Special Educational Needs was examined in a DfE monitoring visit in December 2014. Feedback received was that Merton is making good progress in implementing the Act.

2.3 Professional health staff from Sutton and Merton Community Health Services have been appointed to join the integrated Education, Health and Care Team established in response to the Act. Co-location of these staff and new integrated assessment and planning tools will enable the 'joined up' approach envisaged in the new legislation.

2.4 Further progress has been made in the Department's project to increase the numbers of Merton pupils registered for Free School Meals and therefore attracting Pupil Premium for their schools. In October 2014, some 200 additional entitled pupils had been identified and registered as a result of promotional activities undertaken by the Department and schools. By December 2014, this figure has increased to 790. The impact of the project to date should result in Merton's schools receiving in the region of £1.2 million additional funding in the Designated Schools Grant for 2015-16.

- 2.5 Members of the panel will be aware of the retirement of Jan Martin, Assistant Director for Education. An interim postholder, Heather Tomlinson, is now in post and the council has made a permanent appointment. Jane McSherry is expected to join the Department in April 2015.
- 2.6 In response to the raised national profile of child sexual exploitation, London's Directors of Children's Services agreed a peer review initiative to support individual local authorities in service improvement. Merton has engaged strongly with this initiative and underwent a peer review in December 2014. This has contributed to the establishment of a specific improvement action plan which will be overseen by the MSCB and monitored internally by the department's Continuous Improvement Board. Local authorities' response to the issue of child sexual exploitation has now become a specific line of enquiry in Ofsted's single inspection of services for children in need of help and protection, children looked after and care leavers.
- 2.7 Following the transfer of certain health commissioning responsibilities to local authorities, officers in the Department and Public Health colleagues are currently working with Merton's Clinical Commissioning Group in preparing for the re-commissioning of community health services for children including health visiting, school nursing, therapies and specialist services for looked after children, currently provided by the Royal Marsden NHS Foundation Trust. These services are critical to Merton's Children's Trust's overall approach to improving outcomes for children and the next provider will be expected to contribute to the further integration of services for children and their families in the borough.
- 2.8 During October 2014 a CYP scrutiny performance workshop was held in which Members received guidance and information about the Children Schools and Families departmental Performance Management Framework and associated performance governance. Following this a smaller group met to review and revise the CYP Security dataset for 2015/16. This is presented in the Performance report.
- 2.9 In addition to a new standard dataset for 2015/16 Members also requested that Officers submit supplementary indicators in the 'Officers Update report' as and when management were particularly concerned about performance. It was recommended that Members monitor selected indicators for a short period of time only until performance improved. These indicators will be reported separately in order to keep the integrity of the full (main) Scrutiny dataset.
- 2.10 At the last panel meeting, members expressed concern about a 'lagging' performance indicator relating to visits to looked after children. As panel members will be aware, the council is in the process of implementing a new social care and casework information system which will go live in summer 2015. Because of the set up of the existing system, data on visits is not easily extracted and 'work arounds' have been implemented to enable data to be inputted and reported. Whilst the annual corporate parenting report submitted at the last panel meeting showed deterioration in visits performance, subsequent sampling and audits undertaken indicate current performance in the region of 80% is being achieved. The Corporate Parenting Board will continue to monitor actual performance in pragmatic ways until the transfer to the new system and we will report accordingly.



**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**

- N/A

**12 BACKGROUND PAPERS**

12.1. None

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

**Date:** 13 January 2015

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 November 2014 for the reporting year 2014/15 (appendix 1)
- B. Review a revised Performance index proposed for 2015/16 (appendix 2)
- C. Agree to receive monitoring reports against the new Performance index from April 2015.

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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 in appendix one is as at the end of November 2014, at the point of publishing this report the December 2014 data had not yet been validated (report due to be published 5 January 2014).
- 1.2. Following a review of the Performance index a revised dataset has been developed and is presented in appendix two for Members to review and agree. See paragraph 2.12 for details.

## 2. DETAILS

- 2.1. At a Children and Young People Scrutiny Panel in 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, Corporate Parenting Report, safeguarding performance report etc. This performance index is periodically reviewed and revised by Members.
- 2.2. **November 2014 Performance commentary**
- 2.3. Appendix one presents the performance dataset for 2014/15 comments are provided below on exception only for those indicators reporting as Red or Amber below.
- 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. 15% of children subject to a child protection plan were the subject of a plan for the second or subsequent time, this indicator relates to 22 of 143 CYP with previous plans (new child protection plans started). A second plan is established where concerns which led to the original plan re-occur or where new concerns arise. It should be noted in November 6 new CYP started on a CPP plan of which 4 children were from one family group and 2 children from another. Sibling groups impact this indicator greatly therefore any change in percentages are unpicked by officers to be understood. Although higher than Merton's norm, this indicator remains in line with the national average of 15.8% (CIN 2013/14). Members may like to note that the national average now published as above has also risen from last year (14.9% in 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 35 children meet these criteria, 46% of these relevant children had been in a single stable placement lasting two years or more years. This equates to 16 of 35 children.
- 2.9. Sixteen children have not been in their placements for longer than 2 years. This is a small cohort of children which can be skewed by sibling groups. There were various reasons for the placement disruptions including planned placement changes to better meet the needs of the children. The national average for this indicator is 67% (LAC 903 2012/13).
- 2.10. **Line 14 Percentage of children in care participating in their reviews – Red.**
- 2.11. 73% 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 121 of 143 children. Where children and young people feel they need support to represent their views we provide that support through an independent advocacy service Jigsaw4U. 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, 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'. In addition two representatives from the Children in Care Council made a presentation to the Merton Safeguarding Children Board in May. This is part of an initiative to strengthen links to enable looked after children's voices to inform the work and priorities of senior managers and executive leads.
- 2.12. **New Performance index 2015/16**
- 2.13. During October 2014 a CYPP scrutiny performance workshop was held 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. As a result a proposed new performance index is presented in appendix two.

- 2.14. The new performance index provides a more comprehensive view of Merton's key performance indicators and on-going areas for improvement.
- 2.15. Where indicators have been removed Members are reassured that these indicators are either presented elsewhere in annual or thematic reports during the year or are no longer top concerns for the management team. For example indicators removed about school exclusions are annually presented in the School Standards report.
- 2.16. Suggested additional indicators combined with some of the existing indicators provide a more holistic view of Children, Schools and Families services. The new performance index also focuses more on the key indicators of concern/areas for improvement for the department as requested. It is likely that Members will see more 'Reds and Ambers' on the index as a result of the new more challenging dataset, it was therefore agreed that more benchmarking information would be included in the performance index to help Members contextualise a range of acceptable performance, as such two years of Merton trend data is to be included in the index and an England and London average. With this information Members will be able to identify 'true' Red indicators, differentiating between those lagging behind Merton's ambitiously set targets and those lagging behind a national/London average and or previous performance.
- 2.17. It is recommended that the panel begin to monitoring the new Performance index from April 2015 to ensure that the current year's Performance index completes a full cycle of monitoring before a new index begins.
- 2.18. In addition to a new standard dataset for 2015/16 Members also requested that Officers submit supplementary indicators in the 'Officers Update report' as and when management were particularly concerned about performance. It was recommended that Members monitor selected indicators for a short period of time only until performance improved. These indicators will be reported separately in order to keep the integrity of the full standard Scrutiny dataset.

### **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 Chair has 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 index 2014/15 (November 2014)


Appendix 2: CYPP performance index proposal 2015/16

### **6. BACKGROUND PAPERS**

- 6.1. CSF Performance Management Framework <http://intranet/departments/csf-index/csf-performance.htm>

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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)	Sep-14 / Q2	Oct-14	Nov-14	Dec-14 / Q3	Jan-15	Feb-15	Mar-15 / Q4	
<b>Children's Social Care</b>													
1	Number of CASA's	n/a	n/a	n/a	n/a	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	59.6% (90%)	59.0% (91%)	59.2% (94%)					YTD
3	% of Children subject of a Child Protection Plan with an allocated Social Worker	100%	High	0%	Green	100%	100%	99%					Monthly
4	% of reviews completed within timescale for Children with Child Protection Plans (NI 67)	n/a	High	n/a	n/a	93%	94%	84%					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	82%	77%	74%					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	13%	13%	15%					Cumulative YTD
7	% of Children in Care with an allocated Social Worker	100%	High	0%	Green	100%	100%	100%					YTD
8	Children in Care rate per 10,000	n/a	n/a	n/a	n/a	34.8	36.3	37.2					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	3	3	3					Cumulative YTD
10	Number of agency special guardianship orders granted					6	6	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	8%	11%	8%					YTD
12	Stability of placements of Children in Care - length of placement (NI 63)	75%	High	5%	Red	59%	54%	46%					End of the month snapshot
13	Children in Care cases which were reviewed within required timescales (NI 66)	100%	High	10%	Green	94%	99%	96%					YTD
14	% of Children in Care participating in their reviews in month	90%	High	10%	Red	70%	68%	73%					Monthly with Quarter YTD
15	Timeliness of adoption placements post best interest decision (NI 61)	n/a	n/a	n/a	n/a	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	0.95							Quarterly
17	First Time Entrants (FTEs) to the Youth Justice System aged 10-17 (Cumulative)	80	Low	% (1CYP)	Green	34	42	43					YTD
18	Young Offenders NEET rate (Not in Education, Employment or Training)	n/a	n/a	n/a	n/a	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	6.9							Monthly
<b>Education</b> *For Attendance and Exclusion indicators the Merton 2012-2013 relates to academic year 2011-2012; National & London benchmarks may for previous academic years.													
19	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	0	0	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					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	0							Cumulative YTD Academic Year
32	All SEN statements issued in 26 weeks (without exceptions)	n/a	High	n/a	n/a								Cumulative YTD Academic Year
33	All SEN statements issued in 26 weeks (with and without exceptions)	95%	High	5%	n/a								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	31							Cumulative YTD, up until 1 September only
35B	Education, Health and Care plans issued	n/a	High	n/a	n/a								Cumulative YTD, from 1 September 2014
35C	% outcome of all Children Centre Ofsted inspections good or outstanding	100%	High	0%	Green	100%							Cumulative YTD
34B	% 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	55.7%							Cumulative YTD
<b>Road Accidents</b>													
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.



# Children and Young People Overview and Scrutiny Panel - Performance Index 2015/16 PROPOSAL



No.	Performance Indicators	Target 2015/16	Polarity	Benchmarking and trend				BRAG rating	Merton 2015/16 performance												Notes
				Merton 2013/14	Merton 2014/15	England 2013/14*	London 2013/14*		Apr-15	May-15	Jun-15 / Q1	Jul-15	Aug-15	Sep-15 / Q2	Oct-15	Nov-15	Dec-15 / Q3	Jan-16	Feb-16	Mar-16 / Q4	
1	Number of Common and Shared Assessments undertaken (CASAs)	Not a target measure	High	707		n/a	n/a	n/a													Quarterly (Time lag in collating CASAs from partner agencies) YTD
2	% of Single Assessments completed within the statutory 45 days	95%	High	81%		82%	78%	Green example													Year to Date
3	% of Education, Health and Care plans issued within statutory 20 week timescale	TBC	High	n/a		Data not available	Data not available	Green example													Cumulative YTD Academic Year, from 1 September 2014 only to be reported in January 2015.
<b>Child protection</b>																					
4	Child Protection Plans rate per 10,000	Not a target measure	n/a	39		37	34	n/a													Monthly - as at the end of the month
5	Number of children subject of a Child Protection Plan	Not a target measure	n/a	182		n/a	n/a	n/a													Monthly - as at the end of the month
6	Number of family groups subject of Child protection plans	Not a target measure	n/a	86		n/a	n/a	n/a													Monthly - as at the end of the month
7	% of Children subject of a Child Protection Plan with an allocated Social Worker	100%	High	100%		Data not available	Data not available	Green example													Monthly - as at the end of the month
8	% of quorate attendance at child protection conferences	95%	High	93%		Data not available	Data not available	Green example													Monthly - as at the end of the month
9	% of reviews completed within timescale for Children with Child Protection Plans	TBC	High	93%		96%	98%	Green example													Year To Date (NI 67)
10	% of Children subject of a Child Protection Plan who had a (28 day) CP visit in timescale (child seen)	TBC	High	53%		Data not available	Data not available	Green example													Monthly - as at the end of the month
11	% of Children that became the subject of a Child Protection Plan for the second or subsequent time	10%	Low	11%		14%	13%	Green example													Year To Date (NI 65)
<b>Looked After Children</b>																					
12	Looked After Children rate per 10,000	Not a target measure	n/a	33		60	55	n/a													End of the month snapshot
13	Number of Looked After Children	Not a target measure	n/a	150		n/a	n/a	n/a													End of the month snapshot
14	% of Looked After Children with an allocated Social Worker	100%	High	100%		Data not available	Data not available	Green example													Year to Date
15	Average number of weeks taken to complete Care proceedings against a national target of 26 weeks	27 weeks	Low	29		33	Data not available	Green example													Quarterly
16	% of Looked After Children cases which were reviewed within required timescales	100%	High	97%		Data not available	Data not available	Green example													Year To Date (NI 66)
17	% of Looked After Children participating in their reviews in month	90%	High	87%		Data not available	Data not available	Green example													Monthly with Quarter YTD
18	Stability of placements of Looked After Children - number of moves (3 moves or more in the year)	15%	Low	13%		11%	Data not available	Green example													Year To Date (NI 62)
19	Stability of placements of Looked After Children - length of placement	75%	High	58%		67%	Data not available	Green example													End of the month snapshot (NI 63)
20	% of Looked After Children placed with agency foster carers	34%	Low	50%		n/a	n/a	Green example													Quarterly
21	Number of in-house foster carers recruited	20	High	14		n/a	n/a	Green example													Quarterly
22	Number of Looked After Children who were adopted and agency Special Guardianship Orders granted	13	High	15		n/a	n/a	Green example													Year to Date

Page 24 of 24

No.	Performance Indicators	Target 2015/16	Polarity	Benchmarking and trend				BRAG rating	Merton 2015/16 performance											Notes
				Merton 2013/14	Merton 2014/15	England 2013/14*	London 2013/14*		Apr-15	May-15	Jun-15 / Q1	Jul-15	Aug-15	Sep-15 / Q2	Oct-15	Nov-15	Dec-15 / Q3	Jan-16	Feb-16	
<b>Childrens Centres and Schools</b>																				
23	% outcome of all Children Centre Ofsted inspections good or outstanding (overall effectiveness)	100%	High	100%		69%	76%	Green example												Year to Date
24	% 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	78%		Data not available	Data not available	Green example												Year to Date
25	% outcome of School Ofsted inspections good or outstanding (overall effectiveness)	TBC	High	87%		79%	86%	Green example												Year to Date
26	Number of Primary permanent exclusions (Number YTD Academic year)	0	Low	0 (Academic Year 2012-2013)		n/a	n/a	Green example												August End of Acad. Yr. YTD (August data interim until November); September start of the new Acad. Yr.
27	Number of Secondary permanent exclusions (Number YTD Academic year)	TBC	Low	12 (Academic Year 2012-2013)		n/a	n/a	Green example												August End of Acad. Yr. YTD. September start of the new Acad. Yr.
28	% of Secondary persistent absenteeism (15% absence)	8%	Low	5.8% (2013)		7.4% (2012)	6.1% (2012)	Green example												Annual Measure 2.5 terms DfE Published SFR maintained and academies
29	% of Reception year surplus places	5%	Low	3.8%		Data not available	Data not available	Green example												Annual measure
30	% of Secondary school (Year 7) surplus places inc. Academies	5%	Low	12.3%		Data not available	Data not available	Green example												Annual measure
<b>Young People and Services</b>																				
31	Youth service participation rate	2,000	High	2032		Data not available	Data not available	Green example												Annual Measure
32	% of CYP (16 - 18 year olds) not in education, employment or training (NEET)	3%	Low	5%				Green example												Monthly
33	% of CYP (16 - 18 year olds) education, employment or training status 'not known'	Not a target measure	Low	5%				Green example												Monthly
34	Rate of proven re-offending by young people in the youth justice system	1.1	Low	1.1		Data not available	Data not available	Green example												Quarterly (NI 19)
35	Number of First Time Entrants (FTEs) to the Youth Justice System aged 10-17	75	Low	88		n/a	n/a	Green example												Year to Date
36	Number of 'Troubled families' turned around (Transforming families programme)	TBC	High	185 TD		n/a	n/a	Green example												Quarterly
37	% of commissioned services for which quarterly monitoring was completed	100%	High	100%		Data not available	Data not available	Green example												Quarterly
* Benchmarking data for England and London 2014/15 will be available once published by the DfE this is anticipated from October to December 2015 for Social Care indicators (2014/15) and January 2015 for Education indicators (September 2014)																				

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

**Date:** 13<sup>th</sup> January 2015

Agenda item: 10

Wards: All

**Subject: Draft Scoping Report: Emotional well being and mental health support provided to children attending Merton schools and their families Task Group**

Lead officer: Rebecca Redman, Scrutiny Officer

Lead member: Cllr Jeff Hanna, Chair of the Children and Young People Overview and Scrutiny Panel

Contact officers: Rebecca Redman, Scrutiny Officer,  
[Rebecca.redman@merton.gov.uk](mailto:Rebecca.redman@merton.gov.uk), 020 8545 4035

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### **Recommendations:**

That Members consider and approve the proposed Terms of Reference, timescales, sources of evidence, and witnesses for the task group review.

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### **1. PURPOSE OF REPORT**

- 1.1 To make proposals to Members for their task group review of emotional well being and mental health support provided to children attending Merton schools and their families.
- 1.2 To seek agreement on the proposed Terms of Reference, timescales, sources of evidence and witnesses for the review.

### **2. DETAILS**

- 2.1 At the meeting of the Children and Young People Overview and Scrutiny Panel held on 3 July 2014, Members considered and agreed their Work Programme for the 2014/2015 municipal year. Members proposed that emotional wellbeing and mental health support to children and their families be the focus of a short Task Group review.

### **3. AIM OF REVIEW**

- 3.1 The aim of the task group review is: To explore the role of schools in identifying, commissioning and providing emotional wellbeing and mental health services to children in Merton schools and to their families.

### **4. TERMS OF REFERENCE FOR THE REVIEW:**

- 4.1 The proposed terms of reference of the task group review are as follows:

- To consider how schools identify and meet the emotional and mental health needs of pupils and their families;
- To explore the commissioning role of schools in providing emotional wellbeing and mental health support services to their pupils and their families;
- To identify how the council might support and influence schools in the commissioning and delivery of emotional wellbeing and mental health services

## **5. POTENTIAL SOURCES OF EVIDENCE AND WITNESSES FOR THE REVIEW**

5.1 Members can request a range of evidence and comparative information throughout the course of the review. Members can also invite a variety of people to attend to assist in the forming of evidence-based recommendations to the Executive, and where appropriate, to partner organisations.

5.2 Members may wish to consider the following in this review: -

- Detailed officer reports supplemented by verbal evidence;
- Best practice from neighbouring Local Authorities;
- Government legislation and guidance (national, regional and local policy);
- Site visits;
- Evidence from partner organisations and stakeholders;
- Research reports/briefing papers; and
- Consultation activities

5.3 It is proposed that the Task Group consult the following stakeholders in this review:

- Voluntary and community sector organisations
- Officers within the CSF department
- CAMHS
- Schools
- Young People (youth parliament/school councils and other forums)
- Governors
- Parent Groups
- Other local authorities

## **6. OFFICER SUPPORT**

6.1 Members of the Task Group will be supported by:

**Rebecca Redman, Scrutiny Officer**

Rebecca.redman@merton.gov.uk, 020 8545 4035

**CSF Officers to be determined**

## **7. ALTERNATIVE OPTIONS**

7.1 The Panel may choose to agree a different scope and terms of reference to those proposed in this scoping report.

## 8. CONSULTATION UNDERTAKEN OR PROPOSED

- 8.1 Members are asked to give consideration to if, and how, they would like to engage witnesses in this review.

## 9. TIMETABLE

- 9.1 It is envisaged that the Task Group will undertake and complete its review within 3 months. The final report and recommendations from the review will be presented to the Children and Young People O&S Panel for endorsement at its meeting in June 2015. The following dates have been identified for the task group meetings: **11 February, 16 March, 31 March.**
- 9.2 The following reporting timescale should be borne in mind when conducting the review to ensure completion by June 2015: -

Agree scope – Children and Young People Panel 13 January 2015
Evidence gathering and analysis – February 2014 to March 2015
Agree Draft Final Report and Recommendations – March 2015
Draft Final Report to be endorsed by Children and Young People Panel – June 2015
Final Report to be considered by Cabinet – TBD
Executive Response and Action Plan to Children and Young People Panel – TBD

## 10. CO-OPTION

- 10.1 Members are asked to give consideration to co-opting representatives onto the Task Group for part, or the duration, of the review to assist the Task Group. In accordance with the Constitution any representative co-opted onto the Panel or Task Group will be a non-voting member of the Task Group and will be required to adhere to the Council's Code of Conduct for Members.

## 11. PUBLICITY

- 11.1 Members can publicise the review to encourage and facilitate resident and partner engagement and to promote the outcomes of the review upon completion. The following mechanisms for promotion/publication may be utilised throughout the review: -

- Press release in local press;
- My Merton;
- Community Forums;
- Merton council website;
- Ward councillors;
- Posters/materials in libraries and Merton Link;
- Staff bulletin board and plasma screens in civic centre; and
- Residents' panel and Centre for Public Scrutiny (outcomes)

## 12. FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

12.1 There are none specific to this report. Any financial, resource and property implications arising from the review will be accounted for in the Task Group's Final Report.

**13. LEGAL AND STATUTORY IMPLICATIONS**

13.1 None for the purposes of this report. Any legal and statutory implications arising from the review will be accounted for in the Task Group's Final Report.

**14. HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS**

14.1 None specific to this report. Any human rights, equalities and community cohesion implications arising from the review will be accounted for in the Task Group's Final Report.

**15. CRIME AND DISORDER IMPLICATIONS**

15.1 None specific to this report. Any crime and disorder implications arising from the review will be accounted for in the Task Group's Final Report.

**16. RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS**

16.1 None for the purposes of this report. Any risk management and health and safety implications arising from the review will be accounted for in the Task Group's Final Report.

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

17.1 None

**18. BACKGROUND PAPERS**

18.1 None



## 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>



<p><b>Looked After Children – Annual Corporate Parenting Report</b></p> <p><b>Safeguarding Children – Annual Report of Merton’s Safeguarding Children Board</b></p>	<p><b>CSF Budget Proposals</b> – Discussion of budget with officers and section heads (if required).</p> <p><b>Local Authority role on reducing particular vulnerabilities faced by girls</b> inc. gang activity, child sexual exploitation, FGM</p>	<p><b>Update Report</b></p> <p><b>Performance Report</b></p> <p><b>Work programme</b></p>
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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>
<p><b>CSF Budget Proposals</b> – to include savings and growth proposals for 2015-16 and updates on service reviews/transformation projects</p>	<p><b>Update on Transforming Families Initiative</b></p> <p><b>Update on Youth Offending Service inc. Preventative Approaches</b></p> <p><b>Draft Scoping Report – Emotional well being and mental health support task group</b></p>	<p><b>Update Report</b></p> <p><b>Performance Report</b></p> <p><b>Work programme</b></p>

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

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

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

Main Item	Secondary Items	Information Items for Q+A
<p><b>Children and Families Act 2014</b> – Progress Report on Implementation of SEN and Disabilities Elements</p>	<p><b>The Local Authority Role in promoting Access to Child Care and Early Education for Families</b></p> <p><b>Update on Public Health Services for children and families</b></p> <p><b>Topic Suggestions 2014/15</b></p>	<p><b>Update Report (to include update on performance of services relating to vulnerabilities faced by girls)</b></p> <p><b>Performance Report</b></p> <p><b>Work programme</b></p>



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