

Merton Council

Cabinet Agenda

Membership

Councillors:

Stephen Alambritis (Chair)
Mark Allison
Nick Draper
Caroline Cooper-Marbiah
Andrew Judge
Edith Macauley MBE
Maxi Martin
Judy Saunders
Martin Whelton

Date: Monday 7 December 2015

Time: 7.15 pm

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

This is a public meeting and attendance by the public is encouraged and welcomed.
For more information about the agenda please contact
democratic.services@merton.gov.uk or telephone [020 8545 3361](tel:02085453361).

All Press contacts: press@merton.gov.uk, 020 8545 3181

Cabinet Agenda

7 December 2015

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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.

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

CABINET

9 NOVEMBER 2015

(19.15 - 19.42)

PRESENT

Councillor Stephen Alambritis (in the Chair),
Councillor Mark Allison, Councillor Nick Draper,
Councillor Caroline Cooper-Marbiah, Councillor Andrew Judge,
Councillor Edith Macauley, Councillor Maxi Martin,
Councillor Judy Saunders and Councillor Martin Whelton.

Ged Curran (Chief Executive), Paul Evans (Assistant Director of Corporate Governance), Caroline Holland (Director of Corporate Service), Chris Lee (Director of Environment and Regeneration), Yvette Stanley (Director of Children, Schools and Families), Sara Williams (Programme Manager Business and Economy), Simon Williams (Director of Community and Housing), and Chris Pedlow (Senior Democratic Services Officer).

ALSO PRESENT Councillor Oonagh Moulton.

1 APOLOGIES FOR ABSENCE (Agenda Item 1)

No apologies were received.

2 DECLARATIONS OF PECUNIARY INTEREST (Agenda Item 2)

No pecuniary declarations were made.

3 MINUTES OF THE PREVIOUS MEETING (Agenda Item 3)

The minutes of the meeting held on 9 November 2015 were agreed as a correct record.

4 PROPOSED CHARGES FOR THE UNIVERSAL DEFERRED PAYMENTS SCHEME (Agenda Item 4)

The Cabinet Member for Adult Social Care and Health presented the report, which sought the Cabinet approval for the introduction of charges aligned to the operating of a universal deferred payment scheme. It noted that the proposed charges would be set so that the scheme is cost neutral to administer by the council and under the Care Act 2015 the council was required to have a deferred payment scheme in place. Members were informed that currently there were four residents using the scheme to defer payments for the cost of care, by taking a loan with the council secured against their property to pay for the care.

RESOLVED

That Cabinet agrees:

1. that the council introduces charges, to recoup the associated costs of arrangements made, under Sections 34-36 of the Care Act 2014 and the Care and Support (Deferred Payment Agreements) Regulations 2014, with customers for whom the council arranges support.
2. to the adoption of the schedule of charges as detailed in the report, for the rest of 2015/16 financial year.
3. that charges be reviewed annually in line with annual reviews of the Fairer Charging Policy.

5 ECONOMIC DEVELOPMENT STRATEGY REFRESH 2012-15 UNDERSPEND (Agenda Item 5)

The Cabinet Member for Environmental Sustainability and Regeneration presented the report that sought to extend the current economic development strategy which was due end in 2015/16 by a further year 2016/17. It was noted by continuing the scheme it showed the Council's continued support for economic development. It was proposed to fund the additional year by utilising the current underspend within the current scheme.

The report also proposed to use part of the underspend on a match funding bid with European Investment Social Fund, through a scheme being organised by London councils.

RESOLVED:

That Cabinet agrees

1. to allow the Economic Development Strategy 2 (EDS2) to continue into 2016/17 (a fourth year) enabling it to utilise the remaining under spend, currently forecast at £539k.
2. to a reallocation for part of EDS2 whereby £122k of the forecast £539k be used as further European Investment Social Fund (ESF) match funding.

6 COUNCIL TAX SUPPORT SCHEME (Agenda Item 6)

The Cabinet Member for Finance presented the report which sought the Cabinet's endorsement, prior to its consideration by Full Council, for the adoption of the Council Tax Support Scheme for 2016/17. It was explained that the proposed support scheme was principally the current scheme with a couple of minor changes. The

rationale behind the support scheme, Members were informed, was to have in place a system to ensure that the level of support awarded to our resident stayed in line with the old council tax benefit scheme to ensure that residents were not worse off.

RESOLVED:

That Cabinet:

1. agrees to the uprating changes for the 2016/17 Council Tax Support Scheme, as detailed within the report, in order to maintain low council tax charges for those on lower incomes and other vulnerable residents.
2. recommends to Council the adoption of the new 2016/17 Council Tax Support Scheme.

7 FINANCIAL MONITORING SEPTEMBER 2015 (Agenda Item 7)

The Cabinet Member for Finance presented the report which provided the regular monthly financial monitoring update for September 2015, in respect of the 2015/2016 financial year. It was noted that the net overspend expected at the year end was £3.57million, 0.67% of the gross budget.

RESOLVED

That Cabinet

1. notes the financial reporting data relating to revenue budgetary control, showing a forecast net overspend at year end of £3.57million, 0.67% of the gross budget.
2. approves the virement of £118k from the corporate contingency to Children, Schools and Families for the second quarter costs of additional social worker capacity.
3. approves the adjustments to the capital programme detailed in appendix 5b
4. approves the following adjustments to the Capital Programme

Schemes	2015-16	2016-17
	£	£
Replacement of Civica Icon	125,000	0
Croydon Rd/Mitcham Rd Shared Use Path	0	300,000
Wimbledon TFL	(322,000)	200,000
TFL Projected Slippage from 2014/15*	(101,230)	0
Total	(298,230)	300,000

*Transport for London (TfL) Grant for 2014/15 permissible to spend up to 31/8/15. Unspent balance to be returned to TfL		
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Committee: Cabinet

Date: 7 December 2015

Wards: All

Subject: Heritage Strategy 2015 - 2020

Lead officer: Simon Williams

Lead member: Councillor Nick Draper

Contact officer: Anthony Hopkins

Recommendations:

- A. That Cabinet review and agree the Heritage Strategy 2015 – 2020 and its associated work plan.
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1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1. The Heritage Strategy 2015 – 2020 sets out the borough’s commitment to promoting and enhancing its rich heritage. Underpinning the Strategy are four key themes:
1. Increasing the profile and public access to the borough’s unique and diverse cultural heritage;
 2. Safeguarding the borough’s varied heritage sites and resources;
 3. Making Merton’s heritage provision more inclusive and working collaboratively to widen public engagement and participation;
 4. Increasing funding and investment in Merton’s heritage through partnership work, external funding and sponsorship.
- 1.2. The first Heritage Strategy achieved a number of outcomes for the borough. Key achievements include increased collaboration work between heritage stakeholders, significantly increasing the amount of funding for heritage from organisations such as the Heritage Lottery Fund, and increasing access to our heritage through initiatives such as Merton Memories.
- 1.3. The Heritage Strategy 2015 – 2020 seeks to strengthen collaborative work further and has been devised with heritage stakeholders and in consultation with the voluntary and business communities. The Strategy seeks to address funding challenges by creating a more robust network of heritage enthusiasts and organisations.
- 1.4. Underpinning the objectives of the Heritage Strategy 2015 - 2020 is the work plan that represents the key heritage projects that are taking place across the borough. The delivery of the work plan will be monitored through newly convened Heritage Forum meetings.

2 DETAILS

- 2.1. Merton can boast many heritage attractions, services and organisations dedicated to preserving and raising awareness of the borough's past. Service provision is divided between the local authority and a number of heritage organisations and community groups.
- 2.2. The local authority plays a key part in safeguarding and raising awareness of the rich heritage of Merton. Roles and responsibilities can be divided into three areas:
 - protection of the built and natural environment including policy development;
 - collecting and recording material associated with Merton's past and provision of a skilled information service;
 - promoting and increasing access to Merton's diverse cultural heritage through exhibitions, publications, the arts and education.
- 2.3. The local authority is responsible for preserving the historic character of the borough by ensuring that development of historic buildings or areas is sympathetic and makes a positive contribution to the borough's historic environment. This work is guided by the borough's Core Planning Strategy and the National Planning Policy Framework 2012 (NPPF), which sets out government's policy on planning matters in England and Wales and highlights the need to understand the significance of the borough's built heritage.
- 2.4. It is proposed that the Heritage Strategy 2015 – 2020 is used as a supplementary document for the Local Development Framework for harnessing development and ensuring that it is sympathetic towards historic sites.
- 2.5. Key to the success of the new Heritage Strategy is increased collaborative working with the view to enhancing external investment into heritage to support economic development and to preserve our collective heritage. In a period when local authority spending continues to reduce we need to increase the way we work across the different sectors in the borough to deliver a shared, inclusive and cohesive plan.

3 ALTERNATIVE OPTIONS

- 3.1. **Do nothing**
- 3.2. This would lead to no new Heritage Strategy being devised and adopted. Heritage stake holders and community organisations would continue to deliver heritage projects in an ad hoc manner, which could lead to duplication and within a limited strategic context.
- 3.3. **Devise a local authority specific Heritage Strategy**
- 3.4. The first Heritage Strategy was devised in this manner and whilst a useful catalyst to reflect key local authority objectives and delivery it was not wholly representative of the work that some community organisations were

delivering. In difficult economic times the local authority's resources towards supporting heritage work is reducing and greater collaboration with the community will enable engagement and participation whilst tapping into other external funding sources.

4 CONSULTATION UNDERTAKEN OR PROPOSED

- 4.1. The Heritage Strategy 2010 – 2014 has been reviewed through Heritage & Design Working Group meetings.
- 4.2. A thorough consultation exercise has been undertaken in devising the new Heritage Strategy and has been co-produced in conjunction with the local community. Consultation has taken place since September 2014 through the Heritage & Design Working Group and with wider community organisations including the voluntary and business communities.
- 4.3. The ongoing monitoring of the Strategy will be reviewed through the newly formed Heritage Forum, which will replace the current Heritage & Design Working Group. The work plan will be reviewed formally once a year with an opportunity to amend and include new activities. Further work will also be undertaken to make future Heritage Forums more inclusive and representative of our diverse communities.
- 4.4. The Heritage Strategy 2015 – 2020 has also been reviewed by the Sustainable Communities Overview & Scrutiny Panel and comments have been reflected within the strategy.

5 TIMETABLE

- 5.1. The work plan included in the Heritage Strategy 2015 – 2020 details the key projects to be undertaken with timeframes.

6 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

- 6.1. There are no specific budgets assigned towards the delivery and implementation of the Heritage Strategy 2015 – 2020. All activities will either be delivered within existing resources or where identified will seek to obtain external funding.
- 6.2. The London Borough of Merton has a finite amount of money to spend on heritage. Increasing participation in our heritage would increase community awareness and ownership of our shared heritage. The Heritage Strategy will act as strategic guidance for future heritage projects and it seeks to bring in significant amounts of external investment.
- 6.3. Current heritage resource is limited to 1FTE post of Heritage & Local Studies Centre Manager, a 0.5FTE Conservation Officer and the use of the second floor of Morden Library for the Heritage & Local Studies Centre.
- 6.4. The London Borough of Merton has no local authority run museums or archives although there is a rich resource of independent museums in the borough. Archive material relating to the London Borough of Merton is stored at the Surrey History Centre in Woking.

7 LEGAL AND STATUTORY IMPLICATIONS

- 7.1. There are no legal implications at this stage. In due course the Council will need to follow the statutory procedure in Part 5 of The Town and Country Planning (Local Planning)(England) Regulations 2012 including further public participation before the Strategy is formally adopted as a supplementary planning document under Regulation 14 of the 2012 Regulations.

8 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

- 8.1. One of the key objectives in the Heritage Strategy 2015 – 2020 is to increase participation and attendance in heritage activities amongst underrepresented groups. Underrepresentation is particularly prevalent amongst young people and BAME communities. The broadening of the role of future heritage meetings seeks to increase representation from these groups.

9 CRIME AND DISORDER IMPLICATIONS

- 9.1. None identified.

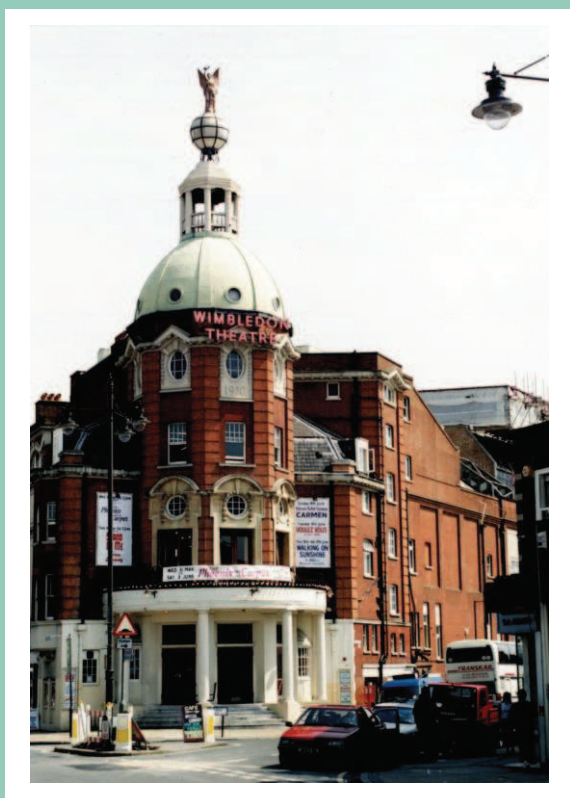
10 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

- 10.1. None identified.

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

- Appendix 1 – Heritage Strategy 2015 – 2020

Merton Heritage Strategy 2015 – 2020



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1. Introduction

Heritage defines who we are, gives us a sense of belonging and an understanding of our place in the world. It encompasses everything from architecture and cultural traditions, to religious beliefs, the arts, sport and industry. This complex blend not only influences our development as individuals but also shapes our environment and the society in which we live.

Heritage is constantly changing and evolving. We have a duty to preserve our heritage and to learn from the past, whilst balancing the needs of present and future generations. In doing so, we must consider public need, economic necessity, historical, cultural and artistic integrity, in addition to the happiness and wellbeing of Merton residents. No single factor is necessarily more important than any other when planning and promoting our heritage.

Merton's heritage is valuable not only for the story it tells but also for the contribution it makes to the quality of life and economic prosperity of local residents and businesses. Prior to 2010 information on the range of local heritage activity in Merton was limited with minimal collaboration. The first Merton Heritage Strategy was compiled to address these issues. There was a clear need to assess local service provision, challenges and key objectives for development.



The Merton Heritage Strategy 2015 – 20 gives a more accurate picture of current heritage activity and establishes a more collaborative framework between the Council and the community. Strategic objectives focus on the need to increase participation and public engagement with local heritage. The associated action plan will be community-led and has been compiled following consultation with heritage providers and external stakeholders, with responsibility for delivery shared between council services, heritage partners and the wider community.

The current economic climate poses a particular threat to heritage providers. Growing pressures on budgets make it difficult for the local authority to deliver its existing heritage provision, or provide ongoing financial support to community-based services. Heritage providers across Merton face the same challenges of how to promote the services available, keep abreast of modern technology, improve standards and market themselves

effectively with limited resources. The Merton Heritage Strategy offers an important means for responding to these challenges, setting a framework for partnership work, resource sharing and investment that will be vital to safeguarding local heritage for future generations.

Note:

In the context of this document, the term “heritage” will refer to archaeological remains, historic buildings and structures, cultural artefacts and local history collections including documents, photographic and oral history material within the London Borough of Merton.

2. The Merton Context

Merton has a rich and varied history, with many heritage providers and visitor attractions. Merton has 3 scheduled ancient monuments and 20 archaeological priority zones; 4 historic parks and gardens; 315 statutory listed buildings; 28 conservation areas, plus over 3,000 locally listed buildings and structures of local interest.



The Merton Heritage and Design Working Group was convened in 2010 as part of the first Heritage Strategy to discuss matters relating to local heritage and the built environment (including funding initiatives, buildings at risk, partnership opportunities and heritage projects). The group consists of Councillors, Council officers, representatives from museums, heritage attractions, local history societies and community / advocacy groups in the borough. In order to increase the diversity of the group and to incorporate wider participation from the voluntary and business community the groups focus in the future will be on achieving the outcomes of this Strategy and will use different platforms to discuss its work.

Heritage needs to have a higher profile in strategic planning to drive forward service provision and create greater impetus for future investment and expansion. This includes linking heritage initiatives and service provision more effectively to tourism, local and national policies. Heritage has a role to play in fulfilling the objectives of documents such as the National Planning Policy Framework 2012, the Merton Sites and Policies Plan 2014, the Merton Business Plan 2015-19 and the Merton Community Plan 2013. Amongst the key themes for development are improving access to education and jobs, conserving and enhancing the historic environment; community cohesion and promoting cultural / heritage activities.

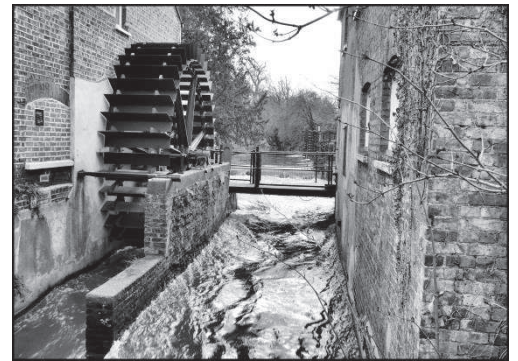
The local authority has limited resources with which to support heritage providers. There is a need to prioritise key tasks and initiatives in order to balance capacity against public expectation. External funding, sponsorship, multi-agency partnerships and resource-sharing are vital if Merton’s heritage is to be given greater prominence and safeguarded for future generations.

3. Merton Heritage: An Overview

The heritage of Merton can be traced back over 10,000 years, including evidence of Neolithic hunter-gatherers, Iron Age defences and surviving sections of the Roman road, Stane Street.

Before the dissolution of the monasteries, Merton Priory was one of the most powerful religious institutions in the south. The martyred archbishop, Thomas Becket, was educated there and during the reign of Henry III, the Priory hosted the signing of one of the earliest statutes on which English law is based. The remains of the Priory chapter house are preserved under Merantun Way and are the focus of a Heritage Lottery funded initiative to interpret and reveal their historic significance.

The pure waters of the River Wandle were once prized by the British textile printing industry and led famous exponents, William Morris and Arthur Liberty, to establish thriving craft works in the Colliers Wood area. Merton's numerous watermills also produced diverse goods from flour and snuff, to leather, copper products and dyestuffs.



Merton has strong links to the development of British horticulture from the cultivation of Mitcham lavender and watercress, to the pioneering work of the John Innes Horticultural Institution and Carter's Tested Seeds. At one time the borough held the world's largest toy factory - Lines Brothers at Merton Abbey. It is also associated with major landmarks in transport history including the world's first public railway – the Surrey Iron Railway, authorised in 1803 and the successful Croydon Tramlink, opened in 2000.

Merton has a number of sporting accolades. Wimbledon Football Club is the only team in modern times to have enjoyed F.A. Cup glory at both amateur and professional level. Mitcham has one of the oldest surviving cricket grounds and the borough continues to host the world-famous Wimbledon Lawn Tennis Championship.

Merton has been home to many famous names, from naval hero Lord Nelson, to anti-slavery campaigner William Wilberforce; suffragette Rose Lamartine Yates and the eminent engineer Joseph Bazalgette. The borough has also fostered a host of creative talent including the poet, John Donne, comedian Paul Merton, author Edna O'Brien; actor, George Cole and pioneering silent filmmakers, George Cricks, Henry Sharp and John Martin.



The London Borough of Merton was formed in 1965 from the former boroughs of Mitcham, Wimbledon and the Urban District of Merton & Morden. The nature of Merton as a unified authority is reflected in the borough coat of arms, which features emblems linked to the heritage of its predecessor authorities. These include lavender sprigs associated with the famous Mitcham crop; a fret taken from the crest of Merton Priory; the black lion emblem used by the Garth family, lords of the manor of Morden and the Cornish

chough, once the heraldic symbol of Thomas Cromwell, who was awarded the manor of Wimbledon by Henry VIII.

As a London Borough, Merton has a significant range of historic parks, gardens and common land. It also boasts many sites and buildings of architectural interest.

In the modern era growth and expansion has focussed around the borough's five town centres. These each have their own character and historic associations:

Colliers Wood: This area once lay at the heart of Merton's industrial heritage, from calico bleaching and paper production, to precision engineering, paint and varnish manufacture.

Morden: The site of the vast St. Helier estate, one of the first major housing developments designed as a garden suburb using Sir Ebenezer Howard's "garden city" principles

Mitcham: Boasts Mitcham Status Fair - one of the oldest surviving fairs in the country, this is said to date from the reign of Elizabeth I.

Raynes Park: Holds the largest proportion of green space in south west London, including Cannon Hill Common which has Grade 1 listing for nature conservation.

Wimbledon: Linked to famous names from social reformer Josephine Butler and astronomer Norman Lockyer, to writer Robert Graves and actress Margaret Rutherford.



4. Current Provision

Merton can boast many heritage attractions, services and organisations dedicated to preserving and raising awareness of the borough's colourful past. Service provision is divided between the local authority and an impressive list of heritage organisations and community groups.

The local authority plays a key part in safeguarding and raising awareness of the rich heritage of Merton. Roles and responsibilities can be divided into three areas:

- a) protection of the built and natural environment including policy development;
- b) collecting and recording material associated with Merton's past and provision of a skilled information service;
- c) promoting and increasing access to Merton's diverse cultural heritage through exhibitions, publications, the arts and education.

The local authority is responsible for preserving the historic character of the borough by ensuring that development of historic buildings or areas is sympathetic and makes a positive contribution to the borough's historic environment. This work is guided by the borough's Core Planning Strategy and the National Planning Policy Framework 2012 (NPPF), which sets out government's policy on planning matters in England and Wales and highlights the need to understand the significance of the borough's built heritage.

The Council recognises its responsibilities as the owner of land and historic buildings within Merton and will ensure the appropriate use of resources and skills, when maintaining the

borough's heritage. The local authority has an important role in the management of conservation areas, the care and public awareness of statutory / locally listed buildings, historic parks and open spaces (the latter are maintained in accordance with the Merton Open Space Strategy, 2012.)

Part of this work includes liaison with Historic England and the Royal Commission for Ancient & Historical Monuments and responsibility for monitoring 3 ancient monuments within the borough (Caesar's Camp on Wimbledon Common; the medieval remains of Merton Priory; the ancient mound in Morden Park.)



Council services have a role in preserving and interpreting historic material (objects, illustrations and documents) for the benefit of future generations.

This includes responsibility for the care and expansion of existing collections, the creation of educational resources and a local history enquiry service.

Merton Council has a responsibility for cultural heritage both practically and in an advisory capacity. By hosting exhibitions and events the authority promotes cultural diversity and extends public access both to the arts and social history. The Council also has a role in the development of new artistic work and initiatives increasing public engagement with heritage. This involves advising community groups and individuals on funding sources and supporting them through bidding processes.

Merton's heritage provision is further represented by a number of passionate individuals and organisations that work tirelessly to promote, research, champion, inspire and support the borough's heritage in both formal and informal ways.

There are 4 registered museums in the borough:

- All England Lawn Tennis Museum
- Wandle Industrial Museum
- Wimbledon Society Museum of Local History
- Wimbledon Windmill



Along with 3 historic sites:

- Southside House, Grade II* visitor attraction
- National Trust, Morden Hall / Watermeads
- Merton Abbey Mills

Local history societies, Heritage Trusts and organisations with heritage responsibilities / advocacy roles in the borough include:

- John Innes Society
- Merton Historical Society
- Merton Priory Trust
- Mitcham Cricket Green Community & Heritage
- Mitcham Society
- Wandle Heritage Ltd



- Wimbledon Society
- Wimbledon & Putney Common Conservators
- Mitcham Common Conservators

There are also a number of Friends Groups that make a significant contribution to our shared heritage.

Faith organisations also contribute collectively to our shared heritage. Local examples include:

- Al-Ahmadiyya mosque
- Durnsford Road mosque
- Bhuddapadipa Thai Temple
- Shree Ganapathy Hindu Temple
- Wimbledon Synagogue
- Anglican Churches: notably the parish churches (St. Lawrence's, Morden; St. Mary's, Wimbledon; St. Mary the Virgin, Merton and St. Peter & St. Paul's, Mitcham.) These have a rich and varied history, in addition to architectural status as listed buildings.
- Roman Catholic Churches: notably S.S.Peter & Paul, Mitcham; Sacred Heart, Wimbledon

5. Success stories

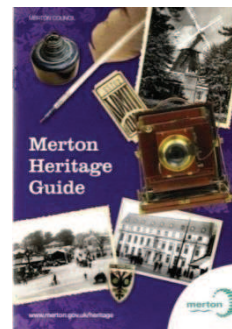
There have been a number of positive outcomes with regard to the objectives set in the first Merton Heritage Strategy. These demonstrate the value of having a framework document and are testament to the hard work of local heritage organisations, the voluntary sector and the local authority working together. Achievements include:

5.1 Raising Merton's profile:

A "Merton Heritage Guide", maps and trails were published, helping to promote the borough's heritage attractions and stakeholder organisations. A draft Borough Character Study, comprehensive Historic Environment Record and a "Merton Memories" online photographic archive were produced, raising public awareness of historic associations, sites and structures across Merton.

Widespread participation and partnership work during major public events such as Heritage Discovery Days increased public engagement with local heritage.

The compiling of conservation appraisals, design guides and management plans ensured greater awareness and safeguarding of the borough's conservation areas. There are also designated maps of important heritage locations for both Wimbledon and Mitcham with other areas to be developed.



5.2 Developing services for target groups

Heritage has featured more strongly in local authority service plans and projects. More work has been done to link heritage provision to the school curriculum, including the creation of artefact collections, activity sessions and the release of digitised resources such as local area packs. An annual programme of events for Black History Month, the Celebrating Age and Family Learning Festival has increased intergenerational activity and the celebration of Merton's diverse communities.

5.3 Raising the profile of local heritage through joint working

The Heritage and Design Working Group was established to promote information exchange and partnership opportunities across Merton. This has also allowed for more joint review and updating of the Locally Listed Buildings record and greater recognition of the importance of local heritage as part of regeneration planning. The promotion of exhibitions and events staged by Merton Heritage Service and the borough's heritage organisations has increased through regular features in "My Merton," the use of corporate and stakeholder websites and social media. A wide ranging Volunteering Strategy has also increased capacity and participation in heritage activities. We have also strengthened work with National Trust, Historic England and other regional and national bodies and will continue to do so.



5.4 Work with stakeholders to safeguard and increase access to local heritage

Development of the first Merton Heritage Strategy provided a framework for support, service development and collaboration. Merton Heritage Centre has staged a wide range of themed exhibitions and has also created a system for hosting displays produced by stakeholder organisations. The local authority continues to support stakeholder initiatives including the proposed transfer of Wandle Industrial Museum to Ravensbury Mill and the development of

Merton Priory Chapter house as a major visitor attraction. Considerable work has also been undertaken to promote external funding opportunities and support stakeholder funding bids. A wide-ranging list of Heritage Lottery funded projects has been developed across Merton. This will bring in up to £8 million of external funding to support local heritage by 2016.

6. Issues

A number of issues affect the safeguarding of Merton's heritage and the provision of associated services. These are as follows:

6.1: Raising the profile of heritage in the borough

There is a public perception that the borough's heritage and tourism focus is Wimbledon and more needs to be done to generate interest and attract visitors to all parts of the borough. Initiatives such as the Merton Memories digitisation project have enabled heritage organisations, schools and the wider community to work together successfully to share resources, good practice, marketing and outreach opportunities. It is important to keep this impetus going and to increase the range of collaborative work undertaken in order to maximise resources, develop relevant skill sets and promote the borough's heritage attractions and collections effectively.

6.2: Funding and investment

Merton's heritage providers face a challenging future, particularly in the current economic climate where future funding may hinder service provision, capital development and investment in conservation or new technology. Service providers need to generate income in order to maintain and develop services but need to consider charges carefully against limiting access to resources.

Capacity constraints not only provide challenges for the local authority but also for heritage organisations in the borough. Increasing external funding and generating sponsorship are key to promoting our heritage. There has been an increase in the number of external grants awarded by funding bodies such as the Heritage Lottery Fund; however the number of funding applications submitted by local museums and community groups is still fairly low and should be increased. More needs to be done to identify and raise awareness of funding streams to encourage new bids.

6.3: Public engagement and participation

Heritage is unsustainable if it is kept for the pleasure of a small minority. Heritage properly shared, enjoyed and exploited is a source of prosperity and growth. We want our heritage, past and present, to be properly identified, made accessible and comprehensible to the widest possible audience.

If Merton's heritage is to be protected and the range of services expanded, provision must be more inclusive. This is important if local heritage attractions and collections are to be relevant and appealing to the wider community and in particular within underrepresented groups such as young people and those from BAME backgrounds.



There is a particular need to broaden public engagement with local heritage whether as service users / visitors, staff (paid and voluntary), through heritage forums, or donors of historic objects / documents. Linked to this is the need to increase the range and opportunities for collaborative work between different heritage providers and community groups in order to maximise resources, share expertise and increase the profile of Merton's heritage.

6.4: Safeguarding local heritage

Merton has a number of properties on the Historic England Buildings at Risk register. In the current economic climate there is a growing threat that important artwork, historic documents, objects and structures may be taken out of the borough; or left to deteriorate due to lack of funding for appropriate conservation work. It is important to have a clear strategy for protecting vulnerable and significant aspects of local heritage, from important documentary collections, to the historic environment and buildings of local interest. We will continue to improve the monitoring and reporting of heritage at risk; opportunities for challenging unsympathetic development; funding streams for conservation / emergency protection and work to maintain the integrity of local conservation areas.

In order to ensure that Merton's heritage providers are meeting standards regarding customer care, equalities and collections management, it is important to ensure ongoing access to professional development opportunities. It is also vital to ensure that local museums and heritage attractions can engage staff and volunteers with appropriate skills to maintain service continuity. Linking with bodies such as the Museums Association, the Arts Council or National Archives and closer regional work will also help to improve access to our resources.

7. Objectives: 2015 – 20

Objective 1: Raise Merton's profile by increasing public access to the borough's unique and diverse cultural heritage

To be delivered by:

- Getting underrepresented groups more involved in heritage projects and championing their own heritage.
- Developing the borough's visitor potential and the investment that this can bring.
- Contributing to the quality of life for residents and the community.
- Promoting Merton's heritage to our residents, visitors and tourists.

Objective 2: Safeguard the borough's varied heritage sites and resources, protecting and conserving them for the benefit of future generations

To be delivered by:

- Enhancing the borough's public realm.
- Influencing design of new developments so that they enhance our shared heritage.
- Initiating heritage-led regeneration to maintain geographical and historical character.
- Restoring original and sentimental character to heritage assets.
- Developing our collections, museums, sites and landscapes and improve accessibility.

Objective 3: Ensure that Merton's heritage provision is inclusive by working collaboratively to widen public engagement and participation

To be delivered by:

- A more diverse and stronger network of volunteer led organisations and groups.
- An increase in the number of people volunteering for the benefit of Merton's heritage.
- Strengthening partnership work across the heritage network and beyond.
- Further developing our digital offer.
- Developing use of Merton's heritage as an educational resource.
- Enabling everyone, alone or collectively, to benefit from Merton's cultural heritage, contribute towards its enrichment, and participate in decisions about its future.

Objective 4: To recognise the important contribution of social enterprise and secure ongoing funding and investment in Merton's heritage through partnership work, external funding and sponsorship

To be delivered by:

- Continuing to increase the level of external funding to support our heritage from a range of sources.
- Pursuing sponsorship opportunities and draw input into ongoing heritage projects from the business community.
- Encouraging the expansion of the tourist economy.
- Working in partnership with local, regional and national organisations and agencies in understanding and caring for Merton's heritage.

8. Work Plan

Changes are inevitable in a modern borough, from the size and diversity of the population, to fluctuating prosperity and transformations in our working patterns, leisure habits and needs. A good heritage strategy works with, rather than against change. Through the 2015-20 strategy Merton Council and heritage stakeholders will work collaboratively to make a positive contribution to local heritage. They will strive to maintain important historical sites and resources and where that proves challenging, will ensure that material is properly recorded so it is not lost to future generations.

For the Heritage Strategy to succeed it must involve and integrate the passion of local interest groups, the enthusiasm of present and future volunteers, plus the acumen and risk-taking of the commercial sector. We want Merton to become a major heritage destination for local residents, our London neighbours and visitors from further afield.

The table shown overleaf lists the actions to be undertaken collectively in the borough in order to achieve the objectives in section 7. The work plan will be the key focus of future heritage stakeholder meetings and will track the progress of what is achieved.

Activity	Expected Benefit	Start Date	Completion date	Where will the activity take?	Responsible group / officer
Objective 1: Raise Merton's profile by increasing public access to the borough's unique and diverse cultural heritage.					
To further develop the Merton Memories website by extending the range of content, including different media formats and increasing opportunities for public interaction	<p>Increased public awareness of Merton's heritage and access to historic resources.</p> <p>Greater variety of material available and safeguarded for future generations, including the reminiscences of local people</p>	March 2014	Ongoing	Merton Heritage & Local Studies Centre	London Borough of Merton
To produce a changing programme of exhibitions about different aspects of Merton's heritage and link into major anniversaries and events.	<p>Increased public awareness of Merton's heritage and access to historic resources.</p> <p>Greater range of material available to adult learners and Merton schools.</p> <p>Potential boost to local tourism through increased visits.</p>	September 2014	Ongoing	Merton Heritage & Local Studies Centre	London Borough of Merton
To submit a Heritage Lottery Fund application to conserve and digitise the Grangerised edition of "Brayley's Illustrated History of Surrey."	<p>Unique collection of historic watercolours preserved for posterity and made accessible.</p> <p>Partnership work with historic sites</p>	September 2016	December 2018	Merton Heritage & Local Studies Centre	London Borough of Merton

Activity	Expected Benefit	Start Date	Completion date	Where will the activity take?	Responsible group / officer
To realise the full heritage potential of The Canons and its surroundings, creating a key cultural destination.	Restoration of an important listed building, historic grounds and associated sites for the benefit of future generations. Creation of a multi-functional facility to host cultural and educational activities.	January 2015	February 2018	The Canons, Madeira Rd. Mitcham	Canons Partnership (London Borough of Merton, Mitcham Cricket Green Community & heritage, Friends of the Canons and Mitcham Society)
Enhance and promote wider access and use of London Road Playing Fields	Enhanced conservation value, increase public engagement	2017	2018	London Road Playing Fields, Mitcham	Mitcham Cricket Green Community & Heritage
Deliver a programme of events and activities to mark Merton's contribution to World War One including the delivery of the Carved in Stone project.	Increased public awareness.	2014	2018	Across Merton	London Borough of Merton (with support from community organisations)
Find a new use for the former Mitcham fire station which advances its role as a community & heritage asset	Secure long term use for otherwise vacant heritage asset	2015	2016	Former Mitcham Fire Station	London Fire Brigade, Mitcham Cricket Green Community & Heritage, London Borough of Merton
Develop a trail for Mitcham Cricket Green	Raised public awareness	2018	Ongoing	Mitcham Cricket Green	Mitcham Cricket Green Community & Heritage, Mitcham Parish Church, Mitcham Methodist Church

Activity	Expected Benefit	Start Date	Completion date	Where will the activity take?	Responsible group / officer
Improve interpretation of the historic assets in Cricket Green	Raised public awareness	2015	2020	Mitcham Cricket Green	Mitcham Cricket Green Community & Heritage
Provide an annual celebration of the heritage of Cricket Green on Civic Day	Raised public awareness	2015	Ongoing	Mitcham Cricket Green	Mitcham Cricket Green Community & Heritage
Introduce an awards scheme for design and heritage in Cricket Green	Improved quality of development and raised public awareness	2017	Ongoing	Mitcham Cricket Green	Mitcham Cricket Green Community & Heritage
Develop Heritage Forum meetings to review the actions included in this strategy and to replace the Heritage & Design Working Group.	Delivery of outcomes included in this Strategy. Wider participation in the management of our collective heritage.	October 2015	Ongoing	Borough wide	London Borough of Merton and all heritage stakeholders
Develop twinning relationships with Mitcham, Australia.	Raised public awareness.	2016	Ongoing	Mitcham Cricket Green	Mitcham Cricket Green Community & Heritage and Mitcham Cricket Club

Activity	Expected Benefit	Start Date	Completion date	Where will the activity take?	Responsible group / officer
Objective 2: Safeguard the borough's varied heritage sites and resources, protecting and conserving them for the benefit of future generations					
<p>To stabilise and preserve the remains of the Priory, to enhance their setting and to establish an educational and events centre</p> <p>Phase 1: Glazed wall and installation of services</p> <p>Phase 2: Development of interior to create fully equipped museum and community venue.</p>	<p>Safeguarding of a major scheduled ancient monument and associated remains for the benefit of future generations.</p> <p>Creation of a multi-functional facility to host cultural and educational activities.</p> <p>Increased public awareness of Merton's heritage and access to historic resources.</p> <p>Potential benefit to local tourism.</p>	<p>Phase 1: March 2014</p> <p>Phase 2: Dates tbc</p>	<p>Phase 1: Summer 2016</p>	<p>Chapterhouse, Merton Priory and associated sites in Colliers Wood</p> <p>(Merton Abbey Mills environs)</p>	<p>Merton Priory Trust</p>
<p>Repairs to Merton Priory Wall</p>	<p>Repair and interpretation of historic wall on Heritage at Risk Register.</p>	<p>April 2015</p>	<p>April 2016</p>	<p>Merton Priory Wall, Colliers Wood</p>	<p>Merton Priory Trust, London Borough of Merton, National Trust</p>
<p>Transition of the Wheelhouse, Merton Abbey Mills to the control of Wandle Heritage Ltd.</p>	<p>Safeguarding of a major heritage landmark for future generations.</p>	<p>April 2015</p>	<p>April 2016</p>	<p>Merton Abbey Mills, Colliers Wood</p>	<p>Wandle Heritage Ltd</p>
<p>Restoration of Mitcham Clock Tower and relocation to a new plinth</p>	<p>Safeguarding of a major heritage landmark for future generations.</p>	<p>November 2014</p>	<p>October 2015</p>	<p>Mitcham Fair Green</p>	<p>London Borough of Merton</p>
<p>Complete the Borough Character Study.</p>	<p>Identifying the special characteristics of the borough</p>	<p>April 2012</p>	<p>June 2016</p>	<p>Merton Civic Centre</p>	<p>London Borough of Merton</p>

Activity	Expected Benefit	Start Date	Completion date	Where will the activity take?	Responsible group / officer
	on a neighbourhood wide basis.				
Work with local community organisations to review and extend the Local List	Shared recognition of local heritage value.	2016	2017	Borough wide	London Borough of Merton and local community groups
Incorporate the Heritage Strategy 2015 – 2020 as a supporting document for the Local Development Framework	Increased awareness of the role in heritage as part of building development.	2016	Ongoing	Borough wide	London Borough of Merton
Secure and deliver investment in the Canons and its open spaces which increases its heritage value	Enhanced conservation value, increase public engagement & understanding, sound future for listed building.	2015	2020	The Canons, Mitcham	Canons partners (London Borough of Merton, Friends of the Canons, MCGC&H, Mitcham Society)
Transfer of Wandle Industrial Museum to Ravensbury Mill	Locate Wandle Industrial Museum in a purpose built and full refurbished place. Increase public awareness of the museum.	Ongoing	April 2016	Ravensbury Mill	London Borough of Merton / Wandle Industrial Museum
Conduct feasibility work into exploring the potential of introducing an 'Adopt a Monument' scheme in Merton.	Increased community participation and awareness of important historical monuments. Improved conservation of historic monuments.	September 2015	April 2016	Borough wide	London Borough of Merton, heritage stake holders and community organisations

Activity	Expected Benefit	Start Date	Completion date	Where will the activity take?	Responsible group / officer
Increase tree cover in Cricket Green and secure recognition for its specimen and commemorative trees	Increased conservation value	2017	2020	Mitcham Cricket Green	Mitcham Cricket Green Community & Heritage, Friends of the Canons and Merton Tree Wardens
Industrial Heritage (Module 3) Guided walks of the important industrial features, mapping of all the mill sites and industrial buildings along the entire length of the Wandle.	Digital map of the mills and industrial buildings of the River Wandle, stored on the digital archive. Potential for creation of a printed version of mills map for each borough.	Winter 2016	Summer 2017	Merton and Wandle Wide	Living Wandle Landscape Partnership Scheme – Working in partnership with the Wandle Industrial Museum
Publically accessible Digital Archive storing products of the Living Wandle Landscape Partnership Scheme.	Legacy archive for project products such as oral histories, maps (mapped treasures of the Wandle) , films (including MPCH film) and useful learning resources.	In Progress	Summer 2015	Digitally held on the Wandle Valley Regional Park Website	Living Wandle Landscape Partnership Scheme
Raise public awareness of the variety of ornamental planting and flower beds through Cricket Green.	Increased conservation value & raised public awareness.	2017	2020	Mitcham Cricket Green	Mitcham Cricket Green Community & Heritage
Objective 3: Ensure that Merton's heritage provision is inclusive by working collaboratively to widen public engagement and participation					
To stage an annual Heritage Discovery Day	Greater promotion / public awareness of Heritage collections and attractions in	March 2014	Ongoing	Merton Heritage & Local Studies	London Borough of Merton (with support from local heritage stakeholders)

Activity	Expected Benefit	Start Date	Completion date	Where will the activity take?	Responsible group / officer
	<p>Merton. Increased public access to historic resources.</p> <p>Increased opportunities to involve diverse groups with the borough's heritage both as participants and service users</p>			Centre	
To run the "Sharing Space" initiative – providing exhibition space for Merton's heritage stakeholders	<p>Greater promotion / public awareness of the range of Heritage collections and attractions available in Merton.</p> <p>Increased opportunities to involve a range of diverse groups with the borough's heritage both as participants and service users.</p> <p>Effective use of resources to support smaller heritage groups with limited funds.</p>	April 2015	March 2020	Merton Heritage & Local Studies Centre	London Borough of Merton (with support from local heritage stakeholders)
Work in Merton - A walking and oral history project linked to Merton Abbey Mills and focussed on the borough's industrial heritage	<p>Increased public awareness of Merton's heritage and access to historic resources.</p> <p>Increased opportunities to involve a range of diverse groups with the borough's heritage both as participants</p>	October 2014	August 2015	Merton Abbey Mills and various housing estates in the Merton, Mitcham and Colliers Wood	Communities First

Activity	Expected Benefit	Start Date	Completion date	Where will the activity take?	Responsible group / officer
	and service users Safeguarding important oral history for future generations				
Develop an online Heritage Forum	Improved information sharing and collaboration between stakeholders and the wider community.	April 2015	October 2015	Various	Living Wandle Partnership & Nicholas Hart
Increase participation in Heritage Forum meetings from underrepresented communities.	Improved awareness of our shared heritage. Increased participation.	September 2015	Ongoing	Various	London Borough of Merton, MVSC, heritage stakeholders
Industrial Heritage (Module 1) Recording the process of changes and improvements at Merton Priory Chapter House.	A wider understanding about the Chapter House, its history and the nature of the improvement works. Volunteers trained in photography, filming and oral histories. Production of a short film demonstrating the changes made at the Chapter House.	Spring 2015	Autumn 2016	Merton Priory Chapter House	Living Wandle Partnership
Improve connections and collaboration between businesses, schools, faith and other organisations in the celebration and care of Mitcham Cricket Green Conservation Area and its	Increased community engagement.	2015	Ongoing	Mitcham Cricket Green	Mitcham Cricket Green Community & Heritage

Activity	Expected Benefit	Start Date	Completion date	Where will the activity take?	Responsible group / officer
environs.					
Deliver a program of activities and events as part of Merton's 50 th anniversary celebrations.	Increased community engagement and involvement. Promotion of Merton's rich heritage.	March 2015	December 2015	Various	London Borough of Merton (with support from community organisations)
Objective 4: To recognise the important contribution of social enterprise and secure ongoing funding and investment in Merton's heritage through partnership work, external funding and sponsorship					
To submit a Heritage Lottery Fund application to develop Merton Heritage and Local Studies Centre, incorporating new technology to increase access to historic collections.	Service is able to invest in new equipment making collections more accessible and relevant to current and future generations. Increased public awareness of Merton's heritage and access to historic resources. Potential to increase service uptake and the range of services available to visitors of all ages.	2016	2018	Merton Heritage & Local Studies Centre	London Borough of Merton
To submit a Heritage Lottery Fund bid to develop a core range of history resource boxes for use by local schools (combining a range of historic objects and high quality replicas appropriate for classroom use).	Greater range of material available to support the history curriculum in Merton schools. Resources tailored to school requirements	December 2016	December 2017	Merton Heritage & Local Studies Centre	London Borough of Merton

Activity	Expected Benefit	Start Date	Completion date	Where will the activity take?	Responsible group / officer
	Further opportunities for partnership work between Merton Heritage Service and local schools.				
Secure a sustainable future for Mitcham Cricket Club and the tradition of cricket being played on the Green	Maintain globally important heritage asset	2015	2017	Mitcham Cricket Green	Mitcham Cricket Club & Mitcham Cricket Green Community & Heritage
To promote the Heritage Lottery Fund and other heritage related funding streams widely.	Increased awareness of our heritage. Increase funding into heritage infrastructure.	2015	2020	London Borough of Merton	London Borough of Merton, heritage stakeholders, MVSC and Merton Chamber of Commerce
Provide tailored support for community organisations to access heritage funding.	Improve resilience of community organisations. Increase funding into the borough.	2015	2018	London Borough of Merton	London Borough of Merton, MVSC

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Committee: Overview and Scrutiny Commission

Date: 24 November 2015

Committee: Cabinet

Date: 7 December 2015

Wards: All Wards.

Subject: Traveller Protocol

Lead officer: Chris Lee, Director of Environment and Regeneration

Lead member: Councillor Andrew Judge, Cabinet Member for Environmental Sustainability and Regeneration

Contact officer: Howard Joy, Property Management and Review Manager

Recommendations:

- A. That Cabinet agree the draft protocol which will be amended to reflect the partners safeguarding responsibilities with any changes being delegated to the Directors of CSF and E&R in consultation with the relevant cabinet members.
- B. That, in reviewing the draft protocol, Cabinet take into account the discussion and recommendations made by the Overview and Scrutiny Commission at its meeting on 24 November 2015, set out in section 3 of this report.

1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1. This report asks Cabinet to agree the replacement of the existing joint protocol agreement between Merton Borough Police and The London Borough of Merton with the revised protocol which is attached as Appendix A to this report.

2 DETAILS

- 2.1. The Traveller Unauthorised Encampment Protocol is a document that sets out and explains the policy and operational response by the local authority and the borough police to traveller encampments within the London Borough of Merton.
- 2.2. The current protocol came into force on 28th May 2010. It is however prudent to periodically review the protocol to consider opportunities for improvement such as action under other legislation, to reflect experience of using the existing protocol, to accommodate changes within the Council, and to consider any updated guidance from Central Government, and to compare protocols of other boroughs.
- 2.3. Legislation used under existing protocol. The Criminal Justice and Public Order Act 1994 and DOE Circular 18/94. The existing protocol implements a

procedure under The Criminal Justice and Public Order Act 1994 and Circular 18/94.

- 2.4. Following the carrying out of welfare assessments a Direction Notice is served under Section 77 requiring the travellers to leave the land and to remove any vehicles or property. The legislation allows the procedure to be used on any land forming part of a highway, any other unoccupied land or any unoccupied land without the consent of the occupier. The legislation introduced and highlighted obligations upon Local Authorities to carry out welfare assessments before serving a Direction Notice. This has been supported by case law. The welfare assessments include housing need, health needs and the health, wellbeing and education needs for any children. In addition local authorities should consider ways of minimising nuisance during unlawful encampments such as provision of refuse bins and collection and supply of drinking water and toilets. Upon receipt of all the necessary welfare assessments a decision is taken as to whether there are reasons why a Direction Notice should not be served at the present time.
- 2.5. If a Direction Notice is not complied with the Council can apply to the magistrates' court under Section 78 for an order requiring the removal of the trespassers and their property from the land.
- 2.6. The Police also have powers to serve notice under Section 61 under The Criminal Justice and Public Order Act 1994 and Circular 18/94 where there are six or more vehicles on the land or where the unauthorised occupiers have caused damage to the land or property on the land, and/or they have used threatening, abusive or insulting words or behaviour to the occupier, a member of his family or his employee or agent. The police do not require a court order but do need to consider the welfare needs of the unauthorised occupiers.
- 2.7. Alternative action may also be available to remove unauthorised encampments under Common Law, civil court proceedings, Traffic Management Orders, injunctions, and under bye laws;
 - Common Law. The Common Law allows any landowner to remove trespassers from their land by asking the trespasser to leave within a reasonable period. If the trespasser does not comply with the request the common law allows the landowner to use reasonable force. The landowner could use certificated bailiffs to implement this action. The weakness in addition to the cost of the bailiffs is that there are legal limitations on their actions so that possession through this route cannot be guaranteed and if the bailiffs act outside their powers the landowner may also be committing a criminal offence and/or be liable should the bailiffs use excessive force.
 - Court proceedings under Part 55 of the Civil Procedure rules. This allows landowners to obtain a court order quickly and cheaply. Theoretically an order for possession could be obtained for non-residential land after the service of two days' notice upon the trespassers. Unlike under the Common Law court bailiffs would enforce the order and so this procedure does not expose the landowner to the risks from the common law action. Unlike action under The Criminal Justice and Public Order Act 1994 and DOE

Circular 18/94 welfare assessments are not required. Court proceedings under Part 55 of the Civil Procedure rules therefore have the potential to provide a conclusion more quickly but the difficulty is that the order can only be obtained from the County Court or the High Court. The demands upon these courts for court hearings and enforcement mean that it is unlikely that an order could be obtained more quickly than from the Magistrates Court

- Traffic Management Orders (TMO). These are currently available for the removal of unauthorised encampments within the Council's pay and display car parks as PCN's can be issued for non-payment of car parking charges and for parking outside or across bays. These could be strengthened by amending the TMO for every car park to prevent unauthorised encampments through a combination of time limiting parking and charging. Enforcement is the difficulty as there is unlikely to be an easily located chargeable address and removal of the vehicle would not remove the associated caravan. There is also concern over officer safety as the issuing of PCN's is often confrontational. The Police are unlikely to have the resource to support the service of PCN's. The effectiveness of this process is therefore questionable and offers no advantage over the process under The Criminal Justice and Public Order Act 1994 and Circular 18/94.
- Injunctions. These are available as was confirmed by the injunction obtained by Harlow Council from the High Court in March 2015. However this was a unique set of circumstances. There had been a concentration of travellers within a confined space over a seventeen month period – 109 unlawful encampments, 80 vehicles and 280 individuals. This in turn led to consequential circumstances of unlawful encampments, namely fly tipping, anti-social behaviour and damage to land being exacerbated. Encampments on this scale have not been experienced in Merton and an injunction would only be likely to be available on encampments of similar scale and consequential impact. The volume of resource required to support an application to the High Court should also not be underestimated. Officers of Harlow Council confirmed that they had kept meticulous records of the arrival and departure of travellers, including details of vehicle registrations, together with records of all anti-social behaviour (ASB) incidents, including abuse to members of the public, loose dogs, photographs of the disruption left by the incidents of fly-tipping damage to land and other associated residues which caused a concern to public health. The witness statement and bundle of exhibits in support of the application amounted to 1,900 pages.
- Bye Laws. While the use of bye laws can be very effective as a means of removing unauthorised encampments quickly from certain types of land, normally Pleasure Grounds, Public Walks and Open Spaces the bye laws in this borough do not have suitable wording to cover unauthorised encampments and to amend the bye laws is a time consuming and lengthy task.

2.8. Guidance from the Department for Communities and Local Government (DCLG). The DCLG issued a Guide "Dealing with illegal and unauthorised

encampments” in March 2015. This set out a summary of available powers”. While helpful it did not add to our knowledge or offer any more effective method of removing unauthorised encampments than are outlined above.

- 2.9. Protocols of other Boroughs. The protocols of the London Boroughs of Lambeth, Sutton, Croydon and Richmond have been considered as was the protocol for the Royal Borough of Kingston upon Thames. Where the unauthorised occupation is of parks or greenspaces and the byelaws have appropriate wording action is progressed under the byelaws. For unauthorised occupation of any other land action is taken under the Criminal Justice and Public Order Act 1994 and DOE Circular 18/94.
- 2.10. Conclusion. In conclusion the best means of removing unauthorised encampments by the Council within Merton remains the Criminal Justice and Public Order Act 1994 and DOE Circular 18/94. Having reviewed the legislation the review will consider our procedures for obtaining an order under this legislation.
- 2.11. Experience of using the existing protocol is that the protocol generally works well. The working relationship with the police is good and the formal legal notices that action under the Criminal Justice and Public Order Act 1994 and Circular 18/94 requires are served promptly by the council as are requests for welfare assessments. Hearing dates at the magistrates court are also obtained promptly and the subsequent Removal Order is served promptly. When the police are able to serve notice under their powers within this legislation they are also served promptly and they enforce their notice as quickly as their resources allow.
- 2.12. Experience has shown that the main areas that offer opportunities for shortening the process lie in obtaining welfare assessments and the need in the current protocol for a consultative meeting. Delay has often resulted in larger encampments as more travellers move onto the land and increased clean up costs after they have gone.
- 2.13. As confirmed within paragraph 2.4 above welfare assessments are necessary for the Council to seek an order from the magistrates’ court. It is therefore imperative that these be obtained as quickly as possible to ensure the process is completed as soon as possible. Under the existing protocol these assessments are provided by the teams with the expertise in the particular welfare concern e.g. Housing Needs for housing welfare, MASH for children’s welfare, Sutton and Merton Community Services for children’s health and Traveller Education Service for children’s education. Experience has been that the timescale for completion of the welfare assessments can vary dependent upon the demands upon that particular team at the time (NB some teams are not available during the school holidays).
- 2.14. The purpose of the consultative meeting under the existing protocol was to consider the circumstances of the encampment together with reports, representations and any other relevant information that will be used to inform the decision on whether or not police or local authority powers should be used to remove the travellers from the site. Attendees would include the police, the Council (Legal, Housing Needs, Social Services (young persons and older persons), Traveller Education, Highways, Environmental Health, Property Management and Review, Press Office) and partners (NHS Sutton

and Merton). Local residents would be represented by one ward councillor and the travellers would also be invited. The logistics of arranging the meeting not least finding a suitable venue proved unworkable and caused delay in the process. There was also the concern of confrontation by the attendance of the travellers and the local residents' representative. The consultative meeting has not been held for over one year and no concerns or delays have been experienced.

- 2.15. The main changes within the Council are that the responsibility for welfare assessments for children's welfare now lies within the Multi-Agency Safeguarding Hub (MASH). The main changes within partners are that the responsibility for children's health now lies with Sutton and Merton Community Services. It has proved very difficult to engage with Sutton and Merton Community Services both in this review and in obtaining welfare assessments.
- 2.16. As stated in paragraph 2.9 above, protocols from other boroughs have been considered. The main distinction between these protocols and the one for this Council is that specialist officers do not have the responsibility for welfare assessments. In these other boroughs the assessments are made by the officers making first contact with the unauthorised campers who complete a simple form. This greatly reduces the timescale for obtaining the welfare assessments to the standard necessary for court.
- 2.17. To address the concerns identified within paragraphs 2.12, 2.13 and 2.14 above and to ensure the process was as efficient as possible the Continuous Improvement Team were commissioned to complete a LEAN review of the process.
- 2.18. The outcome of the LEAN review is contained within the document "Travellers Unauthorised Encampments Protocol Review" (Appendix 11.3). The review confirmed that the principle opportunities for improving the process were in completion of welfare assessments as quickly as possible while protecting the Human Rights of the occupiers and ensuring that the needs of any vulnerable people, especially children are properly understood and protected.
- 2.19. The review identified the following main items for improving the current process:
 - (i) Whenever possible, the officers first visiting the encampment should collect all the evidence and assess welfare needs and concerns. Other teams should be involved only if concerns are raised.
 - (ii) The officers first visiting the encampment should investigate the travellers' housing needs via a questionnaire. Officers should also distribute an information leaflet. Both questionnaire and leaflet should be prepared by Housing Needs Team. Housing Options/Needs should no longer be required to visit the encampment.
 - (iii) The officers first visiting the encampment should gather all available information on health and wellbeing of the travellers and submit it to the MASH and the Health Authority/Sutton and Merton Community Services.

(iv) The MASH and the Health Authority (Sutton and Merton Community Services) should then organise the appropriate welfare assessments and visit the travellers within the agreed time.

(v) For the purpose of the protocol, the assessments should merely inform if there are any welfare issues that might cause the action for removal to be delayed.

(vi) The new Protocol should maintain the existing turnaround times for the assessments which is a maximum of two working days from notification, but ideally within one.

(vii) The consultative meeting should be held only if the welfare assessments identify any concerns.

(viii) The meeting should be a professional's only meeting. Stakeholders may submit in writing any relevant evidence, data, views, and arguments.

- 2.20. Summary. Under the revised protocol which has taken the best practice from the protocols of other boroughs, the officers of the council who are the first to visit the encampment will complete a questionnaire addressing the welfare needs of the unauthorised occupiers, they will also distribute an information leaflet prepared by the Housing Needs team. The completed questionnaire will be supplied to the MASH and the Health Authority/Sutton and Merton Community Services. The MASH and the Health Authority/Sutton and Merton Community Services have forty eight hours to advise the officers of the council who are the first to visit the encampment if there are any welfare issues that might cause the action for removal to be delayed. If not the service of the section 77 Direction Notice and application to the magistrates' court under section 78 will be progressed and the Removal Order enforced without further delay. The consultative meeting which is a professional's only meeting will only be held if welfare concerns are confirmed at the initial assessment or within forty eight hours of MASH and the Health Authority/Sutton and Merton Community Services being notified. The decision of the consultative meeting could be to delay/not delay the service of notice by the police or the council or to delay the process for those affected by the welfare concerns only. Copies of the existing process and revised process are attached (appendices 11.1, 11.2 and 11.3).
- 2.21. The local authority has a range of duties in relation to our work with travellers encampments including specific duties regarding children and vulnerable adults and their safeguarding and well-being. The draft protocol is under review to ensure that the proposed changes appropriately balance these safeguarding duties with our responsibilities to take action when necessary against encampments. This work is underway and there will need to be some changes to the draft to ensure these particular duties are appropriately reflected.
- 2.22. The Police have confirmed that they will take prompt action under Section 61 of The Criminal Justice and Public Order Act 1994 and DOE Circular 18/94 where their powers allow them to do so.

3 REFERENCE FROM THE OVERVIEW AND SCRUTINY COMMISSION

- 3.1 The commission welcomed the opportunity for pre-decision scrutiny of this draft protocol at its meeting on 24 November 2015.
- 3.2 Members expressed concern at the difficulties that officers had experienced in engagement with Sutton and Merton Community Services and the lack of response to the Commission's subsequent request for a response to the points made in the report regarding its role. The Commission noted that the health welfare assessment service had been re-commissioned and there would be a new provider from April 2016, thus providing an opportunity for a fresh start.
- 3.3 Members commented on the anxiety and disruption that Traveller encampments cause to local residents and welcomed the faster process set out in the draft protocol. They commented on the importance of communication to ward councillors, especially in relation to the council's conflicting responsibilities, and thanked the Property Management team for being proactive in regard to this in the past.
- 3.4 The Commission has recommended that Cabinet consider making the following changes to the draft protocol:
- To include, in the text and in the flowchart, the responsibility to provide regular updates to ward councillors about unauthorised encampments and progress being made towards removal, as well as explaining the council's responsibilities in regard to safeguarding the welfare of Travellers.
 - More use of bullet points and concise text in the protocol to make it easier for officers to follow the process.

4 ALTERNATIVE OPTIONS

- 4.1. The alternative is to continue to use the 2010 protocol.

5 CONSULTATION UNDERTAKEN OR PROPOSED

- 5.1. The Metropolitan Police and the departments of the Council.

6 TIMETABLE

- 6.1. Implementation upon Cabinet approval.

7 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

- 7.1. These have been included within the main body of the report.

8 LEGAL AND STATUTORY IMPLICATIONS

- 8.1. There is no statutory requirement to carry out periodic reviews of the protocol

9 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS.

- 9.1. In carrying out welfare assessments the Council has regard to its obligations under the Equalities Act 2010 and the Human Rights Act 1998.

10 CRIME AND DISORDER IMPLICATIONS

- 10.1. These have been included within the main body of the report.

11 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

- 11.1. Contained within the context of the implementation of the new protocol.

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

- 12.1. A joint protocol agreement between Merton Borough Police and the London Borough of Merton 2015.
- 12.2. Protocol Flow Chart – A Guide (A joint protocol agreement between Merton Borough Police and the London Borough of Merton. 28th May 2010).
- 12.3. Travellers Unauthorised Encampments Protocol Review (LEAN Review). September 2015.

13 BACKGROUND PAPERS

14 DOE CIRCULAR 18/94

- 14.1. DCLG. “Dealing with illegal and unauthorised encampments. A summary of available powers”. August 2013
- 14.2. DCLG. “Dealing with illegal and unauthorised encampments. A summary of available powers”. March 2015



Merton Unauthorised Encampment Joint Protocol Policy

September 2015

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1. Introduction:

Merton is an outer London borough bordering Surrey to the south and Sutton, Croydon, Lambeth and Kingston to the west, north and east. Merton covers an area of 37.1 square kilometres.

There are over 120 parks and open spaces in Merton. These are a mixture of urban parks with playgrounds and other facilities and wild open spaces. The parks are usually fenced and locked at night, but the large number of green spaces are generally more open and are more difficult to secure.

Merton has experienced an increasing number of unauthorised encampments in the last few years. These have occupied land within the parks, on some of our highways and on private land, with some areas receiving multiple unauthorised encampments during this period. This has necessitated deploying additional resources to deal with the incursions. The same groups occupying the unauthorised encampments have moved from one location to another causing considerable additional work and financial costs for the council. Although in most cases unauthorised encampments have been dealt with very quickly and the sites are secured as best as is possible while maintaining access by the public, we need to ensure our policy for dealing with unauthorised encampments is as efficient as possible and thereby discourage unauthorised encampments. The 2010 policy has therefore been reviewed.

This policy covers the management of unauthorised encampments regardless of who the occupiers may be. However, the groups predominantly responsible in Merton are understood to be from the gypsy and traveller community. Merton Council acknowledges that the right to choose to lead a nomadic existence is enshrined in law and that it is not the role of a local authority to endorse, disrupt or discourage this lifestyle. However, people living a Gypsy and Traveller lifestyle should consider any potential nuisance or harm that they may inflict on others and the same standards of behaviour are expected of gypsies and travellers as for the rest of the community.

The council recognises its obligations under the Human Rights Act (HRA) 1998 and that gypsies and travellers are covered by the provisions of the Equalities Act 2010.

In respect of unauthorised encampments, the council strives to balance the interest of local residents and the travelling population and every unauthorised encampment will be considered on its individual circumstances. The practice of undertaking joint initial assessments on unlawful encampments where children, pregnant women, elderly or disabled persons are present, improves the quality of those assessments as well as affording the opportunity to develop more open trusting relationships between the Gypsy and Traveller community and the authorities.

Merton Council has provided an authorised fixed site with a total of 15 residential pitches for travellers since 1988. The site is owned by Merton council and is managed by Circle Housing Merton Priory (CHMP) through a service level agreement with Merton Council following the transfer of council housing stock to CHMP in 2010.

Merton's Core Planning Strategy 2011 Policy CS10 *Accommodation for Gypsies and Travellers* sets out the planning policy against which new traveller sites would be assessed. Between 2011 and 2013, Merton Council carried out a "Gypsy and Traveller Accommodation Needs Assessment". The research reviewed the need for accommodation for gypsies and travellers in line with national policy to inform the preparation of Merton's *Site and Policies Plan*. It concluded that re-letting of vacancies on the council's existing site at Brickfield Road presented the most deliverable option to meet identified needs and therefore the recommended 10-year target for additional Gypsy and Traveller caravan pitches is zero. Merton's *Sites and Policies Plan* was examined by an independent planning inspector who specifically reviewed this issue, and the plan was adopted in July 2014.

It is the responsibility of private landowners to deal with unauthorised encampments on their land but advice on how to deal with this is provided by council offers if required.

The aims of the policy are to:

- Develop a consistent and proportionate response to reports of unauthorised encampments on council property;
- Protect land and facilities in the borough at risk of unauthorised encampments;
- Deal swiftly with identified unauthorised encampments on council property;
- Comply with the council's statutory duties, including those under the Equalities Act 2010 and the Human Right Act 1998;
- Work with other local authorities, sharing information relating to unauthorised encampments.

2. Local context:

There has been a notable increase in unauthorised encampments in the last few years. Unauthorised encampments most frequently occur on land within the parks and open spaces and on highway land, but other sites have also been targeted including school land and privately owned land.

The majority of unauthorised encampments take place on parks and open spaces. Green spaces are difficult to protect by their very nature, not all parks are fenced and gated and the majority of open spaces are without any form of protection and are easily accessible from the road by vehicles. In addition many parks have car parks which are open to the public making any attempts to secure access difficult, although height restricting barriers have been installed to the vulnerable public car parks. Locks on gates have also known to have been broken to gain access.

While trying to 'secure or lock down' any access points to public open space there is a balance which has to be achieved between protecting the land from unauthorised encampments and changing the character of an area. The installation of soil walls, barriers and posts therefore needs to be considered carefully.

3. Statutory duties of the council:

The council must particularly have regard to its obligations under Equalities Act 2010 and the Human Rights Act 1998.

Equality Act 2010 – Public Sector Equality Duty s.149

- (1) A public authority must, in the exercise of its functions, have due regard to the need to –
 - (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it:
 - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

- (1) It is unlawful for a public authority to act in a way which is incompatible with a Convention right.

Relevant Convention Rights

Article 8 Right to respect for private and family life

1. Everyone has the right to respect for his private and family life, his home and his correspondence.
2. There shall be no interference by a public authority with the exercise of this right except such as in accordance with the law and is necessary in a democratic society in the interests of national security, public safety or the economic well-being of the country, for the prevention of disorder or crime, for the protection of health or morals, or for the protection of the rights and freedoms of others.

Article 14 Prohibition of discrimination

The enjoyment of the rights and freedoms set forth in this Convention shall be secured without discrimination on any grounds such as sex, race, colour, language, religion, political or other opinion, national or social origin, association with a national minority, property, birth or other status.

4. Legal Powers

There are a number of powers available locally to tackle unauthorised encampments. The Department of Communities and Local Government (DCLG) issued guidance in August 2013 and 2015 on the powers that are available and these can be accessed at the DCLG website.

Where Gypsies and Travellers reside in vehicles on land they do not own without gaining the permission of the owner, they are 'trespassers'. Some unauthorised encampments can be dealt with through informal negotiation or the threat of formal action, but where this is not possible, action can be taken to forcibly remove them from the land. Private landowners, local authorities and the Police all have powers to deal with unauthorised encampments.

Section 77 and 78 – Local authorities can use S77 of the Criminal Justice and Public Order Act 1994 to direct those occupying the land to leave. Failure to move from the land, or returning to the land within a period of three months are both criminal offences, punishable by a fine of up to £1,000.

If the unauthorised occupiers fail to comply with a S77 direction, local authorities can use S78 of the Criminal Justice and Public Order Act 1994 to go to the Magistrates Court and apply for an order which allows the removal of unauthorised encampments. Responsibility for eviction lies with the local authority. Obstruction of the local authority exercising their power under this order is an offence, punishable by a fine of up to £1,000.

Further details on this power are included in Appendix 2.

Section 61 and 62

The Police have a power to direct trespassers to leave land under S61 of the Criminal Justice and Public Order Act 1994. This is a discretionary power, which requires that one of the following three conditions must be met:

- Any of the Gypsies/Travellers has caused damage to the land or property on the land.
- Any of the Gypsies/Travellers has used threatening, abusive or insulting behaviour towards the owner/occupier, a member of his family or an employee or agent of his.
- That the Gypsies/Travellers have six or more vehicles between them.

It is an offence to fail to comply with a direction to leave by the Police or to return to the land within three months, punishable by up to three months imprisonment and/or fine of up to £2,500.

The Criminal Justice and Public Order Act 1994 S62 allows the Police to seize and remove vehicles if a direction under S61 has not been complied with, or the trespassers have returned to that land with a vehicle within a period of three months from the date of the direction under S61.

The Police have the power to remove trespassers where a suitable pitch is available under the Criminal Justice and Public Order Act 1994 S62 (a)-(b) and can be used where all of the following conditions are met.

- At least two people are trespassing.
- The trespassers have at least one vehicle between them on the land.
- The trespassers are present on the land with the common purpose of residing there for any period,
- The occupier of the land or a person acting on his behalf has asked the Police to remove the trespassers from the land.

It is a criminal offence for the trespasser to fail to leave the land as soon as reasonably practicable, or enter any land in the local authority area in order to reside there as a trespasser within three months of the direction being given. The penalty for this offence is up to three months imprisonment and/or fine of up to £2,500.

Further details on this power are included in Appendix 2.

Criminal Justice and Public Order Act (CJPOA) Considerations

Following the introduction of the Criminal Justice and Public Order Act 1994 (CJPOA) concerns were expressed about the potential abuse of the new powers. As a result, the Department of the Environment issued a Circular 18/94, giving guidance to local authorities as to the use of their powers and which must be taken into account when considering the eviction of an encampment of Gypsies or Travellers.

The Circular emphasises that the powers must be used in a “humane and compassionate fashion and primarily to reduce nuisance and afford a high level of protection to private land owners” and not to “evict Gypsies needlessly”.

This has been supported by subsequent case law.

Town and Country Planning Act

Under the Town and Country Planning Act, 1990, as amended, the Planning Enforcement Team can serve an Enforcement Notice with a Stop Notice on private land owners to remove unauthorised encampments, although these are rarely used to deal with this issue in Merton, due to the lengthy appeal process attached to these Notices.

Byelaws

Merton's bylaws in respect of parks and open spaces do not give any specific powers in relation to unauthorised encampments.

Possession Proceedings

An alternative to using the Criminal Justice and Public Order Act 1994 is through a claim for possession through the County Court or High Court. Court bailiffs would need to be used to remove trespassers from the land once a possession order has been granted. However, obtaining a hearing date and enforcement of the possession order generally takes longer than using Section 77 and 78 of the Criminal Justice and Public Order Act 1994.

Injunctions

These would not offer any additional powers to Section 77 and 78 however they can be granted indefinitely and could provide a longer term solution. Case law shows however that an injunction is only likely to be granted in exceptional circumstances, such as a large scale encampment existing over a number of months with consequential damage, anti-social behaviour etc.

Private Land

It is the responsibility of the private landowner to take action to remove trespassers and to deal with any environmental nuisance relating to unauthorised encampments on private land. As section 77 of the Criminal Justice and Public Order Act 1994 applies to occupied land without the consent of the landowner the council could take action on behalf of the owner. However, there is a resource and cost issue here and there would have to be a strong public interest for doing so, and the landowner would have to make a case to the council that justifies why they are not able to deal with it themselves.

Schools

The council will use CJPOA powers but any period of 'tolerance' may not be appropriate due to the status of school and whether the encampments would be in place when the school was open.

5. Merton Council's approach to dealing with unauthorised encampments

The council has responsibility for the management of unauthorised encampments on its own land. This includes any action for eviction.

Government guidance states that prior to a decision to evict, the authority must have regard to any obligations it might have under other legislation. This therefore helps ensure compliance with the Equality and Human Rights obligations referred to above.

The council therefore uses specific measures to ensure the necessary enquiries are made. The enquiries must be "meaningful" and take into account social services, housing and educational responsibilities as well as liaison with other authorities who may have statutory responsibilities, such as local Health and Welfare services, Particularly:-

- In respect of the Children’s Act and “Every child Matters” duties to co-operate to promote the wellbeing of children and young people.
- Housing Act 1996 – obligations to homeless persons and to offer advice on housing options.
- Local Education Authority – statutory duty to make appropriate educational provision available for all school age children in their area, whether resident temporarily or permanently. Consideration should be given to the effects of eviction on the education of children “already enrolled, or in the process of being enrolled at the school”. If there is a decision to proceed with an eviction and a family is moved elsewhere within the area of the authority, alternative education arrangements can be made.
- Local Health and Welfare Services – if as a result of its enquiries, an authority is aware that there may be occupiers at the site receiving assistance, (e.g. pregnant women, older people, newly born children) then they should liaise with the relevant statutory agencies.

If during a visit, an officer becomes aware of the above matters that may require further enquiry they would need to liaise with colleagues to obtain more specialist support or guidance.

The following criteria will also be taken into consideration before reaching a decision on eviction of unauthorised encampments on council owned land.

- Public health and safety – including highway safety, obstruction or danger to road users as well as environmental and other dangers.
- Any unacceptable nuisance caused to nearby residents or businesses.
- Whether the presence seriously interferes with or prevents the use of that land for its normal purpose or an imminent change of use.
- Any well-reasoned grounds for believing the presence cannot be managed effectively e.g. size or composition of the site, any threatening behaviour to local residents, council staff or others by site residents.

The process in respect of each case of an unauthorised encampment must include the following.

- A visit and assessment by an authorised council officer within 48 hours of notification.
- A copy of the assessment form is included in Appendix 1.

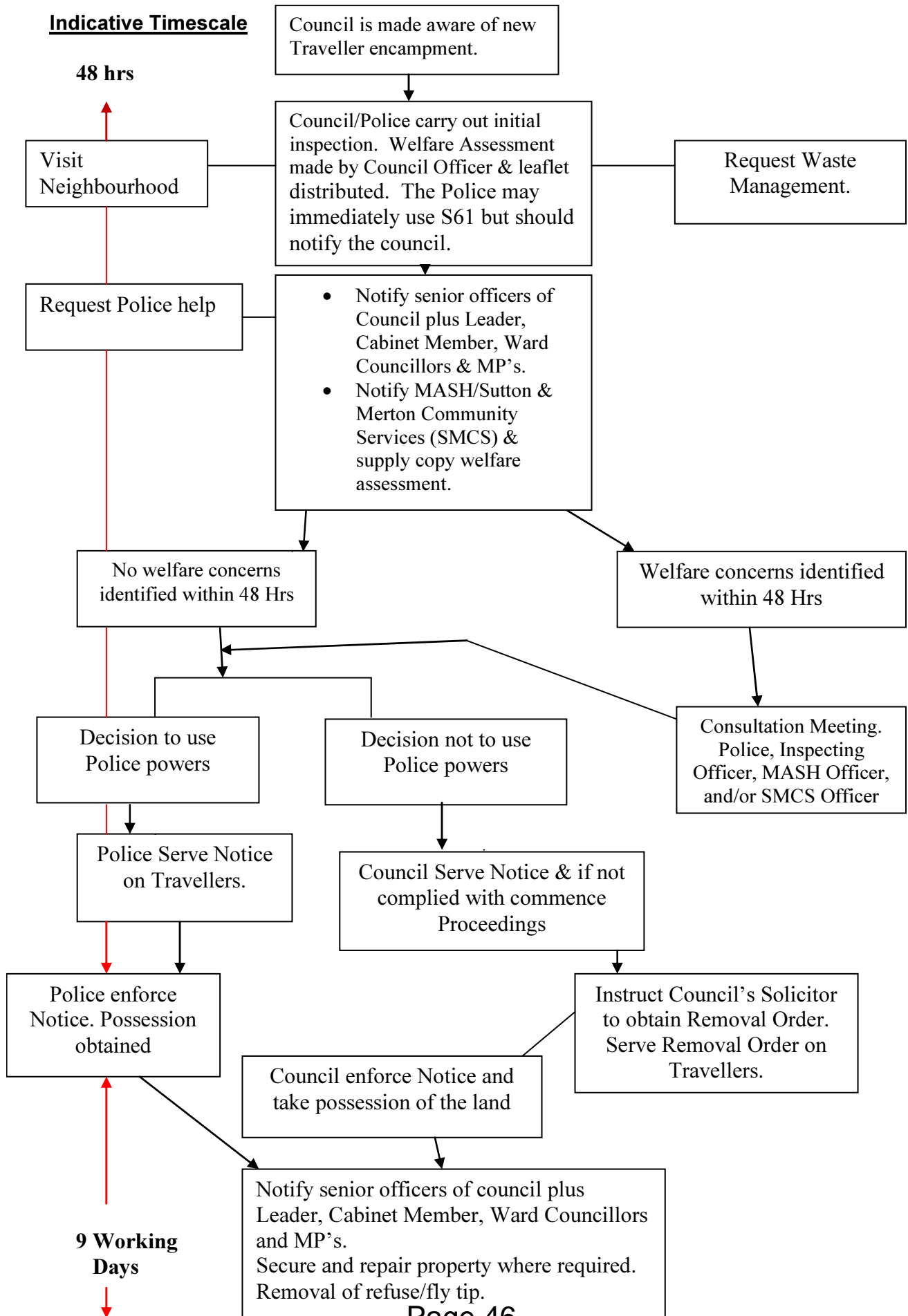
Police

The creation of a local protocol is recognised as best practice by central government to provide a consistent approach to the management of unauthorised encampments, improve effective communication with all agencies, the Gypsy and Traveller community and the public, and reduce the risk of confusion by providing clear guidance to those officers, whether Police or local authority, who become involved with unauthorised encampments.

A joint protocol agreement between Merton Police and the local authority was developed in 2010 but this has been reviewed. An updated joint process of dealing with unauthorised encampments and enforcement of S61 and S62A of the Criminal Justice and Public Order Act 1994 is in draft form, with a London wide metropolitan Police protocol also currently being developed.

Some reports of unauthorised encampments will go directly to the Police. If the encampment is in process i.e. vehicles are in the process of moving on to land then the Police will usually intervene immediately to try and prevent it. If the encampment is already in place then subject to Section 61 powers the matter will be passed to the council to manage. Any encampment on private land is regarded as the responsibility of the landowner.

Protocol Flow Chart/Process Maps - A Guide



Appendix 1 – Checklist

QUESTIONNAIRE

Checklist of circumstances of travelling families illegally camped in London Borough of Merton.

Carried out by (name of officer)

Accompanied by:

Date: Time: Duration of visit:.....

SECTION ONE : General Site Details		
1.1	Location of site	
1.2	Number of : - Caravans - Cars	
1.3	Condition of Caravans	
1.4	Condition of Site including : - water source - sanitation arrangements - road safety for children - waste disposal arrangements	
1.5	Access to site including: - Details of access for emergency vehicles - Safety of access arrangements	

SECTION TWO : Make Up of Travelling Group

<p>2.1</p>	<p>Details of families on site including (approximately) :</p> <ul style="list-style-type: none"> - any newborn children on site. - No. of children 0-4 years - No. of children 5-7 years - No. of children 8- 11 years - No. of children 12-16 years. - No. of Adults 	
<p>2.2</p>	<p>Number of individual group 'pulling' together including:</p> <ul style="list-style-type: none"> - numbers in each group. - reasons for group <i>(family/working together)</i> 	
<p>2.3</p>	<p>Ethnicity of Groups <i>(i.e. English travelling families, Irish travellers etc.)</i></p> <p>Reason for Travelling</p>	
<p>2.4</p>	<p>Occupation of Groups <i>(e.g. road laying, tree felling, selling etc).</i></p>	

SECTION THREE: Social Assessment

Note: It is essential that the purpose of this assessment is made clear at the outset i.e. to determine whether the Authority has any statutory responsibilities to these individuals and whether the presence of the encampment should be tolerated for any period of time. Families should not feel pressurised to give information Permission should be sought from the 'adults in charge' before any children are spoken to.

<p>3.1</p>	<p>Where have group travelled from (including 3 most recent halts) ?</p>	
<p>3.2</p>	<p>What level of supervision of children is evident generally on site?</p>	
<p>3.3</p>	<p>Have any children or young people on site got additional needs? Include :</p> <ul style="list-style-type: none"> - children who may be ill or requiring medical treatment. - children with disabilities. - children currently undergoing, treatment locally. <p>Please give details of doctor, hospital etc.</p>	

<p>3.4</p>	<p>Are children currently known to Social Services in another area? (i.e. children on CP Register children currently the subject of court proceedings, Children receiving support from another local authority)</p>	
<p>3.5</p>	<p>Do all children appear well?</p> <p>Include:</p> <ul style="list-style-type: none"> - appropriately dressed for the weather. - Allowed to speak freely in front of adults - No obvious signs of distress/neglect. 	
<p>3.6</p>	<p>Do any adults wish to speak privately to a social worker?</p>	
<p>3.7</p>	<p>Are there any pregnant women on site?</p>	

SECTION FOUR: Education Assessment		
4.1	<p>Are any children attending local schools? (If so, please give details)</p> <p>Numbers:</p> <p>Ages:</p>	
4.2	<p>Do any children have special educational needs? If yes – what are their needs?</p> <p>Where were they identified?</p>	
4.3	<p>What are the general arrangements for education for the children on site?</p>	
4.4	<p>Would any family like advice/support in relation to their children’s education?</p>	

SECTION FIVE: Housing Assessment		
5.1	<p>Does any family have a tenancy in another area?</p>	
5.2	<p>Would any family like advice about their housing situation?</p>	

SECTION SIX: Traveller's View

6.1	What are their views about their current situation?	
6.2	Where are they planning to move next? Include: <ul style="list-style-type: none">- their intended date of departure.- are they moving together?	
6.3	What specific hardships will they face if they are moved prior to this date?	
6.4	What are the reasons for unauthorised camping in this Borough?	
6.5	Are any follow up visits planned?	

6.6	<p>Have all families/groups been given information about how to contact local services. Including :</p> <ul style="list-style-type: none"> - GP's surgeries - Children & Families, Social Services - Housing Department - Education Welfare Department 	
SECTION SEVEN:		
7.1	<p>Names of any individuals known to the Council as having been involved in previous illegal/unlawful encampments</p> <p>If names not known can any individuals be recognized as having been involved in previous unlawful/illegal encampments – and if so a description of them</p>	
7.2	<p>Have any other agencies been involved/need to be involved and in what capacity</p> <ul style="list-style-type: none"> - Police - Social services - other 	
7.3	<p>Has the Council received any complaints regarding the occupation and nature of these complaints</p>	

7.4	<p>Is it necessary and proportionate for the Council/another agency to take action in order to promote and/or protect the interests of the inhabitants of the Borough?</p> <p>If so, what factors has the Council taken into account? (i.e. preservation of the wider environment/wider public interest/abatement of nuisance etc)</p>	
7.5	<p>Are any of the following actions appropriate and if not why not (for example have such actions been taken previously or have individuals demonstrated the intention to ignore such enforcement action or would such actions be prohibitively expensive):-</p> <ul style="list-style-type: none"> - summary possession proceedings - section 77 and 78 Criminal Justice and Public Order Act 1994 (Council powers of removal) - Section 61 and 62 or 62A – E Criminal Justice and Public order Act 1994 (Police powers of removal) - Injunction pursuant to section 222 Local Government Act 1972/section 1 Localism Act 2011/section 130 (5) Highways Act 1980 in relation to this site/on other land owned or controlled by the Council or the Highway 	
7.6	<p>Are there any medical, welfare, social or other reasons why the Council or some other agency should not take action to remove the occupants from the property?</p>	

7.7	<p>Are the individuals habitually resident in the Borough?</p> <p>If so and they are removed from their encampment/restrained from setting up an unlawful/illegal encampment on other land owned or controlled by the Council or the Highway are there any traveler sites/other lawful encampments available to them?</p>	
7.8	<p>If the occupiers are removed from the site and/or prevented from setting up an unlawful/illegal encampment elsewhere on Council owned/controlled land/the highway will the impact of being removed from the property have health educational or other implications?</p>	
7.9	<p>In making its decision as to the action to be taken has the Council applied its equality policies and procedures?</p> <p>What type of factors has the Council taken in to account to ensure there is no breach of its equality duties?</p>	

7.10	<p>In deciding what action to take has the Council taken into account whether there is any alternative which is less detrimental to the occupants/the occupant against whom the action is proposed?</p> <p>If so please state why the alternative action is not appropriate?</p>	
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SECTION EIGHT:

8.0 Any other relevant Information

Signed:

Please complete on day of visit and return to:

Appendix 2 – Legal Powers

The main power for the local authority to deal with unauthorised encampments is under Section 77 of the Criminal Justice and Public Order Act 1994 (CJOPA).

Under s.77 if it appears that persons are for the time being residing in a vehicle or vehicles within the authority's area:-

- On any land forming part of the highway.
- On any other unoccupied land; or
- On any occupied land without the consent of the occupier.

The authority may then give directions to those persons and others with them to leave the land and remove the vehicle or vehicles and any other property they have with them. Failure to do so is a criminal offence.

A Direction is served by the authority, and if the person on whom it was served fails, as soon as practicable, to leave the land or, having left, enters the land within 3 months beginning with the date on which the Direction was given, then they are guilty of an offence.

If the persons given a Direction fail to leave in response to such a Direction, the authority can apply to the Magistrates Court for an order under Section 78 for removal of persons and their vehicles which are unlawfully encamped on the land.

The order made by the Court can also authorise the local authority to take such steps as are necessary to ensure the Direction is complied with. This can include entering on the land with tow-away vehicles, Police etc. Again, it is a criminal offence to wilfully obstruct any person trying to exercise powers conferred on them by an Order.

In essence therefore, the procedure for dealing with encampments is a four stage process:-

- i. Notification of the encampments presence following which the local authority carry out welfare assessments (see later note);
- ii. A Direction Notice is served upon the persons on the land requiring the removal of the encampment.
- iii. If the encampment does not move in accordance with the Direction, application is made to Court for a Removal Order requiring the unauthorised encampment to leave the land, if it does not do so, giving the authority power to enter the land to remove the vehicles;
- iv. Following service of the Removal Order, the authority can enter the land to effect the removal of the vehicles.

Service of documents can be by:-

- giving it to the person named on it; or
- fixing it to a prominent place to their vehicle or caravan; or
- if the notice is to "unnamed occupants of vehicles", but fixing it to every vehicle on the land; **and**
- displaying a copy of the notice on the land where it can be seen by persons camping on the land; **and**

- if on private land, giving it to the owner and any occupier.

Only the individuals who have been served with a Direction Notice will be affected by it, and consequently any subsequent Order for removal will only apply to them. For this reason steps to secure the site from further unauthorised entry should be considered (ensuring that provision is made for emergency access). Fixing the Direction Notice to a caravan on the land at the time of the service of the Notice, but which is empty, will be sufficient as substituted or deemed service. It is important to be able to prove service of the Direction Notice as it has the effect of making the presence on the land a criminal offence.

Police Powers

The Police have power to deal with unauthorised encampments under Section 61 of the CJPOA. However, the Metropolitan Police Service through guidance issued by ACPO have indicated that the existence of the local authority's powers, means that the lead role for decision making should rest with the local authority and the use of Police powers should not normally be considered as a first response.

If they choose to do so a senior Police officer (defined by the Metropolitan Police as an officer not lower than the rank of Superintendent) can direct persons to leave land and remove their vehicles or other property if:-

- reasonable steps have been taken by or on behalf of the occupier to ask them to leave (i.e. if they are on local authority land and the local authority has carried out the circular enquiries); and
- they are causing damage to the land (includes grass being trampled or the dumping of rubbish); or
- have between them six or more vehicles.

If, having been given such a direction, they fail to leave the land as soon as reasonably practicable or, having left the land, re-enter it within a period of six months from the date direction was given, it is an arrestable offence.

In deciding whether to make such direction the senior officer may decide to take into account similar considerations to those set out in the Circular guidance which applies to local authorities. Again the ACPO guidance states:-

'The lead role in the management of unauthorised encampments will be with local authorities. Forces should consider becoming involved in bringing about the prompt and lawful removal of unauthorised encampments, including the use of Police powers under Section 61 or 62 of the Criminal Justice & Public Order Act 1994 where:

- i. Local amenities are deprived to communities or significant impact on the environment.**
This could include for example, forming an encampment on any part of a recreation ground, public park, school field, village green, or depriving the public use of car parks. The fact that other sections of the community are being deprived on the amenities must be evident before action is taken.
- ii. There is local disruption to the economy.**

Local disruption to the economy would include forming an encampment on a shopping centre car park, or in an industrial estate, if it disrupts workers or customers, or agricultural land, if this results in the loss of use of the land for its normal purpose.

iii. There is other significant disruption to the local community or environment.

This might include where other behaviour, which is directly related to those present at an encampment, is so significant that a prompt eviction by Police becomes necessary, rather than by other means.

iv. There is a danger to life.

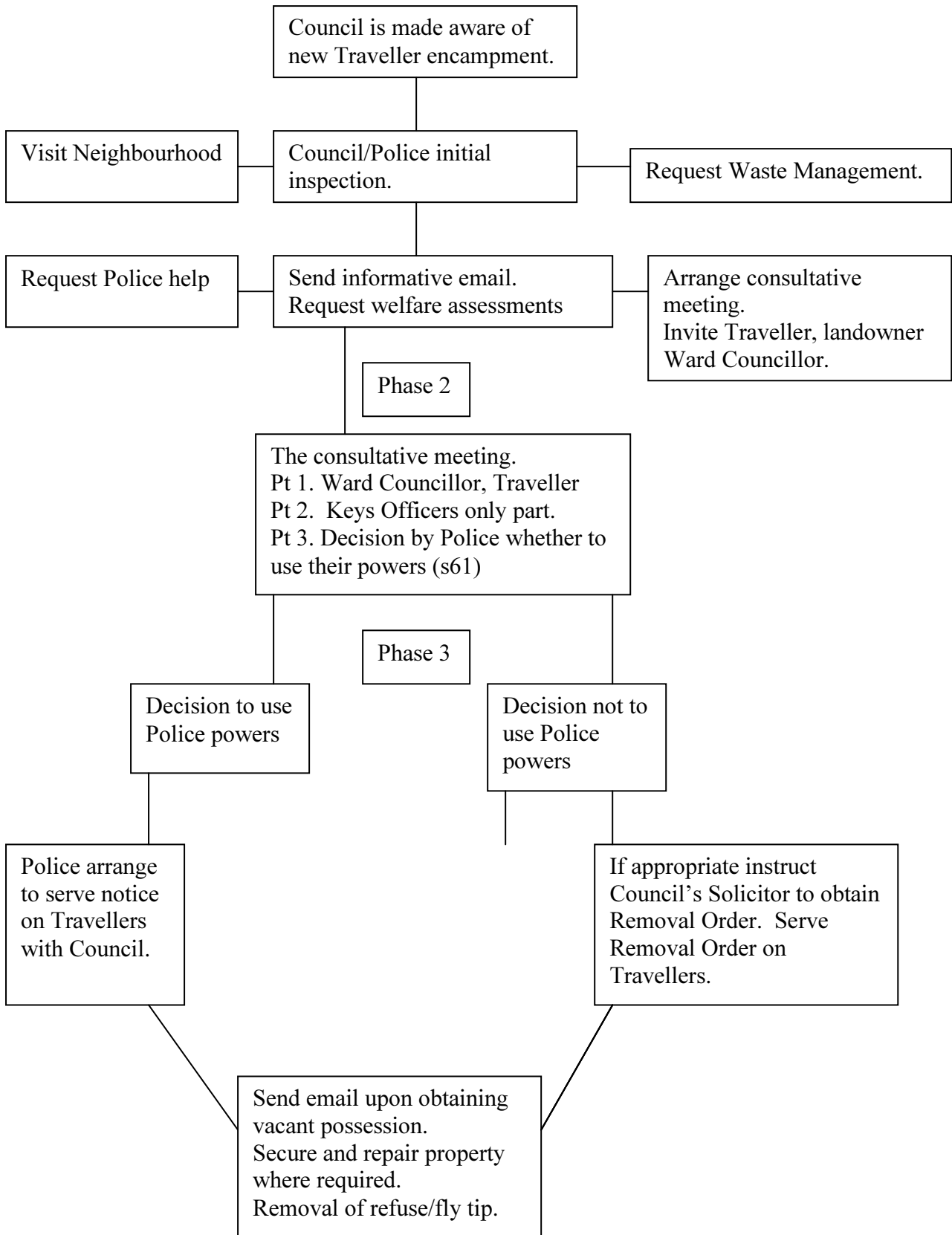
An example of this might be an encampment adjacent to a motorway, where there could be a danger of children or animals straying onto the carriageway.

v. There is a need to take preventative action.

This might include where a group of trespassers have persistently displayed anti-social behaviour at previous sites and it is reasonably believed that such behaviour will be displayed at this newly established site.'

The mere presence of an encampment without any aggravating factors will not normally create an expectation that Police will use their powers.

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TRAVELLERS UNAUTHORISED ENCAMPMENTS PROTOCOL REVIEW

1 EXECUTIVE SUMMARY

- 1.1 In May 2010 LBM and Merton Borough Police signed a joint protocol agreement regarding the policy and operational response to unlawful encampments within the Borough. The increasing frequency of encampments since 2010 and practical experience of applying the protocol requires the protocol to be reviewed.
- 1.2 The Continuous Improvement Team (CIT) recommends simplifying the process. In particular, the revised protocol should minimise the resources Merton Council and Police have to deploy.
- 1.3 Likewise, the revised protocol should also clarify which team is responsible for each assessment. It should also define the required level of detail of the assessments.
- 1.4 The protocol should include a procedure in case travellers disregard a court order.

2 BACKGROUND

- 2.1 In May 2010 LBM and Merton Borough Police signed a joint protocol agreement regarding unauthorised encampments and the powers and responsibilities of the police and local authority under the Criminal Justice and Public Order Act, 1994 and other legislation. This document contains the policy and operational response to unlawful Traveller encampments within the LBM.
- 2.2 This review aims to improve effectiveness and efficiency of the joint policy whilst continuing to safeguard the wellbeing of the travellers.
- 2.3 A Business Improvement Advisor (BIA) was asked to facilitate the engagement of all institutional stakeholders in producing 'as is' and 'to be' process maps. Governance and approval of the new process were not in scope.

3 METHODOLOGY

- 3.1 The BIA engaged with the Property Team to ascertain the nature of the work and map out the existing process.
- 3.2 The BIA and the Property Manager involved the key stakeholders in discussions about the limitations of the existing protocol and options for improvement, including looking at protocols of other London Boroughs.

- 3.3 The discussions involved the Director of Public Health and the Managers for Legal Services - Litigation and Planning Team, Housing Options, Education Inclusion, and MASH.

4 FINDINGS

- 4.1 The other London Boroughs looked at have a process in place that is substantially leaner.
- 4.2 At present the Housing Options Team visit the travellers, and provide them with housing information regarding homelessness and temporary accommodation. The Housing Options Manager agreed that the process could be simplified and they do not need to visit the encampment.
- 4.3 The Multi-Agency Safeguarding Hub (MASH) is involved in the process although it is not mentioned in the protocol as this came into existence after 2010.
- 4.4 The current protocol provides for consultative meetings prior to action being taken however these are seen as impractical, resource intensive, and result in delay . Moreover, the involvement of the public has caused in the past problems of confidentiality and personal safety.
- 4.5 Police reported that they would welcome a more streamlined process, as they feel some of the activities involved are unnecessary or overcomplicated.
- 4.6 Conversely, the Education Inclusion Manager stressed the importance of the meeting as a check to assess all issues at stake.
- 4.7 The Travellers Education Service is active only during school term. Therefore, their required involvement out of school terms could delay the process unnecessarily.
- 4.8 The responsibility of the health assessment is unclear, due to the transfer of the Public Health function to local authorities since 2010. The Director of Public Health is investigating the issue further.
- 4.9 Clarity is required regarding the action to be taken if travellers disregard a court order and remain on the site.

5 RECOMMENDATIONS AND NEXT STEPS

Principles

- 5.1 The revised process should continue to ensure travellers' wellbeing whilst reducing Council and Police resources, in particular , the number of staff visiting the encampment should be kept at a minimum.
- 5.2 The Protocol should include the revised Guidance on Unauthorised Encampments developed by the Association of Chief Police Officers of England, Wales & Northern Ireland.
- 5.3 Whenever possible, the officers first visiting the encampment should collect all the evidence and assess welfare needs and concerns. Other teams should be involved only if concerns are raised.

First visit

- 5.4 The officers first visiting the encampment should investigate the travellers' housing needs via a questionnaire. Officers should also distribute an information leaflet. Both questionnaire and leaflet should be prepared by Housing Options team. Housing Options should no longer be required to visit the encampment.
- 5.5 The officers first visiting the encampment should gather all available information on health and wellbeing of the travellers and submit it to the MASH and the Health Authority.
- 5.6 The MASH and the Health Authority should then organise the appropriate welfare assessments and visit the travellers within the agreed time (see 5.10).
- 5.7 For the purpose of the protocol, the assessments should merely inform if there are any welfare issues that might cause the action for removal to be delayed.

Responsibility for the different assessments

- 5.8 The Community & Housing Directorate should clarify which team or role is responsible for the health and older people assessments.
- 5.9 MASH should become the single point of entry for education and younger people assessments.

Turnaround time of assessments

- 5.10 The new Protocol should maintain the existing turnaround times for the assessments which is a maximum of two working days of notification, but ideally within one.

Consultative meeting

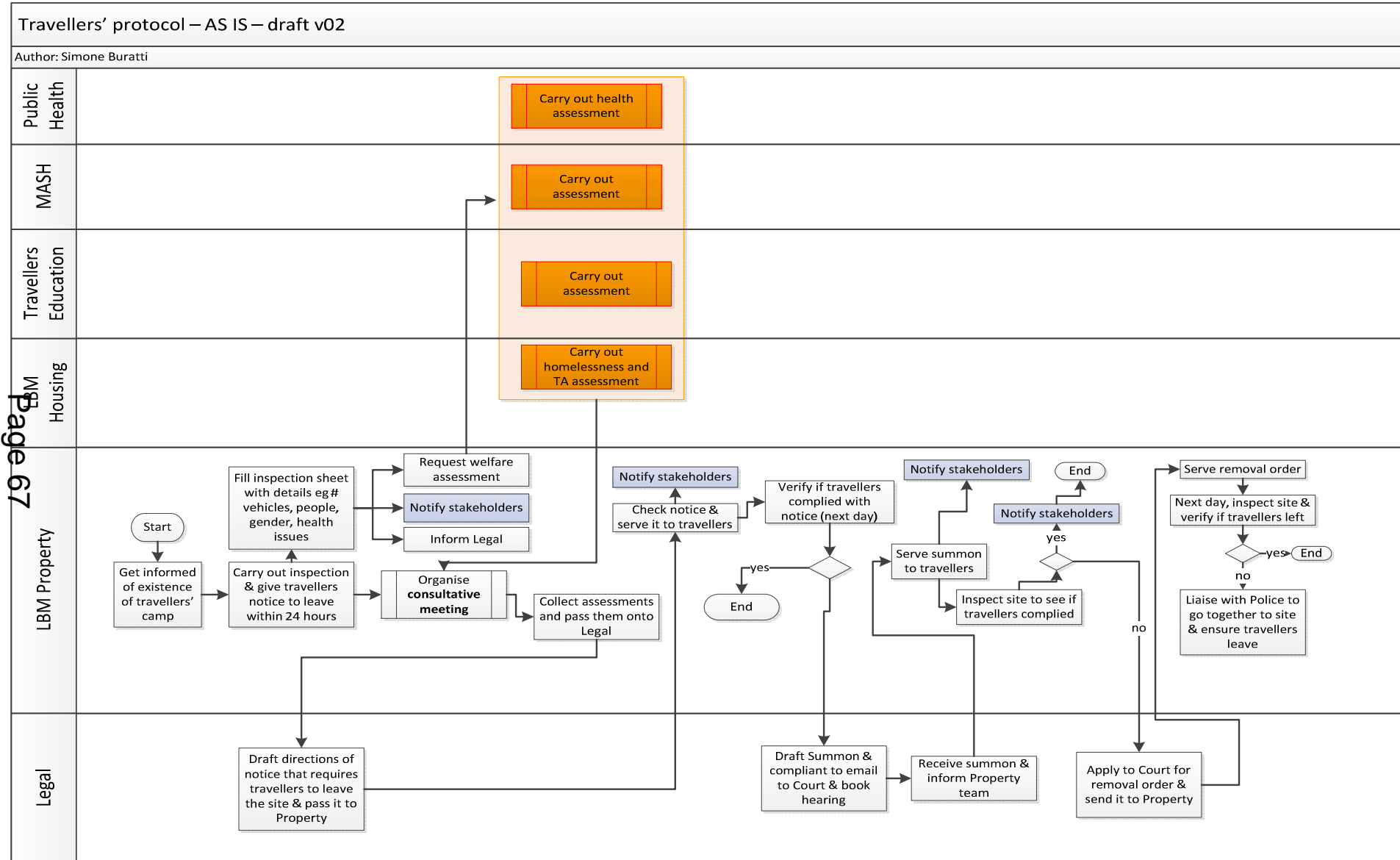
5.11 The consultative meeting should be held only if the welfare assessments identify any concerns.

5.12 The meeting should be a professional's only meeting. Stakeholders may submit in writing any relevant evidence, data, views, and arguments.

Enforcement

5.13 The new protocol should clarify activities and teams involved in case the travellers do not comply with the court order.

Travellers unauthorised encampments protocol review - report
 Appendix 1: travellers protocol as it currently is



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Committee: Cabinet

Date: 7th December 2015

Agenda item:

Wards: All

Subject: HR service update

Lead officer: Caroline Holland

Lead member: Mark Allison

Contact officer: Gareth Young (x4889)

Recommendations:

- A. That Cabinet note the update of the work to establish a new model for the council's HR service
 - B. That Cabinet support the long term ambition to establish a shared HR service with London Borough of Richmond upon Thames (LBRuT) and Wandsworth Borough Council (WBC) and also support the setting up of an internal interim HR service and support the delegation of further decision making about its establishment to the Director of Corporate Services
-

1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1. On the 29th June officers updated Cabinet of the decision to give notice to the London Borough of Sutton (LBS) that of Merton's intention to exit the HR service currently shared by the two authorities.
- 1.2. At the time officers detailed the council's intention to explore alternative options over the coming months.
- 1.3. This work has now been completed and the council intends to proceed with a short term and long term plan.
- 1.4. In the short term alternative partnerships are not deliverable and as such the council will develop an interim HR service starting in 2016 with the work to develop an alternative model to follow.
- 1.5. In the long term the council proposes to work towards forming a shared HR service with the London Borough of Richmond upon Thames (LBRuT) and Wandsworth Borough Council (WBC). Because this service would be best delivered with a shared IT platform we do not anticipate delivering this service for at least two years.

2 DETAILS

- 2.1. Following the announcement that the London Borough of Sutton (LBS) and Royal Borough of Kingston (RBK) were going to be working together to set up a shared HR service the London Borough of Merton (LBM) gave notice that we intended to leave the current HR shared service we have with LBS.

- 2.2. This notice period expires on the 31st May 2016 although there has been some discussion of agreeing an earlier exit date to ensure that all the service development lines up. Simultaneously, LBS and RBK are moving to a shared HR service and LBRuT are moving to a shared service for all services with WBC.
- 2.3. LBM have, for the past few months, been working with LBRuT and WBC to investigate the potential for a shared three borough HR service. The ambition was to move to a truly shared HR service between the three boroughs that would have a shared ownership and governance.
- 2.4. As well as investigating the potential options for forming a shared service the work also involved getting legal advice about the best approach to securing a shared HR IT platform on which to deliver the service. All three boroughs currently use the ITrent platform but from different suppliers – LBM and LBRuT are part of the South West London partnership, accessing ITrent through Agilisys while WBC access a different ITrent contract, which LBRuT intend to join.
- 2.5. Following this due diligence phase the 3 boroughs have agreed to pause our pursuit of a shared HR service. This is for the following reasons:
 - Legal advice is that WBC cannot join our shared HR system and Payroll contract with Agilisys. The same advice is that councils can leave the Agilisys contract and join WBC's contract with Midland HR for ITrent – but only until 2018 and with substantial exit and set-up costs
 - LBRuT and WBC are going to be focused on their Shared Staffing Arrangement (SSA) for the next two years. The system issues and disruption that this will cause will limit the ability to do the work necessary to make a shared service a success
- 2.6. The lack of a shared system also makes developing a great shared service difficult. As such, we have agreed to pause the work but with a shared commitment that we should still work towards a shared service underpinned by a shared system.
- 2.7. As such, Merton now proposes to develop an interim in house HR service to launch at the expiry of the notice period in 2016 and run it until such a time as a shared service with LBRuT and WBC can be developed.
- 2.8. The intention is to work closely with staff, unions and service recipients to develop a service that can meet the council's needs over the next 2-3 years. This will involve developing a new structure, looking again at the processes and resources of the team and reviewing the various contracts the HR service currently access.
- 2.9. We have started scoping this work – holding staff workshops and consulting informally with service recipients, staff and trade unions about the future model. At the same time staff have been informally consulted about their transfer to LBM. This will be formally managed in early 2016.

3 ALTERNATIVE OPTIONS

- 3.1. The two options discussed in section 2 are the main two options; create an interim in-house HR service or form a shared service with WBC and LBRuT.
- 3.2. It is the view of officers that any attempt to create a shared service with partners who are not fully ready to undertake the work necessary to make a service a success would lead to a less than optimal service. Likewise, shared services without appropriate shared IT platforms are less likely to be a success. By waiting until all parties are ready and the IT platform can be established we stand a far better chance of establishing an excellent shared service.
- 3.3. Other alternatives such as a shared service with another partner or outsourcing exist although these would not be deliverable in the timescales we now have available. The door has not been closed to any of these options even as we pursue our shared service with WBC and LBRuT.

4 CONSULTATION UNDERTAKEN OR PROPOSED

- 4.1. Consultation on this takes three forms:
 - 4.1.1 TUPE consultation – this is being led by LBS as the employer and will take place in two stages – an initial consultation which concluded on the 11th October and a final formal consultation which will take place prior to transfer early in 2016.
 - 4.1.2 Consultation with managers – In order to establish what the new HR service needs to prioritise consultation has been held with all DMTs. Further consultation will continue during the development process.
 - 4.1.3 Consultation with staff and trades union – A new structure for the HR service will be needed and as such we will need to consult with the staff transferring into the service to complete this. This is currently being done informally whilst options are being developed but a formal consultation will follow. Any final decisions about new structures cannot be made until after staff have transferred to LBM from LBS.

5 TIMETABLE

- 5.1. We anticipate the staff transferring to Merton on either 1st April 2016 or 1st June 2016 and the new interim service to go live two months after that.
- 5.2. We anticipate the new three borough shared service to go live in the next two to three years but there is a lot of work needed to test this assumption.

6 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

- 6.1. The Merton part of the current shared HR service has a budget of £2.4m in 2015/16. The new service will be expected to live within that financial envelope and achieve the savings set out in the MTFs. However, due to disruption of bringing the service back in house some of those savings, as they relate to staff reductions, have been deferred until later in the current MTFs period.
- 6.2. As such, the current savings requirements are as follows:

	16/17 '000	17/18 '000	18/19 '000	TOTAL '000
Human Resources	142	362	448	952

7 LEGAL AND STATUTORY IMPLICATIONS

- 7.1. LBM has given notice of its intention to leave the Collaboration Agreement signed with LB Sutton that governs the delivery of the shared HR service. The exit clauses of that agreement will need to be followed.
- 7.2. Appropriate processes around TUPE (Transfer of Undertaking (Protection of Employment) regulations) will also need to be followed.

8 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

- 8.1. An Equalities Analysis will be carried out to accompany any staff restructure

9 CRIME AND DISORDER IMPLICATIONS

- 9.1. None

10 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

- 10.1. None

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

None

12 BACKGROUND PAPERS

- 12.1. Shared Internal Audit Service and Update on HR Shared Service; Cabinet 29/6/15

Cabinet

7 December 2015

Agenda item:

Business Plan Update 2016-2020

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

Recommendations:

1. That Cabinet considers and agrees the draft savings/income proposals (Appendix 1) and associated draft equalities analyses (Appendix 5) put forward by officers to go to Cabinet and refers them to the Overview and Scrutiny panels and Commission in January 2016 for consideration and comment.
 2. That Cabinet agrees the latest amendments to the draft Capital Programme 2016-2020 which was considered by Cabinet on 19 October 2015 and by scrutiny in November 2015.(Appendix 4)
 3. That Cabinet considers the proposed amendments to savings previously agreed. (Appendix 2)
 5. That Cabinet consider the draft service plans. (Appendix 6 – to follow)
-

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

- 1.1 This report provides an update to Cabinet on the Business Planning process for 2016-20 and in particular on the progress made so far towards setting a balanced revenue budget for 2016/17 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 September 2015.
- 1.3 The report also provides an update on the capital programme for 2016-20 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 2016-20 and an assessment of the implications for the Medium Term Financial Strategy 2016-2020.
- 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 2016.

2. DETAILS

Introduction

- 2.1 A review of assumptions in the MTFs was undertaken and reported to Cabinet on 14 September 2015. There was also a report to Cabinet on 19 October 2015 which considered and agreed the initial savings/income proposals put forward by officers, provided an update on progress made towards achieving savings previously agreed and proposed some amendments to these, and also provided details of the latest capital programme, including new bids and an indicative programme for 2021- 2025. The report was referred them to the Overview and Scrutiny panels and Commission for consideration.
- 2.2 Taking into account the information contained in both the September and October Cabinet reports, the overall position of the MTFs reported to Cabinet on 19 October 2015 was as follows:-

	2016/17 £000	2017/18 £000	2016/17 £000	2017/18 £000
MTFS Gap (Cabinet October 2015)	0	0	0	5,132

2.3 Review of Assumptions

Since Cabinet in October, 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

As reported to Cabinet in September 2015, in the Summer Budget 2015, which the government presented on 8 July 2015, it was announced that public sector pay awards will be funded for a pay award of 1% for 4 years from 2016/17 onwards. There is no further change proposed.

Provision for Pay Inflation:

	2016/17	2017/18	2018/19	2019/20
Revised pay inflation (%)	1.0%	1.0%	1.0%	1.0%
Provision for Pay inflation (cumulative £000)	883	1,767	2,650	3,534

2.3.2 Prices

The level of inflation has fallen significantly below the Government's 2% target. The Consumer Prices Index (CPI) fell by 0.1% in the year to October 2015, the same fall as in the year to September 2015. Upward price pressures for clothing and footwear and a range of recreational goods were offset by downward price pressures for university tuition fees, food, alcohol and tobacco, resulting in no change to the overall rate of inflation. The rate of inflation has been at or around 0.0% for most of 2015.

In its November 2015 Inflation Report, the Bank of England's Monetary Policy Committee (MPC) provided the following summary in respect of the prospects for inflation: "CPI inflation has remained close to zero. GDP growth has slowed over the past year to around its past average rate. A weaker global backdrop together with falls in the prices of risky assets are weighing on the outlook for UK growth, but they are counterbalanced by support from falls in market interest rates and commodity prices. Conditioned on a very gently rising path for Bank Rate, the MPC judges that four-quarter growth is likely to remain around current rates and the slack remaining in the economy is likely to be absorbed. Recent falls in oil and other commodity prices mean that inflation is likely to remain lower than previously expected until late 2017 but, on the conditioning path for Bank Rate, the MPC's best collective judgement is that CPI inflation will return to the 2% target in around two years and rise above it thereafter."

The provision for price inflation has been reviewed using the budgets for 2015/16. The majority of contracts are based on RPI increases and RPI annual inflation stands at 0.7% in October 2015, down from 0.8% in September 2015. The budget for 2015/16 was therefore overprovided for and the inflation provision in 2016/17 was reduced to 0.5%.

The latest projections are included in the following table:-

Provision for Price Inflation:

	2016/17	2017/18	2018/19	2019/20
Price inflation in MTFS (%)	0.5%	1.5%	1.5%	1.5%
Revised estimate (cumulative £000)	741	2,964	5,187	7,410

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 0.5% and 1.5% inflation allowance provided when setting the budget. This will only be released for specific demonstrable demand. There is no further change proposed.

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Inflation exceeding 1.5%	540	536	536	536

In the Summer Budget 2015, it was announced that, from April 2016, a new National Living Wage of £7.20 an hour for those aged 25 and over will be introduced. This will rise to over £9 an hour by 2020. The impact of this on the Council's budgets is difficult to quantify as it will have a potential impact on a wide range of services which are currently outsourced, including care contracts. Employees of the council receive the London Living Wage which is currently £9.15 an hour. 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

The MTFS does not include any specific provision for inflation on income from fees and charges. However, service departments can identify increased income as part of their savings proposals.

2.3.5 Pension Fund

The Pension fund demonstrated a significant reduction in deficit in 2014/15. However, the prospects for the costs of funding future year's benefits remain unclear. A revaluation will be undertaken using data at 31/3/2016. This will be implemented at 1st April 2017. It is not proposed to make any changes in assumptions about the pension fund until the valuation is clearer. There may also be further changes to the administration of the scheme which would have an impact on the valuation.

2.3.6 Taxicards and Freedom Passes

These schemes are administered by London Councils on behalf of London boroughs. Latest information from London councils indicates that negotiations with Transport for London (TfL) and the Association of Train Operating Companies (ATOC) will be concluded at the end of November 2015.

The MTFS includes the following amounts for Taxicards and Freedom Passes:-

	Current Estimate 2015/16 £000
Freedom Passes	9,009
Taxicards	170
Total	9,179
Uplift in MTFS	450
Provision in MTFS for 2016/17	9,629

Initial indications are that the charge to Merton for 2016/17 will be within the provision but this provision will be reviewed and reported when the figures are finalised.

2.3.7 Growth

The MTFS does not include any provision for growth from 2016/17 to 2019//20.

2.3.8 Revenuisation

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 2016-20:-

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Revenuisation	2,426	2,436	2,433	2,433

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

2.4 **Forecast of Resources and Local Government Finance Settlement**

2.4.1 Background

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

2.4.2 Spending Review and Autumn Statement 2015

In September, the Chancellor wrote to the Office for Budget Responsibility (OBR) asking them to publish a forecast on 25 November and making this a joint Spending Review and Autumn Statement. The OBR was set up in 2010 to provide an independent analysis of the government's finances and produces forecasts for the next five years twice a year – at Budget and at Autumn Statement. On 25 November 2015 the government published a joint Spending Review and Autumn Statement and there was also an Office for Budget Responsibility (OBR) forecast.

In the Spending Review the government decides budgets for each department, called departmental settlements. The departmental settlements are the amount the government has allocated to each department to spend over the Parliament.

The information published will be analysed and included in the report to Cabinet on the Business Plan in January 2016.

2.4.3 Funding Forecasts for 2016/17 to 2019/20

Forecasting resources for 2016/17 and beyond is fraught with difficulties since it requires making assumptions about a wide variety of variables which the Government are not prepared to release at the current time. These include indications of resources provided to Government Departments in their Departmental Expenditure Limits (DELs). The

Government’s protection of some departments (Overseas Aid, Education and Health) and the additional commitment to increase defence budgets will mean that other areas such as local government will continue to bear the brunt of the cuts in public sector funding.

The Spending Review and Autumn Statement published on 25 November provided details of planned spending at a Government departmental level but details at an individual local authority level only become available when the Provisional Local Government Finance Settlement is announced by the Department for Local Government and Communities in late December 2015.

A full update and analysis of the implications for Merton will be included in the report to Cabinet on the Business Plan in January 2016.

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

2.4.4 Local authority public health allocations 2015 to 2016 – consultation

It was previously reported in September that as part of a wider government action on deficit reduction, the Department of Health (DH) has been asked to deliver savings of £200 million in the financial year 2015 to 2016 through reductions in the Public Health Grant (PHG) to local authorities (LAs).

On 4 November 2015, the Government announced the outcome of its consultation on the £200m cut to public health funding in 2015-16. It states that “After considering the consultation responses, the department has decided to proceed with the savings by reducing each local authority’s (LA) grant by an equal percentage. This was option C in the consultation document. The saving will be implemented through a reduction in the fourth quarterly instalment of the grant, which will be brought forward from January 2016 to November 2015.” This confirms the details of the cut to Merton’s grant as follows:-

Straight 6.2% cut (£m)

	PH grant allocation excluding 0-5	0-5 allocation (part year)	Total 15/16 PH allocation	Revised allocation with 6.2% cut	Cut (£m)	Cut (%)	Total allocation (% England total)
Merton	9.236	1.476	10.712	10.049	-0.663	-6.2%	0.3%

2.5 Capital Financing Costs

- 2.5.1 As previously reported the Capital Programme has been reviewed and revised and a draft programme for 2016-2020 was approved by Cabinet on 19 October 2015, along with an indicative programme for 2021-25.
- 2.5.2 Section 6 of this report sets out details of progress made towards preparing the draft capital programme 2016-20.
- 2.5.3 The estimated capital financing costs based on the latest draft programme, which includes the best estimate of new schemes commencing in 2019/209, the effect of estimated government grant funding and slippage/reprofiling based on 2011/15 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:-

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Capital Programme	41,036	41,734	27,643	13,131
Revenue Implications	13,621	13,744	13,917	14,650

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 2016/17. 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 2016/17. The Council is required to determine its Council Tax Base by 31 January 2016.
- 2.6.2 Details of the Council Tax Base for 2016/17 will be included in the Business Plan report to Cabinet in January 2016.

2.7 Proposed Amendments to Previously Agreed Savings

- 2.7.1 Cabinet on 19 October 2015 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 2016-20.

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

SUMMARY (cumulative)	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Corporate Services	-	495	448	-	-
Children, Schools & Families	-	-	-	-	-
Environment and Regeneration	-	100	-	-	-
Community and Housing	-	178	778	978	978
Net Cumulative total	-	773	1,226	978	978

2.7.2 Community and Housing Department have now identified proposals to offset the outstanding balance of £0.978m. Details of these are set out in Appendix 2.

SUMMARY (cumulative)	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Corporate Services	-	495	448	-	-
Children, Schools & Families	-	-	-	-	-
Environment and Regeneration	-	100	-	-	-
Community and Housing	-	178	648	-	-
Net Cumulative total	-	773	1,096	-	-

2.7.3 Corporate Services

It is proposed that a previously agreed saving (CS07 - £47K) which relates to a restructure of the Post & Print Room and deletion of two posts should be deferred from 2016/17 to 2017/18. Also, it is proposed to defer saving CSD43 (2015/16) for one year. This saving relates to sharing FOI and information governance policy with another council.

2.7.4 Environment and Regeneration

A number of deferred and replacement savings are proposed and further details are set out in Appendix 2.

2.7.5 If all of the proposed amendments to previously agreed savings are approved (October and December), the impact on the MTFS is as follows:-

SUMMARY (cumulative)	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Corporate Services	0	582	458	0	0
Children, Schools & Families	0	0	0	0	0
Environment and Regeneration	0	744	0	0	0
Community and Housing	0	178	648	0	0
Net Cumulative total	0	1,504	1,106	0	0

2.8 Provisional Local Government Finance Settlement 2015/16

- 2.8.1 As indicated in paragraph 2.4, details of the Spending Review and Autumn Statement 2015 were announced by the Chancellor of the Exchequer on 25 November 2014.
- 2.8.2 The provisional Local Government Finance Settlement is usually published about two weeks later so details are expected in the second/third week of December.
- 2.8.3 The estimates for central Government funding currently included in the draft MTFs are based on the latest information available and a further update will be provided in the Business Plan Update report to Cabinet in January 2016.

3. FEEDBACK FROM THE OVERVIEW AND SCRUTINY PROCESS IN NOVEMBER 2015

- 3.1 The information available on the Business Planning process reported to Cabinet on 19 October 2015 was reviewed by the Overview and Scrutiny Panels and Commission in November 2015.
- 3.2 Feedback is included in a separate report to Cabinet on the agenda.

4. SAVINGS PROPOSALS 2016-20 AND SERVICE PLANNING

Controllable budgets and Savings Targets for 2016-20

- 4.1 Cabinet on 19 October 2015 agreed some initial proposals from service departments to set against the savings targets agreed by Cabinet on 14 September 2015

These are summarised in the following table:-

	Targets £'000	Proposals £'000	Balance £'000
Corporate Services	2,338	438	1,900
Children, Schools & Families	2,580	555	2,025
Environment & Regeneration	6,568	2,537	4,031
Community & Housing	3,815	2,435	1,380
Total Surplus/(Shortfall)	15,301	5,965	9,336
Community & Housing replacements for £809,000 *	978	0	978
Total Savings/Income Proposals	16,279	5,965	10,314

* Community and Housing Department have identified savings of £0.978m to replace the balance arising from the adjustments to previous year's savings agreed in October 2015. These are set out in Appendix 2.

- 4.2 Since then service departments have been reviewing their budgets and formulating further 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 2016.
- 4.4 The additional proposals submitted by each department are summarised in the following table and set out in detail in Appendix 1.

	2016/17	2017/18	2018/19	2019/20	Total
	£'000	£'000	£'000	£'000	£'000
Corporate Services	0	104	555	0	659
Children, Schools & Families	0	189	201	0	390
Environment & Regeneration	0	308	225	0	533
Community & Housing	0	0	0	0	0
Total Surplus/(Shortfall)	0	601	981	0	1,582

4.5 Summary of progress to date

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

	Targets	Proposals	Proposals	Balance
	£'000	October	December	£'000
		£'000	£'000	
Corporate Services	2,338	(438)	(659)	1,241
Children, Schools & Families	2,580	(555)	(390)	1,635
Environment & Regeneration	6,568	(2,537)	(533)	3,498
Community & Housing	3,815	(2,435)	0	1,380
Total	15,301	(5,965)	(1,582)	7,754

- 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 Service Plans

- 4.7.1 Draft Service Plans are included in Appendix 6. (To follow)

4.8 Equality Assessments

- 4.8.1 Draft Equalities Assessments are set out in Appendix 5.

5. Update to MTFS 2016-20

- 5.1 If the changes outlined in this report are agreed, the forecast gap in the MTFS over the four year period is as follows, subject to the Spending Review announcement and Local Government Finance Settlement in December.

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Budget Gap in MTFS	0	0	0	814

- 5.2 A more detailed MTFS is included as Appendix 2.

- 5.3 Draft Service department budget summaries based on the information in this report are attached as Appendix 7. (To follow)

6. CAPITAL PROGRAMME 2016-20: UPDATE

- 6.1 The proposed draft Capital Programme 2016-20 and an Indicative Capital Programme 2020-25 were presented to Cabinet on 19 October 2015.

- 6.2 The programme has been reviewed by scrutiny panels.

- 6.3 Monthly monitoring of the approved programme for 2015/16 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.

- 6.4 The changes that have been made to the proposed capital programme since it was presented to Cabinet in October 2015 are set out in Appendix 4.

- 6.5 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 2016-20.

7. CONSULTATION UNDERTAKEN OR PROPOSED

- 7.1 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.

- 7.2 In accordance with statute, consultation is taking place with business ratepayers and a meeting will be arranged for early in 2016.

7.3 As previously indicated, a savings proposals consultation pack will be prepared and distributed to all councillors at the end of December 2015 that can be brought to all Scrutiny and Cabinet meetings from 7 January 2016 onwards and to Budget Council. This should be an improvement for both councillors and officers - more manageable for councillors and it will ensure that only one version of those documents is available so referring to page numbers at meetings will be easier. It will also considerably reduce printing costs and reduce the amount of printing that needs to take place immediately prior to Budget Council.

7.4 The pack will include:

- Savings proposals
- Equality impact assessment for each saving proposal
- Service plans (these will also be printed in A3 to lay round at scrutiny meetings)

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 Draft Equalities assessments of the savings proposals are included in Appendix 5.

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: New savings/income proposals 2016-20**
- Appendix 2: Proposed amendments to savings previously agreed**
- Appendix 3: MTFS Update**
- Appendix 4: Capital Programme 2016-20**
- Appendix 5: Draft Equalities Assessments**
- Appendix 6: Service Plans 2016-20 (To follow)**
- Appendix 7: Budget Summaries (To follow)**

BACKGROUND PAPERS

Budget files held in the Corporate Services department.

REPORT AUTHOR

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Service Departments - Progress against Savings Targets 2016-2020

1. Targets set

	TARGET 2016/17 £'000	TARGET 2017/18 £'000	TARGET 2018/19 £'000	Additional Target £'000	TARGET Total £'000
Corporate Services	0	157	1,915	266	2,338
Children, Schools & Families	0	540	1,853	187	2,580
Environment & Regeneration	0	1,435	4,764	369	6,568
Community & Housing	0	783	2,601	431	3,815
Total Savings/Income Proposals	0	2,915	11,133	1,253	15,301

2. Proposals - October 2015

	Proposals 2016/17 £'000	Proposals 2017/18 £'000	Proposals 2018/19 £'000	Additional Target £'000	Proposals Total £'000
Corporate Services	0	(53)	(385)	0	(438)
Children, Schools & Families	0	(240)	(315)	0	(555)
Environment & Regeneration	0	(2,013)	(524)	0	(2,537)
Community & Housing	(200)	(950)	(1,285)	0	(2,435)
Total Savings/Income Proposals	(200)	(3,256)	(2,509)	0	(5,965)

3. Balance remaining brought forward from October 2015

	Balance 2016/17 £'000	Balance 2017/18 £'000	Balance 2018/19 £'000	Additional Target £'000	Balance Total £'000
Corporate Services	0	104	1,530	266	1,900
Children, Schools & Families	0	300	1,538	187	2,025
Environment & Regeneration	0	(578)	4,240	369	4,031
Community & Housing	(200)	(167)	1,316	431	1,380
Total Surplus/(Shortfall)	(200)	(341)	8,624	1,253	9,336

4. Proposals identified December 2015

	Balance 2016/17 £'000	Balance 2017/18 £'000	Balance 2018/19 £'000	Additional Target £'000	Balance Total £'000
Corporate Services	0	(104)	(555)	0	(659)
Children, Schools & Families	0	(189)	(201)	0	(390)
Environment & Regeneration	0	(308)	(225)	0	(533)
Community & Housing	0	0	0	0	0
Total Surplus/(Shortfall)	0	(601)	(981)	0	(1,582)

5. Balance remaining against target

	Balance 2016/17 £'000	Balance 2017/18 £'000	Balance 2018/19 £'000	Additional Target £'000	Balance Total £'000
Corporate Services	0	0	975	266	1,241
Children, Schools & Families	0	111	1,337	187	1,635
Environment & Regeneration	0	(886)	4,015	369	3,498
Community & Housing	(200)	(167)	1,316	431	1,380
Total Surplus/(Shortfall)	(200)	(942)	7,643	1,253	7,754

6. Proposals identified October 2015 + December 2015

	Balance 2016/17 £'000	Balance 2017/18 £'000	Balance 2018/19 £'000	Additional Target £'000	Balance Total £'000
Corporate Services	0	(157)	(940)	0	(1,097)
Children, Schools & Families	0	(429)	(516)	0	(945)
Environment & Regeneration	0	(2,321)	(749)	0	(3,070)
Community & Housing	(200)	(950)	(1,285)	0	(2,435)
Total	(200)	(3,857)	(3,490)	0	(7,547)
Total (Cumulative)	(200)	(4,057)	(7,547)	0	

Draft

DEPARTMENT: Corporate Services

Panel	Ref	Description of Saving		Baseline Budget £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 87	CS2015-08	Service	Business Improvement	200	13		L	L	SS2
		Description	Staffing support savings						
		Service Implication	None						
		Staffing Implications	0.5 F.T.E reduction within BI Division. The post is a shared resource with the Resources Division and the saving will actually be delivered by a reduction in running costs within Resources Division and the consolidation of the 2 x 0.5 F.T.E staffing budget within Resources Division						
		Business Plan implications	In line with IT Strategy						
		Impact on other departments	None						
Equalities Implications	None								
		TOM Implications	None						

DEPARTMENT: Corporate Services

Panel	Ref	Description of Saving		Baseline Budget 15/16 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
O&S	CS2015-09	Service Description	Safety Services & Emergency Planning Restructure of Safety Services & Emergency Planning team.	226	18	30	L	H	SS2
		Service Implication	Still to be fully evaluated at this stage but likely to have an impact on the councils ability to complete statutory inspections within required timescales.						
		Staffing Implications	Up to 2 FTE posts deleted through voluntary/compulsory redundancy from an establishment of 5.5.						
		Business Plan implications	Existing BP targets will need to be revised to align with reduced resources						
		Impact on other departments	The provision of specialist health and safety advice and support that is currently available to council departments and LA schools will be reduced.						
		Equalities Implications TOM Implications	TBA TBA						
O&S	CS2015-10	Service Description	Facilities Management - Energy 'Invest to Save' Savings achieved through the installation of various energy saving initiatives and subsequent reduction in the consumption of gas, electricity and water. (Subject to agreed investment of £3.3M)	2,900		465	L	L	SNS1
		Service 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 and infrastructure.						
		Impact on other departments	None						
		Equalities Implications TOM Implications	None TBA						

Draft

DEPARTMENT:Corporate Services: Resources

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)
	CS2015-11	Service	Staffing Costs							
		Description	Reduction in corporate grants budget	c. £750			19	M	M	SNS2
		Service Implication	A small reduction in the services that can be purchased from the 3rd Sector							
		Staffing Implications	None							
		Business Plan implications	None							
		Impact on other departments	None							
		Equalities Implications	The process will need to be managed to ensure that it is carried out with due regard for equalities issues							
		TOM Implications	None significant							

DEPARTMENT: CORPORATE SERVICES SAVINGS: 2015-2019

Panel	Ref	Description of Saving	Baseline Budget 14/15 £000	2017/18 £000	2018/19 £000	Risk Analysis - Deliverability	Risk Analysis - Reputational Impact	Type of Saving (see key)
Page 90	CS2015-12	<p>Service</p> <p>Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p>	<p><u>Corporate Governance - Savings across the division arising from further expansion of South London Partnership</u></p> <p>Reductions in running expenses through lower print costs, share of management overheads and further reduced cost in advocacy with larger pool of advocates.</p>			41		
	CS2015-13	<p>Service</p> <p>Description</p> <p>Service Implication</p> <p>Staffing Implications</p> <p>Business Plan implications</p> <p>Impact on other departments</p> <p>Equalities Implications</p> <p>TOM Implications</p>	<p><u>Corporate Governance</u></p> <p>Shared investigation services</p> <p>reduction in investigation capacity and efficiency of service</p> <p>none</p> <p>Housing Benefit fraud investigation work now passed to DWP. Posts reduced to reflect this change</p> <p>reduced investigation resource</p> <p>none</p>	239	40		L	

DEPARTMENT: CORPORATE SERVICES SAVINGS: 2015-2019

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2017/18 £000	2018/19 £000	Risk Analysis - Deliverability	Risk Analysis - Reputational Impact	Type of Saving (see key)
	CS2015-14	<u>Service</u>	<u>Corporate Governance</u>		33		L	?M	SS2
		Description	Shared audit service						
		Service Implication	Efficiency of shared audit service by moving to a 5 borough shared service.						
		Staffing Implications							
		Business Plan implications	Potential impact on audit assurance for Merton						
		Impact on other departments	Risk based approach to audit across departments and other councils.						
		Equalities Implications	none						
		TOM Implications							

DEPARTMENT: Children, Schools and Families

Panel	Ref	Description of Saving		Baseline Budget 15/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
C&YP	CSF2015-07	Service Description	Cross Cutting Review of CSF staffing structure beneath management level.	9,873		189	201	Medium	Low	SS2
		Service Implication	Deliver for September 2017 so estimated full year effect of £390k split over two years. With changes to the structure of the department, the implementation of SCIS and a focus on minimal education and social care core functions we will redesign our workforce across the smaller department.							
Page 92		Staffing Implications	Expect a reduction of 13 posts from a total of 268FTE.							
		Business Plan implications	We will prioritise our core statutory education and social care functions.							
		Impact on other departments	A smaller workforce will reduce our ability to work on cross cutting issues and new developments.							
		Equalities Implications	We will use the Council's agreed HR policies and procedures for restructuring. An EA will be developed for the service change staffing proposals.							
		TOM Implications	The TOM refresh will include an increased focus on delivering the restructure as well as flexible working and the introduction of the SCIS. The CSF workforce needs to be more highly skilled and flexible.							
Total - CSF Savings December 2015					0	189	201			

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DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2016/17

Panel	Ref	Description of Saving		Baseline Budget 14/15 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Page 93	ENV33	Service/Section Description	Parking Services Development of emissions based charging policy for resident/business permits recognising the damage particularly from diesel engined motor vehicles	N/A	250		Medium	High	SI1
		Service Implication	Will have no impact on service - same volume of permits will still be issued but greater variety . Links with DVLA will provide info						
		Staffing Implications	Initially resource intensive to develop policy, but there after little impact expected.						
		Business Plan implications	Will encourage cleaner air quality and contribute to public health agenda						
		Impact on other departments	Potential impact initially on EH (P) team during development of policy.						
		Equalities Implications	None anticipated as vehicle emissions has no known correlation with equalities groups						
		TOM Implications	This has not previously been explored in TOM work and is completely new area of service development which has been brought forward in light of air quality management issues across London.						
	ENV34	Service/Section Description	Property Management Increased income from the non-operational portfolio. Undertaken through a the review of the rent reviews timetabled as part of existing leases.	(4,022)	8	40	Low	Low	SI1
		Service Implication	Capital investment would be required following the completion of the non-operational estate asset review (summer 2015) to determine properties and land interests that would increase in rental income through capital investment. There is currently monies contained within the capital programme - any further investment would require individual business cases to be approved for further capital investment.						
		Staffing Implications	Part of the current team's core work.						
		Business Plan implications	None						
		Impact on other departments	None						
		Equalities Implications	None						
		TOM Implications	consistent with TOM direction of travel						

Draft

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2016/17

Panel	Ref	Description of Saving	Baseline Budget 14/15 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
Page 94	ENV35	<p>Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications</p>	<p>Waste Operations Efficiency measures to reduce domestic residual waste rounds by 1 crew following analysis of waste volumes and spread across week There may be a requirement to change the waste presentation policy, where residents will be permitted to present waste on the pavement rather than with in their property boundary on the day of collection only. Reduction of 4 FTE [though this saving would be taken as part of Phase C procurement if timetable goes to plan] None Transport None anticipated</p>	2,568		150	High	High	SNS1
	ENV36	<p>Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications</p>	<p>Waste Services: Neighbourhood recycling Review and removal of NRCs Reduction in outlets for residents to recycle domestic waste. Reducing ongoing maintenance, cleaning and fly tp removal requirements None Potential reduction in recycling performance partly mitigated by potential reduction in fly-tips at some of these sites None To be completed - focus on residents in flats Consistent with TOM direction of travel</p>	4,360	50		Medium	High	SNS2

Draft

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS - BUDGET PROCESS 2016/17

Panel	Ref	Description of Saving	Baseline Budget 14/15 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)	
	ENV37	<p>Service/Section Description Service Implication Staffing Implications Business Plan implications Impact on other departments Equalities Implications TOM Implications</p>	<p>Transport: Workshops develop business opportunities to market Tacho Centre to external third parties Will need to ensure capacity is available to avoid conflict with in-house requirements None None though this would be part of Phase C and external contractor work if procurement goes to timetable . Saving would result in a reduction in client charges / budgets . None anticipated Consistent with TOM direction of travel</p>	N/A		35	Medium	Low	SI2
Total Environment and Regeneration Savings					308	225			

CABINET 7 December 2015

Departmental Summary of Replacement and Deferred Savings

SUMMARY (cumulative)	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Corporate Services	0	582	458	0	0
Children, Schools & Families	0	0	0	0	0
Environment and Regeneration	0	744	0	0	0
Community and Housing	0	178	648	0	0
Net Cumulative total	0	1,504	1,106	0	0

SUMMARY October Cabinet 2015 (cumulative)	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Corporate Services	0	495	448	0	0
Children, Schools & Families	0	0	0	0	0
Environment and Regeneration	0	100	0	0	0
Community and Housing	0	178	778	978	978
Net Cumulative total	0	773	1,226	978	978

SUMMARY December Cabinet 2015 (cumulative)	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Corporate Services	0	87	10	0	0
Children, Schools & Families	0	0	0	0	0
Environment and Regeneration	0	644	0	0	0
Community and Housing	0	0	(130)	(978)	(978)
Net Cumulative total	0	731	(120)	(978)	(978)

Cabinet 7 December 2015

Corporate services	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £000
CSD07 (2015/16)		47	(47)			0
CSD43 (2015/16)		40	(30)	(10)		
Net	0	87	(77)	(10)	0	0
Net Cumulative total	0	87	10	0	0	

Environment and Regeneration	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £000
ER07 Dev. & Building Cntrl (1) Charging model		200				
EN09 Dev. & Building Control Mobile working		40				
EN11 Dev. & Building Control Staff reduction		52				
EN28 Dev. & Building Control Shared Service			157			
EN29 Dev. & Bldng Cntrl Pre-application process		40				
EN30 Dev. & Bldng Cntrl Planning Enforcement		80				
Dev. & Bldng Cntrl Review of Service			(569)			
ER23 Future Merton		414				
New Replacement - Future Merton		(130)	(214)			
New Replacement - Property Management		(52)	(18)			
Net	0	644	(644)	0	0	0
Net Cumulative total	0	644	0	0	0	

Community and Housing	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £000
CH65 Shared Service Agreement				(400)		
CH66 Direct Provision				(400)		
CH67 Library & Heritage - shared management			(130)			
CH68 Library & Heritage - shared mgt completion				(25)		
CH69 Full ratioalisation of staffing				(23)		
Net	0	0	(130)	(848)	0	0
Net Cumulative total	0	0	(130)	(978)	(978)	

BUSINESS PLAN 2016-20

PROPOSED DEFERRAL OF SAVING

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Original 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 98	CSD7	<u>Division</u>	Infrastructure & Transactions	382		47			L	L	SS2
		Description	Restructure Post & Print section and delete 2 FTE posts.								
		Service Implication	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.								
		Staffing Implications	Delete 2 FTE posts which will result in two staff redundancies.								
		Business Plan implications	None								
		Impact on other departments	Reduction in current level of service may impact some time critical processes.								
Equalities Implications	None										

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

P a n e l	Ref	Proposed Change to Saving CSD07 (2015/16)		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 98	CSD7	<u>Division</u>	Infrastructure & Transactions	382		(47)	47		L	L	SS2
		Description	Restructure Post & Print section and delete 2 FTE posts.								
		Service Implication	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.								
		Staffing Implications	Delete 2 FTE posts which will result in two staff redundancies.								
		Business Plan implications	None								
		Impact on other departments	Reduction in current level of service may impact some time critical processes.								
Equalities Implications	None										

PROPOSED DEFERRAL OF SAVING

DEPARTMENT: CORPORATE SERVICES SAVINGS - BUDGET PROCESS 2015/16

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

Previously Agreed Savings

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

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

Previously Agreed Savings

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

Ref	Description of Saving		2016/17 £000	2017/18 £000	2018/19 £000
E&R28	Service/Section	Building and Development Control			
	Description	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.		157	
	Service Implication	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 .			
	Staffing Implications	Still to be determined through the shared services report. Likely impact on management levels, enforcement and admin functions and working arrangements.			
	Business Plan implications	consistent with Transformation Plan			
	Impact on other departments	unknown at present			
	Equalities Implications	unknown at present			

Previously Agreed Savings

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

Ref	Description of Saving		2016/17 £000	2017/18 £000	2018/19 £000
E&R29	Service/Section	Building & Development Control			
	Description	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	40		
	Service Implication	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.			
	Staffing Implications	No changes although there will be additional pressure on existing staff to deliver.			
	Business Plan implications	Potential impact on performance figures especially in relation to major schemes. Reduced ability to deliver regeneration projects in the borough.			
	Impact on other departments	none			
	Equalities Implications	none			

Previously Agreed Savings

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

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

Alternative Savings Proposals

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

Previously Agreed Savings

DEPARTMENT: ENVIRONMENT AND REGENERATION SAVINGS

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

Alternative Savings Proposals

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

COMMUNITY AND HOUSING
Alternative Savings - Progress

See Appendix 2	Balance 2016/17 £'000	Balance 2017/18 £'000	Balance 2018/19 £'000	Additional Target £'000	Balance Total £'000
Community & Housing - replacements shortfall	178	600	200	0	978
Community & Housing - Proposals	0	(130)	(848)	0	(978)
Total Surplus/(Shortfall)	178	470	(648)	0	0

DEPARTMENT: Community and Housing

Panel	Ref	Description of Saving	Baseline Budget 15/16	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Adult Social Care									
HC&OP	CH65	<p>Service Description <u>Shared Service Arrangement</u> Reduce management costs through "Joint Posts" in a shared service arrangement with a nearby LA/NHS Org.</p> <p>Service Implication This opens up new possibilities for partnership working and economies of scale. It may lead to less strategic management capacity.</p> <p>Staffing Implications Possible redundancies.</p> <p>Business Plan implications This is consistent with aims to promote partnership working with other local authorities and integration with the NHS.</p> <p>Impact on other departments Access to senior ASC Managers may be harder where cross cutting work is under consideration.</p> <p>Equalities Implications 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> <p>TOM Implications This is a significant potential change to the "Organisation" Layer of the TOM.</p>	£5,031	£0	£0	£400	H	L	SS2
Page 106									
HC&OP	CH66	<p>Service Description <u>Direct Provision</u> Look at opportunities for shared services for in-house services</p> <p>Service Implication The services would continue but would possibly be rationalised across the Organisation.</p> <p>Staffing Implications Even if TUPE applies staff will need to adapt to a new organisational form and potentially terms and conditions of work could change over time.</p> <p>Business Plan implications None.</p> <p>Impact on other departments Minor only. Little will change except other departments will need to learn to interact formally with a separate legal entity or shared service.</p> <p>Equalities Implications 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> <p>TOM Implications This is a significant change to the "Organisation" Layer of the TOM, but the services delivered would remain essentially the same.</p>	£3,886	0	£0	£400	H	H	SPRO/SN S1
Sub-total Adult Social Care Options					£0	£0	£800		

DEPARTMENT: Community and Housing

Panel	Ref	Description of Saving	Baseline Budget 15/16	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
Library & Heritage Service									
SC	CH67	<p>Service Description Library & Heritage Service Shared Management Structure</p> <p>Service Implication This proposal would mean the merger of management teams across two boroughs. It would achieve savings that would not be achievable by continuing to run as a single authority. The saving will also enable some resilience and a level of capacity to be able to undertake key projects. The shared service structure should have minimal impact on the frontline and the customer experience.</p> <p>Staffing Implications There will be staffing reductions in the new structure that could lead to some redundancies along with some cultural change. TUPE will apply to some staff.</p> <p>Business Plan implications None.</p> <p>Impact on other departments Access to Library & Heritage Service managers may be more limited.</p> <p>Equalities Implications These changes impact on staff. A detailed EA would be undertaken at the time of the reorganisation.</p> <p>TOM Implications Identified as a key action within the new Library & Heritage Service TOM.</p>	£1,074	0	130	0	H	M	SS1
SC	CH68	<p>Description Completion of Shared Library & Heritage Service Management Structure with another borough - £25k</p> <p>Service Implication A Transformation Manager post has been included in the proposed management structure for a period of 2 years. It will enable full integration between services and will programme manage the proposed changes and ensure that new arrangements are in place whilst identifying other potential efficiency savings.</p> <p>Staffing Implications It will affect 1 FTE post that will be recruited on a fixed term basis.</p> <p>Business Plan implications None.</p> <p>Impact on other departments None.</p> <p>Equalities Implications None.</p> <p>TOM Implications Identified within the new Library & Heritage Service TOM.</p>	£1,074	0	0	25	H	M	SS2

DEPARTMENT: Community and Housing

Panel	Ref	Description of Saving		Baseline Budget 15/16	2016/17 £000	2017/18 £000	2018/19 £000	Risk Analysis Deliverability	Risk Analysis Reputational Impact	Type of Saving (see key)
SC	CH69	Description	Full rationalisation of staffing structures and building usage with another borough (phase 2) – Sum to be agreed	£1,074	0	0	23	H	M	SS2
		Service Implication	The saving should enable some resilience and a level of capacity to be able to undertake key projects. The shared service structure should have minimal impact on the frontline and the customer experience.							
		Staffing Implications	These changes may impact on staff.							
		Business Plan implications	None.							
		Impact on other departments	Access to Library & Heritage Service managers may be more limited.							
		Equalities Implications	These changes impact on staff. A detailed EA would be undertaken at the time of the reorganisation.							
TOM Implications	Identified as a key action within the new Library & Heritage Service TOM.									
Total (Libraries)					0	130	48			
Total Housing Needs					0	0	0			

Total C&H Savings Proposals

Total Community and Housing Targets

(Shortfall)/Surplus

0	130	848	978
0	0	0	978
0	130	848	0

DRAFT MTFS 2015-19: RE-PRICED AND ROLLED FORWARD				
	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000
Departmental Base Budget 2015/16	150,913	150,913	150,913	150,913
Inflation (Pay, Prices)	1,624	4,731	7,837	10,944
Autoenrolment/Nat. ins changes	1,000	2,000	2,000	2,000
FYE – Previous Years Savings	(15,902)	(21,334)	(22,482)	(22,482)
Amendments to previously agreed savings	1,504	1,106	0	0
Change in Net Appropriations to/(from) Reserves	(5,260)	(5,418)	(5,887)	(4,486)
Revenuisation	(102)	(102)	(102)	(102)
Taxi card/Concessionary Fares	450	900	1,350	1,350
Other	1,622	1,692	1,765	1,841
Re-Priced Departmental Budget	135,849	134,488	135,394	139,978
Treasury/Capital financing	13,621	13,744	13,917	14,650
Pensions	4,395	4,592	4,799	5,015
Other Corporate items	(13,289)	(13,131)	(12,659)	(14,063)
Levies	632	632	632	632
Sub-total: Corporate provisions	5,359	5,837	6,689	6,234
BUDGET REQUIREMENT	141,208	140,325	142,083	146,211
Funded by:				
Revenue Support Grant	(23,161)	(16,691)	(12,256)	(10,617)
Business Rates (inc. Section 31 grant)	(34,432)	(35,121)	(35,823)	(36,540)
C. Tax Freeze Grant 2015/16	0	0	0	0
PFI Grant	(4,797)	(4,797)	(4,797)	(4,797)
New Homes Bonus	(2,904)	(2,615)	(2,294)	(968)
Council Tax inc. WPCC	(77,435)	(77,821)	(78,208)	(78,598)
Collection Fund – (Surplus)/Deficit	1,566	0	0	0
TOTAL FUNDING	(141,164)	(137,044)	(133,378)	(131,519)
GAP excluding Use of Reserves (Cumulative)	44	3,281	8,705	14,692
Savings/Income Proposals 2016/17	(200)	(4,057)	(7,547)	(7,547)
Sub-total	(156)	(776)	1,158	7,145
Use of Reserves	156	776	(1,158)	(6,331)
GAP including Use of Reserves (Cumulative)	0	0	0	814

Proposed Summary Capital Programme 2016-20 and Summary Indicative Programme 2021/25

Appendix 4a

Merton	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	Updated Budget 24/25
Corporate Services	5,711,470	5,196,000	2,977,000	2,795,000	2,885,000	2,562,000	1,935,000	1,965,000	2,817,000
Community and Housing	2,307,650	1,055,000	280,000	280,000	630,000	280,000	280,000	280,000	280,000
Children, Schools & Families	13,943,480	20,297,550	11,189,950	4,805,000	6,650,000	4,658,000	650,000	755,000	650,000
Environment & Regeneration	19,718,800	13,285,300	10,226,300	4,277,000	4,217,000	4,252,000	4,217,000	4,217,000	4,277,000
Total Merton	41,681,400	39,833,850	24,673,250	12,157,000	14,382,000	11,752,000	7,082,000	7,217,000	8,024,000

Merton	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	Updated Budget 24/25
Total Corporate Budgets	982,000	0	0	0	0	0	0	0	0
Total Business Improvement	550,000	175,000	442,000	190,000	0	592,000	175,000	190,000	442,000
Total Corporate Governance	0	0	0	0	0	0	0	0	0
Total Resources	108,200	0	0	0	825,000	0	0	0	0
Total Information Technology	1,525,000	2,021,000	785,000	1,230,000	1,060,000	970,000	760,000	775,000	1,375,000
Total Facilities Management	2,546,270	3,000,000	1,750,000	1,375,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Total Corporate Services	5,711,470	5,196,000	2,977,000	2,795,000	2,885,000	2,562,000	1,935,000	1,965,000	2,817,000
Community and Housing									
Total Adult Social Care	43,750	0	0	0	0	0	0	0	0
Total Merton Adult Education	0	0	0	0	0	0	0	0	0
Housing									
The Gables Mitcham	0	0	0	0	0	0	0	0	0
8 Wilton Road	0	0	0	0	0	0	0	0	0
Western Road	875,000	0	0	0	0	0	0	0	0
Disabled Facilities	1,188,900	755,000	280,000	280,000	280,000	280,000	280,000	280,000	280,000
Other Housing	0	0	0	0	0	0	0	0	0
Total Libraries	200,000	300,000	0	0	350,000	0	0	0	0

Total Community and Housing	2,307,650	1,055,000	280,000	280,000	630,000	280,000	280,000	280,000	280,000
Children, Schools and Families									
Primary School Expansions	2,852,200	0	0	0	0	0	0	0	0
Secondary School Expansions	8,466,510	13,548,740	9,689,950	3,200,000	6,000,000	4,008,000	0	0	0
SEN	1,870,320	5,994,360	850,000	850,000	0	0	0	0	0
Other	754,450	754,450	650,000	755,000	650,000	650,000	650,000	755,000	650,000
Children, Schools & Families	13,943,480	20,297,550	11,189,950	4,805,000	6,650,000	4,658,000	650,000	755,000	650,000

Proposed Summary Capital Programme 2016-20 and Summary Indicative Programme 2021/25 Continued...

Appendix 4a

					Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24	Updated Budget 24/25
Environment & Regeneration									
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
Greenspaces	423,000	250,000	350,000	385,000	325,000	325,000	325,000	325,000	385,000
Highways General Planned Works	419,000	419,000	422,000	427,000	427,000	427,000	427,000	427,000	427,000
Highways Planned Road Works	1,500,000	1,500,000	1,500,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000
Leisure Centres	9,300,000	1,300,000	1,800,000	300,000	300,000	300,000	300,000	300,000	300,000
Other E&R	45,000	0	0	0	0	0	0	0	0
On and Off Street Parking	35,000	0	0	0	0	35,000	0	0	0
Regeneration Partnerships	3,072,000	920,000	2,000,000	0	0	0	0	0	0
Street Lighting	462,000	290,000	509,000	290,000	290,000	290,000	290,000	290,000	290,000
Street Scene	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Transport for London	1,754,800	1,844,800	1,864,800	0	0	0	0	0	0
Traffic and Parking Management	802,500	156,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000
Transport and Plant	500,000	5,500,000	500,000	350,000	350,000	350,000	350,000	350,000	350,000
Safer Merton - CCTV & ASB	300,000	0	0	0	0	0	0	0	0
Waste Operations	45,500	45,500	45,500	40,000	40,000	40,000	40,000	40,000	40,000
Environment & Regeneration	19,718,800	13,285,300	10,226,300	4,277,000	4,217,000	4,252,000	4,217,000	4,217,000	4,277,000

Movement from Current to Proposed Summary Capital Programme 2016-20 and Summary Indicative Programme 2021/25

Appendix 4b

Merton					Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24	Updated Budget 24/25
Corporate Services	713,000	2,315,000	220,000	1,295,000	1,125,000	917,000	500,000	515,000	1,367,000
Community and Housing	(60,000)	240,000	(60,000)	(60,000)	290,000	(60,000)	(60,000)	(60,000)	(60,000)
Children, Schools & Families	(15,279,240)	(681,260)	(8,913,850)	1,539,400	(596,800)	(401,580)	(8,800)	96,200	(8,800)
Environment & Regeneration	(4,715,200)	(2,041,200)	3,847,800	(596,000)	(437,000)	(402,000)	(437,000)	(437,000)	(377,000)
Total Merton	(19,341,440)	(167,460)	(4,906,050)	2,178,400	381,200	53,420	(5,800)	114,200	921,200

Merton					Updated Budget 20/21	Updated Budget 21/22	Updated Budget 22/23	Updated Budget 23/24	Updated Budget 24/25
Total Corporate Budgets	0	0	0	0	0	0	0	0	0
Total Business Improvement	550,000	175,000	442,000	190,000	0	592,000	175,000	190,000	442,000
Total Resources	0	0	0	0	825,000	0	0	0	0
Total Information Technology	(337,000)	140,000	(222,000)	655,000	200,000	200,000	200,000	200,000	800,000
Total Facilities Management	500,000	2,000,000	0	450,000	100,000	125,000	125,000	125,000	125,000
Total Corporate Services	713,000	2,315,000	220,000	1,295,000	1,125,000	917,000	500,000	515,000	1,367,000
Community and Housing									
Housing									
Western Road	0	0	0	0	0	0	0	0	0
Disabled Facilities	0	0	0	0	0	0	0	0	0
Other Housing	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)
Libraries	0	300,000	0	0	350,000	0	0	0	0
Community and Housing	(60,000)	240,000	(60,000)	(60,000)	290,000	(60,000)	(60,000)	(60,000)	(60,000)
Children, Schools and Families									
Primary School Expansions	(2,675,000)	(3,848,780)	(2,575,000)	(1,600,000)	0	0	0	0	0
Secondary School Expansions	(7,248,490)	2,048,740	(4,264,320)	3,200,000	0	0	0	0	0
SEN	(2,921,890)	2,994,360	0	0	0	0	0	0	0
Other	(2,433,860)	(1,875,580)	(2,074,530)	(60,600)	(596,800)	(401,580)	(8,800)	96,200	(8,800)
Children, Schools & Families	(15,279,240)	(681,260)	(8,913,850)	1,539,400	(596,800)	(401,580)	(8,800)	96,200	(8,800)

Movement from Current to Proposed Summary Capital Programme 2016-20 and Summary Indicative Programme 2021/25 Continued..

Appendix 4b

Environment & Regeneration										
Total Footways Planned Works	0	0	0	0	0	0	0	0	0	0
Total Greenspaces	0	0	0	35,000	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	35,000
Highways General Planned Works	0	0	3,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Highways Planned Road Works	0	0	0	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
Total Leisure Centres	0	0	0	0	0	0	0	0	0	0
Total Other E&R	45,000	0	0	0	0	0	0	0	0	0
On and Off Street Parking	35,000	0	0	0	0	35,000	0	0	0	0
Regeneration Partnerships	(4,864,000)	(2,080,000)	2,000,000	0	0	0	0	0	0	0
Total Street Lighting	0	0	0	(219,000)	0	0	0	0	0	0
Total Street Scene	0	0	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)
Total Transport for London	(71,200)	18,800	1,864,800	0	0	0	0	0	0	0
Traffic and Parking Management	120,000	0	0	0	0	0	0	0	0	0
Total Transport and Plant	0	0	0	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)
Safer Merton - CCTV & ASB	0	0	0	0	0	0	0	0	0	0
Total Waste Operations	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Environment & Regeneration	(4,715,200)	(2,041,200)	3,847,800	(596,000)	(437,000)	(402,000)	(437,000)	(437,000)	(437,000)	(377,000)

Corporate Services	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	Updated Budget 24/25
Corporate Budgets									
Acquisitions Budget	500,000	0	0	0	0	0	0	0	0
Capital Bidding Fund	482,000	0	0	0	0	0	0	0	0
Total Corporate Budgets	982,000	0	0	0	0	0	0	0	0
Business Improvements									
Planweb/Stratus Update	0	0	42,000	0	0	42,000	0	0	42,000
M3 LP and PP	500,000	0	0	0	0	500,000	0	0	0
Map Information	50,000	0	0	0	0	50,000	0	0	0
Aligned Assets	0	75,000	0	0	0	0	75,000	0	0
Electronic Asset Management	0	0	0	190,000	0	0	0	190,000	0
Revenue & Benefits	0	0	400,000	0	0	0	0	0	400,000
Capita Housing	0	100,000	0	0	0	0	100,000	0	0
Total Business Improvement	550,000	175,000	442,000	190,000	0	592,000	175,000	190,000	442,000
Resources									
Replacement of Civica Icon	0	0	0	0	125,000	0	0	0	0
Improving Information Systems	108,200	0	0	0	700,000	0	0	0	0
Total Resources	108,200	0	0	0	825,000	0	0	0	0
Information Technology									
Planned Replacement Programme	1,125,000	1,746,000	510,000	430,000	860,000	770,000	560,000	575,000	575,000
ITSD Enhancements	200,000	200,000	275,000	200,000	200,000	200,000	200,000	200,000	200,000
Multi-Functioning Device (MFD)	200,000	75,000	0	600,000	0	0	0	0	600,000
Total Information Technology	1,525,000	2,021,000	785,000	1,230,000	1,060,000	970,000	760,000	775,000	1,375,000

Corporate Services	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	Updated Budget 24/25
Invest to Save Schemes	1,300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Water Safety Works	150,000	150,000	100,000	0	0	0	0	0	0
Asbestos Safety Works	250,000	250,000	250,000	0	0	0	0	0	0
Capital Works - Facilities	300,000	300,000	300,000	700,000	700,000	700,000	700,000	700,000	700,000
Civic Centre Passenger Lifts	46,270	0	0	0	0	0	0	0	0
Civic Centre Boilers	0	0	300,000	0	0	0	0	0	0
Data Centre Support Equipment	0	0	300,000	0	0	0	0	0	0
Civic Centre Staff Entrance Improve	0	0	200,000	0	0	0	0	0	0
Photovoltaics (PV) and Energy Cons	500,000	2,000,000	0	0	0	0	0	0	0
Civic Centre Lightning Upgrade	0	0	0	300,000	0	0	0	0	0
Civic Centre Block Paving	0	0	0	75,000	0	0	0	0	0
Total Facilities Management	2,546,270	3,000,000	1,750,000	1,375,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
TOTAL	5,711,470	5,196,000	2,977,000	2,795,000	2,885,000	2,562,000	1,935,000	1,965,000	2,817,000

Community and Housing	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	Updated Budget 24/25
Adult Social Care									
Telehealth	43,750	0	0	0	0	0	0	0	0
Total Adult Social Care	43,750	0	0	0	0	0	0	0	0
Housing									
191-193 Western Road	115,000	0	0	0	0	0	0	0	0
Western Road *	760,000	0	0	0	0	0	0	0	0
Disabled Facilities Grant	1,188,900	755,000	280,000	280,000	280,000	280,000	280,000	280,000	280,000
Small Repairs Grant	0	0	0	0	0	0	0	0	0
Total Housing	2,063,900	755,000	280,000	280,000	280,000	280,000	280,000	280,000	280,000
Libraries									
Colliers Wood Library Re-Fit	200,000	0	0	0	0	0	0	0	0
West Barnes Library Re-Fit	0	200,000	0	0	0	0	0	0	0
Library Management System	0	100,000	0	0	0	0	0	0	0
Library Self Service	0	0	0	0	350,000	0	0	0	0
Total Libraries	200,000	300,000	0	0	350,000	0	0	0	0
TOTAL	2,307,650	1,055,000	280,000	280,000	630,000	280,000	280,000	280,000	280,000

Children, Schools and Families	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	Updated Budget 24/25
Primary School Expansions									
Dundonald expansion	2,120,200	0	0	0	0	0	0	0	0
Singlegate expansion	732,000	0	0	0	0	0	0	0	0
Beecholme	0	0	0	0	0	0	0	0	0
23 FE School Expansion 1fe Expans	0	0	0	0	0	0	0	0	0
26 FE School Expansion - Temp Cla	0	0	0	0	0	0	0	0	0
27 FE School Expansion - Temp Cla	0	0	0	0	0	0	0	0	0
28 FE School Expansion - Temp Cla	0	0	0	0	0	0	0	0	0
Total Primary School Expansions	2,852,200	0	0	0	0	0	0	0	0
Scheme 1 Phased Extra 4fe	2,798,710	1,500,000	0	0	0	0	0	0	0
Scheme 2 Phased Extra 4fe	70,000	2,948,740	2,681,000	0	0	0	0	0	0
Scheme 3 Phased Extra 2fe	557,800	2,000,000	0	0	0	0	0	0	0
Scheme 5 Phased Extra 2fe	0	100,000	2,530,000	3,200,000	0	0	0	0	0
Scheme 6 Phased Extra 2fe	0	0	0	0	0	0	0	0	0
Scheme 4 New School Extra 6fe	5,040,000	7,000,000	4,478,950	0	6,000,000	4,008,000	0	0	0
Total Secondary School Expansio	8,466,510	13,548,740	9,689,950	3,200,000	6,000,000	4,008,000	0	0	0
Cricket Green	721,520	2,883,160	0	0	0	0	0	0	0
Perseid	0	0	850,000	850,000	0	0	0	0	0
Perseid - Further 28 Places Primary	548,800	2,551,200	0	0	0	0	0	0	0
Secondary School Autism Unit	600,000	560,000	0	0	0	0	0	0	0
Total SEN	1,870,320	5,994,360	850,000	850,000	0	0	0	0	0
Other									
Inflation Contingency	0	0	0	0	0	0	0	0	0
Devolved Formula Capital	0	0	0	0	0	0	0	0	0
Schs Cap Maint & Accessibility	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000
Schools Equipment Loans	104,450	104,450	0	0	0	0	0	0	0
Admissions IT System	0	0	0	105,000	0	0	0	105,000	0
Total Other	754,450	754,450	650,000	755,000	650,000	650,000	650,000	755,000	650,000
TOTAL	13,943,480	20,297,550	11,189,950	4,805,000	6,650,000	4,658,000	650,000	755,000	650,000

Environment and Regeneration	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	Updated Budget 24/25
Footways Planned Works									
Repairs to Footways	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
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
Greenspaces									
Parks Investment	276,000	216,000	322,500	325,000	325,000	325,000	325,000	325,000	325,000
Canons Parks for People Dev HLF	113,000	0	0	0	0	0	0	0	0
Pay and Display Machines	0	0	0	60,000	0	0	0	0	60,000
Parks Bins - Finance Lease	34,000	34,000	27,500	0	0	0	0	0	0
Total Greenspaces	423,000	250,000	350,000	385,000	325,000	325,000	325,000	325,000	385,000
Highways General Planned Works									
Surface Water Drainage	69,000	69,000	72,000	77,000	77,000	77,000	77,000	77,000	77,000
Highways bridges & structures	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000	260,000
Maintain AntiSkid and Coloured	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000
Total Highways General Planned Works	419,000	419,000	422,000	427,000	427,000	427,000	427,000	427,000	427,000
Highways Planned Road Works									
Borough Roads Maintenance	1,500,000	1,500,000	1,500,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000
Total Highways Planned Road Works	1,500,000	1,500,000	1,500,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000
Leisure Centres									
Leisure Centre Plant & Machine	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Morden Leisure Centre	9,000,000	1,000,000	0	0	0	0	0	0	0
Wimbledon Park Lake De-Silting	0	0	1,500,000	0	0	0	0	0	0
Total Leisure Centres	9,300,000	1,300,000	1,800,000	300,000	300,000	300,000	300,000	300,000	300,000
Other E&R									
Mortuary Provision	45,000	0	0	0	0	0	0	0	0
Total Other E&R	45,000	0	0	0	0	0	0	0	0
On and Off Street Parking									
Replacing Handheld Computers	35,000	0	0	0	0	35,000	0	0	0
Total On and Off Street Parking	35,000	0	0	0	0	35,000	0	0	0

Environment and Regeneration	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	Updated Budget 24/25
Regeneration Partnerships									
Industrial Estate Investment	450,000	0	0	0	0	0	0	0	0
Mitcham Major schemes - TfL	1,000,000	700,000	0	0	0	0	0	0	0
Town Centre Investment	1,037,000	0	0	0	0	0	0	0	0
Morden shopping parades	410,000	0	0	0	0	0	0	0	0
Brighter Business	55,000	0	0	0	0	0	0	0	0
Morden - TfL	120,000	220,000	2,000,000	0	0	0	0	0	0
Total Regeneration Partnerships	3,072,000	920,000	2,000,000	0	0	0	0	0	0
Street Lighting									
Street Lighting Replacement Pr	462,000	290,000	509,000	290,000	290,000	290,000	290,000	290,000	290,000
Total Street Lighting	462,000	290,000	509,000	290,000	290,000	290,000	290,000	290,000	290,000
Street Scene									
Street Tree Programme	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Total Street Scene	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Transport for London									
Unallocated	1,754,800	1,844,800	1,864,800	0	0	0	0	0	0
Total Transport for London	1,754,800	1,844,800	1,864,800	0	0	0	0	0	0
Traffic and Parking Management									
Traffic Schemes	150,000	156,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000
Tackling Traffic Congestion	532,500	0	0	0	0	0	0	0	0
£1 Coinage Changs P&D Mach.	120,000	0	0	0	0	0	0	0	0
Total Traffic and Parking Management	802,500	156,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000
Transport and Plant									
Replacement of Fleet Vehicles	500,000	500,000	500,000	350,000	350,000	350,000	350,000	350,000	350,000
Transportation Enhancements	0	5,000,000	0	0	0	0	0	0	0
Total Transport and Plant	500,000	5,500,000	500,000	350,000	350,000	350,000	350,000	350,000	350,000
Safer Merton - CCTV & ASB									
CCTV (match funding)	300,000	0	0	0	0	0	0	0	0
Total Safer Merton - CCTV & ASB	300,000	0	0	0	0	0	0	0	0
Waste Operations									
Alley Gating Scheme - Fly Tip	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Waste Bins - Finance Lease	5,500	5,500	5,500	0	0	0	0	0	0
Total Waste Operations	45,500	45,500	45,500	40,000	40,000	40,000	40,000	40,000	40,000
TOTAL	19,718,800	13,285,300	10,226,300	4,277,000	4,217,000	4,252,000	4,217,000	4,217,000	4,277,000

Movement from Current to Proposed Detailed Capital Programme 2016-20 and Detailed Indicative Programme 2021/25

Appendix 4d

	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	Updated Budget 24/25
Corporate Services									
Corporate Budgets									
Acquisitions Budget	0	0	0	0	0	0	0	0	0
Capital Bidding Fund	0	0	0	0	0	0	0	0	0
Total Corporate Budgets	0	0	0	0	0	0	0	0	0
Business Improvements									
Planweb/Stratus Update	0	0	42,000	0	0	42,000	0	0	42,000
M3 LP and PP	500,000	0	0	0	0	500,000	0	0	0
Map Information	50,000	0	0	0	0	50,000	0	0	0
Aligned Assets	0	75,000	0	0	0	0	75,000	0	0
Customer Contact Programme	0	0	0	0	0	0	0	0	0
Electronic Asset Management	0	0	0	190,000	0	0	0	190,000	0
Revenue & Benefits	0	0	400,000	0	0	0	0	0	400,000
Capita Housing	0	100,000	0	0	0	0	100,000	0	0
Replacement SC System	0	0	0	0	0	0	0	0	0
Total Business Improvement	550,000	175,000	442,000	190,000	0	592,000	175,000	190,000	442,000
Resources									
Replacement of Civica Icon	0	0	0	0	125,000	0	0	0	0
Improving Information Systems	0	0	0	0	700,000	0	0	0	0
Total Resources	0	0	0	0	825,000	0	0	0	0
Information Technology									
Planned Replacement Programme	(287,000)	60,000	(447,000)	(145,000)	0	0	0	0	0
ITSD Enhancements	(50,000)	80,000	225,000	200,000	200,000	200,000	200,000	200,000	200,000
Multi-Functioning Device (MFD)	0	0	0	600,000	0	0	0	0	600,000
Total Information Technology	(337,000)	140,000	(222,000)	655,000	200,000	200,000	200,000	200,000	800,000

	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	Updated Budget 24/25
Corporate Services									
Facilities Management									
Invest to Save Schemes	0	0	0	0	0	0	0	0	0
Water Safety Works	0	0	0	(75,000)	(50,000)	(25,000)	(25,000)	(25,000)	(25,000)
Asbestos Safety Works	0	0	0	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
Capital Works - Facilities	0	0	0	400,000	400,000	400,000	400,000	400,000	400,000
Civic Centre Passenger Lifts	0	0	0	0	0	0	0	0	0
Civic Centre Boilers	0	0	0	0	0	0	0	0	0
Data Centre Support Equipment	0	0	0	0	0	0	0	0	0
Civic Centre Staff Entrance Improve	0	0	0	0	0	0	0	0	0
Photovoltaics (PV) and Energy Cons	500,000	2,000,000	0	0	0	0	0	0	0
Civic Centre Lightning Upgrade	0	0	0	300,000	0	0	0	0	0
Civic Centre Block Paving	0	0	0	75,000	0	0	0	0	0
Total Facilities Management	500,000	2,000,000	0	450,000	100,000	125,000	125,000	125,000	125,000
TOTAL	713,000	2,315,000	220,000	1,295,000	1,125,000	917,000	500,000	515,000	1,367,000

	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	Updated Budget 24/25
Community and Housing									
Adult Social Care									
Telehealth	0	0	0	0	0	0	0	0	0
Total Adult Social Care	0	0	0	0	0	0	0	0	0
Housing									
191-193 Western Road	0	0	0	0	0	0	0	0	0
Western Road *	0	0	0	0	0	0	0	0	0
Disabled Facilities Grant	0	0	0	0	0	0	0	0	0
Small Repairs Grant	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)
Total Housing	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)
Libraries									
Colliers Wood Library Re-Fit	0	0	0	0	0	0	0	0	0
West Barnes Library Re-Fit	0	200,000	0	0	0	0	0	0	0
Library Management System	0	100,000	0	0	0	0	0	0	0
Library Self Service	0	0	0	0	350,000	0	0	0	0
Total Libraries	0	300,000	0	0	350,000	0	0	0	0
TOTAL	(60,000)	240,000	(60,000)	(60,000)	290,000	(60,000)	(60,000)	(60,000)	(60,000)

Movement from Current to Proposed Detailed Capital Programme 2016-20 and Detailed Indicative Programme 2021/25 Continued...

Appendix 4d

Children, Schools and Families	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	Updated Budget 24/25
Primary School Expansions									
Dundonald expansion	0	0	0	0	0	0	0	0	0
Singlegate expansion	0	0	0	0	0	0	0	0	0
Beecholme	(2,575,000)	(2,075,000)	0	0	0	0	0	0	0
23 FE School Expansion 1fe Expans	(100,000)	(555,000)	(2,575,000)	(1,600,000)	0	0	0	0	0
26 FE School Expansion - Temp Cla	0	(618,780)	0	0	0	0	0	0	0
27 FE School Expansion - Temp Cla	0	(300,000)	0	0	0	0	0	0	0
28 FE School Expansion - Temp Cla	0	(300,000)	0	0	0	0	0	0	0
Total Primary School Expansions	(2,675,000)	(3,848,780)	(2,575,000)	(1,600,000)	0	0	0	0	0
Scheme 1 Phased Extra 4fe	(1,290)	1,500,000	(3,677,560)	0	0	0	0	0	0
Scheme 2 Phased Extra 4fe	(2,780,000)	2,948,740	410,880	0	0	0	0	0	0
Scheme 3 Phased Extra 2fe	(2,362,200)	2,000,000	0	0	0	0	0	0	0
Scheme 5 Phased Extra 2fe	(95,000)	(1,400,000)	1,002,360	3,200,000	0	0	0	0	0
Scheme 6 Phased Extra 2fe	(1,900,000)	(3,000,000)	(2,000,000)	0	0	0	0	0	0
Scheme 4 New School Extra 6fe	(110,000)	0	0	0	0	0	0	0	0
Total Secondary School Expansio	(7,248,490)	2,048,740	(4,264,320)	3,200,000	0	0	0	0	0
Cricket Green	(1,310,690)	1,383,160	0	0	0	0	0	0	0
Perseid	0	0	0	0	0	0	0	0	0
Perseid - Further 28 Places Primary	(1,051,200)	1,051,200	0	0	0	0	0	0	0
Secondary School Autism Unit	(560,000)	560,000	0	0	0	0	0	0	0
Total SEN	(2,921,890)	2,994,360	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0
Inflation Contingency	(2,433,860)	(1,875,580)	(2,074,530)	(165,600)	(596,800)	(401,580)	(8,800)	(8,800)	(8,800)
Devolved Formula Capital	0	0	0	0	0	0	0	0	0
Schools Equipment Loans	0	0	0	0	0	0	0	0	0
Admissions IT System	0	0	0	105,000	0	0	0	105,000	0
Total Other	(2,433,860)	(1,875,580)	(2,074,530)	(60,600)	(596,800)	(401,580)	(8,800)	96,200	(8,800)
TOTAL	(15,279,240)	(681,260)	(8,913,850)	1,539,400	(596,800)	(401,580)	(8,800)	96,200	(8,800)

Environment and Regeneration	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	Updated Budget 24/25
Footways Planned Works									
Repairs to Footways	0	0	0	0	0	0	0	0	0
Total Footways Planned Works	0	0	0	0	0	0	0	0	0
Greenspaces									
Parks Investment	0	0	0	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
Canons Parks for People Dev HLF	0	0	0	0	0	0	0	0	0
Pay and Display Machines	0	0	0	60,000	0	0	0	0	60,000
Parks Bins - Finance Lease	0	0	0	0	0	0	0	0	0
Total Greenspaces	0	0	0	35,000	(25,000)	(25,000)	(25,000)	(25,000)	35,000
Highways General Planned Works									
Surface Water Drainage	0	0	3,000	8,000	8,000	8,000	8,000	8,000	8,000
Highways bridges & structures	0	0	0	0	0	0	0	0	0
Maintain AntiSkid and Coloured	0	0	0	0	0	0	0	0	0
Total Highways General Planned Works	0	0	3,000	8,000	8,000	8,000	8,000	8,000	8,000
Highways Planned Road Works									
Borough Roads Maintenance	0	0	0	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
Total Highways Planned Road Works	0	0	0	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
Leisure Centres									
Leisure Centre Plant & Machine	0	0	0	0	0	0	0	0	0
Morden Leisure Centre	0	0	0	0	0	0	0	0	0
Wimbledon Park Lake De-Silting	0	0	0	0	0	0	0	0	0
Total Leisure Centres	0	0	0	0	0	0	0	0	0
Other E&R									
Mortuary Provision	45,000	0	0	0	0	0	0	0	0
Total Other E&R	45,000	0	0	0	0	0	0	0	0
On and Off Street Parking									
Replacing Handheld Computers	35,000	0	0	0	0	35,000	0	0	0
Total On and Off Street Parking	35,000	0	0	0	0	35,000	0	0	0

Environment and Regeneration	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	Updated Budget 24/25
Regeneration Partnerships									
Industrial Estate Investment	0	0	0	0	0	0	0	0	0
Mitcham Major schemes - TfL	(1,484,000)	700,000	0	0	0	0	0	0	0
Town Centre Investment	0	0	0	0	0	0	0	0	0
Morden shopping parades	0	0	0	0	0	0	0	0	0
Brighter Business	0	0	0	0	0	0	0	0	0
Wimbledon - TfL	(3,200,000)	0	0	0	0	0	0	0	0
Morden - TfL	(180,000)	(2,780,000)	2,000,000	0	0	0	0	0	0
Total Regeneration Partnerships	(4,864,000)	(2,080,000)	2,000,000	0	0	0	0	0	0
Street Lighting									
Street Lighting Replacement Pr	0	0	0	(219,000)	0	0	0	0	0
Total Street Lighting	0	0	0	(219,000)	0	0	0	0	0
Street Scene									
Street Tree Programme	0	0	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)
Total Street Scene	0	0	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)
Transport for London									
Unallocated	(71,200)	18,800	1,864,800	0	0	0	0	0	0
Total Transport for London	(71,200)	18,800	1,864,800	0	0	0	0	0	0
Traffic and Parking Management									
Traffic Schemes	0	0	0	0	0	0	0	0	0
Tackling Traffic Congestion	0	0	0	0	0	0	0	0	0
£1 Coinage Chngs P&D Mach.	120,000	0	0	0	0	0	0	0	0
Total Traffic & Parking Mngmnt	120,000	0	0	0	0	0	0	0	0
Transport and Plant									
Replacement of Fleet Vehicles	0	0	0	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)
Transportation Enhancements	0	0	0	0	0	0	0	0	0
Total Transport and Plant	0	0	0	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)
Safer Merton - CCTV & ASB									
CCTV (match funding)	0	0	0	0	0	0	0	0	0
Total Safer Merton - CCTV & ASB	0	0	0	0	0	0	0	0	0
Waste Operations									
Alley Gating Scheme - Fly Tip	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Waste Bins - Finance Lease	0	0	0	0	0	0	0	0	0
Total Waste Operations	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
TOTAL	(4,715,200)	(2,041,200)	3,847,800	(596,000)	(437,000)	(402,000)	(437,000)	(437,000)	(377,000)

Merton	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	Updated Budget 24/25
Total Corporate Services	108,200	0	0	190,000	(100,000)	0	0	190,000	(100,000)
Total Community and Housing	43,750	475,000	0	0	0	0	0	0	0
Total Children, Schools & Families	(1,637,530)	1,800,000	0	0	0	0	0	0	0
Total Environment and Regeneration	(2,592,700)	(2,061,200)	3,864,800	0	0	0	0	0	0
	(4,078,280)	213,800	3,864,800	190,000	(100,000)	0	0	190,000	(100,000)

Schemes By Department	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	Updated Budget 24/25
Corporate Budgets									
Electronic Asset Management	0	0	0	190,000	(100,000)			190,000	(100,000)
Improving Information Systems	108,200	0	0	0	0	0	0	0	0
Community and Housing									
Telehealth	43,750	0	0	0	0	0	0	0	0
Disabled Facilities Grant	0	475,000	0	0	0	0	0	0	0
Children, Schools and Families									
Singlegate expansion	(200,000)	0	0	0	0	0	0	0	0
Scheme 1 Phased Extra 4fe	20,000	0	0	0	0	0	0	0	0
Scheme 2 Phased Extra 4fe	70,000	0	0	0	0	0	0	0	0
Scheme 3 Phased Extra 2fe	(660,000)	800,000	0	0	0	0	0	0	0
Scheme 4 New School Extra 6fe	60,000	0	0	0	0	0	0	0	0
Cricket Green	721,520	2,883,160	0	0	0	0	0	0	0
Perseid - Further 28 Places Primary u	(1,649,050)	(1,883,160)	0	0	0	0	0	0	0
Environment and Regeneration									
Parks Investment	(55,000)	0	0	0	0	0	0	0	0
Mortuary Provision	(55,000)	0	0	0	0	0	0	0	0
Mitcham Major schemes - TfL	116,000	700,000	0	0	0	0	0	0	0
Wimbledon - TfL	(3,000,000)	0	0	0	0	0	0	0	0
Morden - TfL	(180,000)	(2,780,000)	2,000,000	0	0	0	0	0	0
Unallocated	(71,200)	18,800	1,864,800	0	0	0	0	0	0
£1 Coinage Changs P&D Machines	120,000	0	0	0	0	0	0	0	0
Tackling Traffic Congestion	532,500	0	0	0	0	0	0	0	0
Total Movement Since October	(4,078,280)	213,800	3,864,800	190,000	(100,000)	0	0	190,000	(100,000)

Key to Appendix 4

OSC	Overview and Scrutiny Commission,
CYP	Children and Young People,
HCOP	Healthier Communities and Older People
SC	Sustainable Communities,

Negative growth in the capital programme is as a result of reduction when compared to the approved (15/18) and indicative (18/19) programme.

Please Note

- 1) At present the programme contains no provision for the transport implementation costs of the South London Partnership.
- 2) Excludes expenditure budgets relating to Disabled Facilities Grant from 2017/18
- 3) Excludes expenditure budgets relating to Transport for London Grant from 2019/20 .
- 4) Excludes expenditure budgets relating to Devolved Formula Capital for schools from 2016/17.
- 5) Excludes re-provision costs for Customer Contact and Social Care Information Technology Systems

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?	Staffing Support Savings (CS 2015-08)
Which Department/ Division has the responsibility for this?	Business Improvement, Corporate Services

Stage 1: Overview	
Name and job title of lead officer	Sophie Ellis, Assistant Director of Business Improvement
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>The proposal is to remove staffing support currently provided to the Assistant Director of Business Improvement. The latter post is being deleted and therefore the dedicated support will no longer be required.</p> <p>This will involve the deletion of 0.5 of a post.</p>
2. How does this contribute to the council's corporate priorities?	The proposal supports the theme of Corporate Capacity by ensuring the department offers support to the organisation in the most efficient way.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The proposal is not expected to have any impact on services or customers since it is secondary in nature (i.e. the provision of support to an AD).
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No.

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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).

Related savings proposals, specifically the deletion of the AD Business Improvement post.
 The postholder affected.
 Staff will be managed using the managing workforce change procedure.

Stage 3: Assessing impact and analysis

Page 128
 128
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	✓			✓	
Disability		✓		✓	
Gender Reassignment		✓		✓	
Marriage and Civil Partnership		✓		✓	
Pregnancy and Maternity		✓		✓	
Race		✓		✓	
Religion/ belief		✓		✓	
Sex (Gender)	✓			✓	
Sexual orientation		✓		✓	
Socio-economic status		✓		✓	

7. 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?
Deletion of half a post impacting on the current postholder	Application of the Organisational Change process.	Business case	March 2018	Existing	Sophie Ellis	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.

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Stage 4: Conclusion of the Equality Analysis

29. 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

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Sophie Ellis, AD Business Improvement	Signature:	Date: 10/11/15
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Stage 5: Sign off by Director/ Head of Service

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
 Text in blue is intended to provide guidance – you can delete this from your final version.

What are the proposals being assessed?	Restructure of Safety Services & Emergency Planning team and delete up to two FTE posts through voluntary/compulsory redundancy (Savings proposal CS/IT04)
Which Department/ Division has the responsibility for this?	Corporate Services – Infrastructure & Transactions Division

Stage 1: Overview	
Name and job title of lead officer	Mark Humphries – Assistant Director Infrastructure & Transactions
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 deliver financial savings of £48K over the period 2017/18 and 2018/19 by restructuring the Safety Services & Emergency Planning section and deleting up to 2 FTE posts that provide specialist health and safety advice and support to council departments and local authority schools. The team are also responsible for the overall management, development and testing of the the councils strategic emergency planning, disaster recovery and business continuity planning process.
2. How does this contribute to the council's corporate priorities?	The saving is required as part of the Medium Term Financial Strategy, and can be achieved through efficiency savings that will be realised as a result of developing more integrated working arrangements with the corporate FM team and the use of new IT systems which enable information to be shared more effectively which should reduce the amount of time needed to complete on site safety/compliance audits on the councils corporate buildings.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	This proposal will affect up to two members of staff from a current establishment of 5.5. The Safety Services and Emergency Planning team are responsible for providing specialist technical advice and support for all departments and ensuring that the council continues to discharge some of its statutory obligations. operations.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No

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 recent transfer of the Safety Services team from Corporate Governance to the Infrastructure & Transactions division has enabled the service to develop a far more integrated working arrangement with the Facilities Management section, who are responsible for the repair and maintenance of the councils corporate buildings which includes the management and monitoring of statutory items such as asbestos, legionella and gas safety. The co-location of the these two sections has allowed the Safety Services team to work directly with FM project managers which provides a number of benefits which include a reduction in the duplication of works and an ability to access/share information more effectively through the development of a new corporate asset management system both of which should ultimately reduce the time taken to complete safety audits and free up specialist resources in both teams to work in a more proactive manner. Any staff reduction will be managed using the councils 'Managing workforce change' procedure

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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		x	x		Given the small numbers and the age of the staff currently working in the team, the loss of two posts may have a disproportionate impact either on older or younger employees.
Disability		x		x	
Gender Reassignment		x		x	
Marriage & Civil Partnership		x		x	
Pregnancy and Maternity		x		x	
Race		x		x	
Religion/ belief		x		x	
Sex (Gender)		x	x		Given the small number of people working in the team, the loss of two posts may have a disproportionate impact on either male or female

				employees.
Sexual orientation		x		x
Socio-economic status		x		x

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7. 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?
None Identified	N/A	N/A	N/A	N/A	N/A	N/A

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 4: Conclusion of the Equality Analysis

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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

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Mark Humphries – Assistant Director Infrastructure & Transactions	Signature:	Date: 6 th November 2015
Improvement action plan signed off by Director/ Head of Service		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?	Delivery of savings through the installation of various energy saving devices at council owned properties (Savings proposal CS 2015-10)
Which Department/ Division has the responsibility for this?	Corporate Services – Infrastructure & Transactions Division

Stage 1: Overview	
Name and job title of lead officer	Mark Humphries – Assistant Director Infrastructure & Transactions
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 deliver financial savings of approximately £465K over the period 2018/19 by reducing energy consumption at Council buildings by undertaking a range of energy conservation projects, energy efficiency projects and the installation of local renewable energy generation schemes. The objective is to reduce energy consumption without alteration to service delivery standards, or the used environment within and around our buildings. Consequently only positive outcomes will occur ranging from reduced Council expenditure to improved local air quality.
2. How does this contribute to the Council's corporate priorities?	The saving is required as part of the Medium Term Financial Strategy, and will also contribute towards improving performance in respect to Business Plan targets for the reduction of CO2 emissions from the councils operational buildings and infrastructure
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Users of all Council operational buildings
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No

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).

None

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)?

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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	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	All groups will benefit from improved local air quality
Disability	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	
Gender Reassignment	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	All groups will potentially benefit from the financial saving made by the council, as it should reduce the impact on front line services in the medium term.
Marriage and Civil Partnership	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	
Pregnancy and Maternity	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	The proposals seek not to alter service delivery, but to allow the same service delivery to be achieved whilst reducing operating costs and consuming less energy.
Race	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	
Religion/ belief	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	
Sex (Gender)	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	
Sexual orientation	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	
Socio-economic status	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	

7. 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?
None Identified	N/A	N/A	N/A	N/A	N/A	N/A

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 4: Conclusion of the Equality Analysis

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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

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Mark Humphries – Assistant Director Infrastructure & Transactions	Signature:	Date: 9 th November 2015
Improvement action plan signed off by Director/ Head of Service		Signature:	Date:

Equality Analysis

What are the proposals being assessed?	Proposed budget saving CS2015-11 (2018-19)
Which Department / Division has the responsibility for this?	Corporate Services - Resources

Stage 1: Overview	
Name and job title of lead officer	Evereth Willis – Interim Head of Policy, Strategy and Partnerships
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 and desired outcome of the proposal is to reduce the level of grant funding available to the Voluntary and Community sector.
2. How does this contribute to the council's corporate priorities?	The proposal will contribute to the council's overall 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.	The funding benefits Voluntary and Community groups in the borough. Currently the Strategic Partnership Funding is used to capacity build and support organisations that give advice. The proposal will reduce the level of funding available for the Voluntary and Community organisations to bid for. Although it is a small reduction it may affect capacity building and targeted work focused on particular communities in the borough.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	The other departments also give grants and commission services from the Voluntary and Community sector.

Stage 2: Collecting evidence/ data

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

The level of funding currently awarded to organisations for 2015-18 has been used as part of the analysis and the aims (outlined below) have also been considered:

- Strategic Partner Funding is targeted at two areas of activity:
 - Strategic support services for the voluntary and community sector, including umbrella organisations providing voice, advice and capacity building support; and
 - Cross-cutting accredited advice services
- Strategic Partners:
 - deliver services that generate a quantifiable benefit to Merton;
 - are able to demonstrate a strong local connection to Merton, including an established local presence in the borough for at least 12 months;
 - contribute to the delivery of Merton’s Community Plan and meeting the council’s strategic objectives, including its commitment to equality and diversity;
 - operate in accordance with the principles of the Merton Compact;
 - work strategically with the council and contribute to policy development relating to the service they provide/ organisations they represent;
 - give service users a voice and articulate these at a borough level;
 - work collaboratively with other VCS organisations;
 - are not for profit organisations and do not include any public body or local authority; and
 - have a corporate body or have a formal constitution if not incorporated

The reduction, all be it minimal may adversely affect all the protected characteristics. Potentially there is a negative impact on all the protected characteristics but particularly Age, Disability, Sex, Race and Socio-Economic status. It may also reduce the borough’s ability to ‘Bridge the Gap’ as numerous small voluntary and community groups operate in the East of the borough and provide a targeted service.

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		✓	✓		The proposal may reduce the availability of advice and support offered by voluntary and community organisations.
Disability		✓	✓		The proposal may reduce the availability of advice and support offered by voluntary and community organisations.
Gender Reassignment		✓	✓		The proposal may reduce the availability of advice and support offered by voluntary and community organisations.
Marriage and Civil Partnership		✓	✓		The proposal may reduce the availability of advice and support offered by voluntary and community organisations.
Pregnancy and Maternity		✓	✓		The proposal may reduce the availability of advice and support offered by voluntary and community organisations.
Race		✓	✓		The proposal may reduce the availability of advice and support offered by voluntary and community organisations.
Religion/ belief		✓			The proposal may reduce the availability of advice and support offered by voluntary and community organisations.
Sex (Gender)		✓	✓		The proposal may reduce the availability of advice and support offered by voluntary and community organisations.
Sexual orientation		✓	✓		The proposal may reduce the availability of advice and support offered by voluntary and community organisations.
Socio-economic status		✓	✓		The proposal may reduce the availability of advice and support offered by voluntary and community organisations.

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

Negative impact / gap in information identified in the Equality Analysis	Potentially there is a negative impact on all the protected characteristics but particularly Age, Disability, Sex, Race and Socio-Economic status.
Action required to mitigate	Inform the Compact Board of the proposed reduction and work with the Board and Merton Voluntary Services Council (MVSC) to support groups to work collaboratively and seek alternative funding sources and identify income generating measures.
How will you know this is achieved? e.g. performance measure / target	Feed back from MVSC and from groups currently funded to assess how they are responding to reduced funding levels.
By when	March 2017
Existing or additional resources?	Existing

Lead Officer	Evereth Willis
Action added to divisional / team plan?	Will be part of the team work programme to discuss funding reductions with the Compact Board and funded groups

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 4: Conclusion of the Equality Analysis

8. Which of the following statements best describe the outcome of the EA (Tick one box only)

OUTCOME 1

OUTCOME 2

OUTCOME 3

OUTCOME 4

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.

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.

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.

The EA shows actual or potential unlawful discrimination. Stop and rethink your proposals.

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Evereth Willis, Interim Head of Policy, Strategy and Partnerships	Signature: Evereth Willis	Date: 20.11.15
Improvement action plan signed off by Director/ Head of Service	Paul Dale, Assist Director Resources	Signature: Paul Dale	Date: 20.11.15

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?	<p>CS2015-13 Reduction in Investigation capacity £40,000 CS02015-14 Reduction in audit capacity £33,000</p> <p>Both the audit and investigation services are outsourced. Internal Audit is part of the Richmond Shared Service (SWLAP) and Investigation is part of the Wandsworth Shared service (SWLFP). By 2017/18 these services will be joined as part of the Richmond/Wandsworth merge.</p>
Which Department/ Division has the responsibility for this?	Corporate Services/Corporate Governance

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Stage 1: Overview

Name and job title of lead officer	Head of Internal Audit
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>We are required to make reduce our audit and investigation buy in from the audit and investigation partnerships in 2017/18.</p> <p>This will result in less audit days for Merton and therefore less coverage of control risks. This will also mean that there will be less proactive fraud work undertaken within the investigation service, which could have an impact on the controls and detection of fraud.</p>
2. How does this contribute to the council's corporate priorities?	This assists with the councils savings
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Internal customers will be affected by the reduction of work to review controls or advise on fraud risks.
4. Is the responsibility shared with another department, authority or	the effect of the savings will mean less time purchased from the audit and fraud partnerships.

organisation? If so, who are the partners and who has overall responsibility?

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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 savings will not affect any equality groups

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		X			
Disability		X			
Gender Reassignment		X			
Marriage and Civil Partnership		X			
Pregnancy and Maternity		X			
Race		X			
Religion/ belief		X			
Sex (Gender)		X			
Sexual orientation		X			
Socio-economic status		X			

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

N/A

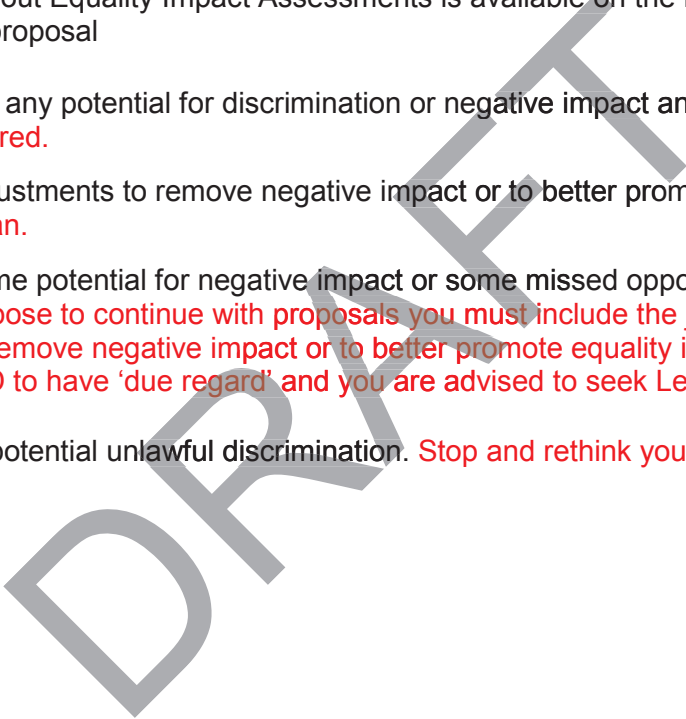
Stage 4: Conclusion of the Equality Analysis

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.**

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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?

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

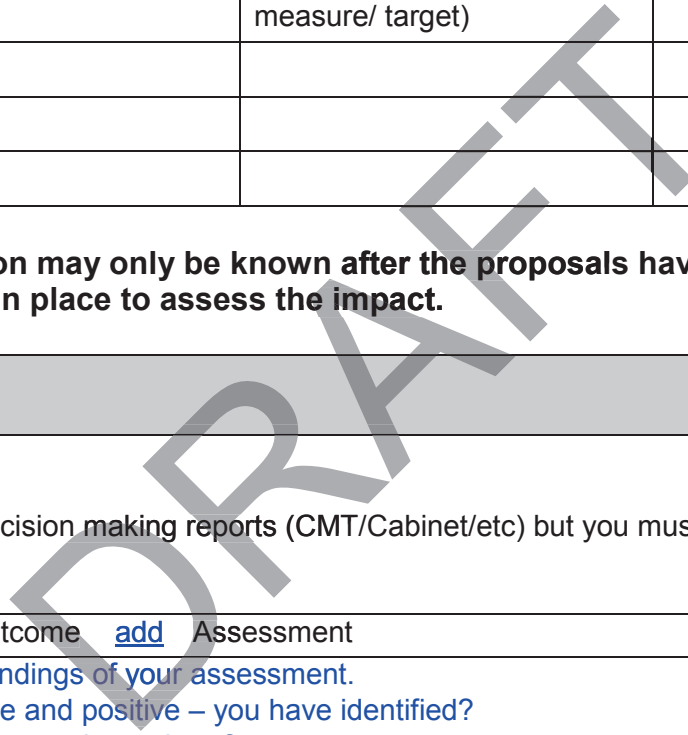
This section can also be used in your decision making reports (CMT/Cabinet/etc) but you must also attach the assessment to the report, or provide a hyperlink

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

Please include here a summary of the key findings of your assessment.

- What are the key impacts – both negative and positive – you have identified?
- Are there any particular groups affected more than others?
- What course of action are you advising as a result of this assessment?
- If your EA is assessed as Outcome 3 and you suggest to proceeding with your proposals although a negative impact has been identified that may not be possible to fully mitigate, explain your justification with full reasoning.

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Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Margaret Culleton Head of Internal Audit	Signature: M Culleton	Date: 18 th November 2015
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?	Review of management costs within CSF to deliver savings over 2016/18 – CSF 2015-07
Which Department/ Division has the responsibility for this?	CSF Cross cutting

Stage 1: Overview	
Name and job title of lead officer	Director of 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)	In the light of the level of savings needed across CSF and the impact on the size and scope of the department to review service structures and to design new structures to enable the department to reduce management costs and remain fit for purpose. At this stage we expect this will require a reduction of 13 posts from a total of 268FTE. There will be a focus on core functions in education and social care and we will redesign our workforce across a smaller overall department.
2. How does this contribute to the council's corporate priorities?	CSF delivers the council's statutory education, children's social care, early years and youth justice and broader statutory functions relating to children schools and families. The department is down-sizing but must remain fit for purpose with appropriate spans of management to operate a safe and effective set of services within the reduced resources available. A smaller workforce will reduce our ability to work on cross cutting issues and new developments.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The leadership and management team of the department with be most affected and there will need to be consultation with staff and partners as we deliver integrated children's services through our Children's trust and MSCB partnerships
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	This proposal cuts across CSF but will need to be considered by CMT and partners as it may impact on the department's ability to contribute to shared work and objectives internally and externally. We will use the Council's agreed HR policies and procedures for restructuring. An EA will be developed for the service change staffing proposals as and when we are able to be clearer about the exact number of staff reductions required, the affected divisions and services. We will require new systems to be embedded, primarily (MOSAIC) and to have embedded flexible working across the department. Work is already underway in terms of developing the CSF workforce to be more highly skilled and flexible, therefore, meeting the

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increased demands with a reduced number of staff.

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's workforce is diverse and the profile shows that BME staff and women are well represented at most layers in the organisation. We are below our target for employees with disabilities but have some evidence of colleagues with disabilities not identifying themselves formally out of choice. The development of proposals to reshape the department's management structures will be undertaken through the council's agreed processes and there will be particular consideration of the impact of any changes on protected groups. Detailed impact assessments will be undertaken as the project is initiated and throughout the process. HR will provide both advice and challenge to ensure impact is not disproportionately felt on protected groups. The council has statutory duties as an employer which it will also need to fulfil and will need to reconcile any competing requirements across these different legislative areas. During the review of our processes we will ensure they are LEAN.

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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					At this stage of process it is not possible to evidence impact for the different characteristics, however, detailed assessments will be undertaken throughout the development and implementation stages to ensure impact does not fall disproportionately on particular protected groups
Disability					See above

Gender Reassignment					See above
Marriage and Civil Partnership					See above
Pregnancy and Maternity					See above
Race					See above
Religion/ belief					See above
Sex (Gender)					See above
Sexual orientation					See above
Socio-economic status					See above

DRAFT

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

N/A

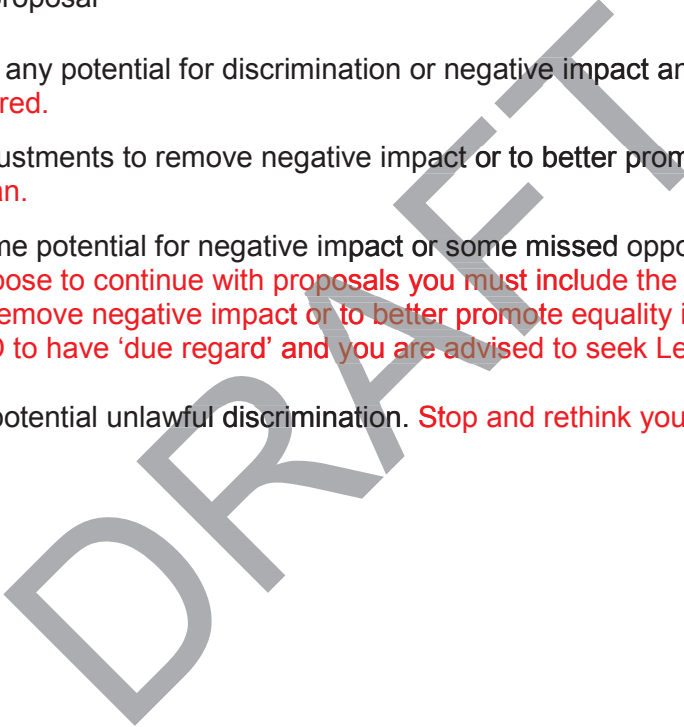
Stage 4: Conclusion of the Equality Analysis

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.**

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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?
To review proposals and implementation at key points to ensure EA is not disproportionate.	Undertake EA's at key stages of the process: design; implementation	EA's undertaken	To be determined as part of programme	Existing	CSF Business partner	

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

Programme management to include an overview and actions to mitigate any potential negative equalities implications, to be developed with HR Business Partner and DMT (CSF).

Stage 7: Sign off by Director/ Head of Service			
Assessment completed by	Carol Cammiss	Signature:	Date:
Improvement action plan signed off by Director/ Head of Service	Yvette Stanley	Signature:	Date:

DRAFT

Equality Analysis

ENV34 Property Management

What are the proposals being assessed?	Increased income from the non-operational portfolio £8k in 2017/18 40k in 2018/19
Which Department/ Division has the responsibility for this?	Environment & Regeneration Department - Sustainable Communities Division.

Stage 1: Overview

Name and job title of lead officer	Howard Joy Property Management & Review 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)	Increased income from the non-operational portfolio.
2. How does this contribute to the council's corporate priorities?	n/a
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	The proposal will increase income to the council.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	No other departments or partners will be affected by this proposal.

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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 proposal is not a new or changing policy, services or function' or a financial decision that will have an impact on services. This proposal will have no impact on the protected characteristics (equality groups). Collection of data is therefore not applicable.

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)?

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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	
Disability		X		X	
Gender Reassignment		X		X	
Marriage and Civil Partnership		X		X	
Pregnancy and Maternity		X		X	
Race		X		X	
Religion/ belief		X		X	
Sex (Gender)		X		X	
Sexual orientation		X		X	
Socio-economic status		X		X	

7. 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?
n/a						

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 4: Conclusion of the Equality Analysis

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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

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Howard Joy Property Management and Review Manager	Signature:	Date:10.11.2015
Improvement action plan signed off by Director/ Head of Service	James McGinlay Head of Sustainable Communities	Signature:	Date:

ENV35 Waste Operations

What are the proposals being assessed?	Efficiency Measures – Reduction of 1 domestic residual waste crew.
Which Department/ Division has the responsibility for this?	Env & Regeneration /Street Scene & Waste

Stage 1: Overview	
Name and job title of lead officer	Brian McLoughlin
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 increase the efficiency of the Service; maintaining service standards whilst lowering costs.
2. How does this contribute to the council's corporate priorities?	Provides a contribution to the Corporate savings target..
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	This is an efficiency saving; it is envisaged that the customers of the service will not be adversely affected. The staff delivering these service are directly impacted and may be required to transfer to a new provider under full TUPE regulations
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	This saving will be delivered once the contract relating to Phase C of the South London Waste Partnership is in place.

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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).

1. skill matrix and change management to be conducted following outcome of SLWP contract award (phase C)
2. Further equalities impact will be undertaken to ensure staff are fully supported and engaged in the process. This work will be undertaken once the governance structure has been agreed with the Partnership's strategic steering group.

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)?

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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	
Disability		X		X	
Gender Reassignment		X		X	
Marriage and Civil Partnership		X		X	
Pregnancy and Maternity		X		X	
Race		X		X	
Religion/ belief		X		X	
Sex (Gender)		X		X	
Sexual orientation		X		X	
Socio-economic status		X		X	

7. 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?
N/A						
N/A						
N/A						

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 4: Conclusion of the Equality Analysis

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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

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Charlie Baker; Waste Strategy & Commissioning Manager	Signature:	Date: 18th Nov 2015
Improvement action plan signed off by Director/ Head of Service	Cormac Stokes Head of Street Scene & Waste	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?	Removal of the neighbourhood recycling centres. (NRC) (ENV36)
Which Department/ Division has the responsibility for this?	Waste Services – Environment and Regeneration

Stage 1: Overview	
Name and job title of lead officer	Charles Baker
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 is to remove the borough wide NRC in order to reduce the level of fly tipping associated with these locations.
2. How does this contribute to the council's corporate priorities?	To identify savings in the services disposal cost.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	This reduces the ability for residents who wish to participate in recycling initiatives but do not have the facility to do so within their home environment.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	None - The aim to keep and or relocate the existing textiles / book banks.

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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).

List the type of evidence (data, results of consultation, research, etc) and analysis of what this evidence tells you regarding the impact on the protected characteristics (equality groups).

What impact has this evidence had on what you are proposing?

If there are gaps in data (for example information not being available) you may have to address this by including plans to generate this information within your action plan.

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)?

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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		✓		✓	
Disability		✓		✓	
Gender Reassignment		✓		✓	
Marriage and Civil Partnership		✓		✓	
Pregnancy and Maternity		✓		✓	
Race		✓		✓	
Religion/ belief		✓		✓	
Sex (Gender)		✓		✓	
Sexual orientation		✓		✓	
Socio-economic status		✓	✓		Residents who live in house of multiple occupancies and or above shops who have restricted access to domestic recycling

DRAFT

7. 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?
Restricted access to Recycling facilities	Promote and engage with impacted residents on recycling initiatives	Maintained current level of recycling	TBC	Existing Resource	Charles Baker	Incorporated into Team Plan

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.

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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

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Charles Baker – Commissioning Manager	Signature:	Date:
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Stage 5: Sign off by Director/ Head of Service

Improvement action plan signed off by Director/ Head of Service	Add name/ job title	Signature:	Date:
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Equality Analysis

ENV37 Tacho Centre Business Opportunities.

What are the proposals being assessed?	Business opportunities - Tacho Centre marketing (Transport).
Which Department/ Division has the responsibility for this?	Environment and Regeneration Dept (Street Scene & Waste Division)

Stage 1: Overview	
Name and job title of lead officer	Rachel Mawson
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)	Develop business opportunities to market Tacho Centre to external third parties
2. How does this contribute to the Council's corporate priorities?	Increased income from selling surplus capacity and technical skills to off-set costs of providing statutory duties.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	Potentially: Phase C successful bidder will be responsible for the output of the workshops

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 impact on staff will be managed in accordance with the Managing Workforce Change framework.

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)?

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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	
Disability		X		X	
Gender Reassignment		X		X	
Marriage and Civil Partnership		X		X	
Pregnancy and Maternity		X		X	
Race		X		X	
Religion/ belief		X		X	
Sex (Gender)		X		X	
Sexual orientation		X		X	
Socio-economic status		X		X	

7. 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?
NA						
NA						
NA						

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 4: Conclusion of the Equality Analysis

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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

OUTCOME 2

OUTCOME 3

OUTCOME 4

Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Rachel Mawson (Interim Transport Manager)	Signature:	Date: 10th Nov 2015
Improvement action plan signed off by Director/ Head of Service	Cormac Stokes (Head of Street Scene & Waste)	Signature:	Date:

Equality Analysis

What are the proposals being assessed?	Proposed budget saving CH65– Reduce management costs through "Joint Posts" in a shared service arrangement with a nearby LA/NHS Organisation (2018/19).
Which Department / Division has the responsibility for this?	Community and Housing, Adult Social Care

Stage 1: Overview	
Name and job title of lead officer	Rahat Ahmed-Man, Head of Assessment and Commissioning
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>The aim and desired outcome of the proposal is to achieve the required budget savings in a way that the service continues to meet its statutory duties and minimises any adverse impact on service users, taking in to account previous budget savings and the cumulative effect on service delivery. It is intended to do this via the provision of a shared service which should ensure service levels will not be affected.</p> <p>As the saving is for 2018/19, it is not currently known which area of Adult Social Care will be identified for a shared service. However, the savings will be met through reduced management costs e.g. shared office accommodation and possible staff savings.</p>
2. How does this contribute to the council's corporate priorities?	The Adult Social Care Service plan and TOM contribute to the council's overall priorities and will ensure that the savings targets are achieved in line with the corporate Business Plan and the Medium Term Financial Strategy. It is also in line with the July principles, adopted in 2011 by councillors, which sets out guiding strategic priorities and principles, where the order of priority services should be to continue to provide everything which is statutory and maintain services, within limits, to the vulnerable and elderly, with the council being an enabler, working with partners to provide services.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Staff will be affected.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	HR and Legal input will be required.

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Stage 2: Collecting evidence/ data**5. What evidence have you considered as part of this assessment?**

On an operational level the evidence considered has been to:

- look at local information about trends, needs and best practice;
- review national benchmarking information about our performance (Adult Social Care Outcomes Framework (ASCOF) and Personal Social Services Expenditure and Unit Costs) compared to other councils;
- consider the impact of pressures such as new legislation, demographic growth and Public Health Needs Assessments;
- use the Use of Resources Framework which takes a value based approach to investment - value is defined as value to the customer and the taxpayer;
- review and monitor contracted services to check if fit for purpose as well as negotiate rates to ensure value for money using tools such as the Care Funding Calculator;
- redesign or remodel the way we commission services to achieve better outcomes for customers in the most cost effective way;
- review our processes to ensure they are LEAN; and
- keep on-going support under review to ensure the support given remains appropriate and represents value for money.

Consultation with staff will be undertaken.

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		✓	✓		Staff from this protected characteristic could be made redundant
Disability		✓	✓		Staff from this protected characteristic could be made redundant

Gender Reassignment		✓		✓	N/A
Marriage and Civil Partnership		✓		✓	N/A
Pregnancy and Maternity		✓	✓		Staff from this protected characteristic could be made redundant
Race		✓	✓		Staff from this protected characteristic could be made redundant
Religion/ belief		✓		✓	N/A
Sex (Gender)		✓	✓		Staff from this protected characteristic could be made redundant
Sexual orientation		✓		✓	N/A
Socio-economic status		✓		✓	N/A

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

Negative impact / gap in information identified in the Equality Analysis	Impact on staff who may be made redundant.
Action required to mitigate	<p>All staffing changes will be managed in line with the council's Managing Organisational Change Framework, including regular communication and engagement with affected staff, staff groups and unions.</p> <p>The TOM and the corresponding delivery mechanism of the Adult Social Care redesign programme reflect the approach to transforming service delivery.</p> <p>Monitoring will take place of changes and staff will be suitably trained to ensure customer needs are being adequately met and the council is not in breach of meeting its statutory responsibilities.</p> <p>A further EA will be needed to be undertaken by HR when the staff who may be at risk from redundancy have been identified.</p>
How will you know this is achieved? e.g. performance measure / target	Shared service in place.
By when	March 2018
Existing or additional resources?	Existing
Lead Officer	Rahat Ahmed-Man
Action added to divisional / team plan?	Included in the Adult Social care re-design programme

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 4: Conclusion of the Equality Analysis

8. Which of the following statements best describe the outcome of the EA (Tick one box only)

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.

OUTCOME 4

The EA shows actual or potential unlawful discrimination. Stop and rethink your proposals.

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Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Rahat Ahmed-Man, Head of Assessment and Commissioning	Signature: Rahat Ahmed-Man	Date: 10.11.15
Improvement action plan signed off by Director/ Head of Service	Simon Williams, Director of Community and Housing	Signature: Simon Williams	Date: 10.11.15

Equality Analysis

What are the proposals being assessed?	Proposed budget saving CH66 – Look at opportunities for shared services for in-house services (2018/19)
Which Department / Division has the responsibility for this?	Community and Housing, Adult Social Care

Stage 1: Overview	
Name and job title of lead officer	Andy Ottaway-Searle, Head of Direct Provision
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>The aim and desired outcome of the proposal is to achieve the required budget savings in a way that the service continues to meet its statutory duties and minimises any adverse impact on service users, taking in to account previous budget savings and the cumulative effect on service delivery. It is intended to do this via the provision of a shared service which should ensure service levels will not be affected.</p> <p>As the saving is for 2018/19, it is not currently known which area of Direct Provision will be identified for a shared service. However, the savings will be met through reduced costs e.g. shared office accommodation, possible staff reductions and potential opportunities for raising income through acquiring other contracts.</p>
2. How does this contribute to the council's corporate priorities?	The Adult Social Care Service plan and TOM contribute to the council's overall priorities and will ensure that the savings targets are achieved in line with the corporate Business Plan and the Medium Term Financial Strategy. It is also in line with the July principles, adopted in 2011 by councillors, which sets out guiding strategic priorities and principles, where the order of priority services should be to continue to provide everything which is statutory and maintain services, within limits, to the vulnerable and elderly, with the council being an enabler, working with partners to provide services.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Staff will be affected.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	HR and Legal input will be required.

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Stage 2: Collecting evidence/ data**5. What evidence have you considered as part of this assessment?**

On an operational level the evidence considered has been to:

- look at local information about trends, needs and best practice;
- review national benchmarking information about our performance (Adult Social Care Outcomes Framework (ASCOF) and Personal Social Services Expenditure and Unit Costs) compared to other councils;
- consider the impact of pressures such as new legislation, demographic growth and Public Health Needs Assessments;
- use the Use of Resources Framework which takes a value based approach to investment - value is defined as value to the customer and the taxpayer;
- review and monitor contracted services to check if fit for purpose as well as negotiate rates to ensure value for money using tools such as the Care Funding Calculator;
- redesign or remodel the way we commission services to achieve better outcomes for customers in the most cost effective way;
- review our processes to ensure they are LEAN; and
- keep on-going support under review to ensure the support given remains appropriate and represents value for money.

Consultation with staff will be undertaken.

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		✓	✓		Staff from this protected characteristic could be made redundant
Disability		✓	✓		Staff from this protected characteristic could be made redundant

Gender Reassignment		✓		✓	N/A
Marriage and Civil Partnership		✓		✓	N/A
Pregnancy and Maternity		✓	✓		Staff from this protected characteristic could be made redundant
Race		✓	✓		Staff from this protected characteristic could be made redundant
Religion/ belief		✓		✓	N/A
Sex (Gender)		✓	✓		Staff from this protected characteristic could be made redundant
Sexual orientation		✓		✓	N/A
Socio-economic status		✓		✓	N/A

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

Negative impact / gap in information identified in the Equality Analysis	Impact on staff who may be made redundant.
Action required to mitigate	<p>All staffing changes will be managed in line with the council's Managing Organisational Change Framework, including regular communication and engagement with affected staff, staff groups and unions.</p> <p>The TOM and the corresponding delivery mechanism of the Adult Social Care redesign programme reflect the approach to transforming service delivery.</p> <p>Monitoring will take place of changes and staff will be suitably trained to ensure customer needs are being adequately met and the council is not in breach of meeting its statutory responsibilities.</p> <p>A further EA will be needed to be undertaken by HR when the staff who may be at risk from redundancy have been identified.</p>
How will you know this is achieved? e.g. performance measure / target	Shared service in place.
By when	March 2018
Existing or additional resources?	Existing
Lead Officer	Andy Ottaway-Searle
Action added to divisional / team plan?	Included in the Adult Social care re-design programme

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 4: Conclusion of the Equality Analysis

8. Which of the following statements best describe the outcome of the EA (Tick one box only)

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.

OUTCOME 4

The EA shows actual or potential unlawful discrimination. Stop and rethink your proposals.

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Stage 5: Sign off by Director/ Head of Service

Assessment completed by	Andy Ottaway-Searle, Head of Direct Provision	Signature: Andy Ottaway-Searle	Date: 12.10.15
Improvement action plan signed off by Director/ Head of Service	Simon Williams, Director of Community and Housing	Signature: Simon Williams	Date: 12.10.15

Equality Analysis

What are the proposals being assessed?	Proposed budget saving CH67, CH68 and CH69 – Shared service and rationalisation of staffing structure (2017/18 and 2018/19)
Which Department / Division has the responsibility for this?	Community and Housing, Library & Heritage Service

Stage 1: Overview	
Name and job title of lead officer	Anthony Hopkins, Head of Library and Heritage Services
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>The aim and desired outcome of the proposal is to achieve the required budget savings in a way that the service continues to meet its statutory duties and minimises any adverse impact on customers, taking in to account previous budget savings and the cumulative effect on service delivery. It is intended to do this via the provision of a shared service which should ensure frontline service levels are not affected.</p> <p>This proposal would mean the merger of the management teams across two boroughs and will also enable some resilience and a level of capacity to be able to undertake key projects. The shared service structure should have minimal impact on the frontline and the customer experience.</p>
2. How does this contribute to the council's corporate priorities?	The Libraries Service plan and TOM contribute to the council's overall priorities and will ensure that the savings targets are achieved in line with the corporate Business Plan and the Medium Term Financial Strategy. It is also in line with the July principles, adopted in 2011 by councillors, which sets out guiding strategic priorities and principles, where the order of priority services should be to continue to provide everything which is statutory and maintain services, within limits, to the vulnerable and elderly, with the council being an enabler, working with partners to provide services.
3. Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc.	Staff will be affected by the changes but the merging will create some resilience in challenging times.
4. Is the responsibility shared with another department, authority or organisation? If so, who are the partners and who has overall responsibility?	HR and Legal input will be required. TUPE is likely to apply for some staff.

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Stage 2: Collecting evidence/ data

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

The sharing of services and in particular management teams has become more common and is in practice across a number of authorities. Merton has some successful examples of sharing services with other boroughs and the expertise and knowledge in this area has fed into this work. Specific Library & Heritage Service shared structures have also been reviewed, some in London and in other regions. In considering this assessment the impact on staff from both services has been considered and the equalities implications. The impact on customers has also been considered although this has been mitigated by trying to protect frontline services wherever practical.

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)?

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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		✓	✓		Staff from this protected characteristic could be made redundant
Disability		✓	✓		Staff from this protected characteristic could be made redundant – however this is unlikely
Gender Reassignment		✓		✓	N/A
Marriage and Civil Partnership		✓		✓	N/A
Pregnancy and Maternity		✓	✓		Staff from this protected characteristic could be made redundant – however this is unlikely
Race		✓	✓		Staff from this protected characteristic could be made redundant
Religion/ belief		✓		✓	N/A
Sex (Gender)		✓	✓		Staff from this protected characteristic could be made redundant
Sexual orientation		✓		✓	N/A
Socio-economic status		✓		✓	N/A

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

Negative impact / gap in information identified in the Equality Analysis	Impact on staff who may be made redundant.
Action required to mitigate	All staffing changes will be managed in line with the council's Managing Organisational Change Framework, including regular communication and engagement with affected staff, staff groups and unions. The Library & Heritage Service TOM reflects the approach to transforming service delivery. Monitoring will take place of changes and staff will be suitably trained to ensure customer needs are being adequately met and the council is not in breach of meeting its statutory responsibilities. A further EA will be needed to be undertaken by HR when the staff who may be at risk have been identified.
How will you know this is achieved? e.g. performance measure / target	Shared service in place and efficiencies delivered.
By when	March 2017
Existing or additional resources?	Existing
Lead Officer	Anthony Hopkins
Action added to divisional / team plan?	Included in the Library & Heritage Service TOM and service plan

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 4: Conclusion of the Equality Analysis

8. Which of the following statements best describe the outcome of the EA (Tick one box only)

OUTCOME 1

The EA has not identified any

OUTCOME 2

The EA has identified adjustments

OUTCOME 3

The EA has identified some

OUTCOME 4

The EA shows actual or potential

potential for discrimination or negative impact and all opportunities to promote equality are being addressed. No changes are required.

to remove negative impact or to better promote equality. Actions you propose to take to do this should be included in the Action Plan.

potential for negative impact or some missed opportunities to promote equality and it may not be possible to mitigate this fully.

unlawful discrimination. Stop and rethink your proposals.

Stage 5: Sign off by Director/ Head of Service			
Assessment completed by	Anthony Hopkins, Head of Library & Heritage Service	Signature: Anthony Hopkins	Date: 10.11.15
Improvement action plan signed off by Director/ Head of Service	Simon Williams, Director of Community and Housing	Signature: Simon Williams	Date: 10.11.15

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Cabinet

Date: 7 December 2015

Subject: Financial Report 2015/16 – October 2015

Lead officer: Paul Dale

Lead member: Mark Allison

Recommendations:

- A. That Cabinet note the financial reporting data relating to revenue budgetary control, showing a forecast net overspend at year end of £3.2million, 0.59% of the gross budget.
- B. That Cabinet approve the virement of £306,720 from the OCPB reserve for the Mapping and Data Improvement (MADI) project. This is for the procurement of services to survey and map electronically the location and condition of the authority's environmental assets, such as street lighting, gullies, bins, tress etc. so as to improve the management of these assets as well as support an electronic user friendly approach for residents to report defects to the service areas.
- C. That Cabinet approve the virement of £182,120 from the OCPB reserve for the Planweb/Stratus replacement project which will replace two mapping solutions with a single modern solution that will allow for both the service areas to manage their assets and information graphically as well as allow residents to view location based information in a graphical manner.
- D. That Cabinet note the adjustments to the capital programme detailed in appendix 5b and approve the following adjustments to the Capital Programme

Schemes	2015-16	2016-17
	£	£
Tackling Traffic Congestion	(100,000)	0
Anti-theft Security Pay and Display Machines	100,00	0
Electronic Asset Management	190,000	
Total	190,000	0

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

1.1 This is the financial monitoring report for the seven month period 31st October 2015. This financial monitoring report provides:-

- The income and expenditure at period 7 and a full year forecast projection.
- An update on the capital programme and detailed monitoring information;
- An update on Corporate Items in the budget 2015/16;
- Progress on the delivery of the 2015/16 revenue savings
- An update on the delivery of 2014/15 savings

2. 2015/16 FORECAST OUTTURN BASED UPON LATEST AVAILABLE DATA

Executive summary – At the end of period to 31st October 2015 the year end forecast is net £3.2m overspend, 0.59% of the gross budget.

	Current Budget 2015/16 £000s	Full Year Forecast (Oct) £000s	Forecast Variance at year end (Oct) £000s	Forecast Variance at year end-previous month (Sept) £000s	Outturn variance 2014/15 £000s
Department					
3A. Corporate Services	14,836	15,191	356	70	(691)
3B. Children, Schools and Families	52,737	53,774	1,036	1,535	2,663
3C. Community and Housing	61,901	62,945	1,044	1,413	2,774
3D. Public Health	1,154	1,322	168	(364)	(0)
3E. Environment & Regeneration	24,174	27,168	2,994	3,295	1,703
Overheads	0	0	0	0	0
NET SERVICE EXPENDITURE	154,801	160,400	5,599	5,950	6,448
3E. Corporate Items					
Impact of Capital on revenue budget	14,117	14,092	(25)	(25)	205
Central budgets	(14,826)	(17,183)	(2,358)	(2,358)	(2,817)
Levies	926	926	0	0	0
TOTAL CORPORATE PROVISIONS	217	(2,166)	(2,383)	(2,383)	(2,612)
TOTAL GENERAL FUND	155,018	158,234	3,216	3,567	3,836
FUNDING					
Revenue Support Grant	(30,425)	(30,425)	0	0	0
Business Rates	(33,686)	(33,686)	0	0	0
Other Grants	(9,434)	(9,434)	0	0	(154)
Council Tax and Collection Fund	(81,471)	(81,471)	0	0	0
FUNDING	(155,016)	(155,016)	0	0	(154)

The forecast overspend has decreased by £0.35m since last month. The delay to the award for tackling traffic congestion of net £3.2m remains one of the significant reasons for the forecast overspends, together with pressures in CSF caused by transport costs and additional burdens from central government, and pressures in C&H caused by delays in achieving 2014/15 and 2015/16 savings.

Spending needs to be reviewed across all departments as if the outturn remains at this level, General Fund balances will reduce to £11.9m, just above the minimum level. Further savings may need to be found if this continues to ensure a minimum level of General Fund balances are maintained.

	Current Budget 2015/16	Full Year Forecast (Oct)	Forecast Variance at year end (Oct)	Forecast Variance at year end (Sept)
Expenditure	£000	£000	£000	£000
Employees	97,714	98,926	1,212	1,679
Premises Related Expenditure	8,779	8,398	(381)	(635)
Transport Related Expenditure	14,689	14,748	59	587
Supplies and Services	175,166	174,006	(1,160)	(872)
Third Party Payments	89,543	93,485	3,942	4,309
Transfer Payments	104,045	101,226	(2,819)	(3,458)
Support Services	31,902	31,901	(1)	(1)
Depreciation and Impairment Losses	16,505	16,505	(0)	0
Corporate Provisions	217	(2,166)	(2,383)	(2,383)
GROSS EXPENDITURE	538,560	537,029	(1,532)	(773)
Income				
Government Grants	(267,201)	(263,847)	3,355	3,015
Other Grants, Reimbursements and Contribs	(22,364)	(24,549)	(2,185)	5
Customer and Client Receipts	(61,315)	(58,155)	3,160	827
Interest	(44)	(20)	24	24
Recharges	(32,547)	(32,546)	1	1
Balances	(70)	323	393	468
GROSS INCOME	(383,542)	(378,794)	4,747	4,340
NET EXPENDITURE	155,018	158,234	3,216	3,567

Chart 1 below shows the forecast year end variance for departmental expenditure with a comparison against prior years.

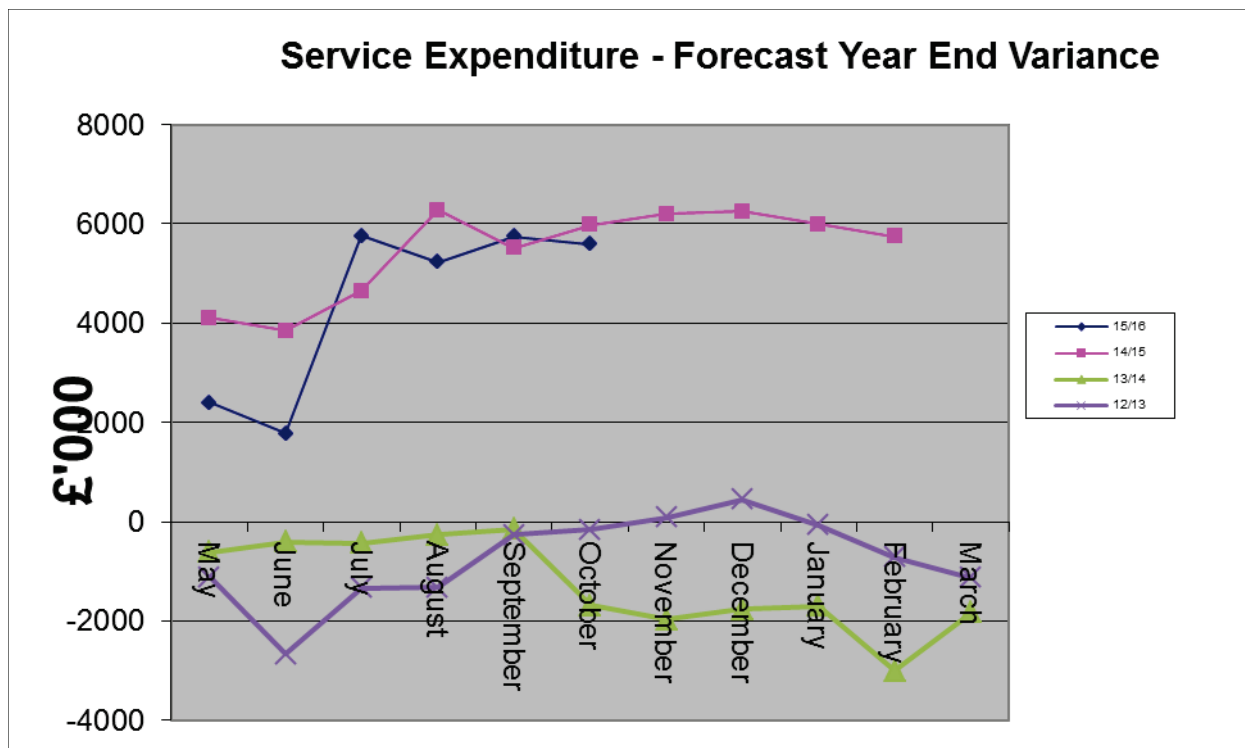
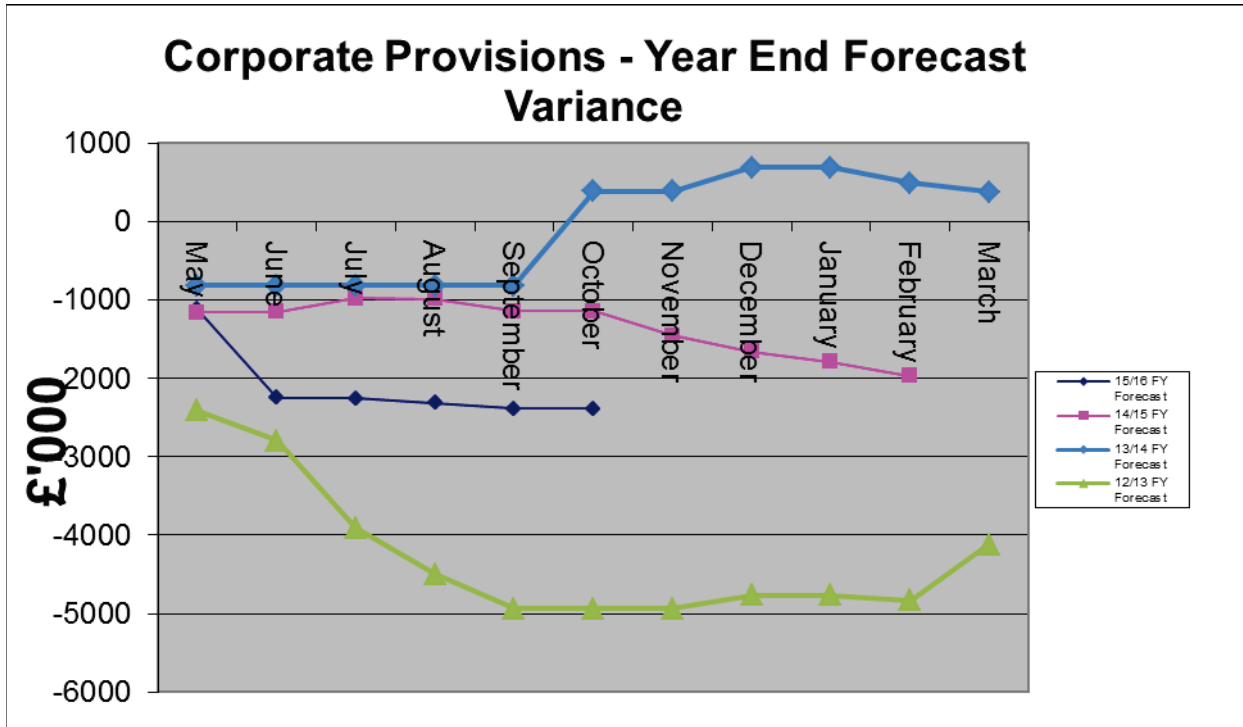


Chart 2 shows the forecast year end variance for corporate provisions with a comparison

against 2014/15, 2013/14 and 2012/13.



3. DEPARTMENTAL SUMMARY OF CURRENT POSITION

Corporate Services

	2015/16 Current Budget	Full year Forecast Oct	Forecast variance at year end Oct	Forecast variance at year end Sept	2014/15 Outturn Variance
	£000	£000	£000	£000	£000
Business Improvement	4,813	4,654	-159	-116	-259
Infrastructure & Transactions	9,709	9,464	-245	-238	-347
Resources	7,474	7,206	-268	-193	-255
Human Resources	2,367	2,283	-84	-29	-26
Corporate Governance	3,058	2,763	-295	-284	-433
Customer Services	2,633	2,263	-370	-317	-273
Corporate Items including redundancy costs, pension strain and Housing Benefits provision	1,384	3,161	1,777	1,247	1,320
Total (controllable)	31,438	31,794	356	70	-273

Overview

At period 7 (31st October 2015) the Corporate Services department are forecasting an overspend of £356k at year end, an adverse movement of 286k from last month.

The movement is due to a forecast increase in Housing Benefits subsidy shortfall and provision required.

Business Improvement – underspend £159k

The reasons for the forecast underspend remain the same, an overachievement of street naming income of approx. £125k and vacant posts in the new systems and development team structure due to a delay in successful recruitment.

Infrastructure and Transactions – underspend £245k

The forecast underspend relates to the revenue generated from the Corporate Print Strategy and an overachievement of income in the Post service following the introduction of Docqticket system and the renegotiation of the postal and print contracts. Some vacant posts are being held and underspends on non salary budgets to offset savings, whilst alternative savings are identified.

Resources – underspend £268k

There is a forecast underspend of £100k due to vacant posts. In addition some future years savings are being captured early.

Corporate Governance – forecast underspend £295k

There is a forecast underspend of approx. £140k following the transfer of the Benefits Investigation team to the DWP under the Single Fraud Investigation Service. There will be an underspend in the current year due to DCLG funding but the cost of this service will increase next year. There is a forecast underspend of £35k for vacant posts and £50k for future year saving captured early.

Customer Services – forecast underspend £370k

There is a forecast underspend of approx. £130k due to vacant posts within the division.

Additional funding received from the DWP for welfare reforms eases the pressure on the benefits and local tax team and an improvement in court costs charged resulting in a forecast underspend of approx. £120k.

The Merton bailiffs' service is forecasting an overachievement of fee income of £170k but this is offset by a shortfall on the shared bailiffs' income target of £130k.

Translation services and Registrars office are forecasting small overachievement of income and there are some forecast underspends on the establishment and parking cash collection contracts of £25k.

Corporate items - forecast overspend £1,777k

Based on year to date payments, there is a forecast overspend of £1.1m for one-off redundancy payments and pension strain.

There is also a £800k shortfall in subsidy for temporary accommodation as the cost of temporary accommodation is significantly higher than the subsidy available which is capped. The cost of temporary accommodation is disclosed in Housing Services within C&H whereas the shortfall is within corporate items in Corporate Services together with Housing Benefits subsidy grant.

Budget managers and Finance staff will work closely to monitor and focus on pressures to ensure any mitigating action to reduce this overspend is taken.

Environment & Regeneration

Environment & Regeneration	2015/16 Current Budget £000	Full year Forecast (Oct) £000	Forecast Variance at year end (Oct) £000	Forecast Variance at year end (Sept) £000	2014/15 Outturn Variance £000
Public Protection	(9,398)	(6,331)	3,067	3,343	(53)
Sustainable Communities	12,846	12,699	(147)	(84)	203
Waste Services	15,434	15,201	(233)	(267)	1,440
Other	(876)	(569)	307	303	(291)
Total (Controllable)	18,006	21,000	2,994	3,295	1,299

Description	2015/16 Current Budget £000	Forecast Variance at year end (Oct) £000	Forecast Variance at year end (Sept) £000	2014/15 Variance at year end £000
Employee underspend within Parking Services	3,177	(117)	(127)	99
Delay in implementation of measures to tackle traffic congestion	(3,510)	3,510	3,510	0
Overachievement of income in Parking Services	(11,976)	(330)	(96)	110
Employee overspend within Regulatory Services	2,058	142	127	99
Employee overspend within Safer Merton	360	(81)	(17)	
Underspend on third party payments within Safer Merton	251	(109)	(29)	(78)
Other	242	52	(42)	(177)
Total for Public Protection	(9,398)	3,067	3,343	(53)
General Supplies & Services underspend within Building & Development Control (B&DC)	243	(40)	(43)	(64)
Employee overspend within B&DC	1,710	43	5	
Shortfall in B&DC income	(1,893)	110	121	(46)
General 3 rd party payments underspend within Future Merton	3,104	(105)	(45)	
Premises related underspend within Property Management	283	(69)	(63)	32
Overachievement of rental income within Property Management	(4,059)	(197)	(164)	(181)
Employee related overspend within Greenspaces	2,374	63	51	142
Underachievement of Customer & Client Receipts within Greenspaces	1,979	298	312	79
General Supplies & Services underspend within Greenspaces	560	(63)	(53)	(10)
Employee underspend within Senior Mgmt & Support	886	(144)	(158)	(51)
Other	7,659	(43)	14	363
Total for Sustainable Communities	12,846	(147)	(84)	203
Employee overspend within Waste Services	7,552	194	147	316
Transport related underspend within Waste Services	1,925	(322)	(318)	(155)
General Supplies & Services underspend within Waste Services	918	(88)	(78)	(169)
Overspend on 3 rd Party Payments	6,986	86	145	909
Overachievement of Customer & Client Receipts within Waste Services	(2,357)	(62)	(105)	527
Overspend within Transport Services	(876)	307	303	(291)
Other	410	(41)	(58)	12
Total for Street Scene & Waste	14,558	74	36	1,149
Total Excluding Overheads	18,006	2,994	3,295	1,299

Overview

The department is currently forecasting an overspend of £2,994k at year end. The main area of variance is Parking Services, but there are variances within several sections within the department. Were it not for the delay in traffic congestion works the department would be projecting an underspend.

Pressures

Public Protection

Parking & CCTV Services

The section is currently forecasting an overspend of £3,122k mainly due an unsuccessful legal challenge to the award of the contract for the provision and maintenance of ANPR cameras, resulting in a delay to the contract award. The expected contract start date is now June 2016, whereas the budgeted expectation was for a November 2015 start. It is expected that improved compliance and traffic flow at the locations concerned will be seen within a couple of months of implementation.

In addition, the section is experiencing a continued reduction in existing PCN related income (£149k) due to increased compliance, and the continued funding of CPZ related expenditure (£260k). This is being offset by over-recoveries in most areas of permit / bay suspension revenue (£636k), and off-street parking income (101k). In addition, this outturn position includes allowance for a c£60k loss of income as a result of providing free parking during the Christmas period.

There is also a forecast £117k employee related underspend, which will partly mitigate these budget pressures.

Regulatory Services Partnership

An overspend of £115k is forecast mainly as a result of a delay in implementing the second phase of the shared service staffing structure, which was budgeted to begin in April but was not implemented until October.

Safer Merton

The section is forecasting an underspend on employees (£81k) and third party payments (£109k), mainly as a result of the recent reorganisation within the section.

Sustainable Communities

Building & Development Control

The section is currently forecasting an employee overspend of £43k, and an underachievement of income of £110k. This is partially offset by an underspend of £40k in supplies and services.

Property Management

The section is currently forecasting an underspend of £250k. This is as a result of exceeding their commercial rental income expectations by £197k due to a current high occupancy rate.. There is also an NNDR related underspend of £70k whereby the authority is not currently liable for the fee.

Future Merton

The underspend on third party payments mainly relates to an underspend on the annual payment to TfL for controlling the traffic light signals within the borough (£27k), and other miscellaneous actions taken in order to contribute towards the department's mitigating actions.

Greenspaces

The section is currently forecasting an overspend of £246k, which is mainly as a result of an underachievement of internment income (£95k), sports income (£75k), and income relating to rents (£54k). These pressures are being partially off-set by an expected supplies and services underspend of £63k.

This forecast also includes a loss of £57k (£82k loss overall as £25k marketing costs borne by the OCPB reserve) in relation to the inaugural Classics in the Park event.

Senior Management & Support

An underspend of £144k is being forecast due to not filling vacant posts in order to contribute towards the department's mitigating actions.

Street Scene & Waste

Waste Services

The section is currently forecasting an underspend of £233k, which is mainly due to an underspend on transport (£322k), supplies and services (£88k), and customer and client receipts (£62k). This reflects an improvement in commercial waste business.

However, the section is also forecasting an overspend relating to the ongoing operational and disposal costs associated with the management of the HRRC and transfer station (£251k). Although the site is now under new management, this overspend is due to the part year effect of the current arrangements. However, it is expected that this pressure will not reoccur next year.

Waste services are also working closely with SLWP to manage operational cost associated to both the HRRC and Waste transfer station. In preparation for the second half of the year, the service is looking at the feasibility of the transfer station and undertaking a commercial review to assess its long term viability.

Waste Operations are progressing with the procurement of two additional vehicles to provide greater service resilience and to mitigate the need for overtime to cover mechanical breakdowns.

Transport Services

The section is currently forecasting an overspend of £307k which is mainly as a result of a lower than expected user requirement of the Workshop, external income, additional agency requirements due to staffing issues in the first part of the year, and a delay in the external use of the tachograph centre.

Agency staff usage has been stopped and focus has been put on securing additional work for the Tachograph Centre, and a number of external customers are now signing up to use our services.

Management Action

The E&R Director has required the department to look for further actions and options to mitigate the forecast overspend as far as possible.

Children Schools and Families

Children, Schools and Families	2015/16 Current Budget £000	Full year Forecast (Oct) £000	Forecast Variance at year end (Oct) £000	Forecast Variance at year end (Sep) £000	2014/15 Variance at year end £000
Commissioning, Strategy and Performance	8,630	9,513	883	956	1,287
Education	17,270	17,532	262	720	953
Social Care and Youth Inclusion	12,016	12,392	376	344	580
Public Health contribution	0	(328)	(328)	(328)	(415)
PFI	7,999	7,842	(157)	(157)	6
Redundancy costs	2,091	2,091	0	0	39
Total (controllable)	48,006	49,042	1,036	1,535	2,450

Overview

At the end of October Children Schools and Families had a forecast overspend of £1.036m on local authority funded services. Although the department received growth for placements and transport, this was not sufficient to cover to total shortfall caused by the increased birth rate and additional burdens from central government. The overspend has also been netted down by one off Public Health money of £328k making the underlying overspend £1.364m, (£1.863 last month) a reduction of £499k.

Local Authority Funded Services

There are a number of volatile budgets, which require continuous and careful demand management. Significant cost pressures and underspends identified to date are detailed below:

Description	Budget £000	Oct £000	Sep £000	2014/15 £000
Fostering and residential placements (ART)	5,192	600	611	1,052
Supported lodgings/housing	629	494	499	427
Un-accompanied asylum seeking children (UASC)	60	279	279	193
Procurement & School organisation	547	(263)	(294)	(128)
Other small over and underspends	2,202	(227)	(139)	(257)
Subtotal Commissioning, Strategy and Performance	8,630	883	956	1,287
SEN Transport	3,878	375	646	1,168
Children with disabilities team (CWD) staffing	554	67	65	24
Staffing underspends across Early Years services	2,134	(118)	0	(192)
Other small over and underspends	10,704	(62)	9	(47)
Subtotal Education	17,270	262	720	953
No Recourse to Public Funds (NRPF)	20	459	459	441
Independent review and service quality	530	164	164	210
Social Work staffing	3,394	153	148	315
Serious case review	77	(77)	(77)	(76)
Youth Offending Team	616	(60)	(96)	0
CAMHS	303	(57)	(57)	(207)
Adoption & 14+ teams	1,498	(147)	(111)	0
Other small over and underspends	5,578	(59)	(86)	(103)
Subtotal Children's Social Care and Youth Inclusion	12,016	376	344	580
Public Health contribution	0	(328)	(328)	(415)

Subtotal PFI	7,999	(157)	(157)	6
Subtotal Redundancy cost	2,091	0	0	39
Grand total Children, Schools and Families	48,006	1,036	1,535	2,450

Commissioning, Strategy and Performance Division

While the numbers of Looked After Children (LAC) remain relatively stable, the complexity of a significant proportion of cases is causing the net overspend of £600k. This includes on-going pressures on in-house fostering of £363k and residential placements of £333k which is offset by underspends in mother and baby placements of £3k, independent agency fostering of £42k and secure accommodation costs of £51k.

The budget for semi-independent and supported lodgings/housing placements is estimated to overspend by £494k. This budget is used to finance placements for young people aged 16/17 who require semi-independent provision and for Care Leavers through to independence or, in some cases, through to the age of 21. There has been an increase in forecast expenditure due to increase in caseload as some young people have now reached 18 and funding for their placement has transferred from the LAC placement into this budget. Because of their specific needs, some young people have also needed to move placements and this has resulted in increased expenditure on those placements.

The UASC payments are expected to overspend by £279k this year due to both an increase in cases and an increase in the number of claimants turning 18 which is when central government contribution towards these cases ceases. The number of UASC who have entered and who have been distributed across London has increased from 233 in 2011/12 to 462 in 2014/15.

Procurement and school organisation budgets are expected to underspend by £263k as a result of lower spend forecast on revenue budgets. This budget relates to construction projects that cannot be classified as capital. The majority of this is required for temporary classrooms due to rising pupil demand when it is not viable to provide permanent buildings. This year demand for reception year places is slightly lower than forecast so there has been no need for temporary classrooms.

There are various other small over and underspends forecast across the division netting to a £227k underspend. These combine with the items described above to arrive at the total reported divisional overspend of £883k.

Education Division

SEN and FE transport cost are expected to overspend by £375k, £271k less than the forecast last month. The overspend relates to cost on external home to school transport as additional budget was received to balance the internal transport cost. It is due to an increase in complexity of caseload and cost of taxis. We are reviewing demand management, cost efficiency of supply and safeguarding of students with E&R who provide the in-house service and commission the taxi service.

The CWD team staffing costs is expected to overspend by £67k. As highlighted in the budget reports to Cabinet and Council, additional capacity is being kept under regular review and funded quarterly from the corporate contingency. This amount equates to two additional social workers. The funding for the first quarter has been included in the budgets and the forecast for the year adjusted for the second quarter. On top of the additional staff, the team also has to cover vacancies with higher cost agency staff.

As part of management action, where possible, recruitment to vacancies in Early Years have been delayed in preparation for 2016/17 savings and to reduce the overall in-year departmental overspend. This is estimated to result in an overall underspend of £118k.

There are various other small over and underspends forecast across the division netting to a £62k underspend. These combine with the item described above to arrive at the total reported divisional overspend of £262k.

Children's Social Care and Youth Inclusion Division

The NRPF budgets are forecast to overspend by £459k for the current financial year. This increase in cost is in response to case law regarding housing families with no recourse to public funds (Zambrano & Clue cases). This is an issue across London.

The independent review and service quality team is expected to overspend by £164k. This is due to the use of agency staff to cover permanent IRO vacancies as well as one post above establishment to ensure appropriate caseloads to support the quality assurance function.

The Central Social Work, MASH and Permanency team's staffing costs is expected to overspend by £153k. As highlighted in the budget reports to Cabinet and Council, additional capacity is being kept under regular review and funded quarterly from the corporate contingency. This amount equates to six additional social workers. The funding for the first quarter has been included in the budgets and the forecast for the year adjusted for the second quarter. On top of the additional staff, the team also has to cover vacancies with agency staff due to difficulty in recruiting permanent members of staff. This cost could fluctuate during the course of the year depending on our ability to recruit permanent members of staff to our vacancies

The serious case review budget is expected to underspend by £77k because there has been no need to commission reviews during the current financial year.

The Youth Offending Team (YOT) is expected to underspend by £60k. This is due to a combination of holding staff vacancies and providing a reduced wraparound service as part of management action to reduce the overall departmental overspend. This planned underspend was reduced due to an in-year reduction in grant.

The Children and Adolescent Mental Health Service (CAMHS) is expecting to underspend by £57k due to vacancies.

The adoption and 14+ teams are expected to underspent by £147k relating to temporarily holding staff vacancies as a result of management action to reduce the overall departmental overspend. There are various other small over and underspends forecast across the division netting to a £59k underspend. These combine with the item described above to arrive at the total reported divisional overspend of £376k.

Dedicated Schools Grant

DSG funded services is forecast to underspend by £340k. These budgets are not within the council's general fund and cannot be offset against the local authority funded budgets. Any underspend will be added to the DSG reserve and applied after consultation with Schools Forum. Variances between individual subjectives have been shown in the overall departmental analyses.

The main reasons for the forecast relates to an estimated underspend of £426k in Independent Residential School provision. This figure is expected to reduce towards year-end as additional placements are made throughout the year.

There are various other smaller over and underspends forecast across the DSG netting to a £86k overspend which, combined with the item above, equates to the net underspend of £340k.

Management Action

Staffing

Agency cost continues to be a cost pressure for the department. The continued recruitment drive including recruitment of NQSWs and retention payments which we started with last year will all have a positive impact on the current financial year and we will continue to take action to bring down anticipated overspends on agency/staffing costs.

Placements

Our edge of care panel continues to ensure that entry to care thresholds is maintained. The impact of increased numbers of UASC is in particular affecting our LAC and care leaver numbers and we remain in the lowest rate of care range in London.

Work continues to ensure we lever in appropriate health contribution to children with complex needs and our ART service is driving down placement costs including through regional partnership commissioning.

Our ART Fostering Recruitment and Assessment team is continuing to recruit new foster carers who will offer locally based placements. This is already resulting in a reduction in more expensive agency foster placements.

Our ART Placement service is working with providers to establish more local provision and offer better value placements to the Council. There is now an established agreed cost framework for semi-independent providers and this has resulted in more appropriately priced placements for Care Leavers and older LAC.

Transport

We are modelling the potential impact of personal budgets from transport for 2015/16 to assist in delivering cost reduction solutions to individual children's transport needs. 19 personal budgets were approved this financial year providing an on-going cost reduction of £84k.

We are monitoring tight eligibility thresholds and defending appeals and we have extended our independence travel training which has delivered savings of £72k to date.

New burdens

There are a considerable number of duties placed on the Local Authority which have not been fully funded or not funded at all. This leaves a net departmental underspend of £196k, although £328k of this relates to Public Health contribution. The table below highlights the estimated overspends relating to these duties:

Description	Budget £000	Oct overspend forecast £000	Sep overspend forecast £000
Supported lodgings/housing	629	494	499
Un-accompanied asylum seeking children (UASC)	60	279	279
No Recourse to Public Funds (NRPF)	20	459	459
Total	709	1,232	1,237

These estimates only include services for these children and families including housing cost, they do not include staffing cost. Staff cost related to these clients are estimated to be about £270k.

Young people aged between 18 and 21 now have the right to stay in their foster, residential or other placements beyond 18. This means their fostering placement has to remain open to them and the in-house foster carer or Independent Fostering Agency will have to continue to be paid.

Young People on remand are classed as being LAC and also have access to care leavers' services across a range of budgets. These are in excess of the figures in the table above but included within the overall projections for the department. As the system does not separately identify costs relating to remand cases, it is not possible to identify this separately.

Unaccompanied Asylum Seeking Young People are also required to receive these leaving care services and we have 11 over 18s which is putting pressure on the UASC budget.

The majority of families presenting as NRPF needs are housing. Meetings are on-going to discuss options to reduce cost and strengthen processes and procedures. The work being undertaken by Housing Needs to stimulate supply will assist in reducing these costs. Discussions are on-going regarding the most economic way of procuring housing for families with no recourse to public funds.

Community and Housing

Overview

At the end of October 2015 Community and Housing is forecast to overspend by £1.044m as shown in summary table 1 below, a decrease of £369k on previous month. The Department received funding/growth of £3.9m for protecting and modernising social care and increased integration under the Better Care Fund and to manage the new duties arising from the Care Act 2014.

The cost pressures are:

- the new requirements imposed through the Care Act;
- upward price increases from providers nationally in the social care market;
- demographic changes to the population which mean we have more people with higher and complex levels of need eligible for services;
- lack of domiciliary and bed-based capacity in the national and local social care market which has had a significant negative impact on the ability to avoid Delayed Transfer of Care (DToc) charges, which will be further compounded by Winter pressures;
- increasing cost trends resulting from the complexity of support for young people in transition from CSF to Adult Social Care; and
- other new burdens such as the Cheshire West judgement on Deprivation of Liberty (DoLs) Safeguards, significantly increasing the volume of assessments under the DoLs procedure.

This has magnified and compounded the volatility of the 3rd party Placements budget. Due to similar pressures in 2014-15 and delayed implementation, the planned savings target for 2014 -15 was not met. The Department is in parallel trying to recoup the shortfall in savings via the 2015-16 and 2016-17 savings plans.

Table 1 Community and Housing	2015/16 Current Budget £000	2015/16 Full Year Forecast (Oct) £000	2015/16 Forecast Variance (Oct) £000	2015/16 Forecast Variance (Sep) £000	2014/15 Variance at year end £000
Access & Assessment	41,133	42,897	1,764	1,918	2,352
Commissioning	4,674	4,596	(78)	(62)	(221)
Direct Provision	5,924	6,288	364	416	1,188
Directorate	997	929	(68)	(56)	(223)
Care Act Implementation Expd	1,265	665	(600)	(600)	0
Directorate – Care Act Imp Income	(1,265)	(1,265)	0	0	0
**Contribution from Public Health	0	(328)	(328)	(328)	(500)
Adult Social Care	52,728	53,783	1,054	1,288	2,596
Libraries and Heritage	2,436	2,398	(38)	(35)	4
Merton Adult Education	(178)	76	254	256	254
Housing General Fund	1,903	1,677	(226)	(96)	(106)
Total (controllable)	56,889	57,933	1,044	1,413	2,748

The Adult Social Care forecast overspend has been netted down by £328k of one- off Public Health money giving an underlying overspend of £1.382m.

Additionally, a corporate settlement of £262k budget transfer has been approved to reduce the transport forecast over-spend.

The estimated costs of transition from children's to adult services totalling £675k has been included in the Period 7 placements forecast.

Access and Assessment – £1.764k over-spend

Access and Assessment	Forecast Variance (Oct) £000	Forecast Variance (Sep) £000
Gross Placements overspend	2,820	2,874
Other A&A under-spends	(950)	(892)
Sub-total Net over-spend	1,870	1,982
Over achievement of Client Contribution	(106)	(64)
Total Access & Assessment	1,764	1,918

Description	2015/16 Budget £000	Forecast Variance (Oct) £000	Forecast Variance (Sep) £000	2014/15 Variance at year end £000
Access & Assessment				
Gross Placements	38,178	2,820	2,874	3,689
Placements - Other	368	(39)	(39)	0
Transport**	180	38	40	0
Client & CCG Contribution Income	(11,875)	(106)	(64)	(612)
Concessionary Fares & Taxi-card	9,203	(160)	(160)	(45)
Care-first	136	(126)	(126)	(117)
Other Access & Assessment	9,370	(663)	(607)	(563)
Better Care Fund – NHS Social Care Transfer Income	(4,427)	0	0	0
Sub-total Access & Assessment	41,133	1,764	1,918	2,352
Commissioning				
Brokerage, Contracts, Performance & Planning & Commissioning	1,118	(140)	(136)	(237)
Voluntary Organisations - grants	756	79	79	138
Voluntary Organisations – Contracts	200	(23)	(23)	(24)
Voluntary Organisations – Dementia contract	230	8	8	11
Pollards Hill Contract (excluding transport)	82	(14)	(14)	0
Transport** (Pollards Hill & Woodlands)	133	0	0	32
LD – LDDF Grant	127	0	0	0
Supporting People Grant	2,128	12	24	(141)
Better Care Fund – NHS Social Care Transfer Income	(100)	0	0	0
Sub-total Commissioning	4,674	(78)	(62)	(221)
Direct Provision				
Transport **	619	6	6	604
Day Centres	1,828	(52)	(28)	(58)
Supported Living	873	532	499	109
Residential (Excluding transport)	806	139	179	222
Mascot	368	9	8	5
Other Direct Provision	262	(2)	0	10
Miles - Reablement	1,568	(243)	(223)	371
Helping People at home revenue grant	0	(25)	(25)	(75)
Better Care Fund – NHS Social Care Transfer Income	(400)	0	0	0
Sub-total Direct Provision	5,924	369	416	1,188
Directorate				
Staffing Costs	934	(68)	(56)	(223)
Adult Social Care Redesign – Projects	244	0	0	0
Better Care Fund – NHS Social Care Transfer Income	(181)	0	0	0
Care Act Implementation	1,265	(600)	(600)	0
Care Act Implementation-Grant	(865)	0	0	0
Better Care Fund – NHS Social Care Transfer	(400)	0	0	0
Subtotal Directorate	997	(668)	(656)	(223)
Contribution from Public Health (Ageing-Well grants)	0	(328)	(328)	(500)
Sub-total Adult Social Care	Page 197	1,054	1,288	2,595

Description	2015/16 Budget £000	Forecast Variance (Oct) £000	Forecast Variance (Sep) £000	2014/15 Variance at year end £000
Libraries	2,436	(38)	(35)	4
Merton Adult Education	(178)	254	256	254
<u>Housing</u>				
Temporary Accommodation	1,396	831	857	624
Temporary Accommodation – Housing Benefits	(1,140)	(860)	(860)	(540)
Temporary Accommodation – Client Contribution	(140)	(90)	0	
Homelessness Prevention	320	10	9	(127)
Housing Advice and Options	500	(12)	(14)	(7)
Housing Needs	283	(24)	(11)	(43)
Housing Strategy	139	(10)	(10)	(18)
Housing Supply & Development	266	(31)	(17)	(3)
Housing Environmental Health	228	(40)	(50)	(59)
Merton Action single Homeless	51	0	0	0
Reserves Funding Adjustment	0	0	0	67
Sub-total Housing	1,903	(226)	(96)	(106)
Total Community & Housing	56,889	1,044	1,413	2,748

Budget Pressures

Access and Assessment (£1.764m Forecast Overspend)

Access and Assessment is forecast to overspend by £1.764m in 2015-16. This is the net effect of forecast overspending on the third party placements budget of £2.820m less forecast under spending on other budgets of £1.056m.

The main pressures are:

Price pressures. Nationally the market in social care has shown that providers are successfully demanding increases in fees. This is due to pressures such as clarification over the definition of minimum wage and increasing challenges in hiring staff. Merton has in recent years held fees low compared with other boroughs, for example by not offering an increase for inflation for five years. However, providers can now obtain better prices from neighbouring boroughs and/or the NHS. This means that to secure supply and sustain a viable market Merton is having to negotiate new higher fees.

The impact of the negotiations agreed to date is £581k (£387k for Residential and Nursing placements and £194k for Domiciliary care providers).

New Demographic pressures. Our best estimate of demographic growth pressures affecting 2015-16 are:

£432k in 2015-16 on older people's budgets due to increased aging of the population based on POPPI (Projecting Older People Population Information System) data. Further risk is being done to assess impact.

£78k in 2015-16 on Working age adults budgets (excluding Learning disabilities) based on PANSI (Projecting Adult Needs and Service Information System) data, and 2015-16 we expect young people who make the transition to adult services will cost ASC £675k to support in 2015-16.

NHS pressures. These pressures are from delayed hospital discharge as a result of a lack of capacity in the social care market to support the discharge of a greater volume people at a greater level of dependency, including :

- The number of people needing "double ups" (i.e. two carers at any one time to manage personal care for a customer) increased from 12.1% to 15.3% of domiciliary care customers in 2014/15.
- The average home care hours per week received per person supported in 2014-15 rose from 15.8 to 17.4 hours.
- £95k of DToC fines has been estimated and included in the forecast for impact of delay in transferring clients from hospital. NHS England and Merton CCG are scrutinising the reasons for the delay which will impact on the performance targets agreed in the Better Care Fund agreement and places this at risk.

New responsibilities arising from the Cheshire West judgement and the Care Act 2014.

Although the Government has provided some funding to cover the implications of the Care Act (£865k) and the Cheshire West judgement around Deprivation of Liberty Assessments (DOLS) (£80k), risks are that: The costs of the Care Act responsibilities, most notably to sustain a viable care and support market may exceed this funding, and is already clear that the costs of implementing the Cheshire West judgement are well in excess of £80k as DOLS activity has increased by more than 1000% e.g. there were 40 DOLS cases in 2013-14, 526 in 2014-15 and at the end of August 2015 trends suggest there will be more than 600 in 2015-16. The actual cost of implementing this judgement in 2015/16 is estimated at £290k.

Ordinary Residents. Three new Ordinary Residence cases costing £193k were passed to Merton by neighbouring boroughs.

Commissioning (£78k Forecast Underspend):

There are staff various vacancies across the commissioning team resulting in an under-spend of £140k.

There are planned contract negotiations and efficiencies in Supporting People contracts to ensure the budget does not overspend.

Direct Provision (£364k Forecast Overspend)

The overspend is mainly as a result of the demand for residential and supported living placements.

Direct Provision Residential Care/Supported Living Services (£671k forecast overspend)

There is pressure on the staffing costs of £143k due to the on-going unfunded impact of the Single Status National Agreement.

The original staffing budget for Supported Living was set for a 22 bedded residential unit. The service changed from a residential service to a supported living service where customers live within their own homes with staff supporting them. This not only empowers the customer, but is cheaper at around £470 per week compared to £1,294 per week. Therefore, the service is now supporting 40 customers at various sites, two of these sites provide 24 hour staffing cover.

Glebelands Extra Care Supported Living was transferred to Direct Provision in 2009 with inadequate budget to cover the existing staff team. Since 2011, the client support hours have increased from 169 to 321 per week.

The forecast variance for Direct Provision excludes projected income that is recouped from the Access and Assessment placement budgets to cover the SLA. This is to be reviewed by finance and the budget will be realigned.

Directorate – (£668k Forecast underspend)

The consultancy cost for the ASC staffing restructure has been included in the Directorate forecast spend.

Libraries (£38k forecast underspend)

The underspend is mainly attributable to some staff vacancies and reduction in running costs whilst temporary services are in place at Colliers Wood

Merton Adult Education – (£254k forecast over-spend)

The overspend is caused by £153k in year reductions in SFA funding and the inability to realise savings target of £176K.

This forecast has taken into account funding the new MAE Commissioning Team roles.

The structure commenced has commenced from October 2015 for the remainder of the year.

Housing (£226k forecast underspend).

There are various staff vacancies across the housing teams resulting in the under-spend.

The accounting for Housing benefits relating to Temporary accommodation is to be reviewed to clarify amount received as entitlement v subsidy.

The forecast contribution from clients for temporary accommodation has increased by £90k to £230k. This is based on the increased amount received this period.

Adult Social Care - Delivery of Savings

The savings programme developed for 2014/15 contained a number of savings (£2.265m) which were not delivered in 2014-15. Similarly the 2015/16 savings have not been delivered and urgent action is required for both years to bring the budget back into balance. If savings had been delivered the budget would be underspending.

Actions to mitigate the pressures above and to recoup the savings shortfall from 2014-15 include:

Ones already in place :

- Regular budget monitoring with finance staff and ensuring that forecasts are timely and accurate
- Resources panels twice a week
- Clear programme of reviews
- Continued success from brokerage team to place people in difficult circumstances and negotiate costs down
- Re-ablement flexing role to take more people out of hospital temporarily when we can't place them in agencies
- Successful negotiations with providers to mitigate many requests for increased fees
- Market management/shaping work: Recognising the challenges posed by the market costs we are undertaking a number of individual negotiations with providers looking at what models of delivery we can design that will enable the services to be delivered in partnership with providers for the lowest costs. In addition, there are some areas where we feel we can negotiate even keener prices and we are actively pursuing those as well. So far in these negotiations we have achieved agreed rate increases, on average of just 38% of what was demanded by providers. The estimated cost impact is £581k versus £1,522k demanded by providers.

Further measures:

- New reports on all individual customers to be introduced to show fluctuations in support costs and activity including new ways of procuring access to care home placements, creating a more flexible market for domiciliary care based on personal assistants and investigating how we can use varied tools and techniques to forecast demand even more accurately and reduce void costs.

Placements Activity Data

The table below details the current number of clients and care packages , placement commitment have reduced by £53k from last month.

Activity Data	Care Packages No's) Oct	Care Packages (No's) Sep	Clients (No's) Sep	Clients (No's) Sep	Total Yearly Commitment @ October £000
<u>Service Area</u>					
Mental Health	131	133	115	120	1,648
Physical and Sensory	332	331	232	225	4,612
Learning Disabilities	425	418	340	337	13,111
Older People	1,760	1,806	1,208	1,229	21,236
Substance Misuse	13	12	10	8	166
No recourse to public funds	18	18	9	9	225
TOTAL Gross placement expenditure	2,679	2,718	1,915	1,928	40,998

The impact of the rate increase negotiations agreed to date is £581k of which £387k is to Residential and Nursing providers and £194k for Domiciliary care providers.

Learning Disability Commitment also includes estimated transition costs of £675k.

Details of the estimated costs are:-

1. At age 18 when the young person comes to ASC - £250k
2. At age 19 when they leave school - £125k
3. At age 21/22 (or possible older with the recent Children and Families Act) when they leave college - £300k

Public Health

Public Health is forecast to over-spend by £168k , this is mainly due to the grant claw back of £664k.

Public Health	2015/16 Budget £000	Period6 (Oct) Forecast £000	Forecast Variance (Oct) £000	Forecast Variance (Sep) £000	2014/15 Final Out- turn Variance £000
PH - Directorate	1,246	1,066	(180)	(127)	(305)
PH- Contraception	713	713	0	0	(26)
PH - STI Testing and Treatment (GUM)	2,060	2,194	134	134	110
PH - SH Advice, Prevent and Promotion	217	217	0	2	(97)
PH - NHS Health check	322	315	(7)	(7)	17
PH - Falls Prevention	66	66	0	0	(1)
PH – Non Recurrent Project	1,154	1,107	(47)	(47)	0
PH – Obesity	539	525	(14)	(18)	(28)
PH – Live well (including smoking Cessation)	345	331	(14)	(14)	(35)
PH – Substance Misuse (Drugs and Alcohol)	2,098	1,808	(290)	(249)	(422)
PH – School Nursing (including National Child Measurement programme)	849	849	0	0	(4)
PH Surveillance and Control of Infectious Diseases	10	0	(10)	(10)	(9)
PH – Determinants	160	108	(52)	(11)	0
PH – Community Services Contract Estates	285	285	0	0	0
PH – New Investments	154	138	(16)	(16)	(275)
PH – Health Visiting Service***	1,476	1,476	0	0	0
Total Public Health (controllable)	11,694	11,198	(496)	(364)	(1,075)
Public Health Main – Grant Income	(9,236)	(8,663)	573	0	0
Public Health Health Visiting – Grant Income ***	(1,476)	(1,385)	91	0	0
Total Public Health Net Expenditure	982	1,150	168	(364)	(1,075)

The main reason for the PH forecast overspend is due to £664k grant claw back. £573k on the PH Main grant and £91k on the 0-5 Health Visiting service. The fourth quarterly instalment of the grant to be paid in November will be reduced.

The DPH reviewed the remaining uncommitted budget lines and reduced spend on all uncommitted budgets in order to deliver the savings as a result of the grant reduction. There is currently a shortfall of £77k.

It is unclear at this stage if the grant reduction is recurrent.

0-5 Health Visiting Service

The commissioning responsibility for Healthy Child 0-5 Services transferred from NHS England on 1st October. The service is provided under the Sutton and Merton Community Services Contract (SMCS) between NHS England Commissioning Board and the Royal Marsden Hospital NHS Foundation Trust.

The original grant allocation for Healthy Child 0-5 services in 2015/16 for 6 months is **£1,476,000**, covering both health visiting and Family Nurse Partnership services.

The contract value based on the original grant allocation has been agreed with the Provider.

However the grant has now been reduced by £91k resulting in the forecast overspend.

(E) Corporate Items

The details comparing actual expenditure up to 31 October 2015 against budget are contained in Appendix 2. The main areas of variance as at 31 October 2015 are:-

Corporate Items	Current Budget 2015/16 £000s	Full Year Forecast (Oct.) £000s	Forecast Variance at year end (Oct.) £000s	Forecast Variance at year end (Sep.) £000s	2014/15 Year end Variance £000s
Cost of borrowing	14,117	14,092	(25)	(25)	205
Use for Capital Programme	0	0	0	0	0
Impact of Capital on revenue budget	14,117	14,092	(25)	(25)	205
Investment Income	(559)	(841)	(282)	(282)	(385)
Pension Fund	5,042	5,042	0	0	(300)
Pay and Price Inflation	575	575	0	0	(883)
Contingencies and provisions	4,474	3,024	(1,450)	(1,450)	64
Income Items	(174)	(800)	(626)	(626)	(914)
Appropriations/Transfers	(7,678)	(7,678)	0	0	(399)
Central Items	1,680	(678)	(2,358)	(2,358)	(2,817)
Levies	926	926	0	0	0
Depreciation and Impairment	(16,506)	(16,506)	0	0	0
TOTAL CORPORATE PROVISIONS	217	(2,166)	(2,383)	(2,383)	(2,612)

There have been no significant variations since September 2015.

The £800k income items forecast is the license fee for the use of intellectual property by CHAS 2013 Limited. This is currently under review by Ernst Young, the external auditors.

An update on the miscellaneous debt position at 30th September is provided in Appendix 9.

4. CAPITAL PROGRAMME 2015-19

4.1 Capital Expenditure

4.1.1 The table below compares capital expenditure to October over the last four years:

Depts.	Spend To October 2012	Spend To October 2013	Spend To October 2014	Spend To October 2015	Variance 2012 to 2015	Variance 2013 to 2015	Variance 2014 to 2015
C&H	426	832	281	397	(29)	(434)	116
CS	1,179	1,756	645	547	(632)	(1,209)	(98)
CSF	18,752	5,448	10,191	9,097	(9,654)	3,649	(1,093)
E&R	5,144	4,881	2,174	3,470	(1,674)	(1,411)	1,296
Total Capital	25,501	12,917	13,290	13,511	(11,989)	594	221

Outturn £000s	40,487	31,564	36869	
Budget £000s				40,725
Projected Spend October 15 £000s				38,342
Percentage Spend to Budget				33.18%
Percentage Spend to Outturn/Projection	62.98%	40.92%	36.05%	35.24%
Monthly Spend to Achieve Projected Outturn £				4,966

4.1.2 October is seven months into the financial year, departments have spent 33.2% of their budget or 35.2% of their forecast outturn. The Authority almost caught up with 2014/15 spend but is behind that achieved in 2012/13 and 2013/14. To achieve a projected spend of £38.3m officers will need to spend just under £5m per month for the rest of the financial year. The table below shows that in September 2015 departments have managed to spend just under £1.7 million which is much lower than the £3.8 million achieved last month.

Department	Spend To September 2015 £000s	Spend To October 2015 £000s	Increase £000s
C&H	286	397	111
CS	518	547	28
CSF	8,036	9,097	1,061
E&R	2,987	3,470	483
Total Capital	11,827	13,511	1,684

4.2 The Table below shows the movement in the 2015/19 corporate capital programme since the September 2015 financial monitoring report. The proposed programme for 2016/17 remains under review and is expected to reduce as budget is re-profiled into subsequent financial years:

Depts	Current Budget 15/16	Adjustments	Revised Budget 15/16	Current Budget 16/17	Adjustments	Revised Budget 16/17	Current Budget 17/18	Variance	Revised Budget 17/18	Current Budget 18/19	Variance	Revised Budget 18/19
C&H	2,246	(519)	1,727	2,324	44	2,368	340	475	815	340	0	340
CS	8,788	37	8,825	4,890	108	4,998	2,881	0	2,881	2,757	0	2,757
CSF	16,050	(637)	15,413	29,011	212	29,223	20,979	0	20,979	20,104	0	20,104
E&R	15,425	(663)	14,762	24,282	153	24,435	15,327	0	15,327	6,379	0	6,379
TOTAL	42,508	(1,782)	40,726	60,506	517	61,023	39,526	475	40,001	29,579	0	29,579

4.3 The table below summarises the position in respect of the Capital Programme as at August 2015 the detail is shown in Appendix 5a

Merton Summary Capital Report - October 2015 Monitoring

Scheme Description	Total Budget	YTD Actual	YTD Budget	Variance To Date	Forecast For Year	Forecast Variance
Community and Housing	1,726,240	397,338	981,081	(583,743)	1,705,623	(20,617)
Corporate Services	8,825,110	546,712	3,721,220	(3,174,508)	5,710,299	(3,114,811)
Children Schools and Families	15,412,170	9,097,031	11,724,331	(2,627,300)	16,162,299	750,129
Environment and Regeneration	14,761,880	3,470,172	7,213,095	(3,742,923)	14,763,836	1,956
Total Capital	40,725,400	13,511,253	23,639,727	(10,128,474)	38,342,057	(2,383,343)

- a) Community and Housing – Officers have reduced their projected outturn for disabled facilities grants and re-profiled budget to 2017/18
- b) Corporate Services – The majority of the projected variance is caused by five major corporate schemes
 - a. the Acquisition Fund £1,047k - this budget is held corporately and currently has a £450,000 commitment against it for the purchase of a freehold interest of a property on which we have restrictive covenants,
 - b. Bidding Fund £1,357k- this is a centrally held fund to provide match funding to secure external funding there are currently no commitments against this budget
 - c. Transformation Budget £88k – this budget is held corporately and vired as transformation projects are identified.
 - d. Disaster Recovery £181k the remainder of budget was being held as contingency until the first testing is undertaken later this year.
 - e. Customer Contact Programme and Document Management System projects which are being progressed under one contract are currently showing slippage of £420k. Currently this is an estimate of the likely outturn for 2015/16 as the contract milestones for payments have not yet been agreed with the provider and confirmed

- c) Children, Schools and Families – It is currently envisaged that some primary expansion schemes could overspend compared to budget and this is reflected in the outturn projection.
- d) Environment and Regeneration – The revenue contribution towards tackling traffic congestion has been reduced and this will ease the pressure on revenue budgets for this area.

4.3 Appendix 5b details the adjustments being made to the Capital Programme this month. A brief description of the adjustment is provided in this Appendix.

4.4 Appendix 5c details the change in funding the programme 2015-17. The table below shows the movement in the Capital programme for 2015/16 since its approval in March 2015:

Depts.	Original Budget 15/16	Net Slippage 2014/15	Adjustments	New External Funding	New Internal Funding	Re-profiling	Revised Budget 15/16
Community and Housing	2,161	1,436	189	0		(2,059)	1,727
Corporate Services	7,428	2,408	(171)	0	315	(1,155)	8,825
Children Schools and Families	17,105	1,014	(27)	200	0	(2,879)	15,413
Environment and Regeneration	15,240	2,345	(2,764)	247	296	(602)	14,762
Total	41,933	7,203	(2,773)	447	611	(6,695)	40,726

5. DELIVERY OF SAVINGS

Department	Target Savings 2015/16	Projected Savings 2015/16	Period 7 Forecast Shortfall	Period 7 Forecast Shortfall
	£000's	£000's	£000's	%
Corporate Services	1,170	1,099	(71)	(6.1)%
Children Schools and Families	781	781	0	0.0%
Community and Housing	2,154	1,889	(266)	(12.3)%
Environment and Regeneration	4,192	764	(3,428)	(81.8)%
Total	8,297	4,533	(3,765)	(45.4)%

Appendix 7 details the progress on savings for 2015/16 by department.

£3.2m of the E&R savings shortfall relates to the unsuccessful legal challenge to the award of the contract for the provision and maintenance of ANPR camera. This will be met next year. In relation to the remaining shortfalls – these are reviewed regularly by DMT and where it is deemed that the savings cannot be achieved alternative savings have been/ will be proposed to Cabinet.

Mitigating actions continue to be applied wherever possible in order to minimise the in-year pressures.

Adult Social Care have initiated various management actions to recoup the savings shortfall. This includes new innovative commissioning approaches and reviewing the current commissioning strategy. Also working on a number of other innovative ideas to help meet a growing need in a different way to the current process.

2014/15 Savings not fully achieved

Department	Savings 2014/15	Savings Achieved 2014/15	14/15 Shortfall	15/16 Shortfall expected
	£000's	£000's	£000's	£000's
Corporate Services	975	917	(58)	0
Children Schools and Families	140	100	(40)	0
Community and Housing	2,829	300	(2,529)	1,079
Environment and Regeneration	784	280	(504)	118
Total	4,728	1,597	(3,131)	1,197

Appendix 8 reports the 2014/15 savings not achieved and projects the full year affect of these savings in 2015/16. Further work is being performed to ensure the 2014/15 savings shortfall is addressed in the current year.

6. CONSULTATION UNDERTAKEN OR PROPOSED

6.1 All relevant bodies have been consulted.

7. TIMETABLE

7.1 In accordance with current financial reporting timetables.

8. FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

8.1 All relevant implications have been addressed in the report.

9. LEGAL AND STATUTORY IMPLICATIONS

9.1 All relevant implications have been addressed in the report.

10. HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

10.1 Not applicable

11. CRIME AND DISORDER IMPLICATIONS

11.1 Not applicable

12. RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

12.1 The emphasis placed on the delivery of revenue savings within the financial monitoring report and the risk of part non-delivery of savings is contained on the key strategic risk register and will be kept under review.

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

Appendix 1-	Detailed monthly position table
Appendix 2 –	Detailed Corporate Items table
Appendix 3 –	Pay and Price Inflation as at September 2015
Appendix 4 –	Treasury Management: Outlook
Appendix 5a –	Current Capital Programme 2015/16
Appendix 5b –	Current Capital Programme 2015/16 – Adjustments September 2015
Appendix 5c –	Funding Current Capital Programme 2015/16 & 2016/17
Appendix 5d	Minutes of the Capital Programme Board on 17 November 2015
Appendix 6 -	Departmental charts
Appendix 7 -	Progress on 2015/16 savings
Appendix 8-	2014/15 savings achieved and expected in 2015/16
Appendix 9-	Debt Report at 30 th September 2015

14. BACKGROUND PAPERS

14.1 Budgetary Control files held in the Corporate Services department.

15. REPORT AUTHOR

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**Summary Position as at 31st October
2015**

APPENDIX 1

	Original Budget 2015/16	Current Budget 2015/16	Year to Date Budget (Oct)	Year to Date Actual (Oct)	Full Year Forecast (Oct)	Forecast Variance at year end (Oct)	Forecast Variance at year end- previous month (Sept)	Outturn Variance 2014/15
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000
Department	-							
3A. Corporate Services	14,025	14,836	21,459	15,181	15,191	356	70	(691)
3B. Children, Schools and Families	50,894	52,737	111,786	111,485	53,774	1,036	1,535	2,663
3C. Community and Housing	-							0
Adult Social Care	56,080	56,457	32,907	28,651	57,513	1,056	1,288	2,593
Libraries & Adult Education	3,169	3,289	2,166	1,942	3,504	215	221	281
Housing General Fund	2,151	2,155	1,224	270	1,928	(226)	(96)	(100)
3D. Public Health	320	1,154	(1,159)	(3,950)	1,322	168	(364)	(0)
3E. Environment & Regeneration	23,986	24,174	4,181	3,279	27,168	2,994	3,295	1,703
Overheads	0	0	0	0	0	0	0	0
NET SERVICE EXPENDITURE	150,624	154,801	172,565	156,859	160,400	5,599	5,950	6,448
3E. Corporate Items								
Impact of Capital on revenue budget	14,117	14,117	3,906	3,539	14,092	(25)	(25)	205
Other Central items	-10,651	-14,826	-7,164	1,805	-17,183	-2,358	-2,358	(2,817)
Levies	926	926	576	576	926	0	0	0
TOTAL CORPORATE PROVISIONS	4,392	217	-2,682	5,920	-2,166	-2,383	-2,383	-2,612
TOTAL GENERAL FUND	155,016	155,018	169,884	162,778	158,234	3,216	3,567	3,836
- Funding	-							
- Business Rates	(33,686)	(33,686)	(4,705)	(4,705)	(33,686)	0	0	0
- RSG	(30,425)	(30,425)	(21,204)	(21,204)	(30,425)	0	0	0
- Council Tax Freeze Grant 2014/15	(861)	(861)	(520)	(520)	(861)	0	0	6
- Section 31 Grant	(1,134)	(1,134)	(646)	(646)	(1,134)	0	0	(160)
- New Homes Bonus	(2,642)	(2,642)	(3,063)	(3,063)	(2,642)	0	0	0
- PFI Grant	(4,797)	(4,797)	(2,398)	(2,398)	(4,797)	0	0	0
Grants	(73,545)	(73,545)	(32,537)	(32,537)	(73,545)	0	0	(154)
Collection Fund - Council Tax Surplus(-)/Deficit	(4,813)	(4,813)	0	0	(4,813)	0	0	0
Collection Fund - Business Rates Surplus(-)/Deficit	393	393	0	0	393	0	0	0
Council Tax								0
- General	(76,758)	(76,758)	0	0	(76,758)	0	0	0
- WPC	(293)	(293)	0	0	(293)	0	0	0
Council Tax and Collection Fund	(81,471)	(81,471)	0	0	(81,471)	0	0	0
FUNDING	(155,016)	(155,016)	(32,537)	(32,537)	(155,016)	0	0	(154)
NET	0	2	137,347	130,241	3,218	3,216	3,567	3,682

	Current Budget 2015/16	Year to Date Budget (Oct)	Year to Date Actual (Oct)	Full Year Forecast (Oct)	Forecast Variance at year end (Oct)	Forecast Variance at year end (Sept)
Expenditure	£000	£000	£000	£000	£000	£000
Employees	97,714	56,926	56,364	98,926	1,212	1,679
Premises Related Expenditure	8,779	5,734	4,455	8,398	(381)	(635)
Transport Related Expenditure	14,689	8,494	7,646	14,748	59	587
Supplies and Services	175,166	97,839	93,699	174,006	(1,160)	(872)
Third Party Payments	89,543	49,002	46,281	93,485	3,942	4,309
Transfer Payments	104,045	60,474	56,322	101,226	(2,819)	(3,458)
Support Services	31,902	0	1	31,901	(1)	(1)
Depreciation and Impairment Losses	16,505	8	0	16,505	(0)	0
Corporate Provisions	217	(2,682)	5,920	(2,166)	(2,383)	(2,383)
GROSS EXPENDITURE	538,560	275,795	270,688	537,029	(1,532)	(773)
Income						
Government Grants	(267,201)	(63,220)	(64,525)	(263,847)	3,355	3,015
Other Grants, Reimbursements and Contribs	(22,364)	(7,411)	(11,014)	(24,549)	(2,185)	5
Customer and Client Receipts	(61,315)	(32,700)	(32,378)	(58,155)	3,160	827
Interest	(44)	0	0	(20)	24	24
Recharges	(32,547)	(2,509)	0	(32,546)	1	1
Balances	(70)	(70)	8	323	393	468
GROSS INCOME	(383,542)	(105,911)	(107,909)	(378,794)	4,747	4,340
NET EXPENDITURE	155,018	169,885	162,778	158,234	3,216	3,567

APPENDIX 2

3E. Corporate Items	Council 2015/16 £000s	Original Budget 2015/16 £000s	Current Budget 2015/16 £000s	Year to Date Budget (Oct.) £000s	Year to Date Actual (Oct.) £000s	Full Year Forecast (Oct.) £000s	Forecast Variance at year end (Oct.) £000s	Forecast Variance at year end (Sep) £000s
Cost of Borrowing Use for Capital Programme	14,117	14,117	14,117	3,906	3,539	14,092	(25) 0	(25) 0
Impact of Capital on revenue budget	14,117	14,117	14,117	3,906	3,539	14,092	(25)	(25)
Investment Income	(559)	(559)	(559)	(326)	(490)	(841)	(282)	(282)
Pension Fund	5,042	5,042	5,042	840	4,702	5,042	0	0
Corporate Provision for Pay Award	189	189	0	0	0	0	0	0
Provision for inflation in excess of 1.5%	543	543	475	0	0	475	0	0
Utilities Inflation Provision	100	100	100	0	13	100	0	0
Pay and Price Inflation	832	832	575	0	13	575	0	0
Contingency	1,500	1,500	1,263	0	0	263	(1,000)	(1,000)
Single Status/Equal Pay	100	100	100	0	22	50	(50)	(50)
Bad Debt Provision	500	500	500	0	0	500	0	0
Loss of income arising from P3/P4	400	400	400	0	0	0	(400)	(400)
Revenuisation and miscellaneous	3,525	3,525	2,211	0	0	2,211	0	0
Contingencies and provisions	6,025	6,025	4,474	0	22	3,024	(1,450)	(1,450)
Local Services Support Grant	0	0	0	0	3	0	0	0
Other	(174)	(174)	(174)	0	0	(800)	(626)	(626)
Income items	(174)	(174)	(174)	0	3	(800)	(626)	(626)
Appropriations: CS Reserves	(3,003)	(3,003)	(3,689)	(3,689)	(232)	(3,689)	0	0
Appropriations: E&R Reserves	(1,631)	(1,631)	(1,788)	(1,788)	(13)	(1,788)	0	0
Appropriations: CSF Reserves	(618)	(618)	(1,152)	(1,152)	(1,152)	(1,152)	0	0
Appropriations: C&H Reserves	(545)	(545)	(700)	(700)	(700)	(700)	0	0
Appropriations: Public Health Reserves	(320)	(320)	(1,154)	(1,154)	(1,154)	(1,154)	0	0
Appropriations: Corporate Reserves	806	806	806	806	806	806	0	0
Appropriations/Transfers	(5,311)	(5,311)	(7,678)	(7,678)	(2,445)	(7,678)	0	0
Depreciation and Impairment	(16,506)	(16,506)	(16,506)	0	0	(16,506)	0	0
Central Items	3,466	3,466	(709)	(3,258)	5,344	(3,091)	(2,383)	(2,383)
Levies	926	926	926	576	576	926	0	0
TOTAL CORPORATE PROVISIONS	4,392	4,392	217	(2,682)	5,920	(2,166)	(2,383)	(2,383)

Pay and Price Inflation as at October 2015

In 2015/16, the budget includes 1% for increases in pay and 1.5% for increases in general prices, with an additional amount of £0.543m 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. At present it is not anticipated that there will be a significant call on this budget and it will only be released when it is certain that it will not be required.

Pay:

The pay award for 2015/16 was agreed as part of a two year settlement which ends on 31 March 2016

Prices:

The Consumer Prices Index (CPI) fell by 0.1% in the year to October 2015, the same fall as in the year to September 2015. Upward price pressures for clothing and footwear and a range of recreational goods were offset by downward price pressures for university tuition fees, food, alcohol and tobacco, resulting in no change to the overall rate of inflation.

CPIH grew by 0.2% in the year to October 2015, unchanged from September 2015. RPI annual inflation stands at 0.7% in October 2015, down from 0.8% in September 2015.

Outlook for inflation:

On 4 November 2015, the Bank of England's Monetary Policy Committee (MPC) voted by a majority of 8-1 to maintain the Bank Base Rate at 0.5%. The Committee voted unanimously to continue with its programme of asset purchases totalling £375 billion, financed by the issuance of central bank reserves.

The MPC reached its decisions in the context of the monetary policy guidance announced alongside the publication of the August 2013 Inflation Report. In its summary of its decision, the MPC noted that "In September, twelve-month CPI inflation stood at -0.1%, slightly over 2 percentage points below the inflation target. Around four fifths of the deviation from the target reflects falls in energy, food and other imported goods prices, with the remainder reflecting subdued domestic cost growth. The combined weakness in domestic costs and imported goods prices is evident in subdued measures of core inflation, which are currently around 1%.

The outlook for inflation reflects the balance between persistent drags from factors such as sterling and world export prices, and prospective further increases in domestic cost growth. The MPC's objective is to return inflation to target sustainably; that is, without an overshoot once persistent disinflationary forces ultimately wane. Given these considerations, the MPC intends to set monetary policy to ensure that growth is sufficient to absorb remaining spare capacity in a manner that returns inflation to the target in around two years and keeps it there in the absence of further shocks."

The MPC also noted that in its "judgement, the lower path for Bank Rate implied by market yields would provide more than adequate support to domestic demand to bring inflation to target even in the face of global weakness. In that case, the MPC's best collective judgement is for the most likely path for inflation to exceed slightly the 2% target in two years and then rise a little further above it, reflecting modest excess demand. The MPC judges that the risks to this projection lie slightly to the downside in the first two years, reflecting global factors."

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

Source: HM Treasury - Forecasts for the UK Economy (November 2015)			
2015 (Quarter 4)	Lowest %	Highest %	Average %
CPI	(0.1)	0.9	0.2
RPI	0.6	1.5	1.0
LFS Unemployment Rate	5.1	5.7	5.3
2016 (Quarter 4)	Lowest %	Highest %	Average %
CPI	0.9	2.7	1.6
RPI	0.9	3.9	2.7
LFS Unemployment Rate	4.7	5.7	5.1

Clearly where the level of inflation during the year exceeds the amount provided for in the budget, this will put pressure on services to stay within budget and will require effective monitoring and control.

Independent medium-term projections for the calendar years 2015 to 2019 are summarised in the following table:-

Source: HM Treasury - Forecasts for the UK Economy (November 2015)					
	2015	2016	2017	2018	2019
	%	%	%	%	%
CPI	0.1	1.3	1.9	2.1	2.0
RPI	1.0	2.1	3.0	3.3	3.3
LFS Unemployment Rate	5.5	5.3	5.2	5.1	5.0

Treasury Management: Outlook

The Bank Base Rate has been kept at its low of 0.5% since March 2009. At its meeting ending on 4 November 2015, the MPC voted by a majority of 8-1 to maintain Bank Rate at 0.5%. The Committee voted unanimously to maintain the stock of purchased assets financed by the issuance of central bank reserves at £375 billion.

In the November Inflation Report it was noted that “CPI inflation has remained close to zero. GDP growth has slowed over the past year to around its past average rate. A weaker global backdrop together with falls in the prices of risky assets are weighing on the outlook for UK growth, but they are counterbalanced by support from falls in market interest rates and commodity prices. Conditioned on a very gently rising path for Bank Rate, the MPC judges that four-quarter growth is likely to remain around current rates and the slack remaining in the economy is likely to be absorbed. Recent falls in oil and other commodity prices mean that inflation is likely to remain lower than previously expected until late 2017 but, on the conditioning path for Bank Rate, the MPC’s best collective judgement is that CPI inflation will return to the 2% target in around two years and rise above it thereafter.”

In the MPC minutes published on 4 November 2015 it was noted that “All members agreed that the likely persistence of the headwinds restraining economic growth following the financial crisis meant that, when Bank Rate did begin to rise, it was expected to do so more gradually and to a lower level than in recent cycles. Such guidance, however, was an expectation and not a promise: the path that Bank Rate would actually follow over the next few years would depend on economic circumstances.

The MPC’s forecasts of Bank Base Rate in recent Quarterly Inflation Reports is summarised in the following table:-

	End Q.3 2015	End Q.4 2015	End Q.1 2016	End Q.2 2016	End Q.3 2016	End Q.4 2016	End Q.1 2017	End Q.2 2017	End Q.3 2017	End Q.4 2017	End Q.1 2018	End Q.2 2018	End Q.3 2018	End Q.3 2018
November '15		0.5	0.5	0.5	0.6	0.6	0.7	0.8	0.9	1.0	1.1	1.1	1.2	1.3
August 2015	0.5	0.5	0.6	0.7	0.9	1.0	1.2	1.3	1.4	1.5	1.6	1.7	1.7	
May 2015	0.5	0.5	0.6	0.7	0.8	0.9	1.0	1.1	1.2	1.3	1.3	1.4		
February 2015	0.5	0.5	0.6	0.6	0.7	0.8	0.9	1.0	1.0	1.1	1.1			
November '14	0.7	0.8	1.0	1.1	1.2	1.4	1.5	1.5	1.7	1.7				
August 2014	1.1	1.3	1.5	1.7	1.9	2.0	2.1	2.2	2.3					

Source: Bank of England Inflation Report August 2015

The MPC makes its decisions in the context of the monetary policy forward guidance announced alongside the publication of the August 2013 Inflation Report. This guidance was summarised and reported in the July 2013 monitoring report.

The Inflation Report for February 2014 provided a summary of the Bank of England’s approach to its proposed monetary policy as the economy recovers and once the unemployment threshold has been reached:-

- The MPC sets policy to achieve the 2% inflation target, and, subject to that, to support the Government’s economic policies, including those for growth and employment.
- Despite the sharp fall in unemployment, there remains scope to absorb spare capacity further before raising Bank Rate.

- When Bank Rate does begin to rise, the appropriate path so as to eliminate slack over the next two to three years and keep inflation close to the target is expected to be gradual.
- The actual path of Bank Rate over the next few years will, however, depend on economic developments.
- Even when the economy has returned to normal levels of capacity and inflation is close to the target, the appropriate level of Bank Rate is likely to be materially below the 5% level set on average by the Committee prior to the financial crisis.
- The MPC intends to maintain the stock of purchased assets at least until the first rise in Bank Rate.
- Monetary policy may have a role to play in mitigating risks to financial stability, but only as a last line of defence if those risks cannot be contained by the substantial range of policy actions available to the Financial Policy Committee and other regulatory authorities.

Changes to the Bank Base Rate will depend on how quickly the economy recovers and will be set to achieve the inflation target of 2%.

The MPC sets monetary policy to meet the 2% target in the medium term and in a way that helps to sustain growth and employment.

Community & Housing Summary Capital Report - October 2015 Monitoring

Scheme Description	Total Budget	YTD Actual	YTD Budget	Variance To Date	Forecast For Year	Forecast Variance
Adult Social Care						
The Gables Mitcham	576,280	34,446	576,280	(541,834)	576,280	0
Other	89,800	7,678	40,410	(32,732)	89,183	(617)
Libraries						
Library Self Service	350,000	0	0	0	330,000	(20,000)
Housing						
8 Wilton Road	60,160	47,362	60,161	(12,799)	60,160	0
Disabled Facilities	650,000	307,852	304,230	3,622	650,000	0
Community and Housing Total	1,726,240	397,338	981,081	(583,743)	1,705,623	(20,617)

Corporate Services Summary Capital Report - October 2015 Monitoring

Scheme Description	Total Budget	YTD Actual	YTD Budget	Variance To Date	Forecast For Year	Forecast Variance
Business Improvement Total	2,630,570	115,340	1,541,408	(1,426,068)	2,209,940	(420,630)
Corporate Governance	880	0	880	(880)	0	(880)
Corporate Items	2,854,340	0	573,331	(573,331)	450,000	(2,404,340)
Facilities Management Total	1,783,280	314,188	1,167,061	(852,873)	1,764,435	(18,845)
IT Total	847,550	90,789	346,550	(255,761)	665,624	(181,926)
Resources	578,500	24,425	0	24,425	578,500	0
IT Transformation Unallocated	129,990	1,970	91,990	(90,020)	41,800	(88,190)
Corporate Services Total	8,825,110	546,712	3,721,220	(3,174,508)	5,710,299	(3,114,811)

Children, Schools & Families Summary Capital Report - October 2015 Monitoring

Scheme Description	Total Budget	YTD Actual	YTD Budget	Variance To Date	Forecast For Year	Forecast Variance
Aragon expansion	0	(11,083)	0	(11,083)	0	0
Beecholme expansion	0	0	71,250	(71,250)	0	0
Cranmer expansion	31,260	10,030	31,260	(21,230)	31,260	0
Joseph Hood Permanent Expansn	3,830	(2,965)	3,830	(6,795)	3,830	0
St Mary's expansion	157,080	46,975	157,080	(110,105)	157,078	(2)
All Saints/ South Wim YCC exp	3,550	3,547	3,550	(3)	3,550	0
Hillcross School Expansion	1,560,510	1,330,759	1,560,510	(229,751)	1,755,510	195,000
Merton Abbey Temp Accomodation	1,179,940	823,984	825,805	(1,821)	1,505,071	325,131
Pelham School Expansion	3,161,140	2,855,500	2,549,675	305,825	3,391,140	230,000
Dundonald expansion	3,106,710	1,175,643	2,112,745	(937,102)	3,106,710	0
Poplar Permanent Expansion	289,900	222,716	(47,839)	270,555	289,900	0
Singlegate expansion	1,212,810	326,962	1,065,676	(738,714)	1,212,810	0
Wimbledon Park expansion	70,530	(48,863)	70,530	(119,393)	70,530	0
Primary Expansion	10,777,260	6,733,205	8,404,072	(1,670,867)	11,527,389	750,129

Children, Schools & Families Summary Capital Report - October 2015 Monitoring Continued ...

Scheme Description	Total Budget	YTD Actual	YTD Budget	Variance To Date	Forecast For Year	Forecast Variance
Devolved Formula Capital	568,830	211,022	333,914	(122,892)	568,830	0
Early Years	0	(59,158)	0	(59,158)	0	0
Free School Meals	193,080	163,142	165,580	(2,438)	193,080	0
Cricket Green Site	65,000	21,720	104,956	(83,236)	65,000	0
Primary school autism unit	1,145,240	671,022	982,565	(311,543)	1,145,240	0
Breaks-disabled children grant	0	(7,242)	0	(7,242)	0	0
Perseid	1,139,680	773,194	852,114	(78,920)	1,139,680	0
Schs Cap Maint & Accessibility	878,860	499,251	646,360	(147,109)	878,860	0
B631 - Solar PV Raynes Prk Pav	0	(1,000)	0	(1,000)	0	0
Raynes Park Sports Pavilion	4,770	0	4,770	(4,770)	4,770	0
Secondary School expansion	430,000	0	230,000	(230,000)	430,000	0
Schools Equipment Loans	104,450	0	0	0	104,450	0
ICT Harnessing Technolgy Grant	0	0	0	0	0	0
Admissions IT System	105,000	91,875	0	91,875	105,000	0
	4,634,910	2,363,826	3,320,259	(956,433)	4,634,910	0
Children Schools and Families	15,412,170	9,097,031	11,724,331	(2,627,300)	16,162,299	750,129

Environment & Regeneration Summary Capital Report - October 2015 Monitoring

Scheme Description	Total Budget	YTD Actual	YTD Budget	Variance To Date	Forecast For Year	Forecast Variance
Footways Planned Works	1,060,000	572,170	284,180	287,990	1,060,000	0
Greenspaces	1,055,840	533,552	467,851	65,701	1,059,769	3,929
Highways General Planned Works	484,230	18,256	231,003	(212,747)	484,230	0
Highways Planned Road Works	1,500,000	967,064	722,150	244,914	1,500,000	0
Leisure Centres	1,328,760	32,571	198,760	(166,189)	1,328,760	0
Other E&R	93,260	28,283	68,260	(39,977)	93,260	0
On and Off Street Parking	20,140	10,236	20,140	(9,904)	20,140	0
Plans and Projects	0	0	0	0	0	0
Regeneration Partnerships	3,732,110	199,267	1,589,080	(1,389,813)	3,732,110	0
Street Lighting	600,000	42,330	133,333	(91,003)	600,000	0
Street Scene	190,690	29,078	110,660	(81,582)	190,690	0
Transport for London	2,834,200	836,591	1,637,600	(801,009)	2,834,200	0
Traffic and Parking Management	316,560	37,519	1,313,710	(1,276,191)	314,587	(1,973)
Transport and Plant	877,690	2,946	69,623	(66,677)	877,690	0
Safer Merton - CCTV & ASB	300,000	0	80,000	(80,000)	300,000	0
Environmental Health	0	0	0	0	0	0
Waste Operations	368,400	160,309	286,745	(126,436)	368,400	0
Environment and Regeneration	14,761,880	3,470,172	7,213,095	(3,742,923)	14,763,836	1,956

Virement, Re-profiling and New Funding - October

Appendix 5b

	2015/16 Budget	Virements	Adjusted & New Funding	Reprofiling	Revised 2015/16 Budget	2016/17 Budget	Reprofiling	Revised 2016/17 Budget	Narrative
	£	£	£	£	£	£		£	
Corporate Services									
New Financial System	561,700			(108,200)	453,500	0	108,200	108,200	Go Live Date now July 2016 expenditure re-profiled accordingly
Electronic Asset Management	0		190,000		190,000				
Acquisitions Budget	1,542,340	(45,000)			1,497,340	500,000		500,000	To fund the Refurbishment of 23 Mostyn Road
Community & Housing									
Telehealth	43,750			(43,750)	0	0	43,750	43,750	New Telecare Platform project delayed due to legal reasons - Project to start June 2016
Disabled Facilities Grant	1,125,000			(475,000)	650,000	1,188,000		1,188,000	Reprofiled to 2017/18
Children, Schools and Families									
Cricket Green	137,470			(72,470)	65,000	1,959,740	72,470	2,032,210	Reprofiled to 16/17
Secondary Expansion	770,000			(340,000)	430,000	1,900,000	340,000	2,240,000	Reprofiled to 16/17
Singlegate Primary Expansion	1,412,810		(200,000)		1,212,810	932,000	(200,000)	732,000	Vired to Inflation Contingency to offset any contractual overspend
Beecholme	95,000		(95,000)		0	2,575,000		2,575,000	Budget for 2015/16 removed.
Schs Cap Maint & Accessibility (2)	808,860		70,000		878,860	650,000		650,000	Contributions from a further 7 schools towards schemes undertaken at their schools
Environment & Regeneration									
B694 - Windmill Road	0		32,000		32,000	0		0	s106 funding - approved bid for drainage and footway works at Windmill Road.
Lombard Industrial Estat	23,970		12,370		36,340	0		0	s106 funding - approved bid for lighting and CCTV improvements in the Lombard Road area
Tackling Traffic Congestion (1)	1,288,570	(100,000)	(613,570)	(532,500)	42,500	0	532,500	532,500	Scheme funding adjusted to reflect contractual commitments and virement to fund anti-theft measures on 319 older pay and display machines
Pollards Hill Play Space	0			5,000	0			0	To fund projected overspend this year
Parks Investment	237,000			50,000	287,000	331,000	(55,000)	276,000	To fund projected overspend this year
23 Mostyn Road	0	45,000			45,000	0		0	Complete refurbishment after cessation of a service tenancy. To be re-let on the open market
Anti-theft Security Pay & Display Machines (1)	0	100,000			100,000	0		0	Scheme projected to underpend. Virement to fund anti-theft measures on 319 older pay and display machines
Croydon Rd/Mitcham Rd Shrd Use Path	0			325,000	325,000	325,000	(325,000)	0	TFL Funding for Croydon/Mitcham Rd Shared Cycle Path
Biking Borough Programme	0		14,000		14,000	0		0	TFL funding for Biking Borough Programme (15k total funding for 15/16, 14k of which is capital)
Total	8,046,470	0	(590,200)	(1,191,920)	6,259,350	#####	516,920	#####	
1) Requires Cabinet Approval 2) Schools Contributions									
	2017/18 Budget	Reprofiling	Revised 2017/18 Budget	Narrative					
	£		£						
Community & Housing									
Disabled Facilities Grant	280,000	475,000	755,000	Reprofiled to 2017/18					
Total	280,000	475,000	755,000						

Capital Programme Funding Summary 2015/16

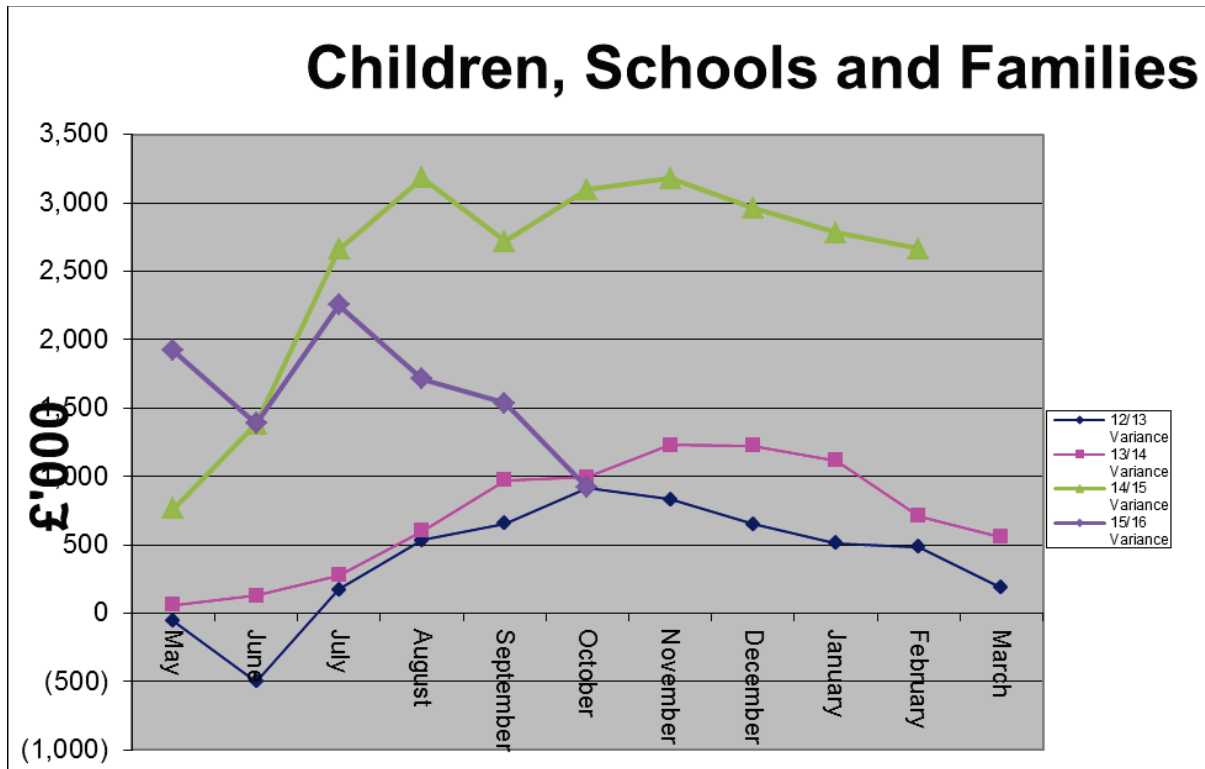
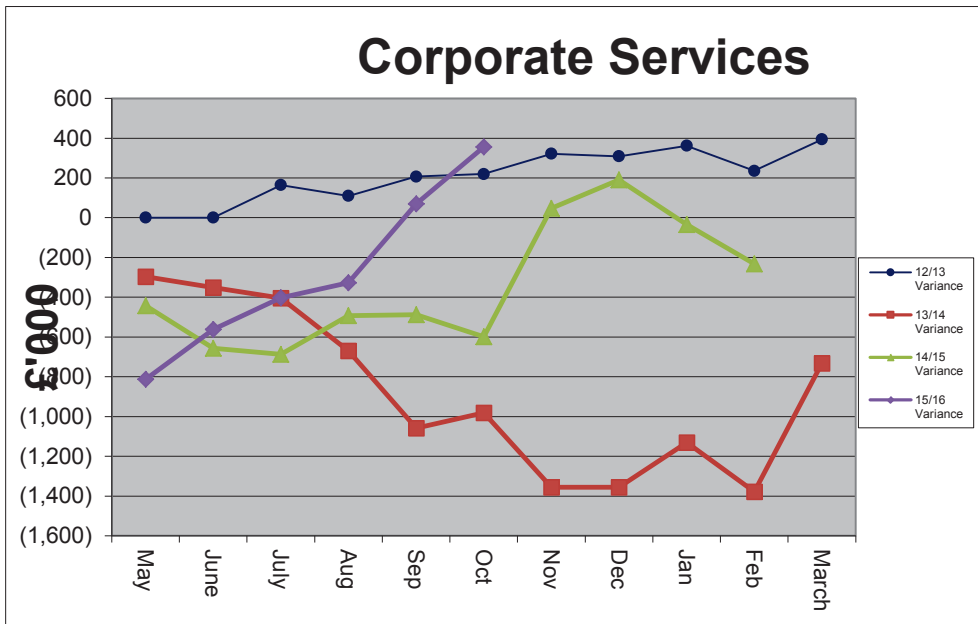
	Funded from Merton's Resources	Funded by Grant & Capital Contributions	Total
	£000s	£000s	£000s
September Monitoring - October Cabinet	21,109	21,398	42,507
Corporate Services			
New Financial Systems	(108)	0	(108)
Electronic Asset Management	190	0	190
Community and Housing			
Telehealth	0	(44)	(44)
Disabled Facilities Grant	(213)	(262)	(475)
Children, Schools and Families			
Cricket Green	0	(72)	(72)
Secondary Expansions	(340)	0	(340)
Beecholme	(95)	0	(95)
Singlegate	(200)	0	(200)
Schs Cap Maint & Accessibility	0	70	70
Environment and Regeneration			
Tackling Traffic Congestion	(1,146)	0	(1,146)
B694 - Windmill Road	0	32	32
Lombard Industrial Estat	0	12	12
Parks Investment	50	0	50
Pollards Hill Play Space	5	0	5
TfL Funding for Croydon Rd Shared Cycle Path	0	325	325
Biking Borough Programme	0	14	14
October Monitoring - December Cabinet	19,252	21,473	40,725

Capital Programme Funding Summary 2016/17

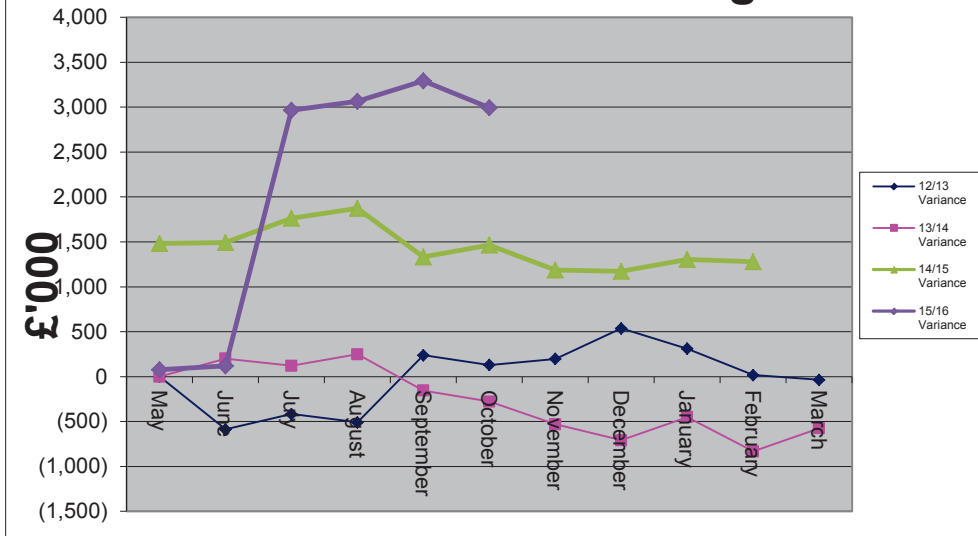
	Funded from Merton's Resources	Funded by Grant & Capital Contributions	Total
	£000s	£000s	£000s
September Monitoring	44,834	15,672	60,506
Improving Information Systems	108		108
Telehealth		44	44
Disabled Facilities Grant	(262)	262	0
Cricket Green		72	72
Singlegate	(200)	0	(200)
Tackling Traffic Congestion	533	0	533
Croydon Rd/Mitcham Rd Shrd Use Path	0	(325)	(325)
Secondary Expansion	340	0	340
Parks Investment	(55)	0	(55)
October Monitoring	45,298	15,725	61,023

APPENDIX 6

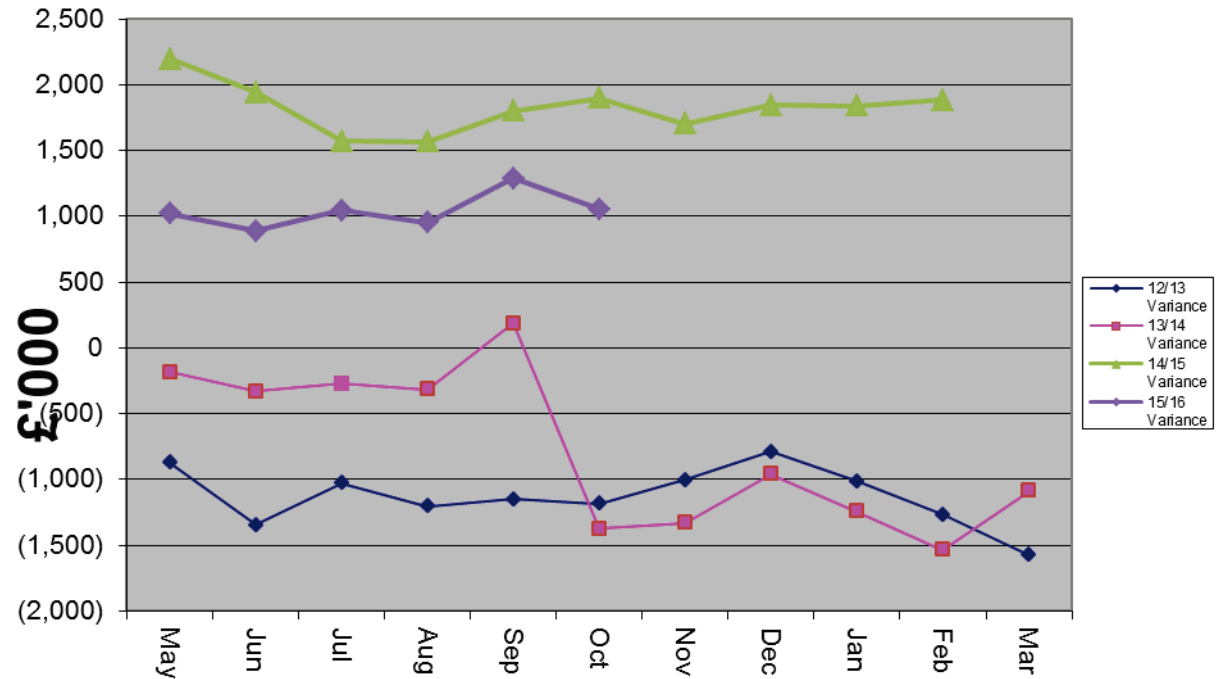
The following charts show the forecast year end variance by department with a comparison for 2012/13, 2013/14 and 2014/15:

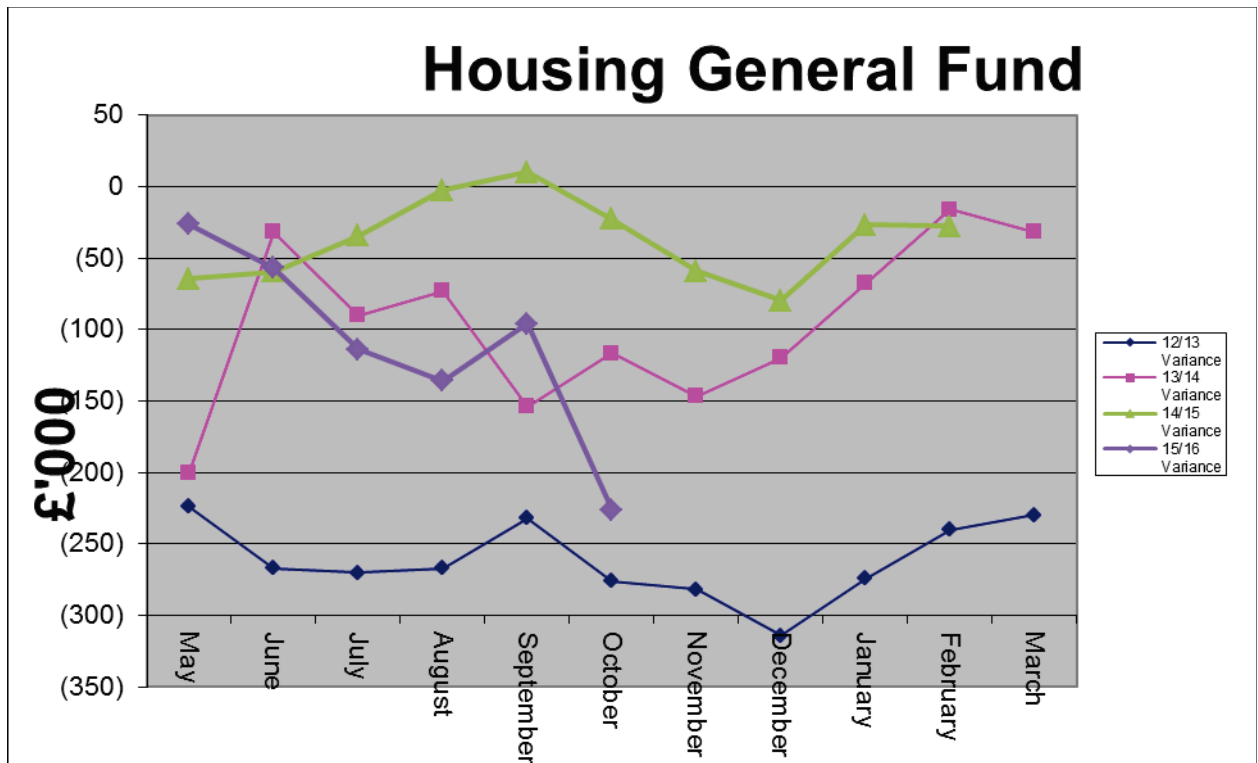
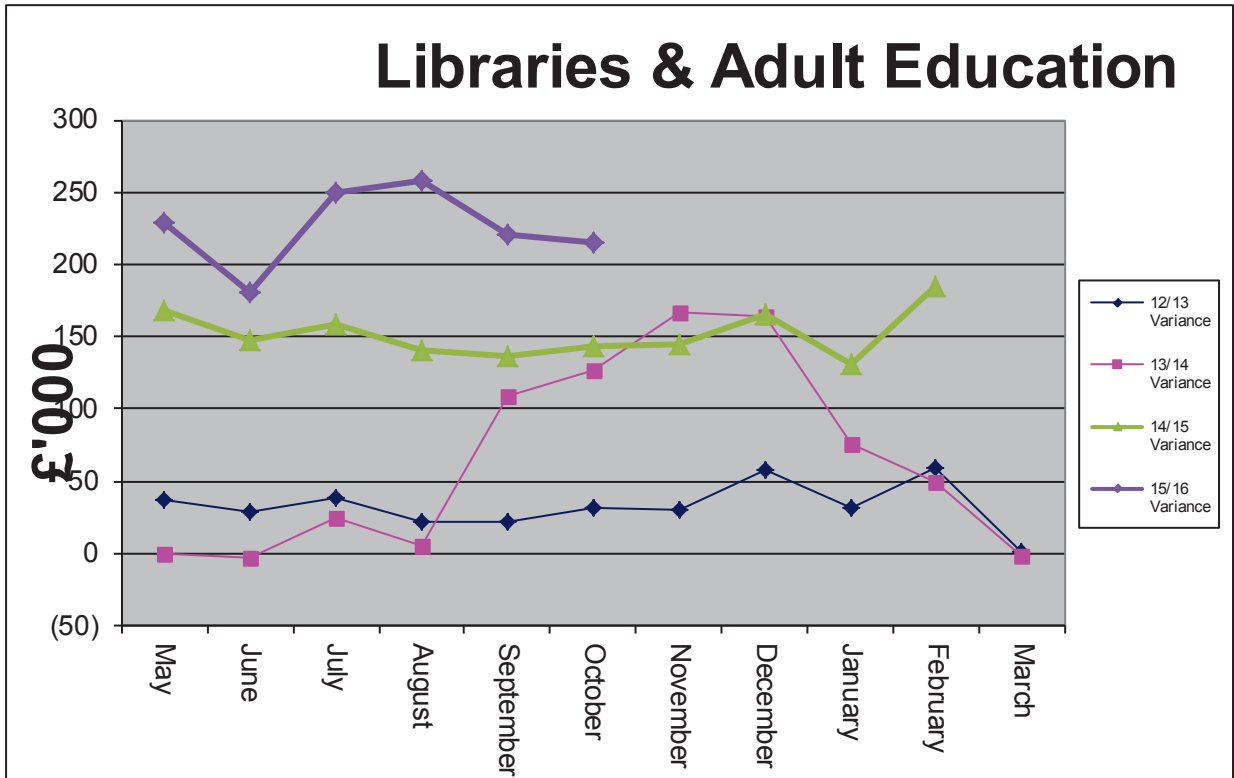


Environment and Regeneration



Adult Social Care





DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - PROGRESS ON SAVINGS 15-16

Ref	Description of Saving	2015/16 Savings Required £000	2015/16 Savings Expected £000	Shortfall	RAG	16/17 RAG	Responsible Officer	Comments	R /A Included in Forecast Over/Unders pend? Y/N
CSF2012-04	<u>CSF Commissioning Function and Commissioning Budgets</u> Reduce expenditure on LAC and SEN placements	100	100	0	A	A	Paul Ballatt	Base budgets were reduced for the savings target. Although we expect to achieve the savings target, increased cost due to higher and more complex caseload is causing the service area to overspend. Detailed analysis to back up the cost reduction in placement costs through negotiations with providers are reported to DMT every quarter.	Y
CSF2012-07	<u>CSF Children Social Care & Youth Inclusion</u> Family and Adolescent Services Stream - Transforming Families (TF), Youth Offending Team (YOT) and in Education, Training and Employment (ETE)	220	220	0	G	G	Paul Angeli		
CSF2013-01	<u>CSF Early Years</u> Substantial reduction in EY budgets whilst retaining existing Children's Centres targeted work in areas of higher deprivation (up to 10% reduction overall to Children's Centre services). Reduction in funding and in kind contributions to voluntary sector organisations	160	160	0	G	G	Jane McSherry		
CSF2014-01	<u>School Standards and Quality</u> This is a re-profiling of the budgeted savings for 2015-17 agreed by Council on 5 March 2014. Instead of spreading the income generation and management efficiencies saving of £80k over two years, we propose bringing the total saving forward to 2015/16.	80	80	0	G	G	Jane McSherry		
CSF2014-02	<u>Commissioning, Strategy and Performance</u> This is a re-profiling of the budgeted saving agreed by Council for 2015-17 on 5 March 2014. Due to demographic pressures on the budget we reduced the post 16 LAC/CL accommodation saving for 2015/16 from £100k to £58k.	58	58	0	A	A	Paul Ballatt	Base budgets were reduced for the savings target. Although we expect to achieve the savings target, increased cost due to higher and more complex caseload is causing the service area to overspend. Detailed analysis to back up the cost reduction in placement costs through negotiations with providers are reported to DMT every quarter.	Y
CSF2014-03	<u>Commissioning, Strategy and Performance</u> This will be achieved through a combination of reducing our training for facilitators of parenting programmes and decommissioning a service where the commissioned outcomes are not being delivered.	63	63	0	G	G	Paul Ballatt		

DEPARTMENT: CHILDREN, SCHOOLS AND FAMILIES - PROGRESS ON SAVINGS 15-16

Ref	Description of Saving	2015/16 Savings Required £000	2015/16 Savings Expected £000	Shortfall	RAG	16/17 RAG	Responsible Officer	Comments	R /A Included in Forecast Over/Unders pend? Y/N
	<u>Youth Services</u>								
CSF2014-04	Reduced investment in commissioned and in-house youth services.	100	100	0	G	G	Jane McSherry		
	Total Children, Schools and Families Department Savings for 2015/16	781	781	0					

APPENDIX 7

DEPARTMENT: COMMUNITY & HOUSING SAVINGS PROGRESS 2015/16

Ref	Description of Saving	2015/16 Savings Required £000	2015/16 Expected Savings £000	Shortfall £000	RAG	16/17 RAG	Responsible Officer	Comments	Budget Manager Comments	R /A Included in Forecast Over/Undersp end? Y/N
	Adult Social Care									
ASC7	Below Inflation Uplift to third party suppliers	350	138	212	R	R	Rahat Ahmed-Man	The 2015-2016 budget allowed inflation growth of £550k i.e. if actual contract price increases were restricted to £200k or less this saving would be achieved. However, market pressures not envisaged when this target was set and beyond our control means this saving is no longer realistic. To date the commissioning team has only negotiated increased rates where absolutely necessary and overall has negotiated rate increases well below that asked for by providers. The financial impact of negotiations completed to date is estimated at £412k in 2015-16. This compares to requested increases of £1.083m, but means the £350k savings target will not be achieved and it looks likely that actual savings will be around £138k, but this could increase/reduce as and when new price increases are agreed and at least one large contract (Eltandia) is ongoing.	Expected shortfall - (Details as per ASC market report)	
CH1	Brokerage efficiency savings	31	100	(69)	G	G	Rahat Ahmed-Man	Based on actual savings in previous years which exceeded £100k the Brokerage Manager is confident that this is a feasible savings target from better sourcing/renegotiations in 2015-16 . Projected savings have already gone above the £31k target by £25k and <u>there is a high probability that this target can be substantially exceeded</u> to help recoup 2014-15 savings shortfalls.	Over-achieving target - currently £98k	

APPENDIX 7

DEPARTMENT: COMMUNITY & HOUSING SAVINGS PROGRESS 2015/16

Ref	Description of Saving	2015/16 Savings Required £000	2015/16 Expected Savings £000	Shortfall £000	RAG	16/17 RAG	Responsible Officer	Comments	Budget Manager Comments	R /A Included in Forecast Over/Undersp end? Y/N
ASC9	Remodelling and re-procuring the domiciliary care service, following the end of the 3 year contract starting in 2012.	250	(169)	419	R	R	Rahat Ahmed-Man	Like ASC7 above market pressures beyond our control have resulted in domiciliary care rates increasing rather than decreasing as envisaged when savings targets were originally set. To date the commissioning team has only negotiated increased rates where absolutely necessary and overall has negotiated rate increases well below that asked for by providers. The financial impact of negotiations completed to date is estimated at £169k in 2015-16. This compares to requested increases of £439k and means the £250k savings target will not be achieved.	Expected shortfall - see tabs ASC market - details and ASC markets - summary for further details	
CH10 Page 228	Procurement Opportunities	250	362	(112)	G	G	Rahat Ahmed-Man	The Orchard Hill LD Supported Living Contract was relet from 16th February 2015. The new price assuming care hours do not exceed 1,350 in a year is £980k p.a. This compares to an annual cost under the old contract of £1.391m i.e. whole year savings forecast is £411k. The pro rata savings in 2015-16 are therefore £362k, so the £250k target <u>will be over-achieved in 2015-16 by £112k</u> . This will help compensate for the dom care savings (above) unlikely to be achieved.		
ASC10A	Review of care packages with a view to an overall average reduction in line with promoting independence	100	225	(125)	G	G	Rahat Ahmed-Man	In 2015-16 reviews will focus on mid-range packages of £400-£1500 p.w. (excl. Dir Payments as these were reviewed in 2014-15). The combined £206k savings target from the reviews in these three savings targets represents just 1% of the annual cost of these packages and reviews between Apr - Aug 2015	Over-recovering on 15/16 reviews by a further £125k - counted against 14/15 savings not	

APPENDIX 7

DEPARTMENT: COMMUNITY & HOUSING SAVINGS PROGRESS 2015/16

Ref	Description of Saving	2015/16 Savings Required £000	2015/16 Expected Savings £000	Shortfall £000	RAG	16/17 RAG	Responsible Officer	Comments	Budget Manager Comments	R /A Included in Forecast Over/Undersp end? Y/N
*ASC18	* Review of care packages	75	75	0	G	G	Rahat Ahmed-Man	have already identified savings of £161k (78% of the target) so we are on track to achieve and in all probability exceed this target. This will help to compensate for any savings shortfalls related to contract price increases. The £161k savings identified so far include £45K identified in 2014-15 but relating to 2015-16 + £42k identified by reviews in Apr-June + £39k identified by reviews in July + £34k identified by reviews in August. RAG rating for CH2 remains amber until cumulative savings identified from all review activity equals or exceeds the £206k target. Anticipated over achievement will help offset dom care savings (above) unlikely to be achieved.	savings not achieved	
CH2	Domiciliary care service	31	100	(69)	A	G	Rahat Ahmed-Man			
CH2	Procurement Opportunities (Placement budget)	32	23	10	A	G	Rahat Ahmed-Man	So far possible annual savings of £20k to £25k have been identified from changes to night cover arrangements and overhead reduction programmes at Crescent Road and Woodland Way LD Supported Livings Services i.e. £7k to £12k of saving still need to be identified.	Expected shortfall	
ASC2A	Outsource Reablement Service & realise benefits / efficiencies of the remodelled service	100	100	0	G	G	Sarah Wells	Required restructuring has taken place and the budget has been adjusted i.e. the projected savings will be realised.	Target to be achieved	
*CH1	* First Contact Service .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.	125	125	0	G	G	Rahat Ahmed-Man	Required restructuring has taken place i.e. projected savings will be realised. MAAT closed and its role is now fulfilled a new Information, Advice and Support Hub will be operated in partnership with the Voluntary Sector.	Target to be achieved	
*ASC18	*Supporting People	300	300	0	A	G	Rahat Ahmed-Man	£212k identified so far so there is still a further £88k to be achieved. This is likely to be achieved through a reduction of the number of subsidy payment customers.	Target to be achieved	

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APPENDIX 7

DEPARTMENT: COMMUNITY & HOUSING SAVINGS PROGRESS 2015/16

Ref	Description of Saving	2015/16 Savings Required £000	2015/16 Expected Savings £000	Shortfall £000	RAG	16/17 RAG	Responsible Officer	Comments	Budget Manager Comments	R /A Included in Forecast Over/Undersp end? Y/N
CH4	Staffing reductions within the Commissioning Team	71	71	0	A	G	Rahat Ahmed-Man	This saving will be delivered by holding staff vacancies in Commissioning. Budget monitor shows this is being achieved.	Target to be achieved	
CH4	Staffing reductions across Direct Provision	99	99	0	G	G	Andy Ottaway-Searle	The required staff restructuring has already taken place so these savings will be fully achieved.	Target to be achieved	
*CH3	* Day Care Sevices -Change the day services offer for learning and physically disabled customers who currently use in house day services, mainly High Path and All Saints.	200	200	0	G	G	Andy Ottaway-Searle	Staffing reductions have been made to achieve the savings. This has led to a re-organised day service offer, with the emphasis on a safe and secure service, with fewer activities on offer for customers. We are refining the offer to ensure each customer has as much choice as possible and will continue to seek volunteers to assist in the centres.	Target to be achieved	
	Libraries									
CH5	Reduction in Media Fund	12	12	0	G	G	Anthony Hopkins			
CH6	Increase income - Libraries	10	10	0	G	G	Anthony Hopkins			
	Merton Adult Education			0						
CH15	Increased income and some staff reductions	14	14	0	R	R	Yvonne Tomlin			
	Housing			0						
CH8	Homelessness Prevention Grant	35	35	0	G	G	Steve Langley			
Trf from F&P	Enviromental Health Salaries	69	69	0	G	G	Steve Langley			
	Total Community & Housing Department Savings for 2015/16	2,154	1,889	266						

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DEPARTMENT: CORPORATE SERVICES - PROGRESS ON SAVINGS 15-16

Ref	Description of Saving	2015/16 Savings Required £000	2015/16 Savings Expected £000	Shortfall	RAG	16/17 RAG	Responsible Officer	Comments	R /A Included in Forecast Over/Underspend? Y/N
	<u>Business Improvement</u>								
CS1	Rationalisation of management costs	50	50	0	G	G	Sophie Ellis		
CS3	Generate income through training	5	0	5	R	G	Sophie Ellis	Alternate saving identified	Y
CSD36	Business Systems Team Restructure Phase 1	10	10	0	G	G	Sophie Ellis		
	<u>IT Service Delivery</u>								
CS5	Review and challenge of the procurement of Support & Maintenance & Licence Contracts	60	60	0	G	G	Mark Humphries		
CS7	Reduction of costs through re-procurement of Mobile Telephones Contract against a number of revenue budgets spread across the Council	10	10	0	G	G	Mark Humphries		
CS8	Reduction of costs through re-procurement of Wide Area Network (WAN) Links contract. Savings achieved against a number of revenue budgets spread across the Council.	10	10	0	G	G	Mark Humphries		
CS14	Asset and Change Analyst Vacant Part Post (0.8)	24	24	0	G	G	Mark Humphries		
CS17	Delete one Transactional Services Assistant Post (Compulsory Redundancy)	30	30	0	G	G	Mark Humphries		
CS18	Delete Assistant Vendor Maintenance - Part Post 0.7 FTE (Compulsory Redundancy)	24	24	0	G	G	Mark Humphries		
CS20	Energy ReFit Savings (Subject to agreed investment) - Phase 2	100	100	0	G	G	Mark Humphries		
CS21	Increase income targets for building repairs and maintenance works	45	45	0	G	G	Mark Humphries		
CS22	Restructure of Archive Store	15	15	0	A	G	Mark Humphries	Alternate to be identified	Y
CS23	Outsourcing Buildings Services and Security Service	35	35	0	G	G	Mark Humphries		
CS25	Delete one post from the Building Repair and Maintenance team (Compulsory Redundancy)	30	30	0	G	G	Mark Humphries		

DEPARTMENT: CORPORATE SERVICES - PROGRESS ON SAVINGS 15-16

Ref	Description of Saving	2015/16 Savings Required £000	2015/16 Savings Expected £000	Shortfall	RAG	16/17 RAG	Responsible Officer	Comments	R /A Included in Forecast Over/Underspend? Y/N
CS27	Consolidation of Utilities budgets	50	50	0	G	G	Mark Humphries		
CS28	M&E Term Contract (Amalgamation) of Intruder Alarms	20	20	0	G	G	Mark Humphries		
CS31	Rationalise Health and Safety and Business Continuity Planning - if possible explore shared service	35	0	35	G	G	Mark Humphries		
CSD1	Increase FM's external fee income target associated with schools service level agreements and associated project works	31	0	31	R	A	Mark Humphries	Saving unlikely to be delivered in 2015/16 but alternate has been identified	Y
Corporate Governance									
CS30	Rationalise Benefits and Corporate Investigation team - possible shared resources	30	30	0	G	G	Paul Evans		
CS33	Rationalise Internal Audit teams - possible shared service	40	40	0	G	G	Paul Evans		
CS34	Services and suppliers savings within Corporate Governance	86	86	0	G	G	Paul Evans		
Customer Services									
CS36	Re tendering of Cash Collection Contract	10	10	0	G	G	Sean Cunniffe	Achieved from commencement of 2015/16	
CS39	Impact of Customer Service Review	30	30	0	G	G	David Keppler	Achieved from commencement of 2015/16	
CSD12	Rationalisation of Divisional Budgets	15	15	0	G	G	David Keppler	Achieved from commencement of 2015/16	
CSD13	Reduce Customer Access Point Assistant by 0.6FTE	15	15	0	G	G	Sean Cunniffe	Achieved from commencement of 2015/16.	
CSD17	Reduce Marketing budget - Increase self service by using Panacea - marketing solution software in order to reduce designer costs for smaller marketing jobs.	3	3	0	G	G	Sophie Poole		
Resources									
CS42	Resources -Fall Out of Pay Protection Arrangement	5	5	0	G	G	Paul Dale		
CSD20	Increased income	14	14	0	G	G	Paul Dale		

DEPARTMENT: CORPORATE SERVICES - PROGRESS ON SAVINGS 15-16

Ref	Description of Saving	2015/16 Savings Required £000	2015/16 Savings Expected £000	Shortfall	RAG	16/17 RAG	Responsible Officer	Comments	R /A Included in Forecast Over/Underspend? Y/N
CSD46	Reduce budget for LCGS to match actual contribution	3	3	0	G	G	Paul Dale		
	<u>Human Resources</u>								
CS49	Introduction of new application tracking system	5	5	0	G	G	Dean Shoesmith	On target for achievement	
CSD31	Review of HR business support	19	19	0	G	G	Dean Shoesmith	Change already completed and the associated post deleted	
CSD33	HR transactional service income generation	20	20	0	G	G	Dean Shoesmith	Discussions progressing with Kingston to obtain costs for i-Trent service	
	<u>Corporate Items</u>								
	Dividend income from CHAS 2013 Limited	174	174	0	G	G	Paul Dale	Alternative saving found due to CHAS IP payment.	
	Reduction in interest charges through cash management	117	117	0	G	G	Paul Dale		
	Total Corporate Services Department Savings for 2015/16	1,170	1,099	71					

DEPARTMENT: ENVIRONMENT & REGENERATION SAVINGS PROGRESS: 2015-16

Ref		2015/16 Savings Required £000	2015/16 Savings Expected £000	Shortfall	RAG	16/17 RAG	Responsible Officer	Comments	R /A Included in Forecast Over/Unders pend? Y/N
LEISURE & CULTURE									
EN35	Various Budgets - Increased Income through various charging increases.	14	14	0	G	G	James McGinlay		N
EN36	Various Budgets - Increased Income through sale of advice & guidance.	10	10	0	G	G	James McGinlay		N
EN37	Merton Active Plus - Increased Income	5	5	0	G	G	James McGinlay		N
EV09	Renegotiation of contract with GLL for management of Leisure Centres	120	120	0	G	G	James McGinlay		N
TRAFFIC & HIGHWAYS									
EN29	Re-Structure of Traffic and Highway Services	252	196	56	R	G	James McGinlay	Due to delay in implementation, the full effect of this saving will not be realised this year.	Y
FUTURE MERTON									
EN42	Consultancy Income.	40	40	0	A	A	James McGinlay	No definitive income streams identified as yet.	Y
GREENSPACES									
EN45	Further commercialisation and development of sports and allied parks services (eg. increase in fees and charges (3.75%); cost recovery plus; service bundling; sponsorship of bedding plants,etc), aligned to the emerging strategy for sports.	39	5	34	R	A	James McGinlay	Shortfall based on P6 forecast.	Y
WASTE SERVICES									
EN16	Deletion of a vacant post within our Sheltered Placement team (£20k), and a reduction in transport related budgets.	66	66	0	G	G	Cormac Stokes		N
SAFER MERTON									
EV01	Reprocurement of CCTV maintenance contract leading to efficiency savings.	36	36	0	G	G	John Hill		N
REGULATORY SERVICES									
ER10	Merton & Richmond shared regulatory services.	230	110	120	R	G	John Hill	New structure estimated to commence in October 2015, so only a part-year effect saving will be achieved this year.	Y
PARKING SERVICES									
EN05	Introduction of mobile phone payments for parking	37	37	0	G	G	John Hill		N
EV02	Increase charges for the following types of parking permits Business £5, Trade £5, Teachers £5. Please note no allowance has been made for elasticity of demand this figure could reduce by 10%.	4	0	4	R	R	John Hill		Y
EV11	Increase all pay and display charges for on and off street parking by 10%. it should be noted that no allowance has been made for elasticity of demand this figure could reduce by 25%	125	125	0	G	G	John Hill		N
EV12	Introduction of unattended automatic number plate recognition CCTV parking enforcement cameras at fixed locations.	3,214	0	3,214	R	G	John Hill	The legal challenge to the award of the contract for the provision and maintenance of ANPR cameras received from one of the losing bidders was unsuccessful.	Y
Total Environment and Regeneration Savings 2014/15		4,192	764	3,428					

DEPARTMENT: CHILDREN, SCHOOLS & FAMILIES SAVINGS PROGRESS: 2014-15

APPENDIX 8

Ref	Description of Saving	2014/15 Savings Required £000	2014/15 Savings Achieved £000	Shortfall	2015/16 Savings Expected £000	2015/16 Expected Shortfall £000	RAG	Responsible officer	Comments	R /A Included in Forecast Over/Underspend? Y/N
	Education									
CSF2012-08	Introduce new models of fulfilling the council's statutory responsibilities for the provision of SEN transport	140	100	40	140	0	G	Jane McSherry	The full year effect of the travel training programme and the roll-out of personal budgets will result in achieving this saving during 2015/16. To date £72k has been met from ITT and £84k from PB. The overall transport budget is expected to overspend due to complexity of caseloads and increased prices..	

DEPARTMENT: COMMUNITY & HOUSING SAVINGS PROGRESS 2014/15

Ref	Description of Saving	2014/15 Savings Required £000	2014/15 Actuals Savings £000	Shortfall £000	RAG	2015/16 Savings Expected	2015/16 Expected Shortfall	Responsible Officer	Comments	R /A Included in Forecast Over/Undersp end? Y/N
Adult Social Care										
ASC13/ASC34	Brokerage Efficiencies	300	118	182	A	182	0	Julie McCauley	Savings not or partially delivered in 14/15 but we expect to pull this back in 15/16 - as at end of September Brokerage negotiations have resulted in savings of £98k	Y
ASC8	Optimising the use of block and spot contracts-OP&LD	300	141	159	R	112	47	David Slark	Savings not or partially delivered in 14/15 but we expect to pull this back in 15/16 - £112k from over-achievement of Orchard Hill contract will offset	Y
Page 236 ASC54	Reduction in Mental Health Placement	50	0	50	R	0	50	Kamla Sumbhoolual	Expected shortfall	Y
CH12	Remove day care costs from residential customers	250	0	250	R	0	250	Andy Ottaway-Searle	Expected shortfall	Y
CH14	All Saints Respite extension	36	0	36	R	0	36	Julie McCauley	Savings not or partially delivered in 14/15 but we expect to pull this back in 15/16 if building work is completed so building can be used for respite care	Y
CH15	Assistive Technology	70	0	70	R	0	70	Andy Ottaway-Searle	Expected shortfall	Y

Ref	Description of Saving	2014/15 Savings Required £000	2014/15 Actuals Savings £000	Shortfall £000	RAG	2015/16 Savings Expected	2015/16 Expected Shortfall	Responsible Officer	Comments	R /A Included in Forecast Over/Underspend? Y/N
CH6	Voluntary Organisation- SLA reduction	150	0	150	R	0	150	Rahat Ahmed-Man	Expected shortfall	Y
ASC51	Voluntary Sector Grants-reduction in infrastructure	98	0	98	G	98	0	Rahat Ahmed-Man	Grants were reduced from circa £1m in 2013-14 to circa £830k in 2014-15. Due to a decision to provide transitional funding to various voluntary organisations the saving was not achieved in 2014-15. Transitional arrangements end in 2015-16 so savings will be achieved going forward.	Y
ASC53	Meals on wheels contract	50	0	50	R	0	50	Rahat Ahmed-Man	A new (joint arrangement with Croydon) was due to commence in July 2015, but, non-compliant bids meant the process failed. A new contract to save £100k p.a. will be let in 2015-16. The service will no longer be provided from 2016/17. Expected shortfall as forecasting to overspend in 15/16.	Y
ASC44	Remodelling of reablement service	282	0	282	R	282	0	Sarah Wells	The MILES service has been remodelled and Reablement staff structure has been adjusted. At the end of Septemeber the Reablement budget is forecast to underspend by £242k . Full Savings should be achieved by year end.	
ASC48	Staff Vacancy Factor	105	41	64	G	64	(0)	ALL	The staffing budgets were underspent, but not by as much as planned. A restructuring exercise in 2015-16 will ensure future staffing establishments are affordable and recovers this shortfall from 2014-15	
CH2	Promoting independence	500	0	500	G	500	0		The delay in implementing the reablement model meant these savings were not fully achieved. Reablement is now in place so savings in 2015-16 will be achieved and will be evidenced by comparing support hours at the start and end of reablement.Target to be achieved.	
ASC6/ASC49/CH8	Transport	246	0	246	R	0	246	Andy Ottaway-Searle	Savings were dependent on SLA re-charging - report going to CMT on impact of re-charges on service provision and savings / charging	Y

Ref	Description of Saving	2014/15 Savings Required £000	2014/15 Actuals Savings £000	Shortfall £000	RAG	2015/16 Savings Expected	2015/16 Expected Shortfall	Responsible Officer	Comments	R /A Included in Forecast Over/Underspend? Y/N
ASC50/CH 7	Staffing savings in Direct Provision	216	0	216	R	216	0	Andy Ottaway-Searle	Posts were deleted and budgets reduced at the start of the year, but, increased volumes from 12 to 38 people at our supported living services, plus the need to back fill long term sickness to meet CQC standards led to other staffing budgets overspending. This offset the planned savings. Since increased activity remains unfunded this overspend will only be recouped in 2015-16 if other savings targets are over achieved . Savings not or partially delivered in 14/15 but we expect to pull some of this back in 15/16	Y
Page 238	Merton Adult Education Increase income from commercial courses and café, reduction in staff. Admin & marketing cost.	176	0	176	R	0	176	Yvonne Tomlin	MAE is forecasting to overspend and is unlikely to achieve this savings target .	
	Total Community & Housing Dep't Savings for 2014/15	2,829	300	2,529	0	1,454	1,075			

DEPARTMENT: CORPORATE SERVICES - PROGRESS ON SAVINGS 14-15

Ref	Description of Saving	2014/15 Savings Required £000	2014/15 Savings Achieved £000	Shortfall	2015/16 Savings Expected £000	2015/16 Expected Shortfall £000	RAG	Responsible Officer	Comments	R/A Included in Forecast Over/Under
	<u>Corporate Governance</u>									
CS32	Integrate the FOI and Complaints functions	40	0	40	40	0	G	Paul Evans	Alternate savings within division identified and implemented	Y
	<u>I&T</u>									
CS37	Introduce a charge for the Archive Service Facility (approximately 0.39p per month - commercial rates x 3300 boxes) to produce income - E02243	15	0	15	15	0	G	Mark Humphries	Saving achieved from the wider consolidated facilities management budgets	Y
CS47	CRB Income generation via sales to PVI	30	27	3	30	0	G	Dean Shoesmith	Income shortfall in 14/15	Y

DEPARTMENT: ENVIRONMENT & REGENERATION SAVINGS PROGRESS: 2014-15

Ref		2014/15 Savings Required £000	2014/15 Savings Achieved £000	Shortfall	2015/16 Savings Expected £000	2015/16 Expected Shortfall £000	RAG	Responsible Officer	Comments	R /A Included in Forecast Over/Unders pend? Y/N
GREENSPACES										
EN45	Further commercialisation and development of sports and allied parks services	96	67	29	81	15	R	James McGinlay	Based on P6 forecast.	Y

WASTE SERVICES											
ER17	Consultancy and legal costs cease in relation to new partnership contracts	213	188	25		213	0	G	Cormac Stokes	On track to be delivered in 15/16	N
ER25	Commercial Waste and Recycling	250	0	250		250	0	G	Cormac Stokes	Saving replaced for 2015/16 by EV12.	N
EN15	Improved performance management and implementation of the Council's new sickness policy resulting in a reduction in agency staff usage.	100	0	100		0	100	R	Cormac Stokes	Improved management of the sickness monitoring is in place. All LTA being seen by HofS. However, until such time as the technical establishment has been signed off, it is not possible to confirm if this saving has been met.	Y
PARKING SERVICES											
EN03	Enforcement of new CPZ's (Controlled Parking Zones)	50	10	40		50	0	G	John Hill		Y
EN04	Implementation of Pay & Display machines in new CPZ's (Controlled Parking Zones)	75	15	60		75	0	G	John Hill		Y
Total Environment and Regeneration Savings 2014/15		784	280	504		669	115				

Appendix 9

Subject: Miscellaneous Debt Update September 2015

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

1.1 A breakdown of departmental net miscellaneous debt arrears, as at 30 September 2015, is shown in column F of Table 1 below.

Table 1 – Debtors aged balance – 30 September 2015 – not including debt that is less than 39 days old

Department a	39 days to 6 months b	6 months to 1 year c	1 to 2 years d	Over 2 years e	Sept 15 arrears f	June 15 Arrears	Direction of travel
	£	£	£	£	£	£	
Env & Regeneration	900,743	131,833	109,078	177,250	1,318,904	896,994	↑
Corporate Services	321,053	64,914	13,635	159,788	559,390	290,128	↑
Housing Benefits	693,721	547,826	593,434	1,250,581	3,085,562	3,196,008	↓
Children, Schools & Families	127,164	34,225	172,783	9,038	343,210	995,833	↓
Community & Housing	1,218,142	686,637	1,228,908	1,627,033	4,760,720	5,076,718	↓
Chief Executive's	3,000	-60	-60	0	2,880	0	↑
CHAS 2013	90,364	17,142	18,864	7,723	134,093	153,984	↓
Total	3,354,187	1,482,517	2,136,642	3,231,413	10,204,759	10,609,665	↓
<i>Sep-14</i>	2,750,419	1,692,686	2,192,651	3,112,876	9,748,632		
<i>Variance Sept 14 to Sept 15</i>	603,768	-210,169	-56,009	118,537	456,127		↑

1.2 Since the position was last reported in June 2015, the net level of arrears, i.e. invoices over 39 days old, has reduced by £404,906.

1.3 The net level of level of arrears has increased by £456,127 when compared to the position at the end of September 2014.

- 1.4 The above table shows the separate debt owed to CHAS 2013 Ltd.
- 1.5 The increase in debt for Corporate Services is again outstanding re-charges for Legal Services. This debt is being pursued by the Debt Recovery team and Legal Services.
- 1.6 The increase in debt for Environmental Services is mainly down to outstanding invoices for Community Infrastructure Levy, although the majority has been paid in October.
- 1.7 Table 2 below shows the total net level of arrears for the last five years – not including debt that is less than 39 days old

Table 2 – net miscellaneous debt September 2011 to September 2015 – not including debt that is less than 39 days old

Department	Sept 2011	Sept 2012	Sept 2013	Sept 2014	Sept 2015
	£	£	£		£
Env & Regeneration	463,650	680,980	793,107	839,287	1,318,904
Corporate Services	257,398	375,091	368,730	628,537	559,390
Housing Benefits	2,563,016	3,086,410	2,950,651	2,857,391	3,085,562
Children, Schools & Families	153,253	271,244	121,140	407,783	343,210
Community & Housing	2,656,934	3,514,938	4,213,449	4,861,456	4,760,720
Chief Executive's	2,280	180	500	500	2,880
CHAS 2013	0	0	0	181,542	134,093
Total	6,096,531	7,928,843	8,447,577	9,776,496	10,204,759

- 1.6 The figures in table 2 (above) show that the major area of increase in debt over the four year period is housing benefit overpayments and Community and Housing. It should be noted that the amount of housing benefit paid out has increased over this period. In 2008/09 £61.3 million was paid out and just under £100 million was paid in 2014/15. The level of Community and Housing debt over 39 days has increased by just under £2.1 million in the four year period.
- 1.7 The action being taken to recover the largest debts is outlined below.

2 THE PROCESS FOR COLLECTION OF MISCELLANEOUS DEBT

- 2.1 In considering the current levels of debt, it is important to outline the general process Merton currently has in place to collect its arrears. In general terms the process has 5 stages, as detailed below, although processes employed vary by debt type. It is important to note that most debtors can not pay their outstanding liabilities other than by payment arrangements. Once a payment arrangement has been made it can not be changed without the debtors consent.

Table 3 – the process for collecting debt

Stage 1	Stage 2	Stage 3	Stage 4	Stage 5
Invoice issued to debtor with 30 days allowed for payment.	After 30 days and following two requests for payment, a final warning notice is issued and the case passed to the Debt Recovery team.	The debt and debtor is evaluated to ensure the most effective recovery action is taken to attempt recovery. This will include contacting debtors' direct and collecting payment or agreeing repayment plans and passing the debt to collection agents to collect on our behalf, bankruptcy proceedings, attachment to benefit etc.	If the debt remains unpaid then County Court action is taken by the Debt Recovery team's solicitor who administers this process.	The final stage is consideration of the debt for write-off if all other attempts to collect the debt have failed.

3 DEBT OVER ONE YEAR OLD

- 3.1 Debt over 1 year old has increased by £59,565 since the end of September 2014, an increase of just 1.11%.

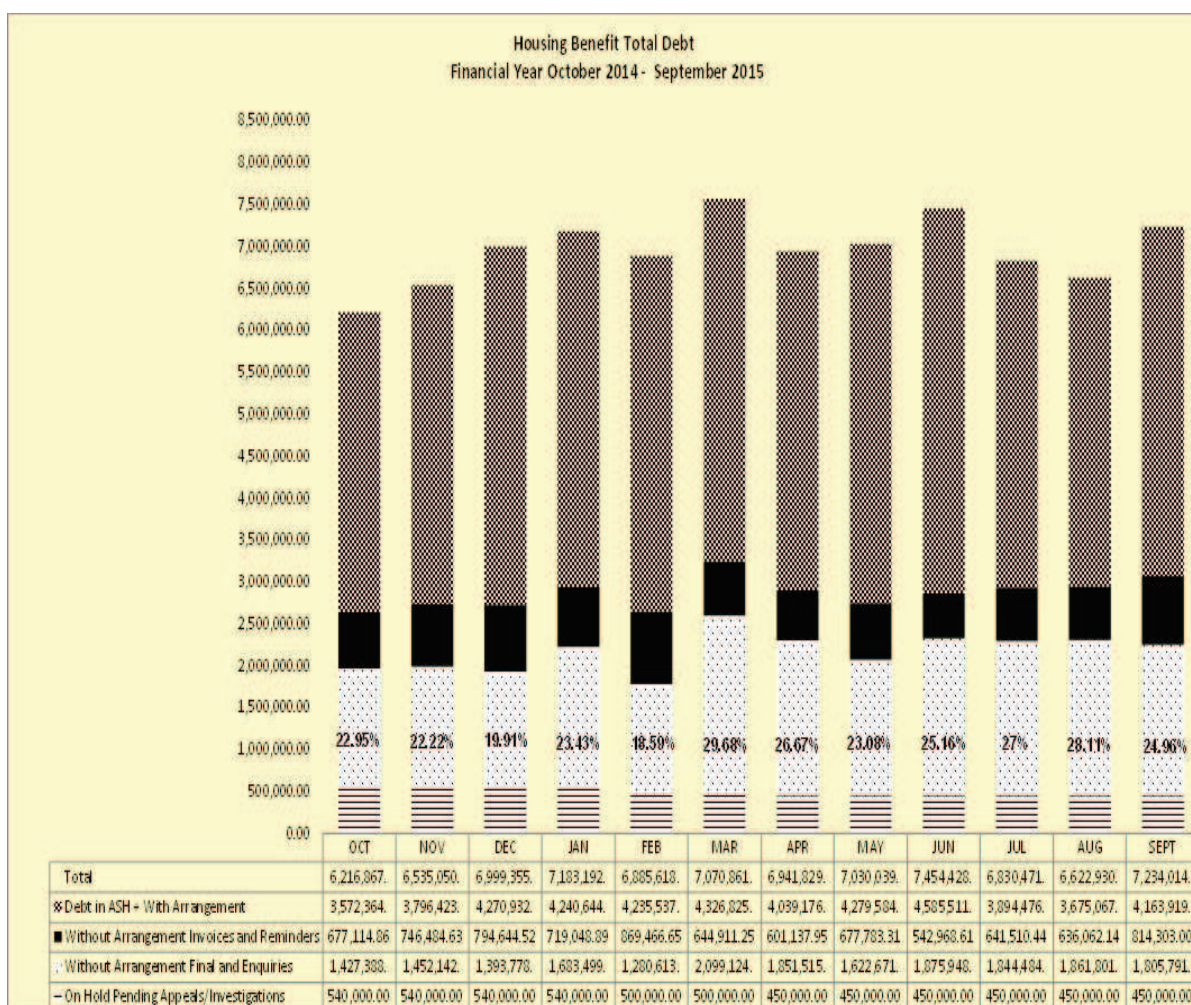
Table 4 – Debt over 1 year old compared to September 2014

Department	Sept 2014	Sept 2015	Variance	% Variance
Env & Regeneration	£419,841	£286,328	-£133,513	-46.63
Corporate Services	£328,588	£173,423	-£155,165	-89.47
Housing Benefits	£1,909,533	£1,844,016	-£65,517	-3.55
Childrens, Schools & Families	£23,831	£181,822	£157,991	86.89
Community & Housing	£2,626,200	£2,855,942	£229,742	8.04
Chief Executives	£500	-£60	-£560	0.00
CHAS 2013	£0	£26,587	£26,587	
Total	£5,308,493	£5,368,058	£59,565	1.11

- 3.2 The majority of debt over 1 year old is for Community and Housing debts and housing benefit overpayments.
- 3.3 The debt for Community and Housing over a year old has increased by £299,742 since September 2014.
- 3.4 Over the past few years council staff have been working closely and following new processes to manage this debt. This work involves regular joint meetings between the financial assessments, social services, client financial affairs and debt recovery teams to review the debts of individual clients and establish action plans for each one.
- 3.5 These actions include, but are not limited to: early intervention from social workers to prevent debts from getting out of control and to ensure that clients are supported earlier to get their finances in order; as part of their induction all new Social Workers spend time with the Financial Assessment Team, to understand how financial assessments are carried out; social workers also check to see if there any safeguarding issues around non-payment of bills and work very closely with the Welfare Benefits Officer; there is more use of credit checks and land registry checks when assessing/investigating debt issues; increased involvement from the client financial affairs team to take appointeeship for those without capacity or appropriate deputyship; Increased identification of cases where we will consider legal action to secure the debt and generally to share information and support each other in the collection and prevention of this debt. Although the debt has grown the actions being taken are mitigating the impact.
- 3.6 The total debt figure for Community and Housing, including debt that is less than 39 days old, is £5.3 million. Of this debt £0.55 million is under 39 days and therefore no formal recovery action has taken place other than issuing an invoice and reminder. Of the remaining £4.75 million debt which is older than 39 days just over £1.0 million is secured debts against charging orders or where the council has deputyship. In addition a further £0.65 million has repayment arrangements in place. We are actively working on securing the remaining £3.1million debt by similar means.
- 3.7 The total amount of housing benefit debt is £7.23 million, a reduction of £0.22 million since last reported in June 2015.
- 3.8 It has been previously reported that the Department of Work and Pensions commenced a “Real Time” Information initiative at the end of September 2014 which was aimed at identifying overpayments of housing benefit. The DWP have compared housing benefit claim data and HMRC data and over the six month life of the initiative highlighted 900 cases for Merton where there were data discrepancies.
- 3.9 In May 2015 the second phase of the initiative commenced and we are receiving approximately 150 cases per month.

- 3.10 As at the end of October 2015 just under £2.1 million of overpayments have been identified and created. A number of cases have resulted in overpayments of over £10,000 and have been referred to the Internal Audit team and the new joint DWP Fraud team.
- 3.11 Where possible these overpayments are being recovered from on-going benefit payments. We are entitled to deduct between £10.95 and £23.35 per week from on-going housing benefit dependant on circumstances. Where the change has resulted in housing benefit being cancelled or nil entitlement we contact the claimants employer and are paid a percentage deduction of their salary each month. So far we have over £140,000 set up to recover in this way.
- 3.12 The Department of Work and Pensions commenced another initiative in the final quarter of 2014/15. This initiative is where council's are encouraged to identify fraud and error within the system and have been awarded set up funding and on-going funding based on achieving performance targets. This initiative will run until at least March 2016.
- 3.13 The Council met its target for December 2014 to March 2015 and obtained £22,000 in additional funding and exceeded the upper target for the first quarter of 2015/16 and received £23,000 in additional funding.
- 3.14 These two initiatives and the normal churn of claims has resulted in the level of housing benefits debt increasing and it is very likely that it will continue to increase.
- 3.15 Although the overall housing benefit debt has increased there has been an increase in the amount of debt either being recovered from on-going benefit or on arrangements. £2.9million is being recovered from on going by reducing current housing benefit payments. Just under £4.1 million is on a payment arrangement or recovery from on going benefit.
- 3.16 The graph below shows breakdown of all housing benefit overpayments by recovery action.

Graph 1 – Total Housing Benefit Debt by recovery action from October 2014



3.17 We have continued to review and target all housing benefit debt. We have tried to improve the procedures at the beginning of the process when a debt is first identified by ensuring that invoices are raised as soon as possible to give the best chance of recovery, we are targeting debtors who are now in work and we will be applying to recover the overpayments from their employers and we are looking at the oldest debts to consider if they are still collectable. However, it should be noted that a lot of the housing benefit debt is very difficult to recover as the Council's powers of recovery are very limited unless the debtor works or owns their own property.

3.18 The table below shows the amount of debt written off in accordance with financial regulations and scheme of management in 2014/15 and the first quarter of 2015/16.

Table 5 - Debt written off in 2014/15 and 2015/16 by debt type

	2014/15	2015/16				
	Total	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
Debt type						
Sundry Debt	£347,726	£0	£223,528			£223,528
Housing benefit overpayments	£1,050,105	£194,200	£98,421			£292,621
Council Tax	£526,881	£177,455	£252,263			£429,718
Business Rates	£790,373	£0	£0			£0
Total	£2,715,085	£371,655	£574,212	£0	£0	£429,718

- 3.19 Of the business rates debt written off in 2014/15 just over £400,000 related to businesses that went into liquidation and therefore it was not possible to collect the rates.
- 3.20 Towards the end of 2014/15 an exercise was commenced targeting the highest housing benefit debts with the aim of agreeing payment arrangements where possible and where appropriate writing debts off. This included many large overpayments, some identified through fraud activity where the prospect of collecting the debt was minimal. In some instances payment arrangements were put in place for 5 years and the remainder of the debt written off. If circumstances change of the debtors or after 5 years all payments are made there is the option of writing part or all of the debt back to collect.
- 3.21 Although the debt written off within 2014/15 does not relate to one specific year it should be noted that in 2014/15 the council was collecting a net debt of £101 million in council tax (this includes the GLA portion), a net debt of £87.8 million in business rates (this includes Business Rates Supplement) and approximately £44 million raised through sundry debts.
- 3.22 Every effort is made to collect all outstanding debts and debts are only written off as a last resort. The council is still collecting some council tax debts that are greater than 6 years old or will have secured the debts against properties where possible.

4. PROVISION FOR BAD AND DOUBTFUL DEBTS

- 4.1 Provision has been made available for writing off bad and doubtful debts held within the ASH and Housing benefits systems. These provisions are £2.85m for ASH miscellaneous debt and £6.34m for debt held in the Housing Benefits system, making a total General Fund

provision for bad and doubtful debts of £9.19m. Clearly, every attempt is made to collect debts before write-off is considered. The current level of provision is analysed in the table below.

- 4.3 The Council adheres to the requirements of the SORP when calculating its provisions. Merton's methodology is to provide on the basis of expected non collection using the collection rates for individual departmental debt, and the age of the debt.

Provision for Bad and Doubtful Debts

Department	Total Provision	
	At 31/03/2014	At 31/03/2015
	£000's	£000's
Env & Regeneration	335	332
Corporate Services	498	432
Housing Benefits	3,981	6,344
Children, Schools & Families	54	90
Community & Housing	1,782	1,996
Total	6,650	9,194

- 4.4 The £2.363m increase in the Housing Benefit debt provision is due to:

- an increase of £1.7m in outstanding Housing Benefit debt itself, to £7.07m (see Graph 1 at Paragraph 3.16)
- advice received from the Council's external auditors, EY, recommending that the provision be set at 90% of outstanding debt, to reflect that much Housing Benefit debt is very difficult to recover.

5. EXECUTIVE SUMMARY / CONCLUSION

- 5.1.1 Merton's total level of miscellaneous debt arrears i.e. invoices over 39 days old, as at 30 September 2015 is £10,204,759. The net level of arrears, when the matter was last reported in June 2015 was £10,609,665.

6. TOTAL DEBT DUE TO MERTON

The total amount due to Merton as at 30 September 2015 is detailed in table 6 below.

Table 6 – Total debt outstanding as at 30 September 2015 and compared with previous periods over the past 12 months

	Sep-14	Dec-14	Mar-15	Jun-15	Sep-15
	£	£	£	£	£
Miscellaneous sundry debt Note 1	14,437,902	14,039,675	14,417,437	14,211,557	13,757,316
HB debt in Benefit system Note 2	2,818,432	3,339,481	3,679,980	4,144,016	4,003,642
Housing Rent Note 3	101,388	101,253	24,174	23,027	13,710
Parking Services	2,388,584	2,240,338	2,143,597	2,197,074	2,120,147
Council Tax Note 4	4,444,360	4,100,330	3,730,152	5,281,972	4,554,084
Business Rates Note 5	2,635,958	1,351,593	638,077	1,758,523	1,741,972
Total	26,826,624	25,172,670	24,633,417	27,616,169	26,190,871

Note 1 This figure differs from the amount shown in Table 1 as it shows all debt, including that which is less than 39 days old.

Note 2 This is the housing benefit debt within the benefits system

Note 3 This is former tenants rent arrears – leaseholder debts are included in miscellaneous sundry debt

Note 4 Council tax debt does not include the current year council tax collection.

Note 5 Business rates debt does not include the current year business rates collection

- 6.1 The overall debt outstanding has reduced by £0.636million in the past 12 months compared to the end of September 2014.
- 6.2 The areas where there has been the largest increase since September 2014 is housing benefit debt within the benefit system (£1.6 million). The action being taken has been detailed earlier in this report.
- 6.3 Detailed breakdowns of the Council Car Parking figures are shown in the Table 7 below:

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